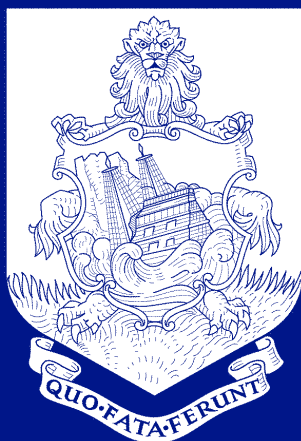


GOVERNMENT  
OF  
BERMUDA



**APPROVED  
ESTIMATES  
OF  
REVENUE AND  
EXPENDITURE  
FOR THE YEAR  
2018/19**

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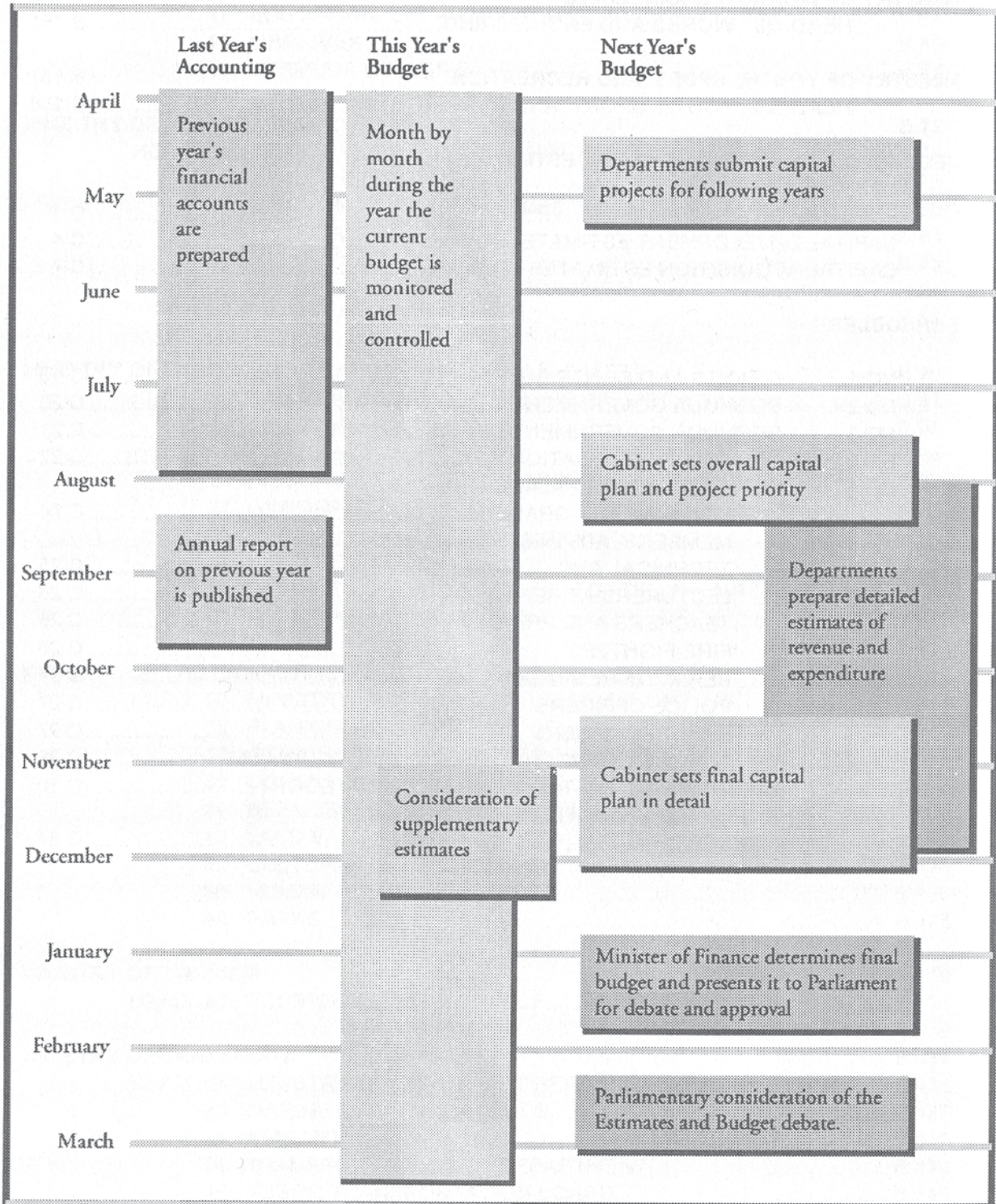
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# Financial Timetable

The Government's financial year begins on April 1st and ends on March 31st.



**GOVERNMENT  
OF  
BERMUDA**

**SUMMARY OF  
CONSOLIDATED FUND  
ESTIMATES FOR 2017/18 TO 2020/21**

<b>ACTUAL 2016/17 \$000</b>		<b>ORIGINAL ESTIMATE 2017/18 \$000</b>	<b>REVISED ESTIMATE 2017/18 \$000</b>	<b>ESTIMATE 2018/19 \$000</b>	<b>ESTIMATE 2019/20 \$000</b>	<b>ESTIMATE 2020/21 \$000</b>
<b>Revenue and Expenditure Estimates</b>						
987,994	1 Revenue	1,042,349	1,044,280	1,089,861	1,139,967	1,189,457
914,349	2 Current Account Expenditure(excl.debt & s/fund)	923,491	921,533	929,134	929,134	929,134
73,645	3 Current Account Balance(excl.debt & s/fund)	118,858	122,747	160,727	210,833	260,323
120,620	4 Interest on Debt	124,000	119,500	124,000	115,000	107,500
(46,975)		(5,142)	3,247	36,727	95,833	152,823
58,375	5 Sinking Fund Contribution	62,085	62,085	64,223	66,466	61,857
(105,350)	6 Surplus Available for Capital Expenditure	(67,227)	(58,838)	(27,496)	29,367	90,966
76,702	7 Capital Expenditure (See line 20 below)	67,451	60,394	62,209	60,000	60,000
(182,052)	8 Budget Surplus (Deficit)	(134,678)	(119,232)	(89,705)	(30,633)	30,966
<b>Sources of Financing</b>						
33,117	9 Consolidated Fund	0	34,232	0	0	0
148,935	10 Borrowing	134,678	85,000	89,705	30,633	(30,966)
182,052	11 Total Financing	134,678	119,232	89,705	30,633	(30,966)
<b>Capital Appropriations</b>						
87,260	12 Appropriations in Original Estimates	67,451	60,394	62,209	60,000	60,000
3,352	13 Supplementary Appropriations	0	0	0	0	0
90,612	14 Appropriated During the Year	67,451	60,394	62,209	60,000	60,000
0	15 Appropriations Frozen	0	0	0	0	0
(2,690)	16 Appropriations Lapsed	0	0	0	0	0
87,922	17 Net Appropriations	67,451	60,394	62,209	60,000	60,000
5,752	18 Unspent Appropriations from Prior Year	0	16,972	0	0	0
93,674	19 Appropriations to Meet Spending	67,451	77,366	62,209	60,000	60,000
76,702	20 Capital Spending	67,451	60,394	62,209	60,000	60,000
16,972	21 Unspent Appropriations Carried Forward	0	16,972	0	0	0
<b>Consolidated Fund Balance (March 31)</b>						
1,000	22 Contingency Fund	1,000	1,000	1,000	1,000	1,000
16,972	23 Unspent Capital Appropriations	0	16,972	0	0	0
(2,762,198)	24 Undesignated Surplus (Deficit)	(2,879,904)	(2,881,430)	(2,954,163)	(2,984,796)	(2,953,830)
<b>(2,744,226)</b>	<b>25 Consolidated Fund Surplus (Deficit)</b>	<b>(2,878,904)</b>	<b>(2,863,458)</b>	<b>(2,953,163)</b>	<b>(2,983,796)</b>	<b>(2,952,830)</b>

<b>TYPE</b>	<b>DESCRIPTIONS</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Revenue	Growth, Tax Reform and Rate Increases	5.7%	4.6%	4.6%	4.3%
Expenditure	Spending Reductions	+0.8%	+0.6%	0%	0%
Debt Repayment	Senior Notes Due			\$215M	\$100M
<b>NET DEBT</b>	Position as at end of year	<b>2,420,099</b>	<b>2,444,081</b>	<b>2,406,748</b>	<b>2,344,397</b>

## SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE

HEAD	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
05	OFFICE OF THE AUDITOR	1,143	1,196	1,196	1,105	(91)	(8)
63	PARLIAMENTARY REGISTRAR	353	358	308	275	(33)	(11)
		<b>1,496</b>	<b>1,554</b>	<b>1,504</b>	<b>1,380</b>	<b>(124)</b>	<b>(8)</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	1	0	0	0	0	0
13	POST OFFICE	4,007	4,550	3,950	4,563	613	16
		<b>4,008</b>	<b>4,550</b>	<b>3,950</b>	<b>4,563</b>	<b>613</b>	<b>16</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	99	0	0	0	0	0
03	JUDICIAL DEPARTMENT	5,859	8,288	8,288	8,806	518	6
		<b>5,958</b>	<b>8,288</b>	<b>8,288</b>	<b>8,806</b>	<b>518</b>	<b>6</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	1,487	188	188	188	0	0
11	ACCOUNTANT GENERAL	3,542	404	406	406	0	0
12	CUSTOMS	215,017	228,095	235,160	239,240	4,080	2
38	OFFICE OF THE TAX COMMISSIONER	560,336	593,582	594,492	623,840	29,348	5
39	REGISTRAR OF COMPANIES	66,382	74,071	70,126	72,502	2,376	3
		<b>846,764</b>	<b>896,340</b>	<b>900,372</b>	<b>936,176</b>	<b>35,804</b>	<b>4</b>
<b>MINISTRY OF EDUCATION &amp; WORKFORCE DEVELOPMENT</b>							
16	MIN. OF EDUCATION & WORKFORCE DEV. HQ	0	0	0	76	76	0
17	DEPT. OF EDUCATION	182	230	230	230	0	0
18	LIBRARIES & ARCHIVES	17	15	15	17	2	13
19	ARCHIVES	1	2	2	0	(2)	(100)
60	WORKFORCE DEVELOPMENT	22	28	28	29	1	4
		<b>222</b>	<b>275</b>	<b>275</b>	<b>352</b>	<b>77</b>	<b>28</b>
<b>MINISTRY OF HEALTH</b>							
21	MIN. OF HEALTH HQ	152	50	117	115	(2)	(2)
22	DEPT. OF HEALTH	3,551	3,516	3,643	3,606	(37)	(1)
91	HEALTH INSURANCE	7	0	0	0	0	0
		<b>3,710</b>	<b>3,566</b>	<b>3,760</b>	<b>3,721</b>	<b>(39)</b>	<b>(1)</b>
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>							
48	MIN. OF TRANSPORT & REGULATORY AFF. HQ	767	18,653	22,653	37,800	15,147	67
30	MARINE AND PORTS	5,574	6,303	6,043	6,153	110	2
31	AIRPORT OPERATIONS	8,970	0	0	0	0	0
34	TRANSPORT CONTROL DEPARTMENT	29,491	29,033	29,033	30,453	1,420	5
35	PUBLIC TRANSPORTATION	7,335	8,763	7,011	8,190	1,179	17
57	CIVIL AVIATION	14,588	0	0	0	0	0
73	MARITIME ADMINISTRATION	3,180	0	0	0	0	0
89	ENERGY	0	0	0	200	200	0
		<b>69,905</b>	<b>62,752</b>	<b>64,740</b>	<b>82,796</b>	<b>18,056</b>	<b>28</b>



## SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE - continued

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19 (\$000) % (7) (8)	
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	17	31	3	5	2	67
49	LAND VALUATION	1	6	2	6	4	200
68	PARKS	93	68	31	88	57	184
81	PUBLIC LANDS & BUILDINGS	1,810	5,545	3,200	2,829	(371)	(12)
82	WORKS & ENGINEERING	9,099	16,532	15,477	16,715	1,238	8
97	LAND TITLE & REGISTRATION	0	501	124	625	501	404
		<b>11,020</b>	<b>22,683</b>	<b>18,837</b>	<b>20,268</b>	<b>1,431</b>	<b>8</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>							
20	YOUTH, SPORT & RECREATION	586	621	621	641	20	3
23	CHILD & FAMILY SERVICES	166	192	192	192	0	0
52	COMMUNITY & CULTURAL AFFAIRS	184	89	89	6	(83)	(93)
88	NATIONAL DRUG CONTROL	3	0	0	0	0	0
		<b>939</b>	<b>902</b>	<b>902</b>	<b>839</b>	<b>(63)</b>	<b>(7)</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
07	POLICE	502	350	350	428	78	22
45	FIRE SERVICES	777	180	180	113	(67)	(37)
67	DEPT. OF INFORMATION & COMM. TECH.	1	14,750	14,750	0	(14,750)	(100)
		<b>1,280</b>	<b>15,280</b>	<b>15,280</b>	<b>541</b>	<b>(14,739)</b>	<b>(96)</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	1,327	500	360	405	45	13
27	IMMIGRATION	21,710	21,020	20,552	23,535	2,983	15
29	REGISTRY GENERAL	2,110	1,679	2,024	2,027	3	0
32	DEPT. OF PLANNING	1,593	1,205	1,808	1,411	(397)	(22)
50	MINISTRY OF THE ENVIRONMENT HQ	0	0	4	0	(4)	(100)
79	ENVIRONMENT AND NATURAL RESOURCES	1,823	1,755	1,624	1,638	14	1
		<b>28,563</b>	<b>26,159</b>	<b>26,372</b>	<b>29,016</b>	<b>2,644</b>	<b>10</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	0	0	0	1,403	1,403	0
46	TELECOMMUNICATIONS	14,129	0	0	0	0	0
		<b>14,129</b>	<b>0</b>	<b>0</b>	<b>1,403</b>	<b>1,403</b>	<b>0</b>
		<b>987,994</b>	<b>1,042,349</b>	<b>1,044,280</b>	<b>1,089,861</b>	<b>45,581</b>	<b>4</b>

# ANALYSIS OF CURRENT ACCOUNT REVENUE

HEAD (1)	REVENUE DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
<b>TAXES &amp; DUTIES</b>							
12	CUSTOMS DUTY	211,087	223,716	231,011	235,000	3,989	2
27	SALE OF LAND TO NON-BERMUDIANS	5,045	6,000	5,045	7,000	1,955	39
29	TIMESHARING TAX	61	20	110	20	(90)	(82)
38	PASSENGER TAXES	41,025	22,345	23,000	25,000	2,000	9
38	STAMP DUTIES	23,125	20,986	23,408	23,000	(408)	(2)
38	BETTING TAX	936	1,700	259	800	541	209
38	LAND TAX	62,422	63,186	63,186	78,330	15,144	24
38	FOREIGN CURRENCY PURCHASE TAX	20,310	22,000	20,964	22,000	1,036	5
38	PAYROLL TAX	401,755	439,000	444,000	454,000	10,000	2
38	HOTEL OCCUPANCY	7,951	11,500	10,480	11,000	520	5
38	CORPORATE SERVICE TAX	5,222	5,900	5,395	5,500	105	2
38	FINANCIAL SERVICES TAX	0	11,390	8,400	8,900	500	0
<b>FEES, PERMITS &amp; LICENCES</b>							
03	LIQUOR LICENCES	513	320	320	320	0	0
12	OTHER CUSTOMS FEES & CHARGES	1,914	2,321	2,011	2,100	89	4
12	WHARFAGE	795	800	840	840	0	0
13	POST OFFICE	4,036	4,343	4,034	4,652	618	15
27	IMMIGRATION RECEIPTS	16,652	15,000	15,462	16,500	1,038	7
29	TRADE & SERVICE MARK	1,877	1,401	1,798	1,801	3	0
30	FERRY SERVICES	1,182	2,038	1,638	1,636	(2)	(0)
30	SERVICES TO SEABORNE SHIPPING	3,043	3,000	2,976	3,088	112	4
31	AIR TERMINAL AND AVIATION	8,860	0	0	0	0	0
32	PLANNING FEES AND SEARCHES	1,379	1,052	1,607	1,200	(407)	(25)
34	VEHICLE LICENCES AND REGISTRATION	29,364	29,029	29,044	30,449	1,405	5
35	BUS REVENUES	7,282	9,044	7,000	8,142	1,142	16
36	SOLID WASTE	4,996	5,050	5,426	5,473	47	1
36	WATER	2,538	3,901	3,628	3,692	64	2
36	RENTALS	1,958	2,709	2,681	2,025	(656)	(24)
39	COMPANIES - INTERNATIONAL	62,607	69,965	66,065	68,461	2,396	4
39	COMPANIES LOCAL	2,715	2,800	2,800	2,940	140	5
39	COMPANIES LICENCES	865	700	775	820	45	6
46	TELECOMMUNICATIONS RECEIPTS	14,301	14,750	14,750	17,950	3,200	22
48	CIVIL AVIATION RECEIPTS	0	18,000	22,000	19,850	(2,150)	(10)
57	AIRCRAFT REGISTRATION	14,574	0	0	0	0	0
72	PLANT PRODUCTION & MARKETING CTRE	183	200	177	190	13	7
73	REGISTRATION OF SHIPPING	3,065	1	0	0	0	0
95	VACATION RENTAL FEE	0	0	0	750	750	0
<b>OTHER RECEIPTS</b>							
03	FINES AND FORFEITURES	2,622	2,982	2,982	3,500	518	17
11	INTEREST ON DEPOSITS	3,537	406	406	406	0	0
81	ASSET SALES	0	3,000	700	1,000	300	0
	OTHER REVENUE	18,197	21,794	19,902	21,526	1,624	8
		<b>987,994</b>	<b>1,042,349</b>	<b>1,044,280</b>	<b>1,089,861</b>	<b>45,581</b>	<b>4</b>

## SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2017/18 vs 2018/19 (\$000) (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
01	GOVERNOR & STAFF	1,247	1,395	1,395	1,395	0	0
02	LEGISLATURE	5,051	5,166	5,166	5,530	364	7
05	OFFICE OF THE AUDITOR	3,549	4,083	4,083	4,082	(1)	(0)
56	HUMAN RIGHTS COMMISSION	1,245	1,269	1,269	1,269	0	0
63	PARLIAMENTARY REGISTRAR	1,389	2,502	2,502	1,571	(931)	(37)
85	OMBUDSMAN'S OFFICE	779	910	910	924	14	2
92	INTERNAL AUDIT	1,167	1,574	1,479	1,426	(53)	(4)
98	INFORMATION COMMISSIONER'S OFFICE	665	957	957	957	0	0
101	PRIVACY COMMISSIONER'S OFFICE	0	867	0	567	567	0
		<b>15,092</b>	<b>18,723</b>	<b>17,761</b>	<b>17,721</b>	<b>(40)</b>	<b>(0)</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	7,010	6,912	6,814	7,562	748	11
13	POST OFFICE	9,659	10,677	10,677	10,677	0	0
14	DEPT. OF STATISTICS	2,663	2,493	2,493	2,493	0	0
26	DEPT. OF HUMAN RESOURCES	2,851	3,846	3,846	3,813	(33)	(1)
43	DEPT. OF INFORMATION & DIGITAL TECH.	5,838	6,976	6,976	6,690	(286)	(4)
51	DEPT. OF COMMUNICATIONS	2,054	2,945	2,903	3,150	247	9
80	PROJECT MANAGEMENT & PROCUREMENT	652	773	914	772	(142)	(16)
84	E-GOVERNMENT	668	0	0	0	0	0
		<b>31,395</b>	<b>34,622</b>	<b>34,623</b>	<b>35,157</b>	<b>534</b>	<b>2</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	5,939	6,203	6,203	5,718	(485)	(8)
03	JUDICIAL DEPARTMENT	7,349	8,361	8,361	8,473	112	1
04	ATTORNEY GENERAL'S CHAMBERS	4,229	4,808	4,808	5,309	501	10
74	DEPT. OF COURT SERVICES	3,989	4,318	4,318	4,675	357	8
75	DEPT. OF PUBLIC PROSECUTIONS	2,785	3,389	3,389	3,503	114	3
		<b>24,291</b>	<b>27,079</b>	<b>27,079</b>	<b>27,678</b>	<b>599</b>	<b>2</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	4,070	4,297	4,297	5,050	753	18
11	ACCOUNTANT GENERAL	83,089	86,637	84,681	86,461	1,780	2
28	SOCIAL INSURANCE	6,365	6,009	5,420	5,250	(170)	(3)
38	OFFICE OF THE TAX COMMISSIONER	3,403	3,451	3,451	3,451	0	0
39	REGISTRAR OF COMPANIES	2,194	2,587	2,714	3,187	473	17
58	INTEREST ON DEBT	120,620	124,000	119,500	124,000	4,500	4
59	SINKING FUND CONTRIBUTION	58,375	62,085	62,085	64,223	2,138	3
		<b>278,116</b>	<b>289,066</b>	<b>282,148</b>	<b>291,622</b>	<b>9,474</b>	<b>3</b>
<b>MINISTRY OF EDUCATION &amp; WORKFORCE DEVELOPMENT</b>							
16	MIN. OF EDUCATION & WORKFORCE DEV. HQ	2,208	2,414	2,451	3,340	889	36
17	DEPT. OF EDUCATION	108,526	109,096	109,059	114,243	5,184	5
18	LIBRARIES & ARCHIVES	1,744	1,926	1,926	3,222	1,296	67
19	ARCHIVES	1,082	1,296	1,296	0	(1,296)	(100)
41	BERMUDA COLLEGE	15,528	15,481	15,481	15,906	425	3
60	WORKFORCE DEVELOPMENT	4,124	4,478	4,478	3,849	(629)	(14)
		<b>133,212</b>	<b>134,691</b>	<b>134,691</b>	<b>140,560</b>	<b>5,869</b>	<b>4</b>

# SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

- continued

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>MINISTRY OF HEALTH</b>							
21	MIN. OF HEALTH HQ	9,415	11,186	11,754	11,488	(266)	(2)
22	DEPT. OF HEALTH	23,767	27,339	25,832	28,912	3,080	12
24	HOSPITALS	145,001	120,200	122,063	145,674	23,611	19
91	HEALTH INSURANCE	7,470	3,995	3,995	3,995	0	0
		<b>185,653</b>	<b>162,720</b>	<b>163,644</b>	<b>190,069</b>	<b>26,425</b>	<b>16</b>
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>							
48	MIN. OF TRANSPORT & REGULATORY AFFAIRS HQ	28,033	39,467	44,756	14,395	(30,361)	(68)
30	MARINE & PORTS	20,422	20,097	21,774	20,250	(1,524)	(7)
31	AIRPORT OPERATIONS	19,213	0	0	0	0	0
34	TRANSPORT CONTROL DEPARTMENT	5,284	5,350	5,350	5,375	25	0
35	PUBLIC TRANSPORTATION	20,110	21,615	21,615	21,615	0	0
57	CIVIL AVIATION	4,325	0	0	0	0	0
73	MARITIME ADMINISTRATION	2,467	0	0	0	0	0
89	ENERGY	769	899	899	783	(116)	(13)
		<b>100,623</b>	<b>87,428</b>	<b>94,394</b>	<b>62,418</b>	<b>(31,976)</b>	<b>(34)</b>
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	12,096	5,186	4,742	5,931	1,189	25
49	LAND VALUATION	662	791	678	787	109	16
53	BERMUDA HOUSING CORP	6,050	6,050	6,050	6,050	0	0
68	PARKS	8,529	10,002	7,766	9,808	2,042	26
81	PUBLIC LANDS & BUILDINGS	19,415	19,641	18,739	19,507	768	4
82	WORKS & ENGINEERING	31,988	32,279	29,863	30,588	725	2
97	LAND TITLE & REGISTRATION	880	1,069	982	1,297	315	32
		<b>79,620</b>	<b>75,018</b>	<b>68,820</b>	<b>73,968</b>	<b>5,148</b>	<b>7</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>							
71	MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ	2,203	2,457	2,417	2,519	102	4
20	YOUTH, SPORT & RECREATION	8,689	9,388	9,428	9,654	226	2
23	CHILD & FAMILY SERVICES	13,808	15,634	15,634	15,715	81	1
52	COMMUNITY & CULTURAL AFFAIRS	2,658	3,011	3,011	2,242	(769)	(26)
55	FINANCIAL ASSISTANCE	53,480	53,555	53,555	51,684	(1,871)	(3)
88	NATIONAL DRUG CONTROL	3,838	4,179	4,179	4,511	332	8
		<b>84,676</b>	<b>88,224</b>	<b>88,224</b>	<b>86,325</b>	<b>(1,899)</b>	<b>(2)</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
83	MIN. OF NATIONAL SECURITY HQ	1,289	1,497	1,497	1,466	(31)	(2)
06	DEFENCE	7,202	7,272	7,110	7,209	99	1
07	POLICE	64,884	67,241	67,261	65,802	(1,459)	(2)
12	CUSTOMS	16,085	17,112	17,112	16,939	(173)	(1)
25	DEPT. OF CORRECTIONS	24,890	25,337	25,337	25,082	(255)	(1)
45	FIRE SERVICES	12,369	13,261	13,261	13,127	(134)	(1)
67	DEPT. OF INFORMATION & COMM. TECH.	1,099	1,631	1,631	1,475	(156)	(10)
		<b>127,818</b>	<b>133,351</b>	<b>133,209</b>	<b>131,100</b>	<b>(2,109)</b>	<b>(2)</b>

**SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE**  
**- continued**

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	3,213	4,132	4,132	4,467	335	8
27	IMMIGRATION	4,556	4,754	4,754	4,754	0	0
29	REGISTRY GENERAL	1,409	1,870	1,870	1,953	83	4
32	DEPT. OF PLANNING	2,473	3,304	3,304	3,304	0	0
50	MIN. OF THE ENVIRONMENT HQ	0	1,314	1,314	0	(1,314)	(100)
79	ENVIRONMENT AND NATURAL RESOURCES	7,671	8,221	8,221	8,221	0	0
		<b>19,322</b>	<b>23,595</b>	<b>23,595</b>	<b>22,699</b>	<b>(896)</b>	<b>(4)</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	13,138	35,059	34,929	38,035	3,106	9
46	TELECOMMUNICATIONS	388	0	0	0	0	0
		<b>13,526</b>	<b>35,059</b>	<b>34,929</b>	<b>38,035</b>	<b>3,106</b>	<b>9</b>
		<b>1,093,344</b>	<b>1,109,576</b>	<b>1,103,117</b>	<b>1,117,352</b>	<b>14,235</b>	<b>1</b>

# ANALYSIS OF CURRENT ACCOUNT EXPENDITURE BY OBJECT ACCOUNT

EXPENDITURE						DIFFERENCE 2017/18 vs 2018/19	
OBJECT CODE DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	(\$000)	%	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
SALARIES	287,833	321,230	316,673	326,048	9,375	3	
WAGES	78,709	69,141	66,178	68,165	1,987	3	
EMPLOYER OVERHEAD	76,866	78,588	76,637	78,920	2,283	3	
OTHER PERSONNEL COSTS	5,356	6,368	5,911	5,784	(127)	(2)	
TRAINING	1,665	3,304	3,015	3,462	447	15	
TRANSPORT	5,209	5,153	4,178	4,397	219	5	
TRAVEL	2,325	3,010	2,975	3,045	70	2	
COMMUNICATIONS	6,581	7,097	7,001	7,145	144	2	
ADVERTISING & PROMOTION	2,076	2,389	2,281	2,490	209	9	
PROFESSIONAL SERVICES	57,067	49,985	50,091	49,554	(537)	(1)	
RENTALS	13,424	12,755	13,085	12,091	(994)	(8)	
REPAIR & MAINTENANCE	16,396	19,411	18,716	19,467	751	4	
INSURANCE	10,948	9,121	8,748	9,008	260	3	
ENERGY	16,676	16,608	15,798	16,512	714	5	
CLOTHING & UNIFORMS	1,266	1,146	1,100	1,124	24	2	
MATERIALS & SUPPLIES	21,767	23,928	23,201	23,165	(36)	(0)	
EQUIPMENT	1,961	563	637	552	(85)	(13)	
OTHER EXPENSES	7,305	3,488	3,616	2,924	(692)	(19)	
RECEIPTS CREDITED TO PROG	0	(21,272)	(17,413)	(21,339)	(3,926)	23	
TRANSFER TO OTHER FUNDS	58,375	62,085	62,085	64,223	2,138	3	
GRANTS & CONTRIBUTIONS	300,899	311,428	319,054	316,565	(2,489)	(1)	
PUBLIC DEBT CHARGES	120,640	124,050	119,550	124,050	4,500	4	
	<b>1,093,344</b>	<b>1,109,576</b>	<b>1,103,117</b>	<b>1,117,352</b>	<b>14,235</b>	<b>1</b>	

# SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)
<b>NON-MINISTRY DEPARTMENTS</b>					
01	GOVERNOR AND STAFF	13	1,000	300	0
02	LEGISLATURE	44	2,128	530	1,500
05	OFFICE OF THE AUDITOR	7	22	22	0
56	HUMAN RIGHTS COMMISSION	14	0	0	0
63	PARLIAMENTARY REGISTRAR	16	4	0	0
85	OMBUDSMAN'S OFFICE	0	11	0	16
98	INFORMATION COMMISSIONER'S OFFICE	27	3	0	0
101	PRIVACY COMMISSIONER'S OFFICE	0	97	0	0
		<b>121</b>	<b>3,265</b>	<b>852</b>	<b>1,516</b>
<b>CABINET OFFICE DEPARTMENTS</b>					
09	CABINET OFFICE	1,097	500	1,106	0
13	POST OFFICE	41	102	67	78
14	DEPT. OF STATISTICS	17	0	0	0
26	DEPT. OF HUMAN RESOURCES	0	0	0	9
43	DEPT. OF INFORMATION & DIGITAL TECH.	1,828	1,905	2,372	2,380
51	DEPT. OF COMMUNICATIONS	33	288	32	35
80	PROJECT MANAGEMENT & PROCUREMENT	0	150	50	0
		<b>3,016</b>	<b>2,945</b>	<b>3,627</b>	<b>2,502</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>					
87	MIN. OF LEGAL AFFAIRS HQ	42	122	33	19
03	JUDICIAL DEPARTMENT	139	102	95	0
04	ATTORNEY GENERAL'S CHAMBERS	18	26	26	2
74	DEPT. OF COURT SERVICES	0	18	18	0
75	DEPT. OF PUBLIC PROSECUTIONS	26	40	30	0
		<b>225</b>	<b>308</b>	<b>202</b>	<b>21</b>
<b>MINISTRY OF FINANCE</b>					
10	MIN. OF FINANCE HQ	605	1,330	2,295	625
11	ACCOUNTANT GENERAL	195	500	300	300
38	OFFICE OF THE TAX COMMISSIONER	532	500	800	521
39	REGISTRAR OF COMPANIES	0	1,000	400	500
		<b>1,332</b>	<b>3,330</b>	<b>3,795</b>	<b>1,946</b>
<b>MINISTRY OF EDUCATION &amp; WORKFORCE DEVELOPMENT</b>					
17	DEPT. OF EDUCATION	2,462	3,276	3,801	3,138
18	LIBRARIES & ARCHIVES	0	12	19	51
19	ARCHIVES	16	27	13	0
41	BERMUDA COLLEGE	0	850	850	500
60	WORKFORCE DEVELOPMENT	0	24	24	150
		<b>2,478</b>	<b>4,189</b>	<b>4,707</b>	<b>3,839</b>
<b>MINISTRY OF HEALTH</b>					
21	MINISTRY OF HEALTH HQ	0	0	80	0
22	DEPT. OF HEALTH	214	146	186	306
24	HOSPITALS	120	120	120	120
91	HEALTH INSURANCE	4	0	0	0
		<b>338</b>	<b>266</b>	<b>386</b>	<b>426</b>

**SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE**  
**- continued**

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>					
48	MIN. OF TRANSPORT & REGULATORY AFF. HQ	2,058	400	453	2,512
30	MARINE & PORTS SERVICES	1,613	919	2,014	864
31	AIRPORT OPERATIONS	6,638	0	0	0
34	TRANSPORT CONTROL DEPARTMENT	0	48	43	32
35	PUBLIC TRANSPORTATION	72	2,670	2,670	3,000
57	CIVIL AVIATION	750	0	0	0
73	MARITIME ADMINISTRATION	652	0	0	0
89	ENERGY	0	0	400	500
		<b>11,783</b>	<b>4,037</b>	<b>5,580</b>	<b>6,908</b>
<b>MINISTRY OF PUBLIC WORKS</b>					
36	MIN. OF PUBLIC WORKS HQ	7,899	7,256	8,541	13,908
49	LAND VALUATION	15	0	0	0
53	BERMUDA HOUSING CORPORATION	4,800	4,800	4,800	4,800
68	PARKS	617	900	752	1,000
81	PUBLIC LANDS & BUILDINGS	9,096	7,948	7,753	6,268
82	WORKS & ENGINEERING	15,208	21,549	14,619	15,673
97	LAND TITLE & REGISTRATION	44	0	0	0
		<b>37,679</b>	<b>42,453</b>	<b>36,465</b>	<b>41,649</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>					
71	MINISTRY OF SOCIAL DEVELOPMENT & SPORTS HQ	10	0	0	0
20	YOUTH, SPORT & RECREATION	28	90	97	79
23	CHILD & FAMILY SERVICES	396	363	384	275
52	COMMUNITY & CULTURAL AFFAIRS	0	3	0	2
55	FINANCIAL ASSISTANCE	7	20	0	84
88	NATIONAL DRUG CONTROL	58	20	52	20
		<b>499</b>	<b>496</b>	<b>533</b>	<b>460</b>
<b>MINISTRY OF NATIONAL SECURITY</b>					
06	DEFENCE	80	300	69	276
07	POLICE	648	520	375	336
12	CUSTOMS	246	240	190	75
25	DEPT. OF CORRECTIONS	163	669	732	332
45	FIRE SERVICES	226	823	375	537
		<b>1,363</b>	<b>2,552</b>	<b>1,741</b>	<b>1,556</b>
<b>MINISTRY OF HOME AFFAIRS</b>					
93	MIN. OF HOME AFFAIRS HQ	0	14	15	0
27	IMMIGRATION	1,542	1,001	324	425
29	REGISTRY GENERAL	25	200	0	0
32	DEPT. OF PLANNING	204	435	605	413
79	ENVIRONMENT AND NATURAL RESOURCES	350	670	596	549
		<b>2,121</b>	<b>2,320</b>	<b>1,540</b>	<b>1,387</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>					
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	15,747	1,290	968	0
		<b>15,747</b>	<b>1,290</b>	<b>968</b>	<b>0</b>
		<b>76,702</b>	<b>67,451</b>	<b>60,396</b>	<b>62,210</b>



## EMPLOYMENT SUMMARY BY DEPARTMENT

The following schedule gives for each government department the Full Time Equivalent (FTE) number of all employees i.e. established, industrial and other temporary additional staff employed in each fiscal period.

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
01	GOVERNOR & STAFF	13	13	13	13	0	0
02	LEGISLATURE	55	55	55	55	0	0
05	OFFICE OF THE AUDITOR	26	27	26	29	3	12
56	HUMAN RIGHTS COMMISSION	8	8	8	8	0	0
63	PARLIAMENTARY REGISTRAR	5	7	7	7	0	0
85	OMBUDSMAN'S OFFICE	6	6	6	6	0	0
92	INTERNAL AUDIT	7	13	12	12	0	0
98	INFORMATION COMMISSIONER'S OFFICE	5	5	4	5	1	25
101	PRIVACY COMMISSIONER'S OFFICE	0	3	0	3	3	0
		<b>125</b>	<b>137</b>	<b>131</b>	<b>138</b>	<b>7</b>	<b>5</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	28	30	29	37	8	28
13	POST OFFICE	128	152	152	142	(10)	(7)
14	DEPT. OF STATISTICS	24	24	24	24	0	0
26	DEPT. OF HUMAN RESOURCES	27	26	26	26	0	0
43	DEPT. OF INFORMATION & DIGITAL TECH.	35	41	41	40	(1)	(2)
51	DEPT. OF COMMUNICATIONS	24	30	30	30	0	0
80	PROJECT MANAGEMENT & PROCUREMENT	7	7	8	9	1	13
84	E-GOVERNMENT	6	0	0	0	0	0
		<b>279</b>	<b>310</b>	<b>310</b>	<b>308</b>	<b>(2)</b>	<b>(1)</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	13	13	13	14	1	8
03	JUDICIAL DEPARTMENT	65	69	69	69	0	0
04	ATTORNEY GENERAL'S CHAMBERS	33	33	33	33	0	0
74	DEPT. OF COURT SERVICES	38	38	38	38	0	0
75	DEPT. OF PUBLIC PROSECUTIONS	25	25	25	25	0	0
		<b>174</b>	<b>178</b>	<b>178</b>	<b>179</b>	<b>1</b>	<b>1</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	15	15	14	18	4	29
11	ACCOUNTANT GENERAL	55	61	61	61	0	0
28	SOCIAL INSURANCE	20	23	24	24	0	0
38	OFFICE OF THE TAX COMMISSIONER	24	29	29	29	0	0
39	REGISTRAR OF COMPANIES	18	18	20	26	6	30
		<b>132</b>	<b>146</b>	<b>148</b>	<b>158</b>	<b>10</b>	<b>7</b>
<b>MINISTRY OF EDUCATION &amp; WORKFORCE DEVELOPMENT</b>							
16	MIN. OF EDUCATION & WORKFORCE DEV. HQ	3	3	3	10	7	233
17	DEPT. OF EDUCATION	1,077	1,130	1,116	1,126	10	1
18	LIBRARIES & ARCHIVES	16	19	19	26	7	37
19	ARCHIVES	7	9	9	0	(9)	(100)
60	WORKFORCE DEVELOPMENT	21	21	21	16	(5)	(24)
		<b>1,124</b>	<b>1,182</b>	<b>1,168</b>	<b>1,178</b>	<b>10</b>	<b>1</b>
<b>MINISTRY OF HEALTH</b>							
21	MINISTRY OF HEALTH HQ	45	45	45	45	0	0
22	DEPT. OF HEALTH	261	261	261	280	19	7
91	HEALTH INSURANCE	19	19	19	19	0	0
		<b>325</b>	<b>325</b>	<b>325</b>	<b>344</b>	<b>19</b>	<b>6</b>

## EMPLOYMENT SUMMARY BY DEPARTMENT - continued

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>							
48	MIN. OF TRANSPORT & REGULATORY AFFAIRS HQ	8	8	8	6	(2)	(25)
30	MARINE & PORTS	153	155	155	158	3	2
31	AIRPORT OPERATIONS	42	0	0	0	0	0
34	TRANSPORT CONTROL DEPARTMENT	34	33	34	40	6	18
35	PUBLIC TRANSPORTATION	199	234	204	236	32	16
89	ENERGY	3	3	3	3	0	0
		<b>439</b>	<b>433</b>	<b>404</b>	<b>443</b>	<b>39</b>	<b>10</b>
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	39	46	34	48	14	41
49	LAND VALUATION	7	8	7	8	1	14
68	PARKS	111	143	115	143	28	24
81	PUBLIC LANDS & BUILDINGS	147	155	143	155	12	8
82	WORKS & ENGINEERING	288	341	276	343	67	24
97	LAND TITLE & REGISTRATION	6	7	6	10	4	67
		<b>598</b>	<b>700</b>	<b>581</b>	<b>707</b>	<b>126</b>	<b>22</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>							
71	MINISTRY OF SOCIAL DEVELOPMENT & SPORTS HQ	18	18	18	18	0	0
20	YOUTH, SPORT & RECREATION	98	95	95	96	1	1
23	CHILD & FAMILY SERVICES	95	97	97	97	0	0
52	COMMUNITY & CULTURAL AFFAIRS	15	15	15	8	(7)	(47)
55	FINANCIAL ASSISTANCE	31	34	32	34	2	6
88	NATIONAL DRUG CONTROL	27	27	27	27	0	0
		<b>284</b>	<b>286</b>	<b>284</b>	<b>280</b>	<b>(4)</b>	<b>(1)</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
83	MIN. OF NATIONAL SECURITY HQ	7	7	7	7	0	0
06	DEFENCE	31	30	31	31	0	0
07	POLICE	507	518	501	511	10	2
12	CUSTOMS	172	192	175	190	15	9
25	DEPT. OF CORRECTIONS	202	230	202	229	27	13
45	FIRE SERVICES	115	128	128	128	0	0
67	DEPT. OF INFORMATION & COMM. TECH.	4	7	7	6	(1)	(14)
		<b>1,038</b>	<b>1,112</b>	<b>1,051</b>	<b>1,102</b>	<b>51</b>	<b>5</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	14	14	15	22	7	47
27	IMMIGRATION	44	50	50	50	0	0
29	REGISTRY GENERAL	18	19	19	19	0	0
32	DEPT. OF PLANNING	28	34	33	33	0	0
50	MINISTRY OF THE ENVIRONMENT HQ	1	1	0	0	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	75	79	79	79	0	0
		<b>180</b>	<b>197</b>	<b>196</b>	<b>203</b>	<b>7</b>	<b>4</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>							
95	MIN. OF ECONOMIC DEV. HQ	8	11	11	13	2	18
46	TELECOMMUNICATIONS	1	0	0	0	0	0
		<b>9</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>2</b>	<b>18</b>
<b>TOTAL</b>		<b>4,707</b>	<b>5,017</b>	<b>4,787</b>	<b>5,053</b>	<b>266</b>	<b>6</b>

## EXPLANATORY NOTES

## CURRENT ACCOUNT EXPENDITURE

The following notes have been prepared to assist those officers who have the responsibility for committing moneys from the Consolidated Fund; and other readers of this publication.

1. All funds expended must be for the purpose intended by the Legislature as reflected in programme and Business Unit/objectives.
2. No commitments may be entered into which will cause a Head to be overspent (unless prior authorization has been granted by the Minister of Finance), funds may be transferred from one Head to another when those Heads fall within the same Ministry.
3. The current budgeting and accounting system requires detail cost and revenue centres to be established, and is designed to assist departments in the better management and financial control of their budgets. To this end, the emphasis is placed on providing funds for the purpose of achieving the overall objectives of a department in the most efficient and economical way together with identifying the cost of the provision of services.
4. In order to encourage departments to take greater responsibility for the proper control of their own budget, the Minister of Finance has agreed that Permanent Secretaries and Heads of Departments may, if they for good reason think fit, exercise freedom of virement (i.e. the transfer of funds) in accordance with provisions in the Public Treasury (Administration and Payments) Act 1969 and the Appropriation Act, provided the intention to do so is reported in the prescribed manner to the Financial Secretary prior to such virement being made. The only exception is in respect of the provision for Object Codes 6805-7099 Grants and Contributions, Object Code 4110 Salaries, and Object Code 4260 Wages, which may not be altered, without Ministerial approval.
5. Departments will arrange to produce monthly (or more frequently as required) financial statements in order that an assessment of the departments budgetary performance can be made. These statements must be reconciled with outstanding commitments if these are not already included in the system and anticipated future expenditure so as to ensure that adequate funds are available to provide for goods and services throughout the financial year. Departments must also ensure that budgetary provisions anticipate the financial impact of year end accruals.

## EXPLANATORY NOTES - continued

6. Details of financial controls are specified in Financial Instructions issued by the Minister of Finance under Section 3(1) of the Public Treasury (Administration and Payments) Act 1969. It is the duty of Permanent Secretaries and Heads of Departments to ensure that a copy of Financial Instructions is readily available for consultation by all officers and the copies are at all times kept fully up-to-date.

7. The accounting code structure utilized by the Government is as follows:

BUSINESS UNIT	.	OBJECT ACCOUNT
— — — — —	.	— — — — —
(5 digits)		(4 digits)

8. The business unit identifies “where” the expenditure is being incurred, with the object account describing “what” it is being spent on, e.g. Salaries, Wages, Materials, etc.

9. The Ministry of Finance prepares the annual Budget Estimates on the modified cash basis whereby the Estimates are based on anticipated spending for the fiscal year whereas the Governments annual financial statements are prepared on an accrual basis. This can result in differences between actual expenditures and approved estimates. The most significant of these are:

- (i) Bad debts provision; a provision is established for accounts receivable where collection is doubtful. For budget purposes, no such provision is made.
- (ii) Pension obligation increment; an accrued benefit obligation is recorded for pension funds. For budget purposes, the Government estimates a pension expenditure equal to its funding payments.
- (iii) Government Borrowing Sinking Fund; transfers to the sinking fund are recorded as cash transfers. For budget purposes, the Government estimates expenditure for the sinking fund contribution and related interest expenditure.

However additional financial schedules are prepared with actual expenditure adjusted for the above items in order that true comparisons can be made against annual departmental budget appropriations.

## **EXPLANATORY NOTES - continued**

### **10. Medium Term Expenditure Framework**

The Ministry of Finance integrated the preparation of the 2016/2017 budget with a medium term expenditure framework (MTEF). A MTEF based budget preparation is used to achieve medium term policy targets which are impossible to achieve in a single budget. An MTEF programme allows flexibility in the allocation of resources across a series of annual budgets to meet objectives related to debt service and other government commitments that cannot be achieved in a single budget. In order to successfully implement such a framework, the Ministry of Finance has begun to develop forward estimates of the cost of core government policies, in the form of multi-year (aggregate) cash limits.

### **11. DEFINITIONS OF CURRENT ACCOUNT EXPENDITURE OBJECT ACCOUNTS**

#### **EMPLOYEE COSTS**

##### **4005 SALARIES**

Salaries of Members of the Legislature, Civil Servants, Teachers, Principals, Fire Fighters, Police, Prison Officers and pay and allowances of the permanent staff of the Bermuda Regiment and all temporary staff serving in these capacities, including acting pay, sick pay, vacation pay, student employment and overtime.

##### **4250 WAGES**

Wages of all industrial employees, non-permanent members of the Bermuda Regiment, part-time and temporary staff serving in these capacities including sick pay, vacation pay, student employment and overtime.

##### **4400 EMPLOYER OVERHEAD**

Government's equivalent contribution on GEHI, superannuation, payroll tax and ex-gratia pensions.

##### **4600 OTHER PERSONNEL COSTS**

All types of special allowances paid to employees, severance pay, redundancy and ex-gratia payments, employee health costs, recruitment expenses and central overheads.

##### **4900 TRAINING**

Provision for training Government employees and potential employees.

## **EXPLANATORY NOTES – continued**

### **OTHER OPERATIONAL EXPENSES**

#### **5001 TRANSPORT**

Transport of goods, hire of vehicles and freight costs.

#### **5050 TRAVEL**

Travel and subsistence expenses of all Government employees on official business and the cost of overseas witnesses.

#### **5100 COMMUNICATIONS**

Costs of all communications services including telephone, postal, facsimile, couriers, cables and telex and the cost of obtaining information.

#### **5180 ADVERTISING AND PROMOTION**

All Government advertising and promotion including production and placement in all media.

#### **5250 PROFESSIONAL SERVICES**

All services performed by individuals or organisations including outside technical, professional consultant and other expert assistance.

#### **5450 RENTALS**

Rentals of all kinds (except telephones) including rentals of properties, office equipment and hire of mechanical equipment (with or without crew).

#### **5500 REPAIR AND MAINTENANCE**

Repair and upkeep both under contract and direct costs of the types of durable physical assets provided for in the capital estimates.

### **DEFINITIONS OF EXPENDITURE OBJECT ACCOUNTS**

#### **5650 INSURANCE**

All premiums paid to a recognized underwriter for insurance coverage of any type associated with departmental activity.

#### **5700 ENERGY**

All charges related to the purchase or generation of electrical power, fuels, fuel oil for all types of ground vehicles and marine craft, as well as for heating and other purposes.

#### **5750 CLOTHING AND UNIFORMS**

All clothing and uniforms issued by Government, including laundry and dry cleaning costs.

#### **5800 MATERIALS AND SUPPLIES**

Purchases of all types of materials and supplies required for the operation of a programme excluding those specified under other object accounts. All printing and stationary costs are accounted for under this object account.

## **EXPLANATORY NOTES – continued**

### **6050 EQUIPMENT\***

Includes provision for machinery, equipment, office furniture and furnishings including office machines and appliances of all types. All motor vehicles, tractors and road equipment, laboratory and other scientific equipment, marine craft and aids to navigation, teaching equipment computer equipment, audio-visual, photographic and plant machinery and equipment and all other types of equipment.

\*items costing over \$250 and up to \$5,000 are shown under current account estimates.

\*items costing over \$5,000 are shown under capital account estimates.

### **6450 OTHER EXPENSES**

Bank charges, foreign exchange gains and losses, subscriptions, agency services (GPO), hospitality expenses, criminal injury compensation and deportation/repatriation expenses.

### **6600 RECEIPTS CREDITED TO PROGRAMME**

Reimbursements of internal charges and receipts not accounted for in revenue.

### **6750 WORKS AND ENGINEERING DEPARTMENTAL SUPPORT**

Re-allocation of wages, stores and miscellaneous overheads by Works and Engineering by means of a percentage cost to wages.

### **6790 TRANSFER TO OTHER FUNDS**

Contributions to funds other than the Consolidated Fund.

## **GRANTS AND CONTRIBUTIONS**

### **6810 GRANTS AND CONTRIBUTIONS**

All grants and contributions made to individuals and organizations whether in Bermuda or abroad.

## **PUBLIC DEBT**

### **7105 PUBLIC DEBT CHARGES**

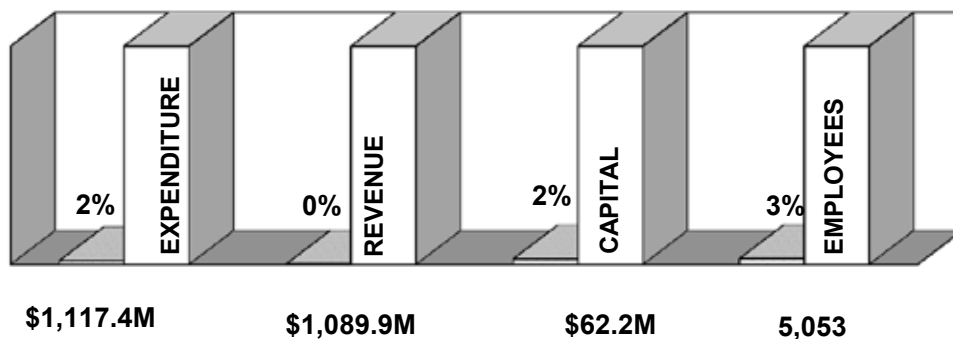
Includes principal and interest payments to service Bermuda Government loan debt.

# NON-MINISTRY DEPARTMENTS



THE FOLLOWING DEPARTMENTS DO NOT BELONG TO A DESIGNATED MINISTRY AND ARE COMBINED UNDER THIS HEADING FOR PRESENTATION PURPOSES ONLY. EACH OF THE SIX DEPARTMENTS SHOWN HAS ITS OWN SEPARATE OBJECTIVE AND DOES NOT FALL WITHIN THE PORTFOLIO OF A PARTICULAR CABINET MINISTER.

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
01	GOVERNOR & STAFF	1,247	1,395	1,395	1,395	0	0
02	LEGISLATURE	5,051	5,166	5,166	5,530	364	7
05	OFFICE OF THE AUDITOR	3,549	4,083	4,083	4,082	(1)	(0)
56	HUMAN RIGHTS COMMISSION	1,245	1,269	1,269	1,269	0	0
63	PARLIAMENTARY REGISTRAR	1,389	2,502	2,502	1,571	(931)	(37)
85	OMBUDSMAN'S OFFICE	779	910	910	924	14	2
92	INTERNAL AUDIT	1,167	1,574	1,479	1,426	(53)	(4)
98	INFORMATION COMMISSIONER'S OFFICE	665	957	957	957	0	0
101	PRIVACY COMMISSIONER'S OFFICE	0	867	0	567	567	0
		<b>15,092</b>	<b>18,723</b>	<b>17,761</b>	<b>17,721</b>	<b>(40)</b>	<b>(0)</b>
<b>REVENUE (\$000)</b>							
05	OFFICE OF THE AUDITOR	1,143	1,196	1,196	1,105	(91)	(8)
63	PARLIAMENTARY REGISTRAR	353	358	308	275	(33)	(11)
		<b>1,496</b>	<b>1,554</b>	<b>1,504</b>	<b>1,380</b>	<b>(124)</b>	<b>(8)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
ACQUISITIONS		117	265	52	16	<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>	
DEVELOPMENT		4	3,000	800	1,500		
		<b>121</b>	<b>3,265</b>	<b>852</b>	<b>1,516</b>		
<b>EMPLOYEE NUMBERS</b>		<b>125</b>	<b>137</b>	<b>131</b>	<b>138</b>	<b>7</b>	<b>5</b>



Ministry Estimates compared with total Government Estimates



# HEAD 01 GOVERNOR AND STAFF

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To work in harmony with the community for a stable, prosperous, and well governed Bermuda. The Governor's role is defined in the Constitution. Government House staff enable him to discharge his functions.*

## DEPARTMENT OBJECTIVES

- To ensure the Governor carries out his responsibilities as defined in the Constitution
- To maintain law and order
- To maintain stable governance
- To provide the protection of the independence of the judiciary, and the officers appointed by the Governor at his discretion, impartiality of the public service and integrity in the administration of justice

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
0101	<b>GENERAL</b>						
	11000 GOVERNOR'S OFFICE	1,011	1,116	1,116	1,100	(16)	6
	11010 DEPUTY GOVERNOR'S OFFICE	236	279	279	295	16	0
	<b>TOTAL</b>	<b>1,247</b>	<b>1,395</b>	<b>1,395</b>	<b>1,395</b>	<b>0</b>	<b>0</b>

## HEAD 01 GOVERNOR AND STAFF - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	769	828	828	824	(4)	(0)
	WAGES	229	237	237	232	(5)	(2)
	OTHER PERSONNEL COSTS	9	11	11	11	0	0
	TRAINING	0	3	3	2	(1)	(33)
	TRAVEL	3	4	4	3	(1)	(25)
	COMMUNICATIONS	22	25	25	32	7	28
	ADVERTISING & PROMOTIONS	1	1	1	1	0	0
	PROFESSIONAL SERVICES	3	7	7	9	2	29
	RENTALS	5	15	15	14	(1)	(7)
	REPAIR AND MAINTENANCE	30	73	48	64	16	33
	INSURANCE	1	0	0	0	0	0
	ENERGY	88	102	102	102	0	0
	CLOTHING, UNIFORMS & LAUNDRY	10	0	0	0	0	0
	MATERIALS & SUPPLIES	20	24	24	22	(2)	(8)
	EQUIPT. (MINOR CAPITAL)	10	12	32	28	(4)	(13)
	OTHER EXPENSES	47	53	58	51	(7)	(12)
	<b>TOTAL</b>	<b>1,247</b>	<b>1,395</b>	<b>1,395</b>	<b>1,395</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	11000 GOVERNOR'S OFFICE	10	10	10	10	0	0
	11010 DEPUTY GOVERNOR'S OFFICE	3	3	3	3	0	0
	<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>0</b>

## HEAD 01 GOVERNOR AND STAFF - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 11000 - Governor's Office</b>				
Meets with Premier weekly		52	45	52
Monthly meetings with Commanding Officer of Bermuda Regiment		12	12	12
Hosted various Major Social events		4	4	4
Weekly meetings with Senior Staff of the Bermuda Police Service		52	50	52
Bi-Weekly meetings with Commissioner of Bermuda Police Service		26	24	26
Monthly meetings with The Director of Public Prosecutions		12	10	12
Sign off all public service appointments within 48 hours		100%	100%	100%
Monthly meetings with The Auditor General		12	9	12
Periodic Meetings with Director of Civil Aviation		8	10	8
Periodic Meetings with Ombudsman		8	6	8
<b>BUSINESS UNIT: 11010 - Deputy Governor's Office</b>				
Process official documents within 2 days of receipt		100%	100%	100%
Ensure timely delivery of UK diplomatic mail to and from Bermuda		100%	100%	100%
Attends the Emergency Measures Organization Meetings		Ad-Hoc	Ad-Hoc	Ad-Hoc
Chair Meetings of BSSC		4	4	4
Attend meetings of the Defence Board		4	4	4
Act as secretary to National Security Council meetings		Committee Inactive	Committee Inactive	Committee Inactive
Chair National Aviation Security Meeting		2	2	2

# HEAD 02 LEGISLATURE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide Parliamentarians with procedural advice, research and administrative support services to enable them to discharge their responsibilities as Legislators in an effective and efficient manner.*

*Vision: To strengthen oversight and to build a People's Parliament that is responsible to the needs of the community.*

## DEPARTMENT OBJECTIVES

- To provide the best advice and information on a range of parliamentary practices to support the Speaker, the President and other Members of the Legislature.
- To promote respect for Parliament by educating the public on its history and role as an institution, integral to the democratic process.
- To inform the Civil Service on the developments of Parliamentary practices and procedures.
- To facilitate the enactment of legislation.
- To facilitate legal advice on Constitutional Matters and questions of Parliamentary procedures.
- To ensure that both Houses of the Legislature and Parliamentary Committees operate within the provisions of the Official Standing Orders.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>0201</b>	<b>GENERAL</b>						
	12000 ADMINISTRATION	1,158	1,318	1,300	1,480	180	14
	12002 YOUTH PARLIAMENT	13	14	14	15	1	7
	12010 MINISTERS AND MEMBERS	3,764	3,714	3,732	3,914	182	5
	12015 OPPOSITION LEADER'S OFFICE	116	120	120	121	1	1
	<b>TOTAL</b>	<b>5,051</b>	<b>5,166</b>	<b>5,166</b>	<b>5,530</b>	<b>364</b>	<b>7</b>

## HEAD 02 LEGISLATURE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	4,119	4,163	4,163	4,325	162	4
	WAGES	105	45	45	46	1	2
	OTHER PERSONNEL COSTS	37	83	80	88	8	10
	TRAINING	16	44	44	42	(2)	(5)
	TRAVEL	6	13	13	20	7	54
	COMMUNICATIONS	60	128	128	124	(4)	(3)
	ADVERTISING & PROMOTION	18	24	24	43	19	79
	PROFESSIONAL SERVICES	280	325	260	394	134	52
	RENTALS	53	100	84	100	16	19
	REPAIR AND MAINTENANCE	77	38	106	116	10	9
	ENERGY	23	30	30	30	0	0
	MATERIALS & SUPPLIES	15	19	22	20	(2)	(9)
	EQUIPT. (MINOR CAPITAL)	22	4	17	4	(13)	(76)
	OTHER EXPENSES	2	3	3	3	0	0
	GRANTS & CONTRIBUTIONS	218	147	147	175	28	19
	<b>TOTAL</b>	<b>5,051</b>	<b>5,166</b>	<b>5,166</b>	<b>5,530</b>	<b>364</b>	<b>7</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	% (8)
		(3)	(4)	(5)	(6)		
	12000 ADMINISTRATION	7	7	7	7	0	0
	12010 MINISTERS AND MEMBERS	47	47	47	47	0	0
	12015 OPPOSITION LEADER'S OFFICE	1	1	1	1	0	0
	<b>TOTAL</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>0</b>	<b>0</b>

## HEAD 02 LEGISLATURE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 12000 - Administration</b>				
<b>Parliamentary Committee Meetings Held:-</b>				
House & Grounds	8	12	12	12
Public Accounts	16	18	10	18
Audit Office Committee	3	6	5	6
Private Bills	1	3	2	3
Rules & Privileges	1	1	6	5
<b>Number of visits to the House of Assembly:-</b>				
Visitors	1,140	600	750	900
Tours	29	50	40	50
Students	20	200	150	200
Percentage of staff undertaking training and professional development	100%	100%	100%	100%
All invoices to be paid within 30 days	98%	95%	95%	95%
All preparation for the House of Assembly shall be completed no less than 1 hour before convening	98%	95%	95%	95%
All preparation for the Senate shall be completed no less than 1 hour before convening	99%	99%	99%	99%
All requests for information on procedural advice and research shall be responded to within 48 hours	95%	90%	90%	95%
Completion of the Senate Hansard project	Relocation of the Senate Chamber still pending	pending relocation of the Senate to Sessions House	pending relocation of the Senate to Sessions House	Implementation after Senate relocation
Audio Streaming of live proceedings through parliament website	Streaming from House Chamber	Activation for Senate TBD	Streaming of Senate initiated	Full Streaming of House & Senate
Video Streaming of live proceedings through parliament website	N/A	TBD	N/A	TBD
To set up parliament.bm email addresses for parliamentarians.	E-mail policy under review	Policy Review for Implementation	Policy/protocols to be updated	New Policies for Use of Tablets
<b>BUSINESS UNIT: 12002 - Youth Parliament</b>				
Number of Youth Parliament meetings	22	25	25	25
Major Debates on parochial issues Eg. Youth Unemployment	3	3	4	4
Participation in two International forums	2	2	2	2
Debates and convening of Youth Parliament recorded and publicly broadcast by CITV	1	1	1	1

## HEAD 02 LEGISLATURE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 12010 - Ministers and Members</b>				
Subsidiary legislative items processed through the Legislature	27	contingent upon Government's legislative agenda.	contingent upon Government's legislative agenda.	contingent upon Government's legislative agenda.
Average Attendance - Government Senators	94%	98%	98%	98%
Average Attendance - Opposition Senators	93%	98%	98%	98%
Average Attendance - Government House Members	95%	98%	98%	98%
Average Attendance - Opposition House Members	95%	98%	98%	98%
Average Attendance - Independent House Members	N/A	N/A	N/A	N/A
Members participation in Commonwealth Parliamentary Association Conferences and activities	5	8	7	6
Number of House of Assembly Meetings held	27	pending Government's legislative agenda	TBD per Legislative Calendar	TBD per Legislative Calendar
Number of Senate Meetings Held	23	pending Government's legislative agenda	TBD per Legislative Calendar	TBD per Legislative Calendar
Number of Public Bills passed.	56	pending Government's legislative agenda	pending Government's Legislative agenda	pending Government's Legislative agenda
Number of Private Bills passed.	1	3	2	3
<b>Publications and Reports:-</b>				
Standing Orders & Privileges	0	2	2	3
House & Grounds	1	1	2	2
Private Bills Reports	1	2	1	2
Public Accounts Committee	1	2	1	2
House Journals	0	0	0	1
Senate Journals	0	0	0	1
Joint Select Committees	1	3	3	3
<b>BUSINESS UNIT: 12015 - The Opposition Leader's Office</b>				
To receive and review semi-annual reports on the use of funds granted to the Opposition Leader's office.	2	2	2	2

**MISSION STATEMENT**

*The mission of the Office of the Auditor General, derived from the Bermuda Constitution Order 1968 and the Audit Act 1990, is to add credibility to Government's financial reporting and to promote improvement in the financial administration of all Government Ministries, Departments, Funds and other Government-controlled entities for which the Government is accountable to Parliament and to the people of Bermuda.*

**DEPARTMENT OBJECTIVES**

- To conduct financial attest audits in a timely and efficient manner.
- To provide observations and value-added recommendations to Management to improve the stewardship and use of public resources.
- To provide an Annual Report to the House of Assembly on the work of the Office of the Auditor General as per the Audit Act 1990.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
0501	GENERAL						
	15000 AUDIT	3,549	4,083	4,083	4,082	(1)	(0)
	<b>TOTAL</b>	<b>3,549</b>	<b>4,083</b>	<b>4,083</b>	<b>4,082</b>	<b>(1)</b>	<b>(0)</b>



# HEAD 05 OFFICE OF THE AUDITOR GENERAL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,367	2,949	2,949	2,982	33	1
	OTHER PERSONNEL COSTS	5	5	5	20	15	300
	TRAINING	18	25	25	20	(5)	(20)
	TRAVEL	2	15	15	23	8	53
	COMMUNICATIONS	45	50	50	47	(3)	(6)
	ADVERTISING & PROMOTIONS	0	5	5	10	5	100
	PROFESSIONAL SERVICES	794	740	740	629	(111)	(15)
	RENTALS	185	184	184	195	11	6
	REPAIR & MAINTENANCE	78	52	52	98	46	88
	ENERGY	34	36	36	36	0	0
	MATERIALS & SUPPLIES	21	21	21	21	0	0
	OTHER EXPENSES	0	1	1	1	0	0
	<b>TOTAL</b>	<b>3,549</b>	<b>4,083</b>	<b>4,083</b>	<b>4,082</b>	<b>(1)</b>	<b>(0)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8317 Audit Fees	1,143	1,196	1,196	1,105	(91)	(8)
	<b>TOTAL</b>	<b>1,143</b>	<b>1,196</b>	<b>1,196</b>	<b>1,105</b>	<b>(91)</b>	<b>(8)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	15000 AUDIT	26	27	26	29	3	12
	<b>TOTAL</b>	<b>26</b>	<b>27</b>	<b>26</b>	<b>29</b>	<b>3</b>	<b>12</b>

**HEAD 05 OFFICE OF THE AUDITOR GENERAL - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 15000 Audit</b>				
Number of Financial Statement Audits Completed	89	90	74	70
Annual Report Released (due by March 31 of the following fiscal year)	-	2015-16	2015-17	2017-18
% of staff time allocated to the annual Consolidated Fund Audit	46%	-	90%	80%
% of staff time allocated to other audits	54%	-	10%	20%
% team members who met minimum CPD requirements	-	100%	100%	100%
Number of performance audits completed	-	2	0	2

# HEAD 56 HUMAN RIGHTS COMMISSION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*A community that honours and protects Human Rights for all.*

## DEPARTMENT OBJECTIVES

- To conduct inquiries into and to investigate complaints of Human Rights discrimination.
- To resolve Human Rights complaints through conciliation and mediation.
- To promote high standards and principles in the administration of Human Rights Tribunals.
- To educate the community on the principles of Human Rights, Inclusion and Equality.
- To work with stakeholders to promote the protections afforded under the Act, and to uphold the principles of Human Rights for all.
- To inform the Government of Human Rights matters and also the development of policies which advance human rights protections.
- To influence and support the development of Bermuda's Human Rights laws and policies.
- To maintain a team of highly competent professionals to manage the daily operations of the Commission
- To act independently in accordance within the Commission's statutory duties and to continue to strengthen the Commission's ability to function with such independence.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
5601	GENERAL						
	66020 HRC ADMINISTRATION	1,245	1,269	1,269	1,269	0	0
	<b>TOTAL</b>	<b>1,245</b>	<b>1,269</b>	<b>1,269</b>	<b>1,269</b>	<b>0</b>	<b>0</b>

**HEAD 56 HUMAN RIGHTS COMMISSION - continued**

**CURRENT  
ACCOUNT  
ESTIMATES**

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	SALARIES	550	748	611	724	113	18
	WAGES	57	0	8	0	(8)	(100)
	TRAINING	3	5	13	8	(5)	(38)
	TRAVEL	4	12	12	8	(4)	(33)
	COMMUNICATIONS	7	13	16	17	1	6
	ADVERTISING & PROMOTION	0	13	13	20	7	54
	PROFESSIONAL SERVICES	468	287	398	317	(81)	(20)
	RENTALS	108	125	125	125	0	0
	REPAIR AND MAINTENANCE	18	29	35	24	(11)	(31)
	MATERIALS & SUPPLIES	22	29	30	22	(8)	(27)
	EQUIPMT.(MINOR CAPITAL)	7	7	7	3	(4)	(57)
	OTHER EXPENSES	1	1	1	1	0	0
	<b>TOTAL</b>	<b>1,245</b>	<b>1,269</b>	<b>1,269</b>	<b>1,269</b>	<b>0</b>	<b>0</b>

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	66020 HRC ADMINISTRATION	8	8	8	8	0	0
	<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>

**HEAD 56 HUMAN RIGHTS COMMISSION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 66020 HRC Administration</b>				
Number of complaints resolved through Conciliation/Mediation	7	6	6	7
Number of complaints referred to a Human Rights Tribunal	2	7	2	5
Tribunal Decisions Registered in Supreme Court	3	7	3	5
Number of policies reviewed, documented with recommended improvements	9	8	9	8
Number of community educational/public forums/workshops	23	30	25	23
Process 100% of Applications received for assistance by persons appearing before a Human Rights Tribunal within 21 days of receipt		Discontinued		

# HEAD 63 PARLIAMENTARY REGISTRAR

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*We pledge to serve the electorate of Bermuda, irrespective of their race, creed, colour or political affiliation, with respect and unbiased attention to their needs whilst pursuing the full objectives of the democratic process.*

## DEPARTMENT OBJECTIVES

- Maintain and ensure that the continuous registration process is ongoing, open, compliant and transparent.
- Maintain a complete, accurate and up-to-date register for voters.
- To protect the rights of qualified citizens to register and prevent the unlawful or fraudulent registration or removal of persons.
- To provide prompt; and timely issuing of apostille certificates in efficient manner.

## GENERAL SUMMARY

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>6301</b>	<b>PARLIAMENTARY REGISTRAR</b>						
73000	ADMINISTRATION	867	1,082	1,047	865	(182)	(17)
73005	BOUNDARIES COMMISSION	86	50	50	43	(7)	(14)
73010	GENERAL & BYE ELECTIONS	37	981	1,061	311	(750)	(71)
73015	MUNICIPALITIES ELECTIONS	0	69	104	79	(25)	(24)
73016	REFERENDUM	349	0	0	0	0	0
73017	ALTERNATIVE VOTING RESEARCH	50	320	240	273	33	14
		<b>1,389</b>	<b>2,502</b>	<b>2,502</b>	<b>1,571</b>	<b>(931)</b>	<b>(37)</b>

# HEAD 63 PARLIAMENTARY REGISTRAR - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	480	552	552	507	(45)	(8)
	WAGES	0	114	114	57	(57)	(50)
	TRAINING	4	13	13	12	(1)	(8)
	TRAVEL	18	53	53	38	(15)	(28)
	COMMUNICATIONS	8	12	18	19	1	6
	ADVERTISING & PROMOTION	144	494	520	313	(207)	(40)
	PROFESSIONAL SERVICES	296	648	515	268	(247)	(48)
	RENTALS	115	116	135	138	3	2
	REPAIR AND MAINTENANCE	69	52	65	48	(17)	(26)
	ENERGY	0	3	2	3	1	50
	CLOTHING, UNIFORMS & LAUNDRY	5	15	15	5	(10)	(67)
	MATERIALS & SUPPLIES	106	211	252	129	(123)	(49)
	EQUIPMT. (MINOR CAPITAL)	5	2	2	2	0	0
	OTHER EXPENSES	133	134	211	21	(190)	(90)
	CAPITAL RECHARGES	6	83	35	11	(24)	(69)
	<b>TOTAL</b>	<b>1,389</b>	<b>2,502</b>	<b>2,502</b>	<b>1,571</b>	<b>(931)</b>	<b>(37)</b>

## REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8440 Apostille Fees	351	358	308	275	(33)	(11)
	8619 Parliamentary Register	2	0	0	0	0	0
	<b>TOTAL</b>	<b>353</b>	<b>358</b>	<b>308</b>	<b>275</b>	<b>(33)</b>	<b>(11)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(3)	(4)	(5)	(6)	(7)	%
							(8)
	73000 ADMINISTRATION	5	5	5	5	0	0
	73010 GENERAL & BYE ELECTION	0	2	2	2	0	0
	<b>TOTAL</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>

HEAD 63 PARLIAMENTARY REGISTRAR - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 73000 - Administration</b>				
New registrations and changes to registrations shall be actioned within the same business day and completed within two business days.	measure discontinued	measure discontinued	measure discontinued	measure discontinued
Pay all invoices within 3 days receipt of service	90%	90%	70%	90%
Number of <b>new</b> voter registration forms processed:- Form 1 (New Registrations) Form 2 ( Change Registrations)	3,127 1,443	1,300 2,500	2,000 3,000	1,000 200
Number of registered voters	45,081	44,550	46,587	47,000
The Parliamentary Registry will continue to review its legislation with the view to strengthen and modernize the Legislation to accommodate technological advances and efficient administrative processes.	Amendments were delayed	Accepted amendments are expected to be in operation by the end of 2017.	Tabling of amendments were delayed due to the holding of the general election.	Continue to research and provide discussion points for electoral reform
Parliamentary Registry will employ nine Field Registration officers that will visit 75% of this total number of households on the island to ensure registration details on the parliamentary registry are current between January to December.	50% of the data collected was compiled to use for statistical purposes	To be able to use the data collected to assist with GE preparations.	Registration officers completed their review of the 36 const. and some of the information was used for the last general election.	Complete the compilation of the data collected from field officers.
<b>BUSINESS UNIT: 73005 - Boundaries Commission</b>				
The Boundaries Commission meets not less than three nor more than seven years from the date on which the previous Commission submitted its report in accordance with the constitution . The date of the last report was January 15, 2010	Report completed last quarter of 2016/17 fiscal period.	Commission's report submitted to the House of Assembly for approval .	The report has been submitted to the House of Assembly for approval	If approved make the necessary adjustments to the register based on recommendations from the Commission.
<b>BUSINESS UNIT: 73010 - General/Bye Elections</b>				
The office of the Parliamentary Registrar will begin preparations (i.e. administrative, procurement of equipment and supplies, upgrade to systems and web applications) for the next general election (GE).	70% of all tasks associated with the GE were completed.	75% of all tasks associated with the next GE will be completed.	General election was completed successfully.	Complete the compilation of data collected from the GE.



HEAD 63 PARLIAMENTARY REGISTRAR - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 73015 - Municipalities Elections</b>				
Ensure the Parliamentary Registry has all administrative and operational processes finished in accordance with the changes to the Municipalities (Election) Order by 2015	Preparations delayed by the referendum in June 2016.	The next ordinary municipal election is scheduled for May 2018.	Preparation for the Municipal elections are ongoing	Municipal Election to be successfully completed.
<b>BUSINESS UNIT: 73017- Alternative Voting Research</b>				
The office of the Parliamentary Registrar is expected to produce an alternative method of voting , that will allow students studying overseas and those who are receiving medical treatment overseas, who are eligible to vote, to vote as absentee voters in the next General Election .	findings of research and development was considered and an alternative method decided upon.	To have a fully operational alternative solution that will allow absentee voting for those eligible.	Measure discontinued due to changes in priority of the government	Continue to research avenues for electoral reform.

