

# TABLE OF CONTENTS

## SECTION A - SUMMARY ANALYSIS

SUMMARY OF CONSOLIDATED FUND ESTIMATES.....	A 1
SUMMARY BY DEPARTMENT OF	
-CURRENT ACCOUNT REVENUE.....	A 2
-CURRENT ACCOUNT EXPENDITURE.....	A 5
-CAPITAL ACCOUNT EXPENDITURE.....	A 9
-EMPLOYMENT .....	A 11
ANALYSIS OF CURRENT ACCOUNT REVENUE.....	A 4
ANALYSIS OF CURRENT ACCOUNT EXPENDITURE.....	A 8

## SECTION B - CURRENT ACCOUNT ESTIMATES

EXPLANATORY NOTES.....	B 1
------------------------	-----

### NON-MINISTRY DEPARTMENTS **B 6**

HEAD 01 GOVERNOR & STAFF.....	B 7
02 LEGISLATURE.....	B 10
05 OFFICE OF THE AUDITOR GENERAL.....	B 14
56 HUMAN RIGHTS COMMISSION.....	B 17
63 PARLIAMENTARY REGISTRAR.....	B 20
85 OMBUDSMAN'S OFFICE.....	B 24
92 INTERNAL AUDIT.....	B 30
98 INFORMATION COMMISSIONER'S OFFICE.....	B 33
101 PRIVACY COMMISSIONER'S OFFICE.....	B 39

### CABINET OFFICE DEPARTMENTS **B 42**

HEAD 09 CABINET OFFICE.....	B 43
13 POST OFFICE.....	B 47
14 DEPT. OF STATISTICS.....	B 53
26 DEPT. OF HUMAN RESOURCES.....	B 56
43 DEPT. OF INFORMATION & DIGITAL TECHNOLOGIES.....	B 62
51 DEPT. OF COMMUNICATIONS.....	B 66
61 DEPT. OF EMP. & ORG. DEVELOPMENT .....	B 70
67 DEPT. OF INFORMATION & COMMUNICATION TECH.....	B 72
80 PROJECT MANAGEMENT & PROCUREMENT .....	B 76

### MINISTRY OF LEGAL AFFAIRS **B 79**

HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ.....	B 80
03 JUDICIAL DEPARTMENT.....	B 85
04 ATTORNEY GENERAL'S CHAMBERS.....	B 93
23 CHILD & FAMILY SERVICES.....	B 96
74 DEPT. OF COURT SERVICES.....	B 103
75 DEPT. OF PUBLIC PROSECUTIONS.....	B 106
88 NATIONAL DRUG CONTROL.....	B 109

# TABLE OF CONTENTS - continued

<b>MINISTRY OF FINANCE</b>		<b>B 115</b>
HEAD 10	MINISTRY OF FINANCE HQ.....	B 116
11	ACCOUNTANT GENERAL.....	B 120
12	CUSTOMS.....	B 126
28	SOCIAL INSURANCE.....	B 127
38	OFFICE OF THE TAX COMMISSIONER.....	B 130
39	REGISTRAR OF COMPANIES.....	B 134
58	INTEREST ON DEBT.....	B 138
59	SINKING FUND.....	B 139
<b>MINISTRY OF EDUCATION</b>		<b>B 140</b>
HEAD 16	MIN. OF EDUCATION HQ.....	B 141
17	DEPT. OF EDUCATION.....	B 144
18	LIBRARIES & ARCHIVES.....	B 157
19	ARCHIVES.....	B 162
41	BERMUDA COLLEGE.....	B 165
<b>MINISTRY OF HEALTH</b>		<b>B 166</b>
HEAD 21	MINISTRY OF HEALTH HQ.....	B 167
22	DEPT. OF HEALTH.....	B 173
24	HOSPITALS.....	B 184
55	FINANCIAL ASSISTANCE.....	B 186
91	HEALTH INSURANCE.....	B 190
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>		<b>B 194</b>
HEAD 48	MINISTRY OF TOURISM & TRANSPORT HQ.....	B 195
30	MARINE & PORTS.....	B 199
34	TRANSPORT CONTROL DEPARTMENT.....	B 204
35	PUBLIC TRANSPORTATION.....	B 208
<b>MINISTRY OF PUBLIC WORKS</b>		<b>B 213</b>
HEAD 36	MINISTRY OF PUBLIC WORKS HQ.....	B 214
49	LAND VALUATION.....	B 220
53	BERMUDA HOUSING CORPORATION.....	B 223
68	PARKS.....	B 224
81	PUBLIC LANDS & BUILDINGS.....	B 231
82	WORKS & ENGINEERING.....	B 234
97	LAND TITLE & REGISTRATION.....	B 241

# TABLE OF CONTENTS - continued

<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>	<b>B 245</b>
HEAD 71 MIN. OF LABOUR, COMMUNITY AFFAIRS & SPORTS HQ.....	B 246
20 YOUTH, SPORT AND RECREATION.....	B 249
52 COMMUNITY & CULTURAL AFFAIRS.....	B 256
60 WORKFORCE DEVELOPMENT.....	B 263