# HEAD 85 OMBUDSMAN'S OFFICE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To investigate administrative actions of an authority for the purpose of deciding whether there is evidence of maladministration on the part of the authority; and pursuant to an investigation, to make recommendations to an authority concerning administrative actions that formed the subject of the investigation and, generally, about ways of improving its administrative practices and procedures.*

## DEPARTMENT OBJECTIVES

- To provide actionable recommendations for specific complaints.
- To provide general recommendations for ongoing improvement in the delivery of government services.
- To provide timely, educative Annual Reports.
- To inform the Civil Service of developments in principles and practices of good administration.
- To be accessible, responsive and to encourage the public to use our services.
- To notify the public of newsworthy updates regarding the achievements and challenges of this Office.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)					(\$000) (7)	% (8)
8501 GENERAL							
95000 ADMINISTRATION		779	910	910	924	14	2
	<b>TOTAL</b>	<b>779</b>	<b>910</b>	<b>910</b>	<b>924</b>	<b>14</b>	<b>2</b>

# HEAD 85 OMBUDSMAN'S OFFICE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	631	650	653	672	19	3
	OTHER PERSONNEL COSTS	1	0	0	0	0	0
	TRAINING	6	17	17	14	(3)	(18)
	TRAVEL	8	32	32	27	(5)	(16)
	COMMUNICATIONS	10	12	12	11	(1)	(8)
	ADVERTISING & PROMOTIONS	0	1	1	1	0	0
	PROFESSIONAL SERVICES	35	88	82	92	10	12
	RENTALS	37	50	50	50	0	0
	REPAIR & MAINTENANCE	27	28	28	27	(1)	(4)
	ENERGY	9	9	9	10	1	11
	MATERIALS & SUPPLIES	14	21	22	17	(5)	(23)
	EQUIPMT. (MINOR CAPITAL)	0	1	1	0	(1)	(100)
	OTHER EXPENSES	1	1	3	3	0	0
	<b>TOTAL</b>	<b>779</b>	<b>910</b>	<b>910</b>	<b>924</b>	<b>14</b>	<b>2</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
95000	ADMINISTRATION	6	6	6	6	0	0
	<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 95000 ADMINISTRATION</b>				
Please note the indicators stated are dependent on complexity, responsiveness of authorities and office priorities and may be adversely skewed during times of transition of administration, training of new staff, revision of complaint procedures and systemic investigations.				
Further note we have been reviewing our policies, procedures and performance measures with a view to handling complaints more efficiently. As such, we have removed redundant steps from our complaint handling process. The steps that have been removed have N/A in the actual outcome column.				
<b>Effective and efficient complaint-handling</b>				
Immediate acknowledgement of electronic complaints	100%	100%	100%	100%
Within 5 days of receipt of complaint, resolve verbally, decline or add value (such as researching and giving information to complainant; sounding board; schedule appointments with or accompany complainant to authority) for those suitable for early resolution	72%	95%	90%	95%
Within 7-10 days begin preliminary inquiries for complaints to be investigated	26%	80%	40%	80%
Within 6 months complete investigations and recommend resolution	0% (2 new investigations launched in FY16/17, exceeded 6 months and have since been concluded)	70%	70%	70%
Within 5 days follow-up on statutory responses to recommendations	100%	100%	100%	100%
Within 5-7 days, add value (such as researching and giving information to complainant, sounding board; schedule appointments with or accompany complaint to authority)	75%	95%	95%	95%
Within 7-10 days resolve by referral	65%	90%	85%	90%
Statutory Annual Report of operations within 6 months of calendar year-end	Completion within 6 months of Year End	Completion within 6 months of Year End	Completion within 6 months of Year End	Completion within 6 months of Year End
<b>Effective and efficient complaint-handling</b>				
Begin preparation for annual independent audit within 3 months of closure of year-end accounts by Accountant General	Preparation for annual audit within 3 months of closure of Year End Accounts	Preparation for annual audit within 3 months of closure of Year End Accounts	Preparation for annual audit within 3 months of closure of Year End Accounts	Preparation for annual audit within 3 months of closure of Year End Accounts

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 95010 CONTRACTORS (SYSTEMIC INVESTIGATIONS)</b>				
Submission to Parliament of Special Reports pursuant to a systemic investigation (Each systemic investigation is unique and it is not possible to pre-determine parameters and measures)	1 systemic investigation underway. No report tabled	Not possible to predetermine	Not possible to predetermine	Not possible to predetermine
<b>BUSINESS UNIT: 95030 CONFERENCES, TRAINING &amp; PROJECTS</b>				
<b>Public education</b>				
Public education focusing on principles of good governance to Government, community bodies and media (at least 10 per year)	Nine public education done	Ten public educations to be done	Five public educations to be done	Ten public educations to be done
Roll-out of ½ day complaint handling workshop developed by Ombudsman to Government departments and boards – to improve public sector knowledge	No workshops done	Two 1/2 day workshops to be done	One 1/2 day workshop to be done	One 1/2 day workshop to be done
<b>International</b>				
<b>Ombudsman Training:</b>				
International Ombudsman Association Conference (April), Courses and Webinars	Conference and meetings attended, presentation made (Nov)	To complete courses and/or attend conference	To complete and/or attend	To complete webinars as suitable
Caribbean Ombudsman Association Conference (May)	N/A - Scheduled biennially	To attend	Attended (Jun)	N/A - Scheduled biennially
Forum of Canadian Ombudsman Course and Conference (May)	Did not attend	To attend	Did not attend	To attend or alternative
Public Administration International course (June)	Did not attend	To complete or alternative	To complete or alternative	To complete or alternative
US Ombudsman Association Course and Conference (October)	Did not attend	To attend or alternative	Attended (Oct)	To attend or alternative
Sharpening Your Teeth Investigation Course (January)	Attended alternative hosted locally (Mar)	To complete or alternative	Attended (Oct)	N/A - Previously completed
<b>International</b>				
<b>Ombudsman Training:</b>				
Governance & Management Services International Course (March)	Did not attend	To complete or alternative	To complete or alternative	To complete or alternative

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 95030 CONFERENCES, TRAINING &amp; PROJECTS - cont.</b>				
<b>International</b>				
<b>Investigations Team training:</b>				
International Ombudsman Association Conference (April), Courses and Webinars	Team did not complete or attend	Team to complete courses and/or attend conference	Team to complete courses or webinars as suitable	Team to complete courses or webinars as suitable
Forum of Canadian Ombudsman Conference (May)	Investigations Officer did not attend due to work commitment	Investigations Officer to attend or alternative	Deputy Ombudsman attended USOA conference as alternative (Oct)	Investigations Officer to attend or alternative
Harvard Law School - Mediating Disputes (June)	Investigations Officer did not attend	Investigations Officer to complete or alternative	Investigations Officer did not attend	Investigations Officer to attend or alternative
Sharpening Your Teeth Investigation Course (January)	Team completed alternative hosted locally (Mar)	Complaint Intake Officer to complete or alternative	Executive Assistant attended (Oct)	Complaint Intake Officer to complete or alternative
How to Investigate: Fundamentals of Fact Finding. How to Use the Internet as an Investigative and Research Tool (February)	Deputy Ombudsman completed (Jun)	Investigations Officer to complete or alternative	Investigations Officer did not attend	Investigations Officer to complete or alternative
Investigative Interviewing (December)	Deputy Ombudsman completed (Jun)	Investigations Officer to complete or alternative	Complaint Intake Officer attended alternative (Jan)	Investigations Officer to complete or alternative
Forum of Canadian Ombudsman "The Osgoode / FCO Certificate Essentials for Ombuds" (September)	Complaint Intake Officer completed (Sep)	Deputy Ombudsman to complete or alternative	Deputy Ombudsman did not attend	Deputy Ombudsman to complete or alternative
Monthly internal education re principles, best practices and methodologies	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports

# HEAD 92 INTERNAL AUDIT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*The mission of the Department of Internal Audit is to provide independent, objective assurance and advisory services designed to add value and improve the operations of the Government of Bermuda and other Government-controlled entities ' systems of internal control with due regard to efficiency, economy and effectiveness.*

## DEPARTMENT OBJECTIVES

- To provide a professional environment that fosters and promotes an ethical culture for those individuals in the profession of internal auditing
- To provide assurance and advisory services to evaluate whether an auditee's:-  
 Financial and operating information is accurate and reliable  
 Policies, procedures, laws and regulations are complied with  
 Assets are safeguarded against loss and theft  
 Resources are used economically and efficiently , and  
 Established program operating goals and objectives will be met
- To prepare and distribute audit reports or memorandums covering analyses, observations and recommendations within 30 days of field work completion

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
9201	GENERAL						
	102000 ADMINISTRATION	1,167	1,574	1,479	1,426	(53)	(4)
	<b>TOTAL</b>	<b>1,167</b>	<b>1,574</b>	<b>1,479</b>	<b>1,426</b>	<b>(53)</b>	<b>(4)</b>

# HEAD 92 INTERNAL AUDIT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	919	1,279	1,310	1,204	(106)	(8)
	OTHER PERSONNEL COSTS	3	0	0	5	5	0
	TRAINING	2	5	5	20	15	300
	TRAVEL	1	8	8	14	6	75
	COMMUNICATIONS	8	11	11	11	0	0
	ADVERTISING & PROMOTIONS	0	1	1	1	0	0
	PROFESSIONAL SERVICES	3	39	8	40	32	400
	RENTALS	146	160	72	66	(6)	(8)
	REPAIR & MAINTENANCE	54	25	25	33	8	32
	ENERGY	27	30	5	10	5	100
	MATERIALS & SUPPLIES	4	11	29	16	(13)	(45)
	EQUIPMT. (MINOR CAPITAL)	0	3	3	4	1	33
	OTHER EXPENSES	0	2	2	2	0	0
	<b>TOTAL</b>	<b>1,167</b>	<b>1,574</b>	<b>1,479</b>	<b>1,426</b>	<b>(53)</b>	<b>(4)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
102000	ADMINISTRATION	7	13	12	12	0	0
	<b>TOTAL</b>	<b>7</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>0</b>



## HEAD 92 INTERNAL AUDIT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 102000 Administration</b>				
85% of draft reports issued by the date included in the assignment terms of reference	Achieved	85%	85%	85%
An average of 40 hours of continuing professional development per auditor	Achieved	100%	100%	100%
Submit communciations to the Internal Audit Chairperson within 10 days of the previous quarter	Achieved	100%	100%	100%
Target of 80% of satisfied/or very satisfied on customer satisfaction rating on Post Audit Questionnaire	Achieved	80%	80%	80%
95% of staff level met utilization	Achieved	100%	100%	95%
Number of management recommendations issued	measure discontinued	330	measure discontinued	measure discontinued
Number of management agreed actions implemented by agreed date	measure discontinued	200	measure discontinued	measure discontinued
Number of planned audit reports issued	9	10	4	9
Number of unplanned audit reports issued	4	N/A	N/A	N/A
Number of Surprise Compliance to Financial Instructions reports issued for Cash /Purchase Orders	9	12	22	22
Total number of reports issued	22	22	26	31

**MISSION STATEMENT**

*To work for all of the people of Bermuda to ensure full access to public records within the provisions of the Public Access to Information (PATI) Act 2010. We achieve this by promoting awareness of and safeguarding the public's right to access, ensuring public authorities' compliance with the PATI Act, conducting reviews of decisions made by public authorities and issuing legally enforceable decisions. We carry out our mission guided by principles of independence, integrity, and fairness.*

**DEPARTMENT OBJECTIVES**

- Promote positive cultural change within the public and public authorities in response to the new rights created by the PATI Act
- Promote the effective and responsible use of PATI rights through public awareness and education for the public
- Encourage and enable public authorities to develop and achieve best practices in their PATI Act policies, procedures, and practices through a combination of oversight and guidance
- Conduct fair, just, and expeditious reviews of applications (appeals) made to the Information Commissioner that result in settlement or legally enforceable decisions
- Influence and support the development of Bermuda's information law and policy to ensure the effectiveness of the PATI regime as well as guide/comment on its interaction with other laws
- Act independently of the Executive for all areas covering our statutory mandate and continually strengthen our Office's independent functioning

**HEAD 98 INFORMATION COMMISSIONER'S OFFICE**

**CURRENT  
ACCOUNT  
ESTIMATES**

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
<b>9801</b>	<b>GENERAL</b>						
	108000 ADMINISTRATION	637	751	841	823	(18)	(2)
	108010 APPLICATIONS (APPEALS)	13	75	5	56	51	1,020
	108020 COMPLIANCE/BEST PRACTICES	0	96	85	59	(26)	(31)
	108030 PUBLIC AWARENESS	15	35	26	19	(7)	(27)
	<b>TOTAL</b>	<b>665</b>	<b>957</b>	<b>957</b>	<b>957</b>	<b>0</b>	<b>0</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	460	599	466	608	142	30
	WAGES	25	0	0	0	0	0
	TRAINING	31	15	15	25	10	67
	TRAVEL	22	34	34	18	(16)	(47)
	COMMUNICATIONS	4	11	17	25	8	47
	ADVERTISING & PROMOTIONS	16	22	15	19	4	27
	PROFESSIONAL SERVICES	64	204	333	186	(147)	(44)
	RENTALS	13	3	3	0	(3)	(100)
	REPAIR AND MAINTENANCE	14	35	30	26	(4)	(13)
	ENERGY	1	8	8	8	0	0
	MATERIALS & SUPPLIES	8	19	25	34	9	36
	EQUIPMT. (MINOR CAPITAL)	0	3	4	2	(2)	(50)
	OTHER EXPENSES	7	4	7	6	(1)	(14)
	<b>TOTAL</b>	<b>665</b>	<b>957</b>	<b>957</b>	<b>957</b>	<b>0</b>	<b>0</b>

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
108000	ADMINISTRATION	5	5	4	5	1	25
	<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>25</b>

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 108000 ADMINISTRATION</b>				
Publish and file with the Legislature the ICO's s.58 Annual Report by 31 March	Lay before Parliament by 31 March 2018	Lay before Parliament by 31 March 2018	Lay before Parliament by 31 March 2018	Lay before Parliament by 31 March 2019
Complete yearly review of internal guides, procedures, and policy manuals and publish revised editions by 31 December	Not achieved	31 March 2018	31 March 2018	31 December 2018
Information Commissioner to attend 3 overseas training/conferences/meetings per year <ul style="list-style-type: none"> <li>· Records Management Training/Conference</li> <li>· Information rights law conference</li> <li>· Management/information rights training</li> </ul>	Achieved	31 March 2018	Achieved	31 March 2019
Operational staff to attend one overseas training/conference/meeting per year <ul style="list-style-type: none"> <li>· Information rights training</li> <li>· Records Management Training</li> <li>· Mediation/investigation training</li> <li>· Information rights law conference</li> </ul>	Achieved	31 March 2018	Achieved	31 March 2019
ICO to host 3 volunteers, interns, and/or work shadow candidates per year	0	1	0	3
Complete electronic and security audit by 31 September 2016	Moved to next budget year	Complete by 31 March 2018	Moved to next budget year	Complete by 31 March 2019
Conduct monthly internal education sessions on best practices, information rights principles, or other professional development topics	6	12	5	12
<b>BUSINESS UNIT: 108010 APPLICATIONS (APPEALS)</b>				
Requesters make appeals to the Information Commissioner of negative decisions by the heads of authority	Data forthcoming	60%	Data forthcoming	60%
Acknowledge receipt of applications for review within 5 days	92%	100%	100%	100%
Complete validation of applications for review within 3 weeks	40%	95% - All posts will be filled by 31 December 2017	72%	95%
Compete and close valid applications within 4 months	20%	95% - All posts will be filled by 31 December 2017	20%	80%
Publish Information Commissioner's decisions on www.ico.bm website within 10 days of being issued	100%	90%	100%	100%
Number of judicial review cases appealed against decisions by the Information Commissioner	0%	10% of total IC decisions	0%	10%
Reduce the number of invalid applications submitted to the Information Commissioner	50% reduction	50% reduction	Achieved	Discontinued
Maintain strict confidentiality with respect to the ICO's work on reviews and comply with statutory confidentiality obligations	100%	100%	100%	100%

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 108020 COMPLIANCE/BEST PRACTICE</b>				
Publish all current Information Statements in publicly available database on www.ico.bm website by 1 August	100%	100%	100% by 31 March 2018	100%
Conduct audit review for compliance of Information Statements by 28 February	Moved to next budget year	95%	Moved to next budget year	95%
Complete investigations under s.57 within 4 months	N/A - no formal investigations opened	95% - All posts will be filled by 31 December 2017	N/A - no formal investigations opened	95%
Complete project plan for the ICO's s.57(1) report on two-year review and investigation into general operation of the PATI Act across public authorities by 31 September 2016	Ongoing	N/A to fiscal year 2017/18	Completed by 31 January 2018	Discontinued
Begin ICO's review and investigation into general operation of the PATI Act across public authorities as required by s. 57(1) two years after Act comes into operation	New Measure	1	Achieved	Discontinued
Complete yearly review of existing ICO guidelines on the application of the PATI Act exemptions and other PATI Act provisions and publish revised editions by 31 March	Not achieved	Complete by 31 March 2018	Expected to be achieved	Complete by 31 March 2018
Organise and deliver quarterly best practice, leadership, and/or good governance events for public authorities	1	4	1	4
Conduct and complete a voluntary compliance audit of 1 public authority	Not achieved	N/A measure captured below	Discontinued - measure captured below	Discontinued - measure captured below
Develop self-assessment tool for public authorities to improve their Information Statements	New Measure	Publish by 31 March 2018	Moved to next budget year	Publish by 31 March 2018
Respond to enquiries from public authorities on general questions about the PATI Act and its provisions	92	100	25	100
Provide official comment on any draft Bills which impact/impede PATI Act provisions	Ongoing	N/A measure captured below	Discontinued - measure captured below	Discontinued - measure captured below
Provide official comment or consultation on draft legislation, statutory provisions and practice codes which impact PATI Act or Regulations, or the right to access public records	Ongoing	Ongoing	Ongoing	Ongoing
Propose beneficial legislative amendments to strengthen the PATI Act and Regulations	Ongoing	Ongoing	Ongoing	Ongoing

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 108030 PUBLIC AWARENESS</b>				
Conduct general public education sessions on using the PATI Act (outside of Right to Know Day activities)	0	2	1	2
Conduct targeted education sessions to interest groups	22	15	3	10
Collaborate with local charities/advocacy organisations to co-sponsor public awareness event on information rights	1	1	0	1
Feedback from education sessions rated good or excellent	97%	80%	90%	90%
Conduct public educational events to commemorate Right to Know Day on 28 September	4	4	1	4
Conduct media interviews to commemorate Right to Know Day on 28 September	4	4	0	4
Sponsor secondary school essay, photo, or video contest for Right to Know Day	0	1	0	1
Engage in media interviews by Information Commissioner to promote awareness of PATI Act	5	20	5	Discontinued
Social media ad campaigns outreach	76,722 people	60,000 people	30,000 people	60,000 people
Social media ad post engagements	584 engagements as of 31 March 2017	2000 engagements	750 engagements	800 engagements
Unique visitors to our website, www.ico.bm	3,586 visitors	Discontinued	Discontinued	Discontinued
Number of Google analytic sessions on ICO website	New measure	3,500	6,000	7,000
Average duration of Google analytic sessions on ICO website	New measure	2:30 minutes	2:20 minutes	2:30 minutes

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 108030 PUBLIC AWARENESS - cont.</b>				
Offer late opening hours at least 1 day per week	90%	95%	Discontinued	Discontinued
Translate our public guides and flyers into Portuguese	Ongoing	Ongoing	Ongoing	Ongoing
Increase number of PATI requests year-over-year	Achieved	Discontinue	Discontinued	Discontinued
Conduct annual research survey of public's awareness of PATI rights	New measure	1	Achieved	1
Respond to enquiries from the public on questions concerning the PATI Act and their rights	90	250	25	100
Develop and produce public awareness videos on PATI rights	1	1	0	1
Develop and publish educational materials on information rights for primary, middle, and secondary school students (with a set of learning materials for each age grouping)	Ongoing	Ongoing	Ongoing	Ongoing



**MISSION STATEMENT**

*To ensure that the informational privacy rights of individuals are protected; fostering respect, trust and confidence.*

**DEPARTMENT OBJECTIVES**

- Monitor how the PIPA is administered to ensure its purposes are achieved.
- Encourage a culture of privacy through awareness raising and education.
- Monitor issues and technology developments locally and internationally impacting privacy.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2016/17	2017/18	2017/18	2018/19	2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
0101	GENERAL						
	111000 ADMINISTRATION	0	867	0	567	567	0
	<b>TOTAL</b>	<b>0</b>	<b>867</b>	<b>0</b>	<b>567</b>	<b>567</b>	<b>0</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	0	414	0	213	213	0
	TRAINING	0	5	0	5	5	0
	TRAVEL	0	26	0	26	26	0
	COMMUNICATIONS	0	61	0	67	67	0
	ADVERTISING & PROMOTIONS	0	26	0	40	40	0
	PROFESSIONAL SERVICES	0	219	0	91	91	0
	RENTALS	0	73	0	80	80	0
	REPAIR AND MAINTENANCE	0	9	0	10	10	0
	INSURANCE	0	3	0	3	3	0
	ENERGY	0	11	0	12	12	0
	MATERIALS & SUPPLIES	0	16	0	16	16	0
	OTHER EXPENSES	0	4	0	4	4	0
	<b>TOTAL</b>	<b>0</b>	<b>867</b>	<b>0</b>	<b>567</b>	<b>567</b>	<b>0</b>

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
111000	ADMINISTRATION	0	3	0	3	3	0
	<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>

## HEAD 101 PRIVACY COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 111000 ADMINISTRATION</b>				
Ensure the Office is set up and operational and that staff are hired and trained as required.	N/A	N/A	N/A	100%
Create a website for organisations and the public to access information related to the PIPA.	N/A	N/A	N/A	100%
Provide opportunities for staff to attend relevant conferences, workshops, etc. to keep up to date on privacy developments.	N/A	N/A	N/A	100%

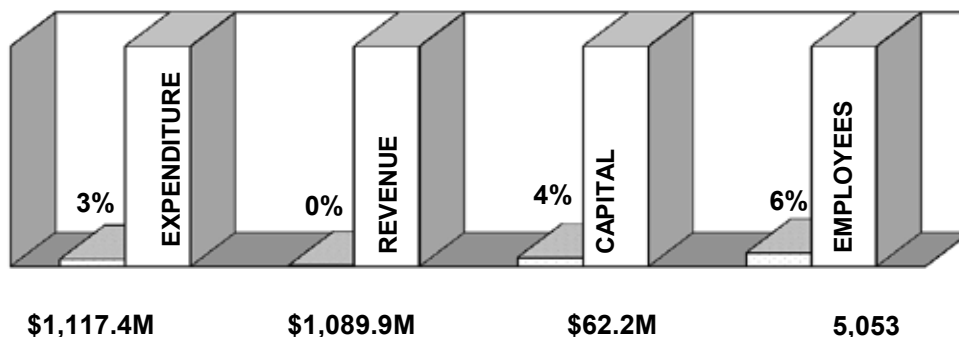
# CABINET OFFICE DEPARTMENTS



THE CABINET OFFICE IS AT THE HEART OF GOVERNMENT, PROVIDING SERVICES TO CABINET, THE PREMIER, AND MINISTERS OF GOVERNMENT. THE CABINET OFFICE ALSO CO-ORDINATES INITIATIVES ON CROSS CUTTING ISSUES; AND ACTS AS THE CORPORATE HEADQUARTERS FOR THE CIVIL SERVICE PROVIDING SERVICES, ADVICE, AND GUIDANCE FOR OTHER GOVERNMENT DEPARTMENTS, AND BY EXTENSION, TO THE WIDER PUBLIC SECTOR.

The Hon. Lovitta Foggo, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
09	CABINET OFFICE	7,010	6,912	6,814	7,562	748	11
13	POST OFFICE	9,659	10,677	10,677	10,677	0	0
14	DEPT. OF STATISTICS	2,663	2,493	2,493	2,493	0	0
26	DEPT. OF HUMAN RESOURCES	2,851	3,846	3,846	3,813	(33)	(1)
43	DEPT. OF INFORMATION & DIGITAL TECH.	5,838	6,976	6,976	6,690	(286)	(4)
51	DEPT. OF COMMUNICATIONS	2,054	2,945	2,903	3,150	247	9
80	PROJECT MGMT & PROCUREMENT	652	773	914	772	(142)	(16)
84	E-GOVERNMENT	668	0	0	0	0	0
		<b>31,395</b>	<b>34,622</b>	<b>34,623</b>	<b>35,157</b>	<b>534</b>	<b>2</b>
<b>REVENUE (\$000)</b>							
09	CABINET OFFICE	1	0	0	0	0	0
13	POST OFFICE	4,007	4,550	3,950	4,563	613	16
		<b>4,008</b>	<b>4,550</b>	<b>3,950</b>	<b>4,563</b>	<b>613</b>	<b>16</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,923	2,445	2,527	2,502		
	DEVELOPMENT	1,093	500	1,100	0		
		<b>3,016</b>	<b>2,945</b>	<b>3,627</b>	<b>2,502</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>273</b>	<b>310</b>	<b>310</b>	<b>308</b>	<b>(2)</b>	<b>(1)</b>



Ministry Estimates compared with total Government Estimates

# HEAD 09 CABINET OFFICE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*Cabinet Office is at the Heart of Government, providing services to Cabinet, The Premier, and Ministries of Government. Cabinet Office also coordinates initiatives on cross cutting issues, and leads strategy, planning and execution of the reform of the Public Service. It acts as the corporate headquarters for the Civil Service, providing services, advice, and guidance for other government departments and by extension, to the wider public sector.*

## DEPARTMENT OBJECTIVES

- Strengthen governance, transparency and accountability across the public sector.
- Deliver efficient and effective services to the Premier, Ministers, and Cabinet as well as provide oversight and coordination of the Civil Service.
- Raise the quality of civil service capacity.
- Develop and improve Government policies as well as provide assistance to all Departments in the implementation and coordination of those policies.
- Lead and give support to initiatives to modernise business systems and processes and increase efficiency in government.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>0901</b>	<b>GENERAL</b>						
	19000 GENERAL ADMINISTRATION	2,682	3,191	3,117	2,897	(220)	(7)
	19005 PROF. DEV. & TRAVEL	103	138	138	138	0	0
	19010 PROTOCOL & HOSPITALITY	308	553	687	561	(126)	(18)
	19015 POLICY & STRATEGY	695	836	830	978	148	18
	19050 PUBLIC ACCESS TO INFORMATION	93	142	0	0	0	0
	19060 COMMISSION OF INQUIRY	1,086	0	0	0	0	0
		<b>4,967</b>	<b>4,860</b>	<b>4,772</b>	<b>4,574</b>	<b>(198)</b>	<b>(4)</b>
<b>0902</b>	<b>ECONOMIC POLICY &amp; FOREIGN AFFAIRS</b>						
	19035 LONDON OFFICE	996	1,037	1,027	1,430	403	39
	19045 WASHINGTON DC OFFICE	323	206	206	400	194	94
		<b>1,319</b>	<b>1,243</b>	<b>1,233</b>	<b>1,830</b>	<b>597</b>	<b>48</b>
<b>0903</b>	<b>GOVERNMENT REFORM</b>						
	19020 SAFETY & HEALTH - GOVT. REFORM	0	0	0	119	119	0
	19040 ADMINISTRATION GOVT. REFORM	0	0	0	238	238	0
	19055 MGMT. SERVICES - GOVT. REFORM	724	809	809	801	(8)	(1)
		<b>724</b>	<b>809</b>	<b>809</b>	<b>1,158</b>	<b>349</b>	<b>43</b>
	<b>TOTAL</b>	<b>7,010</b>	<b>6,912</b>	<b>6,814</b>	<b>7,562</b>	<b>748</b>	<b>11</b>

# HEAD 09 CABINET OFFICE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,222	3,409	3,581	3,621	40	1
	WAGES	75	93	133	156	23	17
	OTHER PERSONNEL COSTS	0	0	0	2	2	0
	TRAINING	5	34	9	24	15	167
	TRANSPORT	0	3	1	2	1	100
	TRAVEL	220	187	176	180	4	2
	COMMUNICATIONS	89	116	96	95	(1)	(1)
	ADVERTISING & PROMOTION	92	116	111	106	(5)	(5)
	PROFESSIONAL SERVICES	1,960	1,208	943	1,710	767	81
	RENTALS	997	1,041	1,005	1,000	(5)	(0)
	REPAIR AND MAINTENANCE	117	167	181	174	(7)	(4)
	INSURANCE	4	11	10	11	1	10
	ENERGY	78	114	103	101	(2)	(2)
	MATERIALS & SUPPLIES	89	205	225	181	(44)	(20)
	EQUIPMT.(MINOR CAPITAL)	0	0	0	7	7	0
	OTHER EXPENSES	62	158	190	142	(48)	(25)
	GRANTS AND CONTRIBUTIONS	0	50	50	50	0	0
	<b>TOTAL</b>	<b>7,010</b>	<b>6,912</b>	<b>6,814</b>	<b>7,562</b>	<b>748</b>	<b>11</b>

## REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
REVENUE SOURCE		ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 09 CABINET OFFICE - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
19000	GENERAL ADMINISTRATION	10	12	13	12	(1)	(8)
19010	PROTOCOL & HOSPITALITY	2	2	3	3	0	0
19015	POLICY & STRATEGY	5	7	5	7	2	40
19020	SAFETY & HEALTH - GOVT. REFORM	0	0	0	1	1	0
19035	LONDON OFFICE	3	3	3	3	0	0
19040	ADMINISTRATION - GOVT. REFORM	0	0	0	2	2	0
19045	WASHINGTON DC OFFICE	2	0	0	2	2	0
19055	MGMT. SERVICES - GOVT. REFORM	6	6	5	7	2	40
<b>TOTAL</b>		<b>28</b>	<b>30</b>	<b>29</b>	<b>37</b>	<b>8</b>	<b>28</b>

## HEAD 09 CABINET OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 19000 General Administration</b>				
Public Service Reform initiatives to be implemented.	Achieved	1	1	N/A - moved to 19040
Gross Misconduct cases will be adjudicated within an eight-week period.	Achieved	90%	80%	80%
The number of temporary relief employees will be reduced.	Achieved	2%	2%	2%
3 day turn-around of Cabinet Conclusions 90% of time.	Achieved	100%	95%	100%
2 day turn-around response to written public queries/concerns.	Not achieved	95%	Not tracked	Discontinued
<b>BUSINESS UNIT: 19010 Protocol Office</b>				
To complete review of all official events within 7 days of the event occurrence.	Achieved	90%	90%	90%
<b>BUSINESS UNIT: 19015 Policy &amp; Strategy</b>				
Respond to requests for policy advice within 5 days	100%	100%	100%	100%
Upon soliciting feedback, receive a score of at least four out of five from departments or Ministries on the quality and usefulness of policy advice and service requested from the Policy and Strategy Section.	N/A	100%	Discontinued	Discontinued
Liaise with departments and Ministries to increase their uptake of advice and service at the initial stages of policy development	50%	25%	25%	25%
Respond within 3 days with an analysis of Cabinet Memoranda, as requested by the Secretary to the Cabinet	NA	NA	NA	NA
Respond within 5 working days to requests for assistance with administrative and legal aspects of Public Access to Information	Achieved	100%	95%	100%
Number of policy, programme and project decisions that are subject to sustainability impact assessments	NA	NA	NA	NA
Number of public presentations on SD including the SD Roundtable outreach (including interviews, written articles, school and civic presentations/talks etc.)	NA	NA	NA	NA
Production of a set of SD Indicators	NA	NA	NA	NA
Embed SD principles into government policies and programmes	NA	NA	NA	NA



## HEAD 09 CABINET OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 19020 Safety &amp; Health - Govt. Reform</b>				
Safety & Health audits undertaken	N/A	N/A - new measure	N/A - new measure	5
<b>BUSINESS UNIT: 19035 London Office</b>				
Provide assistance to Bermudians living in the UK (including Bermudian students) who seek assistance from the London Office	Achieved	100%	100%	100%
Provide information to private, public sector bodies and UK general public on all matters of interest regarding Bermuda	Achieved	100%	100%	100%
<b>BUSINESS UNIT: 19040 Administration - Gov't Reform</b>				
Government Reform Agenda initiatives to be implemented	N/A	N/A - new measure	N/A - new measure	2
Program initiatives resulting in increased efficiencies	N/A	N/A - new measure	N/A - new measure	5
<b>BUSINESS UNIT: 19045 Washington DC Office</b>				
Maintain Contact with Key members of the US Congress/ Staff - Attend meetings and functions				
Develop a first response capability to emerging US policy/legislative measures that may have a negative economic and/or financial consequence for Bermuda				
Identify and develop key contacts to help inform thought leaders in the US using the following methods:				
- Publish articles		N/A		
- Attend meetings with the diplomatic community, private sector and industry leaders				
- Give speeches				
Arrange and hold functions to promote Bermuda as an international financial centre and leisure destination				
Attend functions to promote Bermuda				
<b>BUSINESS UNIT: 19055 Management Services - Govt. Reform</b>				
To complete 80% of request for preparation and/or review of Cabinet Memoranda.	Achieved	100%	100%	100%
To evaluate 85% of departments job description packages within one month of date of receipt.	Achieved	100%	100%	100%
Project/report recommendations that identify cost savings.	\$812,000	\$750,000	\$750,000	\$750,000
Identify performance measures that will improve service delivery and performance.	52	50	50	50

# HEAD 13 POST OFFICE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*Together we connect people and businesses by providing efficient, courteous and affordable products and services.*

## DEPARTMENT OBJECTIVES

- To provide all Bermuda residents with accessible and affordable mail delivery as required by the Universal Postal Union's (UPU) Universal Service Obligation (USO).
- To promote existing services and products and develop new services and products to increase revenue by 10%.
- To stream line operational processes & procedures to reduce costs and increase efficiency and outputs.
- To improve customer service (includes providing accurate and timely delivery of mail, professional, polite, and courteous service and reliable information).
- To optimize the retail network and delivery standards.
- To maintain a letter mail delivery standard of 98% within four (4) working days.
- To maintain a 95% Express Mail delivery standard as per the UPU benchmark.
- To maintain a 95% Parcel Service delivery standard as per the UPU global target.
- To enhance mail security in order to provide increased accountability and reliability.
- To develop and implement system enhancements that can be leveraged to increase revenue.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
						2017/18 vs 2018/19 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1309</b>	<b>CORPORATE SERVICES</b>						
325	ADMINISTRATION AND FINANCE	1,622	1,755	1,758	1,701	(57)	(3)
330	IT SERVICES	184	238	238	246	8	3
335	PHILATELIC SERVICES	450	557	560	553	(7)	(1)
		<b>2,256</b>	<b>2,550</b>	<b>2,556</b>	<b>2,500</b>	<b>(56)</b>	<b>(2)</b>
<b>1310</b>	<b>OPERATIONS</b>						
340	CENTRAL MAIL PROCESSING UNIT	1,970	1,997	2,001	2,357	356	18
345	SUB-POST OFFICES	5,227	5,931	5,921	5,621	(300)	(5)
350	COURIER SERVICES	206	199	199	199	0	0
		<b>7,403</b>	<b>8,127</b>	<b>8,121</b>	<b>8,177</b>	<b>56</b>	<b>1</b>
	<b>TOTAL</b>	<b>9,659</b>	<b>10,677</b>	<b>10,677</b>	<b>10,677</b>	<b>0</b>	<b>0</b>

# HEAD 13 POST OFFICE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	7,436	8,008	7,984	7,700	(284)	(4)
	WAGES	1,280	1,298	1,298	1,071	(227)	(17)
	TRAINING	26	40	41	40	(1)	(2)
	TRANSPORT	34	81	69	56	(13)	(19)
	TRAVEL	2	6	8	12	4	50
	COMMUNICATIONS	64	89	89	90	1	1
	ADVERTISING & PROMOTION	57	66	66	67	1	2
	PROFESSIONAL SERVICES	60	71	96	76	(20)	(21)
	RENTALS	27	27	27	332	305	1,130
	REPAIR AND MAINTENANCE	280	424	424	555	131	31
	INSURANCE	9	12	12	12	0	0
	ENERGY	70	124	126	266	140	111
	CLOTHING, UNIFORMS & LAUNDRY	52	70	70	60	(10)	(14)
	MATERIALS & SUPPLIES	163	256	262	246	(16)	(6)
	EQUIPMT.(MINOR CAPITAL)	49	51	51	40	(11)	(22)
	OTHER EXPENSES	50	54	54	54	0	0
	<b>TOTAL</b>	<b>9,659</b>	<b>10,677</b>	<b>10,677</b>	<b>10,677</b>	<b>0</b>	<b>0</b>

## HEAD 13 POST OFFICE - continued

### REVENUE SUMMARY

(1)	(2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	%
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	1	1	1	1	0	0
	8311 Terminal Dues	391	700	100	600	500	500
	8312.02 Tax Mail	2	3	3	3	0	0
	8312.03 Post Box Keys	1	1	1	1	0	0
	8312.05 Penalty Fee-Late Pmt P.O. Box	38	32	32	34	2	6
	8312.06 Courier Service Fee	0	25	25	32	7	28
	8312.09 Customs Declaration Fee	171	164	164	172	8	5
	8312.10 Mail Redirection Fee	1	1	1	1	0	0
	8550.01 PO Business Reply Service	(25)	5	5	5	0	0
	8550.02 PO Mail Handling Fee	37	100	100	100	0	0
	8550.03 PO Postage Paid Permit	(8)	7	7	7	0	0
	8550.04 PO Intl Bussiness Reply Service	0	1	1	1	0	0
	8609 Philatelic - A/C Holders	27	31	31	33	2	6
	8611 Philatelic - Local	48	41	41	43	2	5
	8611.01 Book Sales - 200th Anniversary	0	1	1	1	0	0
	8611.02 Souvenir Sales	1	1	1	1	0	0
	8613 Philatelic - Other	7	4	4	4	0	0
	8629 Stamp Sales-General	602	550	550	550	0	0
	8635 Frankpost Sales-General	1,115	1,350	1,350	1,350	0	0
	8635.01 Frankpost Sales-BRS Returns	4	3	3	3	0	0
	8637 Frankpost Sales-I.D.E	55	46	46	58	12	26
	8639 Frankpost Sales-Parcel	90	85	85	95	10	12
	8639.01 Local Parcels Delivery	0	3	3	0	(3)	(100)
	8641 Bulk Mail	762	766	766	842	76	10
	8673 Telephone Cards	0	4	4	0	(4)	(100)
	8675 Other Retail Sales	1	1	1	1	0	0
	8676.01 Packing Materials - Envelopes	1	1	1	1	0	0
	8676.02 Packing Materials - Bubble Wrap	3	2	2	3	1	50
	8676.01 Packing Materials - Boxes	3	2	2	2	0	0
	8676.01 Packing Materials - Misc.	0	1	1	1	0	0
	8679 Passes	0	292	0	0	0	0
	8759 P.O.Box	679	324	616	616	0	0
	8889 Sundry Receipts	0	2	2	2	0	0
	<b>TOTAL</b>	<b>4,007</b>	<b>4,550</b>	<b>3,950</b>	<b>4,563</b>	<b>613</b>	<b>16</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
325	ADMINISTRATION AND FINANCE	17	19	19	18	(1)	(5)
330	IT SERVICES	2	2	2	2	0	0
335	PHILATELIC SERVICES	5	6	6	6	0	0
340	CENTRAL MAIL PROCESSING UNIT	29	32	32	28	(4)	(13)
345	SUB-POST OFFICES	71	89	89	84	(5)	(6)
350	COURIER SERVICES	4	4	4	4	0	0
		<b>128</b>	<b>152</b>	<b>152</b>	<b>142</b>	<b>(10)</b>	<b>(7)</b>

## HEAD 13 POST OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>CORPORATE SERVICES</b>				
<b>PROGRAMME 325 - Administration and Finance</b>				
Operating within the confines of the agreed upon budget without overages as measured by actual against budgeted expenditure	92% of original estimate	100%	94%	100%
Increasing the amount of revenue earned year on year.	-10%	10%	4%	10%
Reducing the overall deficit of the Bermuda Post Office year on year.	5% increase	7% reduction	0%	7% reduction
Providing financial reporting information to the Accountant General and Budget Office per schedule to assist with consolidated fund reporting.	100%	Discontinued	Discontinued	Discontinued
Submitting returns of employees Performance Appraisals and Forward Job Plans to the Department of Human Resources by the required deadlines.	38%	95%	95%	95%
Ensuring that all recruitment for positions within the BPO is completed as fairly, transparently, and as accurately as possible based on the DHR recruitment code and best practices, within three (3) months for local candidates, and five (5) months for overseas candidates.	100%	95%	96%	96%
<b>PROGRAMME 330 - IT Services</b>				
Ensuring that IT services and infrastructure can properly resist and recover from failures due to error, deliberate attack or disaster as measured by the number of downtime incidents and delays caused by inadequate technology procedures.	0 days	<5 days disaster recovery time	<5 days disaster recovery time	<5 days disaster recovery time
Maintaining an integrated and standardized IT infrastructure and create IT agility as measured by the number of business processes supported by obsolete (or soon-to-be obsolete) technology.	25%	Decrease by 50%	Decrease by 50%	Decrease by 75%
Ensuring minimum business impact in the event of an IT service change as measured by the number of application related unplanned downtime.	0 hours	<15 hours	<15 hours	< 15 hours

## HEAD 13 POST OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>PROGRAMME 335 - Philatelic Services</b>				
The number and timeliness of stamp issues.	Completed 3 issues	4 issues 100% per schedule	4 issues 100% per schedule	4 issues 100% per schedule
Percentage increase in the philatelic collectors standing order customer base against a target of 2% annually.	1%	1.5%	1.0%	1.5%
<b>OPERATIONS</b>				
<b>OUTPUT MEASURES:</b>				
<b>Local Mail Volumes Processed (millions) (Total)</b>	<b>5.6</b>	<b>5.1</b>	<b>5.2</b>	<b>4.8</b>
- Local Business Mail Products	4.5	4.0	4.2	3.9
- Personal Mail Products	0.7	0.8	0.7	0.7
- OHMS Products	0.4	0.3	0.3	0.2
<b>International Mail Volumes Processed (millions) (Total)</b>	<b>2.0</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>
- Incoming to Bermuda	1.6	1.4	1.5	1.4
- Outgoing to International Destinations	0.4	0.5	0.4	0.5
<b>Total Mail Volumes Processed (millions)</b>	<b>7.6</b>	<b>7.0</b>	<b>7.1</b>	<b>6.7</b>
<b>Revenue collected by the Post Office on behalf of other Government Departments (BM\$ '000)</b>				
- Department of HM Customs	772	740	840	856
- Department of Education	73	81	68	70
- Department of Youth, Sports & Recreation	469	440	487	496
- Department of Public Transportation	679	703	650	662
- Department of Environmental Protection	67	59	77	78
<b>Total</b>	<b>2,060</b>	<b>2,023</b>	<b>2,122</b>	<b>2,162</b>
<b>PERFORMANCE MEASURES:</b>				
<b>PROGRAMME 340 - Central Mail Processing Unit</b>				
<b>PROGRAMME 345 - Sub-Post Offices</b>				
<b>PROGRAMME 350 - Courier Services</b>				
The BPO's ranking among the 191 countries within the UPU for on-time international delivery standards and ranking for Express Mail Service (EMS), inclusive of a 95% on-time delivery standard.	46	Within top 40	Within top 40	Within top 35
EMS on-time delivery performance against UPU benchmark of 95%.	98%	96%	98%	98%
EMS transmission performance against UPU benchmark of 98%	91%	98%	98%	99%
Parcel delivery performance against UPU global target of 95%.	95%	95%	95%	95%
Percentage of letter mail delivered locally within 2 working days of receipt (90% delivery standard).	90%	90%	90%	90%
Percentage of letter mail delivered locally within 4 working days of receipt (98% delivery standard).	New	New	New	98%
Percentage of total available post boxes rented	87%	90%	88%	89%

# HEAD 14 DEPARTMENT OF STATISTICS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To collect, process, analyze and provide a body of statistical information that is timely, accurate, relevant and reliable for dissemination to the Government and the general public.*

## DEPARTMENT OBJECTIVES

- Produce accurate, relevant and timely statistical data and information that reflects Bermuda's current social and economic climate to facilitate informed decision-making.
- Ensure easy accessibility to statistical data and information for the general public.
- Keep abreast of current international statistical methodologies, standards and best practices in the collection, compilation and production of statistics.
- Engender a greater profile of the role and function of the Department in the public domain for increased understanding and use of statistical data and information.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1401</b>	<b>MONTHLY TO ANNUAL SURVEYS</b>						
	24015 ADMINISTRATION	625	708	709	709	0	0
	24020 CORE STATISTICS & PUBLICATIONS	563	766	769	766	(3)	(0)
	24025 CORE ANNUAL SURVEYS	564	659	655	658	3	0
		<b>1,752</b>	<b>2,133</b>	<b>2,133</b>	<b>2,133</b>	<b>0</b>	<b>0</b>
<b>1402</b>	<b>NON-ANNUAL SURVEYS</b>						
	24055 CENSUS & SURVEY RES. UNIT	343	360	360	360	0	0
	24075 2016 CENSUS	568	0	0	0	0	0
		<b>911</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>2,663</b>	<b>2,493</b>	<b>2,493</b>	<b>2,493</b>	<b>0</b>	<b>0</b>

# HEAD 14 DEPARTMENT OF STATISTICS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,892	2,018	2,019	2,013	(6)	(0)
	WAGES	164	0	0	0	0	0
	OTHER PERSONNEL COSTS	0	0	4	5	1	25
	TRAINING	1	1	1	6	5	500
	TRAVEL	0	8	16	11	(5)	(31)
	COMMUNICATIONS	1	5	4	5	1	25
	ADVERTISING & PROMOTION	90	10	6	10	4	67
	PROFESSIONAL SERVICES	193	80	70	80	10	14
	RENTALS	168	172	163	172	9	6
	REPAIR AND MAINTENANCE	34	37	59	51	(8)	(14)
	ENERGY	42	90	88	78	(10)	(11)
	MATERIALS & SUPPLIES	75	67	58	57	(1)	(2)
	OTHER EXPENSES	3	5	5	5	0	0
	<b>TOTAL</b>	<b>2,663</b>	<b>2,493</b>	<b>2,493</b>	<b>2,493</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	24015 ADMINISTRATION	4	4	4	4	0	0
	24020 CORE STATISTICS & PUBLICATIONS	9	9	9	9	0	0
	24025 CORE ANNUAL SURVEYS	7	7	7	7	0	0
	24055 CENSUS & SURVEY RES. UNIT	4	4	4	4	0	0
	<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>



**HEAD 14 DEPARTMENT OF STATISTICS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 24015 - Administration</b>				
Monitor usage of Department of Statistics' web pages on the Government of Bermuda's website.	New Measure	Total of 15,000 unique page views	Total of 15,000 unique page views	Total of 15,000 unique page views
Number of documents on the website allow easier and wider accessibility of publications and reduces printing cost.	Achieved 44 documents posted during the year	At least 40 documents posted during the year	At least 40 documents posted during the year	At least 40 documents posted during the year
Number of presentations to private organizations, schools and the government for greater awareness, understanding, use and interpretation of statistical data and information.	Achieved 6 presentations for education and promotion	At least 4 presentations for education and promotion	At least 4 presentations for education and promotion	At least 4 presentations for education and promotion
<b>BUSINESS UNIT: 24020 - Core Statistics &amp; Publications</b>				
Timely completion of statistics that measure gross retail sales performance in the retail sector.	Retail Sales Index completed 6 weeks after reference month	Retail Sales Index released 6 weeks after reference month	Retail Sales Index completed 6 weeks after reference month	Retail Sales Index completed 6 weeks after reference month
Timely completion of statistics measuring the rate of increase in price of goods and services in the economy.	Rate of Inflation completed 5 weeks after reference month	Rate of Inflation released 4 weeks after reference month	Rate of Inflation completed 5 weeks after reference month	Rate of Inflation completed 5 weeks after reference month
<b>BUSINESS UNIT: 24025 - Core Annual Surveys</b>				
Timely completion of statistics relating to the current job market for informed decision-making.	Completion of Employment Brief in May 2017	Release of Employment Brief in May 2017	Completion of Employment Brief in May 2017	Completion of Employment Brief in May 2018
Heighten number of survey returns to Economic Activity Survey from businesses for increased confidence in accuracy of annual Gross Domestic Product (GDP) estimates.	Achieved 81% response rate	A minimum of 80% response rate	A minimum of 80% response rate	A minimum of 80% response rate
Conduct annual Labour Force Survey for delivery of more and timely unemployment measures.	Not Achieved. Unemployment rate pending 2016 Census results	Release unemployment rate semi-annually, July 2017 and January 2018	Cancelled. Staff resources focused on 2016 Census tasks.	Complete unemployment rate semi-annually, July 2018 and January 2019
<b>BUSINESS UNIT: 24055 - Census &amp; Survey Research Unit</b>				
Use of technology during conduct of business and household surveys for greater efficiency in data collection and reduced cost in processing survey data.	Achieved 51% response rate for E-Census questionnaire submissions	To be determined	A minimum of 50% response rate for E-Employment Survey	A minimum of 50% response rate for E-Employment Survey
Indicators for measuring economic growth.	Quarterly GDP estimates completed 16 weeks after the reference quarter	Quarterly GDP estimates released 16 weeks after the reference quarter	Quarterly GDP estimates completed 16 weeks after the reference quarter	Quarterly GDP estimates completed 16 weeks after the reference quarter

# HEAD 26 DEPARTMENT OF HUMAN RESOURCES

## MISSION STATEMENT

*To partner with internal and external stakeholders to provide professional, strategic, value-added solutions to maximize human capital and enable operational success.*

## DEPARTMENT OBJECTIVES

- To ensure appointments to vacant posts, probation reports and confirmation of appointments to posts, and disciplinary procedures and appeals are carried out in accordance with the Public Service Commission Regulations 2001, Public Service (Delegation of Powers) Regulations 2001 and subsequent amendments.
- To establish service excellence by understanding and responding to our stakeholders' needs with the highest level of competency, ingenuity and professionalism.
- To improve operational effectiveness by managing efficient processes through the effective use of technology, organizational capacity and quality of information to maximize responsiveness and value-added work.
- To be strategic partners who provide consultation and support for Government business planning and execution by being accessible, solutions driven, subject matter experts, who provide strategic and credible advice.
- To build a learning organization that fosters a learning and development culture by establishing data driven decision making, leadership mindset, learning infrastructure, and organizational collaboration focused on continuous improvement.

# HEAD 26 DEPARTMENT OF HUMAN RESOURCES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
<b>2601</b>	<b>ADMINISTRATION</b>						
	36000 CORPORATE ADMIN	1,107	1,438	1,464	1,312	(152)	(10)
	36100 POLICY DEVELOPMENT	119	122	122	125	3	2
	36140 PUBLIC SERVICE COMMISSION	72	81	131	131	0	0
		<b>1,298</b>	<b>1,641</b>	<b>1,717</b>	<b>1,568</b>	<b>(149)</b>	<b>(9)</b>
<b>2602</b>	<b>LEARNING AND DEVELOPMENT</b>						
	36030 LEARNING & DEVELOPMENT ADMIN	452	552	552	593	41	7
	36050 TRAINING COURSES	58	132	117	102	(15)	(13)
	36060 PROF & TECH TRAINEE SCHEME	0	10	10	5	(5)	(50)
	36110 PUBLIC SERVICE BURSARY	40	240	165	230	65	39
	36120 SUCCESSION PLANNING	0	3	3	0	(3)	(100)
		<b>550</b>	<b>937</b>	<b>847</b>	<b>930</b>	<b>83</b>	<b>10</b>
<b>2603</b>	<b>OPERATIONAL HUMAN RESOURCES</b>						
	36010 HUMAN RESOURCE ADMIN	922	1,192	1,192	1,239	47	4
	36080 RECRUITMENT	81	76	90	76	(14)	(16)
		<b>1,003</b>	<b>1,268</b>	<b>1,282</b>	<b>1,315</b>	<b>33</b>	<b>3</b>
	<b>TOTAL</b>	<b>2,851</b>	<b>3,846</b>	<b>3,846</b>	<b>3,813</b>	<b>(33)</b>	<b>(1)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,841	2,276	2,277	2,391	114	5
	WAGES	38	95	95	90	(5)	(5)
	OTHER PERSONNEL COSTS	8	3	2	4	2	100
	TRAINING	41	174	99	161	62	63
	TRANSPORT	15	14	30	14	(16)	(53)
	TRAVEL	36	35	28	35	7	25
	COMMUNICATIONS	9	13	13	12	(1)	(8)
	ADVERTISING & PROMOTION	29	17	26	17	(9)	(35)
	PROFESSIONAL SERVICES	72	301	392	307	(85)	(22)
	RENTALS	381	477	427	356	(71)	(17)
	REPAIR AND MAINTENANCE	209	272	270	272	2	1
	ENERGY	69	84	84	84	0	0
	MATERIALS & SUPPLIES	93	65	88	50	(38)	(43)
	EQUIPMT. (MINOR CAPITAL)	0	9	9	9	0	0
	OTHER EXPENSES	10	11	6	11	5	83
	<b>TOTAL</b>	<b>2,851</b>	<b>3,846</b>	<b>3,846</b>	<b>3,813</b>	<b>(33)</b>	<b>(1)</b>

**HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued**

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
	36000 CORPORATE ADMIN	4	4	4	4	0	0
	36010 HUMAN RESOURCE ADMIN	16	15	15	15	0	0
	36030 LEARNING & DEVELOPMENT ADMIN	6	6	6	6	0	0
	36100 POLICY DEVELOPMENT	1	1	1	1	0	0
	<b>TOTAL</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>0</b>

**HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 36000 Corporate Administration</b>				
To ensure 100% of submissions are handled in accordance with the Public Service Commission Regulations 2001, Public Service (Delegation of Powers) Regulations 2001 and subsequent amendments.	Achieved	100% compliance	100% compliance	100% compliance
Implementation of an approved centralized Government HR operating model to improve operational effectiveness	N/A	Partial implementation of agreed phased process by 31st March 2018	N/A	Partial implementation of agreed phased process by 31st March 2019
<b>BUSINESS UNIT: 36100 Policy Development</b>				
To complete 100% of Phase 1 from the Human Resource Policy Suite to reform Government-wide human resource policies including the formalization of a succession planning policy	N/A	at least 60% of Phase 1 policies will be drafted by 31st March 2018	at least 60% of Phase 1 policies will be drafted by 31st March 2018	20% of the remaining Phase 1 policies will be drafted by 31st March 2019
To complete 100% of Phase 2 from the Human Resource Policy suite to reform Government-wide human resource policies	N/A	10% of Phase 2 policies will be drafted by 31st March 2018	10% of Phase 2 policies will be drafted by 31st March 2018	15% of remaining Phase 2 policies will be drafted by 31st March 2019
To begin implementation of Phase 1 'Principle Documents' by 31st March 2018 to establish the framework for harmonized human resource policies	New	New	New	Commence implementation by 31st March 2019
<b>BUSINESS UNIT: 36030 Learning and Development Administration</b>				
The number of professional and technical trainees appointed to substantive posts that are difficult to fill and/or held by contract officers between April and March	1	9	4	4
To communicate the Government of Bermuda's leadership competencies to 100% of the organization's leaders (executive, senior management, middle management and first line).	N/A	100% of the organization's leaders will be aware of the leadership competencies by 31st December 2017	N/A	100% of the organization's leaders will be aware of the leadership competencies by 31st March 2019

**HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 36050 Training Courses</b>				
To conduct briefing awareness sessions to ensure participants are knowledgeable on the established leadership competencies	N/A	Conduct 6 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2018	N/A	Conduct 3 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2019
To ensure visibility as human resource subject matter experts who provide strategic and credible advice to Permanent Secretaries and Heads of Department by attending client meetings	Achieved	Meet with 3 client ministries and/or departments per quarter by March 31, 2018	Meet with 3 client ministries and/or departments per quarter by March 31, 2018	Meet with 3 client ministries and/or departments per quarter by March 31, 2019
To ensure the impact of in-class professional development offered to Government employees meets or exceeds 90% for job relevance	NEW	NEW	100%	100%
To ensure the impact of in-class professional development offered to Government employees meets or exceeds 90% for course delivery effectiveness	NEW	NEW	100%	100%
<b>BUSINESS UNIT: 36060 Professional and Technical Trainee Scheme</b>				
90% of trainee development plans will be reviewed annually by the respective Training Manager to monitor progress toward the agreed outcomes to ensure that the trainees are suitably qualified to be appointed to substantive posts that are difficult to fill and/or held by contract officers	100%	100%	100%	100%
<b>BUSINESS UNIT: 36110 Public Service Bursary</b>				
To ensure there is a cadre of suitably trained Bermudians to meet Departments' human capital needs for posts that are difficult to fill and/or held by contract officers, 90% of bursary recipients who successfully complete their course of study will be appointed to a post	100%	100%	100%	100%

**HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 36120 Succession Planning</b>				
To communicate the Government of Bermuda's succession planning framework to ensure that there is a consistent approach across the organization	N/A	to communicate framework by March 31, 2018	N/A	to communicate framework by March 31, 2019
<b>BUSINESS UNIT: 36010 Human Resource Administration</b>				
To conduct briefing awareness sessions to ensure participants are knowledgeable on the established leadership competencies	N/A	Conduct 6 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2018	N/A	Conduct 3 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2019
To ensure visibility as human resource subject matter experts who provide strategic and credible advice to Permanent Secretaries and Heads of Department by attending client meetings	Achieved	Meet with 3 client ministries and/or departments per quarter by March 31, 2018	Meet with 3 client ministries and/or departments per quarter by March 31, 2018	Meet with 3 client ministries and/or departments per quarter by March 31, 2019
<b>BUSINESS UNIT: 36080 Recruitment</b>				
To improve the recruitment and selection process for posts represented by the Bermuda Public Services Union by reducing the time to hire on average from 20 weeks to 10 weeks for local recruitment and from 24 weeks to 12 weeks for overseas recruitment to ensure the organization acquires the best talent	a 65% average reduction in time to hire	a 50% average reduction in time to hire	a 50% average reduction in time to hire	a 50% average reduction in time to hire
The turnaround time to prepare employment contracts will be reduced on average by 50% (from 10 working days to 5 working days) to improve efficiency for the recruitment process	a 73% average turnaround time to prepare employment contracts	a 70% average turnaround time to prepare employment contracts	a 70% average turnaround time to prepare employment contracts	a 70% average turnaround time to prepare employment contracts

# HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To empower Ministries, departments and civil servants to improve productivity and services by providing IT Consulting services and core IT infrastructure at reasonable cost.*

## DEPARTMENT OBJECTIVES

- Maintain and secure IT infrastructure that host applications used by departments
- Support IT projects underway throughout Government
- Deliver and manage IT services used by departments
- Continue development of Disaster Recovery Systems for selected Departments
- Support IT Governance process for Government
- Deliver training on IT systems to improve effectiveness and productivity
- Measure and communicate the satisfaction and usage of Government services to Departments
- Assist Departments with documenting and improving business processes
- Assist Departments with defining and developing e-technology solutions

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>4301</b>	<b>GENERAL</b>						
	53000 ADMIN & MGMT	1,215	1,306	1,551	1,369	(182)	(12)
	53030 DEVICE SUPPORT	334	346	346	350	4	1
	53035 NETWORK SUPPORT	1,721	1,799	1,799	1,768	(31)	(2)
	53040 SERVICE SUPPORT	311	244	244	242	(2)	(1)
	53050 DIGITAL SERVICES	0	656	411	422	11	0
	53060 BUSINESS SYSTEMS SUPPORT	575	644	644	649	5	1
	53070 SYSTEMS SUPPORT	1,421	1,699	1,699	1,598	(101)	(6)
	53080 TRAINING	75	75	75	75	0	0
	53090 SECURITY	186	207	207	217	10	5
	<b>TOTAL</b>	<b>5,838</b>	<b>6,976</b>	<b>6,976</b>	<b>6,690</b>	<b>(286)</b>	<b>(4)</b>



## HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2018/19	
		(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	SALARIES	3,062	3,964	3,964	3,814	(150)	(4)
	OTHER PERSONNEL COSTS	44	60	60	60	0	0
	TRAINING	4	27	30	37	7	23
	TRAVEL	0	7	7	11	4	57
	COMMUNICATIONS	1,346	1,280	1,280	1,279	(1)	(0)
	PROFESSIONAL SERVICES	24	101	98	77	(21)	(21)
	RENTALS	989	998	998	998	0	0
	REPAIR AND MAINTENANCE	348	487	487	359	(128)	(26)
	INSURANCE	1	0	0	0	0	0
	ENERGY	0	5	5	5	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	1	1	2	1	100
	MATERIALS & SUPPLIES	18	44	43	45	2	5
	OTHER EXPENSES	2	2	3	3	0	0
	<b>TOTAL</b>	<b>5,838</b>	<b>6,976</b>	<b>6,976</b>	<b>6,690</b>	<b>(286)</b>	<b>(4)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	2018/19	%
						(7)	(8)
	53000 ADMIN & MGMT	8	7	7	7	0	0
	53030 DEVICE SUPPORT	4	4	4	4	0	0
	53035 NETWORK SUPPORT	4	5	5	5	0	0
	53040 SERVICE SUPPORT	4	3	3	3	0	0
	53050 DIGITAL SERVICES	0	5	5	4	(1)	0
	53060 BUSINESS SYSTEMS SUPPORT	5	6	6	6	0	0
	53070 SYSTEMS SUPPORT	7	8	8	8	0	0
	53080 TRAINING	1	1	1	1	0	0
	53090 SECURITY	2	2	2	2	0	0
	<b>TOTAL</b>	<b>35</b>	<b>41</b>	<b>41</b>	<b>40</b>	<b>(1)</b>	<b>(2)</b>

## HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 53000 - Admin &amp; Mgmt</b>				
Reception desk staffed between 8:30 a.m. and 5:00 p.m.	98%	100%	99%	100%
Process invoices within 14 working days.	97%	99%	96%	99%
<b>BUSINESS UNIT: 53030 - Device Support</b>				
Resolve Repair Tickets within Service Level Targets.	68%	75%	74%	85%
Resolve Service Tickets within Service Level Targets.	78%	85%	74%	85%
<b>BUSINESS UNIT: 53035 - Network Support</b>				
Network locations monitored.	100%	100%	100%	100%
Resolve Repair Tickets within Service Level Targets.	57%	70%	68%	70%
Resolve Service Tickets within Service Level Targets.	85%	85%	68%	N/A
<b>BUSINESS UNIT: 53040 - Service Support</b>				
Manage Tickets to Service Level Level Targets.	75%	80%	76%	80%
Resolve Account Administration Tickets within Service Level Targets.	95%	95%	N/A	N/A
Service Desk manned from 8:00 a.m. to 5:00 p.m.	95%	95%	80%	100%
<b>BUSINESS UNIT: 53050 - Digital Services</b>				
Consulting/ Advising	10	10	7	10
Customer Insight	10	5	3	3
Public satisfaction wth availability and use and selection of government on line services.	53%	60%	60%	70%
No of new ePayments and supporting new process implemented via the new portal; their core application or a Bank bill pay service.	1	5	0	5
Number of new application system integrations completed	0	3	0	3

**HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 53060 - Business Systems Support</b>				
Routine monthly Service Level Review meetings with Key Departments.	80%	80%	38%	50%
Annual Service Level Review Meeting with Departments.	50%	70%	60%	70%
Manage Application Support Tickets within Service Level Targets.	80%	85%	N/A	N/A
<b>BUSINESS UNIT: 53070- Systems Support</b>				
Iseries Servers monitored	95%	98%	100%	100%
Wintel Servers monitored	95%	98%	100%	100%
Resolve Iseries Tickets within Service Level Targets.	85%	85%	84%	N/A
Resolve Wintel Tickets within Service Level Targets.	90%	90%	65%	N/A
<b>BUSINESS UNIT: 53080 - Training</b>				
Training courses delivered with Evaluation grade of Good or Higher.	90%	90%	90%	95%
Training Service tickets resolved according to Service Level Targets.	85%	85%	80%	85%
<b>BUSINESS UNIT: 53090 - Security</b>				
Disaster Recovery Exercises planned and executed.	50%	50%	0%	100%
Servers checked on a monthly basis.	90%	90%	81%	95%

# HEAD 51 DEPARTMENT OF COMMUNICATIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To be the source of trusted communication between the Government, public service and residents of Bermuda using media and technology to educate and inform.*

## DEPARTMENT OBJECTIVES

- To develop and implement communications campaigns that provide accurate and timely information to relevant stakeholders about Government's initiatives, services and programmes.
- To provide support, guidance and expertise to Government's decision makers to ensure their key messages are communicated clearly.
- To provide excellent graphic design and photographic services that support and enhance government's internal and external messages.
- To create and produce television programmes that support and enhance the services offered by the Government and that educate, enlighten and enrich the audience.
- To preserve a moving picture archive of digital files and photographs for the Government
- To develop communications platforms where employees can learn about the organization from within the organization.
- To update, enhance and maintain an external portal that provides timely and accurate services and information for the general public.
- To provide outstanding telephone service to all customers.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5101</b>	<b>COMMUNICATION SERVICES</b>						
	61000 ADMINISTRATION	382	459	436	685	249	57
	61030 COMMUNICATIONS	500	687	644	657	13	2
	61040 GOVT. TELEVISION STATION	654	582	589	598	9	2
	61050 CREATIVE SERVICES	518	586	603	597	(6)	(1)
	61060 PORTALS MANAGEMENT	0	478	478	466	(12)	(3)
	61070 TELEPHONE CUSTOMER SVC. REP.	0	153	153	147	(6)	(4)
	<b>TOTAL</b>	<b>2,054</b>	<b>2,945</b>	<b>2,903</b>	<b>3,150</b>	<b>247</b>	<b>9</b>

## HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,611	2,469	2,238	2,480	242	11
	WAGES	207	0	170	0	(170)	(100)
	TRAINING	4	23	13	14	1	8
	TRANSPORT	1	2	2	2	0	0
	TRAVEL	0	4	4	0	(4)	(100)
	COMMUNICATIONS	51	54	53	48	(5)	(9)
	ADVERTISING & PROMOTION	21	29	29	260	231	797
	PROFESSIONAL SERVICES	49	40	60	56	(4)	(7)
	REPAIR AND MAINTENANCE	29	137	131	115	(16)	(12)
	INSURANCE	1	0	0	0	0	0
	ENERGY	32	44	44	44	0	0
	MATERIALS & SUPPLIES	35	42	46	53	7	15
	EQUIPT. (MINOR CAPITAL)	11	97	109	66	(43)	(39)
	OTHER EXPENSES	2	4	4	12	8	200
	<b>TOTAL</b>	<b>2,054</b>	<b>2,945</b>	<b>2,903</b>	<b>3,150</b>	<b>247</b>	<b>9</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	61000 ADMINISTRATION	4	3	3	3	0	0
	61030 COMMUNICATIONS	6	7	7	7	0	0
	61040 GOVT. TELEVISION STATION	7	6	6	6	0	0
	61050 CREATIVE SERVICES	7	7	7	7	0	0
	61060 PORTALS MANAGEMENT	0	4	4	4	0	0
	61070 TELEPHONE CUSTOMER SVC. REPS.	0	3	3	3	0	0
		<b>24</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>

## HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 61000 Administration</b>				
Vendors paid within 3 working days	100%	100%	100%	100%
Invoices inputted to E1 within 2 working days of receiving them	100%	100%	100%	100%
Administrative support provided to Director, Assistant Director Creative Services, Assistant Director Communications, Assistant Director Portals and General Manager, CITV	100%	100%	100%	N/A
Increase customer satisfaction with administration services	N/A	5%	5%	5%
<b>BUSINESS UNIT: 61030 Communications</b>				
Average number of Government related press releases, announcements and advisories issued per month	108	108	108	N/A
Average number of Government related public/community appearances by Ministers monthly	128	128	128	N/A
Average number of social media/online uploads monthly	40	40	40	40
Government employees with computer access to visit the Intranet at least three times a week.*	N/A	40%	10%	20%
Increase customers' satisfaction with communications services*	N/A	5%	5%	5%
<b>BUSINESS UNIT: 61040 Government Television Station</b>				
Number of 30 minute programmes produced and aired	70	95	95	N/A
Number of 60 minute programmes produced and aired	22	40	40	N/A
Number of 90 minute programmes produced and aired	6	10	10	N/A
Number of 120 minute programmes produces and aired	12	13	13	N/A
Number of public service announcements produced and aired	42	50	50	50
Number of radio spots produced	30	20	20	20
% of fixed deadlines (e.g. Throne Speech, Budget) met	100%	100%	100%	N/A
% of defined deadlines met on assignments	100%	100%	100%	N/A
Number of video files posted to DCI website and Youtube Page	90	60	60	N/A
Increase the number of people accessing CITV online $\Delta$	N/A	N/A	N/A	10%
Reduce the costs to produce and air 60 minute programmes*	N/A	5%	5%	5%
Reduce the costs to produce and air 30 minute programmes*	N/A	5%	5%	5%
Increase viewers' satisfaction with CITV*	N/A	5%	5%	5%
<b>BUSINESS UNIT: 61050 Creative Services</b>				
All stationery will be designed and returned for approval within twenty-four hours of receiving the request $\Delta$	N/A	N/A	N/A	100%
All tender ads designed and returned for approval within forty-eight hours of receiving the request $\Delta$	N/A	N/A	N/A	100%
Number of design and photo jobs completed	2,014	2,220	2,220	N/A
Photo jobs processed and sent to clients within 48 hours $\Delta$	N/A	N/A	N/A	5%
% of content for ads and publications edited/copy-edited to meet professional standards	98%	98%	98%	N/A
Production schedules prepared for annual photo/print projects	98%	98%	98%	98%
% of defined deadlines met on photo assignments	100%	100%	100%	100%
% of fixed deadlines (e.g. ads, Throne Speech, annual reports) met	100%	100%	100%	N/A
% of assets catalogued in searchable database (329,758 items)	100%	100%	100%	N/A
Reduce the cost to create clients' collateral material*	N/A	10%	10%	10%
Increase the Net Promoter Score for Creative Services*	N/A	5%	5%	5%

\* New Measures for 2017/18

$\Delta$  New Measures for 2018/19

**HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 61060 Portals Management</b>				
Visitors to find the information/service they need within three clicks <sup>Δ</sup>	N/A	N/A	N/A	80%
Speed of gov.bm page loading (external test)*	0	6.0 secs	6.0 secs	5.45 secs
% population (or bermuda-based visitors) accessing government websites via gov.bm	57%	60%	60%	N/A
Increase the percentage of Bermuda-based visitors accessing gov.bm	57%	60%	60%	N/A
Number of visits to gov.bm a year	721,687	700,000	725,000	750,000
Returning Bermuda visitor per centation	50%	60%	60%	N/A
Average pages viewed per visitor per session (indicates each user is finding relevant content)	2.67 pages	3.0 pages	3.0 pages	3.0 pages
Average time spent on the portal per session	0:02:36	0:02:40	0:02:40	0:02:40
Increase the satisfaction level of the Government portal users	N/A	10%	10%	10%
Increase the satisfaction level of Intranet users	N/A	10%	10%	10%
<b>BUSINESS UNIT: 61070 Customer Service Representatives</b>				
Increase the annual rating on the quarterly survey	5%	5%	5%	5%
Increase the satisfaction level of those who call the government Customer Service Representatives*	N/A	5%	5%	5%

\* New Measures for 2017/18

<sup>Δ</sup> New Measures for 2018/19

# HEAD 80 PROJECT MANAGEMENT & PROCUREMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*The mission of the Office of Project Management and Procurement is to provide oversight and guidance to public authorities regarding project management and procurement activities to ensure that contracts are awarded to providers of goods, services and works based on the principles of transparency, competition and the use of objective criteria in making decisions.*

## DEPARTMENT OBJECTIVES

- To embed a consistent approach to project management and procurement through the development and implementation of guidelines for managing capital projects and a Code of Practice.
- To assist public authorities in developing and implementing procurement strategies that leverage the purchasing power of the Government to achieve the best value for expenditures.
- To monitor compliance with applicable rules, policies and procedures for project management and procurement.
- To provide assistance to public authorities to help maximize efficiencies and achieve overall cost savings in managing capital projects.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8000</b>	<b>PROJECT MGMT. &amp; PROCUREMENT</b>						
	90000 ADMINISTRATION	640	773	914	772	(142)	(16)
	90002 AD&C ARCHITECT SUPPORT SERV.	12	0	0	0	0	0
	<b>TOTAL</b>	<b>652</b>	<b>773</b>	<b>914</b>	<b>772</b>	<b>(142)</b>	<b>(16)</b>



# HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	631	724	865	719	(146)	(17)
	OTHER PERSONNEL COSTS	3	3	3	3	0	0
	TRAINING	1	8	8	8	0	0
	TRAVEL	0	7	7	7	0	0
	COMMUNICATIONS	4	7	7	7	0	0
	RENTALS	0	0	0	2	2	0
	REPAIR AND MAINTENANCE	0	3	3	5	2	67
	MATERIALS & SUPPLIES	13	21	21	21	0	0
	<b>TOTAL</b>	<b>652</b>	<b>773</b>	<b>914</b>	<b>772</b>	<b>(142)</b>	<b>(16)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	90000 ADMINISTRATION	7	7	8	9	1	13
	<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>1</b>	<b>13</b>

## HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 90000 ADMINISTRATION</b>				
Number of compliance audits on projects	4	Discontinued	Discontinued	Discontinued
Number of compliance audits on the procurement process	6	Discontinued	Discontinued	Discontinued
Number of compliance audits on contracts	12	Discontinued	Discontinued	Discontinued
Cabinet memoranda, contracts and requests for proposals received by the Department will be vetted within five working days of receipt	100%	90%	90%	100%
Assist public authorities to save, reduce or avoid costs in managing capital projects	New target for 2017/18	5%	5%	5%
Deliver to the responsible Minister a report on the operation of the Department during the preceding year	New target for 2017/18	Within 3 months after the calendar year	31-Mar-18	Within 3 months after the calendar year
Provide training to public authorities on project management and procurement best practices	New target for 2017/18	5	5	All Ministries
Perform project management, procurement and contract compliance audits on capital projects	New target for 2017/18	5	0	5
Assist public authorities to achieve cost savings by implementing procurement strategies that leverage the Government's purchasing power	New target for 2017/18	5%	5%	5%

# HEAD 84 E-GOVERNMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To work with departments and Ministries to identify and progress opportunities for the creation and deployment of online content, transactions, systems and services that meet the needs of government, citizens, businesses and the voluntary sector.*

## DEPARTMENT OBJECTIVES

- Provide a swift, stable and secure portal.
- Provide web development, content publishing and project consulting services to Departments.
- Measure and communicate the satisfaction and usage of Government services to Departments.
- Assist departments with documenting and improving business processes.
- Assist departments in defining and developing e-technology solutions.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>8401 E-GOVERNMENT</b>							
94000	ADMINISTRATION	71	0	0	0	0	0
94005	E-GOVERNMENT PORTAL	358	0	0	0	0	0
94015	E-GOVERNMENT PROJECTS	239	0	0	0	0	0
<b>TOTAL</b>		<b>668</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Note: Effective 01 April 2017 Head 84 - E-Government Services will be transferred between Head 43 - Department of Information & Digital Technologies and Head 51 - Department of Communications.*

# HEAD 84 E-GOVERNMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	526	0	0	0	0	0
	COMMUNICATIONS	3	0	0	0	0	0
	PROFESSIONAL SERVICES	16	0	0	0	0	0
	REPAIR AND MAINTENANCE	44	0	0	0	0	0
	MATERIALS & SUPPLIES	33	0	0	0	0	0
	EQUIPMT. (MINOR CAPITAL)	46	0	0	0	0	0
	<b>TOTAL</b>	<b>668</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	94000 ADMINISTRATION	1	0	0	0	0	0
	94005 E-GOVERNMENT PORTAL	2	0	0	0	0	0
	94015 E-GOVERNMENT PROJECT	3	0	0	0	0	0
	<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

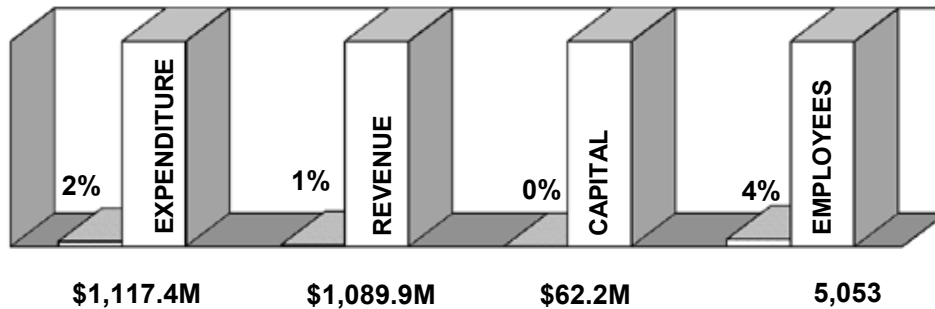
# MINISTRY OF LEGAL AFFAIRS



TO UPHOLD THE CONSTITUTION AND LEGAL SYSTEM OF BERMUDA  
INCLUDING THE PROVISION OF LEGAL SERVICES, THE EFFICIENT  
DELIVERY OF JUSTICE AND ACCESSIBILITY THERETO.

The Hon. Kathy Lynn Simmons, JP

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
87	MIN. OF LEGAL AFFAIRS HQ	5,939	6,203	6,203	5,718	(485)	(8)
03	JUDICIAL DEPARTMENT	7,349	8,361	8,361	8,473	112	1
04	ATTORNEY GENERAL'S CHAMBERS	4,229	4,808	4,808	5,309	501	10
74	DEPT. OF COURT SERVICES	3,989	4,318	4,318	4,675	357	8
75	DEPT. OF PUBLIC PROSECUTIONS	2,785	3,389	3,389	3,503	114	3
		<b>24,291</b>	<b>27,079</b>	<b>27,079</b>	<b>27,678</b>	<b>599</b>	<b>2</b>
<b>REVENUE (\$000)</b>							
87	MIN. OF LEGAL AFFAIRS HQ	99	0	0	0	0	0
03	JUDICIAL DEPARTMENT	5,859	8,288	8,288	8,806	518	6
		<b>5,958</b>	<b>8,288</b>	<b>8,288</b>	<b>8,806</b>	<b>518</b>	<b>6</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	225	308	202	21		
		<b>225</b>	<b>308</b>	<b>202</b>	<b>21</b>		
							<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>
<b>EMPLOYEE NUMBERS</b>							
		<b>174</b>	<b>178</b>	<b>178</b>	<b>179</b>	<b>1</b>	<b>1</b>



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

*To provide and promote the fair administration of and access to justice.*

**DEPARTMENT OBJECTIVES**

- To advance Government policy initiatives under the direction of the Minister of Legal Affairs
- To ensure the Government's legislative framework is updated and current with policy directives.
- To effect synergies amongst Ministry departments to ensure overall policy objectives are met.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>8701 GENERAL</b>							
97000 ADMINISTRATION		828	733	716	949	233	33
97010 FINANCIAL INTELLIGENCE UNIT		1,500	1,600	1,600	1,805	205	13
97030 LEGAL AID		2,727	2,753	2,755	2,073	(682)	(25)
97040 NAMLC		432	666	663	0	(663)	(100)
97070 JUSTICE PROTECTION PROGRAM		450	451	466	551	85	18
97080 AML - SANCTIONS UNIT		2	0	3	340	337	11,233
<b>TOTAL</b>		<b>5,939</b>	<b>6,203</b>	<b>6,203</b>	<b>5,718</b>	<b>(485)</b>	<b>(8)</b>

## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,272	1,458	1,458	1,480	22	2
	OTHER PERSONNEL COSTS	4	4	8	7	(1)	(13)
	TRAINING	29	50	51	34	(17)	(33)
	TRAVEL	25	75	51	35	(16)	(31)
	COMMUNICATIONS	45	51	51	56	5	10
	PROFESSIONAL SERVICES	2,915	2,605	2,616	1,991	(625)	(24)
	RENTALS	97	198	198	198	0	0
	REPAIR & MAINTENANCE	8	24	33	26	(7)	(21)
	ENERGY	0	1	0	1	1	0
	MATERIALS & SUPPLIES	31	57	57	61	4	7
	OTHER EXPENSES	18	23	23	24	1	4
	GRANTS & CONTRIBUTIONS	1,495	1,657	1,657	1,805	148	9
	<b>TOTAL</b>	<b>5,939</b>	<b>6,203</b>	<b>6,203</b>	<b>5,718</b>	<b>(485)</b>	<b>(8)</b>

### REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	99	0	0	0	0	0
	<b>TOTAL</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
97000	ADMINISTRATION	5	5	5	6	1	20
97030	LEGAL AID	5	5	5	5	0	0
97040	NAMLC	3	3	3	0	(3)	(100)
97080	AML - SANCTIONS UNIT	0	0	0	3	3	0
<b>TOTAL</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>1</b>	<b>8</b>



## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 97030 - Legal Aid</b>				
Average time to grant Legal Aid Certificate	7 working days	10 working days	7 working days	7 working days
Average time to grant Temporary Certificate	3 working days	4 working days	3 working days	3 working days
Number of Cases (Civil, Matrimonial, Criminal)	329	422	350	350

## HEAD 03 JUDICIAL DEPARTMENT

## CURRENT ACCOUNT ESTIMATES

### MISSION STATEMENT

*The judiciary is established by the constitution as a separate and independent branch of Government. Its task is to adjudicate charges of criminal conduct, resolve disputes, uphold the rights and freedoms of individual and preserve the rule of law. Its mission is to carry out its task fairly, justly and expeditiously, and to abide by the requirement of the Judicial Oath " to do right by all manner of people, without fear or favor, affection or ill will." The mission of the administrative section of the Judiciary is to provide the services and support necessary to enable the Judiciary to achieve its mission.*

### DEPARTMENT OBJECTIVES

- To have adequate funding for modernized, secured and functional courtrooms/buildings to enable Judges, Registrar, Magistrates and staff to operate efficiently in their respective Court houses.
- To provide competent administrative services and support to the Judges, Registrar, Magistrates and the general public through the provision of trained and knowledgeable staff.
- To grant judicial powers to two Assistant Registrar posts and to modernize the staff organizational structure of the Judicial Department.
- To fully utilize purchased court room technology, such as case management and digital recording systems, throughout the Courts to maximize process efficiency and effectiveness.
- To continuously update and review processes and provide in-house training to ensure smooth and efficient filing, management and adjudication of criminal, civil and family cases in the Courts.
- To list Court hearings and deliver judicial decisions in a timely manner.

# HEAD 03 JUDICIAL DEPARTMENT

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0302</b>	<b>SUPREME/APPEAL COURTS</b>						
	13000 CRIMINAL INJURIES	247	324	324	325	1	0
	13010 SUPREME COURT	739	907	907	991	84	9
	13015 COURTROOMS AND CHAMBERS	2,036	2,284	2,252	2,293	41	2
	13020 COURT OF APPEAL	577	673	673	684	11	2
	13025 COURT TECHNOLOGY	467	552	552	561	9	2
		<b>4,066</b>	<b>4,740</b>	<b>4,708</b>	<b>4,854</b>	<b>146</b>	<b>3</b>
<b>0304</b>	<b>MAGISTRATES COURT</b>						
	13040 COURT ADJUDICATION	900	865	866	879	13	2
	13050 CIVIL	175	231	229	233	4	2
	13060 FAMILY & CHILD SUPPORT	377	459	459	406	(53)	(12)
	13070 ADMINISTRATION	1,096	1,192	1,225	1,206	(19)	(2)
	13080 CRIMINAL & TRAFFIC	353	388	388	343	(45)	(12)
	13090 SERVICE & EXECUTION	382	486	486	552	66	14
		<b>3,283</b>	<b>3,621</b>	<b>3,653</b>	<b>3,619</b>	<b>(34)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>7,349</b>	<b>8,361</b>	<b>8,361</b>	<b>8,473</b>	<b>112</b>	<b>1</b>

## HEAD 03 JUDICIAL DEPARTMENT - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	4,578	5,640	5,469	5,747	278	5
	WAGES	477	0	0	0	0	0
	OTHER PERSONNEL COSTS	592	585	622	580	(42)	(7)
	TRAINING	8	15	16	15	(1)	(6)
	TRAVEL	115	187	187	187	0	0
	COMMUNICATIONS	42	76	76	85	9	12
	PROFESSIONAL SERVICES	774	856	997	856	(141)	(14)
	RENTALS	0	4	4	4	0	0
	REPAIR & MAINTENANCE	292	366	349	366	17	5
	ENERGY	66	102	102	102	0	0
	CLOTHING, UNIFORMS & LAUNDRY	1	3	3	3	0	0
	MATERIALS & SUPPLIES	133	146	151	147	(4)	(3)
	EQUIPMT.(MINOR CAPITAL)	1	2	2	2	0	0
	OTHER EXPENSES	270	379	383	379	(4)	(1)
	<b>TOTAL</b>	<b>7,349</b>	<b>8,361</b>	<b>8,361</b>	<b>8,473</b>	<b>112</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8059 Deceased Estates	2,473	4,710	4,710	4,710	0	0
	8353 Certified Copies	35	30	30	30	0	0
	8401 Court Fees & Charges	9	70	70	70	0	0
	8403 Bailiff Fees	6	1	1	1	0	0
	8405 Civil Fees	202	250	250	250	0	0
	8489 Liquor Licences	513	320	320	320	0	0
	8491 Pedlars Licences	0	12	12	12	0	0
	8869 Moving Traffic Fines	2,212	2,260	2,260	2,608	348	15
	8871 Parking Fines	187	240	240	300	60	25
	8873 Criminal Fines	212	390	390	500	110	28
	8877 Reimbursements	10	5	5	5	0	0
		<b>5,859</b>	<b>8,288</b>	<b>8,288</b>	<b>8,806</b>	<b>518</b>	<b>6</b>

**HEAD 03 JUDICIAL DEPARTMENT - continued**

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
13010	SUPREME COURT	7	9	9	11	2	22
13015	COURTROOMS AND CHAMBERS	18	20	20	19	(1)	(5)
13020	COURT OF APPEAL	2	2	2	2	0	0
13025	COURT TECHONOLGY	3	3	3	3	0	0
13040	COURT ADJUDICATION	6	5	5	5	0	0
13050	CIVIL	4	4	4	4	0	0
13060	FAMILY & CHILD SUPPORT	6	6	6	5	(1)	(17)
13070	ADMINISTRATION	6	6	6	6	0	0
13080	CRIMINAL & TRAFFIC	6	7	7	6	(1)	(14)
13090	SERVICE & EXECUTION	7	7	7	8	1	14
<b>TOTAL</b>		<b>65</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>0</b>	<b>0</b>

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2016	*ACTUAL OUTCOME 2017
<b>BUSINESS UNIT: 13000 Criminal Injuries</b>		
Number of time board met	3	2
Number of claims that were by the Board	19	13
Number of claims that were filed	26	16
Average value of claims paid out	\$17,885.76	\$10,645.25
Value of Awards paid out	\$339,829.51	\$138,388.31
<b>BUSINESS UNIT: 13010 Supreme Court</b>		
Number of Probate Applications Filed	177	104
Number of all Grants of Probate, Letters of Administration and Certificates in Lieu of Grant issued	124	132
Number of Caveats Processed	41	31
Number of Divorces Filed	164	140
Number of Civil Cases Filed	497	354
Number of Incoming Documents	NOT MEASURED	NOT MEASURED
Number of Incoming Faxes	NOT MEASURED	NOT MEASURED
<b>BUSINESS UNIT: 13015 Courtrooms and Chambers</b>		
Number of new indictments	47	34
Number of Indictments Carried Over	17	9
Number of Jury Trials	12	16
Number of Cases Carried Forward	17	18
Number of Guilty Pleas	13	11
Number of Guilty Verdicts	11	14
Number of Acquittals	8	8
Number Discontinued	4	9
Civil & Criminal Cases from Magistrates's Court Filed	126	68
Civil & Criminal Cases from Magistrates's Court Allowed	23	23
Civil & Criminal Cases from Magistrates's Court Dismissed	28	20
Civil & Criminal Cases from Magistrates's Court Abandoned	9	3
Civil & Criminal Cases from Magistrates's Court Pending	23	45

**Forecasted and Targeted Outcomes are not applicable to the Department's services.**

*\*Actual Outcome 2016 represents Actual for January - December 2016*

*\*Forecasted Outcome 2017 represents Actual for January - September 2017*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2016	*ACTUAL OUTCOME 2017
<b>BUSINESS UNIT: 13020 Court of Appeal</b>		
Total dollar value and FTE's spent on delivering this program	Not measured	Not Measured
Total Criminal Appeals Filed	10	Not Measured
Total Criminal Appeals Disposed	16	Not Measured
Total Criminal Appeals Pending	5	Not Measured
Total Civil Appeals Filed	21	Not Measured
Total Civil Appeals Disposed	15	Not Measured
Total Civil Appeals Pending	12	Not Measured
Number of Sessions Heard	3 Sessions per year 3 weeks per session	3 Sessions per year 3 weeks per session
Number of cases heard at each session	Not Measured	Not Measured
Average Cost per Appeal Session	Not Measured	Not Measured
Number of reserved judgments	0	0
Number of Withdrawals/Abandonments	7	Not Measured
<b>BUSINESS UNIT: 13025 Court Technology</b>		
Ensure the availability of the system is provided in every Courtroom and Chambers		
Supreme Court	Yes	Yes
Magistrates' Court	Yes (courtrooms)	Yes (courtrooms)
Court of Appeals	Yes (courtrooms)	Yes (courtrooms)
Total % of cases captured in the Court System:		
Supreme Court	95% (approx.)	95% (approx.)
Magistrates' Court	Not Measured	Not Measured
Court of Appeals	Not Measured	Not Measured
Total staff trained on Court System		
Supreme Court	All Judges, court associates and Judge's assistants	All Judges, court associates and Judge's assistants
Magistrates' Court	N/A	N/A
Court of Appeals	All Judges, court associates and Judge's assistants	All Judges, court associates and Judge's assistants

**Forecasted and Targeted Outcomes are not applicable to the Department's services.**

*\*Actual Outcome 2016 represents Actual for January - December 2016*

*\*Forecasted Outcome 2017 represents Actual for January - September 2017*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2016	*ACTUAL OUTCOME 2017
<b>BUSINESS UNIT: 13040 Court Adjudication</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$788,716 & 5 FTE's	\$788,716 & 5 FTE's
Total number of criminal convictions	407	330
Total number of criminal acquittals/dismissed	108	60
Total number of Traffic convictions	8,518	5,635
Total number of Traffic acquittals/dismissed	313	143
Total number of Special Procedure Orders issued	86	46
Total number of Firearm Search Warrants issued	41	31
Total number of MDA Search Warrants issued.	73	79
Total number of Applications for Freezing of Funds Proceeds of Crime.	1	0
Total number of Applications for Continued Detention of Seized Cash.	7	51
Total number of Special Procedure Warrants Section 8/Section 15 of the PACE Act issued.	17	9
Total number of Revenue Act Search Warrants.	2	0
Total number of Criminal Evidence Act Warrants (Criminal Code 464)	2	0
Total number of Production Orders Revenue Act 1989 Customs.	0	0
Total number of Coroners Cases.	88	71
Total number of child support payments collected.	\$4,266,083	\$3,456,519
<b>BUSINESS UNIT: 13050 Civil</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$211,069 & 4 FTE's	\$211,069 & 4 FTE's
Total amount of new civil cases	2,549	1,638
Total amount of new evictions executed	52	47
<b>BUSINESS UNIT: 13060 Family &amp; Child Support</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$394,861 & 6 FTE'S	\$388,736 & 6 FTE'S
Total number of new applications that were heard	154	119
Total dollar amount for child support collected	\$4,266,083	\$3,456,519
Total amount of payments processed for child support payments	25,322	15,399

**Forecasted and Targeted Outcomes are not applicable to the Department's services.**

*\*Actual Outcome 2016 represents Actual for January - December 2016*

*\*Forecasted Outcome 2017 represents Actual for January - September 2017*



## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2016	*ACTUAL OUTCOME 2017
<b>BUSINESS UNIT: 13070 Administration</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$421,491 & 6 FTE's	\$421,491 & 6 FTE's
Total number of Pedlar's Licenses issued	N/A	N/A
Total number of Liquor License issued	561	558
Total number of Form E Reports produced	88	71
Total amount collected by the Cashiers	\$7,944,190	\$6,553,144
Total amount of payments processed in total by the Cashiers	46,417	33,384
<b>BUSINESS UNIT: 13080 Criminal &amp; Traffic</b>		
Total \$ amount and # of FTE's that were spent on delivering this program	\$386,069 & 6 FTE's	\$386,069 & 6 FTE's
Total number of outstanding warrants	10,548	10,858
<b>BUSINESS UNIT: 13090 Service &amp; Execution</b>		
Total \$ amount and # of FTE's that were spent on delivering this program	\$451,273 & 7 FTE's	\$451,273 & 7 FTE's
Total number of summons served	1,166	605
Total number of domestic violence orders served	62	29
Total number of evictions executed	34	47
Total number of Writs of Execution Orders executed	31	14
Total number of foreign documents served	53	2

***Forecasted and Targeted Outcomes are not applicable to the Department's services.***

*\*Actual Outcome 2016 represents Actual for January - December 2016*

*\*Forecasted Outcome 2017 represents Actual for January - September 2017*

# HEAD 04 ATTORNEY GENERAL'S CHAMBERS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*As legal advisors to Government, the Attorney-General's Chambers is committed to providing high quality legal advice and litigation services and to drafting sound legislation ever mindful of the need to protect the public interest and to safeguard and preserve the fundamental rights and freedoms enshrined in our Constitution. In doing so, we also pledge to uphold the traditions of equity, fairness and justice inherent in the legal profession whilst simultaneously remaining on the cutting edge of legal trends and technologies to ensure that we are abreast of and in accord with global trends.*

## DEPARTMENT OBJECTIVES

- To provide quality legal services to the Bermuda Government.
- To advise all Government Ministries, Departments, and Entities, on the law applicable to their operational requirements.
- To draft legislation as required to implement the Government's policy, to maintain Bermuda's legislative database and to support Law Reform.
- To draft contracts, international instruments for Mutual Tax Information Exchange, conveyances and other documents required for public purposes and to provide advice on Private Bills.
- To conduct litigation in the Civil Courts of Bermuda on behalf of the Government of Bermuda.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2016/17	2017/18	2017/18	2018/19	2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>0401</b>	<b>GENERAL</b>						
	14010 ADMINISTRATION	341	410	410	405	(5)	(1)
	14020 ADVISORY	1,636	1,929	1,929	2,148	219	11
	14030 LEGISLATIVE DRAFTING	1,717	1,897	1,897	2,114	217	11
	14040 REVISED LAWS OF BERMUDA	128	133	133	193	60	45
	14050 DEBT COLLECTION	308	315	315	325	10	3
	14060 LAW LIBRARY	99	124	124	124	0	0
	<b>TOTAL</b>	<b>4,229</b>	<b>4,808</b>	<b>4,808</b>	<b>5,309</b>	<b>501</b>	<b>10</b>

# HEAD 04 ATTORNEY GENERAL'S CHAMBERS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,427	3,992	3,754	4,424	670	18
	WAGES	47	0	0	0	0	0
	OTHER PERSONNEL COSTS	0	7	7	7	0	0
	TRAINING	19	42	42	60	18	43
	COMMUNICATIONS	16	24	24	24	0	0
	PROFESSIONAL SERVICES	382	308	546	282	(264)	(48)
	REPAIR AND MAINTENANCE	185	210	210	290	80	38
	ENERGY	0	1	1	1	0	0
	MATERIALS & SUPPLIES	153	224	224	216	(8)	(4)
	OTHER EXPENSES	0	0	0	5	5	0
	<b>TOTAL</b>	<b>4,229</b>	<b>4,808</b>	<b>4,808</b>	<b>5,309</b>	<b>501</b>	<b>10</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	14010 ADMINISTRATION	4	4	4	4	0	0
	14020 ADVISORY	13	13	13	13	0	0
	14030 LEGISLATIVE DRAFTING	13	13	13	13	0	0
	14050 DEBT COLLECTION	3	3	3	3	0	0
	<b>TOTAL</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>0</b>

**HEAD 04 ATTORNEY GENERAL'S CHAMBERS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 14020 Advisory</b>				
The Number of days taken to process a Mutual Legal Assistance request	5	10	5	5
<b>BUSINESS UNIT: 14030 Legislative Drafting</b>				
Number of Bills drafted and passed by Legislature to give effect to Government's Legislative Agenda	54	50	50	50
Number of statutory instruments drafted and made to give effect to Government's Legislative Agenda	124	90	100	100
<b>BUSINESS UNIT: 14040 Revised Laws of Bermuda</b>				
New legislation to be posted in annual files on database within one to two weeks	90%	90%	90%	90%
Consolidated files (consisting of 468 Acts and 724 statutory instruments) on database updated within 2-4 weeks	85%	85%	85%	85%
<b>BUSINESS UNIT: 14050 Debt Collection</b>				
The percentage of Debt Collection matters in which proceeding were instituted after receiving instructions, against the number received per year	90%	90%	90%	95%
<b>BUSINESS UNIT: 14060 Law Library</b>				
Access to books, periodicals and electronic subscriptions as required by Counsel (within budgetary limitations) to enable the best legal advice to be given in a timely fashion	ongoing	ongoing	ongoing	ongoing

# HEAD 74 DEPARTMENT OF COURT SERVICES

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*The Department of Court Services is a team of professionals who strive to prevent recidivism by providing assessment, supervision, rehabilitation, prevention and Restorative Justice in collaboration with community partners, and in compliance with Bermuda's Criminal Justice System.*

## DEPARTMENT OBJECTIVES

- To provide programmes and services to address offending and minimize associated risks to offenders, as well as comprehensive substance abuse assessments and referral.
- To provide overall management and administration of departmental programmes and services.
- The Department will work collaboratively to effect change in behaviours of high-risk prolific offenders, in conjunction with Ministry partners and other service providers.
- The Department will maintain an active role in programmes and initiatives designed to promote the protection of the community. e.g. Gang Task Force.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>7401</b>	<b>CASE MANAGEMENT</b>						
	84010 PROBATION SERVICES	432	491	491	496	5	1
	84020 PAROLE SERVICES	328	381	381	399	18	5
	84080 DRUG TREATMENT CT PROG.	423	430	430	437	7	2
		<b>1,183</b>	<b>1,302</b>	<b>1,302</b>	<b>1,332</b>	<b>30</b>	<b>2</b>
<b>7402</b>	<b>ADMINISTRATION</b>						
	84070 COURT SERVICES ADMINISTRATION	931	1,154	1,154	1,423	269	23
		<b>931</b>	<b>1,154</b>	<b>1,154</b>	<b>1,423</b>	<b>269</b>	<b>23</b>
<b>7403</b>	<b>ASSESSMENT &amp; TREATMENT</b>						
	84030 AFTERCARE & COMM. INTERGRATION	310	322	322	326	4	1
	84040 COMMUNITY OFFENDERS PROG.	466	476	476	489	13	3
	84060 ASSESSMENTS	1,099	1,064	1,064	1,105	41	4
		<b>1,875</b>	<b>1,862</b>	<b>1,862</b>	<b>1,920</b>	<b>58</b>	<b>3</b>
	<b>TOTAL</b>	<b>3,989</b>	<b>4,318</b>	<b>4,318</b>	<b>4,675</b>	<b>357</b>	<b>8</b>

# HEAD 74 DEPARTMENT OF COURT SERVICES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,461	3,695	3,695	3,789	94	3
	WAGES	91	0	0	0	0	0
	TRAINING	8	65	65	66	1	2
	TRANSPORT	5	4	4	4	0	0
	TRAVEL	3	15	15	15	0	0
	COMMUNICATIONS	54	73	73	74	1	1
	ADVERTISING & PROMOTION	0	6	6	6	0	0
	PROFESSIONAL SERVICES	187	219	219	470	251	115
	REPAIR AND MAINTENANCE	103	122	122	122	0	0
	INSURANCE	1	0	0	0	0	0
	ENERGY	0	8	8	8	0	0
	MATERIALS & SUPPLIES	76	111	111	121	10	9
	<b>TOTAL</b>	<b>3,989</b>	<b>4,318</b>	<b>4,318</b>	<b>4,675</b>	<b>357</b>	<b>8</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	84010 PROBATION SERVICES	5	5	5	5	0	0
	84020 PAROLE SERVICES	4	4	4	4	0	0
	84030 AFTERCARE & COMM. INTERGRATION	3	3	3	3	0	0
	84040 COMMUNITY OFFENDERS PROG.	4	4	4	4	0	0
	84060 ASSESSMENTS	11	11	11	11	0	0
	84070 COURT SERVICES ADMINISTRATION	7	7	7	7	0	0
	84080 DRUG TREATMENT CT PROG.	4	4	4	4	0	0
	<b>TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>0</b>	<b>0</b>

**HEAD 74 DEPARTMENT OF COURT SERVICES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 84010 Probation Services</b>				
Percentage of cases receiving a final risk assessment during the final month of supervision**	32.05%	60%	50%	60%
Percentage of clients referred for additional intervention following a positive urinalysis	24%	70%	50%	70%
Percentage of case reviews for newly sentenced repeat offenders		60%	40%	50%
<b>BUSINESS UNIT: 84020 Parole Services</b>				
Percentage of cases receiving a final risk assessment during the final month of supervision **	96%	60%	95%	98%
Number of home visits conducted per month *	7.73	15	10	10
<b>BUSINESS UNIT: 84030 Aftercare &amp; Community Integration</b>				
Percentage of clients helped who have gang affiliations/involvement which restricts their movement.	100%	100%	100%	100%
Percentage of white collar offenders who are appropriately placed in C.S. within 30 days.	100%	100%	100%	100%
To determine the percentage of mental health clients in active treatment.	100%	100%	100%	100%
Determine the percentage of mental health clients referred to pilot program.	100%	Completed (now full fledged program)	Discontinued	Discontinued
Percentage of clients taking part in vocational training	New	New	40%	40%
<b>BUSINESS UNIT: 84040 Community Offenders Prog.</b>				
Number of additional trainers trained to deliver V.O.P. & S.O.P. programs.	5	2	2	2
Percentage of groups reconfigured to include pre and post testing.	100%	100%	100%	Discontinued
Percentage of groups run during normal hours	New	New	50%	50%
<b>BUSINESS UNIT: 84060 Assessments</b>				
Percentage of reports utilizing risk assessment tools	100%	100%	100%	100%
Percentage of SIR and BARC reports submitted by the requested date.	90%	100%	90%	100%
Percentage of clients referred to Motivational group	90%	100%	Discontinued	Discontinued
Percentage of BARC staff started or completed certification	New	New	25%	30%

**HEAD 74 DEPARTMENT OF COURT SERVICES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 84070 Court Services Administration</b>				
Percentage of Administrative deadlines met.	95.8%	Discontinued	Discontinued	Discontinued
Percentage of total Electronic Monitoring Devices utilized by the Department of Court Services.	75.2%	70%	70%	75%
Number of MOUs with partner agencies	4	4	4	5
<b>BUSINESS UNIT: 84080 Drug Treatment Court Prog.</b>				
Percentage of clients failing drug testing	7%	10%	10%	8%
Percentage of clients re-offending	4%	5%	5%	5%



# HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS

## MISSION STATEMENT

*To uphold our duties as "Ministers and Justice" in the Criminal Justice System of Bermuda. To that end, we will be guided by principles of fairness and equity, maintaining the honourable traditions of the legal profession. We will be ever mindful of our obligation to serve the public interest and criminal justice agencies with care, consistency and integrity. As guardians of the law, we will prosecute in a manner that is fearless, impartial, transparent and diligent.*

## DEPARTMENT OBJECTIVES

- To promote the effective, fair, impartial, and efficient prosecution of criminal offences.
- To promote high standards and principals in the administration of criminal justice including procedures to guard against or address miscarriages of justice in support of the rule of law.
- To promote and enhance those standards and principles which are generally recognized internationally as necessary for the proper and independent prosecution of offences.
- To promote professional interests of prosecutors and to enhance the recognition of their crucial role in achieving criminal justice.
- To promote good relations between individual prosecutors, policing and other agencies within the Criminal Justice System; to facilitate the exchange and dissemination among them of information, expertise and experience; and, to that end, to encourage the use of information technology.
- To enhance the presentation by the prosecution of cases before the courts.
- To maintain a team of highly competent Administrative Professionals to carefully handle the day-to-day responsibilities of the department with great detail, and confidentially which is a critical and essential element in helping prosecutors fulfill their mandate.

# HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0401</b>	<b>GENERAL</b>						
	85010 PUBLIC PROSECUTIONS	2,662	3,237	3,237	3,345	108	3
	85020 WITNESS CARE UNIT	123	152	152	158	6	4
	<b>TOTAL</b>	<b>2,785</b>	<b>3,389</b>	<b>3,389</b>	<b>3,503</b>	<b>114</b>	<b>3</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	OBJECT CODE DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	SALARIES	2,520	2,761	2,761	2,850	89	3
	WAGES	2	0	0	0	0	0
	OTHER PERSONNEL COSTS	33	30	30	30	0	0
	TRAINING	15	51	51	41	(10)	(20)
	TRAVEL	18	20	20	20	0	0
	COMMUNICATIONS	14	26	26	26	0	0
	PROFESSIONAL SERVICES	117	415	415	450	35	8
	RENTALS	3	8	8	8	0	0
	REPAIR AND MAINTENANCE	13	15	15	15	0	0
	MATERIALS & SUPPLIES	48	60	60	60	0	0
	OTHER EXPENSES	2	3	3	3	0	0
	<b>TOTAL</b>	<b>2,785</b>	<b>3,389</b>	<b>3,389</b>	<b>3,503</b>	<b>114</b>	<b>3</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2016/17 ACTUAL	2017/18 ORIGINAL	2017/18 REVISED	2018/19 ESTIMATE	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(7)	% (8)
	85010 PUBLIC PROSECUTIONS	23	23	23	23	0	0
	85020 WITNESS CARE UNIT	2	2	2	2	0	0
	<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>

**HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS - continued**

**Performance Measures**

	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 85010 Public Prosecutions</b>				
<b>MAGISTRATE'S COURT:</b>				
<b><i>Criminal Matters</i></b>				
Total number of cases completed	454	1,100	800	1,000
<b><i>Traffic Matters</i></b>				
Total number of cases completed	8,707	8,000	8,000	8,000
<b>SUPREME COURT</b>				
Total number of jury trials completed	11	15	15	15
Number of indictments filed	53	40	45	45
Number of indictments carried over from previous year	44	40	64	64
Total number of cases disposed of	31	40	45	55
Number of cases carried forward to the following year	64	40	64	54
<b><i>Court of Appeal</i></b>				
Number of appeals disposed of	27	25	25	25
Number of appeals carried forward to the following year	11	15	10	10
<b><i>Promotion of Good Relations Between Prosecutors, Other Agencies in the Criminal Justice System</i></b>				
Number of workshops/conferences held in collobration with agents within the Criminal Justice System	3	2	4	4
<b>BUSINESS UNIT: 85020 Witness Care Unit</b>				
Percent of civilians contacted for Magistrate's and Supreme Courts	100%	95%	95%	95%
Number of victim impact statements	70	100	100	100

# MINISTRY OF FINANCE

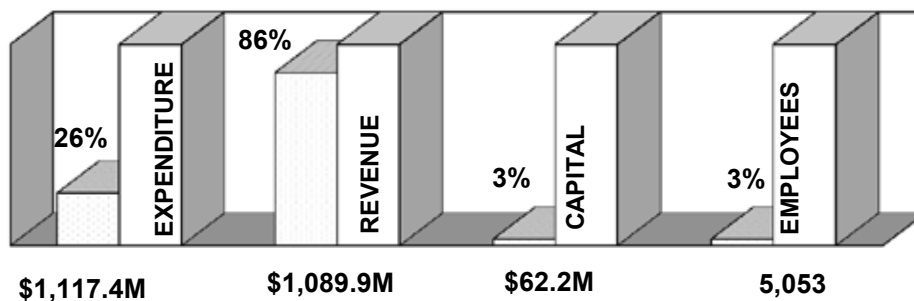


TO SUPERVISE THE ECONOMY OF BERMUDA GENERALLY AND TO PROVIDE OVERALL FINANCIAL MANAGEMENT AND CONTROL OF ALL GOVERNMENT ACTIVITIES.

Premier The Hon. David Burt, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19		
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)	
<b>CURRENT EXPENDITURE (\$000)</b>								
10	MIN. OF FINANCE HQ	4,070	4,297	4,297	5,050	753	18	
11	ACCOUNTANT GENERAL	83,089	86,637	84,681	86,461	1,780	2	
28	SOCIAL INSURANCE	6,365	6,009	5,420	5,250	(170)	(3)	
38	OFFICE OF THE TAX COMMISSIONER	3,403	3,451	3,451	3,451	0	0	
39	REGISTRAR OF COMPANIES	2,194	2,587	2,714	3,187	473	17	
58	INTEREST ON DEBT	120,620	124,000	119,500	124,000	4,500	4	
59	SINKING FUND CONTRIBUTION	58,375	62,085	62,085	64,223	2,138	3	
		<b>278,116</b>	<b>289,066</b>	<b>282,148</b>	<b>291,622</b>	<b>9,474</b>	<b>3</b>	
<b>REVENUE (\$000)</b>								
10	MIN. OF FINANCE HQ	1,487	188	188	188	0	0	
11	ACCOUNTANT GENERAL	3,542	404	406	406	0	0	
12	CUSTOMS	215,017	228,095	235,160	239,240	4,080	2	
38	OFFICE OF THE TAX COMMISSIONER	560,336	593,582	594,492	623,840	29,348	5	
39	REGISTRAR OF COMPANIES	66,382	74,071	70,126	72,502	2,376	3	
		<b>846,764</b>	<b>896,340</b>	<b>900,372</b>	<b>936,176</b>	<b>35,804</b>	<b>4</b>	
<b>CAPITAL EXPENDITURE (\$000)</b>								
	ACQUISITIONS	1,332	3,330	3,295	1,446			
	DEVELOPMENT	0	0	500	500			
		<b>1,332</b>	<b>3,330</b>	<b>3,795</b>	<b>1,946</b>			
<b>EMPLOYEE NUMBERS</b>								
		<b>132</b>	<b>146</b>	<b>148</b>	<b>158</b>	<b>10</b>	<b>7</b>	

FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

# HEAD 10 MINISTRY OF FINANCE HQ

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To formulate and implement sound fiscal policies and effectively manage the public finances.  
To direct policy implementation and oversee programme management operations within the Ministry, with a view to ensure an effective implementation of Government fiscal and economic policy.*

## DEPARTMENT OBJECTIVES

- To formulate sound fiscal policy in order to promote stable economic growth;
- To prepare, implement and closely monitor the National Budget;
- To arrange all Government borrowing requirements at the most competitive rates;
- To maintain effective relations with Credit rating agencies;
- To oversee and prudently manage the Public Pension funds;
- To ensure and support the fair, coherent, and predictable development of financial services regulation;
- To be proactive in treaty negotiations and management with respect to tax information exchange agreements and associated agreements.

## GENERAL SUMMARY

EXPENDITURE PROG	BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
			ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%	
<b>1001</b>	<b>POLICY ADMINISTRATION</b>							
	20000 POLICY PLANNING & MGMT.	1,379	1,441	1,441	1,225	(216)	(15)	
	20010 FISCAL PLANNING & CONTROL	486	497	497	495	(2)	(0)	
	20020 BUSINESS REGULATORY	258	319	319	316	(3)	(1)	
	20030 ECONOMIC & FINAN. INTELLIGENCE	340	471	471	469	(2)	(0)	
	20040 TREATY MANAGEMENT	632	594	594	882	288	48	
	20100 NAMLC	0	0	0	663	663	0	
		<b>3,095</b>	<b>3,322</b>	<b>3,322</b>	<b>4,050</b>	<b>728</b>	<b>22</b>	
<b>1002</b>	<b>GRANTS</b>							
	20070 NATIONAL PENSIONS COMMISSION	975	975	975	1,000	25	3	
		<b>975</b>	<b>975</b>	<b>975</b>	<b>1,000</b>	<b>25</b>	<b>3</b>	
	<b>TOTAL</b>	<b>4,070</b>	<b>4,297</b>	<b>4,297</b>	<b>5,050</b>	<b>753</b>	<b>18</b>	

# HEAD 10 MINISTRY OF FINANCE HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,777	1,787	1,787	2,230	443	25
	WAGES	2	0	0	0	0	0
	TRAINING	6	15	15	40	25	167
	TRAVEL	113	136	136	136	0	0
	COMMUNICATIONS	31	36	38	39	1	3
	ADVERTISING & PROMOTION	2	8	5	8	3	60
	PROFESSIONAL SERVICES	894	1,070	1,070	980	(90)	(8)
	RENTALS	8	12	12	12	0	0
	REPAIR AND MAINTENANCE	0	0	0	290	290	0
	MATERIALS & SUPPLIES	85	101	105	105	0	0
	OTHER EXPENSES	177	157	154	153	(1)	(1)
	GRANTS AND CONTRIBUTIONS	975	975	975	1,057	82	8
	<b>TOTAL</b>	<b>4,070</b>	<b>4,297</b>	<b>4,297</b>	<b>5,050</b>	<b>753</b>	<b>18</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8104 Guarantee Fee	1,454	188	188	188	0	0
	8877 Reimbursements	33	0	0	0	0	0
	<b>TOTAL</b>	<b>1,487</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>0</b>	<b>0</b>

## HEAD 10 MINISTRY OF FINANCE HQ - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
	20000 POLICY PLANNING & MGMT	4	4	3	4	1	33
	20010 FISCAL PLANNING & CONTROL	4	4	4	4	0	0
	20020 BUSINESS REGULATORY	2	2	2	2	0	0
	20030 ECONOMIC & FINAN. INTELLIGENCE	2	2	2	2	0	0
	20040 TREATY MANAGEMENT	3	3	3	3	0	0
	20100 NAMLC	0	0	0	3	3	0
	<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>18</b>	<b>4</b>	<b>29</b>

**HEAD 10 MINISTRY OF FINANCE HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 20000; 20010; 20030</b>				
<b>INTERNAL</b>				
Percentage variation of actual current account expenditure outturns compared to total approved estimates.	-1.4%	+/- 2%	+/- 2%	+/- 2%
Percentage of Consolidated Fund departments whose actual expenditure outturns are at or below approved estimates.	89.0%	90%	90%	90%
Actual revenue vs. Original Estimate	-0.9%	+/- 2%	+/- 2%	+/- 2%
Actual current & capital expenditure vs. Original Estimate	-2%	+/- 2%	+/- 2%	+/- 2%
GDP:	-0.1%	1.5% to 2.5%	1.5% to 2.5%	1.5% to 2.5%
<b>GOVERNMENT NET DEBT/GDP</b>				
Bermuda	39.1%	38.0%	38.0%	38.0%
Developing Countries rated similar to Bermuda (mean)	32.1%	28%	28%	28%
<b>GOVERNMENT NET DEBT/REVENUE</b>				
Bermuda	242.70%	238.0%	228.0%	215.0%
Developing Countries rated similar to Bermuda (mean)	138.2%	123.0%	123.0%	123.0%
<b>INTEREST/REVENUE</b>				
Bermuda	12.2%	12.0%	11.8%	11.0%
Developing Countries rated similar to Bermuda (mean)	4.7%	4.5%	4.5%	4.5%
<b>EXTERNAL</b>				
Credit Ratings:				
Standard & Poors	A+	A+	A+	A+
Fitch				
Moody's	A1	A1	A1	A1



# HEAD 11 ACCOUNTANT GENERAL

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To support the Ministry of Finance in financial management and control of Government activities. To develop and maintain excellence through quality service and financial control for decision making under the authority of the Public Treasury (Administration and Payments) Act 1969.*

## DEPARTMENT OBJECTIVES

- To provide timely & accurate financial information.
- To provide quality service to our stakeholders.
- To safeguard the assets of Government by ensuring that adequate internal controls are established and are being followed by all sectors of the Government.
- To provide financial management oversight, guidance and support to Government Ministries and departments.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1101</b>	<b>CONSOLIDATED FUND</b>						
	21000 POLICY PLANNING & MGMT.	1,234	1,572	1,572	1,395	(177)	(11)
	21001 FINANCIAL REPORTING	306	571	571	568	(3)	(1)
	21002 COMPENSATION	555	616	616	626	10	2
	21003 COMPLIANCE & DISBURSEMENTS	291	395	389	406	17	4
	21004 REVENUE RECEIPTING	854	978	978	978	0	0
	21005 TREASURY MANAGEMENT	845	984	984	604	(380)	(39)
	21007 BANK RECONCILIATIONS	546	533	533	599	66	12
	21008 FINANCIAL SYSTEMS	1,244	1,347	1,347	1,430	83	6
	21900 MANAGEMENT ACCT. TRAINEES	370	354	354	284	(70)	(20)
		<b>6,245</b>	<b>7,350</b>	<b>7,344</b>	<b>6,890</b>	<b>(454)</b>	<b>(6)</b>
<b>1102</b>	<b>FUND ADMINISTRATION</b>						
	21010 SUPERANNUATION FUND	28,950	29,032	28,282	29,000	718	3
	21020 CONTRIBUTORY PENSION	7,846	8,100	8,100	8,500	400	5
	21030 GOVT EMPLOYEE HEALTH INS	39,482	40,915	39,715	40,821	1,106	3
	21040 MINISTERS & MEMBERS PENSION	566	1,240	1,240	1,250	10	1
		<b>76,844</b>	<b>79,287</b>	<b>77,337</b>	<b>79,571</b>	<b>2,234</b>	<b>3</b>
	<b>TOTAL</b>	<b>83,089</b>	<b>86,637</b>	<b>84,681</b>	<b>86,461</b>	<b>1,780</b>	<b>2</b>

## HEAD 11 ACCOUNTANT GENERAL - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	4,195	4,987	4,990	4,982	(8)	(0)
	WAGES	128	0	0	0	0	0
	EMPLOYER OVERHEAD	76,716	78,551	76,601	78,885	2,284	3
	OTHER PERSONNEL COSTS	127	816	816	766	(50)	(6)
	TRAINING	0	116	116	107	(9)	(8)
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	9	44	44	44	0	0
	COMMUNICATIONS	63	131	130	131	1	1
	ADVERTISING & PROMOTION	0	3	3	3	0	0
	PROFESSIONAL SERVICES	706	869	869	808	(61)	(7)
	RENTALS	378	421	421	431	10	2
	REPAIR AND MAINTENANCE	717	773	773	776	3	0
	ENERGY	80	100	100	90	(10)	(10)
	MATERIALS & SUPPLIES	72	130	122	127	5	4
	EQUIPMT.(MINOR CAPITAL)	9	12	12	12	0	0
	OTHER EXPENSES	1,251	1,291	1,291	911	(380)	(29)
	RECEIPTS CREDITED TO PROGRAMME	(1,388)	(1,664)	(1,664)	(1,669)	(5)	0
	GRANTS AND CONTRIBUTIONS	6	6	6	6	0	0
	DEBT CHARGES	20	50	50	50	0	0
	<b>TOTAL</b>	<b>83,089</b>	<b>86,637</b>	<b>84,681</b>	<b>86,461</b>	<b>1,780</b>	<b>2</b>

### REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8863 Interest on Sinking Fund	3,537	404	406	406	0	0
	8889 Sundry Receipts	5	0	0	0	0	0
	<b>TOTAL</b>	<b>3,542</b>	<b>404</b>	<b>406</b>	<b>406</b>	<b>0</b>	<b>0</b>

**HEAD 11 ACCOUNTANT GENERAL - continued**

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
21000	POLICY PLANNING & MGMT.	6	6	6	5	(1)	(17)
21001	FINANCIAL REPORTING	2	5	5	5	0	0
21002	COMPENSATION	9	9	9	9	0	0
21003	COMPLIANCE & DISBURSEMENTS	5	5	5	5	0	0
21004	REVENUE RECEIPTING	4	6	6	6	0	0
21005	TREASURY MANAGEMENT	5	3	3	3	0	0
21007	BANK RECONCILIATIONS	4	5	5	6	1	20
21008	FINANCIAL SYSTEMS	6	7	7	8	1	14
21030	GOVT EMPLOYEE HEALTH INS	6	7	7	7	0	0
21200	BENEFITS	4	4	4	4	0	0
21900	MANAGEMENT ACCT. TRAINEES	4	4	4	3	(1)	(25)
<b>TOTAL</b>		<b>55</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>0</b>	<b>0</b>

## HEAD 11 ACCOUNTANT GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT : 21001 FINANCIAL REPORTING</b>				
Provision of quarterly financial (mgmt) reports by the end of the subsequent month	4	3	4	4
Financial Instructions updated annually	Not achieved	Achieved	Not achieved	Achieved
Provision of audited annual financial statements of the Consolidated Fund by 30- Sep	Not achieved	Achieved	Not achieved	Not achieved
Provision of audited annual financial statements of the Consolidated Fund within 240 days of March 31 (November)	Achieved	Achieved	Achieved	Achieved
# of Public Funds year-end files FS completed within 60 days of respective fiscal year ends	3	3	3	5
Provision of Financial Instructions training as scheduled	Achieved	Achieved	Achieved	Achieved
<b>BUSINESS UNIT : 21002 COMPENSATION</b>				
The number of payroll payments processed for monthly employees for the year.	41,103	44,000	42,000	42,000
The number of payroll payments processed for weekly employees for the year.	61,837	66,000	62,000	62,000
Salaries and wages paid timely and accurately	100%	100%	100%	100%
<b>BUSINESS UNIT : 21003 COMPLIANCE &amp; DISBURSEMENTS</b>				
Payments by electronic transfer as a % of total payments made - target 90%	90%	90%	90%	90%
Turnaround of new vendors and vendor changes	7 Days	5 days	7 Days	7 Days
Turnaround time of payments of approved EDI batches - target 3 days	3 Days	5 days	5 Days	5 Days
Total number of payments - local & foreign	68,352	70,000	70,000	70,000
Total dollar value of payments - local & foreign	\$691,000,000	\$700,000,000	\$700,000,000	\$700,000,000
<b>BUSINESS UNIT : 21004 REVENUE RECEIPTING</b>				
Revenues deposited within 2 working days of receipt	90%	100%	100%	100%
Revenues recorded and posted within 5 working days of receipt	100%	100%	100%	100%
Percentage of debt collected out of total debt referred by government departments	25%	25%	25%	25%
Payment plans established for referred debtors	70%	70%	70%	70%

**HEAD 11 ACCOUNTANT GENERAL - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT : 21005 TREASURY MANAGEMENT</b>				
Provision of the monthly cash flow report by the 20th of the subsequent month	Achieved	Achieved	Achieved	Achieved
Recording of monthly investment transactions within 10 days of receipt of investment information	Achieved	Achieved	Achieved	Achieved
Recording of daily cash transfer activity within 2 days of instruction to banks	Achieved	Achieved	Achieved	Achieved
Government payables accounts sufficiently funded daily to meet expenditure requirements/avoidance of bank overdrafts	Achieved	Achieved	Achieved	Achieved
<b>BUSINESS UNIT : 21007 BANK RECONCILIATIONS</b>				
Low volume accounts reconciled within 30 days. High volume accounts reconciled within 45 days.	90%	98%	95%	95%
March 31 bank reconciliations for all accounts completed within 60 days	80%	95%	90%	95%
<b>BUSINESS UNIT : 21008 FINANCIAL SYSTEMS</b>				
Enhancements and additions to the E1 ERP System	6	6	6	6
Online Banking and E1 user access review completed every six months	Achieved	Achieved	Achieved	Achieved
Integrity and access control processes and procedures established.	100%	100%	100%	0%
Complete module process-owner training and handover.	8	As needed only	As needed only	As needed only
Complete documentation of process and procedure for modules in use (12)	6	8	8	8
<b>BUSINESS UNIT : 21030 GOVT EMPLO HEALTH INS</b>				
95% of manual clean claims paid within 30 days	80%	100%	100%	100%
100% of clean claims received via EDI ( Electronic data interchange) paid within 30 days	100%	100%	100%	100%
Total number of claims processed and paid during the year	199,019	239,800	218,920	218,920
Dollar value of local claims processed	\$44,923,240	\$54,835,000	\$52,000,000	\$52,000,000
Dollar value of overseas claims processed	\$19,803,570	\$24,310,000	\$26,000,000	\$26,000,000

**HEAD 11 ACCOUNTANT GENERAL - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT : 21200 BENEFITS</b>				
The number of pension payments processed for the year	34,334	31,000	36,000	36,000
The number of pension refunds processed for the year	200	250	190	190
<b>BUSINESS UNIT : 21900 MANAGEMENT ACCT. TRAINEES</b>				
Percentage of Trainees meeting annual benchmarks	75%	90%	75%	90%
<b>BUSINESS UNIT : 21100 CONSOLIDATED REPORTING</b>				
Preparation of summary financial statements of the Bermuda Government	Not Achieved	Not Achieved	Not Achieved	Not Achieved
Reconciliation of amounts due to and due from Quangos and the Consolidated Fund annually	Achieved	Achieved	Achieved	Achieved

## HEAD 12 CUSTOMS

### REVENUE SUMMARY

(1)	(2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
8007 Customs Duty		210,315	222,941	230,169	234,158	3,989	2
8009 Customs Duty -G.P.O.		772	775	842	842	0	0
8053 Yacht Arrival		76	103	104	104	0	0
8107 Srvs to Ships (Customs)		347	393	340	340	0	0
8109 Queens Warehouse Storage		3	4	0	0	0	0
8111 Wharfage		795	800	840	840	0	0
8113 Container Fees		976	705	957	959	2	0
8114 Permit Fee		0	64	0	0	0	0
8115 Customs Service Charges		589	1,223	711	800	89	13
8117 Courier Package Fees		754	669	719	719	0	0
8179 Light Dues		211	224	200	200	0	0
8457 Licence General		12	0	59	59	0	0
8881 Penalties		120	174	151	151	0	0
8889 Sundry Receipts		47	20	68	68	0	0
		<b>215,017</b>	<b>228,095</b>	<b>235,160</b>	<b>239,240</b>	<b>4,080</b>	<b>2</b>

**Note:** Due to the Government of Bermuda Organizational Restructuring in December 2013 the Minister of National Security is to assume ministerial accountability of the Customs Department budget (HD12 - Customs), and of those customs officers performing border control functions. The revenue collection and reporting functions within the Customs Department remain unchanged, and are to be retained by the Ministry of Finance.

# HEAD 28 SOCIAL INSURANCE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*Through education, best practices and the use of technology the Department of Social Insurance will partner with every resident to enable them to become financially sustainable at retirement.*

## DEPARTMENT OBJECTIVES

- To maintain consistent excellent internal and external customer service.
- To develop and maintain a high level of professionalism among staff.
- To consistently provide accurate, timely and relevant information to our stakeholders.
- To make the website more relevant and accessible to our stakeholders.
- To develop staff to their fullest potential in accordance with the vision and mission of the department.
- To create and maintain a culture of applying best practices in all situations.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
2801	<b>CONTRIBUTORY PENSION</b>						
	38010 WAR PENSIONS AND GRATS.	6,365	6,009	5,420	5,250	(170)	(3)
		<b>6,365</b>	<b>6,009</b>	<b>5,420</b>	<b>5,250</b>	<b>(170)</b>	<b>(3)</b>
	<b>TOTAL</b>	<b>6,365</b>	<b>6,009</b>	<b>5,420</b>	<b>5,250</b>	<b>(170)</b>	<b>(3)</b>



## HEAD 28 SOCIAL INSURANCE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,545	1,823	1,822	1,871	49	3
	OTHER PERSONNEL COSTS	4	18	18	18	0	0
	TRAINING	4	51	51	147	96	188
	TRANSPORT	0	2	2	2	0	0
	TRAVEL	0	44	44	44	0	0
	COMMUNICATIONS	28	48	48	53	5	10
	ADVERTISING & PROMOTION	0	141	141	184	43	30
	PROFESSIONAL SERVICES	6,676	7,459	6,871	6,535	(336)	(5)
	REPAIR AND MAINTENANCE	38	94	94	99	5	5
	INSURANCE	0	1	1	1	0	0
	MATERIALS & SUPPLIES	64	136	136	144	8	6
	EQUIPT. (MINOR CAPITAL)	15	71	71	44	(27)	(38)
	OTHER EXPENSES	1	13	13	13	0	0
	RECEIPTS CREDITED TO PROGRAMME	(2,010)	(3,892)	(3,892)	(3,905)	(13)	0
	<b>TOTAL</b>	<b>6,365</b>	<b>6,009</b>	<b>5,420</b>	<b>5,250</b>	<b>(170)</b>	<b>(3)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19		
	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	38000 SENIOR MANAGEMENT & ADMIN	4	5	5	5	0	0
	38010 WAR PENSIONS AND GRATS.	2	2	2	2	0	0
	38025 BENEFITS	3	4	4	4	0	0
	38040 COMPLIANCE	6	6	6	6	0	0
	38045 CONTRIBUTIONS	5	6	7	7	0	0
	<b>TOTAL</b>	<b>20</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>

## HEAD 28 SOCIAL INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 38000 Senior Management &amp; Administration</b>				
Summarize financial transactions and input into QuickBooks within 45 days after the end of each month (Revised)	20 days	30 days	15 days	15 days
Prepare bank reconciliations for 11 CPF accounts within 45 days after the end of each month	30 days	30 days	30 days	30 days
<b>BUSINESS UNIT: 38010 War Pensions &amp; Gratuities</b>				
Average monthly amount of war pension claims processed per month	\$520,711	\$581,794	\$520,140	\$494,133
Average number of days for processing of new war pension applications upon receipt	1-2 days	1-2 days	1-2 days	1-2 days
<b>BUSINESS UNIT: 38025 Benefits</b>				
Average monthly benefits paid from the CPF	\$13,009,758	\$13,051,011	\$13,530,148	\$14,206,655
Average number of new beneficiaries per month	445	630	630	650
Average processing time for new beneficiaries	30-60 days	30-60 days	30-60 days	30-60 days
<b>BUSINESS UNIT: 38040 Compliance</b>				
Average percentage of receivables over 90 days	75%	50%	75%	60%
Number of installment plans outstanding	211	250	300	325
Average number of completed inspections per month	120	210	180	200
Average \$ yield per Inspector per month	\$150,000	\$100,000	\$200,000	\$250,000
Average number of compliance issue enquiries via walk-ins per month	75	70	100	125
<b>BUSINESS UNIT: 38045 Contributions</b>				
Average number of Social Insurance applications processed per month	174	140	170	200
Average processing time of new employer registrations per month	4 days	2 days	4 days	4 days
Average monthly contribution income for CPF	\$8,799,466	\$7,931,747	\$9,239,440	\$9,886,200

# HEAD 38 OFFICE OF THE TAX COMMISSIONER

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To promote the highest levels of taxpayer compliance with the Taxes Legislation by providing quality and efficient service, effective taxpayer education and responsible enforcement, and in so doing, contribute to the economic and social well-being of all Bermudians.*

## DEPARTMENT OBJECTIVES

- To administer the collection of taxes and stamp duties in accordance with the Taxes Legislation and to provide professional advice to the Ministry of Finance.
- To conduct responsible and effective enforcement activities creating an environment which promotes compliance and ensures that all taxes and stamp duties are collected in accordance with the Acts.
- To educate and advise taxpayers on matters relating to their statutory obligations under the Acts and maintain community confidence.
- To ensure that revenue is available to fund Government programs through the collection of taxes and stamp duties.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3801</b>	<b>TAX COLLECTION ADMINISTRATION</b>						
	48000 ADMINISTRATION	860	931	930	895	(35)	(4)
	48050 STAMP DUTIES	358	416	416	451	35	8
	48070 COMPLIANCE	581	760	760	760	0	0
	48080 OPERATIONS	1,604	1,344	1,345	1,345	0	0
	<b>TOTAL</b>	<b>3,403</b>	<b>3,451</b>	<b>3,451</b>	<b>3,451</b>	<b>0</b>	<b>0</b>

# HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,161	2,494	2,430	2,494	64	3
	WAGES	42	0	0	0	0	0
	OTHER PERSONNEL COSTS	3	4	4	4	0	0
	TRAINING	4	10	10	10	0	0
	TRAVEL	2	10	10	10	0	0
	COMMUNICATIONS	8	14	14	14	0	0
	ADVERTISING & PROMOTION	47	75	75	50	(25)	(33)
	PROFESSIONAL SERVICES	170	92	156	127	(29)	(19)
	RENTALS	362	371	371	371	0	0
	REPAIR AND MAINTENANCE	53	44	44	44	0	0
	MATERIALS & SUPPLIES	48	81	81	71	(10)	(12)
	OTHER EXPENSES	503	256	256	256	0	0
	<b>TOTAL</b>	<b>3,403</b>	<b>3,451</b>	<b>3,451</b>	<b>3,451</b>	<b>0</b>	<b>0</b>

## HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

### REVENUE SUMMARY

(1)	(2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
8017 Payroll Tax		401,757	439,000	444,000	454,000	10,000	2
8018 Bank Services Tax		0	4,400	4,400	4,400	0	0
8019 Corporate Services Tax		5,222	5,900	5,395	5,500	105	2
8020 Insurance Services Tax		0	4,900	3,500	4,000	500	14
8022 Money Services Business Tax		0	2,090	500	500	0	0
8023 Betting Tax-Turf		869	1,575	159	675	516	325
8025 Betting Tax-Pools		67	125	100	125	25	25
8027 Land Tax		62,422	63,186	63,186	78,330	15,144	24
8029 Foreign Currency Purchase Tax		20,310	22,000	20,964	22,000	1,036	5
8033 Hotel Occupancy Tax		7,951	11,500	10,480	11,000	520	5
8049 Cruise Ship Departure		17,974	18,180	18,484	20,835	2,351	13
8051 Airport Departure		19,824	0	509	0	(509)	(100)
8055 Passenger Cabin Tax		3,227	4,165	4,007	4,165	158	4
8060 Primary Fam. Home Application		6	8	8	8	0	0
8061 Land Conveyance on Sale		13,481	10,000	13,182	12,414	(768)	(6)
8062 Primary Fam. Home Cert. Re-issue		1	1	1	1	0	0
8063 Other Conveyance on Sale		1,666	200	200	200	0	0
8065 Rentals/Leases		2	20	10	20	10	100
8067 Mortgages		1,797	1,750	1,500	1,750	250	17
8069 Ajudications		36	40	40	40	0	0
8071 Other Heads		1,741	1,750	1,500	1,750	250	17
8073 Revenue Stamps		1,660	1,500	1,500	1,500	0	0
8075 Voluntary Land Conveyance		275	500	750	500	(250)	(33)
8077 Voluntary Other Conveyance		0	500	0	100	100	0
8079 Penalties		(13)	7	7	7	0	0
8081 Timeshare Services		55	15	105	15	(90)	(86)
8083 Timeshare Occupancy		6	5	5	5	0	0
8190 Charter Fee		0	265	0	0	0	0
<b>TOTAL</b>		<b>560,336</b>	<b>593,582</b>	<b>594,492</b>	<b>623,840</b>	<b>29,348</b>	<b>5</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
48000	ADMINISTRATION	3	3	3	3	0	0
48050	STAMP DUTIES	4	5	5	5	0	0
48070	COMPLIANCE	4	8	8	8	0	0
48080	OPERATIONS	13	13	13	13	0	0
<b>TOTAL</b>		<b>24</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>0</b>	<b>0</b>

**HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 48000 Administration</b>				
Respond to taxpayer correspondence within 10 days of receipt	30%	75%	30%	50%
Provide adhoc revenue, accounts receivable and other reports to MoF within 24 hours of request	50%	60%	60%	60%
Process Schemes for approval within 30 days of application	50%	50%	60%	70%
<b>BUSINESS UNIT: 48050 Stamp Duties</b>				
<b>Stamp Duty Adjudication</b>				
Complete processing of applications for late stamping instruments (excluding Bank security documents) that are less than six months out of time and less than \$10,000 payable in stamp duty within 60 days of receipt	50%	60%	50%	70%
Complete processing of applications for late stamping Bank security documents that are less than six months out of time and less than \$10,000 payable in stamp duty within 30 days of receipt	50%	70%	50%	70%
<b>BUSINESS UNIT: 48070 Compliance</b>				
To increase the number of audits/assessments conducted by each Tax Examiner/Inspector by reducing the time taken to complete each audit (Avg # of Days)	17	30	15	20
To increase the number of persons currently brought before the courts for non-compliance to tax legislation by developing the methodology/process to enact the summary offences in legislation	0	3	1	2
<b>BUSINESS UNIT: 48080 Operations</b>				
<b>Effective Processing of Tax returns</b>				
Returns processed within Target of five weeks from filing deadline		discontinued		
Returns processed within Target of four weeks from filing deadline	100% within 3 weeks of filing deadline	100% within 3 weeweeks of filing deadline	25% within 3 weeks of filing deadline	100% within 2 weeks of filing deadline
<b>Taxpayer Acceptance of Electronic Filing and Payment</b>				
Percentage of Total Payroll Tax Returns e-Filed	50.0%	70.0%	50.0%	70.0%
Percentage of Total Land Tax Payments e-Paid	45.0%	35.0%	46.0%	50.0%
<b>Effectivenesss of Collection Process</b>				
Reduction in total Tax debt percentage (decrease)/increase	8.0%	-10.0%	5.0%	-5.0%

**MISSION STATEMENT**

*The Registrar of Companies is committed to the continued success of the industry, especially considering the mounting challenges from our competitors. Accordingly, we are committed to the sound regulation of the industry and the delivery of efficient and effective service, emphasising a client centred approach.*

**DEPARTMENT OBJECTIVES**

- To maintain the Register of Companies and ensure provision of current and accurate Registry information in a timely manner.
- To ensure compliance with the Companies Act 1981 and related legislation in a consistent, fair and judicious manner.
- To collect all fee revenue pursuant to the Companies Act 1981 and related legislation, in accordance with Financial Instructions in a timely, accurate and efficient manner.
- To process various company applications from the private sector in a timely, efficient and professional manner.
- To provide technical advice to the Ministry of Finance and other Government departments in a timely manner.
- To provide guidance and direction to the public on matters related to the Companies Act 1981 and related legislation in an accurate, timely and professional manner.
- To diligently administer Court appointed company liquidations and personal bankruptcies in a prudent and professional manner ensuring compliance with applicable legislation, primarily the Companies Act 1981 and Companies (Winding-Up) Rules 1982.
- To promote and ensure compliance with the Companies Act, partnership Acts, and Limited Liability Company Act through active compliance monitoring and enforcement.
- To promote and ensure compliance with the Real Estate Brokers' Licensing Act through active compliance monitoring and enforcement.

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
						2017/18 vs 2018/19 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3901 REGISTRAR OF COMPANIES</b>							
49000 POLICY & PLANNING		511	467	467	475	8	2
49010 REGISTRATION & REVENUE		758	875	875	1,156	281	32
49040 LICENSING & INSOLVENCY		925	1,245	1,245	1,127	(118)	(9)
49080 COMPLIANCE		0	0	127	429	302	238
		<b>2,194</b>	<b>2,587</b>	<b>2,714</b>	<b>3,187</b>	<b>473</b>	<b>17</b>

# HEAD 39 REGISTRAR OF COMPANIES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	SALARIES	1,190	1,416	1,543	2,102	686	48
	WAGES	17	0	0	0	0	0
	TRAINING	8	15	15	20	5	33
	TRAVEL	18	19	19	14	(5)	(26)
	COMMUNICATIONS	12	15	15	9	(6)	(40)
	ADVERTISING & PROMOTION	1	3	3	1	(2)	(67)
	PROFESSIONAL SERVICES	623	676	676	604	(72)	(11)
	RENTALS	13	18	18	20	2	11
	REPAIR AND MAINTENANCE	6	19	19	17	(2)	(11)
	INSURANCE	220	300	300	280	(20)	(7)
	MATERIALS & SUPPLIES	32	36	36	46	10	28
	EQUIPT. (MINOR CAPITAL)	5	5	5	10	5	100
	OTHER EXPENSES	49	65	65	64	(1)	(2)
	<b>TOTAL</b>	<b>2,194</b>	<b>2,587</b>	<b>2,714</b>	<b>3,187</b>	<b>600</b>	<b>23</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
8035	Exempted Companies Tax	55,150	56,000	56,000	57,750	1,750	3
8037	Overseas Partnerships	373	263	263	315	52	20
8039	Local Companies Tax	2,715	2,800	2,800	2,940	140	5
8041	Non Resident Company Tax	965	7,900	4,000	4,000	0	0
8043	Non Resident Inc. Company Tax	161	70	70	0	(70)	(100)
8133	Searches	198	200	200	200	0	0
8265	Exempted Partnership Fees	2,366	2,625	2,625	2,625	0	0
8266	Exempted LLC - Annual Fees	0	90	90	16	(74)	(82)
8267	Segregated Accounts Fees	235	250	250	250	0	0
8268	Local LLC - Annual Fees	0	90	90	5	(85)	(94)
8269	Document Filing Fees	3,357	2,677	2,677	3,500	823	31
8457	Licence General	331	300	255	320	65	25
8617	Publications	6	6	6	6	0	0
8881	Penalties	453	550	550	475	(75)	(14)
8889	Sundry Receipts	72	250	250	100	(150)	(60)
	<b>TOTAL</b>	<b>66,382</b>	<b>74,071</b>	<b>70,126</b>	<b>72,502</b>	<b>2,376</b>	<b>3</b>



# HEAD 39 REGISTRAR OF COMPANIES - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
49000	POLICY & PLANNING	2	2	2	2	0	0
49010	REGISTRATION & REVENUE	13	13	10	16	6	60
49040	LICENSING & INSOLVENCY	3	3	3	3	0	0
49080	COMPLIANCE	0	0	5	5	0	0
<b>TOTAL</b>		<b>18</b>	<b>18</b>	<b>20</b>	<b>26</b>	<b>6</b>	<b>30</b>

**HEAD 39 REGISTRAR OF COMPANIES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: Policy &amp; Planning</b>				
Average processing time for vendor vouchers	5	5	5	5
Average turnaround time for online web queries and searches	1	1	1	1
<b>BUSINESS UNIT: Registration &amp; Revenue</b>				
Average processing time for applications received	5	5	5	5
Average turnaround time (from receipt to delivery) for over-the-counter company researches	2	2	2	2
<b>BUSINESS UNIT: Licensing &amp; Insolvency</b>				
Average processing time for dissolution certificates*	5	5	5	5
Average processing time for real estate licences	5	5	5	5
<b>BUSINESS UNIT: Compliance Unit</b>				
Annual number of on-site inspections of registered entities	-	-	-	240
Annual number of on-site and desk-based (off-site) AML inspections of Real Estate agents/brokers	-	-	-	48

*\*with complete documentation and applicable vetting support*

# HEAD 58 INTEREST ON DEBT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide for debt interest on long term borrowing facilities.*

## GENERAL SUMMARY

EXPENDITURE PROG		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
BUSINESS UNIT	DESCRIPTION					(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
5801	INTEREST ON DEBT						
68000	INTEREST ON DEBT	120,620	124,000	119,500	124,000	4,500	4
	<b>TOTAL</b>	<b>120,620</b>	<b>124,000</b>	<b>119,500</b>	<b>124,000</b>	<b>4,500</b>	<b>4</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
OBJECT CODE	DESCRIPTION					(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	DEBT CHARGES	120,620	124,000	119,500	124,000	4,500	4
	<b>TOTAL</b>	<b>120,620</b>	<b>124,000</b>	<b>119,500</b>	<b>124,000</b>	<b>4,500</b>	<b>4</b>

# HEAD 59 SINKING FUND

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*Provision for repayment of principal on long term borrowing.*

## GENERAL SUMMARY

EXPENDITURE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
PROG	BUSINESS UNIT					DESCRIPTION	2017/18 vs 2018/19 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>5901</b>	<b>SINKING FUND CONTRIBUTION</b>						
69000	SINKING FUND CONTRIBUTION	58,375	62,085	62,085	64,223	2,138	3
	<b>TOTAL</b>	<b>58,375</b>	<b>62,085</b>	<b>62,085</b>	<b>64,223</b>	<b>2,138</b>	<b>3</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
OBJECT CODE	DESCRIPTION					2017/18 vs 2018/19 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	TRANSFERS & OTHER FEES	58,375	62,085	62,085	64,223	2,138	3
	<b>TOTAL</b>	<b>58,375</b>	<b>62,085</b>	<b>62,085</b>	<b>64,223</b>	<b>2,138</b>	<b>3</b>

# MINISTRY OF EDUCATION & WORKFORCE DEVELOPMENT

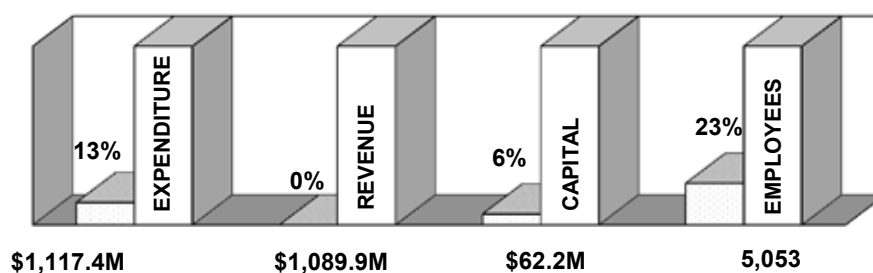


TO PROVIDE AN EXAMPLARY EDUCATION SYSTEM IN THE GOVERNMENT SCHOOL SYSTEM.

The Hon. Diallo Rabain, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE ( \$000)</b>							
16	MIN. OF EDUCATION & WORKFORCE DEV.HQ	2,208	2,414	2,451	3,340	889	36
17	DEPT. OF EDUCATION	108,526	109,096	109,059	114,243	5,184	5
18	LIBRARIES & ARCHIVES	1,744	1,926	1,926	3,222	1,296	67
19	ARCHIVES	1,082	1,296	1,296	0	(1,296)	(100)
41	BERMUDA COLLEGE	15,528	15,481	15,481	15,906	425	3
60	WORKFORCE DEVELOPMENT	4,124	4,478	4,478	3,849	(629)	(14)
		<b>133,212</b>	<b>134,691</b>	<b>134,691</b>	<b>140,560</b>	<b>5,869</b>	<b>4</b>
<b>REVENUE (\$000)</b>							
16	MIN. OF EDUCATION & WORKFORCE DEV.HQ	0	0	0	76	76	0
17	DEPT. OF EDUCATION	182	230	230	230	0	0
18	LIBRARIES & ARCHIVES	17	15	15	17	2	13
19	ARCHIVES	1	2	2	0	(2)	(100)
60	WORKFORCE DEVELOPMENT	22	28	28	29	1	4
		<b>222</b>	<b>275</b>	<b>275</b>	<b>352</b>	<b>77</b>	<b>28</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,196	1,191	1,196	1,599		
	DEVELOPMENT	1,282	2,998	3,511	2,240		
		<b>2,478</b>	<b>4,189</b>	<b>4,707</b>	<b>3,839</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>1,124</b>	<b>1,182</b>	<b>1,168</b>	<b>1,178</b>	<b>10</b>	<b>1</b>

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Ministry Estimates compared with total Government Estimates

# HEAD 16 MINISTRY OF EDUCATION & WORKFORCE DEVELOPMENT HQ

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

To provide strategic leadership, supervision and policy direction that supports quality delivery in teaching; and an inclusive and progressive learning environment to improve student learning and achievement for every child.

## DEPARTMENT OBJECTIVES

- To develop strategic policy for the public school education system that improves teaching and learning in the classroom.
- To implement policies focused on enhancing parental and community involvement and participation in the education system.
- To support schools by ensuring that the range of diverse services needed are provided across the education system.
- To educate the community through educational, social and professional development courses that prepare, inform and engage life-long learning and access to initiatives that meet the needs of Bermudians.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1601 GENERAL</b>							
26000	GENERAL ADMINISTRATION	514	557	557	669	112	20
26080	GRANTS TO EXTERNAL BODIES	651	637	674	637	(37)	(5)
26090	SCHOLARSHIPS & AWARDS	1,043	1,220	1,220	1,220	0	0
		<b>2,208</b>	<b>2,414</b>	<b>2,451</b>	<b>2,526</b>	<b>75</b>	<b>3</b>
<b>1602 FURTHER EDUCATION</b>							
26110	COMMUNITY OUTREACH	0	0	0	40	40	0
26120	COMMUNITY EDUCATION COURSE	0	0	0	153	153	0
26130	COMMUNITY EDUCATION ADMIN.	0	0	0	621	621	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>814</b>	<b>814</b>	<b>0</b>
	<b>TOTAL</b>	<b>2,208</b>	<b>2,414</b>	<b>2,451</b>	<b>3,340</b>	<b>889</b>	<b>36</b>

**HEAD 16 MINISTRY OF EDUCATION &  
WORFORCE DEVELOPMENT HQ - continued**

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	451	369	370	911	541	146
	TRAINING	0	0	1	1	0	0
	TRAVEL	6	15	15	21	6	40
	COMMUNICATIONS	8	5	5	22	17	340
	ADVERTISING & PROMOTION	16	7	7	28	21	300
	PROFESSIONAL SERVICES	42	254	254	497	243	96
	RENTALS	0	2	2	5	3	150
	REPAIR AND MAINTENANCE	0	0	0	21	21	0
	ENERGY	0	0	0	9	9	0
	MATERIALS & SUPPLIES	2	17	15	72	57	380
	EQUIPT. (MINOR CAPITAL)	0	0	0	3	3	0
	OTHER EXPENSES	2	8	8	13	5	63
	GRANTS AND CONTRIBUTIONS	1,681	1,737	1,774	1,737	(37)	(2)
	<b>TOTAL</b>	<b>2,208</b>	<b>2,414</b>	<b>2,451</b>	<b>3,340</b>	<b>889</b>	<b>36</b>

**REVENUE SUMMARY**

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
(1)	(2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	8425 Course Fees	0	0	0	76	76	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76</b>	<b>76</b>	<b>0</b>

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
(1)	DESCRIPTION (2)	ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	% (8)
	26000 GENERAL ADMINISTRATION	3	3	3	3	0	0
	26130 COMMUNITY EDUCATION	0	0	0	7	7	0
	<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>10</b>	<b>7</b>	<b>233</b>

**HEAD 16 MINISTRY OF EDUCATION  
WORKFORCE DEVELOPMENT HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 26000 General Administration</b>				
Consultation with key stakeholders during the development of policy initiatives geared to enhance the public education system	ACHIEVED	100% of the time	100% of the time	100% of the time
<b>BUSINESS UNIT: 26080 Grants to External Bodies</b>				
Satisfaction from key stakeholders, i.e. students, teachers, and parents on students' learning experiences and acquired skills from external programmes that received a grant	ACHIEVED	A Net Promoter Score (NPS) of at least 80%	A Net Promoter Score (NPS) of at least 80%	Discontinued
<b>BUSINESS UNIT: 26090 Scholarships &amp; Awards</b>				
Scholarship and Awards Committee makes recommendations of recipients to the Minister by July 31	ACHIEVED	100% completion by July	100% completion by July	100% completion by July
Management of scholarships and awards to ensure disbursements of monies to students studying in different geographical regions, such as USA, UK, Canada, and other, by specified timeframes	ACHIEVED	100% disbursement for all regions October	100% disbursement for all regions October	100% disbursement for all regions October
<b>BUSINESS UNIT: 26110 - Community Outreach</b>				
1. Summer Internship Programme will pair 100 senior students with businesses in this workshadow initiative	86	100	100	100
2. Place 10% of students with part-time employment post Summer Internship Programme	5%	10%	5%	10%
3. Achieve 100% parental attendance at Orientation	100%	100%	100%	100%
<b>BUSINESS UNIT: 26120 - Community Education Course</b>				
1. Offer 200 courses over three (3) terms	132	150	123 No Winter Term held 2017	150
2. Average number of participants enrolled annually	2,504	2,754	2,374 No Winter Term held 2017	2,505
3. Youth participants age 5-18 enrolled annually	372	380	125 No Winter Term held 2017	255
4. Adult participants age 19-64 enrolled annually	2,050	2,130	1,710 No Winter Term held 2017	1,850
5. Senior participants age 65+ enrolled annually	204	249	98 No Winter Term held 2017	135
6. Certificates of Completion distributed for further education, professional development, college preparatory and employability skills courses	73%	50%	45% No Winter Term held 2017	75%
<b>BUSINESS UNIT: 26130 - Community Education Admin.</b>				
1. Produce four (4) Statistical & Survey Reports	4	4	3	4
2. Have 75% of Evaluation Questionnaire forms returned	2,420	2,724	2,274	2,674
3. Host three (3) Information/Awareness Seminars for Seniors'	3	3	1	Discontinued
4. Host one (1) Seniors' Christmas Recognition Luncheon	1	1	1	Discontinued



**MISSION STATEMENT**

To provide all students with equitable access to holistic, high quality instruction that is culturally relevant and empowers students to reach their full potential.

Vision: All students are educated to lead personally and professionally, contribute locally, and compete globally.

**DEPARTMENT OBJECTIVES**

- Increase Academic Rigor and Student Engagement
- Ensure Career, College, and Workforce Readiness
- Enhance the Quality of Teacher Practice and System Leadership
- Improve Infrastructure and Instructional Resources
- Ensure System Success

# HEAD 17 DEPARTMENT OF EDUCATION

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1701 CENTRAL ADMINISTRATION</b>							
27000	GENERAL ADMINISTRATION	540	513	515	515	0	0
27001	OFFICE OF THE COMMISSIONER	431	718	718	912	194	27
27030	HUMAN RESOURCES	921	970	964	1,016	52	5
27031	SCHOOL IMPROVEMENT	546	520	520	685	165	32
27090	EDUCATIONAL STANDARDS	865	621	621	405	(216)	(35)
27095	SCHOOL ATTENDANCE	286	335	335	342	7	2
27160	SUBSTITUTES	3,977	2,100	2,100	3,055	955	45
		<b>7,566</b>	<b>5,777</b>	<b>5,773</b>	<b>6,930</b>	<b>1,157</b>	<b>20</b>
<b>1702 STUDENT SERVICES</b>							
27061	BEHAVIOUR MANAGEMENT	916	966	1,028	1,079	51	5
27063	SCHOOL PSYCHOLOGY	603	810	810	793	(17)	(2)
27064	ADAPTED PHYSICAL EDUCATION	270	282	282	269	(13)	(5)
27065	HEARING	291	295	295	301	6	2
27066	VISION	214	196	196	200	4	2
27069	GIFTED AND TALENTED	108	123	122	123	1	1
27071	OFFICE SUPPORT	425	526	526	725	199	38
27072	COUNSELLING	2,793	2,814	2,814	2,868	54	2
27073	SUMMER PROGRAMME	285	0	35	0	(35)	(100)
27074	LEARNING SUPPORT	3,962	4,283	4,231	3,976	(255)	(6)
27076	EARLY CHILDHOOD EDUCATION	111	236	236	114	(122)	(52)
27079	PARAPROFESSIONALS	5,188	4,108	4,106	4,214	108	3
27083	AUTISM SPECTRUM DISORDER	554	667	687	667	(20)	(3)
27084	ALTERN. EDUC. & OUT OF SCHOOL SUSP.	1,256	1,340	1,320	1,341	21	2
		<b>16,976</b>	<b>16,646</b>	<b>16,688</b>	<b>16,670</b>	<b>(18)</b>	<b>(0)</b>
<b>1703 FINANCE AND CORPORATE</b>							
27002	FINANCE & CORPORATE SERVICES	666	711	711	719	8	1
27003	OFFICE ACCOMMODATION	710	809	809	810	1	0
27040	EDUCATIONAL STORES	524	613	616	788	172	28
27041	SCHOOL TRANSPORT	370	423	423	432	9	2
27042	BUILDINGS, GROUNDS & EQUIP.	935	952	952	1,087	135	14
27050	IT SUPPORT	1,757	2,514	2,514	2,546	32	1
		<b>4,962</b>	<b>6,022</b>	<b>6,025</b>	<b>6,382</b>	<b>357</b>	<b>6</b>

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1704</b>	<b>PRESCHOOLS</b>						
27190	SOUTHAMPTON PRESCHOOL	425	432	432	431	(1)	(0)
27200	ST.GEORGE'S PRESCHOOL	313	342	342	329	(13)	(4)
27210	LYCEUM PRESCHOOL	202	403	403	411	8	2
27220	ST.PAUL'S PRESCHOOL	345	346	346	352	6	2
27230	WARWICK PRESCHOOL	979	816	816	832	16	2
27240	PROSPECT PRESCHOOL	519	611	611	623	12	2
27250	ST.JOHN'S PRESCHOOL	526	487	487	497	10	2
27260	LAGOON PARK PRESCHOOL	332	435	435	439	4	1
27270	ST.DAVID'S PRESCHOOL	227	237	237	241	4	2
27280	DEVONSHIRE PRESCHOOL	493	587	587	603	16	3
		<b>4,361</b>	<b>4,696</b>	<b>4,696</b>	<b>4,758</b>	<b>62</b>	<b>1</b>
<b>1705</b>	<b>PRIMARY SCHOOLS</b>						
27320	ST. GEORGE'S PREPARATORY	1,706	1,723	1,723	1,781	58	3
27330	EAST END PRIMARY	1,220	1,201	1,201	1,209	8	1
27340	ST. DAVID'S SCHOOL	1,057	1,057	1,057	1,074	17	2
27350	FRANCIS PATTON SCHOOL	1,410	1,642	1,642	1,684	42	3
27360	HARRINGTON SOUND SCHOOL	2,290	2,291	2,291	2,352	61	3
27370	ELLIOT SCHOOL	2,056	2,199	2,199	2,199	0	0
27380	PROSPECT SCHOOL	1,445	1,526	1,526	1,556	30	2
27390	VICTOR SCOTT SCHOOL	1,468	1,302	1,302	1,632	330	25
27400	NORTHLANDS PRIMARY	2,169	2,109	2,109	2,156	47	2
27410	WEST PEMBROKE SCHOOL	1,963	2,073	2,073	2,114	41	2
27420	GILBERT SCHOOL	1,191	1,363	1,363	1,381	18	1
27430	PAGET SCHOOL	1,828	1,918	1,918	1,963	45	2
27440	PURVIS SCHOOL	1,984	2,094	2,094	2,163	69	3
27450	HERON BAY SCHOOL	1,208	1,261	1,261	1,391	130	10
27460	PORT ROYAL SCHOOL	1,259	1,256	1,256	1,276	20	2
27470	DALTON E. TUCKER	1,197	1,376	1,376	1,342	(34)	(2)
27480	WEST END	1,504	1,484	1,484	1,510	26	2
27490	SOMERSET SCHOOL	1,545	1,691	1,691	1,630	(61)	(4)
		<b>28,500</b>	<b>29,566</b>	<b>29,566</b>	<b>30,413</b>	<b>847</b>	<b>3</b>
<b>1706</b>	<b>SPECIAL SCHOOLS</b>						
27120	DAME MARJORIE BEAN ACADEMY	453	588	588	589	1	0
		<b>453</b>	<b>588</b>	<b>588</b>	<b>589</b>	<b>1</b>	<b>0</b>

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE	
						2017/18 vs 2018/19 (\$000) (7)	% (8)
(1)	(2)						
<b>1707 MIDDLE SCHOOLS</b>							
27530 CLEARWATER		2,874	2,996	2,996	3,218	222	7
27540 WHITNEY INSTITUTE		3,917	3,946	3,946	3,994	48	1
27560 DELLWOOD MIDDLE SCHOOL		3,224	3,304	3,304	3,344	40	1
27590 T. N. TATEM		2,990	2,991	2,991	3,050	59	2
27600 SANDYS SECONDARY		3,433	3,718	3,718	3,694	(24)	(1)
		<b>16,438</b>	<b>16,955</b>	<b>16,955</b>	<b>17,300</b>	<b>345</b>	<b>2</b>
<b>1708 SENIOR SECONDARY SCHOOLS</b>							
27570 BERKELEY INSTITUTE		12,535	11,451	11,451	13,024	1,573	14
27640 CEDARBRIDGE ACADEMY		12,983	12,916	12,916	13,586	670	5
		<b>25,518</b>	<b>24,367</b>	<b>24,367</b>	<b>26,610</b>	<b>2,243</b>	<b>9</b>
<b>1709 CURRICULUM, ASSESSMENT</b>							
27010 LITERACY INITIATIVE		0	25	25	0	(25)	0
27020 ASSESSMENT & EVALUATION		364	448	448	451	3	1
27520 DESIGN, DEVELOPMENT & IMPLEMEN.		1,542	1,831	1,792	1,870	78	4
27524 EARLY COLLEGE & CAREER PATHWAY		341	335	335	338	3	1
		<b>2,247</b>	<b>2,639</b>	<b>2,600</b>	<b>2,659</b>	<b>59</b>	<b>2</b>
<b>1712 EARLY CHILDHOOD EDUCATION</b>							
27175 CHILD DEVELOPMENT		1,354	1,632	1,593	1,719	126	8
27700 AFTER PRESCHOOL CARE		151	208	208	213	5	2
		<b>1,505</b>	<b>1,840</b>	<b>1,801</b>	<b>1,932</b>	<b>131</b>	<b>7</b>
<b>TOTAL</b>		<b>108,526</b>	<b>109,096</b>	<b>109,059</b>	<b>114,243</b>	<b>5,184</b>	<b>5</b>

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	70,029	70,650	70,657	73,204	2,547	4
	WAGES	6,769	3,570	3,570	3,631	61	2
	OTHER PERSONNEL COSTS	365	262	255	265	10	4
	TRAINING	119	292	337	319	(18)	(5)
	TRANSPORT	86	74	79	74	(5)	(6)
	TRAVEL	121	147	159	65	(94)	(59)
	COMMUNICATIONS	743	708	737	713	(24)	(3)
	ADVERTISING & PROMOTION	13	60	57	37	(20)	(35)
	PROFESSIONAL SERVICES	1,047	1,474	1,429	1,559	130	9
	RENTALS	734	761	779	955	176	23
	REPAIR AND MAINTENANCE	1,221	1,642	1,720	1,650	(70)	(4)
	INSURANCE	13	13	13	19	6	46
	ENERGY	1,129	1,321	1,296	1,407	111	9
	CLOTHING, UNIFORMS & LAUNDRY	4	32	29	32	3	10
	MATERIALS & SUPPLIES	1,583	1,823	1,670	1,776	106	6
	EQUIPT. (MINOR CAPITAL)	3	11	11	11	0	0
	OTHER EXPENSES	175	15	21	13	(8)	(38)
	GRANTS AND CONTRIBUTIONS	24,372	26,241	26,240	28,513	2,273	9
	<b>TOTAL</b>	<b>108,526</b>	<b>109,096</b>	<b>109,059</b>	<b>114,243</b>	<b>5,184</b>	<b>5</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8421 Special Education Programme	42	0	0	0	0	0
	8665 Afer School Vouchers	11	0	0	0	0	0
	8667 Pre School Vouchers	73	90	90	90	0	0
	8675 Other retail sales	24	85	85	85	0	0
	8801 Facilities	32	55	55	55	0	0
	<b>TOTAL</b>	<b>182</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>0</b>

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
27001	OFFICE OF THE COMMISSIONER	4	4	4	4	0	0
27002	FINANCE & CORPORATE SERVICES	9	10	10	10	0	0
27003	OFFICE ACCOMMODATION	1	1	1	1	0	0
27020	ASSESSMENT & EVALUATION	1	1	1	1	0	0
27030	HUMAN RESOURCES	5	6	5	7	2	40
27031	SCHOOL IMPROVEMENT	3	4	4	4	0	0
27040	EDUCATIONAL STORES	6	7	6	7	1	17
27041	SCHOOL TRANSPORT	8	8	7	8	1	14
27042	BUILDINGS, GROUNDS & EQUIP.	1	1	1	2	1	100
27050	IT SUPPORT	8	11	11	11	0	0
27061	BEHAVIOUR MANAGEMENT	9	10	10	11	1	10
27063	SCHOOL PSYCHOLOGY	5	7	7	7	0	0
27064	ADAPTED PHYSICAL EDUCATION	3	3	3	3	0	0
27065	HEARING	3	3	3	3	0	0
27066	VISION	2	2	2	2	0	0
27069	GIFTED AND TALENTED	1	1	1	1	0	0
27071	OFFICE SUPPORT	5	6	8	8	0	0
27072	COUNSELLING	27	27	27	27	0	0
27074	LEARNING SUPPORT	43	43	40	40	0	0
27076	EARLY CHILDHOOD EDUCATION	1	1	1	1	0	0
27079	PARAPROFESSIONALS	91	91	88	88	0	0
27083	AUTISM SPECTRUM DISORDER	8	8	8	8	0	0
27084	ALTERN. EDUC. & OUT OF SCHOOL SUSP.	12	12	12	12	0	0
27090	EDUCATIONAL STANDARDS	7	7	3	3	0	0
27095	SCHOOL ATTENDANCE	5	5	5	5	0	0
27120	DAME MARJORIE BEAN ACADEMY	5	6	6	6	0	0
27160	SUBSTITUTES	44	44	40	40	0	0

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
27175	CHILD DEVELOPMENT	15	18	18	19	1	6
27190	SOUTHAMPTON PRESCHOOL	5	5	5	5	0	0
27200	ST. GEORGE'S PRESCHOOL	4	4	4	4	0	0
27210	LYCEUM PRESCHOOL	3	4	4	4	0	0
27220	ST. PAUL'S PRESCHOOL	3	3	3	3	0	0
27230	WARWICK PRESCHOOL	7	9	9	9	0	0
27240	PROSPECT PRESCHOOL	6	7	7	7	0	0
27250	ST. JOHN'S PRESCHOOL	5	5	5	5	0	0
27260	LAGOON PARK PRESCHOOL	4	5	5	5	0	0
27270	ST. DAVID'S PRESCHOOL	3	3	3	3	0	0
27280	DEVONSHIRE PRESCHOOL	6	7	7	7	0	0
27320	ST. GEORGE'S PREPARATORY	16	15	16	15	(1)	(6)
27330	EAST END PRIMARY	11	13	13	13	0	0
27340	ST. DAVID'S SCHOOL	10	11	12	11	(1)	(8)
27350	FRANCIS PATTON SCHOOL	17	19	19	19	0	0
27360	HARRINGTON SOUND SCHOOL	26	26	26	26	0	0
27370	ELLIOT SCHOOL	25	26	26	26	0	0
27380	PROSPECT SCHOOL	18	18	18	18	0	0
27390	VICTOR SCOTT SCHOOL	17	17	18	20	2	11
27400	NORTHLANDS PRIMARY	26	24	24	24	0	0
27410	WEST PEMBROKE SCHOOL	23	24	24	24	0	0
27420	GILBERT SCHOOL	16	16	16	16	0	0
27430	PAGET SCHOOL	22	22	22	22	0	0
27440	PURVIS SCHOOL	23	25	26	26	0	0
27450	HERON BAY SCHOOL	14	15	15	16	1	7
27460	PORT ROYAL SCHOOL	15	15	15	15	0	0
27470	DALTON E. TUCKER	15	16	15	15	0	0
27480	WEST END	18	17	17	17	0	0
27490	SOMERSET SCHOOL	19	20	19	19	0	0
27520	DESIGN, DEVELOPMENT & IMPLEMEN.	11	15	14	16	2	14
27524	EARLY COLLEGE & CAREER PATHWAY	2	2	2	2	0	0
27530	CLEARWATER	32	33	33	33	0	0
27540	WHITNEY INSTITUTE SCHOOL	34	34	34	34	0	0
27560	DELLWOOD MIDDLE SCHOOL	34	37	37	37	0	0
27570	BERKELEY INSTITUTE	89	92	92	92	0	0
27590	T. N. TATEM	30	33	33	33	0	0
27600	SANDYS SECONDARY	31	31	31	31	0	0
27640	CEDARBRIDGE ACADEMY	92	96	96	96	0	0
27700	AFTER PRESCHOOL CARE	13	19	19	19	0	0
<b>TOTAL</b>		<b>1,077</b>	<b>1,130</b>	<b>1,116</b>	<b>1,126</b>	<b>10</b>	<b>1</b>

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 1701 Central Administration</b>				
Percentage of examinees who attain the International General Certificate of Secondary Education (IGCSE) or other external certification.	82%	90%	88%	90%
Percentage of school improvement plans that meet identified targeted standards for school effectiveness.	100%	100%	100%	
The percentage of Teachers who perform at the advanced levels on their respective performance evaluation tool	-	-	-	75%
The percentage of System Leaders who perform at the advanced levels on their respective performance evaluation tool	-	-	-	75%
The percentage of Principals who perform at the advanced levels on their respective performance evaluation tool	-	-	-	75%
Percentage of schools who reach 95% of student attendance or greater	-	-	-	100%
Percentage of students who graduate on-time (as measured by cohort graduation rate -S1 to S4)	-	-	-	85%
<b>BUSINESS UNIT: 1702 Student Services</b>				
Implementation of foundational components needed for a Multi-tiered System of Support (MTSS) framework to provide academic and behaviour and intervention strategies across the public school system	80%	80%	90%	95%
The percentage of students identified as in need of learning supports who matriculate to the next grade level.	-	-	-	80%
The percentage of students receiving special education programming and services based on appropriate diagnosis	75%	75%	85%	90%
<b>BUSINESS UNIT: 1703 Finance and Corporate Services</b>				
Efficiency in financial governance reflected by findings of ad hoc undertakings of financial audits as conducted by internal audit agency resulting in full compliance with financial instructions.	No evidence of non-compliance	No evidence of non-compliance	No evidence of non-compliance	No evidence of non-compliance
Percentage of classroom staffed with full-time certified teachers by the first week of school.	-	-	-	90%
Compliance of all schools to the Health and Safety Committee Regulations.	-	-	-	100%
<b>BUSINESS UNIT: 1704 Preschools</b>				
Percentage of preschoolers who meet the Primary 1 readiness assessments of early literacy compared to a target of 75% .	-	-	-	75%
Percentage of preschoolers who meet the curriculum expectations in the social, emotional, physical and cognitive development areas	-	-	-	97%



**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 1705 Primary Schools</b>				
Percentage of schools that have made progress towards or achieved their school improvement plan target in reading.	-	-	-	75%
Percentage of P6 students who achieve a score of 3.0 or higher in the Cambridge Checkpoint core subjects - English, Math and Science.	English 67% Math 36% Science 61%	English 75% Math 46% Science 71%	English 77% Math 55% Science 75%	English 80% Math 55% Science 75%
Percentage of students reaching one grade-level of growth annually on common mathematics assessment annually (P2-P6)	-	-	-	75%
Percentage of students reaching one grade-level of growth annually on common literacy assessment (P2-P6)	-	-	-	75%
Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment	-	-	-	75%
<b>BUSINESS UNIT: 1706 Special Schools</b>				
Percentage of students in special schools who matriculate to the next grade level	-	-	-	75%
Percentage of student Individualized Education Plans that meet compliance standards for quality instruction and related services.	100%	100%	100%	100%
Percentage of student Individualized Learning Plans that meet compliance standards for quality academic, behaviour and career development.	50%	20%	50%	90%
<b>BUSINESS UNIT: 1707 Middle Schools</b>				
Percentage of schools that have made progress towards or achieved their school improvement plan target in reading.	-	-	-	75%
Percentage of classroom observations demonstrating proficiency in areas such as planning, instruction and environment	70%	70%	70%	75%
Percentage of students reaching one grade-level of growth annually on common mathematics assessment annually (M1-M3)	-	-	-	75%
Percentage of students reaching one grade-level of growth annually on common literacy assessment (P2-P6)	-	-	-	75%
Percentage of M3 students who achieve a score of 3.0 or higher in the Cambridge Checkpoint core subjects - English, Math and Science.	English 45% Math 27% Science 45%	English 55% Math 65% Science 75%	English 55% Math 54% Science 55%	English 65% Math 64% Science 65%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 1708 Senior Secondary Schools</b>				
Percentage of schools that have made progress towards or achieved their school improvement plan target in reading	-	-	-	75%
Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment	36%	56%	56%	0%
Percentage of classroom observations demonstrating proficiency in areas such as planning, instruction and environment	-	-	-	75%
Percentage of students who graduate with a Bermuda School Diploma (BSD) achieving a Grade Point Average (GPA) of 2.0 or higher	82%	95%	88%	90%
Percentage of graduates earning an external/internationally recognized credential upon graduation	-	-	-	60%
Percentage of students who graduate on-time (as measured by cohort graduation rate -S1 to S4)	-	-	-	80%
Increase the percentage of scores achieved for IGCSE passes of A* to C grades by 10% each year to align with international standard of 60%.	Eng: 41% Math 18% Science 12%	Eng: 60% Math 60% Science 60%	Eng: 52% Math 26% Science 14%	Eng: 62% Math 52% Science 24%
<b>BUSINESS UNIT: 1709 Curriculum, Assessment</b>				
The percentage of students who demonstrate proficiency in problem solving and reasoning at P5, M2 and S1	25%	60%	35%	50%
The percentage of students who demonstrate proficiency in writing at P5, M2 and S1	25%	60%	35%	50%
Implementation of National Strategy in Mathematics and Literacy across all schools in the public school system	100%	100%	100%	
The percentage of schools who reach their literacy and numeracy targets as a result of the National Strategies in Mathematics and Literacy	-	-	-	75%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 1709 Curriculum, Assessment</b>				
The percentage of students who demonstrate proficiency in problem solving and reasoning at P5, M2 and S1	25%	60%	35%	50%
The percentage of students who demonstrate proficiency in writing at P5, M2 and S1	25%	60%	35%	50%
Implementation of National Strategy in Mathematics and Literacy across all schools in the public school system	100%	100%	100%	
The percentage of schools who reach their literacy and numeracy targets as a result of the National Strategies in Mathematics and Literacy	-	-	-	75%

## MISSION STATEMENT

*The Bermuda National Library and Archives preserves and facilitates access to Bermuda's printed historical records, cultural works and the government's administrative records. We encourage lifelong learning by dispensing educational and recreational resources, and are committed to providing for the present and future needs of our community.*

## DEPARTMENT OBJECTIVES

### Public Services

- To provide access to current technologies to expand the services offered.
- To increase community awareness by promoting the library and its services.
- To provide a safe and clean environment for staff and public.