<b>MINISTRY OF NATIONAL SECURITY</b>	<b>B 269</b>
HEAD 83 MINISTRY OF NATIONAL SECURITY HQ.....	B 270
06 DEFENCE.....	B 273
07 POLICE.....	B 277
12 CUSTOMS.....	B 282
25 DEPT. OF CORRECTIONS.....	B 286
27 IMMIGRATION.....	B 289
45 FIRE SERVICES.....	B 295

<b>MINISTRY OF HOME AFFAIRS</b>	<b>B 298</b>
HEAD 93 MINISTRY OF HOME AFFAIRS HQ.....	B 299
29 REGISTRY GENERAL.....	B 304
32 DEPT. OF PLANNING.....	B 308
50 MINISTRY OF THE ENVIRONMENT HQ.....	B 313
79 ENVIRONMENT AND NATURAL RESOURCES.....	B 315
89 ENERGY.....	B 324

<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>	<b>B 328</b>
HEAD 95 MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM HQ.....	B 329

## **SECTION C - CAPITAL ACCOUNT ESTIMATES**

CAPITAL DEVELOPMENT ESTIMATES (Schedule B).....	C 4
CAPITAL ACQUISITION ESTIMATES (Schedule C).....	C 8

## **SCHEDULES**

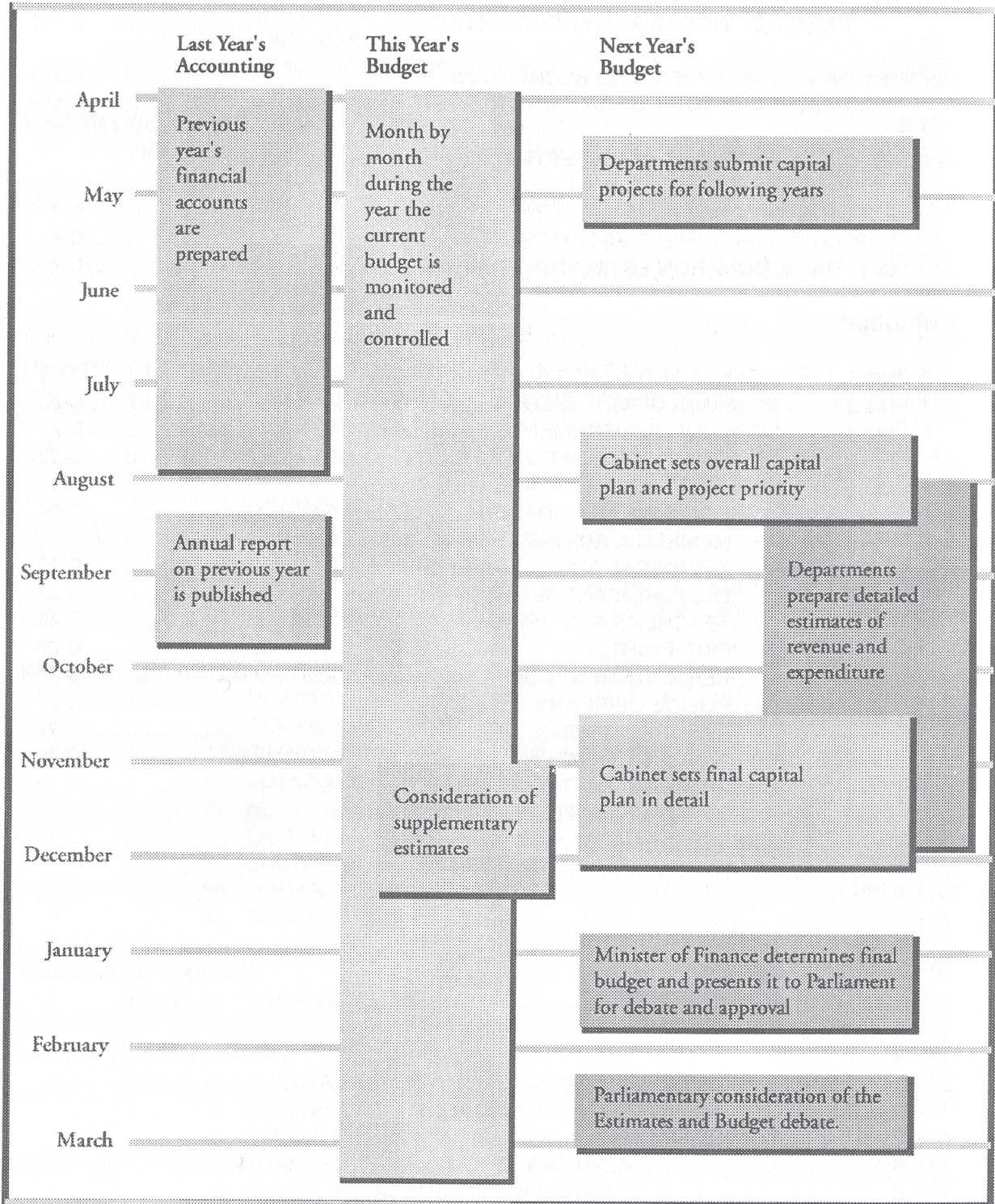
<b>NO.1</b> GRANTS AND CONTRIBUTIONS.....	C 16
<b>NO.2</b> PROFESSIONAL SERVICES.....	C 24
<b>NO.3</b> RENTAL ACCOMODATION FOR GOVERNMENT DEPARTMENTS.....	C 25
<b>NO.4</b> BERMUDA GOVERNMENT DEBT TRANSACTIONS.....	C 28
<b>NO.5</b> BERMUDA GOVERNMENT DEBT & LOAN GUARANTEES.....	C 29