### Programming

- To provide continuous, relevant, coordinated and planned programming for our diverse public.

### Administration

- To restructure the budget to prioritize the needs of the library.
- To guide and direct staff in different departments in a fair and visionary way.
- To develop confident, knowledgeable and healthy staff who are prepared to meet the needs of

### Preservation and Conservation

- To preserve Bermuda's historic records for the long term.
- To continue a planned conversation strategy of archival collections that have been identified for professional preservation treatments.

### Records Management & Selection

- To provide secure storage facilities for Government's non-current records.
- To provide records management services and advice to Government departments and agencies.
- To maintain a Records Management Code of Practice.

### Education, Reference and Research

- To make important documents of Bermuda's history accessible for research.
- To support the valuable role of the Bermuda Library and Archives through community outreach and education.

# HEAD 18 LIBRARIES & ARCHIVES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1801</b>	<b>LIBRARIES</b>						
28000	COLLECTION MANAGEMENT	573	586	587	537	(50)	(9)
28060	ADULT SERVICES	451	500	500	508	8	2
28100	ARCHIVAL SERVICES	0	0	0	408	408	0
28110	YOUTH SERVICES	380	425	424	508	84	20
28120	RECORD MANAGEMENT SERVICES	0	0	0	764	764	0
28130	ADMINISTRATION	340	415	415	497	82	20
<b>TOTAL</b>		<b>1,744</b>	<b>1,926</b>	<b>1,926</b>	<b>3,222</b>	<b>1,296</b>	<b>67</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,217	1,378	1,347	2,034	687	51
	WAGES	13	0	0	0	0	0
	TRAINING	14	15	14	15	1	7
	TRANSPORT	9	0	1	2	1	100
	TRAVEL	0	0	0	3	3	0
	COMMUNICATIONS	44	40	42	50	8	19
	ADVERTISING & PROMOTION	1	3	5	3	(2)	(40)
	PROFESSIONAL SERVICES	27	38	33	92	59	179
	RENTALS	146	135	138	422	284	206
	REPAIR AND MAINTENANCE	73	83	81	173	92	114
	ENERGY	63	72	71	187	116	163
	MATERIALS & SUPPLIES	135	162	191	235	44	23
	EQUIPMT. (MAJOR/MINOR CAP)	2	0	2	5	3	150
	OTHER EXPENSES	0	0	1	1	0	0
<b>TOTAL</b>		<b>1,744</b>	<b>1,926</b>	<b>1,926</b>	<b>3,222</b>	<b>1,296</b>	<b>67</b>

## HEAD 18 LIBRARIES & ARCHIVES - continued

### REVENUE SUMMARY

(1)	(2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2017/18
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8139 Book Fines	2	2	2	2	0	0
	8141 Lost Books	0	2	2	0	(2)	(100)
	8142 Library Programme Fees	3	2	2	3	1	50
	8143 Lost Cards	1	1	1	1	0	0
	8145 Computer Fees	4	4	4	4	0	0
	8307 Photocopy Charges	5	4	4	5	1	25
	8877 Reimbursements	2	0	0	2	2	0
	<b>TOTAL</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>17</b>	<b>2</b>	<b>13</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2017/18
		(3)	(4)	(5)	(6)	(7)	(8)
	28000 COLLECTION MANAGEMENT	4	6	5	5	0	0
	28060 ADULT SERVICES	6	7	7	6	(1)	(14)
	28100 ARCHIVAL SERVICES	0	0	0	4	4	0
	28110 YOUTH SERVICES	4	4	4	4	0	0
	28120 RECORD MANAGEMENT SERVICES	0	0	0	4	4	0
	28130 ADMINISTRATION	2	2	3	3	0	0
	<b>TOTAL</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>26</b>	<b>7</b>	<b>37</b>

## HEAD 18 LIBRARIES & ARCHIVES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 28000 - Collection Management</b>				
Percentage of new books catalogued within 3 months of receipt	95%	100%	100%	100%
Percentage titles catalogued within 30 days	95%	100%	100%	100%
Percentage of Closed Collection requests filled within 2 days	100%	95%	95%	95%
Number of requests for digital copies from microfilm received	1,355	1,000	1,350	1,000
Percentage of requests for digital copies from microfilm filled within 3 days	100%	100%	95%	100%
Number of ISBN requests received	44	40	25	40
Percentage of ISBN requests answered within 2 days	100%	100%	100%	100%
Percentage of Bermuda queries answered within 3 days	95%	95%	95%	95%
Digital Newspaper Collection (Visits)	N/A	N/A	N/A	Discontinued
<b>BUSINESS UNIT: 28060 - Adult Services</b>				
Total Circulation	30,842	32,500	30,000	32,500
Circulation per capita (50212)	0.60	0.65	0.60	0.65
Users per annum	130,739	200,600	150,000	150,000
Adult Library users per capita per annum	2.60	4.00	3.00	4.00
Number of special programmes	237	175	200	175
Number of persons attending special programmes	1,679	2,500	1,500	2,500
Total membership	4318*	6,500	4,500	6,500
Percentage of the adult population <sup>(iv)</sup>	9%	50%	10%	10%
Number of general reference questions answered	19,039	26,000	23,500	26,000
Number of internet users per annum	12,158	15,000	15,000	15,000
Number of Wi-Fi users per annum (New)	29,433	25,000	25,000	22,000
<b>BUSINESS UNIT: 28110 - Youth Services</b>				
Total Circulation	36,484	36,000	36,000	36,000
Circulation per capita (11847)	3.08	3.00	3.00	3.00
% of all books catalogued within 3 months of receipt	100%	100%	100%	100%
Youth Library users per annum	25,961	33,000	30,000	33,000
Youth Library users per capita	2.19	3.00	2.50	3.00
Total membership	8,623	11,000	9,000	11,000
Percentage of the youth population	73%	95%	76%	95%
Number of internet users	1,075	1,200	1,000	1,200
Audio/video usage	574	750	500	750
<b>BUSINESS UNIT: 28130 - Administration</b>				
EbscoHost	9,923	7,500	9,000	7,500
BNL Website (Unique Visitors)	20,844	15,000	15,000	15,000
Proctored Exam	17	12	10	12

**NOTE**

\*Adult Library members whose cards had expired prior to 1 July 2016 were deleted.

**HEAD 18 LIBRAIRES & ARCHIVES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 28060 - Archival Services</b>				
<b>APPRAISAL</b> Carry out appraisal surveys and develop disposition schedules for two Government Departments	4	2	4	4
<b>ACQUISITION:</b> Receipt 90% of Acquisitions and transfers and return to Government agency/donor within 30 days	60%	90%	95%	95%
<b>ARRANGEMENT &amp; DESCRIPTION:</b> Projected 18,000 units of records described.	15,000	18,000	12,000	12,000
<b>CONSERVATION :</b> Projected target 5 vols or 20 items	2	5	6	4
Projected target 10,000 items reformatted	4,000	10,000	5,000	8,000
<b>REFERENCE &amp; OUTREACH</b> Supply 90% of records requests for on-site consultation in the Reading room within 30 minutes	75%	90%	98%	98%
Supply 90% of records requested by users from off-site storage within 24 hours	75%	90%	98%	98%
Answer 90% of written correspondence within one month	80%	90%	100%	98%



## MISSION STATEMENT

*To collect, arrange and preserve the essential historical records of Bermuda, the administrative records of the Bermuda Government and to facilitate access to documents.*

## DEPARTMENT OBJECTIVES

### **Preservation and Conservation**

- To preserve Bermuda's historic records for the long term.
- To continue a planned conservation strategy of archival collections that have been identified for professional preservation treatments.

### **Records Management & Selection**

- To provide secure storage facilities for Government's non-current records.
- To provide records management services and advice to Government departments and agencies.
- To maintain a Records Management Code of Practice.

### **Education, Reference and Research**

- To make important documents of Bermuda's history accessible for research.
- To support the valuable role of the Bermuda Archives through community outreach and education.

*Note: Effective 01 April 2018 Head 19 - Archives will merge with Head 18 - Libraries under a revised Department name Libraries and Archives.*

# HEAD 19 ARCHIVES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE					DIFFERENCE		
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
1901	ARCHIVES						
	29050 ARCHIVAL SERVICES	1,082	1,296	1,296	0	(1,296)	(100)
	<b>TOTAL</b>	<b>1,082</b>	<b>1,296</b>	<b>1,296</b>	<b>0</b>	<b>(1,296)</b>	<b>(100)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE					DIFFERENCE		
OBJECT CODE	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	582	732	733	0	(733)	(100)
	TRANSPORT	2	3	6	0	(6)	(100)
	TRAVEL	2	5	5	0	(5)	(100)
	COMMUNICATIONS	5	7	7	0	(7)	(100)
	PROFESSIONAL SERVICES	49	28	37	0	(37)	(100)
	RENTALS	282	282	282	0	(282)	(100)
	REPAIR AND MAINTENANCE	44	84	77	0	(77)	(100)
	ENERGY	94	116	112	0	(112)	(100)
	MATERIALS & SUPPLIES	22	35	33	0	(33)	(100)
	EQUIPMT. (MAJOR/MINOR CAP)	0	3	3	0	(3)	0
	OTHER EXPENSES	0	1	1	0	(1)	(100)
	<b>TOTAL</b>	<b>1,082</b>	<b>1,296</b>	<b>1,296</b>	<b>0</b>	<b>(1,296)</b>	<b>(100)</b>

## HEAD 19 ARCHIVES - continued

### REVENUE SUMMARY

(1)	REVENUE SOURCE (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
	8307 Photocopy Charges	1	2	2	0	(2)	(100)
	<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>(2)</b>	<b>(100)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
	29050 ARCHIVAL SERVICES	7	9	9	0	(9)	(100)
	<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>(9)</b>	<b>(100)</b>

# HEAD 41 BERMUDA COLLEGE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide a grant to the Board of Governors of Bermuda College in support of post-secondary education and training as provided for in the Bermuda College Act 1974.*

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
4101	GENERAL						
	51000 BDA COLLEGE OPERATING GRANT	15,528	15,481	15,481	15,906	425	3
	<b>TOTAL</b>	<b>15,528</b>	<b>15,481</b>	<b>15,481</b>	<b>15,906</b>	<b>425</b>	<b>3</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	GRANTS AND CONTRIBUTIONS	15,528	15,481	15,481	15,906	425	3
	<b>TOTAL</b>	<b>15,528</b>	<b>15,481</b>	<b>15,481</b>	<b>15,906</b>	<b>425</b>	<b>3</b>

## MISSION STATEMENT

To provide services to employees, employers and job searchers which strengthen the workforce in alignment with international standards, and promote sustainability, and stability within the community.

## DEPARTMENT OBJECTIVES

- To provide soft skills and employability skills training to 20% of Financial Assistance 'Able Bodies Clients'
- To assist the National Workforce Development Committee with the creating, designing and implementation of a Strategic Plan;
- To implement National Occupational Certification for two additional occupations
- To establish and implement Enforcement processes and procedures to align with the National Occupational
- To review the mandate of the National Training Board and make the necessary legislative amendments to align with the National Workforce Strategy

# HEAD 60 WORKFORCE DEVELOPMENT

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19 (\$000) % (7) (8)	
(1)	(2)						
<b>6001 GENERAL ADMINISTRATION</b>							
70000 ADMINISTRATION		523	562	616	586	(30)	(5)
		<b>523</b>	<b>562</b>	<b>616</b>	<b>586</b>	<b>(30)</b>	<b>(5)</b>
<b>6002 LABOUR RELATIONS</b>							
70010 LABOUR RELATIONS ADMIN		145	186	179	0	(179)	(100)
70011 LABOUR RELATIONS		475	368	381	0	(381)	(100)
		<b>620</b>	<b>554</b>	<b>560</b>	<b>0</b>	<b>(560)</b>	<b>(100)</b>
<b>6003 CAREER DEVELOPMENT</b>							
70300 CAREER DEVELOPMENT ADMIN		60	189	189	189	0	0
70400 CAREER DEVELOPMENT		379	412	394	444	50	13
		<b>439</b>	<b>601</b>	<b>583</b>	<b>633</b>	<b>50</b>	<b>9</b>
<b>6004 TRAINING</b>							
70014 TRAINING ADMINISTRATION		238	226	238	239	1	0
70015 CERTIFICATION		497	551	572	615	43	8
70016 APPRENTICESHIP/PROFESSIONAL DEV.		1,807	1,984	1,909	1,776	(133)	(7)
		<b>2,542</b>	<b>2,761</b>	<b>2,719</b>	<b>2,630</b>	<b>(89)</b>	<b>(3)</b>
<b>TOTAL</b>		<b>4,124</b>	<b>4,478</b>	<b>4,478</b>	<b>3,849</b>	<b>(629)</b>	<b>(14)</b>

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,804	1,965	1,965	1,501	(464)	(24)
	WAGES	3	0	0	0	0	0
	TRAINING	27	40	13	14	1	8
	TRAVEL	11	31	30	21	(9)	(30)
	COMMUNICATIONS	17	19	19	19	0	0
	ADVERTISING & PROMOTION	7	12	30	30	0	0
	PROFESSIONAL SERVICES	116	128	189	161	(28)	(15)
	RENTALS	85	85	85	45	(40)	(47)
	REPAIR AND MAINTENANCE	71	69	83	102	19	23
	ENERGY	32	42	42	42	0	0
	MATERIALS & SUPPLIES	75	55	77	69	(8)	(10)
	EQPMT. (MINOR CAPITAL)	2	0	0	0	0	0
	OTHER EXPENSES	0	0	2	2	0	0
	GRANTS AND CONTRIBUTIONS	1,874	2,032	1,943	1,843	(100)	(5)
	<b>TOTAL</b>	<b>4,124</b>	<b>4,478</b>	<b>4,478</b>	<b>3,849</b>	<b>(629)</b>	<b>(14)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8435 Application Fees-NTB	11	1	1	1	0	0
	8436 Certification Fees-NTB	11	27	27	27	0	0
	<b>TOTAL</b>	<b>22</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>0</b>	<b>0</b>

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
70000	ADMINISTRATION	3	3	3	3	0	0
70010	LABOUR RELATIONS ADMIN	2	2	2	0	(2)	(100)
70011	LABOUR RELATIONS	3	3	3	0	(3)	(100)
70014	TRAINING ADMINISTRATION	2	2	2	2	0	0
70015	CERTIFICATION	2	2	2	2	0	0
70016	APPRENTICESHIP/PROFESSIONAL DEV.	3	3	3	3	0	0
70300	CAREER DEVELOPMENT ADMIN	2	2	2	2	0	0
70400	CAREER DEVELOPMENT	4	4	4	4	0	0
<b>TOTAL</b>		<b>21</b>	<b>21</b>	<b>21</b>	<b>16</b>	<b>(5)</b>	<b>(24)</b>



## HEAD 60 WORKFORCE DEVELOPMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 70000 - Administration</b>				
To ensure bills are paid in a timely manner	3 working days	3 working days	3 working days	2 working days
To ensure supplies are ordered/received on a timely basis and the inventory is kept stocked at all times	3 working days	3 working days	3 working days	3 working days
<b>BUSINESS UNIT: 70010 - Labour Relations Admin.</b>				
Input initial client's case data into the case management system within 2 working days of receipt	2 working days	2 working days	2 working days	Transferred to the MOHA
File Clients information on a daily basis	1 working day	1 working day	1 working day	Transferred to the MOHA
Prepare case files for Tribunal hearings within 5 working days of referrals	5 working days	5 working days	5 working days	Transferred to the MOHA
<b>BUSINESS UNIT: 70011 - Labour Relations</b>				
Number of new investigations	93	280	66	Transferred to the MOHA
Number of Employment Tribunals	26	30	22	Transferred to the MOHA
Average costs of Tribunal hearing	\$2,000	\$2,000	\$2,000	Transferred to the MOHA
Number of Arbitrations	10	20	26	Transferred to the MOHA
Average cost of Arbitration hearing	\$1,650	\$964	\$1,000	Transferred to the MOHA
Number of resolved disputes by agreement through conciliation and mediation	55	182	17	Transferred to the MOHA
Percentage of cases resolved through conciliation and mediation	59%	65%	25%	Transferred to the MOHA
<b>BUSINESS UNIT: 70014 - Training Administration</b>				
Input initial client's case data into the Career Information Development System within 2 working days of receipt	2 working days	2 working days	2 working days	2 working days
To ensure arrangements of monthly Board and Committee meetings	N/A	N/A	N/A	10 meetings in 12 months
To assist with the completion of job descriptions following reorganization of the department	N/A	N/A	N/A	Within first 6 months of fiscal year
File clients information contained in a physical file on a weekly basis	weekly	weekly	weekly	weekly
<b>BUSINESS UNIT: 70015 - Certification</b>				
Number of persons sponsored for training	100	100	100	100
Average sponsorship per person	\$1,000	\$700	\$1,600	\$1,600
Number of certifications	50	100	98	100
Number of enforcement investigations	N/A	N/A	N/A	5
Number of apprenticeship	10	20	20	Transferred to 70016

**HEAD 60 WORKFORCE DEVELOPMENT - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 70016 - Apprenticeship/Professional Dev.</b>				
Number of persons sponsored for training	200	100	95	100
Number of apprenticeship	N/A	N/A	N/A	20
Average sponsorship per person	10,000	10,000	10,000	10,000
<b>BUSINESS UNIT: 70300 - Career Development Admin.</b>				
Input initial client's case data into the case management system within 2 working days of receipt	1 working day	2 working days	1 working day	1 working day
Record Clients information on a daily basis	2 working days	1 working day	2 working days	2 working days
<b>BUSINESS UNIT: 70400 - Career Development</b>				
Number of persons assessed for career, skills and aptitude	736	300	500	500
Number of persons participated in employability skills training	400	500	400	500
Number of candidate registrants on electronic job board	9,364	9,500	11,256	12,500
Number of Employers registered on electronic job board	1,524	1,650	1,781	1,950
To increase the number of job referrals	15%	10%	10%	15%
To increase number of job postings on electronic job board	10%	20%	15%	10%
To increase number of employers listing vacancies on job board	17%	50%	10%	10%
Number of persons registered	2,298	2,300	1,500	1,500
Number of new registrants on internal data base	N/A	N/A	N/A	350
Number of persons placed	161	125	125	150
Number of individuals hired through the Job Board	1,000	1,100	1,100	1,750
To increase the number of job applicants by 10%	43%	20%	20%	20%

# MINISTRY OF HEALTH

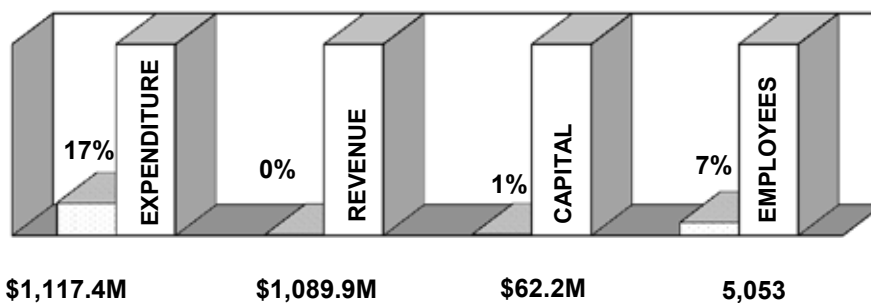


TO ENSURE HEALTHY PEOPLE IN HEALTHY COMMUNITIES.

The Hon. Kim Wilson, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
21	MIN. OF HEALTH HQ	9,415	11,186	11,754	11,488	(266)	(2)
22	DEPT. OF HEALTH	23,767	27,339	25,832	28,912	3,080	12
24	HOSPITALS	145,001	120,200	122,063	145,674	23,611	19
91	HEALTH INSURANCE	7,470	3,995	3,995	3,995	0	0
		<b>185,653</b>	<b>162,720</b>	<b>163,644</b>	<b>190,069</b>	<b>26,425</b>	<b>16</b>
<b>REVENUE (\$000)</b>							
21	MIN. OF HEALTH HQ	152	50	117	115	(2)	(2)
22	DEPT. OF HEALTH	3,551	3,516	3,643	3,606	(37)	(1)
91	HEALTH INSURANCE	7	0	0	0	0	0
		<b>3,710</b>	<b>3,566</b>	<b>3,760</b>	<b>3,721</b>	<b>(39)</b>	<b>(1)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	133	21	261	216		
	DEVELOPMENT	205	245	125	210		
		<b>338</b>	<b>266</b>	<b>386</b>	<b>426</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>325</b>	<b>325</b>	<b>325</b>	<b>344</b>	<b>19</b>	<b>6</b>

FOR DETAILS OF  
SCHEMES SEE  
SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

*To serve as The Policy Directorate for Bermuda's Health System.*

**DEPARTMENT OBJECTIVES**

- Access: All residents have affordable health insurance that enables access to essential health services
- Quality: Health services are safe and effective
- Efficiency: The health system operates efficiently to improve its financial sustainability and population health
- Accountability: The Ministry of Health operates in a way that is accountable, effective and transparent
- Leadership: To provide strategic leadership of the Health System

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>2101 GENERAL</b>							
	31000 GENERAL ADMINISTRATION	1,314	1,557	2,443	1,813	(630)	(26)
	31015 GRANTS ADMINISTRATION	4,854	5,342	5,542	5,342	(200)	(4)
	31020 CORPORATE SERVICES	359	516	486	546	60	12
		<b>6,527</b>	<b>7,415</b>	<b>8,471</b>	<b>7,701</b>	<b>(770)</b>	<b>(9)</b>
<b>2102 OFFICE OF CHIEF MEDICAL OFFICER</b>							
	31030 HEALTHCARE REGISTRATION & REG.	576	589	601	589	(12)	(2)
	31040 EPIDEMIOLOGY & SURVEILLANCE	293	299	300	315	15	5
		<b>869</b>	<b>888</b>	<b>901</b>	<b>904</b>	<b>3</b>	<b>0</b>
<b>2103 NAT'L OFF. OF SENIORS/PHYS. CHALL.</b>							
	31135 AGEING & DISABILITY SERVICES	543	1,016	645	1,023	378	59
	31160 K. MARGARET CARTER CENTRE	1,476	1,867	1,737	1,860	123	7
		<b>2,019</b>	<b>2,883</b>	<b>2,382</b>	<b>2,883</b>	<b>501</b>	<b>21</b>
	<b>TOTAL</b>	<b>9,415</b>	<b>11,186</b>	<b>11,754</b>	<b>11,488</b>	<b>(266)</b>	<b>(2)</b>

## HEAD 21 MINISTRY OF HEALTH HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,871	3,602	3,110	3,671	561	18
	WAGES	363	402	217	323	106	49
	TRAINING	11	21	1	21	20	2,000
	TRANSPORT	28	39	39	39	0	0
	TRAVEL	8	48	6	48	42	700
	COMMUNICATIONS	211	221	178	221	43	24
	ADVERTISING & PROMOTION	9	47	26	11	(15)	(58)
	PROFESSIONAL SERVICES	399	486	819	771	(48)	(6)
	RENTALS	395	466	604	466	(138)	(23)
	REPAIR AND MAINTENANCE	53	137	76	137	61	80
	INSURANCE	106	113	109	113	4	4
	ENERGY	25	57	31	57	26	84
	CLOTHING, UNIFORMS & LAUNDRY	1	1	0	1	1	0
	MATERIALS & SUPPLIES	113	235	160	203	43	27
	EQUIPMT.(MINOR CAPITAL)	5	11	33	27	(6)	(18)
	OTHER EXPENSES	23	37	25	37	12	48
	GRANTS AND CONTRIBUTIONS	4,794	5,263	6,320	5,342	(978)	(15)
	<b>TOTAL</b>	<b>9,415</b>	<b>11,186</b>	<b>11,754</b>	<b>11,488</b>	<b>(266)</b>	<b>(2)</b>

### REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8151 Registration-Doctors	100	6	55	50	(5)	(9)
	8153 Registration-Allied Health	34	4	7	10	3	43
	8155 Registration-Nurses	15	20	53	50	(3)	(6)
	8757 Rentals-General	2	20	2	5	3	150
	8899 Sundry Receipts	1	0	0	0	0	0
	<b>TOTAL</b>	<b>152</b>	<b>50</b>	<b>117</b>	<b>115</b>	<b>(2)</b>	<b>(2)</b>

## HEAD 21 MINISTRY OF HEALTH HQ - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2017/18 vs 2018/19 (7)	% (8)
31000	GENERAL ADMINISTRATION	7	7	7	7	0	0
31020	CORPORATE SERVICES	4	4	4	4	0	0
31030	HEALTHCARE REGISTRATION & REG.	3	3	3	3	0	0
31040	EPIDEMIOLOGY & SURVEILLANCE	3	3	3	3	0	0
31135	AGEING & DISABILITY SERVICES	9	9	9	9	0	0
31160	K. MARGARET CARTER CENTRE	19	19	19	19	0	0
<b>TOTAL</b>		<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>0</b>	<b>0</b>

## HEAD 21 THE MINISTRY OF HEALTH HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 31000 General Administration</b>				
Ensure health insurance rates and medical fees are legislated by 1st April each fiscal year	1-Apr-16	1-Apr-17	1-Jun-17	1-Apr-18
Receipts are deposited into the bank within 72 hrs of intake	72 hrs	72 hrs	72 hrs	72 hrs
<b>BUSINESS UNIT: 31015 Grants Administration</b>				
Number of Grants awarded and total grant amounts given by 31 January	11 grant recipients totaling \$4.85 million	11 grant recipients totaling \$5.31 million	11 grant recipients totaling \$5.31 million	11 grant recipients totaling \$5.31 million
Grantees submitted up to date financials and annual reports by September following fiscal year end	91%	100%	100%	100%
Number of public health scholarships awarded and total funds granted	11 awards totaling \$72,000	10 awards totaling \$72,000	14 awards totaling \$100,000	14 awards totaling \$100,000
Increase number of applicants to Barbara Ball Public Health Scholarship in priority areas (nursing, OT/PT/SLP and social work) by 5%	2016 - 21 out of 60 (35%)	Increase from 21 (out of 59 applicants)	2017 - 17 out of 50 (34%)	Increase from 17 (out of 50 applicants)
<b>BUSINESS UNIT: 31020 Corporate Services</b>				
Implement Bermuda Health Strategy initiatives to reduce/contain Standard Premium Rate and Per Capita Health Expenditure	2016 SPR \$338.07 2015 p/c HE \$11,102	Reduce from: SPR \$338.07 p/c HE \$11,188	2017 SPR \$334 2015 p/c HE \$11,114	SPR <\$343 p/c HE <\$11,317
Number of PATI requests closed, out of total received, processed within legislated timelines	8 (100%)	100%	15 (100%)	100%
<b>BUSINESS UNIT: 31030 Healthcare Registration &amp; Regulation</b>				
% of complete and accurate healthcare professional registration files (internal audit)	61/88 (69 %)	90%	85%	90%
% of professional healthcare Registers published as per legislation	(14/17) 82 %	90%	90%	100%
% of complaints against healthcare professional resolved by professional statutory body within the year	(10/12) 83 %	90%	80%	85%
% of International Health Regulations Core Capacity Components obtained	(18/23) 78%	75%	80%	85%

## HEAD 21 THE MINISTRY OF HEALTH HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 31040 Epidemiology &amp; Surveillance</b>				
Sentinel site reporting rate - average rate (and number) of sentinel sites reporting disease surveillance information within established timeframes	(40/42) 95%	95%	95%	97%
Percentage (and number) of communicable disease investigations (including outbreaks) initiated within established timeframes	(547/597) 92%	95%	95%	98%
Percentage (and number) of epidemiological reports distributed within agreed upon timeframe	(84/89) 94%	90%	90%	95%
<b>BUSINESS UNIT: 31135 Ageing &amp; Disability Services</b>				
Number of strategic initiatives developed	3	6	4	6
Number of presentations delivered to inform or keep informed persons with disabilities on current trends relevant to their disability and improved quality of life	Combined	12	Combined	Combined
Number of awareness events developed or participated in	Combined	18	Combined	Combined
Number of presentation and awareness events developed or participated in to give information to the public regarding seniors and persons with disabilities ( <i>combination</i> )	23	30	26	33
Number of accessibility assessments conducted	62	50	70	45
Number of senior abuse complaints submitted to the Registrar	28	30	32	34
Number of senior abuse investigations	28	16/16 32	28	24
Number of cases managed by case management	186	230	210	220
Number of residential care home complaints received	25	16	28	20
Number of residential care home complaint investigations	25	18/18 36	30	35
Number of residential care home inspections	53	66	63	83
Total number of clients served	Discontinued	310	Discontinued	Discontinued
<b>BUSINESS UNIT: 31160 K. Margaret Carter Centre</b>				
Number and percentage of clients who met their target goals, and achieved satisfactory or better in:				
i. functional	(19)73%	92%	77%	85%
ii. communicative and	(37)73%	85%	76%	82%
iii. social skills	(43)84%	90%	86%	90%
Number and percentage of clients able to effectively use communication devices.	(21)81%	80%	85%	88%



**HEAD 21 THE MINISTRY OF HEALTH HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 31160 K. Margaret Carter Centre - cont.</b>				
Number of clients receiving coordinating OT/PT services	16	15	16	18
Number of clients involved in fitness exercise programs	21	25	25	28
Number of clients participating in Vocational Skills training programs (and the % demonstrating satisfactory or better skills):				
i. community-based work	10(77%)	87%	85%	92%
ii. in-house work	34(83%)	75%	88%	93%
Number of clients participating in the production of in-house contract work (and the % demonstrating satisfactory or better skills)	34(83%)	75%	88%	93%
Number of clients participating in the production of food and crafts (and the % demonstrating satisfactory or better skills)	7(77%)	85%	80%	85%
Number of clients participating in training and employment (and the % demonstrating satisfactory or better skills)	8(88%)	87%	88%	100%
Number of clients participating in the wellness/exercise program (and the % demonstrating satisfactory or better skills)	6(75%)	77%	88%	100%
Number of clients participating in tuck shop/grocery store program utilizing money management and organizational skills (and the % demonstrating satisfactory or better skills)	4(44%)	47%	55%	66%
Number of clients participating in greenhouse/gardening program (and the % demonstrating satisfactory or better skills)	16(73%)	73%	82%	91%
Number of clients participating in music program (and the % demonstrating satisfactory or better skills)	N/A	80%	82%	85%

# HEAD 22 DEPARTMENT OF HEALTH

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*The Department of Health promotes and protects the physical, psychological and social well being of the community, to enable the island's residents to realize their optimum quality of life.*

## DEPARTMENT OBJECTIVES

- To prevent communicable diseases.
- To prevent non-communicable disease.
- To promote a safety culture and reduce injuries.
- To build capacity to undertake the core functions of public health.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2201</b>	<b>COMMUNITY HEALTH</b>						
32000	LEFROY CARE COMMUNITY	4,766	4,774	4,922	4,860	(62)	(1)
32010	COMMUNITY HEALTH ADMIN	942	1,020	1,113	1,020	(93)	(8)
32015	SYLVIA RICHARDSON CARE FAC.	4,694	5,208	4,768	5,856	1,088	23
32020	HEALTH EDUCATION	2	5	3	5	2	67
32030	CHILD HEALTH	1,698	1,739	1,707	1,876	169	10
32040	MATERNAL HEALTH	530	509	617	915	298	48
32050	COMMUNICABLE DISEASE	276	406	381	0	(381)	(100)
32060	COMMUNITY HEALTH	1,532	1,911	1,842	2,184	342	19
32080	PHYSIOTHERAPY	847	1,078	982	1,025	43	4
32090	CLINICAL LABORATORY	263	276	270	276	6	2
32100	SPEECH AND LANGUAGE	1,317	1,555	1,442	1,555	113	8
32110	NUTRITION	182	189	193	189	(4)	(2)
32120	OCCUPATIONAL THERAPY	769	931	948	1,032	84	9
32130	ADULT HEALTH	401	464	306	451	145	47
		<b>18,219</b>	<b>20,065</b>	<b>19,494</b>	<b>21,244</b>	<b>1,750</b>	<b>9</b>

# HEAD 22 DEPARTMENT OF HEALTH - continued

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
						2017/18 vs 2018/19 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2202</b>	<b>ORAL HEALTH</b>						
32150	ORAL HEALTH CONTROL	491	630	351	630	279	79
32155	ORAL HEALTH ADMIN.	229	228	273	228	(45)	(16)
32160	ORAL HEALTH PREVENTION	497	635	451	635	184	41
		<b>1,217</b>	<b>1,493</b>	<b>1,075</b>	<b>1,493</b>	<b>418</b>	<b>39</b>
<b>2203</b>	<b>ENVIRONMENTAL HEALTH</b>						
32170	INSTITUTIONAL HYGIENE	374	615	499	644	145	29
32171	PUBLIC HEALTH NUIS., POLL.	16	28	23	28	5	22
32172	FOOD & BEVERAGE SAFETY	11	41	41	41	0	0
32173	WATER & SANITARY ENG. CTRL.	4	5	5	5	0	0
32175	ENVIRONMENTAL HLTH. ADMIN.	462	811	668	844	176	26
32180	HOUSING CONDITIONS	0	2	2	2	0	0
32190	VECTOR CONTROL	1,424	1,435	1,554	1,604	50	3
32270	OCCUPATIONAL SAFETY & HEALTH	178	240	202	346	144	71
		<b>2,469</b>	<b>3,177</b>	<b>2,994</b>	<b>3,514</b>	<b>520</b>	<b>17</b>
<b>2204</b>	<b>CENTRAL LABORATORY</b>						
32200	FORENSIC ANALYSIS	554	673	646	693	47	7
32210	URINE DRUG TESTING	94	98	98	98	0	0
32220	WATER AND FOOD ANALYSIS	411	429	422	450	28	7
		<b>1,059</b>	<b>1,200</b>	<b>1,166</b>	<b>1,241</b>	<b>75</b>	<b>6</b>
<b>2205</b>	<b>ADMINISTRATION</b>						
32230	ADMINISTRATION	416	946	641	962	321	50
32240	HEALTH PROMOTION	322	329	291	329	38	13
32265	COMPREHENSIVE SCHOOL HEALTH	65	129	171	129	(42)	(25)
		<b>803</b>	<b>1,404</b>	<b>1,103</b>	<b>1,420</b>	<b>317</b>	<b>29</b>
	<b>TOTAL</b>	<b>23,767</b>	<b>27,339</b>	<b>25,832</b>	<b>28,912</b>	<b>3,080</b>	<b>12</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	15,077	18,510	17,055	19,640	2,585	15
	WAGES	3,771	2,632	3,276	2,636	(640)	(20)
	OTHER PERSONNEL COSTS	208	658	179	121	(58)	(32)
	TRAINING	39	47	21	51	30	143
	TRANSPORT	0	2	2	2	0	0
	TRAVEL	74	84	111	81	(30)	(27)
	COMMUNICATIONS	140	142	166	160	(6)	(4)
	ADVERTISING & PROMOTION	51	53	53	15	(38)	(72)
	PROFESSIONAL SERVICES	247	844	1,205	1,743	538	45
	RENTALS	306	394	350	496	146	42
	REPAIR AND MAINTENANCE	831	1,084	851	1,023	172	20
	INSURANCE	77	100	80	100	20	25
	ENERGY	638	822	712	814	102	14
	CLOTHING, UNIFORMS & LAUNDRY	34	55	47	59	12	26
	MATERIALS & SUPPLIES	1,990	1,867	1,584	1,929	345	22
	EQUIPMT.(MINOR CAPITAL)	259	39	73	35	(38)	(52)
	OTHER EXPENSES	25	6	67	7	(60)	(90)
	<b>TOTAL</b>	<b>23,767</b>	<b>27,339</b>	<b>25,832</b>	<b>28,912</b>	<b>3,080</b>	<b>12</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8147 Dental Fees-Children	31	40	30	40	10	33
	8149 Inspection Fees	1	0	1	0	(1)	(100)
	8152 Tobacco Distributor Fees	10	20	10	20	10	100
	8155 Registration-Nurses	36	0	0	0	0	0
	8157 Registration-Day Care	2	3	14	15	1	7
	8163 Patient Fees	2,537	2,742	2,580	2,683	103	4
	8167 Testing Fees	84	60	93	75	(18)	(19)
	8425 Course Fees	12	8	18	8	(10)	(56)
	8457 Licence General	537	399	537	500	(37)	(7)
	8511 Nursery Schools	9	0	22	20	(2)	(9)
	8542 Derat	3	2	9	2	(7)	(78)
	8543 Bait Boxes	20	15	25	15	(10)	(40)
	8544 Snap Traps	2	1	1	1	0	0
	8669 Medication	267	226	303	227	(76)	(25)
	<b>TOTAL</b>	<b>3,551</b>	<b>3,516</b>	<b>3,643</b>	<b>3,606</b>	<b>(37)</b>	<b>(1)</b>

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
32000	LEFROY CARE COMMUNITY	58	58	58	59	1	2
32010	COMMUNITY HEALTH ADMIN	6	6	6	6	0	0
32015	SYLVIA RICHARDSON CARE FAC.	47	47	47	56	9	19
32030	CHILD HEALTH	15	15	15	17	2	13
32040	MATERNAL HEALTH	5	5	5	9	4	80
32050	COMMUNICABLE DISEASE	4	4	4	0	(4)	(100)
32060	COMMUNITY HEALTH	22	22	22	25	3	14
32080	PHYSIOTHERAPY	10	10	10	10	0	0
32090	CLINICAL LABORATORY	2	2	2	2	0	0
32100	SPEECH AND LANGUAGE	15	15	15	15	0	0
32110	NUTRITION	2	2	2	2	0	0
32120	OCCUPATIONAL THERAPY	9	9	9	9	0	0
32130	ADULT HEALTH	2	2	2	2	0	0
32150	ORAL HEALTH CONTROL	6	6	6	6	0	0
32155	ORAL HEALTH ADMIN.	2	2	2	2	0	0
32160	ORAL HEALTH PREVENTION	8	8	8	8	0	0
32170	INSTITUTIONAL HYGIENE	6	6	6	6	0	0
32175	ENVIRONMENTAL HLTH. ADMIN.	6	6	6	6	0	0
32190	VECTOR CONTROL	20	20	20	23	3	15
32200	FORENSIC ANALYSIS	4	4	4	4	0	0
32220	WATER AND FOOD ANALYSIS	3	3	3	3	0	0
32230	ADMINISTRATION	4	4	4	4	0	0
32240	HEALTH PROMOTION	2	2	2	2	0	0
32265	COMPREHENSIVE SCHOOL HEALTH	1	1	1	1	0	0
32270	OCCUPATIONAL SAFETY & HEALTH	2	2	2	3	1	50
<b>TOTAL</b>		<b>261</b>	<b>261</b>	<b>261</b>	<b>280</b>	<b>19</b>	<b>7</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32000 LEFROY CARE COMMUNITY</b>				
Number of falls sustained by elders	18	25	20	15
Number of incidents (not fall related) or errors resulting in harm or injury to elder	0	3	3	2
Number of elders with pressure sores	3	0	3	2
Percentage of elders receiving full medical review annually	100%	100%	100%	100%
<b>BUSINESS UNIT: 32010 COMMUNITY HEALTH ADMIN</b>				
% Return rate of Performance Appraisals and Forward Job Plans to the Department of Human Resources by the specified due date.	94%	100%	94%	100%
Average number of Categories of Need per CSW/Client/Case	5	5	6	6
Percentage of new cases that achieve "closure"	35%	50%	40%	40%
<b>BUSINESS UNIT: 32015 SYLVIA RICHARDSON CARE FACILITY</b>				
Number of falls sustained by elders	44	24	30	30
Number of incidents (not fall related) or errors resulting in harm or injury to elder	8	8	10	10
Number of elders with pressure sores	4	5	5	5
Percentage of elders receiving full medical review annually	100%	100%	100%	100%
<b>BUSINESS UNIT: 32030 CHILD HEALTH</b>				
Percentage of infants and children aged 0-24 months appropriately immunized for age.	77%	95%	90%	85%
Incidence &/or absence of vaccine preventable diseases.	30	25	25	25
Percentage of 5 year old students assessed for health parameters and developmental milestones.	50%	70%	60%	70%
Number of Travel Health Consultations	1188	1,100	1100	1100
Percentage of children aged 5 years who are overweight or obese in our public and private school system.	New	New	New	19%
<b>BUSINESS UNIT: 32040 MATERNAL HEALTH</b>				
Number of clients receiving emergency contraception for pregnancy prevention	364	382	370	375
% of women with an abnormal pap needing referral to a gynecologist	7%	4%	6%	5%
% of babies born with a birth weight of 5lbs or above	91%	95%	95%	95%
Number of family planning visits	2,997	2,550	3,000	3,050

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32050 COMMUNICABLE DISEASE</b>				
# of clients screened for Sexually Transmitted Infections	1,357	2,700	3,100	3,300
# of Health Promotion Activities held	4	2	6	8
% Persons with HIV infection receiving highly active antiretroviral therapy (HAART)	97%	97%	98%	98%
<b>BUSINESS UNIT: 32060 COMMUNITY HEALTH</b>				
Percentage of new mothers contacted by a Health Visitor or Community Health Nurse within 72 hours of discharge from hospital	95%	95%	95%	95%
Percentage of new mothers visited by the Health Visitor within 14 days of delivery	95%	95%	95%	95%
Percentage of clients visited within 48 hours of referral for nursing care ( includes disabled, seniors, chronic non-communicable diseases)	87%	97%	95%	95%
% Social worker referrals for persons 65 years and older	NEW	NEW	NEW	75%
<b>BUSINESS UNIT: 32080 PHYSIOTHERAPY</b>				
Percentage of referrals assessed within established time-frames:				
- Early Intervention (20 working days from date of intake)	70% * 15 days	90%	90%	90%
- School Health (20 working days from date of intake)	75%	95%	95%	95%
- Seniors/Adults (20 working days from date of intake)	60% * 7 days	95%	95%	95%
*Number and percentage of clients demonstrating progress toward functional goals following the first review period				
- Early Intervention (0-4 year old)	80%	85%	85%	85%
- School Health (4 - 18 year old)	80%	85%	85%	85%
- Seniors / Adults	80%	85%	85%	85%
<b>BUSINESS UNIT: 32090 CLINICAL LABORATORY</b>				
Tests performed for 1) Communicable diseases	7,625	8,900	7,800	8,000
2) Non-communicable conditions	976	900	1000	1100
Number of Clients receiving services	95	80	105	120
Number of Antenatal Lab screening tests	1,330	1,120	1,470	1,680
*Proportion of Lab Proficiency Testing that meet Quality standards	97	>95%	>95	>95

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32100 SPEECH AND LANGUAGE</b>				
Percentage of clients referred for assessment who received an assessment within the programme's established time-frame:				
- school-based clients - within 35 days from receipt of referral	28/28 100%	95%	95%	95%
- pre-school clients - within 3 months from receipt of referral	10/153 7% (plus 39 completed by approx. 11 mos)	55%	25%	35%
Number and Percentage of referred clients assessed as needing therapy, who received therapy	364/367 99% partial data 10/11 SLPs	80%	80%	80%
Number and percentage of clients who were seen for reassessment, whose severity rating improved	62/185 33% partial data 10/11 SLPs (3 vacant posts this yr)	45%	30%	30%
<b>BUSINESS UNIT: 32110 NUTRITION</b>				
Proportion of Well Bermuda Partners who adopt and utilize the Eat Well Bermuda Plate	70%	100%	Discontinue	Discontinue
Proportion compliant with the School Nutrition Policy:				
- all government and private primary, middle and high schools	85%	100%	90%	95%
- all schools <b>including pre-schools</b>	90%	100%	95%	95%
Compliance with MNT (Medical Nutrition Therapy diets) at:				
- Rest Homes	78%	100%	80%	85%
- Correctional Facilities	88%	100%	90%	95%



**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32120 OCCUPATIONAL THERAPY</b>				
Percentage of referrals assessed within established time-frames:				
- Early Intervention (20 working days from date of intake)	70% *15 days	90%	90	90
- School Health (20 working days from date of intake)	75%	90%	90	90
- Seniors/Adults (20 working days from date of intake)	70% * 7 days	95%	90	90
*Number and percentage of clients demonstrating progress toward functional goals following the first review period"				
- Early Intervention (0-4 year old)	80%	85%	85%	85%
- School Health (4 - 18 year old)	80%	85%	85%	85%
- Seniors / Adults	80%	85%	85%	85%
<b>BUSINESS UNIT: 32130 ADULT HEALTH</b>				
Number of Westgate Correctional inmate-physician consultations	(Jan - Mar 2017) 262	N/A	1,000	1,000
Percent of all inmates received in Correctional institutions who receive an initial medical evaluation	(Jan - Mar 2017) 100%	95%	85%	95%
Total Number of Forensic Medicine Call-outs outside of regular work	104	120	120	120
Number of after-hours Call-outs for medical assessment detainees at Hamilton Police Station	92	100	100	100
Number of medical services to uniformed officers:				
- Police/Fire/Prison officer Recruitment medicals performed	66	35	50	50
- Police/Fire - physician consultations	104	150	75	Discontinue
<b>BUSINESS UNIT: 32150 ORAL HEALTH CONTROL</b>				
Total number of visits per sub-programme (target population)				
Seniors	713	250	250	250
Children	1,731	1,000	1,000	1,000
Prisoners	143	85	85	85
Special Patients	14	25	25	25
Proportion of patients who demonstrate an improved oral hygiene status at recall.	33.3% Data collection incomplete due to staffing.	>80%	> 50%	>50%
<b>BUSINESS UNIT: 32155 ORAL HEALTH ADMINISTRATION</b>				
➤ Percentage of P5 (≈10yo) children who can demonstrate good oral hygiene technique	94%	> 80%	>80%	>80%
➤ DMFT (decayed, missing, filled teeth) index for school children compared to international guidelines.	2017-2018	<1	<1	<1

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32160 ORAL HEALTH PREVENTION</b>				
Percentage of targeted group receiving oral health instruction (i.e. percentage of classes completed.)	100%	100%	100%	100%
Participation levels in the Fluoride Programme.	72%	>85%	63%	Change
Participation levels in the Screen & Seal Programme.	93%	50%	>50%	>50%
<b>BUSINESS UNIT: 32171 PUBLIC HEALTH NUISANCES</b>				
Number of nuisances by type:				
air quality	10	13	15	20
noise vibration	10	50	10	5
beach pollution	2	2	4	4
<b>BUSINESS UNIT: 32172 FOOD &amp; BEVERAGE SAFETY</b>				
Percentage of food and beverage premises rated compliant with health, hygiene, and safety standards.	Discontinue	100%	Discontinue	Discontinue
Percentage of food & beverage samples compliant with standards or guidelines	95%	100%	80%	100%
Total number of high risk food premises by grade compliant with health, hygiene, and safety standards: 1) A - 90+% 2) B - 80-90% 3) C - 70 - 79%	New	New	New	250 120 10
Number of food hygiene complaints received: Percentage of food hygiene complaints resolved:	New	New	New	350 100%
<b>BUSINESS UNIT: 32173 WATER &amp; SANITARY ENG CONTROL</b>				
Percentage of beaches monitored that meet the EPA recreational seawater criteria of less than 35 Enterococci / 100 ml as a rolling geometric mean calculated over a 30 day period.	100%	100%	90%	100%
Percentage of drinking water samples compliant with standards	Discontinue	75%	Discontinue	Discontinue
Percentage compliance of building applications with standards:				
at design stage (Health review through Planning Dept)	70%	90%	80%	80%
at building stage (plumbing inspections)	80%	90%	90%	95%
Percentage of drinking water samples compliant with standards: 1) Domestic premises 2) Commercial premises 3) Mains supplies	NEW	NEW	NEW	35% 70% 97%
<b>BUSINESS UNIT: 32175 ENVIRONMENTAL HEALTH ADMINISTRATION</b>				
Percentage of customers satisfied with service (new)	N/A	N/A	N/A	80%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32180 HOUSING CONDITIONS</b>				
Percentage of rooming houses rated compliant with health, hygiene, and safety standards:	Discontinue	70%	Discontinue	Discontinue
Percentage of tourism properties rated compliant with health, hygiene, and safety standards:	95%	100%	95%	100%
<b>BUSINESS UNIT: 32190 VECTOR CONTROL</b>				
Percentage of positive mosquito traps	7%	8%	7%	10%
Number of service cells performed by type:-				
(i) Mosquitos	5,516	17,500	7,000	8,000
(ii) Rodents	12,062	19,000	14,000	22,000
<b>BUSINESS UNIT: 32200 FORENSIC ANALYSIS</b>				
Number of seized drugs cases analyzed	379	550	600	650
Percentage of cases completed in 3 month (Revised months)	55	80%	60	80
No. of Toxicology analyses	145	68	100	100
Percentage of cases completed in 3 month (not met due to lab relocation) (Revised months)	12%	80%	30%	50%
No. of Chemistry analyses	0	2	2	2
Percentage of cases completed in one month	0%	100%	100%	100%
No. of Biology analyses	0	7	4	4
Percentage of cases completed in one month	0%	50%	50%	50%
Percentage of staff successfully completing proficiency testing according to SWGDRUG (scientific working group for the analyses of seized drugs)	100%	100%	100%	100%
<b>BUSINESS UNIT: 32210 URINE DRUG TESTING</b>				
Number of urine tests conducted:				
i) urine screens	3,393	3,000	3,100	3,000
ii) urine confirmations	134	150	150	150
Quality of service: Revised Days				
i) % urine screen results provided within 5 working days (aim 90%)	New	New	New	95%
ii) % urine confirmation results provided within 1 month	New	New	New	75%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 32220 WATER AND FOOD ANALYSIS</b>				
Number of water samples analysed and the % of results for routine analyses provided within 5 working days:	3542 (99%)	3,000 (99%)	3,600 (99%)	3,500 (99%)
Number of dairy samples analysed and the % of results for routine analyses provided within 5 working days:	129 (95%)	120 (95%)	120 (95%)	140 (95%)
Number of food samples analyses and the % of results provided within 10 working days:	11 (100%)	10 (80%)	10 (80%)	50 (80%)
<b>BUSINESS UNIT: 32230 ADMINISTRATION</b>				
Percentage return rate of Performance Appraisals and Forward Job Plans to the Department of Human Resources by the specified due date.	88%	90%	75%	90%
<b>BUSINESS UNIT: 32240 HEALTH PROMOTION</b>				
Proportion of action plans developed as part of the national health promotion strategy: Well Bermuda.	78% (14/18)	100% (18/18)	100%	100%
Proportion of public aware of media (radio, television, Facebook, website) campaign and public health messages.	53%	60%	60%	65%
Proportion of public aware of the programmes and services offered by the Department of Health.	49%	65%	60%	65%
<b>BUSINESS UNIT: 32265 COMPREHENSIVE SCHOOL HEALTH</b>				
Percentage and #, of schools taking part in Healthy Schools Programme	97%	97%	90% (28/31)	90% (28/31)?
Proportion of public and private schools that achieve health-related improvements due to Healthy Schools interventions	90% and include 9 govt. preschools	90% and include 9 govt. preschools	90% and include 9 govt. preschools	90% and include 9 govt. preschools
Proportion of wellness clubs/extracurricular activities that demonstrate improved nutrition and time spent in physical activity	96%	96%	90%	95%
Proportion of wellness clubs/extracurricular activities that demonstrate improved nutrition and time spent in physical activity	96%	96%	96%	96%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 32270 OCCUPATIONAL SAFETY &amp; HEALTH</b>				
<b>Total no. of workplace accidents</b>	119	230	179	229
•Falls	35	70	50	70
•Falling Objects	20	75	50	70
•Fatality	2	0	0	0
•Faulty Equipment	60	80	75	85
•Burns	2	3	4	4
Percentage of workplaces inspected that have Safety & Health Committees functioning according to statutory requirements	50	85%	65	75
Total workplace Inspections Completed:	341	630	479	549
Number of and Percentage of Radiation inspections performed	310(100%)	300 (100%)	380(100%)	400(100%)
Number and Percentage of Asbestos Inspections performed	250(100%)	450 (100%)	110(100%)	130(100%)
Number and Percentage of Mold Inspections performed	190(75%)	250 (80%)	360(85%)	450(90%)
Number and Percentage of School Inspections	55(80%)	50 (75%)	55(80%)	55(80%)
Number and Percentage of Rest Home inspections	10(70%)	50 (85%)	20(75%)	20(75%)
Number of Dangerous Occurrences	120	160	200	250

# HEAD 24 HOSPITALS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide free hospital care for the young and the indigent and subsidized hospital care for the elderly. To fund the operation of Mid-Atlantic Wellness Institute.*

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2401</b>	<b>GENERAL</b>						
	34000 KING EDWARD VII MEMORIAL	106,330	82,856	84,719	108,330	23,611	28
	34010 MID-ATLANTIC WELLNESS INSTIT.	38,671	37,344	37,344	37,344	0	0
	<b>TOTAL</b>	<b>145,001</b>	<b>120,200</b>	<b>122,063</b>	<b>145,674</b>	<b>23,611</b>	<b>19</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)	(7)	(8)
	GOVT GRANTS & CONTRIBUTIONS	145,001	120,200	122,063	145,674	23,611	19
	<b>TOTAL</b>	<b>145,001</b>	<b>120,200</b>	<b>122,063</b>	<b>145,674</b>	<b>23,611</b>	<b>19</b>

## HEAD 24 HOSPITALS - continued

NOTE: FOR THE FISCAL YEAR 2018/19 IT IS ESTIMATED THAT THE CATEGORIES FOR CLAIMS WHICH WILL BE APPROVED UNDER PATIENT SUBSIDIES, WILL BE AS FOLLOWS:-

	2017/18		2018/2019
	ORIGINAL ESTIMATE \$	REVISED ESTIMATE \$	SUBSIDY ESTIMATE \$
INDIGENT	2,722,813	3,522,269	4,501,481
AGED	26,195,758	33,887,200	43,308,040
YOUTH	5,886,952	6,022,571	7,696,881
GERIATRIC	<u>7,648,489</u>		
TOTAL INPATIENT SUBSIDY	42,454,012	<u>43,432,040</u>	<u>55,506,402</u>
INDIGENT	2,270,286	2,322,588	2,968,281
AGED	29,941,633	30,631,409	39,147,121
YOUTH	<u>6,216,014</u>	<u>6,359,214</u>	<u>8,127,113</u>
TOTAL OUTPATIENT SUBSIDY	38,427,933	39,313,211	50,242,514
CLINIC	1,974,418	1,974,418	2,581,448
	<u>\$ 82,856,363</u>	<u>\$ 84,719,669</u>	<u>\$ 108,330,364</u>

# HEAD 91 HEALTH INSURANCE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*We will deliver health benefit products with: participant focus, consistency, stakeholder collaboration, coordination of affordable benefits, prudent fiscal & operational management.*

## DEPARTMENT OBJECTIVES

- Administer care management strategy with focus on cost containment, accessibility and quality of care:
  - \* Encompasses care coordination, efficient utilization of services, promotion of healthy lifestyle choices (wellness), and improved disease management.
  - \* Initiatives to develop partnerships to engage customers, collaborate with stakeholders and enhance population health.
- Administer corporate financial and risk management strategies to mitigate departmental risk and more efficiently manage the funds.
- Develop and implement a robust management reporting process to enable better Management decision making.
- Develop, implement and maintain organizational and operations strategy for operational efficiency (e.g. HR, I.T., Security, Privacy)

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>9101</b>	<b>HEALTH INSURANCE ADMINISTRATION</b>						
	101000 GENERAL ADMINISTRATION	7,470	3,995	3,995	3,995	0	0
		<b>7,470</b>	<b>3,995</b>	<b>3,995</b>	<b>3,995</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>7,470</b>	<b>3,995</b>	<b>3,995</b>	<b>3,995</b>	<b>0</b>	<b>0</b>



# HEAD 91 HEALTH INSURANCE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2018/19	
		(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	SALARIES	481	1,497	1,497	1,497	0	0
	TRAINING	7	1	1	1	0	0
	COMMUNICATIONS	24	26	26	26	0	0
	ADVERTISING & PROMOTION	1	1	1	1	0	0
	PROFESSIONAL SERVICES	432	432	432	432	0	0
	REPAIR AND MAINTENANCE	15	16	16	16	0	0
	MATERIALS & SUPPLIES	10	18	18	18	0	0
	OTHER EXPENSES	3,500	0	0	0	0	0
	RECEIPTS CREDITED TO PROG.	0	(1,991)	(1,991)	(1,991)	0	0
	GRANTS & CONTRIBUTIONS	3,000	3,995	3,995	3,995	0	0
	<b>TOTAL</b>	<b>7,470</b>	<b>3,995</b>	<b>3,995</b>	<b>3,995</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2018/19	
		(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	8457 Licence General	7	0	0	0	0	0
	<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	2018/19	
						(7)	%
						(8)	
	101000 GENERAL ADMINISTRATION	19	19	19	19	0	0
	<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>0</b>

## HEAD 91 HEALTH INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>HIP</b>				
Administrative Expense Ratio for the Health Insurance Plan (HIP) (Administrative Expenses by Premiums expressed as a percentage.)	9.4%	10.0%	6.1%	6.1%
Administrative Expense per Policyholder	\$523	\$514	\$343	\$346
Medical Loss Ratio for HIP (Claims Expenses by Premiums and given as a percentage.)	169.7%	169.9%	147.1%	151.5%
Total Claims for HIP	\$29,892,300	\$30,191,600	\$25,791,811	\$26,565,566
Headcount of HIP Policyholders	3,166	3,417	3,134	3,103
Claims per Policyholder (total claims divided by headcount)	\$9,442	\$8,836	\$8,229	\$8,561
Volume of claims	73,032	75,168	76,426	79,978
Percentage claims increase vs. previous year for HIP	0.5%	3.3%	-13.7%	3.0%
<b>FCF</b>				
Administrative Expense Ratio for the Future Care Fund (FCF) (Administrative Expenses by Premiums expressed as a percentage)	6.9%	7.6%	4.4%	4.4%
Administrative Expense per Policyholder	\$417	\$431	\$258	\$245
Medical Loss Ratio for FCF (Claims Expenses by Premiums and given as a percentage)	119.5%	121.6%	112.2%	114.2%
Total Claims for FCF	\$28,591,222	\$30,007,610	\$27,451,338	\$28,274,878.55
Headcount of FCF Policyholders	3,969	4,078	4,167	4,376
Claims per Policyholder (total claims divided by headcount)	\$7,204	\$7,359	\$6,587	\$6,462
Volume of claims	231,556	258,698	267,000	307,869
Percentage claims increase vs. previous year for FCF	20.74%	15.4%	-4.0%	3.0%
<b>MRF</b>				
Administrative Expense Ratio for the Mutual Reinsurance Fund (MRF) (Administrative Expenses by Premiums expressed as a percentage)	0.0%	0.7%	2.2%	2.2%
Medical Loss Ratio for MRF (Claims Expenses by Premiums and given as a percentage)	na	1%	29.3%	30.2%
Total Claims for MRF (ECP)	\$0	\$600,000	\$195,200	\$234,240
Percentage claims increase vs. previous year for MRF (ECP)	0.0%	100%	100%	20%
Total Claims for MRF (DIALYSIS)	\$0	\$0	\$14,255,297	\$14,682,956
Percentage claims increase vs. previous year for MRF (DIALYSIS)	0.0%	100%	100%	3%

## HEAD 91 HEALTH INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BHB Subsidy</b>				
Medical Loss Ratio for Hospital Subsidy (Claims expenses by the amount budgeted for Subsidy expressed as a percentage.)	109.9%	91%	143%	109%
Total Claims for Hospital Subsidy	104,909,000	97,000,000	80,881,945	105,881,945
No. of Participants for Hospital Subsidy	34,620	34,200	34,966	35,316
Claims per Participant (total claims divided by participants)	\$3,030	\$2,836	\$2,313	\$2,998
Volume of claims	245,439	245,868	251,112	256,916
Percentage claims increase vs. previous year for Hospital Subsidy	-2.92%	6.66%	-22.90%	30.91%
<b>Combined HIF FCF and BHB Subsidy</b>				
Number of cases under case management/ care coordination	308	100	600	900
Claims Turn-Around-Time (TAT) except overseas claims (in days)	99% in 14 Days	98% in 14 Days	98% in 14 Days	98% in 14 Days
Claims accuracy as a percentage (all products)	99.00%	99.00%	99.00%	99.00%
New Enrolment administration TAT (in days)	99% in 2 Days	99% in 2 Days	98% in 2 Days	98% in 2 Days
New Enrolment administration accuracy (%)	98.00%	98.00%	98.00%	98.00%
Eligibility changes & adjustments TAT (in days)	98% in 2 Days	98% in 2 Days	98% in 2 Days	98% in 2 Days
Eligibility changes & adjustments accuracy (%)	98.00%	98.00%	98.00%	98.00%

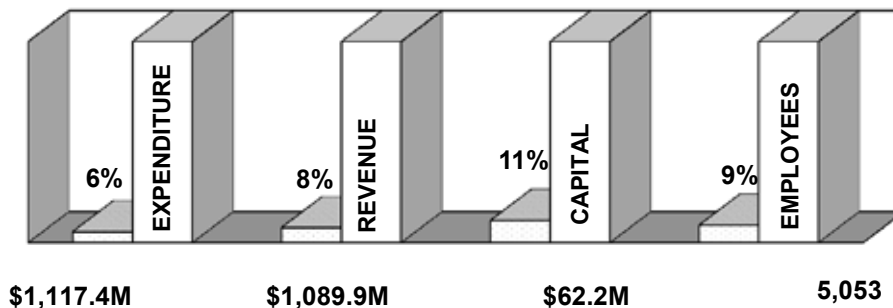
# MINISTRY OF TRANSPORT & REGULATORY AFFAIRS



TO ENSURE THAT BERMUDA HAS A SAFE, ACCESSIBLE, COURTEOUS, ENVIRONMENTALLY RESPONSIBLE AND EFFICIENT TRANSPORTATION SYSTEM THAT MEETS ITS NATIONAL INTEREST. TO PROVIDE FINANCIAL OVERSIGHT AND SUPPORT TO THE BERMUDA TOURISM AUTHORITY.

The Hon. Walter Roban, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
48	MIN. OF TRANSPORT & REGULATORY AFF. HQ	28,033	39,467	44,756	14,395	(30,361)	(68)
30	MARINE & PORTS	20,422	20,097	21,774	20,250	(1,524)	(7)
31	AIRPORT OPERATIONS	19,213	0	0	0	0	0
34	TRANSPORT CONTROL DEPARTMENT	5,284	5,350	5,350	5,375	25	0
35	PUBLIC TRANSPORTATION	20,110	21,615	21,615	21,615	0	0
57	CIVIL AVIATION	4,325	0	0	0	0	0
73	MARITIME ADMINISTRATION	2,467	0	0	0	0	0
89	ENERGY	769	899	899	783	(116)	(13)
		<b>100,623</b>	<b>87,428</b>	<b>94,394</b>	<b>62,418</b>	<b>(31,976)</b>	<b>(34)</b>
<b>REVENUE (\$000)</b>							
48	MIN. OF TRANSPORT & REGULATORY AFF. HQ	767	18,653	22,653	37,800	15,147	67
30	MARINE & PORTS	5,574	6,303	6,043	6,153	110	2
31	AIRPORT OPERATIONS	8,970	0	0	0	0	0
34	TRANSPORT CONTROL DEPARTMENT	29,491	29,033	29,033	30,453	1,420	5
35	PUBLIC TRANSPORTATION	7,335	8,763	7,011	8,190	1,179	17
57	CIVIL AVIATION	14,588	0	0	0	0	0
73	MARITIME ADMINISTRATION	3,180	0	0	0	0	0
89	ENERGY	0	0	0	200	200	0
		<b>69,905</b>	<b>62,752</b>	<b>64,740</b>	<b>82,796</b>	<b>18,056</b>	<b>28</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	2,019	3,637	4,727	4,408		
	DEVELOPMENT	9,764	400	853	2,500		
		<b>11,783</b>	<b>4,037</b>	<b>5,580</b>	<b>6,908</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>439</b>	<b>433</b>	<b>404</b>	<b>443</b>	<b>39</b>	<b>10</b>



Ministry Estimates compared with total Government Estimates

**HEAD 48 MINISTRY OF TRANSPORT & REGULATORY  
AFFAIRS HQ**

**CURRENT  
ACCOUNT  
ESTIMATES**

**MISSION STATEMENT**

To develop effective transportation policy and provide transportation systems that meet the needs of Bermuda's residents and visitors. To direct and support, where necessary, the regulated industry sectors and external Authorities associated with the Ministry.

**DEPARTMENT OBJECTIVES**

Priority objectives include:

- To develop and direct Government transportation policies and programs.
- To undertake a leadership role in ensuring that all facets of the transportation system work together effectively.
- To ensure the cooperation of other Government Ministries impacted by Transport initiatives.
- To provide research assistance to internal departments so Bermuda's public transport system can remain modern, efficient and world-class.
- To develop and direct government policy on energy, broadcasting, the space and satellite industry, and relevant regulated industry sectors.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE	
						2017/18 vs 2018/19 (\$000) (7)	% (8)
<b>4801</b>	<b>ADMINISTRATION</b>						
	58000 ADMINISTRATION	27,681	39,088	44,521	14,251	(30,270)	(68)
	58010 TRANSPORTATION PLANNING TEAM	132	144	0	144	144	0
		<b>27,813</b>	<b>39,232</b>	<b>44,521</b>	<b>14,395</b>	<b>(30,126)</b>	<b>(68)</b>
<b>4802</b>	<b>REGULATORY &amp; POLI/HOTEL ADMIN</b>						
	58020 REGULATORY & POLI/HOTEL ADMIN	220	235	235	0	(235)	(100)
		<b>220</b>	<b>235</b>	<b>235</b>	<b>0</b>	<b>(235)</b>	<b>(100)</b>
	<b>TOTAL</b>	<b>28,033</b>	<b>39,467</b>	<b>44,756</b>	<b>14,395</b>	<b>(30,361)</b>	<b>(68)</b>

# HEAD 48 MINISTRY OF TRANSPORT & REGULATORY AFFAIRS HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
(1)	OBJECT CODE DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		ESTIMATE (\$000) (6)	(\$000) (7)
	SALARIES	675	774	649	676	27	4
	WAGES	87	30	30	30	0	0
	TRAINING	2	7	7	25	18	257
	TRAVEL	63	124	117	122	5	4
	COMMUNICATIONS	11	28	26	32	6	23
	ADVERTISING & PROMOTION	1	1	1	1	0	0
	PROFESSIONAL SERVICES	68	144	811	168	(643)	(79)
	RENTALS	63	15	79	13	(66)	(84)
	REPAIR AND MAINTENANCE	10	13	14	6	(8)	(57)
	ENERGY	0	2	2	3	1	50
	MATERIALS & SUPPLIES	14	19	16	13	(3)	(19)
	EQUIPMT. (MINOR CAPITAL)	8	5	5	0	(5)	(100)
	OTHER EXPENSES	3	5	5	6	1	20
	GRANTS AND CONTRIBUTIONS	27,028	38,300	42,994	13,300	(29,694)	(69)
	<b>TOTAL</b>	<b>28,033</b>	<b>39,467</b>	<b>44,756</b>	<b>14,395</b>	<b>(30,361)</b>	<b>(68)</b>

## REVENUE SUMMARY

REVENUE SUMMARY						DIFFERENCE	
(1)	REVENUE SOURCE (2)	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		ESTIMATE (\$000) (6)	(\$000) (7)
	8108 Civil Aviation Receipts	0	18,000	22,000	19,850	(2,150)	(10)
	8431.05 Cellular Fees	0	0	0	10,155	10,155	0
	8431.06 Miscellaneous Fees	0	0	0	5,315	5,315	0
	8434 Spectrum Band Fees	0	0	0	2,480	2,480	0
	8513 Hotel Licences	0	38	38	0	(38)	(100)
	8521 Cruise Ship Casino Licences	592	615	615	0	(615)	(100)
	8877 Reimbursements	140	0	0	0	0	0
	8889 Sundry Receipts	35	0	0	0	0	0
	<b>TOTAL</b>	<b>767</b>	<b>18,653</b>	<b>22,653</b>	<b>37,800</b>	<b>15,147</b>	<b>67</b>

**HEAD 48 MINISTRY OF TRANSPORT & REGULATORY  
AFFAIRS HQ - continued**

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
58000	ADMINISTRATION	4	4	4	5	1	25
58010	TRANSPORTATION PLANN. TEAM	1	1	1	1	0	0
58020	REGULATORY & POLI/HOTEL ADMIN	3	3	3	0	(3)	(100)
	<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>(2)</b>	<b>(25)</b>

# HEAD 30 MARINE & PORTS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide the necessary services to ensure the safe operation of International Shipping and Local Craft in Bermuda waters, to contribute to the Public Transportation System through the operation of the Ferry Service and to facilitate in marine search and rescue.*

## DEPARTMENT OBJECTIVES

- To provide the essential services in support of seaborne commerce.
- Maintain departmental assets and effectively manage human resources.
- Improve internal processes and public interaction through the use of electronic information and technology.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3006 WEST END (DOCKYARD)</b>							
40040 NAVIGATIONAL AIDS		700	680	716	729	13	2
40140 TUG SERVICE		1,629	1,384	1,496	1,583	87	6
40210 TENDER SERVICE		502	385	484	385	(99)	(20)
40260 DOCKYARD MAINTENANCE		2,747	2,902	3,318	2,878	(440)	(13)
		<b>5,578</b>	<b>5,351</b>	<b>6,014</b>	<b>5,575</b>	<b>(439)</b>	<b>(7)</b>
<b>3007 CENTRAL (HAMILTON OFFICE)</b>							
40090 FERRY SERVICE		9,121	8,434	9,394	7,807	(1,587)	(17)
40150 MOORING & BOAT REG.		249	260	260	277	17	7
40220 ADMINISTRATION		1,866	2,148	2,202	2,418	216	10
		<b>11,236</b>	<b>10,842</b>	<b>11,856</b>	<b>10,502</b>	<b>(1,354)</b>	<b>(11)</b>
<b>3008 EAST END (FORT GEORGE)</b>							
40100 MARITIME SAFETY & SECURITY		1,843	2,095	2,095	2,291	196	9
40180 PILOTAGE SER. OFFSHORE		1,765	1,809	1,809	1,882	73	4
		<b>3,608</b>	<b>3,904</b>	<b>3,904</b>	<b>4,173</b>	<b>269</b>	<b>7</b>
<b>TOTAL</b>		<b>20,422</b>	<b>20,097</b>	<b>21,774</b>	<b>20,250</b>	<b>(1,524)</b>	<b>(7)</b>



## HEAD 30 MARINE & PORTS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,939	3,298	3,240	3,461	221	7
	WAGES	8,600	8,307	9,032	8,646	(386)	(4)
	OTHER PERSONNEL COSTS	70	27	27	27	0	0
	TRAINING	73	100	100	215	115	115
	TRANSPORT	77	35	35	35	0	0
	TRAVEL	50	63	63	93	30	48
	COMMUNICATIONS	109	122	122	122	0	0
	PROFESSIONAL SERVICES	249	246	305	515	210	69
	RENTALS	2,320	1,659	2,259	842	(1,417)	(63)
	REPAIR AND MAINTENANCE	1,506	2,038	1,971	2,021	50	3
	INSURANCE	749	772	772	772	0	0
	ENERGY	2,175	2,423	2,371	2,483	112	5
	CLOTHING, UNIFORMS & LAUNDRY	84	85	85	85	0	0
	MATERIALS & SUPPLIES	1,373	903	1,373	914	(459)	(33)
	OTHER EXPENSES	30	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	18	19	19	19	0	0
	<b>TOTAL</b>	<b>20,422</b>	<b>20,097</b>	<b>21,774</b>	<b>20,250</b>	<b>(1,524)</b>	<b>(7)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8169 Boats-Private	504	520	500	500	0	0
	8171 Boats-Charter	84	87	100	100	0	0
	8173 Boats-Moorings	916	820	900	900	0	0
	8174 Boats-Haulage	0	10	94	94	0	0
	8177 Local Cruises	36	45	25	25	0	0
	8181 Light House Fees	12	0	0	0	0	0
	8183 Port Dues	646	584	584	620	36	6
	8185 Pilotage Fees	975	853	853	853	0	0
	8186 Pilot Detention Fees	31	36	38	36	(2)	(5)
	8187 Ferry Receipts	1,151	2,002	1,600	1,600	0	0
	8188 Seaport Security Passes	0	2	2	0	(2)	(100)
	8457 Licence General	30	20	23	25	2	9
	8763 Tug	1,178	1,324	1,324	1,400	76	6
	8877 Reimbursements	11	0	0	0	0	0
	<b>TOTAL</b>	<b>5,574</b>	<b>6,303</b>	<b>6,043</b>	<b>6,153</b>	<b>110</b>	<b>2</b>

## HEAD 30 MARINE & PORTS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
	40040 NAVIGATIONAL AIDS	9	9	9	9	0	0
	40090 FERRY SERVICE	65	68	68	71	3	4
	40100 MARITIME SAFETY & SECURITY	10	9	9	9	0	0
	40140 TUG SERVICE	15	15	15	15	0	0
	40150 MOORING & BOAT REG.	3	3	3	3	0	0
	40180 PILOTAGE SERV. OFFSHORE	18	18	18	18	0	0
	40210 TENDER SERVICE	4	4	4	4	0	0
	40220 ADMINISTRATION	8	8	9	9	0	0
	40260 DOCKYARD MAINTENANCE	21	21	20	20	0	0
	<b>TOTAL</b>	<b>153</b>	<b>155</b>	<b>155</b>	<b>158</b>	<b>3</b>	<b>2</b>

## HEAD 30 MARINE & PORTS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: Navigational Aids - 40040</b>				
<b>International Standards set by IALA.</b>				
Major Lighthouses need to be working 99.8% of the time	99.82%	100% Expected to Achieve	100%	100%
Other lights, Buoys and Beacons need to be working 99% of the time	99.74%	100% Expected to Achieve	99.52%	100.00%
Availability of Buoys - on Station, need to be 97% of the time	99.83%	100% Expected to Achieve	99.61%	100.00%
Overall performance level required to be 98.6%	99.80%	100% Expected to Achieve	99.68%	100.00%
<b>BUSINESS UNIT: Ferry Service - 40090</b>				
Ferries to operate to the published ferry schedule number of trips 95%	90%	90%	90%	90%
Interrupted services due to mechanical issues (data indicator)	7%	10%	10%	10%
Interrupted services due to inclement weather (data indicator)	4%	3%	3%	3%
Interrupted services due to staff shortage or BIU meetings (data indicator)	4%	2%	3%	3%
<b>BUSINESS UNIT: Maritime Safety &amp; Security - 40100</b>				
Engage non-Government (private sector) vessel use for non-life threatening marine incidents 25% of the time	100%	100%	100%	100%
Reduce the number of emergency satellite beacon false alerts from Bermuda registered vessels and aircraft worldwide by 10%	50%	70%	50%	50%
Decrease the period of time to issue a registration for 406 MHz Beacons from 20 to 14 days	100%	100%	100%	100%
<b>BUSINESS UNIT: Tug Service - 40140</b>				
97% availability for service as required by the shipping industry	93%	98% Expected to Achieve	98%	98%
<b>BUSINESS UNIT: Moorings &amp; Boat Regulations - 40150</b>				
Remove 50% of illegal, unregistered moorings by year end	30%	40%	50%	70%
80% of all moorings re-licensed within the May 31st deadline. The remaining 20% re-licensed within 3 months of the May 31st deadline	80%	80%	80%	80%
Regularize all unlicensed in-water boats	10%	10%	10%	10%

## HEAD 30 MARINE & PORTS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: Pilotage Ser. Offshore - 40180</b>				
International Standards set by:  International Maritime Pilot's Association.				
Availability of pilot boats for arriving and departing ships, aim 100%	94%	99%	98%	97%
Success, on scheduled berthing and unberthing of ships, aim 100%	92%	97%	95%	96%
Overall performance of Pilot Service	95%	99%	98%	98%
<b>BUSINESS UNIT: Tender Service - 40210</b>				
100% Availability for service as required by shipping industry	95%	100% Expected to Achieve	100%	100%
<b>BUSINESS UNIT: Administration - 40220</b>				
To ensure all accounts payables are paid to meet monthly deadlines	95%	95%	95%	95%
100% of required staff CPR/First Aid trained (per Safety and Health regulations)	90%	100%	100%	100%
100% of required staff trained in fire safety (per Safety and Health regulations) (days taken)	85%	100%	100%	100%
<b>BUSINESS UNIT: Dockyard Maintenance - 40260</b>				
1. 100% compliance with Lloyd's Register Survey milestones for dry-docking and machinery surveys	100%	100% Expected to Achieve	100%	100%
2. Undertake the slipping and bottom cleaning of Department vessels at least once during the year	100%	Expected to Achieve 100%	100%	100

# HEAD 31 AIRPORT OPERATIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To satisfy the needs of our customers by facilitating the processing of all passengers and cargo in a safe, secure and proficient manner.*

## DEPARTMENT OBJECTIVES

Priority objectives include:

- "Maintain Airport to International Civil Aviation Organization Category I Status"
- Identify and secure new revenue streams.
- To realize an enhanced organizational framework and aerodrome infrastructure

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3101</b>	<b>TERMINAL OPERATIONS</b>						
	41010 BAGGAGE HANDLING	301	0	0	0	0	0
	41040 SAFETY AND QUALITY MGMT.	546	0	0	0	0	0
	41050 AIR TERMINAL	2,484	0	0	0	0	0
		<b>3,331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3102</b>	<b>AIR OPERATIONS</b>						
	41060 AIR TRAFFIC CONTROL	573	0	0	0	0	0
	41070 METEOROLOGY	1,553	0	0	0	0	0
	41090 GROUND ELECTRONICS	948	0	0	0	0	0
	41160 AIRSIDE OPERATIONS	485	0	0	0	0	0
	41210 SECURITY	4,755	0	0	0	0	0
		<b>8,314</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3103</b>	<b>MAINTENANCE</b>						
	41150 MAINTENANCE & ENGINEER	4,296	0	0	0	0	0
		<b>4,296</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3104</b>	<b>FINANCE &amp; ADMINISTRATION</b>						
	41190 FINANCE & ADMINISTRATION	3,272	0	0	0	0	0
		<b>3,272</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>19,213</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HEAD 31 AIRPORT OPERATIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,435	0	0	0	0	0
	WAGES	579	0	0	0	0	0
	OTHER PERSONNEL COSTS	55	0	0	0	0	0
	TRAINING	20	0	0	0	0	0
	TRANSPORT	8	0	0	0	0	0
	COMMUNICATIONS	125	0	0	0	0	0
	ADVERTISING & PROMOTIONS	628	0	0	0	0	0
	PROFESSIONAL SERVICES	10,731	0	0	0	0	0
	RENTALS	842	0	0	0	0	0
	REPAIR AND MAINTENANCE	1,132	0	0	0	0	0
	INSURANCE	240	0	0	0	0	0
	ENERGY	2,206	0	0	0	0	0
	CLOTHING, UNIFORMS & LAUNDRY	12	0	0	0	0	0
	MATERIALS & SUPPLIES	149	0	0	0	0	0
	EQUIPMT. (MINOR CAPITAL)	3	0	0	0	0	0
	OTHER EXPENSES	48	0	0	0	0	0
	<b>TOTAL</b>	<b>19,213</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HEAD 31 AIRPORT OPERATIONS - continued

### REVENUE SUMMARY

REVENUE SOURCE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
						2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	8105 Aviation Security Fees	2,407	0	0	0	0	0
	8106 Airport Improvement Fees	(2,230)	0	0	0	0	0
	8199 Commercial Passenger	1,478	0	0	0	0	0
	8201 Commercial Aircraft	324	0	0	0	0	0
	8203 Gen. Aviation Passenger	8	0	0	0	0	0
	8205 Gen. Aviation Aircraft	157	0	0	0	0	0
	8209 Landing Fees Commercial	2,532	0	0	0	0	0
	8211 Landing Fees Gen. Aviation	628	0	0	0	0	0
	8219 Vehicle Parking	320	0	0	0	0	0
	8221 Electricity Service Charge	353	0	0	0	0	0
	8229 Aircraft Parking	29	0	0	0	0	0
	8769 Air Terminal Building	10	0	0	0	0	0
	8777 Specialty Retail	45	0	0	0	0	0
	8779 Food & Beverage	348	0	0	0	0	0
	8781 Advertising	138	0	0	0	0	0
	8785 Executive Lounge	34	0	0	0	0	0
	8787 Duty Free Sales	568	0	0	0	0	0
	8789 Fuel	425	0	0	0	0	0
	8791 Other	173	0	0	0	0	0
	8809 Air Terminal	179	0	0	0	0	0
	8811 Freight/Transport Offices	112	0	0	0	0	0
	8813 Office Space	494	0	0	0	0	0
	8815 Fixed Base Operator	189	0	0	0	0	0
	8817 Hangar	139	0	0	0	0	0
	8889 Sundry Receipts	110	0	0	0	0	0
	<b>TOTAL</b>	<b>8,970</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HEAD 31 AIRPORT OPERATIONS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
	41010 BAGGAGE HANDLING	5	0	0	0	0	0
	41040 SAFETY AND QUALITY MGMT.	6	0	0	0	0	0
	41050 AIR TERMINAL	8	0	0	0	0	0
	41150 MAINTENANCE & ENGINEER	11	0	0	0	0	0
	41160 AIRSIDE OPERATIONS	2	0	0	0	0	0
	41190 FINANCE & ADMINISTRATION	8	0	0	0	0	0
	41210 SECURITY	2	0	0	0	0	0
	<b>TOTAL</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# HEAD 34 TRANSPORT CONTROL DEPARTMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide excellent service to our customers on a timely basis thereby ensuring both customer satisfaction and an efficient transport regulatory environment which contributes to the safety of Bermuda's motoring public.*

## DEPARTMENT OBJECTIVES

- To maintain existing customer service standards.
- To regulate and control the number, size and quality of all vehicles and their operations.
- To review and modernise Motor Car and Road Traffic legislation.
- To develop an improved public transportation network utilising modern technology.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3401</b>	<b>GENERAL</b>						
	44000 EXAMINATION	548	550	550	623	73	13
	44040 REGISTRATION	1,035	792	792	744	(48)	(6)
	44090 ROAD SAFETY	147	148	148	163	15	10
	44110 TRAFFIC CONTROL	470	752	752	582	(170)	(23)
	44210 ADMINISTRATION	3,084	3,108	3,108	3,263	155	5
	<b>TOTAL</b>	<b>5,284</b>	<b>5,350</b>	<b>5,350</b>	<b>5,375</b>	<b>25</b>	<b>0</b>

# HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,323	2,381	2,381	2,601	220	9
	TRAINING	54	61	61	58	(3)	(5)
	TRANSPORT	8	0	0	0	0	0
	TRAVEL	1	8	8	5	(3)	(38)
	COMMUNICATIONS	67	83	83	78	(5)	(6)
	ADVERTISING & PROMOTION	3	3	3	4	1	33
	PROFESSIONAL SERVICES	2,113	2,223	2,223	2,230	7	0
	RENTALS	43	7	7	7	0	0
	REPAIR AND MAINTENANCE	141	194	194	128	(66)	(34)
	INSURANCE	3	5	5	5	0	0
	ENERGY	117	150	150	143	(7)	(5)
	CLOTHING, UNIFORMS & LAUNDRY	5	10	10	6	(4)	(40)
	MATERIALS & SUPPLIES	111	148	148	79	(69)	(47)
	OTHER EXPENSES	284	66	66	6	(60)	(91)
	GRANTS AND CONTRIBUTIONS	11	11	11	25	14	127
	<b>TOTAL</b>	<b>5,284</b>	<b>5,350</b>	<b>5,350</b>	<b>5,375</b>	<b>25</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	0	4	4	4	0	0
	8385 Vehicles-Four Wheel	356	339	339	339	0	0
	8389 Exam Fees-2 wheel	629	600	600	600	0	0
	8391 Exam Fees-4 wheel	1,028	994	994	994	0	0
	8395 Certificate of Competency	181	183	183	183	0	0
	8465 Auxiliary Cycle	271	280	280	280	0	0
	8467 Motor Cycle	1,667	1,634	1,634	1,734	100	6
	8471 Private Car	18,040	17,831	17,832	18,790	958	5
	8473 Commercial Vehicle	4,931	4,741	4,741	5,000	259	5
	8475 Trailer	104	108	108	108	0	0
	8477 Miscellaneous Vehicles	18	5	4	5	1	25
	8479 Licence Plate & Stickers	177	179	179	179	0	0
	8480 Truck Permit Fees	471	598	598	700	102	17
	8481 Driving Permits	663	613	613	613	0	0
	8483 Photo.Drivers Licence	828	924	924	924	0	0
	8889 Sundry Receipts	127	0	0	0	0	0
	<b>TOTAL</b>	<b>29,491</b>	<b>29,033</b>	<b>29,033</b>	<b>30,453</b>	<b>1,420</b>	<b>5</b>

# HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
	44000 EXAMINATION	7	7	7	8	1	14
	44040 REGISTRATION	13	13	13	13	0	0
	44090 ROAD SAFETY	1	1	1	1	0	0
	44110 TRAFFIC CONTROL	7	7	8	9	1	13
	44210 ADMINISTRATION	6	5	5	9	4	80
	<b>TOTAL</b>	<b>34</b>	<b>33</b>	<b>34</b>	<b>40</b>	<b>6</b>	<b>18</b>

## HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 44090 ROAD SAFETY</b>				
To maintain the pass rate for project ride students at 90%	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44110 TRAFFIC CONTROL</b>				
To keep response time to abandoned vehicle reports to under 10 business days	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44000 EXAMINATION</b>				
To provide a driving test appointment within 10 business days of requested date. Target 90% of requests	Not Achieved	Expected to Achieve	Expected Not to Achieve	Expected to Achieve
To conduct a minimum of 10 random vehicle inspection audits per week and ensure corrective measures taken	Not Achieved	Expected to Achieve	Expected Not to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44040 REGISTRATION</b>				
To serve 75% of all customers within 30 mins	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44210 ADMINISTRATION</b>				
To answer 60% of all incoming calls to the Call Centre within 5 minutes	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
To process invoices for accounts receivables within 5 business days	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
To process accounts payables within 5 business day of receiving invoice	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve

# HEAD 35 PUBLIC TRANSPORTATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide professional, safe, affordable, reliable and comfortable public bus transportation.*

## DEPARTMENT OBJECTIVES

- \* To ensure buses operate according to the published schedule.
- \* To maintain the fleet in accordance with manufacturer specifications.
- \* To ensure buses are safe and comfortable.
- \* To continue to work toward a more cost effective and efficient schedule.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2018/19	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3501</b>	<b>TRANSPORTATION</b>						
	45000 AUXILIARY BUS SERVICES	142	151	151	151	0	0
	45010 BUS OPERATIONS	10,163	10,896	10,975	10,367	(608)	(6)
		<b>10,305</b>	<b>11,047</b>	<b>11,126</b>	<b>10,518</b>	<b>(608)</b>	<b>(5)</b>
<b>3502</b>	<b>MAINTENANCE</b>						
	45090 REPAIR SERVICING	5,192	5,494	5,494	5,697	203	4
	45115 INVENTORY MANAGEMENT	2,196	1,996	1,916	2,060	144	8
		<b>7,388</b>	<b>7,490</b>	<b>7,410</b>	<b>7,757</b>	<b>347</b>	<b>5</b>
<b>3503</b>	<b>ADMINISTRATION</b>						
	45120 ADMINISTRATION	1,708	2,287	2,288	2,460	172	8
	45200 MANAGEMENT SUPPORT	709	791	791	880	89	11
		<b>2,417</b>	<b>3,078</b>	<b>3,079</b>	<b>3,340</b>	<b>261</b>	<b>8</b>
	<b>TOTAL</b>	<b>20,110</b>	<b>21,615</b>	<b>21,615</b>	<b>21,615</b>	<b>0</b>	<b>0</b>

# HEAD 35 PUBLIC TRANSPORTATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,412	2,904	2,904	3,319	415	14
	WAGES	13,049	12,875	12,875	12,271	(604)	(5)
	TRAINING	26	25	25	75	50	200
	TRANSPORT	71	65	145	75	(70)	(48)
	TRAVEL	2	15	15	25	10	67
	COMMUNICATIONS	85	72	72	72	0	0
	ADVERTISING & PROMOTION	5	5	5	5	0	0
	PROFESSIONAL SERVICES	367	595	595	647	52	9
	RENTALS	180	202	202	203	1	0
	REPAIR AND MAINTENANCE	543	508	508	627	119	23
	INSURANCE	191	200	200	200	0	0
	ENERGY	1,928	2,110	2,110	2,150	40	2
	CLOTHING, UNIFORMS & LAUNDRY	47	40	40	40	0	0
	MATERIALS & SUPPLIES	1,140	1,933	1,853	1,847	(6)	(0)
	EQUIPMT. (MINOR CAPITAL)	13	5	5	8	3	60
	OTHER EXPENSES	51	61	61	51	(10)	(16)
	<b>TOTAL</b>	<b>20,110</b>	<b>21,615</b>	<b>21,615</b>	<b>21,615</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8679 Passes	2,927	4,679	3,677	3,725	48	1
	8681 Tickets	946	900	900	1,065	165	18
	8683 Tokens	718	365	365	1,000	635	174
	8685 Cash	1,246	1,500	1,250	1,250	0	0
	8687 Charter	37	1,000	500	500	0	0
	8689 Sightseeing	761	0	0	0	0	0
	8691 Passes - Post Offices	301	158	158	300	142	90
	8693 Tickets - Post Offices	346	148	148	300	152	103
	8699 Advertising	53	13	13	50	37	285
	<b>TOTAL</b>	<b>7,335</b>	<b>8,763</b>	<b>7,011</b>	<b>8,190</b>	<b>1,179</b>	<b>17</b>

## HEAD 35 PUBLIC TRANSPORTATION - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2017/18 vs 2018/19 (7)	% (8)
45000	AUXILIARY BUS SERVICES	2	2	2	2	0	0
45010	BUS OPERATIONS	142	166	148	162	14	9
45090	REPAIR SERVICING	38	47	36	50	14	39
45115	INVENTORY MANAGEMENT	2	2	2	4	2	100
45120	ADMINISTRATION	3	4	3	4	1	33
45200	MANAGEMENT SUPPORT	12	13	13	14	1	8
<b>TOTAL</b>		<b>199</b>	<b>234</b>	<b>204</b>	<b>236</b>	<b>32</b>	<b>16</b>

## HEAD 35 PUBLIC TRANSPORTATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 45010 Bus Operations</b>				
Achieve a target of less than 5 accidents per month.	N/A	N/A	N/A	N/A
Minimize accidents per month to less than:	11.5	8	10	8
Achieve a target of less than 3 complaints per month.	N/A	N/A	N/A	N/A
Achieve a target of less than 3 staff complaints per month.	3	3	3	3
Reduce the number cancelled trips per week to 10.	N/A	N/A	N/A	N/A
Reduce the number cancelled trips due to operator deployment per week to 10.	10	10	10	N/A
Maintain charter/sightseeing bookings at approximately 1,400 charters per annum.	N/A	N/A	N/A	N/A
<b>BUSINESS UNIT: 45090 - Repair Servicing</b>				
Maintain the number of buses in service daily at 85% of the total fleet.	N/A	N/A	N/A	N/A
Maintain the number of buses in service daily at 80% of the total fleet.	55%	80%	50%	80%
Reduce the number of road calls to less than 1 per week.	N/A	N/A	N/A	N/A
Respond to road calls within 1 hour	1 hr	1 hr	1 hr	1 hr
Ensure that 100% of the fleet completes the full preventative maintenance as scheduled.	N/A	N/A	N/A	N/A
Service every bus every 90 days	65%	100%	50%	100%
<b>BUSINESS UNIT: 45115 - Inventory Management</b>				
Maintain inventory loss due to shrinkage of less than 3% per annum.	N/A	N/A	N/A	N/A
Ensure stock out of any part is less than or equal to 5%	N/A	N/A	N/A	N/A
Complete 4 rolling counts of inventory per annum	1	4	1	2
Procurement process time from requisition to order target:	5 days	2 days	5 days	2 days
<b>BUSINESS UNIT: 45120 - Administration</b>				
Maintain a weighted average age of the bus fleet of <7 years	9.86 years	≤7 years	9.5 years	N/A
Maintain a revenue to expense ratio of 40% or greater.	N/A	N/A	N/A	N/A
Decrease total operational expense per revenue mile to <\$12.75.	N/A	N/A	N/A	N/A
Address identified occupational, safety and health issues. Target:	N/A	N/A	N/A	5
Complete customer service training for front line staff. Target:	N/A	N/A	N/A	50%



**HEAD 35 PUBLIC TRANSPORTATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 45200 - Management Support</b>				
Receipt and deposit all cash from fares and sale of fare media daily.	100%	100%	100%	100%
Prepare weekly and monthly payroll register with 100% accuracy.	90%	100%	100%	N/A
Prepare 100% of vendor invoices for payment within 2 days of receipt.	50%	100%	100%	N/A
Process vendor payments within target period.	N/A	N/A	N/A	5 days
Produce detailed performance reports each month by the 12th	50%	100%	50%	100%
Produce detailed performance reports each month by the 15th	N/A	N/A	N/A	100%

# HEAD 57 CIVIL AVIATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*The mission of the Bermuda Department of Civil Aviation (BDCA) is to collaboratively, with our industry partners, we develop and implement clear regulations, procedures and standards throughout the Bermuda civil aviation industry. Our approach is to be responsive, proactive and pragmatic to continuously improve safety.*

## DEPARTMENT OBJECTIVES

- Transition to a semiautonomous business model.
- Increase the number of aircraft that are currently on the Private Aircraft register.
- Diversify the Register of Aircraft by developing more Article 83bis Agreements with International Civil Aviation Organisation (ICAO) Contracting States.
- Adapt BDCA's structure and business processes to enable the responsive delivery of its services to a steadily growing demand.
- Staff with an appropriate number of qualified and proficient personnel in line with the approved organization chart.
- Ensure that response times in the Bermuda Regulatory Response Standards are achieved.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2016/17	2017/18	2017/18	2018/19	2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2018/19	%
		(3)	(4)	(5)	(6)	(\$000)	(8)
<b>5701</b>	<b>ADMINISTRATION &amp; REGULATION</b>						
	67000 AIRWORTHINESS	1,890	0	0	0	0	0
	67010 POLICY & ADMINISTRATION	1,750	0	0	0	0	0
	67020 OPERATIONS	560	0	0	0	0	0
	67030 REGISTRATIONS	125	0	0	0	0	0
	<b>TOTAL</b>	<b>4,325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HEAD 57 CIVIL AVIATION - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,354	0	0	0	0	0
	WAGES	29	0	0	0	0	0
	OTHER PERSONNEL COSTS	18	0	0	0	0	0
	TRAINING	20	0	0	0	0	0
	TRAVEL	174	0	0	0	0	0
	COMMUNICATIONS	73	0	0	0	0	0
	ADVERTISING & PROMOTION	22	0	0	0	0	0
	PROFESSIONAL SERVICES	2,235	0	0	0	0	0
	RENTALS	101	0	0	0	0	0
	REPAIR AND MAINTENANCE	62	0	0	0	0	0
	INSURANCE	209	0	0	0	0	0
	MATERIALS & SUPPLIES	14	0	0	0	0	0
	EQUIPMT. (MINOR CAPITAL)	6	0	0	0	0	0
	OTHER EXPENSES	8	0	0	0	0	0
	<b>TOTAL</b>	<b>4,325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8225 Regulatory Inspection Fees	1,024	0	0	0	0	0
	8227 Regulatory Fees-Other	13,550	0	0	0	0	0
	8239 Register of Mortgages	14	0	0	0	0	0
	<b>TOTAL</b>	<b>14,588</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 73 MARITIME ADMINISTRATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*The mission of the Department of Maritime Administration (DMA) is to operate a world class, quality shipping registry for the benefit of Bermuda ship owners and other entities who qualify under the Merchant Shipping Legislation for registering ships under the Bermuda flag. The DMA will develop policies and procedures that promote safety and security at sea, help control and prevent marine pollution, improve Seafarer's Standards, and provide an efficient, responsible and friendly ship registration and survey services to the shipping community.*

## DEPARTMENT OBJECTIVES

- Transition to a new semi autonomous business model.
- Increase the department's operational and promotional activities, using both local and overseas based resources.
- Assist the relevant Ministries and Departments of the Bermuda Government to meet the requirements of the IMO Code relating to implementation of IMO Instruments (Triple I Code).
- Continue to meet the REG policy and quality requirements relating to operation of the Bermuda's Category One (CAT 1) Shipping Registry.
- Provide general administration of the Registry.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>7301 GENERAL</b>							
83000 REGISTRATION OF SHIPS		2,467	0	0	0	0	0
<b>TOTAL</b>		<b>2,467</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 73 MARITIME ADMINISTRATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	402	0	0	0	0	0
	WAGES	77	0	0	0	0	0
	TRAVEL	104	0	0	0	0	0
	COMMUNICATIONS	33	0	0	0	0	0
	PROFESSIONAL SERVICES	1,726	0	0	0	0	0
	INSURANCE	85	0	0	0	0	0
	MATERIALS & SUPPLIES	36	0	0	0	0	0
	OTHER EXPENSES	4	0	0	0	0	0
	<b>TOTAL</b>	<b>2,467</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8189 Shipping Registration Fees	176	0	0	0	0	0
	8191 Service Fees	343	0	0	0	0	0
	8193 Annual Tonnage Fees	1,714	0	0	0	0	0
	8195 Survey Fees	832	0	0	0	0	0
	8877 Reimbursements	115	0	0	0	0	0
	<b>TOTAL</b>	<b>3,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 89 ENERGY

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*We develop energy policy and legislation which enables a secure energy future for Bermuda.*

## DEPARTMENT OBJECTIVES

- To refine electricity policy, legislation and regulations to help improve its provision, procurement and use.
- To develop fuel policy, legislation and regulations to help improve its provision, procurement and use.
- To facilitate investment in energy technologies for the Bermuda energy sector.
- To continue to educate the public on energy matters.
- To develop and support initiatives within the Public Service that enable Government to lead by example and help reduce operating costs.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>8901 GENERAL</b>							
99000 ADMINISTRATION		769	899	899	783	(116)	(13)
	<b>TOTAL</b>	<b>769</b>	<b>899</b>	<b>899</b>	<b>783</b>	<b>(116)</b>	<b>(13)</b>

# HEAD 89 ENERGY - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	359	359	359	368	9	3
	TRAINING	0	5	5	5	0	0
	TRAVEL	11	10	10	10	0	0
	COMMUNICATIONS	2	5	5	5	0	0
	ADVERTISING & PROMOTION	34	70	70	50	(20)	(29)
	PROFESSIONAL SERVICES	362	440	440	335	(105)	(24)
	REPAIR AND MAINTENANCE	0	1	1	1	0	0
	MATERIALS & SUPPLIES	1	9	9	9	0	0
	<b>TOTAL</b>	<b>769</b>	<b>899</b>	<b>899</b>	<b>783</b>	<b>(116)</b>	<b>(13)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8655 Electricity	0	0	0	200	200	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
		(3)	(4)	(5)	(6)		
	<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>

## HEAD 89 ENERGY - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 99000 - Administration</b>				
Provide administrative and police support to the facilitate all initiatives of the 2011 Energy White Paper	All queries answered	All queries answered	All queries answered	All queries answered
Develop legislative changes necessary to migrate the responsibilities of the Energy Commission to the Regulatory Authority by the first quarter of 2014. THIS IS NOW AN OBSOLETE PERFORMANCE MEASURE.	RA was empowered to assume responsibility for Electricity Regulation in October 2015.	-	Discontinued	Discontinued
Develop policy and legislation of fuels.	Policy being reviewed internally as of 11/17	Fuels Bill tabled by second quarter of FY 2017/2018	Fuels Bill to be tabled in Q2 of FY 2018/19	RA to commence regulation of fuels sector by Q4 2018/19
Continue the Public Education and awareness campaign to promote energy efficiency and conservation, and awareness around other key energy issues.*	Energy Summit held in Nov. 2017. Stakeholder consultations were held in April 2017 for the National Fuels Policy	Energy Summit to be held in the third quarter of FY 2017/18	Additional workshop to be held for the hospitality sector in the last quarter of FY 2017/18	Stakeholder consultations to be held for the IRP process; Energy Summit 2018 to be held in November 2018.
Facilitate the progress of the Solar PV project on the 'Finger' at the LF Wade International Airport.*	Successful procurement process completed, and negotiations commenced with successful bidder.	-	Construction to commence in the first quarter of FY 2018/19	Project completion on or before third quarter of FY2018/19
Facilitate the procurement of an energy management or energy services company to assist with reduction of energy expenditure in Government buildings.*	-	-	-	Service provider selected by Q3 of 2018/19

\* This performance measure will be initiated starting the year 2018/19



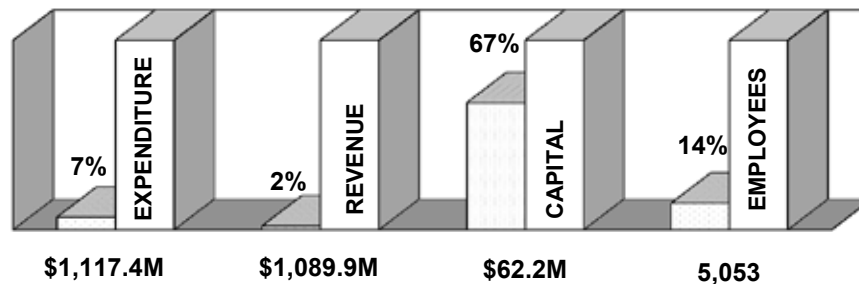
# MINISTRY OF PUBLIC WORKS



TO MANAGE ALL PUBLIC WORKS AND AMENITIES.

The Hon. Lt. Col. David Burch, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
36	MIN. OF PUBLIC WORKS HQ	12,096	5,186	4,742	5,931	1,189	25
49	LAND VALUATION	662	791	678	787	109	16
53	BERMUDA HOUSING CORP	6,050	6,050	6,050	6,050	0	0
68	PARKS	8,529	10,002	7,766	9,808	2,042	26
81	PUBLIC LANDS & BUILDINGS	19,415	19,641	18,739	19,507	768	4
82	WORKS & ENGINEERING	31,988	32,279	29,863	30,588	725	2
97	LAND TITLE & REGISTRATION	880	1,069	982	1,297	315	32
		<b>79,620</b>	<b>75,018</b>	<b>68,820</b>	<b>73,968</b>	<b>5,148</b>	<b>7</b>
<b>REVENUE (\$000)</b>							
36	MIN. OF PUBLIC WORKS HQ	17	31	3	5	2	67
49	LAND VALUATION	1	6	2	6	4	200
68	PARKS	93	68	31	88	57	184
81	PUBLIC LANDS & BUILDINGS	1,810	5,545	3,200	2,829	(371)	(12)
82	WORKS & ENGINEERING	9,099	16,532	15,477	16,715	1,238	8
97	LAND TITLE & REGISTRATION	0	501	124	625	501	404
		<b>11,020</b>	<b>22,683</b>	<b>18,837</b>	<b>20,268</b>	<b>1,431</b>	<b>8</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,161	4,715	3,284	4,638		
	DEVELOPMENT	36,518	37,738	33,181	37,011		
		<b>37,679</b>	<b>42,453</b>	<b>36,465</b>	<b>41,649</b>		
							<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>
<b>EMPLOYEE NUMBERS</b>							
		<b>598</b>	<b>700</b>	<b>581</b>	<b>707</b>	<b>126</b>	<b>22</b>



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

*The Ministry of Public Works Headquarters provides integrated support to member Departments to preserve consistent, efficient and effective outcomes.*

**DEPARTMENT OBJECTIVES**

- To provide management oversight for the Ministry of Public Works. The Department ensures that the Minister's policy objectives are met and is responsible for the implementation of the ministry's strategic plan, yearly business plan, management of internal audits and any other projects
- To provide financial management, financial controls and budgetary support for all Ministry of Public Works operations.
- To effectively manage the Human Resource Management policies and practices for all Ministry of Public Works departments
- To provide an effective and efficient record keeping system including current and archived information.
- To manage an effective Supply Chain to support all Ministry of Public Works operations and projects.
- To manage and maintain Ministry of Public Works specific telecommunications system including related infrastructure and inventory.
- To manage and maintain the Safety and Health Management system for all Ministry of Public Works departments by providing periodic risk assessments and analysis for minimizing risk in all operational areas.
- To provide architectural and design services required to support the delivery of Government projects at a lower cost compared to the private sector.
- To manage the provision of planning design requirements for projects associated with the Government's rented facilities.

# HEAD 36 MINISTRY OF PUBLIC WORKS HQ

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19 (\$000) % (7) (8)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3601 HEAD OFFICE ADMINISTRATION</b>							
46111	ADMINISTRATION	4,806	899	612	1,879	1,267	207
46112	CENTRAL FILING	176	238	242	241	(1)	(0)
46998	HURRICAN RELIEF - PW HQ	2,058	0	0	0	0	0
		<b>7,040</b>	<b>1,137</b>	<b>854</b>	<b>2,120</b>	<b>1,266</b>	<b>148</b>
<b>3610 ACCOUNTS</b>							
46030	FINANCE MGMT	808	918	942	936	(6)	(1)
		<b>808</b>	<b>918</b>	<b>942</b>	<b>936</b>	<b>(6)</b>	<b>(1)</b>
<b>3611 PURCHASING</b>							
46113	PURCHASING ADMINISTRATION	190	483	411	488	77	19
46114	SUPPLY STORES	1,988	758	649	736	87	13
		<b>2,178</b>	<b>1,241</b>	<b>1,060</b>	<b>1,224</b>	<b>164</b>	<b>15</b>
<b>3612 TELECOMMUNICATIONS</b>							
46065	TELEPHONE OPERATIONS	136	0	0	0	0	0
46115	TELEPHONE MAINTENANCE	956	1,021	787	883	96	12
		<b>1,092</b>	<b>1,021</b>	<b>787</b>	<b>883</b>	<b>96</b>	<b>12</b>
<b>3613 HUMAN RESOURCES</b>							
46116	HUMAN RESOURCES ADMIN.	410	416	435	405	(30)	(7)
46117	RECRUITMENT	7	24	20	22	2	10
46118	TRAINING & DEVELOPMENT	103	166	162	167	5	3
		<b>520</b>	<b>606</b>	<b>617</b>	<b>594</b>	<b>(23)</b>	<b>(4)</b>
<b>3614 ARCHITECT &amp; DESIGN</b>							
46040	ARCHITECT & DESIGN	458	263	482	174	(308)	(64)
		<b>458</b>	<b>263</b>	<b>482</b>	<b>174</b>	<b>(308)</b>	<b>(64)</b>
	<b>TOTAL</b>	<b>12,096</b>	<b>5,186</b>	<b>4,742</b>	<b>5,931</b>	<b>1,189</b>	<b>25</b>

## HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,465	2,451	2,477	2,262	(215)	(9)
	WAGES	1,372	774	729	763	34	5
	OTHER PERSONNEL COSTS	0	5	5	5	0	0
	TRAINING	43	131	117	137	20	17
	TRANSPORT	526	207	207	219	12	6
	TRAVEL	9	49	42	62	20	48
	COMMUNICATIONS	498	500	495	500	5	1
	ADVERTISING & PROMOTION	23	23	18	22	4	22
	PROFESSIONAL SERVICES	1,816	680	296	616	320	108
	REPAIR AND MAINTENANCE	42	69	73	70	(3)	(4)
	INSURANCE	2,898	0	0	0	0	0
	MATERIALS & SUPPLIES	2,315	237	216	238	22	10
	EQUIPT. (MINOR CAPITAL)	1	1	3	3	0	0
	OTHER EXPENSES	38	59	64	84	20	31
	GRANTS AND CONTRIBUTIONS	50	0	0	950	950	0
	<b>TOTAL</b>	<b>12,096</b>	<b>5,186</b>	<b>4,742</b>	<b>5,931</b>	<b>1,189</b>	<b>25</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8615 General	11	25	0	0	0	0
	9102 Car Park Monthly Rentals	6	6	3	5	2	67
	<b>TOTAL</b>	<b>17</b>	<b>31</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>67</b>

# HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
46030	FINANCE MGMT	10	11	9	12	3	33
46040	ARCHITECT & DESIGN	3	7	3	8	5	167
46065	TELEPHONE OPERATIONS	3	0	0	0	0	0
46111	HEADQUARTERS	3	4	3	4	1	33
46112	CENTRAL FILING	3	3	2	3	1	50
46113	PURCHASING ADMINISTRATION	4	6	4	6	2	50
46114	SUPPLY STORES	8	9	9	9	0	0
46116	HUMAN RESOURCES ADMIN.	4	5	4	5	1	25
46118	TRAINING AND DEVELOPMENT	1	1	0	1	1	0
<b>TOTAL</b>		<b>39</b>	<b>46</b>	<b>34</b>	<b>48</b>	<b>14</b>	<b>41</b>

**HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 46111 Administration</b>				
Safety and Health Accident Reporting to management team	12	12	12	12
Conduct Safety and Health assessments and corrective action plans for the operational areas	4	4	4	4
Provide Safety and Health training for Ministry employees	20	20	20	20
<b>BUSINESS UNIT: 46112 Central Filing</b>				
Ensure employee files are completed within six weeks of the start date	100%	100%	100%	100%
Ensure Completeness of project files-Specifically Contracts and Change Orders	95%	95%	95%	95%
Reduction in the downtime of Head Office Equipment - equipment back in service next day except for delayed delivery of parts	95%	100%	98%	98%
<b>BUSINESS UNIT: 46030 Finance Management</b>				
Produce detailed reports on all operational and capital actual verses budgeted expenditures each month by the 10th	96%	100%	98%	100%
Reduction of Water Debt by:	5	10%	5%	10%
<b>BUSINESS UNIT: 46113 Purchasing Administration</b>				
Meet the expected delivery deadline for overseas goods order by the operational areas.	Data to be collected	82%	Revisions are being made to the collection of data methodology	82%
Improve the Procurement cycle time from Requisition to creation of Purchase Order to two days	68%	85%	85%	85%
<b>BUSINESS UNIT: 46114 Supply Stores</b>				
Decrease the inventory discrepancies for year end by	Data to be collected	18%	18%	18%
Meeting demand of our customers for maintenance / service items by:	Data to be collected	85%	Revisions are being made to the collection of data methodology	85%

**HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 46116 Human Resource Admin</b>				
Communication - Ministry newsletter published and distributed to the department	5	4	4	4
* Policy Development - The number of Ministry-specific human resource policies developed	1	2	1	0
* Performance management - Forward Job Plans & Performance Appraisals 100% completed and returned to the DHR deadline.	88%PA 91%FJP	100%PA 100%FJP	90%PA 90%FJP	90%PA 90%FJP
<b>BUSINESS UNIT: 46117 Recruitment</b>				
Complete recruitment of difficult to fill posts	5	4	5	5
On time completion and submission of vacancy files to DHR	95%	100%	100%	95%
<b>BUSINESS UNIT: 46118 Training &amp; Development</b>				
Complete lunch and learns for industrial staff for the year	7	5	5	5
Host seminar for employees eligible to retire annually	0	1	1	1
BeFAST(Basic Employee,Foreman and Supertindent Training)	0	2	1	2
Career Outreach	3	3	2	2
<b>BUSINESS UNIT: 46040 Architect &amp; Design</b>				
Clients serviced during the current year express satisfaction with the architect design service offered and the operational needs of the client have been met.	N/A	90%	75%	90%
Cost of services offered by the Architect Section shall be 60% of the cost of the same service offered by the Private Sector.	N/A	100%	80%	90%
Project records reflect the professional management of projects and conform to industry standards. Project files audited by an independent body shall result in an unqualified report.	N/A	100%	80%	85%

# HEAD 49 LAND VALUATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To maintain an up-to-date and accurate Valuation List of all properties on the Island for land tax purposes, including the quinquennial revaluation of all properties, and provide accurate and timely valuation advice to other Government Departments.*

## DEPARTMENT OBJECTIVES

- Maintain an accurate and current Valuation List for Bermuda under the authority of the Land Valuation and Tax Act 1967.
- Carry out quinquennial revaluations for land tax purposes as required by the Act.
- Provide prompt and accurate valuation advice to the Tax Commissioner on stamp duty matters, in accordance with the Royal Institution of Chartered Surveyors standards and code of practice.
- Provide prompt and accurate valuation advice to the Registrar of the Supreme Court on probate matters, in accordance with the Royal Institution of Chartered Surveyors standards and code of practice.
- Provide valuation and policy advice to other Government Departments as requested.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
4901	LAND VALUATION						
	59080 VALUATION	662	791	678	787	109	16
	<b>TOTAL</b>	<b>662</b>	<b>791</b>	<b>678</b>	<b>787</b>	<b>109</b>	<b>16</b>



# HEAD 49 LAND VALUATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	607	734	628	736	108	17
	TRAINING	2	1	1	1	0	0
	TRAVEL	1	2	1	2	1	100
	ADVERTISING & PROMOTION	5	0	0	0	0	0
	PROFESSIONAL SERVICES	2	30	3	5	2	67
	REPAIR AND MAINTENANCE	34	18	33	37	4	12
	MATERIALS & SUPPLIES	11	6	6	6	0	0
	EQUIPT. (MINOR CAPITAL)	0	0	6	0	(6)	
	<b>TOTAL</b>	<b>662</b>	<b>791</b>	<b>678</b>	<b>787</b>	<b>109</b>	<b>16</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8135 Appeals Trib Hearing Fee	1	6	2	6	4	200
	<b>TOTAL</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>200</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	59080 VALUATION	7	8	7	8	1	14
	<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>1</b>	<b>14</b>

## HEAD 49 LAND VALUATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 59080 Valuation</b>				
Amend the Valuation List for all changes within 20 working days of receiving notification of a change to a property.	54% by year end	60%	60%	65%
Provide valuation advice to the Supreme Court within 10 working days of receiving instructions.	100%	100%	100%	100%
Provide valuation advice to the Tax Commissioner within 20 working days of receiving instructions.	100%	90%	90%	90%
Provide valuation advice to the Chief Immigration Officer within 5 working days of receiving instructions.	100%	100%	100%	100%
Provide valuation advice to other Government departments within 10 working days of receiving instructions.	100%	70%	70%	70%

# HEAD 53 BERMUDA HOUSING CORPORATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*RENTAL AND MORTGAGE ASSISTANCE.*

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
5301	GENERAL						
	63010 RENTAL ASSISTANCE GRANT	6,050	6,050	6,050	6,050	0	0
	<b>TOTAL</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	OBJECT CODE DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	GRANTS & CONTRIBUTIONS	6,050	6,050	6,050	6,050	0	0
	<b>TOTAL</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>0</b>	<b>0</b>

# HEAD 68 PARKS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To develop and maintain public parks, beaches and school grounds and to produce plants necessary for this purpose. To provide safe and aesthetically pleasing, active and passive recreational and educational facilities for the enjoyment of residents and visitors.*

## DEPARTMENT OBJECTIVES

- Maintain and manage all Parks to the specified standards.
- Maintain all other designated areas of responsibility to specified standards.
- Provide a trained and professional Lifeguard service at 5 public beaches.
- Protect and preserve open spaces for present and future generations.
- Enforce park regulations under the Bermuda National Parks Act, 1986.
- Manage cultural and natural resources.

# HEAD 68 PARKS

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2018/19	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>6801</b>	<b>PARK SERVICE</b>						
78000	PARK RANGER SERVICE	535	469	481	459	(22)	(5)
		<b>535</b>	<b>469</b>	<b>481</b>	<b>459</b>	<b>(22)</b>	<b>(5)</b>
<b>6802</b>	<b>LIFEGUARD SERVICE</b>						
78010	LIFEGUARD SERVICE	416	590	478	470	(8)	(2)
		<b>416</b>	<b>590</b>	<b>478</b>	<b>470</b>	<b>(8)</b>	<b>(2)</b>
<b>6803</b>	<b>PARK MAINTENANCE</b>						
78015	GOVERNMENT HSE & CAMDEN	224	304	285	289	4	1
78020	MAINTENANCE & DEVELOPMENT	799	959	747	933	186	25
78030	EASTERN PARKS	835	963	723	963	240	33
78035	TREE SERVICE	559	554	345	554	209	61
78040	WESTERN PARKS	1,057	1,389	988	1,338	350	35
78045	SCHOOL GROUNDS	576	538	476	538	62	13
78055	TULO VALLEY	384	436	321	436	115	36
78065	BOTANICAL GARDENS	1,658	1,662	1,249	1,636	387	31
78100	RAILWAY TRAIL	60	320	325	320	(5)	(2)
		<b>6,152</b>	<b>7,125</b>	<b>5,459</b>	<b>7,007</b>	<b>1,548</b>	<b>28</b>
<b>6804</b>	<b>ADMINISTRATION</b>						
78050	ADMINISTRATION & PLANNING	1,005	1,411	937	1,465	528	56
78110	ANNUAL EXHIBITION	7	0	69	0	(69)	(100)
		<b>1,012</b>	<b>1,411</b>	<b>1,006</b>	<b>1,465</b>	<b>459</b>	<b>46</b>
<b>6805</b>	<b>FORTS</b>						
78080	FORTS & HISTORICAL SITES	414	407	342	407	65	19
		<b>414</b>	<b>407</b>	<b>342</b>	<b>407</b>	<b>65</b>	<b>19</b>
	<b>TOTAL</b>	<b>8,529</b>	<b>10,002</b>	<b>7,766</b>	<b>9,808</b>	<b>2,042</b>	<b>26</b>

# HEAD 68 PARKS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,444	1,738	1,455	1,792	337	23
	WAGES	6,191	6,723	5,256	6,481	1,225	23
	TRAINING	22	25	6	25	19	317
	TRANSPORT	14	26	18	23	5	28
	TRAVEL	24	20	22	17	(5)	(23)
	COMMUNICATIONS	48	62	52	60	8	15
	ADVERTISING & PROMOTION	14	29	19	30	11	58
	PROFESSIONAL SERVICES	105	299	133	300	167	126
	RENTALS	70	70	4	70	66	1,650
	REPAIR AND MAINTENANCE	193	457	435	460	25	6
	ENERGY	81	120	75	119	44	59
	CLOTHING, UNIFORMS & LAUNDRY	20	27	20	28	8	40
	MATERIALS & SUPPLIES	298	401	267	398	131	49
	EQPMT. (MINOR CAPITAL)	0	1	1	1	0	0
	OTHER EXPENSES	5	4	3	4	1	33
	<b>TOTAL</b>	<b>8,529</b>	<b>10,002</b>	<b>7,766</b>	<b>9,808</b>	<b>2,042</b>	<b>26</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8191 Service Fees	0	0	1	1	0	0
	8251 Camping Fees	25	20	5	20	15	300
	8253 Admissions	51	35	20	50	30	150
	8651 Horticultural Produce	7	5	5	5	0	0
	8675 Other Retail Sales	3	1	0	1	1	0
	8801 Facilities	6	4	0	4	4	0
	8805 Concessions	1	3	0	7	7	0
	<b>TOTAL</b>	<b>93</b>	<b>68</b>	<b>31</b>	<b>88</b>	<b>57</b>	<b>184</b>

## HEAD 68 PARKS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
	78000 PARK RANGER SERVICE	5	7	6	7	1	17
	78010 LIFEGUARD SERVICE	1	12	11	12	1	9
	78015 GOVERNMENT HSE & CAMDEN	4	5	4	5	1	25
	78020 MAINTENANCE & DEVELOPMENT	12	15	11	15	4	36
	78030 EASTERN PARKS	14	15	13	15	2	15
	78035 TREE SERVICE	9	9	7	9	2	29
	78040 WESTERN PARKS	17	22	17	22	5	29
	78045 SCHOOL GROUNDS	9	9	9	9	0	0
	78050 ADMINISTRATION & PLANNING	6	11	7	11	4	57
	78055 TULO VALLEY	5	6	5	6	1	20
	78065 BOTANICAL GARDENS	23	27	21	27	6	29
	78080 FORTS & HISTORICAL SITES	5	5	3	5	2	67
	78110 ANNUAL EXHIBITION	1	0	1	0	(1)	(100)
	<b>TOTAL</b>	<b>111</b>	<b>143</b>	<b>115</b>	<b>143</b>	<b>28</b>	<b>24</b>

## HEAD 68 PARKS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: Park Ranger Service - 78000</b>				
1. Total number of camping permits issued	N/A	N/A	N/A	60
2. Total number of special permits issued	N/A	N/A	N/A	575
3. Total number of incidents reported and managed	N/A	N/A	N/A	160
4. Total number of interpretive tours conducted	N/A	N/A	N/A	20
<b>BUSINESS UNIT: Lifeguard Service - 78010</b>				
1. Total number of beaches staffed by Lifeguard Service	N/A	N/A	N/A	4
2. Total number of rescues	N/A	N/A	N/A	60
3. Total number of visitor assists / requests for information	N/A	N/A	N/A	10,000
4. Total number of vessel assists / safety warning / instruction	N/A	N/A	N/A	30
5. Total number of preventative actions	N/A	N/A	N/A	6,900
6. Total number of minor first aids	N/A	N/A	N/A	330
7. Total number of major first aids	N/A	N/A	N/A	25
8. Total number of jelly fish Portuguese Man-of-War stings	N/A	N/A	N/A	140
<b>BUSINESS UNIT: Government House 78015</b>				
1. Total number of flower beds displays inside the perimeter per year.	N/A	N/A	N/A	75
2. Total number of plants sown	N/A	N/A	N/A	7,000
3. Total number of ceremonial trees/palms planted at GH per year	N/A	N/A	N/A	8
4. Total number of flower beds rotation per annum	N/A	N/A	N/A	22
<b>BUSINESS UNIT: Maintenance &amp; Development - 78020</b>				
1. Percentage of toilets serviced at least every other day	N/A	N/A	N/A	2,300
2. Percentage of M & D projects undertaken and completed per year	N/A	N/A	N/A	27
3. Total number of native and endemic plants sown	N/A	N/A	N/A	27
4. Percentage of roundabout displays replanted four times per annum	N/A	N/A	N/A	27
5. Number of park playgrounds maintained / percentage of park playgrounds maintained once per month	N/A	N/A	N/A	6 ( 100%)
<b>BUSINESS UNIT: Eastern, Western, Central Parks - 78030, 78040, 78045</b>				
1. Percentage of maintenance sites visited twelve (12) times per year	N/A	N/A	N/A	175, 40,35 (250) 100%
2. Total number of plants sown	N/A	N/A	N/A	75, 52, 60 (187)
3. Percentage of community fields serviced twelve (12) times per year	N/A	N/A	N/A	20, 5, 3 (28) 100%
4. Percentage of sports fields serviced twelve (12) times per year	N/A	N/A	N/A	36, 2, 4 (42) 100%
5. Percentage of post office grounds maintained twelve (12) times per year	N/A	N/A	N/A	3, 3, 1 (7) 100%
6. Percentage of health clinic grounds maintained twelve (12) times per year	N/A	N/A	N/A	1, 1, 1 (3) 100%
7. Percentage of cemetery grounds maintained twelve (12) times per year	N/A	N/A	N/A	1, 1, 1 (3) 100%
8. Percentage of rest homes grounds maintained twelve (12) times per year	N/A	N/A	N/A	1, 2 (3)
9. Percentage of roadside verges serviced twice per month / (24) times per year	N/A	N/A	N/A	18, 15, 6 (39) 100%
10. Percentage of maintenance rotations serviced twice per month / (24) times per year	N/A	N/A	N/A	12, 12, 17 (41) 100%



## HEAD 68 PARKS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: Tree Service - 78035</b>				
1. Total number of trees felled	N/A	N/A	N/A	77
2. Percentage of trees pruned twice every six months	N/A	N/A	N/A	45
3. Percentage of woodchip truck deliveries to schools, playgrounds, parks and Botanical Gardens once per month	N/A	N/A	N/A	22
4. Percentage of sites culled of invasive plants at least once per month	N/A	N/A	N/A	42
<b>BUSINESS UNIT: Administration &amp; Planning - 78050</b>				
1. Percentage of special permits issued for Botanical Gardens and Arboretum for events/functions within 3 working days	N/A	N/A	N/A	100%
2. Percentage of PATI requests responded to within 28 days	N/A	N/A	N/A	100%
3. Total number of park management plans drafted	N/A	N/A	N/A	2
4. Total number of park management plans updated	N/A	N/A	N/A	2
5. Total number of permitted commercial activities per year	N/A	N/A	N/A	5
6. Total number of licensed commercial activities per year	N/A	N/A	N/A	10
7. Total number of National Parks Commission meetings per year	N/A	N/A	N/A	10
8. Total number of Department of Planning applications reviewed	N/A	N/A	N/A	24
<b>BUSINESS UNIT: Tulo Valley - 78055</b>				
1. Percentage of bedding plants sown and harvested per month	N/A	N/A	N/A	120,000
2. Percentage of plants grown and sold per quarter	N/A	N/A	N/A	1,210
3. Percentage of fruit trees propagated and distributed into parks per quarter	N/A	N/A	N/A	200
4. Percentage of fruit trees successfully grafted per year	N/A	N/A	N/A	150
5. Percentage of plants grown for government properties and distributed each quarter	N/A	N/A	N/A	25
6. Percentage of decorative pots rented for events per month	N/A	N/A	N/A	30
<b>BUSINESS UNIT: Forts &amp; Historical Sites - 78080</b>				
1. Total number of weddings held at Fort St. Catherine/ Percentage of weddings held at Fort. St. Catherine on weekends				20 / (80%)
2. Total number of corporate events held at Fort St. Catherine/ Percentage of corporate events held at Fort. St. Catherine on weekends	N/A	N/A	N/A	15 / (50%)
3. Total number of interpretive tours / Percentage of interpretive tours with more than 20 persons in attendance	N/A	N/A	N/A	45 (50%)
4. Total number of cruise ship visitor tours				3,500
<b>BUSINESS UNIT: Park Improvements - 75101 ADD</b>				
1. Total number of fitness equipment stations installed per year				
2. Total number of fitness equipment stations maintained/ percentage of fitness equipment stations maintained once per month	N/A	N/A	N/A	1
3. Total number of fitness equipment locations maintained	N/A	N/A	N/A	3
4. Total number of new benches installed	N/A	N/A	N/A	10
5. Total number of new signage installed and maintained	N/A	N/A	N/A	25
6. Total number of capital works completed	N/A	N/A	N/A	3

# HEAD 81 PUBLIC LANDS & BUILDINGS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*Efficiently manage the Government property portfolio to enable the delivery of effective public services.*

## DEPARTMENT OBJECTIVES

- Produce, maintain and implement a property asset management plan for the Bermuda Government.
- To provide property and land related management services to all Government Ministries.
- To act as Landlord of all Government owned property.
- To manage licenses and leases for the foreshore and seabed.
- To ensure that all Government properties are adequately insured.
- To provide facilities management of all Government buildings.
- To provide maintenance, repairs and minor renovations to Government owned buildings.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>8100</b>	<b>ADMINISTRATION</b>						
	91000 ADMINISTRATION	219	170	158	158	0	0
	91001 TRAINING & APPRENTICESHIP	181	434	198	248	50	25
		<b>400</b>	<b>604</b>	<b>356</b>	<b>406</b>	<b>50</b>	<b>14</b>
<b>8101</b>	<b>BUILDINGS</b>						
	91002 SERVICES MANAGEMENT	1,143	1,010	937	1,125	188	20
	91003 MAINTENANCE	7,976	8,177	7,656	7,709	53	1
		<b>9,119</b>	<b>9,187</b>	<b>8,593</b>	<b>8,834</b>	<b>241</b>	<b>3</b>
<b>8102</b>	<b>ESTATES</b>						
	91004 PROPERTY ASSET MANAGEMENT	3,781	3,676	3,662	4,131	469	13
	91005 INSURANCE	5,820	5,886	5,847	5,847	0	0
	91006 GOVERNMENTAL RENTALS	6	0	0	0	0	0
		<b>9,607</b>	<b>9,562</b>	<b>9,509</b>	<b>9,978</b>	<b>469</b>	<b>5</b>
<b>8103</b>	<b>LAND SURVEYS</b>						
	91007 LAND SURVEYS MANAGEMENT	289	288	281	289	8	3
		<b>289</b>	<b>288</b>	<b>281</b>	<b>289</b>	<b>8</b>	<b>3</b>
	<b>TOTAL</b>	<b>19,415</b>	<b>19,641</b>	<b>18,739</b>	<b>19,507</b>	<b>768</b>	<b>4</b>

## HEAD 81 PUBLIC LANDS & BUILDINGS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,397	2,265	2,318	2,650	332	14
	WAGES	7,650	8,567	7,431	8,032	601	8
	OTHER PERSONNEL COSTS	4	25	8	25	17	213
	TRAINING	32	55	49	49	0	0
	TRANSPORT	142	125	121	125	4	3
	TRAVEL	0	3	0	3	3	0
	COMMUNICATIONS	29	43	46	43	(3)	(7)
	PROFESSIONAL SERVICES	1,189	1,120	1,429	1,155	(274)	(19)
	RENTALS	60	73	28	47	19	68
	REPAIR AND MAINTENANCE	879	859	890	866	(24)	(3)
	INSURANCE	5,820	6,603	6,563	6,563	0	0
	ENERGY	2,188	2,100	2,100	2,200	100	5
	CLOTHING, UNIFORMS & LAUNDRY	3	4	3	4	1	33
	MATERIALS & SUPPLIES	1,531	1,192	1,428	1,110	(318)	(22)
	EQUIPT. (MINOR CAPITAL)	52	11	11	16	5	45
	OTHER EXPENSES	0	12	12	35	23	192
	RECEIPTS CREDITED TO PROG.	(2,561)	(3,416)	(3,698)	(3,416)	282	(8)
	<b>TOTAL</b>	<b>19,415</b>	<b>19,641</b>	<b>18,739</b>	<b>19,507</b>	<b>768</b>	<b>4</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8615 General	13	45	0	5	5	0
	8705 Asset Sales	0	3,000	700	1,000	300	43
	8795 W&E Property Rentals	1,604	2,500	2,500	1,824	(676)	(27)
	8877 Reimbursements	1	0	0	0	0	0
	9171 Accomodation Rental	192	0	0	0	0	0
	<b>TOTAL</b>	<b>1,810</b>	<b>5,545</b>	<b>3,200</b>	<b>2,829</b>	<b>(371)</b>	<b>(12)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	91000 ADMINISTRATION	2	1	2	2	0	0
	91001 TRAINING & APPRENTICESHIP	0	8	0	5	5	0
	91002 SERVICES MANAGEMENT	11	12	11	13	2	18
	91003 MAINTENANCE	117	118	114	116	2	2
	91004 PROPERTY ASSET MANAGEMENT	14	13	13	16	3	23
	91007 LAND SURVEYS MANAGEMENT	3	3	3	3	0	0
	<b>TOTAL</b>	<b>147</b>	<b>155</b>	<b>143</b>	<b>155</b>	<b>12</b>	<b>8</b>

## HEAD 81 PUBLIC LANDS & BUILDINGS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNITS: 91000 - 91001</b>				
Maintain and implement a property asset management plan for the Minister of Public Works.	100%	100%	100%	100%
Number of vacant Government owned buildings inspected and reports presented to the Minister on the options for the properties.	6	8	7	12
<b>BUSINESS UNIT: 91002 - 91003</b>				
Number of schools to be painted internally and externally as part of the Department's summer schools painting program.	7	7	6	6
Number of capital projects to be tendered to the private sector.	24	20	20	discontinued
Number of Government owned facilities to be sealed removing the potential for water ingress, future mold and mildew.	11	10	10	10
Percentage of inspections and specifications reports for reported building defects within 30 days of receiving the record of the defect.	75%	100%	60%	discontinued
Percentage of responses to advise the reporter of the defect within seven days of inspection of what remedial works will be undertaken and the proposed time line for those works.	55%	100%	45%	discontinued
Percentage of responses to helpdesk requests within service level agreement	-	-	-	100%
Number of Government owned buildings to have a schedule of condition and maintenance plan completed.	N/A	6	2	26
<b>BUSINESS UNIT: 91004 - 91006</b>				
Percentage of contact with Government departments renting from the private sector at least six months prior to their lease expiry to provide advice on options for moving in to Government owned property, other rental options or to negotiate the lease renewal.	100%	100%	70%	100%
Number of seabed leases issued for docks encroaching on the foreshore.	10	15	5	15
Percentage of Government owned properties (non Quango) inspected to ensure their proper use, maintenance and that they are adequately insured.	100%	100%	40%	100%
<b>BUSINESS UNIT: 91007</b>				
Maintain the global positioning (GPS) base station for Bermuda, broadcasting the signal for 90% of the time.	100%	100%	100%	100%
Inspect and maintain 137 (33%) of 416 National Suvery Monuments.	100%	100%	100%	100%
Perform Land suverys for infrastructure projects (Engineering, Topographic, Cadastral or Hydrographic) as requested.	100%	100%	100%	100%
Produce maps for GIS projects using GIS services and data as requested.	100%	100%	100%	100%

# HEAD 82 WORKS & ENGINEERING

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

To ensure the effective and prudent management of all operations and engineering services relating to the construction, erection, improvement, maintenance and repairs of Government infrastructure.

## DEPARTMENT OBJECTIVES

- To develop and maintain the public road infrastructure to ensure the safe passage of motorists and pedestrians.
- To manage the provision of planning, design, construction, installation and maintenance services for electrical and mechanical systems associated with the Government's facilities.
- To manage the provision of structural inspection, design, construction, maintenance and project and contract management services associated with the Government's facilities.
- To arrange for the collection and safe disposal of Bermuda's solid wastes.
- To provide planning, design, construction, operation and maintenance of the Government water extraction, treatment and distribution systems and the waste water collection and distribution systems.
- To manage the Government vehicle fleet and equipment leasing, mechanical maintenance and quarry operations.

# HEAD 82 WORKS & ENGINEERING

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>8200</b>	<b>ADMINISTRATION</b>						
92000	ADMINISTRATION	115	248	202	237	35	17
		<b>115</b>	<b>248</b>	<b>202</b>	<b>237</b>	<b>35</b>	<b>17</b>
<b>8201</b>	<b>ENGINEERING</b>						
92001	ELECTRICAL/MECHANICAL	319	547	372	537	165	44
92002	ELECTRICAL SUPPORT	1,054	916	904	504	(400)	(44)
92003	STRUCTURES	123	632	203	624	421	207
		<b>1,496</b>	<b>2,095</b>	<b>1,479</b>	<b>1,665</b>	<b>186</b>	<b>13</b>
<b>8202</b>	<b>HIGHWAYS</b>						
92004	MANAGEMENT	655	574	616	561	(55)	(9)
92005	ROADS ASPHALT & SIGNS	1,098	1,084	597	777	180	30
92006	ROADS MAINTENANCE	895	831	532	813	281	53
92007	ROADS CLEANING	1,404	1,818	1,506	1,705	199	13
		<b>4,052</b>	<b>4,307</b>	<b>3,251</b>	<b>3,856</b>	<b>605</b>	<b>19</b>
<b>8203</b>	<b>WASTE MANAGEMENT</b>						
92009	MANAGEMENT	241	364	212	327	115	54
92011	RECYCLING	957	1,292	911	1,290	379	42
92012	AIRPORT DISPOSAL FACILITY	1,129	1,344	968	1,296	328	34
92013	COMPOSTING OPERATIONS	1,539	1,960	1,561	1,804	243	16
92014	SPECIAL/HAZARDOUS WASTE	1,419	1,480	1,017	1,397	380	37
92015	MATERIAL RECOVERY FACILITY	0	0	0	67	67	0
92016	TYNES BAY ADMINISTRATION	592	530	543	542	(1)	(0)
92017	TYNES BAY OPERATIONS	3,784	4,938	4,757	4,734	(23)	(0)
92018	TYNES BAY MAINTENANCE	2,293	2,337	2,208	2,326	118	5
92029	SOLID WASTE COLLECTION	4,567	4,524	4,438	4,419	(19)	(0)
		<b>16,521</b>	<b>18,769</b>	<b>16,615</b>	<b>18,202</b>	<b>1,587</b>	<b>10</b>
<b>8204</b>	<b>QUARRY TRANSPORT</b>						
92019	ADMINISTRATION	541	616	574	586	12	2
92020	VEHICLES & EQPT. OPS.	2,773	2,757	2,560	2,762	202	8
92021	VEHICLES & EQPT. MAINT.	3,999	4,873	3,431	4,630	1,199	35
92034	QUARRY RECEIPTS	(4,471)	(5,500)	(3,063)	(5,500)	(2,437)	80
		<b>2,842</b>	<b>2,746</b>	<b>3,502</b>	<b>2,478</b>	<b>(1,024)</b>	<b>(29)</b>
<b>8205</b>	<b>QUARRY PRODUCTS</b>						
92022	PRODUCTS	76	0	61	0	(61)	0
92023	ASPHALT PLANT	2,006	2,184	1,704	2,168	464	27
92024	QUARRY RECEIPTS	(1,823)	(3,140)	(1,240)	(3,140)	(1,900)	153
		<b>259</b>	<b>(956)</b>	<b>525</b>	<b>(972)</b>	<b>(1,497)</b>	<b>(285)</b>

## HEAD 82 WORKS & ENGINEERING - continued

### GENERAL SUMMARY - continued

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8206</b>	<b>WATER &amp; SEWAGE</b>						
	92025 WATER & SEWAGE ADMINISTRATION	689	993	810	1,025	215	27
	92026 WATER SUPPLY & TREATMENT	4,806	2,825	2,439	2,817	378	15
	92027 WATER SEWAGE & DISTRIBUTION	827	837	694	844	150	22
	92028 SEWAGE COLLECTION	381	415	346	436	90	26
		<b>6,703</b>	<b>5,070</b>	<b>4,289</b>	<b>5,122</b>	<b>833</b>	<b>19</b>
	<b>TOTAL</b>	<b>31,988</b>	<b>32,279</b>	<b>29,863</b>	<b>30,588</b>	<b>725</b>	<b>2</b>

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2016/17	2017/18	2017/18	2018/19	2017/18	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	5,424	6,057	5,603	6,098	495	9
	WAGES	16,929	16,812	15,182	17,066	1,884	12
	OTHER PERSONNEL COSTS	8	18	13	20	7	54
	TRAINING	35	218	126	272	146	116
	TRANSPORT	4,000	4,352	3,280	3,581	301	9
	TRAVEL	6	14	7	14	7	100
	COMMUNICATIONS	27	70	58	71	13	22
	ADVERTISING & PROMOTION	54	56	10	13	3	30
	PROFESSIONAL SERVICES	4,996	6,353	4,805	6,103	1,298	27
	RENTALS	11	12	0	0	0	0
	REPAIR AND MAINTENANCE	220	491	124	341	217	175
	ENERGY	2,106	2,353	2,048	1,913	(135)	(7)
	CLOTHING, UNIFORMS & LAUNDRY	7	24	7	23	16	229
	MATERIALS & SUPPLIES	4,682	5,729	4,763	5,400	637	13
	EQUIPT. (MINOR CAPITAL)	16	22	5	24	19	380
	OTHER EXPENSES	152	7	1	7	6	600
	RECEIPTS CREDITED TO PROG.	(6,685)	(10,309)	(6,169)	(10,358)	(4,189)	68
	<b>TOTAL</b>	<b>31,988</b>	<b>32,279</b>	<b>29,863</b>	<b>30,588</b>	<b>725</b>	<b>2</b>

## HEAD 82 WORKS & ENGINEERING - continued

### REVENUE SUMMARY

(1)	(2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2017/18
		(\$000)	(\$000)	(\$000)	(\$000)	2018/19	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8409 Waste Collection & Disposal	4,996	5,050	5,426	5,473	47	1
	8519 Trench Permits	18	9	9	5	(4)	(44)
	8615 General	2	0	0	1	1	0
	8655 Electricity	1,533	7,500	6,400	7,500	1,100	17
	8657 Recyclables	12	74	14	44	30	0
	8659 Water Sales	672	3,732	1,563	1,627	64	4
	8877 Reimbursements	5	0	0	0	0	0
	8895 Recharges - Other	1,699	0	1,900	1,900	0	0
	8897 Standing Charge Water	162	167	165	165	0	0
		<b>9,099</b>	<b>16,532</b>	<b>15,477</b>	<b>16,715</b>	<b>1,238</b>	<b>8</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2017/18
(1)	(2)	(3)	(4)	(5)	(6)	2018/19	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	92000 ADMINISTRATION	1	2	1	1	0	0
	92001 ELECTRICAL/MECHANICAL	4	7	3	6	3	100
	92003 STRUCTURES	2	6	2	6	4	200
	92004 MANAGEMENT	7	9	7	9	2	29
	92005 ROADS ASPHALT & SIGNS	15	17	14	17	3	21
	92006 ROADS MAINTENANCE	18	25	17	25	8	47
	92007 ROADS CLEANING	20	25	19	25	6	32
	92009 MANAGEMENT	2	3	2	3	1	50
	92011 RECYCLING	7	5	7	5	(2)	(29)
	92012 AIRPORT DISPOSAL FACILITY	5	6	5	6	1	20
	92013 COMPOSTING OPERATIONS	8	9	8	10	2	25
	92014 SPECIAL/HAZARDOUS WASTE	5	6	4	6	2	50
	92015 MATERIAL RECOVERY FACILITY	0	1	0	1	1	0
	92016 TYNES BAY ADMINISTRATION	5	5	5	5	0	0
	92017 TYNES BAY OPERATIONS	29	31	26	31	5	19
	92018 TYNES BAY MAINTENANCE	15	16	15	16	1	7
	92019 ADMINISTRATION	1	2	2	2	0	0
	92020 VEHICLES & EQPT. OPS.	28	32	27	32	5	19
	92021 VEHICLES & EQPT. MAINT.	47	47	46	49	3	7
	92023 ASPHALT PLANT	6	7	6	7	1	17
	92025 WATER & SEWAGE ADMINISTRATION	4	5	3	5	2	67
	92026 WATER SUPPLY & TREATMENT	5	8	5	7	2	40
	92027 WATER SEWAGE & DISTRIBUTION	9	8	8	9	1	13
	92028 SEWAGE COLLECTION	0	1	0	1	1	0
	92029 SOLID WASTE COLLECTION	45	58	44	59	15	34
	<b>TOTAL</b>	<b>288</b>	<b>341</b>	<b>276</b>	<b>343</b>	<b>67</b>	<b>24</b>



## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 92000 Administration</b>				
1) Accident frequency rate for lost time across department. LTR = (incidents x 200000)/total staff hours for year	3.1	<5	3.5	<5
2) Average Number of training days per managerial staff in the department in the year.	4	5	3	5
<b>BUSINESS UNIT: 92001 Electrical/Mechanical</b>				
1) Percentage of managerial hours billed to other Government Departments in the year.	10.4%	25%	15%	15%
2) Number of communications received from the public, relating to street lighting maintenance per year.	354	250	100	100
<b>BUSINESS UNIT: 92002 Electrical Support</b>				
1) Average number of street lights out per month.	4%	<5%	4.00%	5%
2) Number of new street lights installed per year.	25	30	20	20
<b>BUSINESS UNIT: 92003 Structures</b>				
1) Number of Bridges that have had an inspection (general or principal) during the year.	4	6	6	6
2) Number of Public Docks that have been inspected during the year.	16	14	14	14
<b>BUSINESS UNIT: 92004 Highways Management</b>				
1) Number of communications received by members of the public during the year.	1,436	1,500	1,500	1,500
2) Accident Frequency Rate achieved by section during the year.	0.9	0	<2	<4
<b>BUSINESS UNIT: 92005 Roads Asphalt &amp; Signs</b>				
1) Amount of road centre line marked out during the year.	8.2km	22km	22km	31km
2) Amount of public road resurfaced during year.	10.2km	10 km	10km	10km
3) Percentage of public roads that have not been resurfaced in 20 years compared to the overall total.	34.40%	33.9	34.4%	34.40%
<b>BUSINESS UNIT: 92006 Roads Maintenance</b>				
1) Number of Bus shelters built during the year.	1	2	4	2
2) Amount of Sidewalks built during the year.	208ft	300ft	500ft	500ft
3) Amount of wooden fencing installed during the year.	540ft	1,000ft	1,000 ft	1,000ft
<b>BUSINESS UNIT: 92007 Roads Cleaning</b>				
1) Amount of road cleaned by mechanical means in km during the year.	4,856km	11,000km	11,000km	15,000km
2) Number of emergency call outs.	19	20	20	20
<b>BUSINESS UNIT: 92008 Private Roads</b>				
1) Number of Private Roads on waiting list.	37	37	37	37
2) Number of private roads completed during year.	0	37	0	0
<b>BUSINESS UNIT: 92009 Solid Waste Management</b>				
1) Number of Educational lectures given during year.	38	55	45	50
2) Number of adverts placed during year. (Radio)	800	1,150	1,000	1000
3) Number of print ads placed per year.	54	50	60	60

## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 92011 Recycling</b>				
1) Average amount of recycling materials expressed in tons picked up in a month.	57	80	60	80
2) Amount of e-waste material expressed in tons picked up during the year.	50	30	60	60
<b>BUSINESS UNIT: 92012 Airport Disposal Facility</b>				
1) Average amount of materials expressed in loads received per year.	18,576	20,000	20,000	20,000
2) Number of scrapped vehicles received during the year.	1,625	1,500	1,600	1,500
<b>BUSINESS UNIT: 92013 Composting Operations</b>				
1) Total amount of horticultural waste material expressed in loads delivered to Marsh Folly composting facility during year.	21,280	17,500	17,500	17,500
2) Number of hot spots observed and treated during year.	0	<10	0	<10
<b>BUSINESS UNIT: 92014 Special/Hazardous Waste</b>				
1) Number of 20 foot containers of hazardous waste exported overseas during the year.	52	50	60	60
2) Amount of asbestos expressed in tons received during the year.	80	75	60	60
<b>BUSINESS UNIT: 92016 Tynes Bay Administration</b>				
1) Number of tours conducted per year.	15	15	12	15
2) Number of complaints from the public drop off received during year.	0	<5	0	<5
3) Number of qualified power engineers employed during the year.	19	20	16	20
<b>BUSINESS UNIT: 92017 Tynes Bay Operations</b>				
1) Amount of solid waste incinerated during the year. (Tonnes)	60,708	60,000	63,000	65,000
2) Amount of megawatt-hours of electricity generated and sold to Belco in a year.	16,941	40,000	39,000	42,000
3) Amount of ash concrete in cubic yards produced during the year. (Tonnes)	4,953	5,500	4,500	5,500
<b>BUSINESS UNIT: 92018 Tynes Bay Maintenance</b>				
1) Amount of availability for stream 1 during the year.	84%	90%	85%	90%
2) Amount of availability for stream 2 during the year.	78%	90%	85%	90%
3) Amount of availability for Turbine during the year.	84%	95%	90%	95%
<b>BUSINESS UNIT: 92019 Quarry Administration</b>				
1) Amount of customer complaints during the year.	2	<10	1	<10
2) Accident Frequency rate for quarry personnel for year per 100000 staff	18	<4	12	<24
<b>BUSINESS UNIT: 92020 Quarry Vehicle &amp; Equipment Operation</b>				
1) Average amount of vehicles of the Government fleet, expressed in percentage per week, not operational.	12.0%	10%	5.0%	10%
2) Average Number of training days per employee during the year.	2	2	2	2

## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 92021 Quarry Vehicle &amp; Equipment Maint</b>				
1) Average number of services per Government vehicles per year	1	2.0	1.0	2
2) Average time in hours to carry out a full service on a Government fleet vehicle during the year.	7	4	4	4
<b>BUSINESS UNIT: 92023 Asphalt Plant</b>				
1) Amount of asphalt produced in the year ton	7,205	15,000	8,000	11,500
2) Amount of unplanned downtime of asphalt plant in the year in hours.	960	300	90	300
<b>BUSINESS UNIT: 92025 Water &amp; Sewage Administration</b>				
1) Customer enquiries responded to within 24 hours expressed in percentage.	90	97	98	95
2) Total number of metered customers.	990	1,028	1,044	1096
<b>BUSINESS UNIT: 92026 Water Supply &amp; Treatment</b>				
1) Total amount of production of Water per year in Millions of Imperial gallons.	210	250	220	250
2) Total amount of water extracted from the central lenses in Millions of Imperial gallons expressed in gallons per year.	410	450	410	450
3) Weekly bacterial tests complying to DOH standards expressed in percentage.	91	97	96	97
<b>BUSINESS UNIT: 92027 Water Storage &amp; Distribution</b>				
1) Non revenue water. (% volume of the water calculated using the difference between System Input Volume and Billed Authorized Consumption).	33	Deleted	Deleted	Deleted
2) Total number of pipeline installed in year expressed in linear feet.	7	Deleted	Deleted	Deleted
3) Average Main Break Loss of Service Time - From Notification to Correction. (expressed in hours).	New	48	48	48
4) Total number of pipeline breaks repaired in year.	New	10	6	10
<b>BUSINESS UNIT: 92028 Sewage Collection</b>				
1) Total amount of sewage expressed in tons deposited at Tynes bay facility (1 load equivalent to 1/2 ton).	1,146	Deleted	Deleted	Deleted
2) Total amount of time septage plant is fully operational during year expressed in percentage.	92	96	96	96
3) Total Number of Blockage Incidents in Sewer Collection Mains cleared in year.	New	10	15	15
<b>BUSINESS UNIT: 92029 Solid Waste Collection</b>				
1) Average amount of residential waste expressed in tons picked up per week.	536	500	425	425
2) Average number of working garbage trucks available for work each week.	7	12	7	10

# HEAD 97 LAND TITLE AND REGISTRATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To build a sustainable future for Bermuda by effectively providing a service for ownership of land and facilitating property transactions.*

## DEPARTMENT OBJECTIVES

- Create and maintain an electronic register of legal estates and interests in land so providing legal security for owners and third parties .

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>9701</b>	<b>ADMINISTRATION</b>						
	107000 ADMINISTRATION	256	263	271	266	(5)	(2)
		<b>256</b>	<b>263</b>	<b>271</b>	<b>266</b>	<b>(5)</b>	<b>(2)</b>
<b>9702</b>	<b>LAND TITLE</b>						
	107030 LAND TITLE MANAGEMENT	624	806	711	1,031	320	45
		<b>624</b>	<b>806</b>	<b>711</b>	<b>1,031</b>	<b>320</b>	<b>45</b>
	<b>TOTAL</b>	<b>880</b>	<b>1,069</b>	<b>982</b>	<b>1,297</b>	<b>315</b>	<b>32</b>

# HEAD 97 LAND TITLE & REGISTRATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	621	663	607	892	285	47
	TRAINING	0	3	2	2	0	0
	TRAVEL	0	9	10	0	(10)	(100)
	COMMUNICATIONS	2	3	2	2	0	0
	ADVERTISING & PROMOTION	1	40	0	40	40	0
	PROFESSIONAL SERVICES	1	62	62	66	4	6
	RENTALS	200	200	200	200	0	0
	REPAIR AND MAINTENANCE	50	55	55	55	0	0
	INSURANCE	0	25	25	25	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	0	0	1	1	0
	MATERIALS & SUPPLIES	5	9	19	14	(5)	(26)
	<b>TOTAL</b>	<b>880</b>	<b>1,069</b>	<b>982</b>	<b>1,297</b>	<b>315</b>	<b>32</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8294.01 Appl. For 1st Reg. - Freehold	0	299	0	300	300	0
	8294.02 Appl. For 1st Reg. - Leasehold	0	48	0	48	48	0
	8294.03 Appl. - Change of Owner	0	26	0	26	26	0
	8294.04 Appl. - No Change of Owner	0	20	0	20	20	0
	8294.05 Appl. For Caution	0	50	0	50	50	0
	8294.06 Appl For Copy of Reg. or Map	0	6	0	6	6	0
	8294.07 Appl. For Copy of Documents	0	6	0	6	6	0
	8294.08 Appl. To Inspect The Register	0	3	0	3	3	0
	8294.09 Access to PAM License	0	25	0	25	25	0
	8294.10 Appl. For Search - Priority	0	3	0	3	3	0
	8294.11 Appl. For Search - Non-Priority	0	15	0	15	15	0
	8294.21 Deeds Registry Fees	0	0	15	15	0	0
	8294.22 Inspect/Copy/Index/Register	0	0	23	23	0	0
	8294.24 Cert. & Seal Copy of Doc. 1st Pg.	0	0	1	1	0	0
	8294.27 Recording Additional Pages	0	0	1	1	0	0
	8294.28 Copy of First Page	0	0	60	59	(1)	(2)
	8294.29 Additional Pages	0	0	19	19	0	0
	8294.31 Prepare Doc for Register	0	0	5	5	0	0
	<b>TOTAL</b>	<b>0</b>	<b>501</b>	<b>124</b>	<b>625</b>	<b>501</b>	<b>404</b>

# HEAD 97 LAND TITLE & REGISTRATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
107030 LAND TITLE MANAGEMENT		6	7	6	10	4	67
	<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>67</b>

**HEAD 97 LAND TITLE & REGISTRATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: Administration (107000)</b>				
The Expenditure will be used by the Department for its day to day functions.	90%	100%	100%	100%
The Department will be capable of providing a broad range of information on private and public land. Information on private and public land.	95%	80%	95%	95%
<b>BUSINESS UNIT: Land Title Management (107030)</b>				
To maintain the registering of Mortgages, Alien Register, Land Transfer Notices to within 10 days of receipt of notice in the office.	New	New	New	85%
All routine addresses to be assigned within two weeks of receipt of request.	100%	100%	100%	100%
All applications received to register land shall be registered within 50 days of receipt.	100%	100%	100%	100%

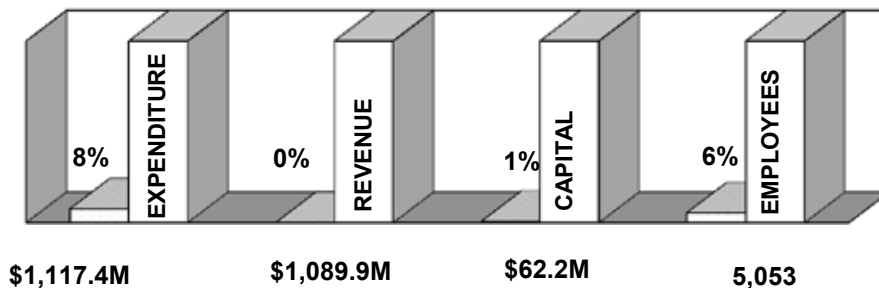
# MINISTRY OF SOCIAL DEVELOPMENT & SPORTS



TO ENHANCE THE OVERALL QUALITY OF LIFE FOR RESIDENTS OF BERMUDA BY ENCOURAGING DEVELOPMENT AND PROTECTION OF CHILDREN; OFFERING FAMILY SERVICES AND FINANCIAL SUPPORT FOR BERMUDIANS; EMPOWERING YOUTH THROUGH SPORT, RECREATION AND OTHER DEVELOPMENT PROGRAMMES; AND BY CULTIVATING AN APPRECIATION FOR CULTURE BY CELEBRATING BERMUDA'S PEOPLE AND HERITAGE.