## TABLE OF CONTENTS - continued

<b>NO.6</b>	PUBLIC OFFICERS SALARIES	
	MEMBERS, ADMINISTRATIVE, PROFESSIONAL AND	
	TECHNICAL AND CLERICAL GRADES.....	C 30
	TEACHERS AND PRINCIPALS.....	C 31
	FIRE FIGHTERS .....	C 31
	LECTURERS AT BERMUDA COLLEGE.....	C 32
	BERMUDA REGIMENT .....	C 33
	POLICE OFFICERS .....	C 33
	PRISON OFFICERS .....	C 33
<b>NO.7</b>	CONSOLIDATED RECEIPTS - TEN YEAR SUMMARY.....	C 34
<b>NO.8</b>	CONSOLIDATED FUND EXPENDITURE - TEN YEAR SUMMARY.....	C 35
<b>NO. 9</b>	CONSOLIDATED FUND EXPENDITURE BY TYPE - TEN YEAR	
	SUMMARY.....	C 36
<b>NO.10</b>	DIAGRAMS - ESTIMATED EXPENDITURE BY	
	MINISTRY, CAPITAL, ETC.....	C 37
<b>NO.11</b>	DIAGRAMS - ESTIMATED REVENUE BY CATEGORY.....	C 38

# 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 2019/20 TO 2021/22**

<b>ACTUAL 2017/18 \$000</b>		<b>ORIGINAL ESTIMATE 2018/19 \$000</b>	<b>REVISED ESTIMATE 2018/19 \$000</b>	<b>ESTIMATE 2019/20 \$000</b>	<b>ESTIMATE 2020/21 \$000</b>	<b>ESTIMATE 2021/22 \$000</b>
<b>Revenue and Expenditure Estimates</b>						
1,058,877	1 Revenue	1,089,861	1,079,243	1,118,455	1,140,824	1,163,641
892,867	2 Current Account Expenditure(excl.debt & s/fund)	929,134	931,988	929,861	929,861	929,861
166,010	3 Current Account Balance(excl.debt & s/fund)	160,727	147,255	188,594	210,963	233,780
117,723	4 Interest on Debt	124,000	124,000	116,500	116,500	116,500
48,287		36,727	23,255	72,094	94,463	117,280
62,098	5 Sinking Fund Contribution	64,223	64,223	0	0	0
(13,811)	6 Surplus Available for Capital Expenditure	(27,496)	(40,968)	72,094	94,463	117,280
56,596	7 Capital Expenditure (See line 20 below)	62,209	61,607	64,715	65,000	65,000
(70,407)	8 Budget Surplus (Deficit)	(89,705)	(102,575)	7,379	29,463	52,280
<b>Sources of Financing</b>						
(14,593)	9 Consolidated Fund	0	12,870	0	0	0
85,000	10 Borrowing	89,705	89,705	(7,379)	(29,463)	(52,280)
70,407	11 Total Financing	89,705	102,575	(7,379)	(29,463)	(52,280)
<b>Capital Appropriations</b>						
67,451	12 Appropriations in Original Estimates	62,209	61,607	64,715	65,000	65,000
1,171	13 Supplementary Appropriations	0	0	0	0	0
68,622	14 Appropriated During the Year	62,209	61,607	64,715	65,000	65,000
0	15 Appropriations Frozen	0	0	0	0	0
(5,954)	16 Appropriations Lapsed	0	0	0	0	0
62,668	17 Net Appropriations	62,209	61,607	64,715	65,000	65,000
17,004	18 Unspent Appropriations from Prior Year	0	23,076	0	0	0
79,672	19 Appropriations to Meet Spending	62,209	84,683	64,715	65,000	65,000
56,596	20 Capital Spending	62,209	61,607	64,715	65,000	65,000
23,076	21 Unspent Appropriations Carried Forward	0	23,076	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
23,076	23 Unspent Capital Appropriations	0	23,076	0	0	0
(3,026,303)	24 Undesignated Surplus (Deficit)	(3,092,932)	(3,128,878)	(3,098,423)	(3,068,960)	(3,016,680)
<b>(3,002,227)</b>	<b>25 Consolidated Fund Surplus (