The Hon. Michael A. Weeks, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE					
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2017/18 vs 2018/19 (\$000) (7)	% (8)				
<b>CURRENT EXPENDITURE (\$000)</b>											
71	MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ	2,203	2,457	2,417	2,519	102	4				
20	YOUTH, SPORT & RECREATION	8,689	9,388	9,428	9,654	226	2				
23	CHILD & FAMILY SERVICES	13,808	15,634	15,634	15,715	81	1				
52	COMMUNITY & CULTURAL AFFAIRS	2,658	3,011	3,011	2,242	(769)	(26)				
55	FINANCIAL ASSISTANCE	53,480	53,555	53,555	51,684	(1,871)	(3)				
88	NATIONAL DRUG CONTROL	3,838	4,179	4,179	4,511	332	8				
		<b>84,676</b>	<b>88,224</b>	<b>88,224</b>	<b>86,325</b>	<b>(1,899)</b>	<b>(2)</b>				
<b>REVENUE (\$000)</b>											
20	YOUTH, SPORT & RECREATION	586	621	621	641	20	3				
23	CHILD & FAMILY SERVICES	166	192	192	192	0	0				
52	COMMUNITY & CULTURAL AFFAIRS	184	89	89	6	(83)	(93)				
88	NATIONAL DRUG CONTROL	3	0	0	0	0	0				
		<b>939</b>	<b>902</b>	<b>902</b>	<b>839</b>	<b>(63)</b>	<b>(7)</b>				
<b>CAPITAL EXPENDITURE (\$000)</b>											
ACQUISITIONS						499	496	533	460	<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>	
		<b>499</b>	<b>496</b>	<b>533</b>	<b>460</b>						
<b>EMPLOYEE NUMBERS</b>						<b>284</b>	<b>286</b>	<b>284</b>	<b>280</b>	<b>(4)</b>	<b>(1)</b>



Ministry Estimates compared with total Government Estimates



**HEAD 71 MINISTRY OF SOCIAL DEVELOPMENT  
& SPORTS HQ**

**CURRENT  
ACCOUNT  
ESTIMATES**

**MISSION STATEMENT**

To provide social and cultural support services to the community in order to safeguard our heritage, maintain and improve our quality of life, develop and protect our youth and families and sustain efforts to reduce alcohol and drug mis-use.

**DEPARTMENT OBJECTIVES**

To provide policy guidance to all departments within the Ministry, in furtherance of:

- Preservation of family life and the advancement of our children and youth.
- Encouragement of excellence in amateur sports locally and internationally.
- Facilitation of empowerment of our people through social programs and initiatives.
- Reduction of alcohol and drug mis-use.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>7101 GENERAL</b>							
81000 ADMINISTRATION		1,567	1,524	1,484	1,553	69	5
81020 THE MIRRORS PROGRAMME		636	933	933	966	33	4
<b>TOTAL</b>		<b>2,203</b>	<b>2,457</b>	<b>2,417</b>	<b>2,519</b>	<b>102</b>	<b>4</b>

# HEAD 71 MINISTRY OF SOCIAL DEVELOPMENT & SPORTS HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,534	1,693	1,695	1,626	(69)	(4)
	TRAINING	159	283	284	142	(142)	(50)
	TRANSPORT	0		1	3	2	200
	TRAVEL	63	75	77	80	3	4
	COMMUNICATIONS	24	21	31	23	(8)	(26)
	ADVERTISING & PROMOTION	8	16	16	13	(3)	(19)
	PROFESSIONAL SERVICES	55	224	220	454	234	106
	RENTALS	5	10	3	41	38	1,267
	REPAIR AND MAINTENANCE	17	28	28	19	(9)	(32)
	ENERGY	0	10	2	5	3	150
	MATERIALS & SUPPLIES	33	45	48	33	(15)	(31)
	EQPMT. (MINOR CAPITAL)	1	1	1	1	0	0
	OTHER EXPENSES	0	1	1	1	0	0
	GRANTS AND CONTRIBUTIONS	304	50	10	78	68	680
	<b>TOTAL</b>	<b>2,203</b>	<b>2,457</b>	<b>2,417</b>	<b>2,519</b>	<b>102</b>	<b>4</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	2018/19	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	81000 ADMINISTRATION	12	12	12	12	0	0
	81020 THE MIRRORS PROGRAMME	6	6	6	6	0	0
	<b>TOTAL</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>

**HEAD 71 MINISTRY OF SOCIAL DEVELOPMENT &  
SPORTS HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 81000 ADMINISTRATION</b>				
1. Achieve full payment of invoices across the ministry within 21 days of the invoice date	100%	100%	100%	100%
2. Complete performance appraisals for staff in all departments within the ministry on-time	100%	100%	100%	100%
3. Percentage variation of actual current account expenditure compared to approved estimate for ministry as a whole	-3%	+/-1%	+/-1%	+/-1%
4. Hold four Women's Council meetings (one per quarter)	0	0	0	0
<b>BUSINESS UNIT: 81020 THE MIRRORS PROGRAMME</b>				
1 (a) Hold one (1) personal transformation Intensive Intervention Residential each year	1	1	1	1
1 (b) Total youth serviced	23	50	35	35
1 (c) 2 year post programming education status (% graduated or enrolled)	82%	80%	80%	80%
1 (d) 2 year post programming offending status (% not offended)	92%	90%	90%	90%
1 (e) 2 year post programming employment status (% employed)	40%	50%	50%	55%
1 (f) Number of volunteers trained	46	95	48	70
1 (g) Volunteer positive evaluation of training experience	94%	95%	95%	95%
1 (h) Volunteer positive evaluation of training content	97%	95%	95%	95%
1 (i) Hold one parent workshop	1	2	3	6
1 (j) Number of parents serviced	23	90	140	285
2 (a) Hold Middle School Workshops (Goals in Action)	5	5	1	0
2 (b) Total youth serviced	298	300	55	0
2 (c) Percent completion rate	100%	100%	100%	NA
2 (d) Number of volunteers trained	0	0	0	0
2 (e) Student positive evaluation of training experience	96%	95%	95%	NA
2 (f) Student positive evaluation of training content	98%	95%	95%	NA
2 (g) Number of one off workshops/groups provided	2	5	4	5
2 (h) Number of students serviced	25	100	268	100

**HEAD 71 MINISTRY OF SOCIAL DEVELOPMENT &  
SPORTS HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 81020 THE MIRRORS PROGRAMME - cont.</b>				
3 (a) Hold 6 day "SuperCamp" Trainings for middle school students	0	2	2	5
3 (b) Number of students serviced	0	100	88	250
3 (c) 6 day camp completion rate	NA	95%	85%	85%
3 (d) Participants positive evaluation of training content	NA	95%	95%	95%
3 (e) Participants positive evaluation of training experience	NA	95%	95%	95%
3 (f) Number of youth serviced in continuation programme	NA	0	0	100
4 (a) Primary school prevention programming	2	1	0	1
4 (b) Number of youth serviced	37	40	0	40
4 (c) Number of youth matched	0	0	0	0
5 (a) Hold community professional development trainings	0	1	0	1
5 (b) Number of adults serviced	0	45	0	45
5 (c) Percentage completion rates per training	0%	95%	NA	95%
5 (d) Participant positive evaluation of training experience	0%	95%	NA	95%
5 (e) Participant positive evaluation of training content	0%	95%	NA	95%
5 (f) Hold 1 MVP Volunteer training	0	0	0	0
5 (g) Number of MVP's enrolled for 1 years service	0	0	0	0

## MISSION STATEMENT

*To advance amateur sport, recreation and youth development for all - from leisure activity to athletic excellence, and to strengthen the significant contribution that these initiatives make towards the enhancement of the quality of life for the total community.*

## DEPARTMENT OBJECTIVES

- To facilitate the progressive implementation of key objectives from the Sports Policy.
- To enhance the role in sports development that will lead to increased participation of NSGB's in high performance and junior athletes.
- To improve operational processes that will streamline and modernize the department in accordance with Financial Instructions.
- To develop and implement whole family programming that will positively assist the social development of Bermuda.
- To ratify the National Youth Policy.

# HEAD 20 YOUTH, SPORT & RECREATION

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>2001</b>	<b>ADMINISTRATION &amp; SPORTS</b>						
30045	GENERAL ADMINISTRATION	1,200	1,484	1,480	1,513	33	2
		<b>1,200</b>	<b>1,484</b>	<b>1,480</b>	<b>1,513</b>	<b>33</b>	<b>2</b>
<b>2002</b>	<b>SPORT DEVELOPMENT</b>						
30055	SPORTS PROGRAMMES	1,670	1,639	1,709	1,798	89	5
		<b>1,670</b>	<b>1,639</b>	<b>1,709</b>	<b>1,798</b>	<b>89</b>	<b>5</b>
<b>2003</b>	<b>SPORTS INCENTIVES &amp; AWARDS</b>						
30030	ATHLETIC AWARDS	137	150	150	150	0	0
		<b>137</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>2004</b>	<b>SPORTS FACILITIES MANAGEMENT</b>						
30060	SPORTS FACILITIES	873	887	888	883	(5)	(1)
30075	WMC PREECE SOFTBALL PARK	102	135	133	149	16	12
30080	WER JOELL TENNIS STADIUM	283	386	386	386	0	0
30090	MOTORSPORT PARK	57	64	59	64	5	8
30390	SPORTS COMMUNITY FIELDS	39	47	37	46	9	24
		<b>1,354</b>	<b>1,519</b>	<b>1,503</b>	<b>1,528</b>	<b>25</b>	<b>2</b>
<b>2005</b>	<b>YOUTH DEVELOPMENT</b>						
30210	YOUTH DEVELOPMENT ADMIN	274	274	264	273	9	3
30350	YOUTH GRANTS	138	200	200	200	0	0
		<b>412</b>	<b>474</b>	<b>464</b>	<b>473</b>	<b>9</b>	<b>2</b>
<b>2006</b>	<b>COMMUNITY CENTRES</b>						
30120	THE CENTRE	428	490	490	490	0	0
30130	ST. GEORGE'S COMM. CENTRE	412	435	435	436	1	0
30146	SANDYS COMMUNITY CENTRE	446	454	454	453	(1)	(0)
		<b>1,286</b>	<b>1,379</b>	<b>1,379</b>	<b>1,379</b>	<b>0</b>	<b>0</b>
<b>2007</b>	<b>CAMPING</b>						
30148	CAMPING ADMINISTRATION	37	6	6	66	60	1,000
30150	CAMPING AT DARRELL'S ISLAND	307	307	307	322	15	5
30155	CAMPING AT MESSINA HOUSE	263	250	250	76	(174)	(70)
30160	CAMPING AT PAGET ISLAND	300	270	270	263	(7)	(3)
30165	CAMPING AT PORTS ISLAND	124	121	121	116	(5)	(4)
30170	CAMPING AT WHITE'S ISLAND	11	81	81	80	(1)	(1)
		<b>1,042</b>	<b>1,035</b>	<b>1,035</b>	<b>923</b>	<b>(112)</b>	<b>(11)</b>
<b>2008</b>	<b>SCHOOL AGE ACTIVITIES</b>						
30180	SUMMER DAY CAMP	622	840	840	853	13	2
30185	TEEN CAMP SERVICE	68	18	18	0	(18)	(100)
		<b>690</b>	<b>858</b>	<b>858</b>	<b>853</b>	<b>(5)</b>	<b>(1)</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### GENERAL SUMMARY - continued

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2009</b>	<b>AFTER SCHOOL PROGRAMMES</b>						
30125	AFTER SCHOOL PROGRAMMES	898	850	850	1,037	187	22
		<b>898</b>	<b>850</b>	<b>850</b>	<b>1,037</b>	<b>187</b>	<b>22</b>
	<b>TOTAL</b>	<b>8,689</b>	<b>9,388</b>	<b>9,428</b>	<b>9,654</b>	<b>226</b>	<b>2</b>

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,042	2,806	2,806	2,868	62	2
	WAGES	2,527	2,208	2,208	2,406	198	9
	OTHER PERSONNEL COSTS	95	96	96	62	(34)	(35)
	TRAINING	5	7	4	6	2	50
	TRANSPORT	9	9	7	7	0	0
	TRAVEL	30	33	34	39	5	15
	COMMUNICATIONS	79	90	96	87	(9)	(9)
	ADVERTISING & PROMOTION	20	37	28	20	(8)	(29)
	PROFESSIONAL SERVICES	158	154	162	218	56	35
	RENTALS	451	458	457	390	(67)	(15)
	REPAIR AND MAINTENANCE	186	229	212	219	7	3
	INSURANCE	21	18	18	29	11	61
	ENERGY	168	227	224	224	0	0
	CLOTHING, UNIFORMS & LAUNDRY	15	17	17	18	1	6
	MATERIALS & SUPPLIES	193	218	240	207	(33)	(14)
	EQUIPMT. (MAJOR/MINOR CAP)	18	25	21	24	3	14
	OTHER EXPENSES	35	39	41	55	14	34
	GRANTS & CONTRIBUTIONS	2,637	2,717	2,757	2,775	18	1
	<b>TOTAL</b>	<b>8,689</b>	<b>9,388</b>	<b>9,428</b>	<b>9,654</b>	<b>226</b>	<b>2</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### REVENUE SUMMARY

(1)	(2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8251 Camping Fees	31	36	36	31	(5)	(14)
	8255 Court Fees	23	30	30	30	0	0
	8315 Registration	112	100	100	120	20	20
	8615 General	1	0	0	1	1	0
	8665 After School Vouchers	382	420	420	420	0	0
	8765 Boats	21	15	15	15	0	0
	8801 Facilities	14	20	20	23	3	15
	8803 Equipment	2	0	0	1	1	0
	<b>TOTAL</b>	<b>586</b>	<b>621</b>	<b>621</b>	<b>641</b>	<b>20</b>	<b>3</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	
		(3)	(4)	(5)	(6)	(7)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	2001 ADMINISTRATION & SPORTS	12	13	13	13	0	0
	2004 SPORTS FACILITIES MANAGEMENT	10	9	9	9	0	0
	2005 YOUTH DEVELOPMENT	3	3	3	3	0	0
	2006 COMMUNITY CENTRES	22	19	19	19	0	0
	2007 CAMPING	9	9	9	10	1	11
	2008 SCHOOL AGE ACTIVITIES	16	16	16	16	0	0
	2009 AFTER SCHOOL PROGRAMME	26	26	26	26	0	0
	<b>TOTAL</b>	<b>98</b>	<b>95</b>	<b>95</b>	<b>96</b>	<b>1</b>	<b>1</b>



## HEAD 20 YOUTH, SPORT & RECREATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 30030 Athletic Awards</b>				
Sponsored Grants awarded to Junior Athletes via National Sports Governing Bodies (NSGB's)	12	15	14	14
Average amount awarded per Junior athlete	\$4,120	\$3,333	\$3,571	\$3,571
Number of Elite Athlete sponsorships awarded	12	32	14	14
<b>BUSINESS UNIT: 30055 Sports Programme</b>				
Number of registered National Sports Governing Bodies	35	37	35	35
Number of Grants issued to Sporting Bodies with initiatives geared toward Sports Development	15	15	15	15
Number of Sports awards presented to individuals	25	25	25	25
Number of National Sport Governing bodies who nominated athletes	10	10	12	15
Number of nominations received by the public	11	75	20	25
<b>BUSINESS UNIT: 30075 WMC Preece Softball Park</b>				
Average number of persons using the facility per month	250	500	350	400
Average number of sporting events held at facility per month	20	20	20	20
% of clients using the facility who rank it satisfactory or better	70%	75%	80%	85%
<b>BUSINESS UNIT: 30080 WER Joell Tennis Stadium</b>				
Average number of individuals who use the facility per month	400	500	500	550
Average number of events held at facility per month	4	12	5	6
% of clients using the facility who rank it satisfactory or better	85%	90%	90%	95%
<b>BUSINESS UNIT: 30090 Motorsport Park</b>				
Average number of individuals who use the facility monthly	150	200	165	170
Average number of events held at the facility per month	4	4	4	4
% of clients using the facility who rank it satisfactory or better	70%	85%	75%	75%
<b>BUSINESS UNIT: 30120 / 30130 / 30146 Community Centres</b>				
Projected number of attendees per annum	60,000	64,000	59,250	64,000
Initiated partnerships with neighboring sport clubs for the enhancement of programming	6	6	6	8
Implemented and facilitated programming for Youth (Middle School Students) geared toward physical and mental wellness.	N/A	To be re-evalued from a % to an actual count: 6	6	9

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 30125 Afterschool Programmes</b>				
Average number of participants per annum	Performance measure discontinued	N/A	N/A	N/A
Initiated and fostered relationships with National Sport Governing Bodies that facilitated exposure to the foundation or enhancement of skill set in sport	10	10	14	Performance Measure to be discontinued
Initiated partnerships with neighboring sport clubs for the enhancement of programming	10	8	10	14
<b>BUSINESS UNIT: 30150/30155/30160/30165 Camping Facilities</b>				
Number of Campers using facilities	7,642	9,000	9,000	9,000
Number of Overseas groups using facilities	1	5	4	5
% of users who found overall experience satisfactory	95%	90%	95%	97%
% of users who found the cleanliness of the sites satisfactory	95%	95%	95%	98%
% of users who use the department ferry to be transported to facilities	95%	85%	95%	95%
<b>BUSINESS UNIT: 30180 / 30185 Summer Camps</b>				
Number of participants per year	6,900	6,500	8,500	8,000
<b>BUSINESS UNIT: 30210 Youth Development Administration</b>				
Surveyed parent/guardian subscribers to the Afterschool Programme to ensure the continuum of quality services	2	2	2	2
Surveyed centre clients annually for programme development	3	3	3	2
Complete the research and development toward the framework of a National Youth Policy	100%	100%	Performance Measure Completed	Performance Measure Completed
<b>BUSINESS UNIT: 30350 Youth Grants</b>				
Provide Grants to Youth Organizations with initiatives geared toward social recovery	\$142,500.00	\$125,000.00	\$150,000.00	\$150,000.00
Provide Grants to Sports Clubs specific to the creation or enhancement of youth programming building good character .	\$7,500	\$25,000.00	\$50,000.00	\$50,000.00
<b>BUSINESS UNIT: 30390 Sports Community Fields</b>				
Average number of individuals who use the facility monthly	400	500	500	500
Average number of groups who apply to use the facility per month	15	30	15	18
% of clients using the facility who rank it satisfactory or better	80%	95%	80%	90%

**MISSION STATEMENT**

*To promote and protect the best interest and social well-being of children, adults, and families in order to enhance their social functioning and their quality of life.*

**DEPARTMENT OBJECTIVES**

- To minimise and eliminate those social, psychological, or other conditions known to cause or contribute to physical and emotional illness and sometimes socioeconomic problems.
- To promote growth and directional change in people, and their social situation.
- To assist in facilitating or improving social support for those in our population who are at risk.
- To provide treatment or curative services to address dysfunction and thereby assist people to function better in society.
- To restore individuals to a healthy condition or useful capacity.

# HEAD 23 CHILD & FAMILY SERVICES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2301 SER. TO CHILDREN/YOUNG PERSONS</b>							
33010	HAPPY VALLEY CHILD CARE CTR	819	933	945	918	(27)	(3)
		<b>819</b>	<b>933</b>	<b>945</b>	<b>918</b>	<b>(27)</b>	<b>(3)</b>
<b>2302 SER. TO INDIVIDUALS &amp; FAMILIES</b>							
33020	FAMILY SERVICES	1,690	2,401	2,335	2,629	294	13
33030	FOSTER CARE	1,966	2,098	2,098	2,135	37	2
33200	BDA YOUTH COUNSELLING SER.	1,298	1,070	1,070	1,133	63	6
		<b>4,954</b>	<b>5,569</b>	<b>5,503</b>	<b>5,897</b>	<b>394</b>	<b>7</b>
<b>2303 RESIDENTIAL TREATMENT</b>							
33060	HOME BASED PROGRAM	1,440	1,687	1,687	1,389	(298)	(18)
33070	BRANGMAN HOME	872	1,100	1,167	1,217	50	4
33080	YOUTH DEVELOPMENT CENTRE	207	244	226	243	17	8
33090	OBSERVATORY COTTAGE	839	1,100	1,085	1,303	218	20
33100	PSYCHO-EDUCATIONAL PROG	2,293	2,330	2,320	2,335	15	1
33110	YOUTH RESIDENTIAL TRMT.	924	1,161	1,126	856	(270)	(24)
		<b>6,575</b>	<b>7,622</b>	<b>7,611</b>	<b>7,343</b>	<b>(268)</b>	<b>(4)</b>
<b>2304 ADMINISTRATION</b>							
33120	ADMINISTRATION	1,221	1,260	1,325	1,307	(18)	(1)
33130	GRANT FUNDING	239	250	250	250	0	0
		<b>1,460</b>	<b>1,510</b>	<b>1,575</b>	<b>1,557</b>	<b>(18)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>13,808</b>	<b>15,634</b>	<b>15,634</b>	<b>15,715</b>	<b>81</b>	<b>1</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	6,638	8,895	8,896	8,815	(81)	(1)
	WAGES	1,097	9	9	5	(4)	(44)
	OTHER PERSONNEL COSTS	117	128	101	101	0	0
	TRAINING	116	127	115	127	12	10
	TRANSPORT	44	42	54	43	(11)	(20)
	TRAVEL	125	152	181	174	(7)	(4)
	COMMUNICATIONS	99	130	126	141	15	12
	ADVERTISING & PROMOTION	1	1	3	1	(2)	(67)
	PROFESSIONAL SERVICES	2,943	3,174	3,249	3,476	227	7
	RENTALS	925	859	777	716	(61)	(8)
	REPAIR AND MAINTENANCE	211	362	350	306	(44)	(13)
	INSURANCE	2	5	5	4	(1)	(20)
	ENERGY	230	313	313	370	57	18
	CLOTHING, UNIFORMS & LAUNDRY	85	125	125	119	(6)	(5)
	MATERIALS & SUPPLIES	252	320	344	330	(14)	(4)
	EQUIPMT. (MINOR CAPITAL)	9	33	27	31	4	15
	OTHER EXPENSES	104	99	99	96	(3)	(3)
	GRANTS AND CONTRIBUTIONS	810	860	860	860	0	0
	<b>TOTAL</b>	<b>13,808</b>	<b>15,634</b>	<b>15,634</b>	<b>15,715</b>	<b>81</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8165 Nursery Fees - Day Care	166	192	192	192	0	0
	<b>TOTAL</b>	<b>166</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>0</b>	<b>0</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
	33010 HAPPY VALLEY CHILD CARE CTR	10	10	10	10	0	0
	33020 INVESTIGATION AND SCREENING	18	18	18	18	0	0
	33030 FOSTER CARE	6	6	6	6	0	0
	33060 FAMILY PRESERVATION	16	16	16	16	0	0
	33070 BRANGMAN HOME	12	12	12	12	0	0
	33080 YOUTH DEVELOPMENT CENTRE	2	2	2	2	0	0
	33090 OBSERVATORY COTTAGE	12	12	12	12	0	0
	33110 YOUTH RESIDENTIAL TRMT	9	9	9	9	0	0
	33120 ADMINISTRATION	4	4	4	4	0	0
	33200 BDA YOUTH COUNSELLING SER.	6	8	8	8	0	0
	<b>TOTAL</b>	<b>95</b>	<b>97</b>	<b>97</b>	<b>97</b>	<b>0</b>	<b>0</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 33010 - Happy Valley Child Care Centre</b>				
1. Minimum of 85% of children to achieve set developmental and educational milestones.	100%	100%	100%	100%
2. Minimum of 70% of parents to engage and complete parenting classes.	93%	85%	90%	90%
3. (A) Satisfaction with services: Family	100%	95%	95%	95%
3. (B) Satisfaction with services: Referral sources	90%	95%	95%	100%
<b>BUSINESS UNIT: 33020 - Family Services</b>				
1. Number of children who are protected from ongoing child abuse.	100%	100%	100%	100%
2. Number of children whose risk is reduced.	103	120	100	120
3. Number of Social Enquiry Reports where fathers are granted joint custody.	26	50%	50%	50%
<b>BUSINESS UNIT: 33030 - Foster Care</b>				
1. Number of active foster parents.	60	68	65	75
2. Number of foster parents recruited during the fiscal year.	11	10	10	15
3. Number of children permanently placed during the fiscal year.	3	5	4	5
<b>BUSINESS UNIT: 33060 &amp; 33130 - Cross Ministry Initiative Team (C.M.I.T)</b>				
1. Number of adolescents successfully transitioning out of Residential Treatment Services and reintegrating into the family unit.	5	0	1	2
2. Number of adolescents/persons whose risk is reduced.	65%	70%	50%	70%
3. Number of persons who improved employability skills/employment.	16	15	12	15
<b>BUSINESS UNIT: 33070 - Brangman Home</b>				
1. Average cost per resident at the home per day.	\$600.00	\$600.00	\$600.00	\$600.00
2. Number of clients having an educational or vocational plan within 30 days of placement.	5	100%	100%	100%
<b>BUSINESS UNIT: 33080 - Youth Development Centre</b>				
1. Number of clients demonstrating the ability to be compliant with rules and structure	80%	90%	80%	90%
2. Number of clients demonstrating the ability to use self management skills	75%	90%	80%	90%

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 33090 - Observatory Cottage</b>				
1. Average cost per resident at the Cottage per day	\$650.00	\$650.00	\$650.00	\$650.00
2. Number of clients having an educational or vocational plan within 30 days of placement.	3%	100%	100%	100%
<b>BUSINESS UNIT: 33100 - Psycho-Educational Program</b>				
1. To increase the number of children transitioning home successfully by 50%	50%	80%	50%	80%
2. Ensure 100% of families have an agreed reunification plan, before transitioning the child home	100%	100%	100%	100%
3. Ensure 100% of families receive a minimum of three follow-up visits by a Social Worker, per month for a minimum of six months at the completion of the reunification plan	70%	100%	70%	100%
<b>BUSINESS UNIT: 33110 - Youth Residential Treatment</b>				
1. RTS to achieve and maintain 100% compliance with the Children Act 1998, and the Children Amendment Act 2000	100%	100%	100%	100%
2. Maintain best practices service standards consistent with accreditation to a level of 100% through a PQI process	70%	100%	70%	70%
<b>BUSINESS UNIT: 33120 - Administration</b>				
1. Ensure all sections within the Department remain 100% compliant with the responsibilities as outlined in the Children Act 1998, and the Children Amendment Act 2000.	90%	100%	90%	100%
2. Ensure all sections maintain the required standards for accreditation by the Council on Accreditation	90%	100%	90%	100%
<b>BUSINESS UNIT: 33130 - Grant Funding</b>				
1. Assist all grant holders to remain compliant with the responsibilities as outlined in the Grant Agreement	90%	100%	90%	100%
2. Ensure all grant holders meet the specific goals as outlined in the grant agreement.	90%	100%	90%	100%
<b>BUSINESS UNIT: 33200 - Bermuda Youth Counseling Services</b>				
1. Number of assessments completed	54	50	70	75
2. Number of clients admitted to the programme	60	125	67	80
3. Number of Treatment plans developed within 30 days	100%	100%	100%	100%
4. Number of clients completing the programme	90%	70%	90%	90%



**MISSION STATEMENT**

*The Department's mission is to cultivate a greater sense of national identity and pride by engaging with the community to develop our society through culture, heritage, and educational outreach.*

**DEPARTMENT OBJECTIVES**

- To serve as stewards of Bermuda's cultural heritage.
- To stimulate and develop a culturally vibrant, expressive and dynamic community by supporting innovative cultural and artistic endeavours.
- To foster relationships with tradition bearers and cultural industry partners to facilitate synergistic, inter-disciplinary and evolving Bermudian cultural identity and artistry.
- To promote an understanding of Bermuda's cultural identity through education, research, publications, and enrichment programmes.
- To curate and invest in the arts and Bermuda's cultural heritage through grants sponsorships, collaborations and structural support.
- To support the development of ideas, projects and institutions that augment Bermuda's cultural and creative industries.

# HEAD 52 COMMUNITY & CULTURAL AFFAIRS

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2018/19	%
		(3)	(4)	(5)	(6)	(\$000)	(8)
<b>5202</b>	<b>CULTURAL AFFAIRS</b>						
	62000 GRANTS TO ORGANISATIONS	191	213	213	223	10	5
	62001 ADMINISTRATION	795	842	843	818	(25)	(3)
	62010 CULTURAL FESTIVITIES & CELEBR.	171	184	161	59	(102)	(63)
	62020 HERITAGE CELEBRATIONS	201	217	217	236	19	9
	62030 CULTURAL EDUCATION PROGRAM.	102	41	41	29	(12)	(29)
	62050 NATIONAL HEROES DAY	47	56	24	59	35	146
	62060 PROMOTION OF THE ARTS	19	44	62	44	(18)	(29)
	62070 FOLKLIFE BERMUDA	127	157	147	142	(5)	(3)
	62080 RESEARCH AND PUBLICATION	0	82	62	101	39	0
	62180 SPECIAL PROJECTS	0	112	174	100	(74)	0
	62210 GOMBHEY FESTIVAL	0	0	0	163	163	0
		<b>1,653</b>	<b>1,948</b>	<b>1,944</b>	<b>1,974</b>	<b>30</b>	<b>2</b>
<b>5203</b>	<b>COMMUNITY SERVICES</b>						
	62100 UNCOVER THE ARTS	165	172	176	190	14	8
	62130 SENIOR CITIZEN PROJECTS	71	80	80	78	(2)	(3)
		<b>236</b>	<b>252</b>	<b>256</b>	<b>268</b>	<b>12</b>	<b>5</b>
<b>5204</b>	<b>COMMUNITY EDUCATION</b>						
	62140 COMMUNITY OUTREACH	43	40	40	0	(40)	(100)
	62150 COMMUNITY EDUCATION COURSE	121	153	152	0	(152)	(100)
	62160 COMMUNITY EDUCATION ADMIN	605	618	619	0	(619)	(100)
		<b>769</b>	<b>811</b>	<b>811</b>	<b>0</b>	<b>(811)</b>	<b>(100)</b>
	<b>TOTAL</b>	<b>2,658</b>	<b>3,011</b>	<b>3,011</b>	<b>2,242</b>	<b>(769)</b>	<b>(26)</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,212	1,247	1,245	705	(540)	(43)
	OTHER PERSONNEL COST	3	4	4	4	0	0
	TRAINING	3	4	4	3	(1)	(25)
	TRANSPORT	0	3	3	3	0	0
	TRAVEL	7	188	183	99	(84)	(46)
	COMMUNICATIONS	41	43	51	16	(35)	(69)
	ADVERTISING & PROMOTION	69	80	105	64	(41)	(39)
	PROFESSIONAL SERVICES	787	770	693	596	(97)	(14)
	RENTALS	27	137	133	139	6	5
	REPAIR AND MAINTENANCE	27	30	28	8	(20)	(71)
	ENERGY	13	9	7	0	(7)	(100)
	MATERIALS & SUPPLIES	208	263	256	216	(40)	(16)
	EQPMT. (MINOR CAPITAL)	6	4	3	2	(1)	(33)
	OTHER EXPENSES	5	6	6	3	(3)	(50)
	GRANTS AND CONTRIBUTIONS	250	223	290	384	94	32
	<b>TOTAL</b>	<b>2,658</b>	<b>3,011</b>	<b>3,011</b>	<b>2,242</b>	<b>(769)</b>	<b>(26)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8253 Admissions	0	1	1	1	0	0
	8425 Course Fees	168	76	76	0	(76)	(100)
	8615 General	3	4	4	1	(3)	(75)
	8617 Publications	13	6	6	2	(4)	(67)
	8681 Tickets	0	2	2	2	0	0
	<b>TOTAL</b>	<b>184</b>	<b>89</b>	<b>89</b>	<b>6</b>	<b>(83)</b>	<b>(93)</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	% (8)
62001	ADMINISTRATION	8	8	8	8	0	0
62160	COMMUNITY EDUCATION ADMIN	7	7	7	0	(7)	(100)
	<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>8</b>	<b>(7)</b>	<b>(47)</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 62000 - Grants to Organisations</b>				
1. (a) Provide grants to five (5) non-governmental organisations that support cultural heritage development upon satisfactory completion of application	5	4	5	5
1. (a) Provide grants to four (4) non-governmental organisations that support the arts upon satisfactory completion of application	3	3	3	3
2. (a) Bermuda Arts Council awards grants to students and individuals in the visual and performing arts	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria
2. (b) Bermuda Arts Council awards grants to various organizations	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria
3. To award a maximum of 10 grants from the Cultural Legacy Fund	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria
<b>BUSINESS UNIT: 62001 - Administration</b>				
1. (a) Produce cultural pamphlets	2,000	2,000	2,000	2,000
1. (b) Produce 500 cultural education posters	500	500	500	500
1. (c) Produce a digital/electronic newsletter monthly**	12	12	12	12
2. Organize and host talk shows on aspects of Bermudian identity (Proud to Be Bermudian)	4	4	4	4
<b>BUSINESS UNIT: 62010 - Cultural Festivals &amp; Celebration</b>				
1. Gombey Festival: showcase active Bermudian Gombey Troupes	5	5	6	6
2. Gombey Festival: include annual education theme**	1	1	1	1
3. Gombey Festival: invite performers from similar root cultures to participate**	0	1	1	1
4. Emancipation Commemoration: produce one (1) relevant event, inclusive of educational component	1	1	1	1
<b>BUSINESS UNIT: 62020 - Heritage Celebrations</b>				
1. Identify, support, and collaborate with cultural partners on Heritage Month events	7	5	6	5
2. (a) Number of groups in the Bermuda Day Parade	35	30	40	30
2. (b) Number of floats in the Bermuda Day Parade	5	8	10	8

\*\*New Performance Measure(s)

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 62030 - Cultural Education Program</b>				
1. (a) Produce one Bermuda Themed book	1	1	1	0
1. (b) Print copies of Bermuda Themed book	1	1,000	1,000	0
2. (a) Produce a book of literature	1	0	0	1
2. (b) Print copies of book of literature	1	0	0	1
2. (c) Create and launch eBook version	0	1	0	0
3. Produce oral history transcripts	0	0	0	0
4. Create Folklife Digital database	0	1	0	0
5. Produce Study Guides for cultural documentaries**	3	3	3	3
6. Support Research on Bermudian Dialect**	1	1	0	1
7. Support Research on Bermuda's Ethnobotany**	1	1	1	0
<b>BUSINESS UNIT: 62050 - National Heroes' Day</b>				
1. Have 400 attendees at National Heroes' Day Event	370	350	No new National Hero	400
2. Hold 1 educational event	1	1	No new National Hero	1
3. (a) Organize and display 7 Banners	7	7	7	7
3. (b) Promotion of National Heroes via at least three (3) media formats	4	4	3	4
<b>BUSINESS UNIT: 62060 - Promotion of the Arts</b>				
1. (a) Hold one (1) 3-week workshop with Master Artist	1	1	1	1
1. (b) Hold two (2) mini-workshops for public schools	1	2	2	2
1. (c) Hold one (1) public event with a Master Artist	0	1	1	1
2. Organize Premier's concert to include 8 to 10 performances	11	12	Carifesta Showcase	12
<b>BUSINESS UNIT: 62070 - Folklife Bermuda</b>				
1(a) Produce Bermudian Heartbeats lectures	9	12	12	12
1(b) Hold one winter film series	3	Discontinued	Discontinued	Discontinued
2. Produce Folklife Documentaries	2	1	2	1
3. Five (5) apprentices to complete Folklife Apprenticeship Programme	1	0	1	3
4. Reissue DVD from "About Bermuda" series	3	3	3	3
<b>BUSINESS UNIT: 62100 - Uncover the Arts</b>				
1. (a) Hold 110 guided walking tours for the season	150	150	150	150
1. (b) Hold 110 performances weekly	110	110	110	110
2. (a) Host 220 demonstrations	220	220	220	220
2. (b) Hold 88 lectures weekly	70	70	88	88

\*\*New Performance Measure(s)

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 62130 - Senior Citizens Projects</b>				
1. Organise educational and cultural seniors events	8	5	4	5
2. (a) Organise intergenerational projects allowing for youth and senior engagements**	1	1	1	1
2. (b) Produce a publication that reflects lives and accomplishments of Bermudian seniors	1	1	1	1
2. (c) Print 1000 copies	700	700	700	700
1. Organize Seniors' Week to include four (4) different events	Discontinued	Discontinued	Discontinued	Discontinued
2. Organise educational and cultural seniors events	8	5	4	5
3. Hold two (2) seniors' cruises	Discontinued	Discontinued	Discontinued	Discontinued
4. (a) Organise intergenerational projects allowing for youth and senior engagements**	1	1	1	1
4. (b) Produce a publication that reflects lives and accomplishments of Bermudian seniors	1	1	1	1
4. (c) Print 1000 copies	700	700	700	700
4. (d) Organise intergenerational projects allowing for youth and senior engagement**				

\*\*New Performance Measure(s)

## HEAD 55 FINANCIAL ASSISTANCE

## CURRENT ACCOUNT ESTIMATES

### MISSION STATEMENT

*The Department of Financial Assistance will ensure that Bermudians with insufficient financial resources have access to services in order to gain, maintain, or regain a minimum standard of living while encouraging personal and economic independence.*

### DEPARTMENT OBJECTIVES

- To assess individuals and to determine their level of need in a timely and effective manner.
- To ensure that Financial Assistance is administered in a manner consistent with Financial Instructions and Financial Assistance Legislation and policies.
- To establish appropriate and reasonable procedures for measuring the effectiveness of Financial Assistance.
- To improve reporting procedures for organizations that receive Grants.
- To ensure that all uninsured Financial Assistance recipients are enrolled in a hospital insurance plan.
- To have available, for public dissemination, Financial Assistance information pamphlets.
- To ensure that the activities for the Department of Financial Assistance support both the Ministry's mission and vision.



# HEAD 55 FINANCIAL ASSISTANCE

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
<b>5501</b>	<b>FINANCIAL ASSISTANCE</b>						
	65050 GRANTS ADMINISTRATION	50,665	50,404	50,404	48,512	(1,892)	(4)
	65080 GENERAL ADMIN.	2,815	3,151	3,151	3,172	21	1
	<b>TOTAL</b>	<b>53,480</b>	<b>53,555</b>	<b>53,555</b>	<b>51,684</b>	<b>(1,871)</b>	<b>(3)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2016/17	2017/18	2017/18	2018/19	DIFFERENCE 2017/18 vs 2018/19	
(1)	OBJECT CODE DESCRIPTION (2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	2,752	2,920	2,920	2,948	28	1
	WAGES	63	0	0	0	0	0
	OTHER PERSONNEL COSTS	5	5	5	0	(5)	(100)
	TRAINING	2	9	9	6	(3)	(33)
	TRAVEL	0	1	1	1	0	0
	COMMUNICATIONS	4	4	4	4	0	0
	ADVERTISING & PROMOTION	1	9	9	8	(1)	(11)
	PROFESSIONAL SERVICES	12	91	91	93	2	2
	REPAIR AND MAINTENANCE	8	15	15	15	0	0
	MATERIALS & SUPPLIES	75	92	92	92	0	0
	EQUIPMT. (MINOR)	0	5	5	5	0	0
	GRANTS AND CONTRIBUTIONS	50,558	50,404	50,404	48,512	(1,892)	(4)
	<b>TOTAL</b>	<b>53,480</b>	<b>53,555</b>	<b>53,555</b>	<b>51,684</b>	<b>(1,871)</b>	<b>(3)</b>

## HEAD 55 FINANCIAL ASSISTANCE - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
	65080 GENERAL ADMIN.	31	34	32	34	2	6
	<b>TOTAL</b>	<b>31</b>	<b>34</b>	<b>32</b>	<b>34</b>	<b>2</b>	<b>6</b>

**HEAD 55 FINANCIAL ASSISTANCE - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 65050 - Grants Administration</b>				
1. To provide financial awards to 100% of our new financial assistance clients within 10 working days.	100%	100%	100%	100%
2. To award grants to charitable organizations within 30 days of receiving requested documents.	5	5	5	5
3. To provide awards to 100% of the daycare providers by last day of month before they are due.	100%	100%	100%	100%
<b>BUSINESS UNIT: 65080 - General Administration</b>				
1. To ensure that all 33 employees successfully complete at least one relevant training course per year.	100%	100%	100%	100%
2. To complete 700 site visits for financial assistance clients during the year.	450	700	500	600

# HEAD 88 NATIONAL DRUG CONTROL

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To lead efforts to reduce alcohol and drug mis-use through education, service delivery, research, advocacy and inter-agency/department coordination.*

## DEPARTMENT OBJECTIVES

- Guided by the National Drug Control Plan, The department for National Drug Control will coordinate the development, management, implementation and the monitoring and evaluation of all national-level drug control efforts, including the formulation and implementation of national drug control policies and national strategies, incorporating supply and demand reduction activities through a balanced inter-agency/departmental approach.
- To strengthen and develop sustainable drug prevention and drug treatment services by providing policy direction and technical oversight that is guided by the national drug prevention and treatment strategies.
- To continue the development and maintenance of the national database ( Bermuda Drug Information Network (BerDIN)) to provide comprehensive information on the drugs phenomenon in Bermuda and drug-related issues affecting specific community groups and the overall society.
- Provide support, advocacy and resources to stakeholder Ministries, Departments and Community partners to enhance efforts in achieving goals identified in the National Drug Control Strategy/ Master Plan.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8801</b>	<b>NATIONAL DRUG CONTROL</b>						
98000	ADMINISTRATION	723	978	978	1,278	300	31
98010	COMMUNITY DEVELOPMENT	200	267	267	267	0	0
98020	PREVENTION	207	220	220	224	4	2
98030	TREATMENT PLANNING	412	397	397	405	8	2
98050	RESEARCH POLICY	316	305	305	290	(15)	(5)
98060	MEN'S TREATMENT - CAMP SPIRIT	919	874	874	885	11	1
98070	WOMEN'S TREATMENT CENTRE	1,037	1,103	1,103	1,127	24	2
98080	NDC MASTER PLAN & ACTION PLAN	24	35	35	35	0	0
	<b>TOTAL</b>	<b>3,838</b>	<b>4,179</b>	<b>4,179</b>	<b>4,511</b>	<b>332</b>	<b>8</b>

# HEAD 88 NATIONAL DRUG CONTROL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,610	1,895	1,655	1,924	269	16
	WAGES	704	411	327	324	(3)	(1)
	OTHER PERSONNEL COSTS	216	0	0	0	0	0
	TRAINING	27	38	34	33	(1)	(3)
	TRAVEL	6	22	0	0	0	0
	TRANSPORT	5	0	22	22	0	0
	COMMUNICATIONS	34	41	41	41	0	0
	ADVERTISING & PROMOTION	52	78	78	73	(5)	(6)
	PROFESSIONAL SERVICES	142	378	702	468	(234)	(33)
	RENTALS	210	113	113	113	0	0
	REPAIR AND MAINTENANCE	127	374	374	374	0	0
	ENERGY	92	147	147	147	0	0
	MATERIALS & SUPPLIES	128	183	183	188	5	3
	EQPMT. (MINOR CAPITAL)	1	15	19	20	1	5
	OTHER EXPENSES	1	1	1	1	0	0
	GRANTS AND CONTRIBUTIONS	483	483	483	783	300	62
	<b>TOTAL</b>	<b>3,838</b>	<b>4,179</b>	<b>4,179</b>	<b>4,511</b>	<b>332</b>	<b>8</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8877 Reimbursements	3	0	0	0	0	0
	<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 88 NATIONAL DRUG CONTROL - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
98000	ADMINISTRATION	2	2	2	2	0	0
98010	COMMUNITY DEVELOPMENT	1	1	1	1	0	0
98020	PREVENTION	1	1	1	1	0	0
98030	TREATMENT PLANNING	2	2	2	2	0	0
98050	RESEARCH POLICY	2	2	2	2	0	0
98060	MEN'S TREATMENTCENTRE	8	8	8	8	0	0
98070	WOMEN'S TREATMENT CENTRE	11	11	11	11	0	0
<b>TOTAL</b>		<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0</b>

## HD 88 NATIONAL DRUG CONTROL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 98000 Administration</b>				
% of financial transaction completed accurately in E1 at the department level and within Financial Instructions	100%	100%	100%	100%
% of performance appraisals and forward job plans completed	100%	100%	100%	100%
# of reports (cab memos, Ministerial statements, briefings) submitted	8	15	8	8
<b>BUSINESS UNIT: 98010 Community Development</b>				
# of multi-media campaigns to increase public awareness about the harms of substance abuse and misuse	1	1	1	1
# of community/health related forums attended to disseminate information about the health and social consequences of alcohol, tobacco and drugs mis-use	4	4	4	4
# of grassroot organizations received technical support from DNDC to embrace healthy lifestyle/drug free programme/activities	3	4	4	4
<b>BUSINESS UNIT: 98020 Prevention</b>				
# of grade level teachers trained in drug prevention education.	25	35	35	35
# of community based drug prevention programmes that are aligned with the National Prevention Strategy and based on drug prevention best practice/principles	4	4	4	4
# of schools utilizing a National School Drug Policy	0	8	8	6
<b>BUSINESS UNIT: 98030 Treatment Planning</b>				
# of internationally accredited substance abuse treatment programme accreditation	3	3	3	3
# of treatment programmes utilizing the Accucare client management system	4	4	5	6
# of local workforce development training events	2	3	3	3
# of public awareness campaigns highlighting Bermuda substance abuse treatment services	3	3	3	3

## HD 88 NATIONAL DRUG CONTROL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 98050 Research Policy</b>				
Number of primary research studies conducted per year	2	2	2	1
Turnaround time from completion of survey to having data available for use within 4 months	100%	100%	100%	100%
Submission of data by all BerDIN members by September 1 each year	100%	100%	100%	100%
Accuracy of the information provided by BerDIN members each year	95%	95%	95%	95%
Collating and disseminating of annual BerDin information by November of each year	100%	100%	100%	100%
% of Master Plan activities that are completed each year	70%	70%	70%	70%
Number of agencies that implement Master Plan activities	4	4	4	4
<b>BUSINESS UNIT: 98060 Men's Treatment</b>				
% increase in the completion rate of all clients entering treatment annually	60%	80%	80%	80%
Number of Male clients having access to life skills training and employment opportunities during and / or following successful completion of the programme	90%	100%	100%	100%
% of Male clients having access to aftercare/supportive living opportunities to enhance positive client outcomes annually	25%	90%	75%	90%
% of Male clients engaged in aftercare/supportive living opportunities after discharge from MTC	25%	90%	75%	90%
% of Male Client's family members completing family education group programme	50%	70%	70%	75%
Program will be internationally accredited by CARF	100%	100%	100%	100%
<b>BUSINESS UNIT: 98070 Women's Treatment</b>				
% improved access to services and increase capacity to Acute residential treatment for women (DELETE)	0%	80%	0%	0%
Reduction in # of days of wait time for admission to residential treatment which improves Pre/Admissions process	70%	75%	75%	75%
Maintain client admissions rate to at least 70% of facility capacity	50%	75%	50%	50%



**HD 88 NATIONAL DRUG CONTROL - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 98070 Women's Treatment Centre - cont.</b>				
% increase in engagement of Court mandated clients	30%	30%	30%	30%
% increase in engagement of pregnant drug using females in treatment (DELETE)	0%	10%	0%	0%
% of increase in diagnosis of females with co-occurring disorders	0%	50%	25%	50%
% increase of women completing at least 12 months of primary treatment (NEW)	-	-	-	50%
% increase of women choosing the safe and secure transitional residence following completion of primary treatment	20%	40%	30%	40%
<b>BUSINESS UNIT: 98080 NDC Master Plan &amp; Action Plan</b>				
# of activities engaging stakeholders on the National Drug Control Master Plan/Strategy (Revised)	1	0	1	3
# of selected activities prioritized in the Master Plan/Strategy being funded for implementation	0	1	1	1
# of community activities held to disseminate highlights of the Master Plan (Revised)	0	1	0	1

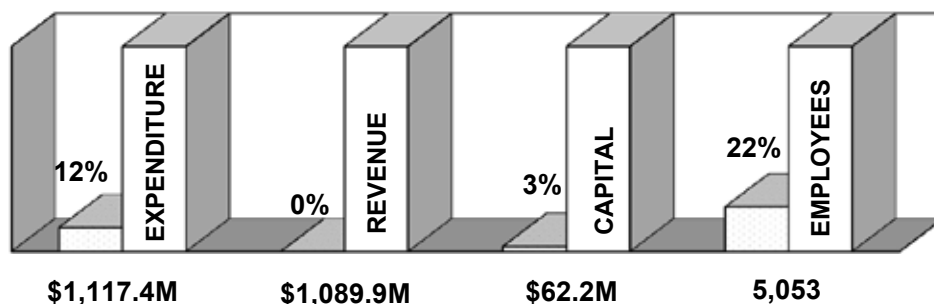
# MINISTRY OF NATIONAL SECURITY



TO ADVISE ON THE FORMULATION AND IMPLEMENTATION OF POLICY. TO GENERALLY DIRECT AND COORDINATE OPERATIONS AND THE ACTIVITIES WITHIN THE MINISTRY.

Senator The Hon. Wayne Caines, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2017/18 vs 2018/19 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
83	MIN. OF NATIONAL SECURITY HQ	1,289	1,497	1,497	1,466	(31)	(2)
06	DEFENCE	7,202	7,272	7,110	7,209	99	1
07	POLICE	64,884	67,241	67,261	65,802	(1,459)	(2)
12	CUSTOMS	16,085	17,112	17,112	16,939	(173)	(1)
25	DEPT. OF CORRECTIONS	24,890	25,337	25,337	25,082	(255)	(1)
45	FIRE SERVICES	12,369	13,261	13,261	13,127	(134)	(1)
67	DEPT. OF INFORMATION & COMM. TECH.	1,099	1,631	1,631	1,475	(156)	(10)
		<b>127,818</b>	<b>133,351</b>	<b>133,209</b>	<b>131,100</b>	<b>(2,109)</b>	<b>(2)</b>
<b>REVENUE (\$000)</b>							
07	POLICE	502	350	350	428	78	22
45	FIRE SERVICES	777	180	180	113	(67)	(37)
67	DEPT. OF INFORMATION & COMM. TECH.	1	14,750	14,750	0	(14,750)	(100)
		<b>1,280</b>	<b>15,280</b>	<b>15,280</b>	<b>541</b>	<b>(14,739)</b>	<b>(96)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,326	2,282	1,291	1,286		
	DEVELOPMENT	37	270	450	270		
		<b>1,363</b>	<b>2,552</b>	<b>1,741</b>	<b>1,556</b>		
<b>EMPLOYEE NUMBERS</b>		<b>1,038</b>	<b>1,112</b>	<b>1,051</b>	<b>1,102</b>	<b>51</b>	<b>5</b>



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

*To protect and enhance the welfare of our community effectively, efficiently and equitably.*

**DEPARTMENT OBJECTIVES**

- To provide leadership, oversight and coordination of the Departments and Agencies for which it is responsible.
- To facilitate the delivery of the policing strategy of the Bermuda Police Service, promotes the role of the Bermuda Regiment, ensures fire prevention and fire fighting island wide and protects the borders through interdiction. The Ministry manages Corrections and sets national drug policy and also manages the Post Office in accordance with WPO mandates.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8301</b>	<b>GENERAL</b>						
93000	ADMINISTRATION	1,154	1,367	1,367	1,336	(31)	(2)
93002	PAROLE BOARD	95	82	82	82	0	0
93003	TREATMENT OF OFFENDERS	31	28	28	28	0	0
93004	POLICE COMPLAINTS AUTHORITY	9	20	20	20	0	0
	<b>TOTAL</b>	<b>1,289</b>	<b>1,497</b>	<b>1,497</b>	<b>1,466</b>	<b>(31)</b>	<b>(2)</b>

## HEAD 83 MINISTRY OF NATIONAL SECURITY HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	757	740	740	760	20	3
	TRAINING	0	1	1	1	0	0
	TRANSPORT	1	1	1	1	0	0
	TRAVEL	8	36	32	21	(11)	(34)
	COMMUNICATIONS	13	9	9	9	0	0
	ADVERTISING & PROMOTION	20	29	27	24	(3)	(11)
	PROFESSIONAL SERVICES	451	647	647	427	(220)	(34)
	INSURANCE	1	0	0	0	0	0
	ENERGY	2	1	1	1	0	0
	MATERIALS & SUPPLIES	15	17	19	17	(2)	(11)
	EQMT. (MINOR CAPITAL)	0	1	1	1	0	0
	OTHER EXPENSES	21	15	19	4	(15)	(79)
	GRANTS AND CONTRIBUTIONS	0	0	0	200	200	0
	<b>TOTAL</b>	<b>1,289</b>	<b>1,497</b>	<b>1,497</b>	<b>1,266</b>	<b>(231)</b>	<b>(15)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	93000 ADMINISTRATION	7	7	7	7	0	0
	<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>

**HEAD 83 MINISTRY OF NATIONAL SECURITY HQ - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 93000 ADMINISTRATION</b>				
Percentage of current year Throne Speech Initiatives that have been implemented.	80%	100%	80%	100%
Percentage of current year cabinet papers that have been submitted in the current year and have been successfully approved.	80%	100%	90%	100%
Percentage of current year walk-in requests that the ministry has been able to successfully assist in or resolve.	n/a	n/a	n/a	75%
<b>BUSINESS UNIT: 93004 POLICE COMPLAINTS AUTHORITY</b>				
Percentage of outstanding files closed out from the prior year or earlier.	80%	100%	80%	100%
Percentage of PCA complaints that are resolved within 2 to 3 months of receipt for each fiscal year.	50%	75%	60%	75%

## MISSION STATEMENT

*To support the Civil Authority with the Security of Bermuda, its people, property, livelihood and interests in order to maintain normality.*

- Regiment Assistance to the Civil Ministries: Disaster Relief, Support to BPS, & National Ceremonial.
- Regiment Assistance to the Civil Power: Public Order & Key Point Defence.
- Regiment Assistance to Bermudian Society: Social Cohesion.
- Regiment Assistance to the International Community.

## DEPARTMENT OBJECTIVES

- Operational Capability: Provide operational capability at graduated readiness to the Governor, the Government and people of Bermuda, including for: disaster relief, internal security and operational support to the Bermuda Police Service.
- Training: To train, develop and test Royal Bermuda Regiment personnel in order to ensure competence in military skills to discharge our missions and tasks. Including through overseas training to ensure the Regiment keeps pace with international best practice.
- Social Cohesion: Produce better citizens and enhance community cohesion through the shared military experience.
- Junior Leaders: Develop Bermuda's youth between the ages 14 to 18 through an introduction to military skills, adventurous training and community assistance.
- State Ceremonial: Provide state ceremonial and musical support for the Government and to promote Bermuda, including through ceremonial parades, national events and musical displays.
- Personnel Development: Provide soldiers with leadership training and qualification courses essential for career development in order to develop future commanders. In addition, provide opportunities for overseas attachments and courses to allow exposure to up to date military doctrine and tactics.
- Equipment and Infrastructure Management: Logistical support with the provisions of stores, equipment, rations, accommodations, vehicles and the upkeep of Warwick Camp.

# HEAD 06 DEFENCE

# CURRENT ACCOUNT ESTIMATES

## DEPARTMENT OBJECTIVES - cont.

- Financial Management & Recruiting: Provide financial controls and recruiting support, particularly in light of the intention to transition to an all-volunteer force.
- Role Expansion: Following the Mar 14 National Security and Defence Review (NSDR) recommendation and subject to a Cabinet Decision be prepared to establish a full time Regiment in-shore Coastguard no later than June 17, with the likely mission: "The Royal Bermuda Regiment is to establish and maintain an in-shore coastguard in order to secure Bermuda's Territorial Waters out to 12 nautical miles".

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0601</b>	<b>DEFENCE SERVICES</b>						
16000	FINANCE/RECRUITMENT	279	281	282	328	46	16
16999	HURRICANE RELIEF	213	0	0	0	0	0
		<b>492</b>	<b>281</b>	<b>282</b>	<b>328</b>	<b>46</b>	<b>16</b>
<b>0602</b>	<b>BERMUDA REGIMENT</b>						
16010	REGIMENT HEADQUARTERS	1,050	1,194	1,202	1,136	(66)	(5)
16020	QUARTERMASTER	2,388	2,331	2,327	2,355	28	1
16030	CEREMONIAL	386	487	522	393	(129)	(25)
16040	LOCAL TRAINING	1,792	1,858	1,858	1,861	3	0
16060	JUNIOR LEADERS	0	100	100	88	(12)	0
16075	OVERSEAS CAMP	1,025	22	25	922	897	3,588
16080	COURSES AND ATTACHMENTS	69	125	125	126	1	1
16090	SPECIAL EVENTS	0	874	669	0	(669)	0
		<b>6,710</b>	<b>6,991</b>	<b>6,828</b>	<b>6,881</b>	<b>53</b>	<b>1</b>
	<b>TOTAL</b>	<b>7,202</b>	<b>7,272</b>	<b>7,110</b>	<b>7,209</b>	<b>99</b>	<b>1</b>

## HEAD 06 DEFENCE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,054	3,179	3,179	3,130	(49)	(2)
	WAGES	2,274	2,250	2,161	2,154	(7)	(0)
	EMPLOYER OVERHEAD	26	38	36	35	(1)	(3)
	OTHER PERSONNEL COSTS	45	53	53	44	(9)	(17)
	TRAINING	6	48	48	40	(8)	(17)
	TRANSPORT	38	10	10	30	20	200
	TRAVEL	434	135	146	406	260	178
	COMMUNICATIONS	62	54	44	58	14	32
	ADVERTISING & PROMOTION	54	57	57	47	(10)	(18)
	PROFESSIONAL SERVICES	51	66	66	67	1	2
	RENTALS	52	55	55	55	0	0
	REPAIR AND MAINTENANCE	282	328	376	247	(129)	(34)
	INSURANCE	27	53	53	53	0	0
	ENERGY	146	213	177	191	14	8
	CLOTHING, UNIFORMS & LAUNDRY	227	238	238	238	0	0
	MATERIALS & SUPPLIES	414	485	401	404	3	1
	GRANTS AND CONTRIBUTIONS	10	10	10	10	0	0
	<b>TOTAL</b>	<b>7,202</b>	<b>7,272</b>	<b>7,110</b>	<b>7,209</b>	<b>99</b>	<b>1</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	16000 FINANCE/RECRUITMENT	3	3	3	3	0	0
	16010 REGIMENT HEADQUARTERS	6	7	7	8	1	14
	16020 QUARTERMASTER	11	11	11	11	0	0
	16030 CEREMONIAL	3	2	3	3	0	0
	16040 LOCAL TRAINING	8	7	7	6	(1)	(14)
	<b>TOTAL</b>	<b>31</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>0</b>



## HEAD 06 DEFENCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 16000 Finance/Recruitment</b>				
1. Percentage of drafted persons accounted for during the annual recruitment.	0%	0%	0%	0%
2. Percentage of drafted persons medically unfit for service.	0%	0%	0%	0%
3. Number of volunteers for service in Royal Bermuda Regiment.	60	80	60	100
<b>BUSINESS UNIT: 16010 Regimental Headquarters</b>				
1. Number of promotions each year.	40	40	12	30
2. The operational strength of the Regiment as a percentage against the original Regiment establishment of 630. (Minimum manning 406)	65%	65%	65%	65%
<b>BUSINESS UNIT: 16020, 16030, 16040, 16075 Training &amp; Support</b>				
1. Percentage of Soldiers serving past their period of mandatory service. (inclusive of Long Stay Nucleus)	60%	65%	65%	65%
2. Number of Soldiers listed as Long Term Absentees.	50	50	48	40
3. Percentage of soldiers who pass their military standard tests. a. Annual Personal Weapons Test b. Physical Fitness - Personal Fitness Test c. Physical Fitness - Annual Fitness Test d. First Aid Assessment (New) e. Rules of Engagement - Judgemental Assessment (New)	70%	70%	55%	65%
4. Percentage of soldiers meeting their annual training requirement. a. 85% attendance of required training events (Drills) b. Attendance at Annual Camps (AC)	70% 95%	70% 95%	75% 95%	80% 95%
<b>BUSINESS UNIT: 16060 Junior Leaders</b>				
1. Number of Junior Leaders maintaining a regular attendance.	50	50	40	50
2. Number of Junior Leaders receiving promotions and in the STAR Award programme.	15	15	12	10
<b>BUSINESS UNIT: 16080 Overseas Camp</b>				
1. Percentage of soldiers who pass overseas courses.	100%	100%	100%	100%

## HEAD 07 POLICE

## CURRENT ACCOUNT ESTIMATES

### MISSION STATEMENT

*Making Bermuda safer.*

### DEPARTMENT OBJECTIVES

- Bring dangerous offenders to justice.
- Make local neighbourhoods safer.
- Reduce the fear of crime.
- Provide visible, accessible and effective patrols.
- Calm the traffic on local roads.

# HEAD 07 POLICE

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19 (\$000) % (7) (8)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>0701 COMMISSIONER'S OFFICE</b>							
17000	COMMISSIONER'S OFFICE	49,776	48,831	48,811	47,501	(1,310)	(3)
		<b>49,776</b>	<b>48,831</b>	<b>48,811</b>	<b>47,501</b>	<b>(1,310)</b>	<b>(3)</b>
<b>0702 CORPORATE SERVICES DIVISION</b>							
17005	PROFESSIONAL CONDUCT UNIT	8	24	24	24	0	0
17010	HUMAN RESOURCES	1,371	1,494	1,494	1,536	42	3
17020	FINANCE & ADMINISTRATION	878	1,166	1,236	1,201	(35)	(3)
17025	INFORMATION MANAGEMENT SERVICES	4,237	4,611	4,611	4,607	(4)	(0)
17190	TRAINING & DEVELOPMENT DEPARTMENT	670	948	948	889	(59)	(6)
17310	UNIFORM STORES	298	270	270	270	0	0
		<b>7,462</b>	<b>8,513</b>	<b>8,583</b>	<b>8,527</b>	<b>(56)</b>	<b>(1)</b>
<b>0703 COMMUNITY POLICING DIVISION</b>							
17040	CENTRAL AREA COMMAND	670	872	872	868	(4)	(0)
17041	EASTERN AREA COMMAND	981	1,211	1,205	1,201	(4)	(0)
17042	WESTERN AREA COMMAND	117	300	300	345	45	15
		<b>1,768</b>	<b>2,383</b>	<b>2,377</b>	<b>2,414</b>	<b>37</b>	<b>2</b>
<b>0704 SUPPORT SERVICES DIVISION</b>							
17055	TAPE TRANSCRIBING	89	133	133	133	0	0
17090	OPERATIONAL SUPPORT DEPARTMENT	847	1,114	1,110	943	(167)	(15)
17120	MARINE & ROAD POLICING UNIT	390	469	469	475	6	1
17130	GARAGE AND WORKSHOP	1,516	1,408	1,408	1,468	60	4
17160	FORENSIC SUPPORT	633	1,030	1,030	1,030	0	0
		<b>3,475</b>	<b>4,154</b>	<b>4,150</b>	<b>4,049</b>	<b>(101)</b>	<b>(2)</b>
<b>0708 DRUGS &amp; INTELLIGENCE DIVISION</b>							
17105	PUBLIC PROTECTION DEPT.	13	38	38	37	(1)	(3)
17140	SPECIAL INVESTIGATIONS DEPT.	1,098	1,353	1,353	1,402	49	4
17150	DRUGS & FINANCIAL CRIME DIVISION	486	729	729	716	(13)	(2)
17170	INTELLIGENCE DIVISION	546	714	694	633	(61)	(9)
		<b>2,143</b>	<b>2,834</b>	<b>2,814</b>	<b>2,788</b>	<b>(26)</b>	<b>(1)</b>
<b>0710 BERMUDA RESERVE POLICE</b>							
17220	BERMUDA RESERVE POLICE	260	526	526	523	(3)	(1)
		<b>260</b>	<b>526</b>	<b>526</b>	<b>523</b>	<b>(3)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>64,884</b>	<b>67,241</b>	<b>67,261</b>	<b>65,802</b>	<b>(1,459)</b>	<b>(2)</b>

## HEAD 07 POLICE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	49,087	49,462	49,462	48,040	(1,422)	(3)
	WAGES	559	432	432	493	61	14
	OTHER PERSONNEL COSTS	2,808	2,826	2,826	2,827	1	0
	TRAINING	313	571	571	503	(68)	(12)
	TRAVEL	168	351	361	312	(49)	(14)
	COMMUNICATIONS	1,116	1,213	1,193	1,213	20	2
	ADVERTISING & PROMOTION	39	56	56	56	0	0
	PROFESSIONAL SERVICES	3,906	3,931	3,946	4,011	65	2
	RENTALS	883	1,042	1,042	1,049	7	1
	REPAIR AND MAINTENANCE	3,324	3,504	3,574	3,504	(70)	(2)
	INSURANCE	82	116	119	116	(3)	(3)
	ENERGY	1,272	1,188	1,178	1,188	10	1
	CLOTHING, UNIFORMS & LAUNDRY	308	163	160	163	3	2
	MATERIALS & SUPPLIES	935	2,194	2,169	2,125	(44)	(2)
	EQPMT. (MINOR CAPITAL)	36	63	43	63	20	47
	OTHER EXPENSES	48	129	129	139	10	8
	<b>TOTAL</b>	<b>64,884</b>	<b>67,241</b>	<b>67,261</b>	<b>65,802</b>	<b>(1,459)</b>	<b>(2)</b>

### REVENUE SUMMARY

REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8457 Licence General	9	11	11	11	0	0
	8521 Firearms	17	18	18	18	0	0
	8523 Explosives	12	7	7	10	3	43
	8525 Security Guards	68	39	39	39	0	0
	8617 Publications	284	175	175	250	75	43
	8801 Facilities	102	100	100	100	0	0
	8889 Sundry Receipts	10	0	0	0	0	0
	<b>TOTAL</b>	<b>502</b>	<b>350</b>	<b>350</b>	<b>428</b>	<b>78</b>	<b>22</b>

## HEAD 07 POLICE - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
17000	COMMISSIONER'S OFFICE	422	439	422	432	10	2
17010	HUMAN RESOURCES	7	7	7	7	0	0
17020	FINANCE & ADMINISTRATION	10	11	11	11	0	0
17025	INFORMATION MANAGEMENT SERVICES	6	6	6	6	0	0
17040	CENTRAL AREA COMMAND	8	7	7	7	0	0
17041	EASTERN AREA COMMAND	11	11	11	11	0	0
17042	WESTERN AREA COMMAND	1	3	3	4	1	33
17055	TAPE TRANSCRIBING	1	0	0	0	0	0
17090	OPERATIONAL SUPPORT DEPARTMENT	13	13	13	11	(2)	(15)
17130	GARAGE AND WORKSHOP	10	6	6	7	1	17
17140	SPECIAL INVESTIGATIONS DEPT.	1	0	0	1	1	0
17150	DRUGS & FINANCIAL CRIME DIVISION	2	1	1	1	0	0
17160	FORENSIC SUPPORT	5	5	5	5	0	0
17170	INTELLIGENCE DIVISION	9	8	8	7	(1)	(13)
17190	TRAINING & DEVELOPMENT DEPARTMENT	1	1	1	1	0	0
<b>TOTAL</b>		<b>507</b>	<b>518</b>	<b>501</b>	<b>511</b>	<b>10</b>	<b>2</b>

## HEAD 07 POLICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>0701 - Commissioner's Office</b>				
Overall level of public satisfaction towards the Police.	60%	65%	65%	65%
Conviction rate (percentage)	*	*	*	*
<b>0702 - Corporate Services Division</b>				
The percentage of Bermudian Officers employed within BPS.	62%	62%	64%	65%
Number of formal complaints made against the Police.	31	30	30	28
Annual cost of absenteeism among Police personnel.	\$800,000	\$800,000	\$800,000	\$800,000
Percentage of complaints which are formally resolved.	80%	80%	80%	80%
Turnover per annum of police officers.	25	20	17	20
Level of public satisfaction with fair treatment to all.	60%	60%	60%	65%
<b>0703 - Community Policing Division</b>				
The number of hours delivered providing anti-crime and anti-gang awareness in Bermuda's schools and the community at large.	500	500	500	500
Level of safety felt by neighbourhood residents.	62%	65%	62%	65%
Level of awareness of local community action team (CAT)	58%	60%	62%	65%
Level of public satisfaction with timely solving of crime.	55%	55%	58%	65%
<b>0704 - Support Services Division</b>				
Total number of training hours delivered across the BPS.	40,000	40,000	40,000	40,000
The average percentage of recruits that are confirmed to full-time posts, per year.	98%	95%	98%	95%
<b>0708 - Drugs &amp; Intelligence Division</b>				
Level of public satisfaction with investigation of serious crimes.	57%	60%	58%	65%
Level of public satisfaction with investigation of anti-social behaviour.	54%	60%	56%	65%
<b>0710 - Bermuda Reserve Police</b>				
Representation of minority communities amongst the Bermuda Reserve Police.	15%	15%	15%	20%
The total number of hours per annum of duty performed by the Bermuda Police Reserve Police.	18,500	18,500	18,500	18,500
Percentage of Reserve Officers to BPS establishment.	18%	22%	15%	25%

\* Record system is currently unavailable

# HEAD 12 CUSTOMS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To promote compliance with Bermuda Customs laws through quality service and responsible enforcement, thereby contributing to the economic and social stability of our community.*

## DEPARTMENT OBJECTIVES

- To assess and collect customs duty and fees on imported goods.
- To enforce customs laws and administer other statutes controlling the international movement of goods and people.
- To prevent the smuggling of drugs and other illegal commodities, enforcing International conventions for environmental protection and money laundering, and agency work for Immigration, Health, Transport Control, and Environment.
- To provide information and assistance to the public regarding customs laws and regulations.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2017/18	
BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1201</b>	<b>GENERAL</b>						
	22000 YACHT REPORTING CENTRE	(42)	0	0	0	0	0
	22030 AIRPORT SHIFT A	1,987	2,026	1,958	1,988	30	2
	22040 AIRPORT SHIFT B	1,907	2,295	2,164	2,309	145	7
	22050 INVESTIGATIONS/AUDIT	862	858	961	1,178	217	23
	22070 HAMILTON COMMERCIAL OPS	1,026	1,182	1,040	868	(172)	(17)
	22080 ADMINISTRATION	4,199	4,721	4,456	4,590	134	3
	22090 VESSEL CLEARANCE	1,097	1,136	1,176	1,178	2	0
	22100 INTERDICTION	4,019	3,926	4,259	3,787	(472)	(11)
	22110 SEAPORT ENFORCEMENT TEAM	1,030	968	1,098	1,041	(57)	(5)
	<b>TOTAL</b>	<b>16,085</b>	<b>17,112</b>	<b>17,112</b>	<b>16,939</b>	<b>(173)</b>	<b>(1)</b>

**Note:** Due to the Government of Bermuda Organizational Restructuring in December 2013 the Minister of National Security is to assume ministerial accountability of the Customs Department budget (HD12 - Customs), and of those customs officers performing border control functions. The revenue collection and reporting functions within the Customs Department remain unchanged, and are to be retained by the Ministry of Finance.

## HEAD 12 CUSTOMS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	13,761	14,499	14,560	14,319	(241)	(2)
	WAGES	75	0	81	0	(81)	(100)
	OTHER PERSONNEL COSTS	166	169	200	193	(7)	(4)
	TRAINING	18	20	10	20	10	100
	TRANSPORT	7	3	8	3	(5)	(63)
	TRAVEL	7	20	13	20	7	54
	COMMUNICATIONS	131	131	135	150	15	11
	PROFESSIONAL SERVICES	80	85	106	102	(4)	(4)
	RENTALS	458	480	484	480	(4)	(1)
	REPAIR AND MAINTENANCE	654	1,060	896	964	68	8
	INSURANCE	3	0	0	0	0	0
	ENERGY	132	255	145	219	74	51
	CLOTHING, UNIFORMS & LAUNDRY	124	150	139	150	11	8
	MATERIALS & SUPPLIES	250	220	310	299	(11)	(4)
	EQUIPMT. (MINOR CAPITAL)	13	20	16	20	4	25
	OTHER EXPENSES	206	0	9	0	(9)	(100)
	<b>TOTAL</b>	<b>16,085</b>	<b>17,112</b>	<b>17,112</b>	<b>16,939</b>	<b>(173)</b>	<b>(1)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	22030 AIRPORT SHIFT A	24	29	23	27	4	17
	22040 AIRPORT SHIFT B	25	29	24	32	8	33
	22050 INVESTIGATIONS/AUDIT	10	11	14	16	2	14
	22070 HAMILTON COMMERCIAL OPS	12	16	10	11	1	10
	22080 ADMINISTRATION	26	28	29	26	(3)	(10)
	22090 VESSEL CLEARANCE	12	14	15	14	(1)	(7)
	22100 INTERDICTION	50	52	48	50	2	4
	22110 SEAPORT ENFORCEMENT TEAM	13	13	12	14	2	17
	<b>TOTAL</b>	<b>172</b>	<b>192</b>	<b>175</b>	<b>190</b>	<b>15</b>	<b>9</b>



**HEAD 12 CUSTOMS - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 22020 AIRPORT COMMERCIAL</b>				
Maintenance of prescribed service levels to client base 90% time measured by percentage adherence to published Quality of the Service Levels (QSL)	0%	0%	0%	0%
Authorising the release of imported goods measured by volumes of declarations processed	0	0	0	0
<b>BUSINESS UNIT: 22030 AIRPORT SHIFT "A"</b>				
Collect forced duty (duty arising from incorrect declarations or imports not declared) in excess of \$15,000	35,236	60,000	65,000	60,000
Seizures of illicit items to exceed 40	9	10	10	10
<b>BUSINESS UNIT: 22040 AIRPORT SHIFT "B"</b>				
Collect forced duty (duty arising from incorrect declarations or imports not declared) in excess of \$15,000	106,318	40,000	100,000	60,000
Seizures of illicit items to exceed 40	13	40	40	40
<b>BUSINESS UNIT: 22050 INVESTIGATIONS/AUDIT</b>				
Number of cases dealt with to be greater than 100	54	100	54	100
Additional duty collected is to be greater than \$20,000	111,642	20,000	111,642	20,000
<b>BUSINESS UNIT: 22070 HAMILTON COMMERCIAL OPS</b>				
Maintenance of prescribed service levels to client base 90% of the time measured by percentage adherence to published Quality Service Levels (QSL)	95%	95%	95%	95%
Authorising the release of imported goods measured by volumes of declarations processed	77,243	38,000	70,000	65,000
<b>BUSINESS UNIT: 22080 ADMINISTRATION</b>				
Process all entry declarations in accordance with our prescribed quality service levels	100%	100%	100%	100%
Average time between receipt of purchase invoice and authorisation or rejection of payment should not exceed 10 working days	5	10	5	10

**HEAD 12 CUSTOMS - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: 22090 VESSEL CLEARANCE</b>				
Process 100% of Cruise Ship Passengers. It is expected that arriving passengers will exceed 350,000	100%	100%	100%	100%
Prepare and issue invoices to collect revenue from arriving vessels in excess of \$900,000	1,508,000	1,000,000	1,520,000	1,500,000
<b>BUSINESS UNIT: 22100 INTERDICTION</b>				
Total number of seizures of all types to exceed 75	195	150	200	200
Percentage of positive search and detentions from total search and detentions undertaken to exceed 50%	86%	70%	85%	85%
<b>BUSINESS UNIT: 22110 SEAPORT ENFORCEMENT TEAM</b>				
The percentage of import cargo manifests inspected and reviewed to exceed 90%	100	100	100	100
The number of imported containers scanned by the Hamilton Docks Gantry X-ray Scanner to exceed 60%	95	85	95	100

# HEAD 25 DEPARTMENT OF CORRECTIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To administer sentences imposed by the courts under conditions of safe custody and well-ordered community life so that convicted persons can lead good and useful lives on discharge. To empower inmates to be responsible and productive citizens.*

## DEPARTMENT OBJECTIVES

- To protect the public by holding inmates securely, reducing the risk of re-offending; providing safe, humane, well ordered and lawful regimes.
- The aim of the department is to provide a humane but demanding regime, aimed at reducing re-offending by presenting inmates with a range of opportunities in which reward is linked to effort (incentives and earned privileges), to prepare for life after release.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2501</b>	<b>FACILITIES</b>						
	35000 HEADQUARTERS & O.T.S.	3,430	4,160	3,962	4,035	73	2
	35020 FARM FACILITY	4,175	3,538	3,538	3,469	(69)	(2)
	35030 COEDUCATIONAL FACILITY	3,592	3,121	3,121	3,059	(62)	(2)
	35060 WESTGATE CORRECTIONAL FAC.	9,444	9,680	9,680	9,680	0	0
	35090 THERAPEUTIC COMMUNITY CTR	1,517	1,352	1,352	1,352	0	0
		<b>22,158</b>	<b>21,851</b>	<b>21,653</b>	<b>21,595</b>	<b>(58)</b>	<b>(0)</b>
<b>2502</b>	<b>INMATE SERVICES</b>						
	35105 PSYCHOLOGICAL SERVICES	203	429	426	429	3	1
	35106 SOCIAL SERVICES & CASE MGMT	695	712	712	712	0	0
	35107 HEALTH SERVICES	1,230	1,656	1,857	1,657	(200)	(11)
	35108 EDUCATIONAL SERVICES	213	300	300	300	0	0
	35109 VOCATIONAL SERVICES	329	299	299	299	0	0
	35110 RECREATIONAL SERVICES	21	49	49	49	0	0
	35111 CHAPLAINCY	41	41	41	41	0	0
		<b>2,732</b>	<b>3,486</b>	<b>3,684</b>	<b>3,487</b>	<b>(197)</b>	<b>(5)</b>
	<b>TOTAL</b>	<b>24,890</b>	<b>25,337</b>	<b>25,337</b>	<b>25,082</b>	<b>(255)</b>	<b>(1)</b>

## HEAD 25 DEPARTMENT OF CORRECTIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	19,574	18,590	18,390	18,321	(69)	(0)
	WAGES	346	109	109	109	0	0
	OTHER PERSONNEL COSTS	268	314	319	332	13	4
	TRAINING	19	41	42	51	9	21
	TRANSPORT	31	0	0	0	0	0
	TRAVEL	14	1	3	12	9	300
	COMMUNICATIONS	160	218	218	224	6	3
	PROFESSIONAL SERVICES	1,705	1,806	2,267	1,767	(500)	(22)
	RENTALS	331	365	365	366	1	0
	REPAIR AND MAINTENANCE	393	646	631	671	40	6
	INSURANCE	9	500	191	530	339	177
	ENERGY	608	792	778	794	16	2
	CLOTHING, UNIFORMS & LAUNDRY	153	0	0	0	0	0
	MATERIALS & SUPPLIES	1,232	1,865	1,934	1,797	(137)	(7)
	EQUIPMT.(MINOR CAPITAL)	2	6	6	11	5	83
	OTHER EXPENSES	42	79	79	92	13	16
	GRANTS AND CONTRIBUTIONS	3	5	5	5	0	0
	<b>TOTAL</b>	<b>24,890</b>	<b>25,337</b>	<b>25,337</b>	<b>25,082</b>	<b>(255)</b>	<b>(1)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	35000 HEADQUARTERS & O.T.S	15	17	15	17	2	13
	35020 FARM FACILITY	41	41	40	40	0	0
	35030 COEDUCATIONAL FACILITY	36	37	34	36	2	6
	35060 WESTGATE CORRECTIONAL FAC.	91	111	95	112	17	18
	35090 THERAPEUTIC COMMUNITY CTR	5	6	5	6	1	20
	35105 PSYCHOLOGICAL SERVICES	1	2	1	2	1	100
	35106 SOCIAL SERVICES & CASE MGMT	6	7	6	7	1	17
	35107 HEALTH SERVICES	4	6	3	6	3	100
	35108 EDUCATIONAL SERVICES	1	1	1	1	0	0
	35109 VOCATIONAL SERVICES	1	1	1	1	0	0
	35111 CHAPLAINCY	1	1	1	1	0	0
	<b>TOTAL</b>	<b>202</b>	<b>230</b>	<b>202</b>	<b>229</b>	<b>27</b>	<b>13</b>

**HEAD 25 DEPARTMENT OF CORRECTIONS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 35000 Headquarters &amp; O.T.S.</b>				
1 (a) Average total cost of incarceration per inmate per annum based on maximum capacity <i>(Total expenditure divided by capacity - 372)</i>	70,327	70,188	70,396	70,361
(b) Average daily number of inmates	186	202	191	188
(c) Total admissions for year	247	277	263	255
(d) Total new admissions (first time incarcerated)	45	81	64	55
(e) Total discharges	260	293	276	268
2 Total number of inmates released on parole	24	28	25	24
3 Number of inmate/inmate assaults				
Major	0	2	1	1
Minor	6	3	5	5
4 Number of trainee/inmate assaults	1	0	1	0
5 Number of inmate/officer assaults				
Major	0	0	0	0
Minor	2	2	2	2
6 (a) Inmates enrolled in development and/or treatment programmes	488	623	542	515
(b) General education diplomas	4	3	2	3
7 Average overall recidivism numbers and percentage rate (Year 3)	25 8.96%	49 9.33%	31 6.63%	28 7.80%
8 Analysis of recidivism by type of offence & by percentage of Total Admissions <i>(recidivists currently reflects sentenced inmates and excludes remanded inmates.)</i>				
<b>Year 3 Breakdown by offence</b>				
(a) - civils	6 3.45%	2 0.65%	3 1.73%	5 2.59%
(b) - drug offences	0 0.00%	4 0.79%	2 0.29%	1 0.15%
(c) - crimes against property	16 9.19%	20 4.56%	17 6.25%	16 7.72%
(d) - crimes against person	5 2.87%	15 3.54%	8 2.51%	7 2.69%
(e) - other	1 0.58%	0 0.00%	1 0.29%	1 0.44%
(f) - traffic	8 4.59%	8 1.96%	7 2.88%	8 3.74%

**HEAD 25 DEPARTMENT OF CORRECTIONS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17
Total recidivism rate - Year 1 (# of inmates)	1 2.00%
Total recidivism rate - Year 2 (# of inmates)	25 8.96%
<p>** The Department of Corrections calculates its recidivism rates according to internationally accepted practices. Recidivism is defined as a return to prison with a new conviction within a fixed follow-up period, which is generally 2 years after release. The calculation of recidivism rates entails counting the number of inmates released during a certain period and then determining how many of those have a conviction for a new offence within 1, 2 and 3 years of their release. The international standard is deemed to be 2 years however, for comparison purposes the Department of Corrections also tracks the 1 and 3 year recidivism rates.</p>	

# HEAD 45 FIRE SERVICES

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide adequate Fire Protection and Emergency Medical Services for all areas of these Islands to extinguish fires, to protect life and property in case of fire, road accident or other calamity as defined by the Fire Service Act or subsequent Regulations. Provide Aircraft Rescue Firefighting at the L.F. Wade International Airport.*

## DEPARTMENT OBJECTIVES

- Implement Home Fire Service program.
- Implement the new Fire Safety Act 2014.
- Continue re-certification in aircraft firefighting for personnel attached to the Airport Operation Division.
- Introduce core competency skills training program to all operational firefighters.
- Continue leadership training courses for middle managers.
- Continue training courses for succession planning for senior managers.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>4501</b>	<b>FIRE PROTECTION SERVICES</b>						
	55000 ADVICE	64	0	0	0	0	0
	55030 FIRE PREVENTION TRAINING	15	15	15	15	0	0
	55060 CENTRAL EMERGENCY FIRE SERVICE	5,440	6,262	6,262	6,240	(22)	(0)
	55070 EMERGENCY MEDICAL SERVICES	158	157	157	161	4	3
	55080 OTHER SERVICES CENTRAL	214	277	277	267	(10)	(4)
	55090 ST GEO EMERGENCY FIRE SERVICES	1,383	1,216	1,216	1,412	196	16
	55100 EMERGENCY MEDICAL SVCS	39	50	50	50	0	0
	55110 EASTERN VOLUNTEER DIVISION	0	7	7	7	0	0
	55120 WEST END EMERGENCY FIRE SERVICE	891	897	897	973	76	8
	55150 TRAINING	74	113	113	113	0	0
	55170 GENERAL ADMINISTRATION	452	940	940	920	(20)	(2)
	55190 EMERGENCY DISPATCH	938	795	795	640	(155)	(19)
	55200 AIRPORT FIRE RESCUE						
	<b>TOTAL</b>	<b>12,369</b>	<b>13,261</b>	<b>13,261</b>	<b>13,127</b>	<b>(134)</b>	<b>(1)</b>

## HEAD 45 FIRE SERVICES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	10,703	11,190	11,190	11,056	(134)	(1)
	OTHER PERSONNEL COSTS	128	149	149	149	0	0
	TRAINING	173	200	200	200	0	0
	TRANSPORT	32	30	30	30	0	0
	TRAVEL	39	92	92	92	0	0
	COMMUNICATIONS	182	200	200	200	0	0
	RENTALS	7	11	11	11	0	0
	REPAIR AND MAINTENANCE	506	567	567	567	0	0
	INSURANCE	150	160	160	160	0	0
	ENERGY	259	406	406	406	0	0
	CLOTHING, UNIFORMS & LAUNDRY	53	68	68	68	0	0
	MATERIALS & SUPPLIES	137	188	188	188	0	0
	<b>TOTAL</b>	<b>12,369</b>	<b>13,261</b>	<b>13,261</b>	<b>13,127</b>	<b>(134)</b>	<b>(1)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	151	180	180	100	(80)	(44)
	8887 Hamilton Corp. Conts.	626	0	0	13	13	0
	<b>TOTAL</b>	<b>777</b>	<b>180</b>	<b>180</b>	<b>113</b>	<b>(67)</b>	<b>(37)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	55060 CENTRAL EMERGENCY FIRE SERVICES	53	56	56	56	0	0
	55070 EMERGENCY MEDICAL SERVICES	1	1	1	1	0	0
	55080 OTHER SERVICES CENTRAL	4	4	4	4	0	0
	55090 ST GEO EMERGENCY FIRE SERVICES	12	13	13	13	0	0
	55120 WEST END EMERGENCY FIRE SERVICE	8	9	9	9	0	0
	55170 GENERAL ADMINISTRATION	6	7	7	7	0	0
	55190 EMERGENCY DISPATCH	10	14	14	14	0	0
	55200 AIRPORT FIRE RESCUE	21	24	24	24	0	0
	<b>TOTAL</b>	<b>115</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>0</b>	<b>0</b>



## HEAD 45 FIRE SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 55060 Central Emergency Fire Service</b>				
Percentage of incidents in the city from the total number of calls.	40%	40%	40%	40%
Percentage of road traffic accidents from total number of calls.	26%	24%	25%	27%
Average response time per call.	7 mins	7 mins	7 mins	7 mins
<b>BUSINESS UNIT: 55090 St. Geo Emergency Fire Service</b>				
Percentage of road traffic from total number of calls.	6%	12%	10%	12%
Percentage of emergency medical calls from the total number of calls.	61%	70%	70%	70%
<b>BUSINESS UNIT: 55120 West End Emergency Fire Service</b>				
Percentage of road traffic accidents from total number of calls.	10%	18%	15%	17%
Percentage of emergency medical calls from the total number of calls.	69%	65%	70%	70%
<b>BUSINESS UNIT: 55190 Emergency Dispatch</b>				
Percentage of emergency medical dispatches from the total number of calls.	55%	58%	60%	60%
Percentage of fire dispatches from the total number of calls.	45%	44%	40%	40%
<b>BUSINESS UNIT: 55200 Airport Fire Rescue</b>				
Percentage of aircraft refueling calls from the total number of calls.	14%	10%	15%	15%
Percentage of inflight calls from the total number of calls.	2%	<1%	3%	3%

# HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

To develop sound policies and regulatory frameworks that promote and enable innovative, cybersafe, and cyber-secure ICT-enabled industries and to facilitate the adoption and growth of a secure and advanced digital economy.

## DEPARTMENT OBJECTIVES

- Protect the public interest.
- Promote Bermuda as an innovative, sophisticated and security-conscious technology and business jurisdiction.
- Ensure the appropriate policies and legislation are in place to support Bermuda's digital economy, which includes but is not limited to cybersecurity, cybersafety, e-business, ICT and the protection of personal information.
- Facilitate opportunities for technology education, mentoring and training and encourage e-entrepreneurship.
- Lead change in the jurisdiction for the safe use, adoption and evolution of technology across all sectors.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
						2017/18 vs 2018/19 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>6701 GENERAL</b>							
77000 ADMINISTRATION		511	1,245	1,245	906	(339)	(27)
77003 POLICY AND LEGISLATION		88	157	157	161	4	3
77004 MARKETING AND PROMOTION		45	72	72	70	(2)	(3)
77005 E-BUSINESS AWARENESS		157	157	157	144	(13)	(8)
		<b>801</b>	<b>1,631</b>	<b>1,631</b>	<b>1,281</b>	<b>(350)</b>	<b>(21)</b>
<b>6702 PRIVACY COMMISSION</b>							
77010 PRIVACY COMMISSIONER'S OFFICE		298	0	0	0	0	0
		<b>298</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6703 TELECOMMUNICATIONS</b>							
77015 CYBERSECURITY		0	0	0	194	194	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>194</b>	<b>194</b>	<b>0</b>
<b>TOTAL</b>		<b>1,099</b>	<b>1,631</b>	<b>1,631</b>	<b>1,475</b>	<b>(156)</b>	<b>(10)</b>

# HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	340	699	699	669	(30)	(4)
	WAGES	3	0	3	3	3	0
	TRAINING	13	3	35	19	16	533
	TRAVEL	2	35	7	7	(28)	(80)
	COMMUNICATIONS	259	7	356	554	547	7,814
	ADVERTISING & PROMOTION	419	356	476	200	(156)	(44)
	PROFESSIONAL SERVICES	4	476	4	4	(472)	(99)
	RENTALS	32	4	32	2	(2)	(50)
	REPAIR AND MAINTENANCE	19	32	18	16	(16)	(50)
	MATERIALS & SUPPLIES	8	18	0	0	(18)	(100)
	OTHER EXPENSES	0	1	1	1	0	0
	<b>TOTAL</b>	<b>1,099</b>	<b>1,631</b>	<b>1,631</b>	<b>1,475</b>	<b>(156)</b>	<b>(10)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8431 General Fees	0	12,270	12,270	0	(12,270)	(100)
	8434 Spectrum Band Fees	0	2,480	2,480	0	(2,480)	(100)
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>14,750</b>	<b>14,750</b>	<b>0</b>	<b>(14,750)</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	77000 ADMINISTRATION	4	7	7	6	(1)	(14)
	<b>TOTAL</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>(1)</b>	<b>(14)</b>

## HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 77000 - Administration</b>				
1. Biennial review of legislation to ensure in keeping with Government's overall direction for Telecommunications	20%	50%	50%	*
2. Draft the legislative changes for migrating Broadcasting to the RA.	10%	100%	25%	*
3. Develop a public consultation document for legislative changes in the sectoral legislation for the Broadcasting industry and a draft plan for migrating the Broadcasting Commissions to the RA.	10%	100%	75%	*
4. Move oversight of satellite administration from the RA back to the Government.	15%	100%	50%	*
5. Continuing providing administrative and technical support to the Broadcasting and Telecommunication Commissions.	100%	100%	100%	*
6. Respond to information requests from stakeholders 100% of the time and quickly.	100%	100%	100%	*
<b>BUSINESS UNIT: 77003 - Policy and Legislation</b>				
1. Analyse changing technology and internet issues and trends through research and stakeholder engagement.	5 TechTalks	5 TechTalks	5 TechTalks	5 TechTalks
2. Develop the blueprint of a coordinated approach to the prevention, preparation, response, and recovery from cyber-incidents in the form of public policy, which may in turn inform the development or enhancement of sector-based policies.		100%	100%	*
3. Initiate the adoption of the identified cybersecurity framework for Bermuda - both the private and public sector.	50%	50%	50%	*
<b>BUSINESS UNIT: 77004 - Marketing and Promotion</b>				
1. Solicit a number of articles and editorial content on e-business and technology in Bermuda.	7 articles and ads	10 articles and ads	10 articles and ads	7 articles and ads
2. Provide ICT benchmark statistics for a number of international technology indicator studies and other local and international stakeholders.	1 major study undertaken	(every other year)	(every other year)	1 major study undertaken
<b>BUSINESS UNIT: 77005 - E-Business Awareness</b>				
1. Facilitate and develop IT career student/youth training initiatives.	6 initiatives	7 initiatives	7 initiatives	6 initiatives
2. Encourage e-business adoption and expansion through workshops and other initiatives.	5 initiatives	5 initiatives	5 initiatives	5 initiatives

\* These performance measures will be discontinued starting the year 2018/19.

\*\* These performance measures will be initiated starting the year 2018/19.

## HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

### Performance Measures

<b>BUSINESS UNIT: 77015 - Cybersecurity</b>				
1. Initiate the Development of a National Cybersecurity Strategy	**	**	**	100%
2. Successfully host the Student Digital Citizenship Conference	**	**	**	100%
3. Encourage a culture of cybersecurity and cybersafety in Bermuda by undertaking awareness and research activities and promote to stakeholders through advertising.	2 Initiatives, 2 write-ups and 4 ads	2 initiatives and 6 ads	2 initiatives and 6 ads	2 initiatives and 6 ads
4. Create awareness amongst students of safe cybersecurity practices and digital citizenship through delivery of materials and content to schools/organizations with partners.	3 initiatives	2 initiatives	2 initiatives	2 initiatives

\* These performance measures will be discontinued starting the year 2017/18.

\*\* These performance measures will be initiated starting the year 2017/18.

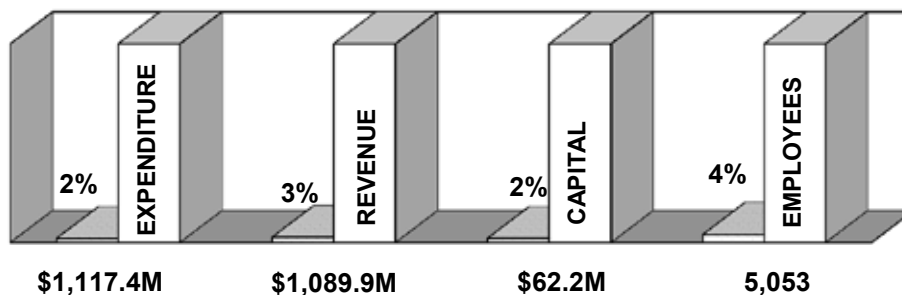
# MINISTRY OF HOME AFFAIRS



The Hon. Walton Brown, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2017/18 vs 2018/19 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
93	MIN. OF HOME AFFAIRS HQ	3,213	4,132	4,132	4,467	335	8
27	IMMIGRATION	4,556	4,754	4,754	4,754	0	0
29	REGISTRY GENERAL	1,409	1,870	1,870	1,953	83	4
32	PLANNING	2,473	3,304	3,304	3,304	0	0
50	MIN. OF THE ENVIRONMENT HQ	0	1,314	1,314	0	(1,314)	(100)
79	ENVIRONMENT AND NATURAL RESOURCES	7,671	8,221	8,221	8,221	0	0
		<b>19,322</b>	<b>23,595</b>	<b>23,595</b>	<b>22,699</b>	<b>(896)</b>	<b>(4)</b>
<b>REVENUE (\$000)</b>							
93	MIN. OF HOME AFFAIRS HQ	1,327	500	360	405	45	13
27	IMMIGRATION	21,710	21,020	20,552	23,535	2,983	15
29	REGISTRY GENERAL	2,110	1,679	2,024	2,027	3	0
32	DEPT. OF PLANNING	1,593	1,205	1,808	1,411	(397)	(22)
50	MIN. OF THE ENVIRONMENT HQ	0	0	4	0	(4)	(100)
79	ENVIRONMENT AND NATURAL RESOURCES	1,823	1,755	1,624	1,638	14	1
		<b>28,563</b>	<b>26,159</b>	<b>26,372</b>	<b>29,016</b>	<b>2,644</b>	<b>10</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	353	1,670	1,090	887		
	DEVELOPMENT	1,768	650	450	500		
		<b>2,121</b>	<b>2,320</b>	<b>1,540</b>	<b>1,387</b>		
<b>EMPLOYEE NUMBERS</b>		<b>180</b>	<b>197</b>	<b>196</b>	<b>203</b>	<b>7</b>	<b>4</b>

**FOR DETAILS OF  
SCHEMES SEE  
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Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

*To streamline processes while improving efficiency in order to stimulate business development, encourage job growth, and protect the customer for the sustained well-being of Bermuda.*

**DEPARTMENT OBJECTIVES**

- To fulfil Government's mandate via collaboration/consultation with various Government Departments and public sector stakeholder groups.
- Research; preparation of Cabinet Memoranda and other documents.
- Supervision of Department Heads and Departmental Programmes.
- Management of human resources and overall financial management of Ministry Headquarters.
- Monitor and prosecute business that engage in unfair business practices, unconscionable acts and counterfeit products.
- To provide tenants with security of tenure and control increases of rent.
- Ensure that consumer products are safe and meet all required safety standards; investigation and enforcement of product recalls.
- Educate employers and employees regarding employment rights and responsibilities.
- Provide dispute resolution services for employment and labour issues.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
<b>9301</b>	<b>GENERAL</b>						
103000	ADMINISTRATION	2,475	3,387	3,387	2,962	(425)	(13)
103010	CONSUMER AFFAIRS - ADMIN	600	745	745	792	47	6
103015	CONSUMER AFFAIRS - RENTAL UNIT	138	0	0	0	0	0
103020	LABOUR RELATIONS	0	0	0	713	713	0
	<b>TOTAL</b>	<b>3,213</b>	<b>4,132</b>	<b>4,132</b>	<b>4,467</b>	<b>335</b>	<b>8</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
	OBJECT CODE DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,262	1,289	1,289	2,058	769	60
	TRAINING	0	15	15	25	10	67
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	7	91	91	99	8	9
	COMMUNICATIONS	11	26	26	21	(5)	(19)
	ADVERTISING & PROMOTION	0	25	14	19	5	36
	PROFESSIONAL SERVICES	444	2,443	2,443	1,928	(515)	(21)
	RENTALS	58	82	86	80	(6)	(7)
	REPAIR AND MAINTENANCE	25	41	41	42	1	2
	ENERGY	7	9	9	9	0	0
	MATERIALS & SUPPLIES	17	104	101	102	1	1
	EQUIPMT. (MINOR CAPITAL)	6	0	10	6	(4)	(40)
	OTHER EXPENSES	14	6	6	7	1	17
	GRANT AND CONTRIBUTIONS	1,362	0	0	70	70	0
	<b>TOTAL</b>	<b>3,213</b>	<b>4,132</b>	<b>4,132</b>	<b>4,467</b>	<b>335</b>	<b>8</b>



## HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

### REVENUE SUMMARY

(1)	(2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7) (\$000)	(8) %
	8119 Planning Appeals	7	0	0	5	5	0
	8288 Work Permit Exemption Fee	1,320	500	360	400	40	11
	<b>TOTAL</b>	<b>1,327</b>	<b>500</b>	<b>360</b>	<b>405</b>	<b>45</b>	<b>13</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
						(7)	(8) %
	103000 ADMINISTRATION	7	7	8	8	0	0
	103010 CONSUMER AFFAIRS - ADMIN	5	7	7	7	0	0
	103015 CONSUMER AFFAIRS - RENTAL UNIT	2	0	0	0	0	0
	103020 LABOUR RELATIONS	0	0	0	7	7	0
	<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>22</b>	<b>7</b>	<b>47</b>

## HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 103000 Administration</b>				
Number of Throne Speech initiatives completed each Fiscal Year.	3	5	5	5
Number of Planning appeals applications*	N/A	Transferred	Transferred	8
Number of Planning appeals withdrawn*	N/A	Transferred	Transferred	N/A
Number of Planning appeals in process*	N/A	Transferred	Transferred	1
Number of Planning appeals upheld****	N/A	Transferred	Transferred	5
Number of Planning appeals dismissed****	N/A	Transferred	Transferred	2
Submissions for annual planning, monthly performance monitoring and fiscal year-end accounting documents that meet or surpass the timelines set by the agencies.	N/A	N/A	100%	100%
<b>BUSINESS UNIT: 103010 Consumer Affairs</b>				
Product Recall Investigations	349	425	350	350
Case Investigations	1,063	1,000	1000	1000
Joint Police and Health Investigations	10	30	18	10
Joint Overseas Investigations	7	10	10	5
Web Traffic	6,860	15,000	15,000	15,000
Published Articles	0	10	2	2
Commercial Development TV, Radio and Cinema	1	2	3	1
Radio Talk Shows	24	20	24	24
Public Relations Presentations	9	15	20	20
Legislative Initiative	2	0	2	1
Cross Ministry Initiatives	8	2	2	1
Training Programs	1	2	3	5
Responded to Clients with 48 hours	90%	90%	95%	100%

\* Returned to Ministry H.Q. from fiscal year 2018-19

**HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 103010 Consumer Affairs - cont'd</b>				
Number of rent Inspections	168	400	250	300
Number of Clients Seen***	658	900	700	700
Agreed Increase of Rent by Mutual Agreement of Tenant ***	\$10,452	\$4,000	\$6,000	\$6,000
Total \$ Adjudications of Rent Increases Granted***	\$105,190	\$60,000	\$150,000	\$110,000
Appeals Review Panel Adjudication***	2	3	3	1
<b>BUSINESS UNIT: 103020 - Labour Relations</b>				
Input initial client's case data into the case management system within 2 working days of receipt	N/A	N/A	N/A	2 working days
File Clients' information on a daily basis	N/A	N/A	N/A	1 working day
Prepare Case files for Tribunal hearings within 5 working days of referrals	N/A	N/A	N/A	5 working days
Number of investigations	N/A	N/A	N/A	130
Number of Employment Tribunals	N/A	N/A	N/A	30
Average Cost of Tribunal Hearings	N/A	N/A	N/A	\$2,000
Number of Arbitrations	N/A	N/A	N/A	25
Average Cost of Arbitration hearing	N/A	N/A	N/A	\$1,650
Number of resolved disputes by agreement through conciliation and mediation	N/A	N/A	N/A	85
Percentage of cases resolved through conciliation and mediation	N/A	N/A	N/A	65%

\*\*Addition of Labour responsibilities into Ministry HQ w.e.f April 1, 2018

\* Discontinued

\*\*\* Redefined Measures

# HEAD 27 IMMIGRATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To serve, conserve and protect Bermuda for the benefit of its people; residents and visitors.*

## DEPARTMENT OBJECTIVES

- The Department of Immigration has responsibility for enforcing the Bermuda Immigration and Protection Act 1956 and its related policies and procedures and the efficient and timely processing of applications for work permits and permissions to reside, travel documents, status and naturalisation, land licences and spousal letters. As part of the Department's mandate, it also vigorously investigates Immigration infractions. The Department advises the Minister and Permanent Secretary in the formulation of legislation and policy relevant to the Department.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2702 OPERATIONS DIVISION</b>							
37010	CORPORATE SERVICES	740	723	723	720	(3)	(0)
37020	PERSONAL SERVICES	1,099	1,187	1,197	1,193	(4)	(0)
37030	COMPLIANCE	1,492	1,466	1,451	1,467	16	1
		<b>3,331</b>	<b>3,376</b>	<b>3,371</b>	<b>3,380</b>	<b>9</b>	<b>0</b>
<b>2703 FINANCE/ADMINISTRATION</b>							
37040	FINANCE & ADMINISTRATION	1,225	1,378	1,383	1,374	(9)	(1)
		<b>1,225</b>	<b>1,378</b>	<b>1,383</b>	<b>1,374</b>	<b>(9)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>4,556</b>	<b>4,754</b>	<b>4,754</b>	<b>4,754</b>	<b>0</b>	<b>0</b>

## HEAD 27 IMMIGRATION - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,895	3,710	3,710	3,714	4	0
	WAGES	508	0	0	0	0	0
	OTHER PERSONNEL COSTS	25	0	0	0	0	0
	TRAINING	5	6	1	6	5	500
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	0	0	9	0	(9)	(100)
	COMMUNICATIONS	144	212	212	208	(4)	(2)
	ADVERTISING & PROMOTION	4	3	3	3	0	0
	PROFESSIONAL SERVICES	333	162	173	162	(11)	(6)
	RENTALS	68	27	40	27	(13)	(33)
	REPAIR AND MAINTENANCE	293	451	415	451	36	9
	CLOTHING, UNIFORMS & LAUNDRY	4	1	6	1	(5)	(83)
	MATERIALS & SUPPLIES	154	74	94	74	(20)	(21)
	EQUIPMT. (MINOR CAPITAL)	6	2	2	2	0	0
	OTHER EXPENSES	117	105	88	105	17	19
	<b>TOTAL</b>	<b>4,556</b>	<b>4,754</b>	<b>4,754</b>	<b>4,754</b>	<b>0</b>	<b>0</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8275 Entry Clearance	63	78	43	78	35	81
	8277 Passport Issuance	891	717	717	717	0	0
	8281 Work Permits - Full/Part Time	8,997	7,885	9,212	10,393	1,181	13
	8283 Work Permits - Temporary/Periodic	3,468	3,500	3,500	2,897	(603)	(17)
	8285 Work Permits - Work & Reside	1,175	759	859	759	(100)	(12)
	8286 Work Permits - Appeals	2	0	43	69	26	60
	8287 Work Permits - General	420	389	389	347	(42)	(11)
	8291 Land Acquisition Fees	5,045	6,000	5,045	7,000	1,955	39
	8293 Residence Fees	48	40	40	53	13	33
	8297 Bermudian Status	116	230	100	230	130	130
	8299 Nationality	69	58	58	58	0	0
	8301 Status & Naturalisation-Other	1,405	1,344	500	900	400	80
	8881 Penalties	11	20	46	34	(12)	(26)
	<b>TOTAL</b>	<b>21,710</b>	<b>21,020</b>	<b>20,552</b>	<b>23,535</b>	<b>2,983</b>	<b>15</b>

# HEAD 27 IMMIGRATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17 ACTUAL (3)	2017/18 ORIGINAL (4)	2017/18 REVISED (5)	2018/19 ESTIMATE (6)	DIFFERENCE	
						2017/18 vs 2018/19 (7)	% (8)
37010	CORPORATE SERVICES	9	10	10	10	0	0
37020	PERSONAL SERVICES	11	14	14	14	0	0
37030	COMPLIANCE	17	17	17	17	0	0
37040	FINANCE & ADMINISTRATION	7	9	9	9	0	0
<b>TOTAL</b>		<b>44</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>

## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 37010 CORPORATE SERVICES</b>				
Percentage of work permits completed	97%	97%	97%	97%
Percentage of landing permits completed without errors	98%	98%	98%	98%
Number of work permits processed	5,548	5,038	4,840	5,324
Number of temporary and periodic work permits	3,617	3,788	3,550	3,905
Number of Permission-to-reside Applications processed	218	271	188	207
Work permit changes, including categories job titles	800	979	474	521
Number of landing permits processed	170	165	170	187
Number of letters of permission	765	825	544	598
Number of Civil penalties	13	20	6	15
Average process time-standard, seasonal and occasional work permits	20 work days	20 work days	20 work days	20 work days
Average process time - short-term - periodic, global, new businesses and global entrepreneur permits and travelling salespersons	10 work days	10 work days	10 work days	10 work days
Average process time-landing permits	5 work days	5 work days	5 work days	5 work days
Emergency Permit	48 hours	48 hours	48 hours	48 hours
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES</b>				
Percentage of passports completed	98%	98%	98%	98%
Percentage of passports completed without errors	96%	96%	96%	96%
Number of Adult passports	4,678	5,839	4,134	4,547
Number of child passports	1,512	1,852	1,816	1,998
Number of express passports	117	174	100	110
Number of British passports	0	0	0	DISCONTINUE
Spousal Letters	439	517	400	440
Permanent Resident Certificates 31A/31B	114	108	80	88
Permission-to-reside/Residential Certificates	67	64	72	79
Permission to Acquire Land	66	64	60	66
Status Applications				
Section 19	9	11	28	31
Section 19A	93	134	98	108
Section 20	28	24	18	20
Section 20B	43	51	46	51
Naturalisation	265	306	260	286

## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES - cont.</b>				
<b>Status Applications - Cont.</b>				
Status Enquiries	197	229	234	257
Status Register Entry	188	227	346	381
Copies of Documents and Certified Documents	40	42	50	55
Number of landing permits processed	8	13	8	9
Ex-spouses Rights Certificate	2-3 months	2-3 months	2-3 months	2-3 months
Average process time-passport issuance days	4-6 weeks	4-6 weeks	4-6 weeks	4-6 weeks
Average process time-British citizen passport issuance, Washington DC	N/A	N/A	N/A	DISCONTINUE
Average process time-confirmation letter (Already on Bermudian Status Register)	2 work days	2 work days	2 work days	2 work days
Average process time-Form 5(2) - Confirmation letter (added to Register)	10 work days	10 work days	10 work days	10 work days
Average process time-Bermuda Constitution letter (child of wife of Bermudian)	5 work days	5 work days	5 work days	DISCONTINUE
Average process time-letter of non-citizenship	5 work days	5 work days	5 work days	5 work days
Average process time-Grant of Bermudian status Commonwealth citizen	6-9 months	6-9 months	6-9 months	6-9 months
Average process time grant of Bermudian status-non-Commonwealth citizen	6-12 months	6-9 months	6-12 months	6-12 months
Average process time - Naturalisation or Registration as BOTC	6-9 months	6-9 months	6-9 months	6-9 months
Average process time - permission for restricted person to let property	6-8 weeks	6-8 weeks	6-8 weeks	6-8 weeks
Average process time - grant of land licence - with Bermudian connection	6-8 weeks	6-8 weeks	6-8 weeks	6-8 weeks
Average process time-grant of land licence no Bermudian connection	2-4 months	2-4 months	2-4 months	2-4 months
Average process time-issuance of Residential Certificate	2-4 months	2-4 months	2-4 months	2-4 months
Average process time-permission to reside - first time	2-4 months	2-4 months	2-4 months	2-4 months
Average process time-permission to reside - Renewal	1-2 months	1-2 months	1-2 months	1-2 months
Average process time-multiple re-entry permit	10 work days	10 work days	10 work days	10 work days
Average process time-issuing legal rights to spouse of a Bermudian	2-4 months	2-4 months	2-4 months	2-4 months



## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES - cont.</b>				
Average process time-grant of permanent residents certificate	6-9 months	6-9 months	6-9 months	6-9 months
Average process time-issuing certified copies of documents	1-2 months	10 work days	1-2 months	1-2 months
Average process time-landing permits	7 work days	7 work days	7 work days	7 work days
<b>BUSINESS UNIT: 37030 COMPLIANCE</b>				
Percentage of investigations for overstays completed	100%	100%	100%	100%
Percentage of applications completed for regularizing residence and employment working days	99%	99%	99%	99%
Number of investigations	1,330	1,445	830	913
Number of visitors Extensions	147	154	160	176
Number of deportations	10	20	6	7
Number of Bermuda Entry Visas	0	0	0	0
Foreign Nationals asked to leave	8	11	4	4
Foreign Nationals on Stop List	27	44	54	59
Average process time-investigating illegal worker	2-3 months	2-3 months	2-3 months	3-6 months
Average process time-investigating an overstay	10 work days	10 work days	10 work days	10 work days
Average process time-regularising and employment	1-2 months	1-2 months	1-2 months	1-2 months
<b>BUSINESS UNIT: 37040 FINANCE &amp; ADMINISTRATION</b>				
Percentage of revenue yielded per staff member annually	2.22%	2.22%	2.24%	2.29%
No. of documents received and recorded	38,281	40,812	38,240	42,064
Total budgeted expenditure by department	4.6 million	4.6 million	4.7 million	4.8 million
Total budgeted revenue generated by department	20.6 million	20.6 million	21.0 million	21.0 million
Average budgeted revenue yield per staff member (45) staff	412,000	412,000	420,000	420,000
Operational efficiency index - Total budgeted expenditure	2.0%	2.0%	2.0%	2.0%

# HEAD 29 REGISTRY GENERAL

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide and maintain a reliable system for the storage of public records, access services to these records and an efficient registry service which supports the registration of every birth, death, adoption and marriage in Bermuda and the performance of civil marriages as well as facilitating the registration of professionals and organizations.  
To provide a timely and efficient service for the granting of Intellectual Property rights, such as trade and service marks, patents and designs, and advison on copyrigts and related rights; to assume all the administrative responsibilities with regards to .BM (Country Code Top Level) domain name registration.*

## DEPARTMENT OBJECTIVES

- Provide a reliable system for the storage, access to and registering of vital records, charitable organizations, trade unions, professionals and legal documents.
- To provide the infrastructure and environment for the granting, protection and exploitation of Intellectual Property rights in Bermuda, by providing advice, promoting Intellectual Property awareness and protection thereby stimulating creativity, supporting e-commerce locally through the registration of the country code top level domain names (.bm); and the encouragement of Bermuda's domestic and international trade and business through the protection of Intellectual Property rights

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2901</b>	<b>REGISTRY GENERAL</b>						
39000	ADMINISTRATION	564	842	852	875	23	3
39010	INTELLECTUAL PROPERTY REG	424	588	578	616	38	7
39020	PROPERTY, PROF & ORGAN REG	126	111	111	121	10	9
39030	BIRTHS, MARRIAGES & DEATHS	295	329	329	341	12	4
	<b>TOTAL</b>	<b>1,409</b>	<b>1,870</b>	<b>1,870</b>	<b>1,953</b>	<b>83</b>	<b>4</b>

## HEAD 29 REGISTRY GENERAL - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,068	1,373	1,373	1,492	119	9
	WAGES	78	0	0	0	0	0
	TRAINING	2	5	4	4	0	0
	TRAVEL	7	19	19	24	5	26
	COMMUNICATIONS	8	8	8	8	0	0
	ADVERTISING & PROMOTION	118	133	133	119	(14)	(11)
	PROFESSIONAL SERVICES	5	10	20	10	(10)	(50)
	RENTALS	1	151	151	151	0	0
	REPAIR AND MAINTENANCE	87	122	112	102	(10)	(9)
	MATERIALS & SUPPLIES	22	41	37	30	(7)	(19)
	OTHER EXPENSES	13	8	13	13	0	0
	<b>TOTAL</b>	<b>1,409</b>	<b>1,870</b>	<b>1,870</b>	<b>1,953</b>	<b>83</b>	<b>4</b>

# HEAD 29 REGISTRY GENERAL - continued

## REVENUE SUMMARY

(1)	REVENUE SOURCE (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
	8315 Registration Fees	49	45	45	50	5	11
	8323 Trade Mark Application	179	200	279	300	21	8
	8324 Assignments	32	30	30	25	(5)	(17)
	8325 Trade Mark Registration	231	180	180	200	20	11
	8326 IP Certificates	67	70	67	60	(7)	(10)
	8327 Trade Mark-Other	95	71	68	63	(5)	(7)
	8328 Trade Mark Renewals	361	310	500	510	10	2
	8335 Patent Fees	8	4	4	4	0	0
	8336 Domain Names	205	82	193	120	(73)	(38)
	8337 Design Fees	1	0	0	0	0	0
	8339 Arch.& Prof.Eng. Fees	2	2	2	2	0	0
	8345 Public Search Facility	32	30	4	30	26	650
	8347 Property Reg.Fees	130	0	42	43	1	2
	8349 Land Transfer Fees	51	0	0	0	0	0
	8353 Certified Copies	14	10	5	5	0	0
	8359 Birth Certificates	160	124	124	130	6	5
	8361 Other Fees-Births	5	4	4	4	0	0
	8363 Marriage Licence Fees	158	165	165	165	0	0
	8364 Maritime Marriage Licence	156	200	156	150	(6)	(4)
	8365 Marriage Ceremony Fees	27	20	25	28	3	12
	8367 Marriage Certificate Fees	53	45	45	48	3	7
	8368 Maritime Marriage Cert Fee	25	30	25	25	0	0
	8369 Marriage Special Licence	1	2	3	3	0	0
	8371 Other Fees-Marriages	6	3	6	5	(1)	(17)
	8372 Maritime Marriage Other Fees	3	2	1	1	0	0
	8375 Death Certificates	58	50	50	55	5	10
	8379 Affidavits	1	0	1	1	0	0
	<b>TOTAL</b>	<b>2,110</b>	<b>1,679</b>	<b>2,024</b>	<b>2,027</b>	<b>3</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE 2017/18 vs 2018/19	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
	39000 ADMINISTRATION	7	7	7	7	0	0
	39010 INTELLECTUAL PROPERTY	5	6	6	6	0	0
	39020 PROPERTY, PROF & ORGAN REG	2	2	2	2	0	0
	39030 BIRTHS, MARRIAGES & DEATHS	4	4	4	4	0	0
	<b>TOTAL</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>0</b>

## HEAD 29 REGISTRY GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 39000 - Administration</b>				
To maintain 90% of staffing levels by ensuring that the number of vacancies does not exceed 10% of the staffing complement.	95%	95%	95%	95%
To increase efficiency by ensuring at least 25% of staff receive cross training.	90%	90%	90%	95%
<b>BUSINESS UNIT: 39010 - Intellectual Property Reg.</b>				
To ensure that 90% of all trademark, patent and design applications received are processed within 4 - 6 months of the date of receipt.	100%	100%	100%	100%
To ensure that 100% of all correspondence with respect to applications, post registrations and the issue of certificates for all patents, trademarks and designs are processed and actioned within one month of the date of receipt.	100%	100%	100%	100%
To promote e-commerce by managing the registration of the Bermuda Country Code Top Level Domain Name [.BM], the Section ensures that all requests for registration or modification are completed within two days of the date of receipt of online application and other relevant documentation.	100%	100%	100%	100%
<b>BUSINESS UNIT: 39020 - Property, Prof &amp; Organ Reg.</b>				
To maintain the time registering and indexing of chattel mortgages, deed polls and other legal documents to one month of receipt of documents in the office.	95%	100%	100%	100%
To maintain the registering of land transfers notices to within 10 days of - receipt of the notices in the office	N/A	N/A	Transferred	Transferred
To maintain the registering of chattel mortgages and deed poll notices to within 10 days of - receipt of the notices in the office	100%	100%	100%	100%
<b>BUSINESS UNIT: 39030 - Births, Marriages &amp; Deaths</b>				
To maintain the registering of births to within 10 days of receipt of the Notice of Particulars of Birth forms in office.	100%	100%	100%	100%
To maintain the registering of deaths to within 10 days of receipt of the Notice of Death forms in the office.	100%	100%	100%	100%
To maintain the registering of marriages to within 10 days of receipt of the Particulars of Marriage forms in office.	95%	100%	100%	100%

\*Transferred to Land Title Registration Office w.e.f April 1, 2017

**MISSION STATEMENT**

*Responsibly serving the people of Bermuda to ensure the sustainable management of the natural and built environment.*

**DEPARTMENT OBJECTIVES**

- To plan for the environmental, economic and social needs of Bermuda to ensure that development is accommodated in a sustainable way.
- To manage the development of land to ensure its optimum use.
- To conserve important flora and fauna, woodlands and natural habitats.
- To provide transparency and consistency in the application of stated policies and standards.
- To determine applications in an efficient manner and within reasonable timescales.
- To ensure building operations are carried out in compliance with the current building codes and regulations for the health, safety and welfare of the community.
- To enforce planning policy and regulations to ensure the welfare of the community.
- To give best advice and information to the public in a helpful and efficient manner.
- To provide excellent customer service by serving the public in a professional, courteous and personal manner.

# HEAD 32 DEPARTMENT OF PLANNING - continued

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3203</b>	<b>ADMINISTRATION</b>						
	42000 GENERAL ADMINISTRATION	653	801	801	738	(63)	(8)
		<b>653</b>	<b>801</b>	<b>801</b>	<b>738</b>	<b>(63)</b>	<b>(8)</b>
<b>3204</b>	<b>FORWARD PLANNING</b>						
	42060 FORWARD PLANNING	249	533	533	540	7	1
		<b>249</b>	<b>533</b>	<b>533</b>	<b>540</b>	<b>7</b>	<b>1</b>
<b>3205</b>	<b>DEVELOPMENT MANAGEMENT</b>						
	42020 FRONT DESK OPERATION	193	260	260	269	9	3
	42050 ENFORCEMENT & SEARCHES	231	291	291	291	0	0
	42070 DEVELOPMENT APPLICATIONS	533	685	685	697	12	2
		<b>957</b>	<b>1,236</b>	<b>1,236</b>	<b>1,257</b>	<b>21</b>	<b>2</b>
<b>3206</b>	<b>BUILDING CONTROL</b>						
	42080 BUILDING PERMITS	134	149	149	150	1	1
	42090 INSPECTIONS	480	585	585	619	34	6
		<b>614</b>	<b>734</b>	<b>734</b>	<b>769</b>	<b>35</b>	<b>5</b>
	<b>TOTAL</b>	<b>2,473</b>	<b>3,304</b>	<b>3,304</b>	<b>3,304</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
	OBJECT CODE DESCRIPTION	2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,201	3,075	2,955	3,078	123	4
	OTHER PERSONNEL COSTS	0	1	1	1	0	0
	TRAINING	2	3	3	18	15	500
	TRAVEL	14	11	11	10	(1)	(9)
	COMMUNICATIONS	2	2	1	2	1	100
	ADVERTISING & PROMOTION	13	18	18	21	3	17
	PROFESSIONAL SERVICES	154	30	170	52	(118)	(69)
	RENTALS	2	0	0	1	1	0
	REPAIR AND MAINTENANCE	4	118	98	56	(42)	(43)
	INSURANCE	1	0	0	1	1	0
	ENERGY	0	0	1	2	1	100
	CLOTHING, UNIFORMS & LAUNDRY	31	1	35	52	17	49
	MATERIALS & SUPPLIES	1	35	0	0	0	0
	EQUIPMT. (MINOR CAPITAL)	43	0	1	0	(1)	(100)
	GRANTS AND CONTRIBUTIONS	5	10	10	10	0	0
	<b>TOTAL</b>	<b>2,473</b>	<b>3,304</b>	<b>3,304</b>	<b>3,304</b>	<b>0</b>	<b>0</b>

## HEAD 32 DEPARTMENT OF PLANNING - continued

### REVENUE SUMMARY

(1)	(2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	%
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8123 Planning Application Fees	458	375	570	484	(86)	(15)
	8125 Subdivision Fees	41	30	30	30	0	0
	8127 Building Permit Fees	720	542	832	575	(257)	(31)
	8128 Condominium Registrations	0	1	1	1	0	0
	8133 Searches	160	105	175	111	(64)	(37)
	8149 Inspection Fees	0	1	0	0	0	0
	8517 Elevator Licences	214	150	200	210	10	5
	8615 General	0	0	0	0	0	0
	8617 Publications	0	1	0	0	0	0
	<b>TOTAL</b>	<b>1,593</b>	<b>1,205</b>	<b>1,808</b>	<b>1,411</b>	<b>(397)</b>	<b>(22)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	42000 GENERAL ADMINISTRATION	6	6	5	5	0	0
	42020 FRONT DESK OPERATION	3	4	4	4	0	0
	42050 ENFORCEMENT & SEARCHES	2	3	3	3	0	0
	42060 FORWARD PLANNING	2	5	5	5	0	0
	42070 DEVELOPMENT APPLICATIONS	7	7	7	7	0	0
	42080 BUILDING PERMITS	2	2	2	2	0	0
	42090 INSPECTIONS	6	7	7	7	0	0
	<b>TOTAL</b>	<b>28</b>	<b>34</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>0</b>



## HEAD 32 DEPARTMENT OF PLANNING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: GENERAL ADMINISTRATION</b>				
Percentage of planning objections acknowledged and applicants/agent notified within one (1) day following receipt of objection	95%	95%	95%	100%
Percentage of correspondence acknowledged within three (3) working days following receipt	90%	90%	90%	100%
<b>BUSINESS UNIT: FRONT DESK OPERATION</b>				
Percentage of valid applications inputted into database within eight (8) working days	100%	100%	100%	100%
Percentage of clients contacted regarding the need for additional information within five (5) working days	100%	N/A	N/A	N/A
<b>BUSINESS UNIT: ENFORCEMENT &amp; SEARCHES</b>				
Percentage of search requests entered into database within (10) days of receipt of request (Revised)	45%	95%	80%	85%
Percentage of planning searches completed within twenty-eight (28) days of receipt of request	80%	90%	80%	90%
Percentage of complaints acknowledged by Technical Officer within fourteen business (14) days of receipt	60%	90%	70%	80%
Percentage of complaints actioned by Technical Officer within 20 days of receipt	N/A	60%	N/A	N/A
<b>BUSINESS UNIT: FORWARD PLANNING</b>				
Percentage completion of Draft Local Plan for North East Hamilton	65%	100%	100%	N/A
Percentage completion of resolved objections by Objections Tribunal and final approval of North East Hamilton Local Plan	0%	100%	0%	100%
Percentage implementation of the new EnerGov permitting and land management application	10%	100%	50%	100%
Percentage completion of Draft Bermuda Plan 2017	40%	80%	75%	100%
Percentage completion of community engagement with Parish Councils and initiation of community action plans	0%	80%	20%	30%
Percentage of Listed Building and Historic Area related applications processed within (6) weeks	80%	80%	80%	80%

**HEAD 32 DEPARTMENT OF PLANNING - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2016/17</b>	<b>ORIGINAL FORECAST 2017/18</b>	<b>REVISED FORECAST 2017/18</b>	<b>TARGET OUTCOME 2018/19</b>
<b>BUSINESS UNIT: DEVELOPMENT APPLICATIONS</b>				
Percentage of applications determined within twelve (12) weeks	70%	80%	70%	80%
Percentage of Revisions processed within ten (10) working days				
Development Applications	90%	90%	90%	90%
Building Control	70%	90%	80%	85%
<b>BUSINESS UNIT: BUILDING PERMITS</b>				
Percentage of building permit applications screened within seven (7) working days	100%	100%	100%	100%
Percentage of building permit applications processed within six (6) weeks of registration				
Residential	65%	70%	70%	75%
Commercial	65%	70%	70%	75%
Percentage of Permitted Development permits (Minor Works) processed within six (6) working days following receipt (Revised)	70%	80%	70%	75%
<b>BUSINESS UNIT: INSPECTIONS</b>				
Percentage of requested inspections completed within twenty-four (24) hours of request	95%	98%	98%	98%
Average number of elevator inspections per week	7	7	7	7

**MISSION STATEMENT**

*To manage Bermuda's strategic direction in a way that provides a harmonic balance between development and conservation of Bermuda's ecosystems.*

**DEPARTMENT OBJECTIVES**

- To provide central direction, management and financial accountability in the formation and implementation of policy pertaining to the services and activities of the departments and organizations within the Ministry.
- To create a framework that propels the sustainable utilization of beaches and parks into the 21st century.
- To ensure an integrated, aligned and strategic approach across government to natural resource management.
- To manage the development of the natural resources, built heritage and to ensure it's a optimum utilization and enhances its environment quality.

**GENERAL SUMMARY**

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>5001</b>	<b>GENERAL</b>						
	60000 GENERAL ADMINISTRATION	0	1,314	1,314	0	(1,314)	(100)
		<b>0</b>	<b>1,314</b>	<b>1,314</b>	<b>0</b>	<b>(1,314)</b>	<b>(100)</b>
	<b>TOTAL</b>	<b>0</b>	<b>1,314</b>	<b>1,314</b>	<b>0</b>	<b>(1,314)</b>	<b>(100)</b>

*Note: Head 50 - Ministry of the Environment HQ has been amalgamated within Head 93 - Ministry of Home Affairs HQ*

# HEAD 50 MINISTRY OF THE ENVIRONMENT HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	0	184	184	0	(184)	(100)
	TRAINING	0	1	1	0	(1)	(100)
	TRAVEL	0	55	55	0	(55)	(100)
	COMMUNICATIONS	0	11	10	0	(10)	(100)
	ADVERTISING & PROMOTION	0	1	1	0	(1)	(100)
	PROFESSIONAL SERVICES	0	83	83	0	(83)	(100)
	RENTALS	0	0	1	0	(1)	(100)
	REPAIR AND MAINTENANCE	0	3	3	0	(3)	(100)
	ENERGY	0	5	5	0	(5)	(100)
	MATERIALS & SUPPLIES	0	20	20	0	(20)	(100)
	OTHER EXPENSES	0	1	1	0	(1)	(100)
	GRANTS AND CONTRIBUTIONS	0	950	950	0	(950)	(100)
	<b>TOTAL</b>	<b>0</b>	<b>1,314</b>	<b>1,314</b>	<b>0</b>	<b>(1,314)</b>	<b>(100)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8119 Planning Appeals	0	0	4	0	(4)	(100)
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>(4)</b>	<b>(100)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	60000 GENERAL ADMINISTRATION	1	1	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**MISSION STATEMENT**

*To protect Bermuda's environment and manage the sustainable use of its natural resources.*

**DEPARTMENT OBJECTIVES**

- To provide strategic direction and management in the formulation and implementation of legislation, policy and standards to protect Bermuda's environment.
- To conduct research and monitor environmental quality.
- To provide extension services to commercial animal husbandry, agriculture, and fisheries sectors.
- To develop and implement policy for the control of invasive species.
- To research, promote and conserve Bermuda's terrestrial and marine biodiversity, protected species, threatened habitats and marine cultural heritage.
- To manage and improve the Bermuda Aquarium, Museum & Zoo for the education and enjoyment of visitors and locals alike.
- To produce and deliver compelling educational materials, exhibits and outreach programs to promote the appreciation of Bermuda's natural environment and marine cultural heritage.
- To manage, improve and provide interpretation of the Government Nature Reserves.

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE 2017/18 vs 2018/19	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>7901</b>	<b>GENERAL ADMINISTRATION</b>						
	89000 ADMINISTRATION	1,456	1,673	1,675	1,689	14	1
		<b>1,456</b>	<b>1,673</b>	<b>1,675</b>	<b>1,689</b>	<b>14</b>	<b>1</b>
<b>7902</b>	<b>MARINE MANAGEMENT</b>						
	89010 MARINE RESOURCES	363	360	360	364	4	1
	89020 MARINE CONSERVATION	215	225	221	225	4	2
	89030 MARINE HERITAGE & HEALTH	116	122	122	122	0	0
	89040 MARINE ENFORCEMENT	377	391	391	410	19	5
		<b>1,071</b>	<b>1,098</b>	<b>1,094</b>	<b>1,121</b>	<b>27</b>	<b>2</b>
<b>7903</b>	<b>TERRESTRIAL CONSERVATION</b>						
	89050 TERRESTRIAL CONSERVATION	516	521	521	515	(6)	(1)
		<b>516</b>	<b>521</b>	<b>521</b>	<b>515</b>	<b>(6)</b>	<b>(1)</b>
<b>7904</b>	<b>ANIMAL MANAGEMENT</b>						
	89060 VETERINARY SERVICES	194	311	308	311	3	1
	89070 ANIMAL CONTROL	553	286	286	292	6	2
		<b>747</b>	<b>597</b>	<b>594</b>	<b>603</b>	<b>9</b>	<b>2</b>
<b>7905</b>	<b>PLANT MANAGEMENT</b>						
	89080 PLANT PROTECTION	302	382	382	380	(2)	(1)
	89090 AGRONOMY	276	586	609	596	(13)	(2)
		<b>578</b>	<b>968</b>	<b>991</b>	<b>976</b>	<b>(15)</b>	<b>(2)</b>
<b>7906</b>	<b>POLLUTION CONTROL</b>						
	89100 POLLUTION CONTROL	727	738	750	746	(4)	(1)
		<b>727</b>	<b>738</b>	<b>750</b>	<b>746</b>	<b>(4)</b>	<b>(1)</b>
<b>7907</b>	<b>BDA AQUARIUM, MUSEUM &amp; ZOO</b>						
	89110 BAMZ ADMINISTRATION	203	221	191	221	30	16
	89120 AQUARIUM & ZOO	2,081	2,101	2,100	2,044	(56)	(3)
	89130 MUSEUM	292	304	305	306	1	0
		<b>2,576</b>	<b>2,626</b>	<b>2,596</b>	<b>2,571</b>	<b>(25)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>7,671</b>	<b>8,221</b>	<b>8,221</b>	<b>8,221</b>	<b>0</b>	<b>0</b>

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(3)	(4)	(5)	(6)	(7)	(8)		
	SALARIES	4,812	5,093	5,093	5,090	(3)	(0)
	WAGES	1,152	1,152	1,152	1,143	(9)	(1)
	OTHER PERSONNEL EXPENSES	4	0	0	0	0	0
	TRAINING	5	9	9	9	0	0
	TRANSPORT	9	20	21	19	(2)	(10)
	TRAVEL	21	7	7	7	0	0
	COMMUNICATIONS	113	129	120	132	12	10
	ADVERTISING & PROMOTIONS	14	24	25	23	(2)	(8)
	PROFESSIONAL SERVICES	114	158	154	158	4	3
	RENTALS	12	14	14	14	0	0
	REPAIR AND MAINTENANCE	138	150	158	150	(8)	(5)
	INSURANCE	26	13	13	13	0	0
	ENERGY	343	446	436	442	6	1
	CLOTHING, UNIFORMS & LAUNDRY	12	17	17	17	0	0
	MATERIALS & SUPPLIES	494	575	587	592	5	1
	EQPMT. (MINOR CAPITAL)	1	2	3	2	(1)	(33)
	OTHER EXPENSES	12	9	9	7	(2)	(22)
	GRANTS AND CONTRIBUTIONS	389	403	403	403	0	0
	<b>TOTAL</b>	<b>7,671</b>	<b>8,221</b>	<b>8,221</b>	<b>8,221</b>	<b>0</b>	<b>0</b>

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## REVENUE SUMMARY

REVENUE SOURCE		2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	DIFFERENCE	
						2017/18 vs 2018/19	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
8243	Dog Reclamation/Collection	0	2	0	0	0	0
8249	Artificial Insemination	0	2	0	0	0	0
8253	Admissions	416	510	416	416	0	0
8438	Plant Inspection Fee	20	17	17	25	8	47
8457	Licence General	48	40	40	40	0	0
8487	Well Licences	112	120	112	112	0	0
8488	Chemical Permits	3	5	3	3	0	0
8493	Dog Licences	728	550	547	536	(11)	(2)
8499	Breeder Licence	28	7	15	28	13	87
8501	Broker Licence	0	1	1	0	(1)	(100)
8503	Boarder Licence	1	1	1	1	0	0
8507	Commercial Stable	0	1	0	0	0	0
8509	Veterinary Licences	3	0	1	0	(1)	(100)
8531	Fishermen	8	8	8	8	0	0
8533	Lobster Divers Licence	99	103	103	98	(5)	(5)
8534	Commerical Lobster Lic Traps	47	53	49	47	(2)	(4)
8535	Local Vessels	79	84	84	79	(5)	(6)
8539	Other Fisheries Licences	15	13	18	12	(6)	(33)
8541	Lost Lobster Traps	9	6	6	9	3	50
8548	Agricultural Import Permit	4	2	2	4	2	100
8549	Pesticides Import Certificate	9	17	9	12	3	33
8551	Pesticides BCD Verification	19	13	14	16	2	14
8617	Publications	2	0	0	1	1	0
8649	Agricultural Produce	29	0	29	35	6	21
8651	Horticultural Produce	0	42	0	0	0	0
8658	Storage fee (revenue)	1	7	13	7	(6)	(46)
8695	Sales of Ice	17	30	30	20	(10)	(33)
8697	Banana Ripening fees	4	2	2	4	2	100
8701	Sales of Chemicals	20	35	20	20	0	0
8703	Sales of Boxes	102	84	84	105	21	25
<b>TOTAL</b>		<b>1,823</b>	<b>1,755</b>	<b>1,624</b>	<b>1,638</b>	<b>14</b>	<b>1</b>



# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2016/17	2017/18	2017/18	2018/19 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2017/18 vs 2018/19 (7)	% (8)
89000	ADMINSTRATION	14	14	14	14	0	0
89010	MARINE RESOURCES	3	3	3	3	0	0
89020	MARINE CONSERVATION	2	2	2	2	0	0
89030	MARINE HERITAGE & HEALTH	1	1	1	1	0	0
89040	MARINE ENFORCEMENT	5	5	5	5	0	0
89050	TERRESTRIAL CONSERVATION	5	6	6	6	0	0
89060	VETERINARY SERVICES	2	3	3	3	0	0
89070	ANIMAL CONTROL	4	4	4	4	0	0
89080	PLANT PROTECTION	3	4	4	4	0	0
89090	AGRONOMY	3	3	3	3	0	0
89100	POLLUTION CONTROL	3	3	3	3	0	0
89110	BAMZ ADMINISTRATION	1	2	2	2	0	0
89120	AQUARIUM & ZOO	26	26	26	26	0	0
89130	MUSEUM	3	3	3	3	0	0
<b>TOTAL</b>		<b>75</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>0</b>	<b>0</b>

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 89000 ADMINISTRATION</b>				
Number of visit hits to the Department's website	36,139	50,000	45,000	40,000
Number of GIS mapping/project requests.	112	120	100	110
Number of protected species licenses & permits issued.	30	25	20	20
Number of protected species licenses and permits issued (within 5 working days)	100%	100%	100%	100%
Number of public outreach activities (inclusive of scientific papers, articles and presentations).*	33	N/A	20	12
Number of feral animal requests received.	163	200	150	150
Number of feral animals removed.	6,600	7,000	5,000	6,000
Progress on Agriculture Strategy (AS)	Strategy approved	100%	Discontinue	Discontinue
Number of PATI requests received.	3	Unknown	Unknown	Unknown
Percentage of PATI requests responded to within 28 days.	100%	100%	100%%	100%%
% of total no. of licence holding clients whose accounts are current	80%%	80%	80%%	80%
<b>BUSINESS UNIT: 89010 MARINE RESOURCES</b>				
% annual fisheries strategy objectives completed to plan	90%	85%	85%	85%
Number of monitoring and technical reports	6	5	5	5
Number of informational communication pieces/events; schools/college, media and organizations	27	25	25	25
% success with timely submission of required reportings to (a) administration & Ministry, (b) partner agencies and (c) international resource management bodies	90%	100%	90%	95%
<b>BUSINESS UNIT: 89100 POLLUTION CONTROL</b>				
Dept of Planning Consultation Applications Reviewed and Requirements Provided	45	To review all pertinent Planning applications sent to DEP	40	To review all pertinent Planning applications sent to DENR
Percentage of Responses to Dept of Planning <10 working days	100%	100%	100%	100%
Pollution Remediation Reports Reviewed that meet RBCA requirements	1	All	8	All
Number of Exceedances of Clean Air Regulations 1993	28	0	3	0
Number of Water Rights for Wells and Boreholes issued (5-year)	4,098	All Wells and Boreholes to have Water Rights	All Wells and Boreholes to have Water Rights	All Wells and Boreholes to have Water Rights
Number of Operating Licences issued (1-year)	538	All Controlled Plants to be Licenced	All Controlled Plants to be Licenced	All Controlled Plants to be Licenced
Fuel Storage Tanks - Registered	581	All fuel storage tanks to be registered	All fuel storage tanks to be registered	All fuel storage tanks to be registered
Central Freshwater Lens Volume - Hamilton. (Percentage of Sustainable Target @ 6.5 million cubic metres)	Lens under-utilised. Lens at +100%	100%	100%	100%

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 89100 POLLUTION CONTROL - cont'd</b>				
Somerset Freshwater Lens Volume (Percentage of Sustainable Target @ 0.8 million cu. metres)	Lens under-utilised. Lens at +100%	100%	100%	100%
Port Royal Freshwater Lens Volume (Percentage of Sustainable Target @ 0.4 million cu. metres)	Lens under-utilised. Lens at +100%	100%	100%	100%
St George's Freshwater Lens Volume (Percentage of Sustainable Target @ 0.15 million cu. metres)	Lens under-utilised. Lens at +100%	100%	100%	100%
Major Waste Water Treatment Plants Licenced	Discontinue	Discontinue	Discontinue	Discontinue
<b>BUSINESS UNIT: 89080 PLANT PROTECTION</b>				
Total number of items inspected	1,356,145	1,900,968	1,357,942	1,334,787
Total infested items intercepted (plant/fruit)	102,942	265,584	118,850	150,785
Infested items as a % of total items inspected	8%	19%	12%	10%
No. of individual documented services provided (documents issued, diagnostics, pesticide and customs entries and group presentations)	2,352	2,572	2,493	2,300
<b>BUSINESS UNIT: 89060 VETERINARY SERVICES</b>				
Number of farm visits	7	20	10	30
Disease/Response plans in place	1	2	1	2
Contacts/Meetings with Dept. of Health	5	5	7	10
Port inspections & crate sealings	36	30	20	50
CITES permits issued	11	10	10	10
Inspections of Customs interdictions	6	10	5	6
Import permit applications received	1010	900	900	900
<b>BUSINESS UNIT: 89040 MARINE ENFORCEMENT</b>				
Number of vessels searched at sea	397	500	500	500
Number of call in fish tips that result in the discovery of fisheries offences	28	n/a	20	N/A
Number of case files submitted	4	10	8	10
Number of illegal fish traps/lobster/guinea chick traps recovered	22	15	15	N/A
<b>BUSINESS UNIT: 89070 ANIMAL CONTROL</b>				
Dogs licenced	4,257	4,100	4,050	4,050
Dogs licenced as a % of eligible	49%	53%	47%	55%
Total incidents and complaints to which wardens responded	637	720	600	600
Time taken for the initial response to complaints or incidents (mean)	1.2days	0.75 days	0.5 days	0.5days

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 89090 AGRONOMY</b>				
Number of embargoes implemented and notices sent, respectively	109;102	120;110	125;105	125;110
Value of produce, goods and services provided by or handled by the Marketing Centre	183K	200K	185K	195K
Value of spoilage and condemned goods (target less than 2% of value noted above)	<5K	<5k	<5K	<5K
Total number of customers served at the Marketing Centre	1,050	1,250	1,550	1,600
Number of formal complaints regarding the embargo system (target set at less than 5)	<5	<5	<5	<5
<b>BUSINESS UNIT: 89110 BAMZ ADMINISTRATION</b>				
Maintaining accreditation with the Aquarium & Zoo Association.	100%	100%	100%	100%
Total number of visitors to BAMZ.	73,693	85,000	73,000	75,000
Average cost of operating per visitor.	\$36	\$32	\$36	\$35
Students involved in BAMZ offerings (not including AC 35 Village Lessons).	8,392	7,000	8,000	7,500
<b>BUSINESS UNIT: 89120 AQUARIUM &amp; ZOO</b>				
Number of animals receiving preventative veterinary care.	189	250	250	300
Number of collected aquatic and terrestrial specimens.	1003	1,000	1,000	1,000
Number of animal and bird strandings dealt with.	133	150	125	150
Use of BAMZ bus (double round trip for student groups).	409	330	386	400
<b>BUSINESS UNIT: 89130 MUSEUM</b>				
Number of specimens, images, bibliographic data added to NHM databases.	918	500	400	400
Access by scientists, students and lay persons to the collections, database and library.	288	200	300	300
Number of lectures, seminars and field trips provided.	33	45	45	45
<b>BUSINESS UNIT: 89020 MARINE CONSERVATION</b>				
Number of marine conservation consultations.	35	20	30	20
Marine conservation consultation responses (within 20 working days).	85%	85%	85%	85%
Marine habitat assessments completed.	147	200	75	30
Number of public outreach activities (inclusive of scientific papers, articles and presentations).	3	3	8	5
<b>BUSINESS UNIT: 89030 MARINE HERITAGE &amp; HEALTH</b>				
Marine Heritage consultations & information requests received.	130	200	150	130
Marine Heritage consultations completions (within 20 working days).	90%	90%	95%	100%
Ocean Human Health research projects.	3	3	3	3
Percentage of moorings in place at the beginning of the season.	75%	100%	80%	100%

**HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 89050 TERRESTRIAL CONSERVATION</b>				
Number of terrestrial conservation consultations.	90	100	150	Unknown
Terrestrial conservation consultations (within 20 working days).	75%	75%	75%	85%
Number of invasive plant species removed.	14,600	18,000	12,200	15,000
Number of native and endemic plants planted.	580	1,000	600	600
Number of nature tours provided.	57	55	60	55

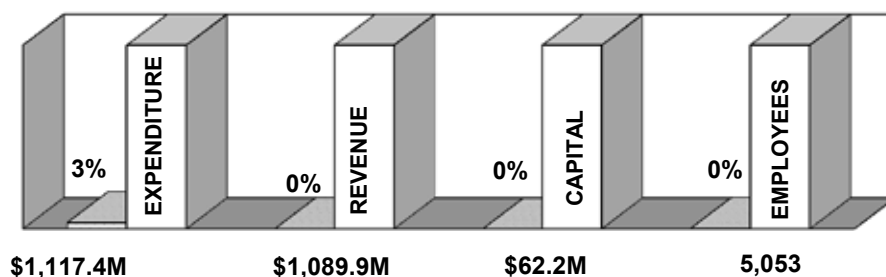
# MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM

TO PROMOTE AND STRENGTHEN ECONOMIC DEVELOPMENT ON ISLAND.



The Hon. Jamahl Simmons, JP, MP

HEAD (1)	DESCRIPTION (2)	2016/17 ACTUAL (\$000) (3)	2017/18 ORIGINAL (\$000) (4)	2017/18 REVISED (\$000) (5)	2018/19 ESTIMATE (\$000) (6)	DIFFERENCE 2017/18 vs 2018/19	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE ( \$000)</b>							
95	MIN OF ECONOMIC DEV. & TOURISM HQ	13,138	35,059	34,929	38,035	3,106	9
46	TELECOMMUNICATIONS	388	0	0	0	0	0
		<b>13,526</b>	<b>35,059</b>	<b>34,929</b>	<b>38,035</b>	<b>3,106</b>	<b>9</b>
<b>REVENUE (\$000)</b>							
95	MIN OF ECONOMIC DEV. & TOURISM HQ	0	0	0	1,403	1,403	0
46	TELECOMMUNICATIONS	14,129	0	0	0	0	0
		<b>14,129</b>	<b>0</b>	<b>0</b>	<b>1,403</b>	<b>1,403</b>	<b>0</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	DEVELOPMENT	15,747	1,290	968	0		
		<b>15,747</b>	<b>1,290</b>	<b>968</b>	<b>0</b>		
							<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>
<b>EMPLOYEE NUMBERS</b>							
		<b>8</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>2</b>	<b>18</b>



Ministry Estimates compared with total Government Estimates

# HEAD 95 MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM HQ

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

The mission of the Ministry of Economic Development and Tourism is to facilitate the creation of jobs, generation of GDP and to aid and monitor several Quango's to attract investment and tourism to the island. The Ministry is committed to creating an environment that is conducive to sustaining the businesses already in Bermuda and to making our island attractive so that even more businesses come and make Bermuda their home.

## DEPARTMENT OBJECTIVES

- The overarching objective of the Ministry Headquarters is to facilitate a smooth running ministry and to ensure that the departments are delivering their mandates and executing their business plans.
- The Ministry Headquarters must ensure that the Minister is furnished with the information, support and advice needed to make informed decisions.
- The Ministry Headquarters must ensure that the Quango's deliver their mandates and ensure that all grants are administered correctly

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2016/17	2017/18	2017/18	2018/19 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2017/18 vs 2018/19	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>9501 POLICY AND ADMINISTRATION</b>							
105000 ADMINISTRATION		505	1,074	944	1,229	285	30
		<b>505</b>	<b>1,074</b>	<b>944</b>	<b>1,229</b>	<b>285</b>	<b>30</b>
<b>9502 BUSINESS DEVELOPMENT</b>							
105020 BUSINESS DEV. & REG. UNIT		524	736	736	544	(192)	(26)
		<b>524</b>	<b>736</b>	<b>736</b>	<b>544</b>	<b>(192)</b>	<b>(26)</b>
<b>9503 GRANTS</b>							
105030 GRANTS		4,284	5,689	5,689	36,030	30,341	533
		<b>4,284</b>	<b>5,689</b>	<b>5,689</b>	<b>36,030</b>	<b>30,341</b>	<b>533</b>
<b>9505 AMERICAS CUP 2017</b>							
105070 AMERICAS CUP 2017		7,825	27,560	27,560	0	(27,560)	(100)
		<b>7,825</b>	<b>27,560</b>	<b>27,560</b>	<b>0</b>	<b>(27,560)</b>	<b>(100)</b>
<b>9506 HOTEL INSPECTIONS</b>							
105080 HOTEL INSPECTIONS		0	0	0	232	232	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>232</b>	<b>232</b>	<b>0</b>
<b>TOTAL</b>		<b>13,138</b>	<b>35,059</b>	<b>34,929</b>	<b>38,035</b>	<b>3,106</b>	<b>9</b>

**HEAD 95 MINISTRY OF ECONOMIC DEVELOPMENT  
& TOURISM HQ - continued**

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	821	1,216	1,087	1,313	226	21
	WAGES	20	0	0	0	0	0
	TRAINING	1	2	7	7	0	0
	TRAVEL	19	48	48	87	39	81
	COMMUNICATIONS	8	10	10	9	(1)	(10)
	ADVERTISING & PROMOTION	-	2	2	2	0	0
	PROFESSIONAL SERVICES	145	493	488	530	42	9
	RENTALS	7	10	10	13	3	30
	REPAIR AND MAINTENANCE	3	4	4	15	11	275
	INSURANCE	105	100	100	0	(100)	(100)
	MATERIALS & SUPPLIES	20	23	23	27	4	17
	OTHER EXPENSES	2	2	2	2	0	0
	GRANTS AND CONTRIBUTIONS	11,987	33,149	33,148	36,030	2,882	9
	<b>TOTAL</b>	<b>13,138</b>	<b>35,059</b>	<b>34,929</b>	<b>38,035</b>	<b>3,106</b>	<b>9</b>

**REVENUE SUMMARY**

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	8090 Vacation Rental Fee	0	0	0	750	750	0
	8513 Hotel Licences	0	0	0	38	38	0
	8521 Cruise Ship Casino Licences	0	0	0	615	615	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,403</b>	<b>1,403</b>	<b>0</b>

**EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	(7)	% (8)
	105000 ADMINISTRATION	5	7	7	6	(1)	(14)
	105020 BUSINESS DEV. & REG. UNIT	3	4	4	4	0	0
	105080 HOTEL INSPECTIONS	0	0	0	3	3	0
	<b>TOTAL</b>	<b>8</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>2</b>	<b>18</b>



## HEAD 95 MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2016/17	ORIGINAL FORECAST 2017/18	REVISED FORECAST 2017/18	TARGET OUTCOME 2018/19
<b>BUSINESS UNIT: 105000 Administration</b>				
Responds to requests for information concerning Ministry matters via PATI legislation, within pre-set standards.	Successfully met	Reply to requests within preset standards 100% of the time	Reply to requests within preset standards 100% of the time	Reply to requests within preset standards 100% of the time
Submissions to central agencies of annual planning, monthly performance monitoring, and fiscal year-end accounting documents that meet or surpass the timelines set by the agencies.	Successfully met	Successfully met	Successfully met	Successfully met
To ensure that all Quarterly Quango grants are reviewed, analysed and processed within 3 weeks of receiving them.	-	-	-	Successfully met
<b>BUSINESS UNIT: 105020 Business Development Unit</b>				
Progressive business related legislative changes in the fiscal year	17	5	8	5
Matters for which the Concierge Service provided assistance in the Fiscal Year	32	30	30	25
<b>BUSINESS UNIT: 105080 Hotel Inspectors</b>				
To complete the annual inspection and licensing of hotel properties by March 31 of the current year.	-	-	-	85%
Produce a summary report of Hotel Inspections and licenses by June of the following calendar year.	-	-	-	Successfully met
To acknowledge hotel complaints within 24 hours and to investigate within 48 hours.	-	-	-	Successfully met
Produce a summary report of hotel complaints for the calendar year by June of the following year.	-	-	-	Successfully met

# HEAD 46 TELECOMMUNICATIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To enable an innovative and sustainable electronic communications, broadcasting and satellite industry for Bermuda by formulating sound policy.*

## DEPARTMENT OBJECTIVES

- To protect the public interest.
- To provide technical support to the Broadcasting and Telecommunications Commissions.
- To develop policies which promote the introduction of new Telecommunication services.
- To develop Bermuda's assigned satellite slots.
- To effect the migration of the Broadcasting Commission to the Regulatory Authority.

## GENERAL SUMMARY

EXPENDITURE PROG					DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2016/17 ACTUAL (\$000)	2017/18 ORIGINAL (\$000)	2017/18 REVISED (\$000)	2018/19 ESTIMATE (\$000)	2017/18 vs 2018/19
(1)	(2)	(3)	(4)	(5)	(6)	(7) % (8)
<b>4601</b>	<b>TELECOMMUNICATIONS</b>					
56000	ADMINISTRATION	288	0	0	0	0 0
56020	OTHER SERVICES	100	0	0	0	0 0
	<b>TOTAL</b>	<b>388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 0</b>

Note: Effective 01 April 2018 Head 46 - Telecommunications will be amalgamated within Head 48 - Ministry of Transport & Regulatory Affairs .

# HEAD 46 TELECOMMUNICATIONS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	168	0	0	0	0	0
	COMMUNICATIONS	3	0	0	0	0	0
	PROFESSIONAL SERVICES	212	0	0	0	0	0
	REPAIR AND MAINTENANCE	1	0	0	0	0	0
	MATERIALS & SUPPLIES	4	0	0	0	0	0
	<b>TOTAL</b>	<b>388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8431 General Fees	13,049	0	0	0	0	0
	8434 Carrier Fees	1,252	0	0	0	0	0
	8885 Quango Profits	(172)	0	0	0	0	0
	<b>TOTAL</b>	<b>14,129</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2016/17	2017/18	2017/18	2018/19	2017/18 vs 2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	56000 ADMINISTRATION	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EXPLANATORY NOTES

## CAPITAL ACCOUNT ESTIMATES

1. The Appropriation Act 2018, will include two schedules describing the Capital Development Estimates and the Capital Acquisitions Estimates. It will authorise the Minister of Finance to pay sums out of the Consolidated Fund on any of the projects listed, subject to certain conditions.
2. As regards the Capital Acquisitions Estimates, the accounting responsibility for any such expenditure shall fall exclusively on the Permanent Secretary or Head of Department as being the Accounting Officer for that Department and may only be delegated to another officer on the express authority of the Minister of Finance.
3. With respect to the Capital Development Estimates, the accounting responsibilities for all such expenditure shall rest with the Permanent Secretary of Public Works. The Permanent Secretary would be the Accounting Officer for all projects falling within the ambit of the Capital Development Estimates, with the exception of minor works, where the accounting responsibility will remain with the relevant Head of Department. Likewise, for those capital projects which the Minister of Finance delegates the accounting responsibility for such expenditure to a Ministry other than Public Works, the applicable Permanent Secretary or Head of Department shall be regarded as the Accounting Officer for such projects.
4. Notwithstanding the above, the Permanent Secretary of Public Works has an obligation to ensure that proper consultation with the Head of the client department is maintained throughout all phases of a project.
5. The accounting code structure utilised by the Government is as follows:

BUSINESS UNIT.    OBJECT ACCOUNT  
- - - - - .    - - - - -

All major capital schemes, i.e. both Acquisitions and Development, will have their own unique business unit and the components of the project, e.g. Wages, Materials and Contractors costs, will be determined by use of the appropriate object account.

## **NOTES TO SCHEDULE B - CAPITAL DEVELOPMENT**

- 1) The following explanations refer to notations immediately following the project description:
  - N - A new project not previously reported, either in the 2017/18 estimates or subsequent Supplementary Estimates.
  - CC - A completed project, either in the 2016/17 financial year or anticipated in 2017/18 year.
  - R - The Total Authorised Figure (T.A.F.) is revised in these estimates from the figure which was last reported in either the 2016/17 estimates or a subsequent Supplementary Estimate.
  - S - The T.A.F. was established or revised pending approval of Supplementary Estimates for 2016/17 or 2017/18.
  
- 2) The following explanations indicate the basis of the T.A.F. estimate:
  - A - Class A estimate is a "Second Estimate" based on complete working drawings and specifications and is prepared before tendering and/or procurement.
  - B - Class B estimate is a "First Estimate" prepared after design and specifications work is roughly 20% to 40% complete. This is the first stage at which a realistic estimate based on quantities can be prepared. Inflation based on target construction schedules is also estimated.
  - C - Class C estimate is an "Updated Order of Cost" prepared after project requirements have been defined and preliminary design work has started and is 5% to 10% complete.
  - D - Class D estimate is an "Order of Cost" based upon preliminary concepts which may change as the scope of the project becomes more clearly defined.
  - E - The figure represents a cash allocation rather than a project cost. It is applied to rolling programmes for highways and water works, to minor and small projects allocations, also to the provision of capital grant funding to Government Quangos. In these instances the volume of work or cost of acquisition is determined by reference to the financing available; generally the T.A.F. is not cumulative and represents the provision for the one year only.

## **NOTES TO SCHEDULE C - CAPITAL ACQUISITIONS**

- 1) The following explanations refer to notations immediately following the acquisition description:
  - M - Mixture of replacement and new.
  - N - New (versus replacement) item.
  - R - Replacement item of similar quality or standard.
  - U - Upgrade of a replacement item of similar quality or standard.

**EXPLANATORY NOTES - continued**

**MISCELLANEOUS SMALL PROJECTS (75053)**

In 2016/17 this covered:-

	<b>(\$000)</b>
Shelly Bay Beach - Bathrooms	22
White Hill Field - Bathrooms	231
<b>TOTAL</b>	<b>253</b>

## CAPITAL ACCOUNT ESTIMATES

### CAPITAL DEVELOPMENT

### SCHEDULE B

#### HEAD 65 - COMPLETED, NEW & CONTINUED PROJECTS

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL TO 31/3/17 (\$000)	ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>NON-MINISTRY DEPARTMENTS</b>								
GOVERNOR & STAFF								
75340	Government House Improvements	B	2,900	0	0	1,000	300	0
			<b>2,900</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>300</b>	<b>0</b>
LEGISLATURE								
75230	Parliament Building Refurbishment	A	6,000	1,390	4	2,000	500	1,500
			<b>6,000</b>	<b>1,390</b>	<b>4</b>	<b>2,000</b>	<b>500</b>	<b>1,500</b>
			<b>8,900</b>	<b>1,390</b>	<b>4</b>	<b>3,000</b>	<b>800</b>	<b>1,500</b>
<b>CABINET OFFICE DEPARTMENTS</b>								
CABINET OFFICE								
75214	Cabinet Bldg. Services	CC	4,000	1,093	1,093	500	1,100	0
			<b>4,000</b>	<b>1,093</b>	<b>1,093</b>	<b>500</b>	<b>1,100</b>	<b>0</b>
			<b>4,000</b>	<b>1,093</b>	<b>1,093</b>	<b>500</b>	<b>1,100</b>	<b>0</b>
<b>MINISTRY OF FINANCE</b>								
MIN. OF FINANCE HQ								
75343	Bda. Infrastructure Fund	S/N	3,000	0	0	0	500	500
			<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>
			<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>
<b>MINISTRY OF EDUCATION &amp; WORKFORCE DEVELOPMENT</b>								
DEPARTMENT OF EDUCATION								
75008	Education Minor Works	E	1,000	648	648	600	1,000	650
75152	School Safety	A	9,200	8,263	204	200	453	200
75239	Driveway Refurbishments - Schools	A	1,000	191	60	90	10	90
75242	Improvement of School Fields	A	2,000	90	0	30	0	0
75284	School Bathroom Renovations	A	4,000	2,754	108	150	120	150
75310	Cedarbridge Academy Works	A	9,100	4,886	262	1,078	1,078	650
			<b>26,300</b>	<b>16,832</b>	<b>1,282</b>	<b>2,148</b>	<b>2,661</b>	<b>1,740</b>
BERMUDA COLLEGE								
75285	Bda College Capital Grant	E	3,000	0	0	850	850	500
			<b>3,000</b>	<b>0</b>	<b>0</b>	<b>850</b>	<b>850</b>	<b>500</b>
			<b>29,300</b>	<b>16,832</b>	<b>1,282</b>	<b>2,998</b>	<b>3,511</b>	<b>2,240</b>

**CAPITAL DEVELOPMENT**

**SCHEDULE B - continued**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE	TAF (\$000)	ACTUAL	ACTUAL	ORIGINAL	REVISED	ESTIMATE	
			TO 31/3/17 (\$000)	2016/17 (\$000)	ESTIMATE 2017/18 (\$000)	ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
<b>MINISTRY OF HEALTH</b>								
HEALTH								
75248	Lefroy House Refurbishment	A	19,000	2,066	85	125	5	90
			<b>19,000</b>	<b>2,066</b>	<b>85</b>	<b>125</b>	<b>5</b>	<b>90</b>
HOSPITALS								
75021	Mid-Atlantic W.I. Minor Works	E	120	120	120	120	120	120
			<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>
			<b>19,120</b>	<b>2,186</b>	<b>205</b>	<b>245</b>	<b>125</b>	<b>210</b>
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>								
MIN. OF TRANSPORT & REGULATORY AFFAIRS HQ								
75342	Bermuda Airport Authority Capital Grant	R/E	4,734	1,934	1,934	0	253	2,500
75269	Satellite Orbital Slots	A	3,530	2,793	124	400	200	0
			<b>8,264</b>	<b>4,727</b>	<b>2,058</b>	<b>400</b>	<b>453</b>	<b>2,500</b>
AIRPORT OPERATIONS								
75038	Minor Works	CC	0	418	418	0	0	0
75095	Obstacle Removal	CC	0	1,103	0	0	0	0
75161	Hold Baggage X-ray Project	CC	0	3,245	0	0	0	0
75323	VSSP Remedials	CC	0	7,103	249	0	0	0
75329	Airport Redevelopment	CC	0	8,171	5,889	0	0	0
			<b>0</b>	<b>20,040</b>	<b>6,556</b>	<b>0</b>	<b>0</b>	<b>0</b>
CIVIL AVIATION								
75338	Civil Aviation Transition Works	CC	0	500	500	0	0	0
			<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
MARITIME ADMINISTRATION								
75337	Maritime Admin. Transition Works	CC	0	650	650	0	0	0
			<b>0</b>	<b>650</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>
ENERGY								
75344	Solar Photovoltaic (PV)	N	650	0	0	0	400	0
			<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>
			<b>8,914</b>	<b>25,917</b>	<b>9,764</b>	<b>400</b>	<b>853</b>	<b>2,500</b>
<b>MINISTRY OF PUBLIC WORKS</b>								
MIN. OF PUBLIC WORKS HQ								
75050	Minor Works	E	200	0	0	100	5	50
75053	Miscellaneous Small Projects	E	750	406	406	250	50	150
75054	WEDCO Capital Grant	E	25,000	5,094	2,748	2,600	3,106	1,106
75099	Office Relocation/Alterations	R/A	35,000	24,514	77	1,500	500	2,000
75306	Golf Courses Improvement	A	1,000	400	0	0	0	0
75334	WEDCO - South Basin Land Reclaim	E	39,000	1,000	1,000	550	2,060	6,300
75339	WEDCO - Moresby House	CC	0	3,000	3,000	0	0	0
75341	Beach Bathrooms	B	1,250	0	0	500	100	0
			<b>102,200</b>	<b>34,414</b>	<b>7,231</b>	<b>5,500</b>	<b>5,821</b>	<b>9,606</b>



**SCHEDULE B - continued**

**CAPITAL DEVELOPMENT**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		ACTUAL TO 31/3/17 (\$000)	ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)	TAF (\$000) (3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF PUBLIC WORKS - cont.</b>							
BERMUDA HOUSING CORPORATION							
75332	BHC Capital Grant	E 27,700	8,760	4,800	4,800	4,800	4,800
		<b>27,700</b>	<b>8,760</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
PARKS							
75101	Park Improvements	E 2,000	217	217	600	200	200
75234	Parks Maintenance Yard Facility	A 5,800	1,380	7	0	1	500
		<b>7,800</b>	<b>1,597</b>	<b>224</b>	<b>600</b>	<b>201</b>	<b>700</b>
PUBLIC LANDS & BUILDINGS							
75112	Major Building Upgrade Projects	A 46,000	38,442	3,223	3,000	3,557	2,750
75173	Teucer House	N 3,000	2	0	0	0	0
75298	GAB/GPO - Bathroom Upgrades	A 1,300	69	0	165	0	0
75309	All Schools Maintenance	A 35,000	22,556	3,089	3,283	2,843	3,000
75326	Sandys 360	E 6,000	2,500	0	0	200	0
75327	Horseshoe Bay Beach	A 6,000	3,225	2,754	0	1,050	250
75330	Allenhurst - Old Police Station	N 4,700	3	3	1,000	0	0
75331	Devon Spring Plant Redevelopment	N 4,000	0	0	500	100	250
		<b>106,000</b>	<b>66,797</b>	<b>9,069</b>	<b>7,948</b>	<b>7,750</b>	<b>6,250</b>
WORKS & ENGINEERING							
75042	Road Works	E 5,000	4,211	4,211	3,500	3,500	3,350
75043	Solid Waste Capital Maintenance	E 2,400	0	0	400	300	650
75044	Water Projects	E 1,230	698	698	650	800	1,100
75046	Improvements St Lighting	E 500	434	434	500	500	540
75048	Bus Shelters	E 200	40	40	50	190	50
75051	Private Rd. St Lighting & Imp	E 25	13	13	25	25	25
75061	St. Georges Sewage Plant	D 2,956	270	181	165	50	165
75064	Asbestos Disposal	B 15,000	1,530	163	1,000	350	400
75096	Swing Bridge Refurbishment	B 25,000	1,355	1,077	2,000	825	1,500
75113	Pembroke Marsh Dev. Plan III	A 9,508	4,994	0	0	36	0
75116	Structural Refurbishmt of Bridges	A 11,800	592	349	1,000	791	1,000
75117	Refurb Ferry Docks & Public Land'gs	A 90,000	48,104	293	1,500	650	2,000
75127	Reconstruction Retaining Walls	E 500	222	222	500	300	400
75142	Stabilize Road Side Rock Cut	E 200	48	48	200	100	100
75144	Foreshore Protection Works	A 17,800	7,316	2	450	630	0
75180	Indoor Air Quality/Environment	A 3,500	2,799	0	500	50	250
75207	Causeway Refurbishment	D 65,300	2,602	30	1,000	50	250
75208	Middle Rd. - Southampton Sidewalk	B 1,000	0	0	0	0	0
75209	Middle Road - Warwick Sidewalk Sch.	A 3,500	221	0	0	56	0
75210	Tynes Bay Waste Trtmt Expansion	A 136,100	45,040	173	800	2,000	150
75258	Dangerous Walls and Rock Cuts	A 8,156	4,573	53	300	856	350
75262	Airport Waste Disposal Facility	B 1,150	629	9	0	0	0
75264	Quarry Refurbishment	A 900	200	5	500	100	500

**SCHEDULE B - continued**

**CAPITAL DEVELOPMENT**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		ACTUAL TO 31/3/17 (\$000)	ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)	TAF (\$000) (3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF PUBLIC WORKS cont.</b>							
WORKS & ENGINEERING - cont.							
75293	Pembroke Canal Upgrading	A	6,490	2,955	33	250	100
75294	RO Plants - Electrical Systems	D	1,500	261	65	350	100
75307	Marsh Folly - MWEH & MOH Comp.	A	30,500	7,849	0	0	0
75308	Tynes Bay - Capital Maintenance	A	68,000	55,665	6,986	2,750	2,700
75317	Waste Water Trmt. Fac. - Dockyard	CC	15,600	12,374	53	0	0
75324	Morgan's Point Works	A	38,000	16,312	56	500	250
			<b>561,815</b>	<b>221,307</b>	<b>15,194</b>	<b>18,890</b>	<b>14,609</b>
			<b>805,515</b>	<b>332,875</b>	<b>36,518</b>	<b>37,738</b>	<b>33,181</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
DEFENCE							
75325	Defence - Minor Works	E	0	147	0	0	0
			<b>0</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>
POLICE							
75103	Police Headquarters Prospect	D	70,000	1,247	11	0	200
			<b>70,000</b>	<b>1,247</b>	<b>11</b>	<b>0</b>	<b>200</b>
CORRECTIONS							
75027	Prisons Minor Works	E	350	26	26	270	250
			<b>350</b>	<b>26</b>	<b>26</b>	<b>270</b>	<b>250</b>
			<b>70,350</b>	<b>1,420</b>	<b>37</b>	<b>270</b>	<b>450</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
MIN. OF HOME AFFAIRS HQ							
75003	Corporation of St. George's Grant	E	2,800	1,840	1,480	0	0
75034	Open Spaces/ Environ Improvements	E	11,100	1,117	0	0	0
			<b>13,900</b>	<b>2,957</b>	<b>1,480</b>	<b>0</b>	<b>0</b>
ENVIRONMENT & NATURAL RESOURCES							
75191	Tudor Farm Upgrades	B	1,611	138	0	0	0
75236	Aquarium Refurbishment	A	4,500	3,073	0	250	250
75271	Minor Works - Environ and Natural Res.	E	500	479	288	400	200
75281	Shoreside - Marginal Wharf	A	720	4	0	0	0
			<b>7,331</b>	<b>3,694</b>	<b>288</b>	<b>650</b>	<b>450</b>
			<b>21,231</b>	<b>6,651</b>	<b>1,768</b>	<b>650</b>	<b>450</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
MIN. OF ECONOMIC DEV. TOURISM HQ							
75328	America's Cup	CC	0	23,698	15,747	1,290	968
			<b>0</b>	<b>23,698</b>	<b>15,747</b>	<b>1,290</b>	<b>968</b>
<b>TOTAL ALL CAPITAL DEVELOPMENT</b>			<b>970,330</b>	<b>412,062</b>	<b>66,418</b>	<b>47,091</b>	<b>41,938</b>
							<b>44,731</b>

**CAPITAL ACCOUNT ESTIMATES  
SCHEDULE C**

**CAPITAL ACQUISITIONS**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)					
<b>NON-MINISTRY DEPARTMENTS</b>						
GOVERNOR AND STAFF						
76878	OFFICE FURNITURE & EQPMT.	R	13	0	0	0
			<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>
LEGISLATURE						
76661	DESKTOP PC AND PRINTER	N	0	28	28	0
76715	SECURITY SYSTEM	N	25	0	2	0
76767	COMPUTERIZED HANSARD	N	0	100	0	0
76879	OFFICE FURNITURE & EQPMT.	R	15	0	0	0
			<b>40</b>	<b>128</b>	<b>30</b>	<b>0</b>
OFFICE OF THE AUDITOR						
76605	COMPUTER EQUIPMENT	N	6	0	0	0
76615	OFFICE FURNITURE	R	1	22	22	0
			<b>7</b>	<b>22</b>	<b>22</b>	<b>0</b>
HUMAN RIGHTS COMMISSION						
76429	OFFICE EQUIPMENT	M	14	0	0	0
			<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>
PARLIAMENTARY REGISTRAR						
76675	DESKTOP PC AND PRINTER	N	0	4	0	0
76844	OFFICE FURNITURE & EQPMT.	R	16	0	0	0
			<b>16</b>	<b>4</b>	<b>0</b>	<b>0</b>
OMBUDSMAN'S OFFICE						
76725	OFFICE FURNITURE & EQPMT.	N	0	11	0	16
			<b>0</b>	<b>11</b>	<b>0</b>	<b>16</b>
INFORMATION COMMISSIONER'S OFFICE						
76873	FURNITURE	N	0	3	0	0
76874	COMPUTER SOFTWARE	N	27	0	0	0
			<b>27</b>	<b>3</b>	<b>0</b>	<b>0</b>
PRIVACY COMMISSIONER'S OFFICE						
76882	OFFICE FURNITURE & EQPMT.	N	0	37	0	0
76883	COMPUTER EQUIPMENT	N	0	60	0	0
			<b>0</b>	<b>97</b>	<b>0</b>	<b>0</b>
			<b>117</b>	<b>265</b>	<b>52</b>	<b>16</b>
<b>CABINET OFFICE DEPARTMENTS</b>						
CABINET OFFICE						
76340	PHOTOCOPIER	R	4	0	6	0
			<b>4</b>	<b>0</b>	<b>6</b>	<b>0</b>
POST OFFICE						
76010	CANCELLING MACHINES		0	0	0	19
76013	CYCLES	R	15	0	0	12
76014	VAN	R	0	42	42	38
76395	POST OFFICE IT DEVELOPMENTS	U	17	25	25	0
76663	COMPUTER EQUIPMENT	R	9	35	0	9
			<b>41</b>	<b>102</b>	<b>67</b>	<b>78</b>
DEPT. OF STATISTICS						
76811	PHOTOCOPIER	R	17	0	0	0
			<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>
DEPT. OF HUMAN RESOURCES						
76781	OFFICE FURNITURE & EQUIPMENT		0	0	0	9
			<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)					
<b>CABINET OFFICE DEPARTMENTS - cont.</b>						
INFORMATION & DIGITAL TECHNOLOGIES						
76074	INFRASTRUCTURE COMPUTER	M	331	475	300	400
76169	NETWORK UPGRADE	N	600	680	1,322	680
76172	ISERIES SYSTEMS/SERVERS	R	404	400	500	350
76178	GEO. INFO SYSTEM	N	43	0	0	0
76591	GOV'T PORTAL/WEBSITE	U	235	250	50	250
76639	E-GOVERNMENT INITIATIVES	N	132	250	150	500
76866	IT SECURITY	N	83	100	50	200
			<b>1,828</b>	<b>2,155</b>	<b>2,372</b>	<b>2,380</b>
DEPT. OF COMMUNICATIONS						
76426	COMPUTER HARDWARE	R	18	25	10	0
76719	FURNITURE	N	0	6	0	4
76757	EQUIPMENT	R	0	7	0	0
76776	TV STATION EQUIPMENT	N	15	0	22	31
			<b>33</b>	<b>38</b>	<b>32</b>	<b>35</b>
PROJECT MGMT. & PROCUREMENT OFFICE						
76835	PURCHASING & TENDERING SYS.	N	0	150	50	0
			<b>0</b>	<b>150</b>	<b>50</b>	<b>0</b>
			<b>1,923</b>	<b>2,445</b>	<b>2,527</b>	<b>2,502</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>						
MIN. OF LEGAL AFFAIRS HQ						
76764	OFFICE FURNITURE	R	25	6	8	19
76774	COMPUTER EQUIPMENT	R	8	1	15	0
76809	VIDEO CONFERENCING	N	9	90	10	0
76853	LEGAL AID CASE MGMT./NEW OFF.	N	0	25	0	0
			<b>42</b>	<b>122</b>	<b>33</b>	<b>19</b>
JUDICIAL						
76408	FURNITURE & FITTINGS	R	26	7	11	0
76527	COURT REPORTING	N	9	25	10	0
76654	COMPUTER EQUIPMENT	M	73	45	34	0
76698	CJIS - FRAMEWORK	R	3	0	15	0
76862	VEHICLES	N	28	0	0	0
76881	JUDICIAL WEBSITE	N	0	25	25	0
			<b>139</b>	<b>102</b>	<b>95</b>	<b>0</b>
ATTORNEY GENERAL'S CHAMBERS						
76467	FURNITURE & FITTINGS	R	1	4	9	1
76604	COMPUTER EQUIPMENT	N	17	22	17	1
			<b>18</b>	<b>26</b>	<b>26</b>	<b>2</b>
DEPT. OF COURT SERVICES						
76687	PHOTOCOPIER/PRINTER	R	0	18	18	0
			<b>0</b>	<b>18</b>	<b>18</b>	<b>0</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2016/17 (\$000)</b>	<b>ORIGINAL ESTIMATE 2017/18 (\$000)</b>	<b>REVISED ESTIMATE 2017/18 (\$000)</b>	<b>ESTIMATE 2018/19 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF LEGAL AFFAIRS - cont.</b>						
DEPT. OF PUBLIC PROSECUTIONS						
76718	OFFICE FURNITURE	R	26	15	5	0
76785	CASE MANAGEMENT	N	0	25	25	0
			<b>26</b>	<b>40</b>	<b>30</b>	<b>0</b>
			<b>225</b>	<b>308</b>	<b>202</b>	<b>21</b>
<b>MINISTRY OF FINANCE</b>						
MIN. OF FINANCE HQ						
76152	NATIONAL TRUST ACQUISITION	R	25	25	25	25
76153	NATIONAL TRUST MAINT. FUND	N	5	5	5	5
76867	OECD COMMON REPORTING	N	575	1,300	1,765	95
			<b>605</b>	<b>1,330</b>	<b>1,795</b>	<b>125</b>
ACCOUNTANT GENERAL						
76662	DESKTOP PC AND PRINTER	R	34	0	0	0
76805	ERP PROJECT	U	161	500	300	300
			<b>195</b>	<b>500</b>	<b>300</b>	<b>300</b>
OFFICE OF THE TAX COMMISSIONER						
76547	TAX COMM. - E-FILING	N	513	500	800	500
76560	OFFICE FURNITURE	R	19	0	0	21
			<b>532</b>	<b>500</b>	<b>800</b>	<b>521</b>
REGISTRAR OF COMPANIES						
76182	E-INITIATIVE	N	0	1,000	400	500
			<b>0</b>	<b>1,000</b>	<b>400</b>	<b>500</b>
			<b>1,332</b>	<b>3,330</b>	<b>3,295</b>	<b>1,446</b>
<b>MINISTRY OF EDUCATION &amp; WORFORCE DEVELOPMENT</b>						
EDUCATION						
76016	VEHICLES	R	36	0	12	98
76077	SCHOOL EQUIPMENT	M	101	150	150	150
76081	COMPUTERS	R	316	400	400	796
76509	BERKELEY INST. FURN. & EQPT.	R	328	128	128	100
76640	IT EQUIP AT CEDAR BRIDGE	U	199	250	250	200
76836	BERKELEY INSTITUTE IT	R	200	200	200	100
			<b>1,180</b>	<b>1,128</b>	<b>1,140</b>	<b>1,444</b>
LIBRARIES & ARCHIVES						
76453	OFFICE FURNITURE & EQPT.	R	0	12	12	47
76812	SECURITY SYSTEM	N	0	0	7	0
76870	COMPUTER SOFTWARE	U	0	0	0	4
			<b>0</b>	<b>12</b>	<b>19</b>	<b>51</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)
<b>MINISTRY OF EDUCATION &amp; WORFORCE DEVELOPMENT - cont.</b>						
ARCHIVES						
76082	RECORD STORAGE BLDG. EQPT.	N	0	14	0	0
76720	COMPUTER EQUIPMENT	R	16	0	0	0
76872	OFFICE EQUIPMENT	R	0	13	13	0
			<b>16</b>	<b>27</b>	<b>13</b>	<b>0</b>
DEPT. OF WORKFORCE DEVELOPMENT						
76783	OFFICE FURNITURE & EQPT.		0	0	6	0
76818	NTB TRAINING MGMT. SYS.	N	0	0	0	104
76886	VEHICLES	R	0	24	18	0
			<b>0</b>	<b>24</b>	<b>24</b>	<b>104</b>
			<b>1,196</b>	<b>1,191</b>	<b>1,196</b>	<b>1,599</b>
<b>MINISTRY OF HEALTH</b>						
MIN. OF HEALTH HQ						
76754	VEHICLE	R	0	0	80	0
			<b>0</b>	<b>0</b>	<b>80</b>	<b>0</b>
DEPT. OF HEALTH						
76025	VEHICLE	R	85	21	21	0
76027	SECURITY SYSTEM	R	0	0	0	44
76115	BIOLOGICAL SAFETY CABINET	R	0	0	0	13
76264	REPLACEMENT VEHICLES	R	0	0	85	138
76480	OFFICE FURNITURE & EQPT.	R	12	0	37	12
76555	VACCINE FRIGERATOR/FREEZER	R	23	0	3	0
76647	COMPUTERS	R	3	0	29	0
76810	CENTRAL LAB EQUIPMENT	R	6	0	6	0
76890	PORTABLE DOPPLER	N	0	0	0	3
76891	EXAMINATION TABLES	R	0	0	0	6
			<b>129</b>	<b>21</b>	<b>181</b>	<b>216</b>
HEALTH INSURANCE						
76858	COMPUTER EQUIPMENT	R	4	0	0	0
			<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>133</b>	<b>21</b>	<b>261</b>	<b>216</b>
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>						
MIN. OF TRANSPORT & REGULATORY AFF. HQ						
76534	OFFICE EQUIPMENT	N	0	0	0	12
			<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2016/17 (\$000)</b>	<b>ORIGINAL ESTIMATE 2017/18 (\$000)</b>	<b>REVISED ESTIMATE 2017/18 (\$000)</b>	<b>ESTIMATE 2018/19 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS - cont.</b>						
<b>MARINE &amp; PORTS</b>						
76083	NAVIGATION AIDS	R	252	350	350	350
76126	TRUCK	R	0	0	0	23
76294	VTMS SYSTEM	R	155	500	500	450
76485	REPL. OFFICE FURNITURE	N	0	0	0	1
76540	NEW FERRIES	U	1,170	0	644	0
76660	TUG/SAR VESSEL	U	36	0	517	0
76750	SECURITY EQUIPMENT	R	0	66	0	0
76845	COMPUTER EQUIPMENT	R	0	3	3	0
76893	RADAR SAFETY WALKWAY	R	0	0	0	40
			<b>1,613</b>	<b>919</b>	<b>2,014</b>	<b>864</b>
<b>AIRPORT OPERATIONS</b>						
76768	AIRFIELD MAIN. VEHICLE	M	82	0	0	0
			<b>82</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSPORT CONTROL DEPARTMENT</b>						
76134	OFFICE FURNISHINGS	R	0	48	43	0
76489	OFFICE EQUIPMENT	R	0	0	0	32
			<b>0</b>	<b>48</b>	<b>43</b>	<b>32</b>
<b>PUBLIC TRANSPORTATION</b>						
76137	SURVEILLANCE CAMERAS	N	0	37	37	0
76293	BUSES	M	66	2,500	2,500	3,000
76446	REPLACEMENT LIFT MECHANISM	R	0	86	86	0
76611	COMPUTER EQUIPMENT	R	6	5	5	0
76884	FIRE ALARM SYSTEM	R	0	42	42	0
			<b>72</b>	<b>2,670</b>	<b>2,670</b>	<b>3,000</b>
<b>CIVIL AVIATION</b>						
76430	DATABASE & NETWORK SYST.	N	250	0	0	0
			<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MARITIME ADMINISTRATION</b>						
76653	COMPUTER EQUIPMENT	U	2	0	0	0
			<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENERGY</b>						
76689	ENERGY REBATE	N	0	0	0	500
			<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
			<b>2,019</b>	<b>3,637</b>	<b>4,727</b>	<b>4,408</b>
<b>MINISTRY OF PUBLIC WORKS</b>						
<b>MIN. OF PUBLIC WORKS HQ</b>						
76495	VEHICLES & EQUIPMENT	M	574	4,060	2,500	3,802
76648	COMPUTERS	R	0	0	20	0
76868	COMMUNICATIONS EQUIPMENT	R	94	346	200	500
			<b>668</b>	<b>4,406</b>	<b>2,720</b>	<b>4,302</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)
<b>MINISTRY OF PUBLIC WORKS - cont.</b>						
LAND VALUATION						
76579	OFFICE FURNITURE & EQPMT.	R	15	0	0	0
			<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>
PARKS						
76474	VEHICLES	R	384	300	551	300
76551	EQUIPMENT	R	9	0	0	0
			<b>393</b>	<b>300</b>	<b>551</b>	<b>300</b>
PUBLIC LANDS & BUILDINGS						
76848	OFFICE FURNITURE & EQPMT.	N	27	0	3	18
			<b>27</b>	<b>0</b>	<b>3</b>	<b>18</b>
WORKS & ENGINEERING						
76851	DESKTOP PCS	R	14	9	10	0
76892	PHOTOCOPIER	R	0	0	0	18
			<b>14</b>	<b>9</b>	<b>10</b>	<b>18</b>
LAND TITLE & REGISTRATION						
76603	LAND TITLE REGISTRY	N	44	0	0	0
			<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>1,161</b>	<b>4,715</b>	<b>3,284</b>	<b>4,638</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>						
MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ						
76797	OFFICE EQUIPMENT	N	10	0	0	0
			<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>
YOUTH, SPORT & RECREATION						
76019	PHOTOCOPIER	R	0	0	0	15
76253	COMMERCIAL MOWER	R	1	0	0	0
76346	FLOOD LIGHTS	N	0	0	0	33
76412	FURNITURE/EQUIPMENT	R	4	0	12	10
76450	REPLACEMENT PARTS & EQUIPMENT	R	0	0	0	21
76512	MOTOR VEHICLES	R	14	90	85	0
76802	W.E.R. JOELL TENNIS STADIUM	R	9	0	0	0
			<b>28</b>	<b>90</b>	<b>97</b>	<b>79</b>
CHILD & FAMILY SERVICES						
76028	RESIDENTIAL EQUIPMENT	M	0	0	6	38
76116	PHOTOCOPIER	R	0	0	0	23
76200	KITCHEN EQUIPMENT	R	60	0	0	0
76482	VEHICLES	N	0	0	0	45
76601	SECURITY SYSTEM	R	0	0	15	0
76854	HUMAN SERVICES SOFTWARE SYS.	N	336	363	363	169
			<b>396</b>	<b>363</b>	<b>384</b>	<b>275</b>
COMMUNITY & CULTURAL AFFAIRS						
76784	OFFICE FURNITURE & EQUIPMENT	R	0	3	0	2
			<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>
FINANCIAL ASSISTANCE						
76427	OFFICE FURNITURE & EQPT.	R	6	0	0	34
76696	FINANCIAL ASSISTANCE - IT	M	1	20	0	50
			<b>7</b>	<b>20</b>	<b>0</b>	<b>84</b>



**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)					
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS - cont.</b>						
NATIONAL DRUG CONTROL						
76824	FURNITURE	N	4	0	9	0
76825	DESKTOP PC AND PRINTER	R	0	7	7	0
76838	VEHICLES - LIGHT TRUCK	R	0	0	36	0
76861	DATA MANAGEMENT SYSTEM	N	54	0	0	20
76885	GENERATOR	N	0	13	0	0
			<b>58</b>	<b>20</b>	<b>52</b>	<b>20</b>
			<b>499</b>	<b>496</b>	<b>533</b>	<b>460</b>
<b>MINISTRY OF NATIONAL SECURITY</b>						
DEFENCE						
76000	MOTOR VEHICLES	R	0	300	40	200
76468	EQUIPMENT	R	20	0	0	56
76529	WEAPONRY	U	60	0	0	0
76887	BOATS/VESSELS	N	0	0	29	20
			<b>80</b>	<b>300</b>	<b>69</b>	<b>276</b>
POLICE						
76006	COMMUNICATIONS EQUIPMENT	M	63	0	0	0
76078	VEHICLES	R	203	270	0	136
76505	POLICE COMP SYS UPDATE	M	371	250	175	200
			<b>637</b>	<b>520</b>	<b>175</b>	<b>336</b>
CUSTOMS						
76009	COMPUTER EQUIPMENT	R	9	0	0	5
76107	X-RAY INSPECTION EQUIPMENT	N	0	0	0	70
76296	VEHICLES	R	50	40	40	0
76328	CUSTOMS IT DEVELOPMENTS	U	187	200	150	0
			<b>246</b>	<b>240</b>	<b>190</b>	<b>75</b>
DEPT. OF CORRECTIONS						
76031	OFFICE FURNITURE & EQPT.	M	27	0	0	0
76032	RESIDENTIAL FURNIT. & EQPMT.	R	30	67	75	0
76120	COMPUTERS	R	5	7	7	0
76201	VEHICLES	R	0	0	21	62
76595	SECURITY - FIRE ALARMS	U	0	175	129	0
76597	SECURITY - CC TV SYSTEMS	U	75	150	250	0
			<b>137</b>	<b>399</b>	<b>482</b>	<b>62</b>
FIRE SERVICES						
76378	TELEPHONE SYSTEM	U	87	0	0	0
76383	TURNTABLE LADDER	R	0	691	2	345
76442	WATER TENDER	N	139	0	241	0
76569	REPL. HOSE LAYER	N	0	0	0	38
76709	REPL. FIRE STATION DOORS	R	0	22	22	0
76733	PORTABLE WATER PUMP	N	0	0	0	32
76766	AMBULANCE	N	0	110	110	122
			<b>226</b>	<b>823</b>	<b>375</b>	<b>537</b>
			<b>1,326</b>	<b>2,282</b>	<b>1,291</b>	<b>1,286</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2016/17 (\$000)</b>	<b>ORIGINAL ESTIMATE 2017/18 (\$000)</b>	<b>REVISED ESTIMATE 2017/18 (\$000)</b>	<b>ESTIMATE 2018/19 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF HOME AFFAIRS</b>						
MIN. OF HOME AFFAIRS HQ						
76841	COMPUTERS	U	0	0	1	0
76880	OFFICE FURNITURE & EQPT.	R	0	14	14	0
			<b>0</b>	<b>14</b>	<b>15</b>	<b>0</b>
IMMIGRATION						
76122	OFFICE FURNITURE & EQPT.	R	0	1	1	52
76548	WORK PERMITS SYSTEM	U	2	0	0	0
76740	BORDER CONTROL SYSTEMS	N	0	1,000	250	300
76860	REPATRIATION OF PASSPORTS	N	47	0	0	0
76869	IMMIGRATION IT INITIATIVES	N	13	0	73	73
			<b>62</b>	<b>1,001</b>	<b>324</b>	<b>425</b>
REGISTRY GENERAL						
76038	OFFICE FURNITURE & EQPT.	R	23	200	0	0
76826	CC TLD REGISTRATION	N	2	0	0	0
			<b>25</b>	<b>200</b>	<b>0</b>	<b>0</b>
PLANNING						
76392	PLANNING DEVELOPMENT	N	204	360	480	413
76669	COMPUTER EQUIPMENT	N	0	42	42	0
76775	VEHICLES	R	0	33	83	0
			<b>204</b>	<b>435</b>	<b>605</b>	<b>413</b>
ENVIRONMENT AND NATURAL RESOURCES						
76676	DESKTOP PC AND PRINTER	N	0	0	1	0
76683	REPLACEMENT TRUCK	R	0	0	64	49
76839	VEHICLES - FORKLIFT	R	0	0	28	0
76864	GENERATOR	R	62	20	53	0
			<b>62</b>	<b>20</b>	<b>146</b>	<b>49</b>
			<b>353</b>	<b>1,670</b>	<b>1,090</b>	<b>887</b>
<b>TOTAL CAPITAL ACQUISITIONS</b>			<b>10,284</b>	<b>20,360</b>	<b>18,458</b>	<b>17,479</b>

**SCHEDULE 1**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES	ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)			
<b>NON-MINISTRY DEPARTMENTS</b>				
LEGISLATURE				
6812 Annual Membership Fee CPA	145	72	72	100
7065 Opposition Leader Grant	73	75	75	75
	<b>218</b>	<b>147</b>	<b>147</b>	<b>175</b>
	<b>218</b>	<b>147</b>	<b>147</b>	<b>175</b>
<b>CABINET OFFICE DEPARTMENTS</b>				
CABINET OFFICE				
6840 Hurricane Relief Overseas	0	50	50	50
	<b>0</b>	<b>50</b>	<b>50</b>	<b>50</b>
	<b>0</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>				
MIN. OF LEGAL AFFAIRS HQ				
7066 C.F.A.T.F. Contribution	(5)	57	57	0
7082 Financial Intelligence Agency	1,500	1,600	1,600	1,805
	<b>1,495</b>	<b>1,657</b>	<b>1,657</b>	<b>1,805</b>
	<b>1,495</b>	<b>1,657</b>	<b>1,657</b>	<b>1,805</b>
<b>MINISTRY OF FINANCE</b>				
MIN. OF FINANCE HQ				
7062 Pensions Commission	975	975	975	1,000
7066 C.F.A.T.F. Contribution	0	0	0	57
	<b>975</b>	<b>975</b>	<b>975</b>	<b>1,057</b>
ACCOUNTANT GENERAL				
6848 Bermuda Sailor's Home	6	6	6	6
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
	<b>981</b>	<b>981</b>	<b>981</b>	<b>1,063</b>
<b>MINISTRY OF EDUCATION &amp; WORKFORCE DEVELOPMENT</b>				
MIN. OF EDUCATION & WORKFORCE DEV. HQ				
6864 Teacher Training Awards	110	60	142	60
6865 Other Scholarships	0	180	180	180
6866 Government Scholarships	603	600	493	600
6867 Mature Student Award	90	90	115	90
6868 Further Education Awards	228	270	270	270
6869 Grants to External Bodies	651	537	574	537
	<b>1,682</b>	<b>1,737</b>	<b>1,774</b>	<b>1,737</b>

**SCHEDULE 1**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)				
<b>MINISTRY OF EDUCATION &amp; WORKFORCE - cont.</b>					
<b>DEVELOPMENT</b>					
DEPT. OF EDUCATION					
	6854 Primary Schools	355	350	350	380
	6856 Aided Schools - Secondary	22,325	24,294	24,294	26,537
	6858 Aided Schools - Middle	1,692	1,597	1,597	1,597
		<b>24,372</b>	<b>26,241</b>	<b>26,241</b>	<b>28,514</b>
BERMUDA COLLEGE					
	6988 Bda. College Operating Grant	15,528	15,481	15,481	15,906
		<b>15,528</b>	<b>15,481</b>	<b>15,481</b>	<b>15,906</b>
DEPT. OF WORKFORCE DEVELOPMENT					
	6866 Scholarships	796	525	895	525
	7095 Apprenticeship Scheme	73	418	171	446
	7096 Sponsorship - Trainees	205	239	114	114
	7097 National Certification Training	366	350	338	358
	7098 Summer Student Programme	434	500	422	400
		<b>1,874</b>	<b>2,032</b>	<b>1,940</b>	<b>1,843</b>
		<b>43,456</b>	<b>45,491</b>	<b>45,436</b>	<b>48,000</b>
<b>MINISTRY OF HEALTH</b>					
MIN. OF HEALTH HQ					
	6869 Grants to External Bodies	0	0	778	100
	6892 LCCA Medical Care Overseas	2,862	2,862	2,862	2,862
	6894 Nursing Council	56	45	125	125
	6895 Health Council	833	800	800	700
	6898 Age Concern	38	38	38	38
	6912 Rest Homes	376	753	753	753
	6982 Admiralty House	42	42	42	42
	7052 Summerhaven	350	300	500	300
	7056 Packwood Rest Home	150	300	300	300
	7088 SART - Sexual Assault Resource	2	10	10	10
	7089 Public Health Scholarships	72	100	100	100
	7093 Tomorrows Voices	13	13	13	13
		<b>4,794</b>	<b>5,263</b>	<b>6,321</b>	<b>5,343</b>
HOSPITALS					
	6934 Statutory Hospital Patient Subsidy	106,330	82,856	84,720	108,330
	6946 Mid-Atlantic Wellness Institute	38,671	37,344	37,344	37,344
		<b>145,001</b>	<b>120,200</b>	<b>122,064</b>	<b>145,674</b>

**SCHEDULE 1 - continued**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)				
<b>MINISTRY OF HEALTH - cont.</b>					
HEALTH INSURANCE					
	6950 Reimbursement of H I Fund	3,000	3,995	3,995	3,995
		<b>3,000</b>	<b>3,995</b>	<b>3,995</b>	<b>3,995</b>
		<b>152,795</b>	<b>129,458</b>	<b>132,380</b>	<b>155,012</b>
<b>MINISTRY OF TRANSPORT &amp; REGULATORY AFFAIRS</b>					
MIN. OF TRANSPORT & REGULATORY AFF. HQ					
	6835 Tourism Authority Grant	22,700	25,000	25,000	0
	6918 Parish Council Commitments	0	0	18	0
	6965 Gaming Commission	2,500	0	1,600	0
	7092 Golf Courses	1,250	0	0	0
	7099 Berrmuda Airport Authority	578	13,300	13,400	13,300
	7099 World Triathlon Series	0	0	2,884	0
	7099 Grants to External Bodies	0	0	90	0
		<b>27,028</b>	<b>38,300</b>	<b>42,992</b>	<b>13,300</b>
MARINE AND PORTS					
	6954 Intl. Assoc. Lighthouse Keeper	18	19	19	19
		<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>
TRANSPORT CONTROL DEPARTMENT					
	6962 Road Safety Council	11	11	11	25
		<b>11</b>	<b>11</b>	<b>11</b>	<b>25</b>
		<b>27,057</b>	<b>38,330</b>	<b>43,022</b>	<b>13,344</b>
<b>MINISTRY OF PUBLIC WORKS</b>					
MIN. OF PUBLIC WORKS HQ					
	6869 Grants to External Bodies	50	0	0	0
	7092 Golf Courses	0	0	0	950
		<b>50</b>	<b>0</b>	<b>0</b>	<b>950</b>
BERMUDA HOUSING CORPORATION					
	7032 Rental Assistance Grant	6,050	6,050	6,050	6,050
		<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>
		<b>6,100</b>	<b>6,050</b>	<b>6,050</b>	<b>7,000</b>

**GRANTS & CONTRIBUTIONS**

**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>					
MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ					
	6869 Grants to External Bodies	35	35	10	60
	6882 Voluntary Youth Organization	18	15	0	18
	6918 Parish Council Commitments	251	0	0	0
		<b>304</b>	<b>50</b>	<b>10</b>	<b>78</b>
YOUTH, SPORT & RECREATION					
	6878 Contrib. to Sports Development	1,574	1,592	1,632	1,650
	6880 Elite Athlete Assistance	100	100	100	100
	6882 Voluntary Youth Organization	138	200	200	200
	6884 National Stadium Trustees	800	800	800	800
	6886 Bermuda Swimming Association	25	25	25	25
		<b>2,637</b>	<b>2,717</b>	<b>2,757</b>	<b>2,775</b>
CHILD & FAMILY SERVICES					
	6900 Foster Fees	571	610	610	610
	6920 Grant to YHED	175	175	175	175
	7073 Cross Ministry Initiative	64	75	75	75
		<b>810</b>	<b>860</b>	<b>860</b>	<b>860</b>
COMMUNITY & CULTURAL AFFAIRS					
	6872 Bermuda Historical Society	6	0	0	0
	6873 Cultural Legacy Fund	15	31	31	31
	6874 St. George's Historical Society	4	4	4	4
	6876 St. George Preservation Authority	8	8	8	8
	6881 Contrib to Cultural Activity	62	10	77	141
	7010 Grant to the Bda. Arts Council	100	100	100	100
	7012 Bermuda National Gallery	40	40	40	40
	7030 Bermuda Heritage Association	15	30	30	30
	7075 St. Georges Foundation	0	0	0	10
		<b>250</b>	<b>223</b>	<b>290</b>	<b>364</b>
FINANCIAL ASSISTANCE					
	7038 Care of the Blind	30	30	30	30
	7040 Meals of Wheels	48	48	48	48
	7042 Social Assistance	47,250	46,126	46,126	44,650
	7043 Child Day Care Allowance	2,530	3,400	3,400	3,400
	7048 Salvation Army Shelters	400	800	800	400
	7052 Summerhaven	150	0	0	0
	7056 Packwood Rest Home	150	0	0	0
		<b>50,558</b>	<b>50,404</b>	<b>50,404</b>	<b>48,528</b>

**GRANTS & CONTRIBUTIONS**

**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS - cont.</b>					
NATIONAL DRUG CONTROL					
	7048 Salvation Army Shelters	100	100	100	100
	7084 Parent Resource Inst-Drug Educ	183	183	183	183
	7085 CADA-Ctr-Alcohol & Drug Abuse	100	100	100	100
	7086 Focus Counseling Services	0	0	0	300
	7087 BACB-Bda Addict Cert Board	100	100	100	100
		<b>483</b>	<b>483</b>	<b>483</b>	<b>783</b>
		<b>55,042</b>	<b>54,737</b>	<b>54,804</b>	<b>53,388</b>
<b>MINISTRY OF NATIONAL SECURITY</b>					
MIN. OF NATIONAL SECURITY HQ					
	6869 Grants to External Bodies	0	0	0	200
		<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
DEFENCE					
	6814 Grant to Regimental Messes	10	10	10	10
		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
DEPT. OF CORRECTIONS					
	6948 PO Benevolent Fund,PO Mess	3	5	5	5
		<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>
		<b>13</b>	<b>15</b>	<b>15</b>	<b>215</b>
<b>MINISTRY OF HOME AFFAIRS</b>					
MIN. OF HOME AFFAIRS HQ					
	6918 Parish Council Commitments	12	0	0	70
	7000 BEDC Operational Grant	1,350	0	0	0
		<b>1,362</b>	<b>0</b>	<b>0</b>	<b>70</b>
PLANNING					
	7026 Heritage Fund	5	10	10	10
		<b>5</b>	<b>10</b>	<b>10</b>	<b>10</b>
MIN. OF THE ENVIRONMENT HQ					
	7092 Golf Courses	0	950	950	0
		<b>0</b>	<b>950</b>	<b>950</b>	<b>0</b>
ENVIRONMENT AND NATURAL RESOURCE					
	6970 S.P.C.A.	0	10	10	10
	7004 BIOS - Environmental Study	150	150	150	150
	7006 BIOS - Air/Water Qual.Study	200	200	200	200
	7007 Bermuda Amphibian Research	39	43	43	43
		<b>389</b>	<b>403</b>	<b>403</b>	<b>403</b>
		<b>1,756</b>	<b>1,363</b>	<b>1,363</b>	<b>483</b>

**GRANTS & CONTRIBUTIONS**
**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2016/17 (\$000)	ORIGINAL ESTIMATE 2017/18 (\$000)	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>					
MIN. OF ECONOMIC DEVELOPMENT & TOURISM HQ					
	6815 Americas Cup Grant	7,707	27,460	27,460	0
	6835 Tourism Authority Grant	0	0	0	26,000
	6985 Bda Business Development Agency	4,125	4,125	4,125	5,125
	7000 BEDC Operational Grant	155	1,564	1,564	2,564
	7099 World Triathlon Series	0	0	0	2,266
	7099 Grant to External Bodies	0	0	0	75
		<b>11,987</b>	<b>33,149</b>	<b>33,149</b>	<b>36,030</b>
		<b>11,987</b>	<b>33,149</b>	<b>33,149</b>	<b>36,030</b>
<b>SUBTOTAL CURRENT ACCOUNT</b>		<b>300,900</b>	<b>311,428</b>	<b>319,054</b>	<b>316,565</b>
<b>CAPITAL ACCOUNT</b>					
	75003 Corporation of St. George's Capital Grant	1,480	0	0	0
	75054 WEDCO - Capital Grant	2,748	2,600	3,106	1,106
	75285 Bda. College Capital Grant	0	850	850	500
	75317 WEDCO - Waste Water Treatment Fac.	53	0	0	0
	75326 Sandy's 360	0	0	200	0
	75332 BHC Capital Grant	4,800	4,800	4,800	4,800
	75328 America's Cup	15,747	1,290	968	0
	75334 WEDCO - South Basin Land Reclaim	1,000	550	2,060	6,300
	75339 WEDCO - Moresby House	3,000	0	0	0
	75342 Bda. Airport Authority Capital Grant	1,934	0	253	2,500
	76152 National Trust Acquisition	25	25	25	25
	76153 National Trust Maint. Fund	5	5	5	5
		<b>30,792</b>	<b>10,120</b>	<b>12,267</b>	<b>15,236</b>
<b>SUBTOTAL CAPITAL ACCOUNT</b>		<b>30,792</b>	<b>10,120</b>	<b>12,267</b>	<b>15,236</b>
<b>TOTAL OF ALL GRANTS AND CONTRIBUTIONS</b>		<b>331,692</b>	<b>321,548</b>	<b>331,321</b>	<b>331,801</b>



## GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2016/17 ACTUAL EXPENDITURE DETAIL

<b>CONTRIBUTION TO SPORTS DEVELOPMENT</b>	<b>(\$000)</b>
Bermuda Amateur Swimming Association	50
Bermuda Bicycle Association	35
Bermuda Cricket Board	100
Bermuda Chess Association	5
Bermuda Equestrian Federation	25
Bermuda Football Association	300
Bermuda Gymnastic Association	20
Bermuda Hockey Federation	25
Bermuda National Athletic Association	80
Bermuda Netball Association	8
Bermuda Olympic Association (Operational)	165
Bermuda Paralympic Association	10
Bermuda Sailing Association	25
Bermuda Sport Anti Doping Association	653
Bermuda Squash Racquets Association	10
Bermuda Tourism Authority	5
Bermuda Triathlon Association	14
Boccia Bermuda	8
National Junior Sponsorship Programme	36

# GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2016/17 ACTUAL EXPENDITURE DETAIL - continued

	(\$000)
<b>ELITE ATHLETE ASSISTANCE</b>	
Bermuda Olympic Association	100
<b>VOLUNTARY YOUTH ORGANIZATIONS</b>	
Bermuda Alumnae Chapter - Delta Sigma	7
Bermuda Girl Guide	8
Bermuda Overseas Missions	8
Bermuda Riding For The Disabled/Windreach	8
Bermuda Sea Cadet	8
Bermuda Sloop Foundation	8
Bermuda Volleyball Association	8
Big Brother/Big Sister	8
Devonshire Colts - Bermuda	7
Epsilon Theta Lambda/Alpha Phi Alpha	7
Gino Productions	8
Global Art-Youth Initiatives	7
Grotto Bay Tennis Club	7
Kappa Alpha PSI Fraternity Inc.	7
Outward Bound	8
Raleigh International	10
Young Life	7
Youth Net	7
<b>TOTAL</b>	<b>1,812</b>

**SCHEDULE 2**

**PROFESSIONAL SERVICES**

ACCOUNT DESCRIPTION		ACTUAL 2016/17 (\$000) (3)	ORIGINAL ESTIMATE 2017/18 (\$000) (4)	REVISED ESTIMATE 2017/18 (\$000) (5)	ESTIMATE 2018/19 (\$000) (6)
(1)	(2)				
5260	Local Consultants	7,741	10,472	11,014	9,998
5265	Overseas Consultants	9,159	7,345	7,086	6,974
5270	Contractors	19,068	14,665	14,640	16,710
5275	Medical	5,591	5,147	5,026	4,892
5280	Optical Services	16	14	29	21
5285	Educational Services	56	120	96	131
5290	Chiropracist Services	3	5	4	4
5295	Psychological Services	10	40	40	20
5300	Dental Services	64	46	46	66
5305	War Pension Award	1,777	1,795	1,649	1,680
5310	Counselling Services	224	274	314	296
5315	Child Care Services	95	150	160	140
5320	Recreational Services	208	198	204	245
5325	Legal Services	5,216	5,235	5,419	4,002
5330	Liquidation Fees	116	187	187	75
5340	Membership Fees - Govt.	446	367	392	408
5345	Forensic/Lab Services	381	688	727	688
5350	Forensic/lab accounting	41	157	157	157
5355	Security Services	5,307	1,370	1,281	1,322
5360	Conservation Services	49	28	37	50
5365	Animal Control Services	29	29	29	29
5370	Board & Comm. Fees	994	903	867	960
5375	ID Parade - Police	10	30	30	30
5380	Jury & Witness Fees	39	115	88	115
5385	Court Costs	18	18	18	4
5390	Audit Fees	30	137	107	87
5395	Examination Fees	379	450	444	450
		<b>57,067</b>	<b>49,985</b>	<b>50,091</b>	<b>49,554</b>

**SCHEDULE 3**

**GOVERNMENT DEPARTMENT ACCOMMODATION RENTAL**

HEAD #	DEPARTMENT	LOCATION	REVISED	ESTIMATE
			ESTIMATE	ESTIMATE
			2017/18	2018/19
02	Legislature	Opposition Leader's Office	14,021	14,021
03	Legal Aid	Cedar House	85,857	85,857
05	Auditor General	Reid Hall, Reid Street	184,416	184,416
07	Police	Southside Police Station - 2 Stokes Road	253,457	253,457
		Marine Police, St George's - 2 berths	6,726	6,726
		Commercial Crime - St. Andrews - 51 Church Street	266,202	266,202
		Marine Police - 2 Sally Point Rd, Dockyard	75,890	78,636
		Berth, Dockyard	22,400	22,400
		Airport Police Station	8,400	8,400
		Serious Crime Unit - 129 Front Street	144,160	144,160
11	Accountant General	St. Andrew's Place - 51 Church Street	474,534	474,534
12	Customs	Customs - Hamilton Hall	178,190	178,190
		Dockyard Cruise Ship Station	6,000	6,300
		Queen's Warehouse, #6 Shed	49,195	51,654
		119 Front Street	182,721	182,721
		3 Cahow Lane, St George's	8,400	8,400
13	Post Office	Perot's, Queen Street, Hamilton	27,000	27,000
		New Venture House		304,938
14	Statistics	Cedar Park Building, Cedar Avenue	162,729	162,729
17	Education	Building 1055 - Southside	88,403	88,403
		Northlands Playing Field	100	100
		St. Paul's Preschool	39,000	40,800
		Education Headquarters, 11 Waller's Point Rd.	410,358	410,358
18	Libraries	Youth Library, Church Street	77,550	77,550
		Adult Library Par-la-Ville Park, Queen Street	1,085	1,085
19	Archives	Former White's Supermarket, Southside	282,000	282,000
20	Youth, Sport & Recreation	Sailing Centre, Dockyard	30,251	31,764
		Messina House, Dockyard	138,304	145,219
		Messina Ground	9,852	10,345
		Craig Appin	279,916	279,916

**SCHEDULE 3 - continued**  
**GOVERNMENT DEPARTMENT ACCOMMODATION RENTAL**

HEAD #	DEPARTMENT	LOCATION	REVISED ESTIMATE 2017/18	ESTIMATE 2018/19
21	Health & Seniors HQ	Continental Building Building 332 - Southside	408,618 109,056	408,618 109,056
22	Health	Devonshire Clinic Metro Building	1,000 140,000	1,000 140,000
23	Child & Family Services	Seaview (East and West), Devonshire Oleander Cottage, 6 Aeolia Dr., Devonshire Milner House Magnolia Place	40,000 52,500 283,500 305,675	40,000 52,500 283,500 305,675
25	Corrections	Clock Tower, Dockyard	310,000	146,126
26	Human Resources	129 Front Street	666,240	666,240
30	Marine & Ports	Ferry Terminal, Hamilton Pilot Station Ordnance Island, St.Geo. Camber, Sandys (Bldgs. 17B & C, E, D) Camber, Winch Slip Great Wharf, Sandys	15,856 14,095 536,346 6,325 269,078	16,649 14,095 563,163 6,641 282,532
34	Transport Control	St. David's Southampton	100,000 80,000	100,000 80,000
35	Public Transportation	Terminal, Pender Road, Dockyard	91,200	91,200
38	Tax Commissioner	The Perry Building, Church Street	361,242	361,242
43	Information & Digital Techn.	Channel House - Southside	529,343	529,343
48	Tourism, Trans. & Munic. HQ	CTERM (Duty Free Shop), Sandys	13,552	14,230
56	Human Rights Commission	Milner Place	114,000	114,000
79	Env. & Natural Resources	Dockyard Fisheries Office Cut Wharf, Sandys	8,544	8,971

**SCHEDULE 3 - continued**  
**GOVERNMENT DEPARTMENT ACCOMMODATION RENTAL**

<b>HEAD #</b>	<b>DEPARTMENT</b>	<b>LOCATION</b>	<b>REVISED ESTIMATE 2017/18</b>	<b>ESTIMATE 2018/19</b>
82	Works & Engineering	Sallyport, Hazardous Waste Brown-Brangman, 66 King Street	12,000 79,392	0 79,386
85	Ombudsman's Office	Suite 102, 14 Dundonald Street	64,400	64,368
88	National Drug Control	Suite 303 & 304 & 306, Melbourne House Captains in Charge, 3 Cockburn Road	76,450 24,000	76,450 24,000
91	Health Insurance	Sofia House, Church Street	141,848	141,848
92	Internal Audit	12 Wesley Street	171,990	171,990
93	Home Affairs	Rego Building, 75 Reid Street	51,000	51,000
97	Land Title & Registration	Milner Place, 2nd Floor & Basement	199,980	199,980
			<b>\$ 9,074,511</b>	<b>8,971,475</b>

**SCHEDULE 4**

**GOVERNMENT DEBT TRANSACTIONS & AMOUNTS  
OUTSTANDING 2007/08 TO 2020/21**

<b>YEAR</b>	<b>GROSS BORROWING</b>	<b>REPAYMENTS</b>	<b>NET BORROWING (REPAYMENTS)</b>	<b>GROSS DEBT OUTSTANDING</b>	<b>MEMORANDA INTEREST ON DEBT</b>
<b>(1)</b>	<b>(\$000) (2)</b>	<b>(\$000) (3)</b>	<b>(\$000) (4)</b>	<b>(\$000) (5)</b>	<b>(\$000) (6)</b>
2007/08	180,000	90,000	90,000	345,000	16,800
2008/09	217,250	0	217,250	562,250	18,186
2009/10	415,000	93,410	315,000	823,410	38,980
2010/11	264,080	0	0	1,087,490	56,300
2011/12	263,230	0	0	1,350,720	70,000
2012/13	223,280	0	0	1,574,000	(i) 81,576
2013/14	800,000	69,000	731,000	2,305,000	109,245
2014/15	0	120,000	(120,000)	2,185,000	113,223
2015/16	150,000	0	150,000	2,335,000	116,217
2016/17	212,169	63,234	148,935	2,483,935	121,500
2017/18 (Rev)	85,000	0	85,000	2,568,935	119,500
2018/19 (Est)	89,705	0	89,705	2,658,640	124,000
2019/20 (Est)	30,633	215,000	(184,367)	2,474,273	115,000
2020/21 (Est)	(30,966)	100,000	(130,966)	2,343,307	107,500

(i) In 2013/14 - \$51M of Interest on Debt was funded from the Sinking Fund

**SCHEDULE 5**  
**BERMUDA GOVERNMENT**  
**DEBT AND LOAN GUARANTEES**

**UTILISATION OF STATUTORY BORROWING POWERS**

ACTUAL 2016/17 (\$000)	DETAILS	REVISED ESTIMATE 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)
	DEBT & LOAN GUARANTEES OUTSTANDING AS OF MARCH 31		
2,483,935	BORROWINGS UNDER LOAN FACILITIES (GOVT)	2,568,935	2,658,640
2,483,935	TOTAL DEBT OUTSTANDING (GOVT)	2,568,935	2,658,640
86,626	Less: SINKING FUND CONTRIBUTIONS (i)	148,836	214,559
2,397,309	NET CUMULATIVE GOVERNMENT DEBT & GUARANTEES OUTSTANDING (ii)	2,420,099	2,444,081

(i) Government introduced a Sinking Fund with effect 31st March, 1993. The intent being to set aside a sum equivalent to 2.5% of the public debt outstanding at the end of the preceding year, in order to repay the principal sum borrowed after approximately 20 years.

In 2013 the Government Loans Act 1978 was amended to allow excess funds borrowed to be deposited and extracted from the Sinking Fund to fund future year deficits.

With effect from March, 2013, the statutory debt limit was increased to \$2.5 billion.

(ii) The Government has the following guarantees: National Education Scheme (\$5K); Bermuda Housing Corporation (\$33M); West End Development Corporation (\$61.6M); Bermuda Economic Development Corporation (\$1.2M); Bermuda Hospitals Board (\$280.6M) and Morgan's Point (\$165M).

With effect 1st April, 2011 these guarantees are no longer charged against the statutory debt ceiling unless the guarantee obligation becomes due and payable by the Government, pursuant to the amended Gov't Loans Act 1978. The total amount of utilized Loan Facilities are restricted by the Government Loans Act 1978, as amended.



# SCHEDULE 6

# PUBLIC OFFICERS SALARIES

## MEMBERS OF THE LEGISLATURE

## ADMINISTRATIVE, PROFESSIONAL, TECHNICAL AND CLERICAL GRADES

DESIGNATION	SALARY 1.4.13 \$
SENATORS	30,367
MEMBERS OF THE HOUSE OF ASSEMBLY	56,023

PS STEP	SALARY 1.4.17 \$	PS STEP	SALARY 1.4.17 \$
1	35,208	26	81,721
2	36,493	27	84,646
3	37,823	28	87,781
4	39,194	29	91,025
5	40,625	30	94,399
6	42,107	31	97,891
7	43,642	32	101,525
8	45,244	33	104,607
9	46,892	34	108,409
10	48,609	35	112,165
11	50,389	36	116,317
12	52,232	37	120,633

## OFFICERS OF THE LEGISLATURE

(SALARIES ADDITIONAL TO SALARIES AS  
SENATORS OR MEMBERS OF THE HOUSE  
OF ASSEMBLY)

DESIGNATION	SALARY 1.4.13 \$
PRESIDENT OF THE SENATE	15,181
SPEAKER, HOUSE OF ASSEMBLY	26,569
VICE PRESIDENT, SENATE	3,308
DEPUTY SPEAKER, HOUSE OF ASSEMBLY	13,285
PREMIER	151,262
DEPUTY PREMIER*	112,942
MINISTER OF FINANCE	121,010
(As a part-time Minister)	60,505
ATTORNEY GENERAL**	147,022
OTHER MINISTERS IN THE HOUSE OF ASSEMBLY	100,841
(As a part-time Minister)	50,421
OTHER MINISTERS IN THE SENATE	100,841
(As a part-time Minister)	50,421
OPPOSITION LEADER	30,367
JUNIOR MINISTERS IN THE HOUSE OF ASSEMBLY	11,387
JUNIOR MINISTERS IN THE SENATE	11,425
PARTY WHIPS	7,593

13	53,284	38	125,116
14	54,950	39	129,760
15	56,795	40	135,555
16	58,597	41	141,599
17	60,583	42	147,928
18	62,810	43	154,530
19	65,124	44	161,435
20	67,527	45	168,652
21	70,011	46	176,191
22	72,598	47	184,062
23	74,919	48	192,296
24	76,678	49	200,905
25	79,186	50	209,894
		51	219,289

**PUBLIC OFFICERS SALARIES**

**SCHEDULE 6 - continued**

**SCHOOL PRINCIPALS**

STEP	SALARY 1.9.10 \$	STEP	SALARY 1.9.10 \$
1	118,292	A1	53,804
2	122,137	A2	55,276
3	127,505	A3	56,797
4	133,142	A4	58,357
		A5	60,229
		A6	61,896
		A7	66,726
		A8	68,592

**TEACHERS SALARY SCALE**

STEP	SALARY 1.9.10 \$	STEP	SALARY 1.9.10 \$
A9	70,493	P8	88,805
P1	67,484	P9	92,357
P2	70,184	P10	96,051
P3	72,991	P11	99,893
P4	75,911	P12	103,889
P5	78,947	P13	108,045
P6	82,105	P14	112,367
P7	85,389	P15	116,861

**FIRE FIGHTERS  
SALARY SCALE**

RANK	STEP	SALARY 1.10.11 \$	
MECHANIC	FSA 01	60,054	
	FSA 02	68,221	
	FSA 03	76,389	
FIREFIGHTER	FSA 07	67,148	
	FSA 08	69,550	
	FSA 09	71,953	
	FSA 10	74,353	
	FSA 11	76,755	
	FSA 12	79,158	
	SERGEANT	FSA 13	82,251
		FSA 14	87,420
		FSA 15	89,589
LIEUTENANT	FSA 16	91,758	
	FSA 18	96,520	
	FSA 19	99,248	
	FSA 20	101,976	
	FSA 21	104,704	

**FIRE  
CIVILIAN SCALE**

	STEP	SALARY 1.10.10 \$
ADMINISTRATIVE ASSISTANT	16	57,168
	17	59,105
	18	61,278
ADMINISTRATIVE OFFICER	25	77,254
	26	79,728
	27	82,581
EMS COORDINATOR	24	74,808
	25	77,254
	26	79,728
CHIEF ENGINEER	26	79,728
	27	82,581
	28	85,640
ASST. CHIEF ENGINEER	20	65,880
	21	68,303
	22	70,827
DAY COOK	10	47,423
EMERGENCY MEDICAL DISPATCHERS	14	53,610
	15	55,410
	16	57,168
ASST. DIVISIONAL OFFICER	29	88,805
DIVISIONAL OFFICER	33	102,056
	34	105,765
	35	109,430
DEPUTY CHIEF FIRE OFFICER	37	117,691
	38	122,065
	39	126,595
CHIEF FIRE OFFICER	43	150,761

STEP	SALARY 1.10.10 \$
12	50,959
13	51,985
14	53,610
13	51,985
14	53,610
15	55,410
14	53,610
15	55,410
16	57,168

CUSTOMER SERV. REPS.	12	50,959
	13	51,985
	14	53,610
PRIVATE SECRETARY	13	51,985
	14	53,610
	15	55,410
SEN. CLERK	14	53,610
	15	55,410
	16	57,168

**LECTURERS - BERMUDA COLLEGE - 1.8.10**

**FACULTY SALARY MATRIX**

<b>Step</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
1	79,709	80,906	83,738	82,963	84,622	85,891	87,180	88,488	90,257	92,515
2	81,304	82,524	85,413	84,657	86,315	87,611	88,923	90,257	92,063	94,365
3	82,931	84,174	87,120	86,077	88,042	89,362	90,702	92,063	93,905	96,251
4	84,589	85,858	88,863	87,799	89,802	91,149	92,517	93,905	95,783	98,177
5	86,282	87,574	90,641	89,554	91,599	92,972	94,367	95,783	97,699	100,140
6	88,006	89,327	92,452	91,345	93,431	94,832	96,254	97,699	99,651	102,143
7	89,766	91,113	94,303	93,171	95,298	96,730	98,178	99,651	101,646	104,186
8	91,563	92,936	96,189	95,036	97,204	98,663	100,143	101,646	103,679	106,271
9	93,394	94,793	98,112	96,937	99,148	100,637	102,146	103,679	105,751	108,396
10	95,262	96,690	100,073	98,875	101,133	102,650	104,188	105,751	107,866	110,564
11	97,167	98,624	102,081	100,851	103,155	104,702	106,273	107,866	110,023	112,773
12		100,596	104,118	102,870	105,218	106,796	108,398	110,023	112,224	115,031
13			106,201	104,927	107,324	108,933	110,566	112,224	114,468	117,331
14					109,468	111,111	112,776	114,468	116,758	119,677
15						113,333	115,033	116,758	119,093	122,070
16							117,334	119,093	121,475	124,512
17								121,475	123,904	127,003
18									126,383	129,543
19										132,134
20										134,776

All of the following are minimum qualifications for the columns in question.

Column A applies to Instructors with a Baccalaureate Degree or appropriate professional certificate.

Column B applies to Instructors with a Baccalaureate Degree plus 27 additional credit hours or appropriate professional certificate plus 42 additional professional development credits.

Column C applies to Senior Instructors.

Column D applies to Lecturers with a Terminal Degree, a Masters Degree or a Baccalaureate Degree plus an additional credential such as a CA, CPA, CMA, CGA, etc.

Column E applies to Senior Lecturers with the same qualifications as Column D.

Column F applies to Senior Lecturers with the same qualifications as Column E but with an additional thirty credits of graduate work beyond the Masters Degree in an area relevant to the individual's assignment at Bermuda College. Column F also applies to individuals with a Masters Degree and an additional credential such as a CA, CPA, CMA, CGA, etc.

Column G applies to Senior Lecturers with the same qualifications as Column F but with an additional sixty credits of graduate work beyond the Masters Degree in an area relevant to the individual's assignment at Bermuda College. Column G also applies to individuals with two Masters Degrees both in an area relevant to the individual's assignment at Bermuda College.

Column H applies to Senior Lecturers who have completed, towards a doctoral degree, all course work, all required examinations, and all other requirements except for the completion of the thesis.

Column I is for Senior Lecturers who hold Terminal Degrees relevant to their assignment at Bermuda College. Terminal Degrees include, but are not limited to, Ph.D., Ed.D., D.A., J.D., M.D., MFA, and M.P.A.

Column J applies to professors. This rank normally requires completion of a Terminal Degree.

**SCHEDULE 6 - continued**

**PUBLIC OFFICERS SALARIES**

**PRISON OFFICERS SALARIES**

<b>RANK</b>	<b>STEP</b>	<b>1.10.10 \$</b>
PRISON OFFICER	1	63,946
	2	66,801
	3	69,652
	4	72,507
	5	73,936
DIVISIONAL OFFICER	6	78,504
	7	81,357
	8	84,213
PRINCIPAL OFFICER	9	85,640
	10	93,348
CHIEF OFFICER	11	96,491
	12	108,433
ASST. COMMISSIONER	13	112,248
	14	124,996
PRISON NURSE	15	129,482
	30	85,640
	31	90,208
SENIOR NURSING OFF.	32	93,348
	34	99,914
VOCATIONAL OFF.	35	107,336
	37	94,137
	38	97,477

**BERMUDA REGIMENT SALARIES**

<b>RANK</b>	<b>PS EQUIV</b>	<b>1.10.12 \$</b>
PRIVATE B	1	52,033
	2	53,337
	3	55,089
	4	56,729
	5	58,108

**BERMUDA REGIMENT SALARIES - cont.**

<b>RANK</b>	<b>PS EQUIV.</b>	<b>1.10.12 \$</b>
LANCE CORPORAL - B	6	59,561
	7	61,807
	8	64,131
CORPORAL - B	9	66,526
	10	68,949
	11	71,383
SERGEANT - B	12	74,097
	13	76,848
	14	79,639
COLOUR SERGT. - B	15	82,348
	16	85,075
	17	87,780
	18	90,587
WARRANT OFF. II - B	19	93,294
	20	96,059
	21	98,793
	22	101,305
	23	104,070
	24	106,774
	25	109,786
OCDT	26	112,798
	27	115,948
LIEUTENANT II - B	13	76,848
	22	101,305
	23	104,070
CAPTAIN - B	24	106,774
	25	109,786
	27	115,948
MAJOR - B	28	119,380
	30	129,088
LT. COLONEL	31	132,776
	41	155,353

**POLICE OFFICERS SALARIES**

<b>RANK</b>	<b>STEP</b>	<b>1.10.12 \$</b>	<b>RANK</b>	<b>STEP</b>	<b>1.10.12 \$</b>	<b>RANK</b>	<b>STEP</b>	<b>1.10.12 \$</b>
CADET	1	38,013	SERGEANT	10	90,260	CHIEF INSPECTOR	19	117,641
	2	39,343		11	92,326		20	130,959
	3	40,720		12	95,400		21	135,309
CONSTABLE	4	72,746	INSPECTOR	13	98,475	SUPERINTENDENT	22	139,812
	5	75,383		14	101,658		23	150,687
	6	78,127		15	104,953		24	155,713
	7	80,982		16	107,388	25	160,933	
	8	83,953		17	110,262	ASST.	26	173,281
	9	87,044		18	113,888	COMMISSIONER	27	178,092

## Consolidated Fund Receipts - Ten Year Summary 2009/10 - 2018/19

	2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	REVISED ESTIMATE 2017/18 \$000	ESTIMATE 2018/19 \$000	ESTIMATE 2018/19 %	2018/19 AS % OF 2009/10 %
CUSTOMS DUTIES	219,037	195,807	180,697	169,693	174,951	171,470	192,593	211,087	231,011	235,000	21.56	107
PAYROLL TAX	349,035	423,050	344,702	328,023	330,848	333,860	361,136	401,755	444,000	454,000	41.66	130
INTL. CO. TAXES	59,385	61,577	60,587	62,178	62,474	62,776	60,074	62,607	66,065	68,461	6.28	115
LOCAL COMPANY FEES	5,320	3,321	2,779	2,809	2,809	2,666	2,787	2,715	2,647	2,800	0.26	53
FOREIGN CUR. PURC.TX	13,792	24,712	23,107	22,072	20,823	20,069	19,628	20,310	20,964	22,000	2.02	160
LAND TAX	48,511	49,131	52,313	55,845	60,477	61,101	67,068	62,422	63,186	78,330	7.19	161
HOTEL OCCUPANCY TAX	7,321	7,028	10,907	10,002	9,195	9,187	10,337	7,951	10,480	11,000	1.01	150
VEHICLE LICENCES & REGISTRATION	26,870	26,583	26,672	26,031	26,665	28,435	29,031	29,364	29,044	30,449	2.79	113
PASSENGER TAX	29,262	32,345	35,069	34,578	33,921	32,908	40,794	41,025	23,000	25,000	2.29	85
STAMP DUTY	31,647	35,362	25,113	18,754	21,379	23,885	25,216	23,125	23,408	23,000	2.11	73
ALL OTHER RECEIPTS (i)	127,089	131,879	152,236	136,593	140,373	134,051	144,950	125,633	130,475	139,821	12.83	110
<b>TOTAL</b>	<b>917,269</b>	<b>990,795</b>	<b>914,182</b>	<b>866,578</b>	<b>883,915</b>	<b>880,408</b>	<b>953,614</b>	<b>987,994</b>	<b>1,044,280</b>	<b>1,089,861</b>	<b>100.00</b>	<b>119</b>
YEAR ON YEAR INCREASE	-3.74	8.02	-7.73	-5.21	2.00	-0.40	8.32	12.22	9.51	4.36		

(i) Includes: inter alia, receipts from Telecommunications, Immigration, Ferry & Bus fares, Civil Aviation and all other fees and charges.

SCHEDULE 8

Consolidated Fund Expenditure - Ten Year Summary 2009/10 - 2018/19

MINISTRY	2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	Revised Estimate 2017/18 \$000	ESTIMATE 2018/19 \$000	%	2018/19 as % of 2009/10 %
<b>CURRENT ACCOUNT:</b>												
<b>Non-Ministry</b>	14,530	15,809	16,361	16,421	15,361	15,074	14,168	15,092	17,761	17,721	1.91	122
<b>Cabinet Office</b>	30,401	31,206	27,338	26,879	24,733	23,217	20,917	31,395	34,623	35,157	3.78	116
<b>Legal Affairs</b>	23,381	25,087	25,077	24,116	25,914	24,802	24,191	24,291	27,079	27,678	2.98	118
<b>Finance (Excl Debt &amp; Sinking Fund)</b>	106,863	112,067	107,297	68,594	94,910	92,411	88,484	99,121	100,564	103,404	11.13	97
<b>Education &amp; Workforce Development</b>	153,533	148,285	141,992	137,203	132,713	128,165	125,885	133,212	134,691	140,560	15.13	92
<b>Health</b>	189,979	209,021	196,166	202,938	201,816	187,950	185,139	185,653	163,644	190,069	20.46	100
<b>Environment</b>	24,373	24,572	23,352	24,039	22,784	19,593	19,472	0	0	0	0.00	0
<b>Transport &amp; Regulatory Affairs</b>	116,783	122,454	111,133	117,627	114,122	105,616	102,008	100,623	94,394	62,418	6.72	53
<b>Public Works</b>	76,249	80,387	83,890	84,690	77,086	77,213	66,369	79,620	68,820	73,968	7.96	97
<b>Social Development &amp; Sports</b>	77,674	81,634	75,755	81,622	83,852	86,501	84,643	84,676	88,224	86,325	9.29	111
<b>National Security</b>	161,701	166,314	145,013	142,743	149,150	146,225	141,240	127,818	133,209	131,100	14.11	81
<b>Home Affairs</b>	15,454	15,641	26,730	28,796	17,232	14,555	13,538	19,322	23,595	22,699	2.44	147
<b>Economic Development &amp; Tourism</b>	8,325	7,637	10,042	12,144	11,460	13,771	16,007	13,526	34,929	38,035	4.09	457
<b>Subtotal</b>	999,246	1,040,114	990,146	967,812	971,133	935,093	902,061	914,349	921,533	929,134	100.00	93
<b>% Increase Year on Year</b>	3.40	4.09	-4.80	-2.26	0.34	-3.71	-3.53	1.36	2.16	0.82		
<b>Current Account Expenditure</b>	999,246	1,040,114	990,146	967,812	971,133	935,093	902,061	914,349	921,533	929,134		93
<b>Capital Account Expenditure</b>	125,104	121,045	59,489	63,474	65,357	49,753	43,721	76,702	60,394	62,209		50
<b>Interest on Debt</b>	1,695	55,298	67,592	30,440	109,245	113,223	116,217	120,620	119,500	124,000		7,316
<b>Sinking Fund Contribution</b>	0	28,760	25,726	30,750	37,625	47,669	52,250	58,375	62,085	64,223		0
<b>Total</b>	1,126,045	1,245,217	1,142,953	1,092,476	1,183,360	1,145,738	1,114,249	1,170,046	1,163,512	1,179,566		105

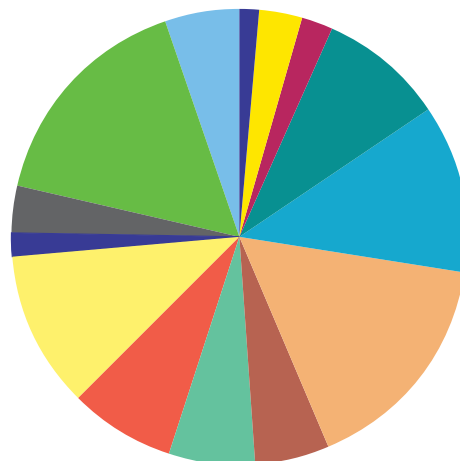
Where ministerial portfolios have been reallocated and changed over the period of this schedule, all prior years figures have been restated to maintain comparability.

**Consolidated Fund Expenditure by Type - Ten Year Summary 200/10 - 2018/19**

	2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	REVISED ESTIMATE 2017/18 \$000	ESTIMATE 2018/19 \$000	ESTIMATE 2018/19 %	2018/19 AS % OF 2009/10 %
<b>SALARIES</b>	315,220	302,200	307,768	321,173	309,981	301,988	295,881	287,833	316,673	326,048	29.18	103
<b>WAGES</b>	99,711	99,274	85,288	84,133	83,382	81,260	75,910	78,709	66,178	68,165	6.10	68
<b>EMPLOYER OVERHEAD</b>	66,844	70,918	73,259	42,480	72,664	71,474	69,157	76,866	76,637	78,920	7.06	118
<b>OTHER PERSONNEL COSTS</b>	11,060	10,707	1,552	5,563	5,645	5,460	5,238	5,356	5,911	5,784	0.52	52
<b>TRAINING</b>	7,274	5,666	3,825	2,307	2,491	2,104	1,867	1,665	3,015	3,462	0.31	48
<b>TRANSPORT</b>	6,667	6,830	5,611	3,977	4,534	4,757	3,625	5,209	4,178	4,397	0.39	66
<b>TRAVEL</b>	5,034	5,017	3,619	3,418	3,311	2,818	2,620	2,325	2,975	3,045	0.27	60
<b>COMMUNICATIONS</b>	10,148	10,637	10,039	9,181	8,404	7,171	6,458	6,581	7,001	7,145	0.64	70
<b>ADVERTISING &amp; PROMOTION</b>	14,114	19,224	15,664	18,136	16,968	3,554	2,813	2,076	2,281	2,490	0.22	18
<b>PROFESSIONAL SERVICES</b>	111,960	119,070	99,198	95,944	81,469	68,784	58,949	57,067	50,091	49,554	4.43	44
<b>RENTALS</b>	17,037	18,125	17,766	16,794	16,696	15,507	13,665	13,424	13,085	12,091	1.08	71
<b>REPAIR AND MAINTENANCE</b>	22,441	21,887	18,344	17,614	16,908	18,342	17,046	16,396	18,716	19,467	1.74	87
<b>INSURANCE</b>	11,959	12,977	13,029	12,499	11,984	9,020	11,731	10,948	8,748	9,008	0.81	75
<b>ENERGY</b>	19,057	20,120	20,657	20,573	20,120	18,064	16,140	16,676	15,798	16,512	1.48	87
<b>CLOTHING, UNIFORMS, LAUNDRY</b>	2,648	2,165	1,500	1,576	1,858	1,703	786	1,266	1,100	1,124	0.10	42
<b>MATERIALS &amp; SUPPLIES</b>	34,082	32,341	30,987	26,947	23,060	24,191	17,008	21,767	23,201	23,165	2.07	68
<b>EQUIPMENT PURCHASES</b>	1,946	1,431	780	1,197	869	628	2,568	1,961	637	552	0.05	28
<b>OTHER EXPENSES</b>	6,618	4,009	3,528	4,200	3,368	1,878	2,391	7,305	3,616	2,924	0.26	44
<b>RECEIPTS TO CREDITED TO PROGRAM</b>	(30,518)	(3,071)	0	0	0	0	0	0	(17,413)	(21,339)	-1.91	70
<b>TRANSFERS &amp; OTHER FUNDS</b>	0	28,760	25,726	30,750	37,625	47,669	52,250	58,375	62,085	64,223	5.75	0
<b>GOVT. GRANTS &amp; CONTRIBUTIONS</b>	261,143	277,156	274,258	277,385	286,962	296,390	298,204	300,899	319,054	316,565	28.33	121
<b>DEBT CHARGES</b>	6,495	58,729	71,067	33,155	109,704	113,223	116,221	120,640	119,550	124,050	11.10	1910
<b>TOTAL</b>	1,000,940	1,124,172	1,083,465	1,029,002	1,118,003	1,095,985	1,070,528	1,093,344	1,103,117	1,117,352	100.00	112
<b>YEAR ON YEAR INCREASE</b>	0.70	12.31	-3.62	-5.03	8.65	-1.97	-2.32	2.13	0.65	1.29		

## Estimated Expenditure 2018/19 in BD\$ Millions

■ Non-Ministry.....	17.7
■ Cabinet Office Departments.....	35.2
■ Legal Affairs.....	27.7
■ Finance.....	103.4
■ Education & Workforce Development.....	140.6
■ Health .....	190.1
■ Transport & Regulatory Affairs .....	62.4
■ Public Works .....	74.0
■ Social Development & Sports .....	86.3
■ National Security.....	131.1
■ Home Affairs .....	22.7
■ Economic Development & Tourism .....	38.0
■ Interest & Sinking Fund.....	188.2
■ Capital Estimate.....	62.2



### Categories of expenditure expressed as a percentage of total estimated expenditure for 2018/19 of \$1,179.6 million



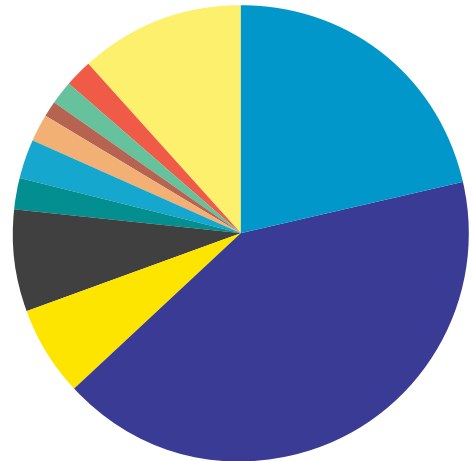
Non-Ministry.....	1.5
Cabinet Office Departments.....	3.0
Legal Affairs.....	2.3
Finance.....	8.8
Education & Workforce Development.....	11.9
Health .....	16.1
Transport & Regulatory Affairs .....	5.3
Public Works .....	6.3
Social Development & Sports .....	7.3
National Security.....	11.1
Home Affairs .....	1.9
Economic Development & Tourism .....	3.2
Interest & Sinking Fund.....	16.0
Capital Estimate.....	5.3



## Estimated Revenue 2018/19 in BD\$ Millions

Total Revenue \$1,089.9 million

■ Customs.....	235.0
■ Payroll Tax .....	454.0
■ Companies Fees .....	68.5
■ Land Tax.....	78.3
■ Passenger Tax .....	25.0
■ Vehicle Licences.....	30.4
■ Stamp Duties.....	23.0
■ Hotel Occupancy.....	11.0
■ Immigration .....	16.5
■ Foreign Currency.....	22.0
■ All Other.....	126.1



### Categories of revenue expressed as a percentage of total estimated revenue for 2017/18 of \$1,089.9 million



—	Customs .....	21.6
—	Payroll Tax.....	41.7
—	Companies Fees .....	6.3
—	Land Tax .....	7.2
—	Passenger Tax.....	2.3
—	Vehicle Licences .....	2.8
—	Stamp Duties.....	2.1
—	Hotel Occupancy .....	1.0
—	Immigration .....	1.5
—	Foreign Currency.....	2.0
—	All Other.....	11.6

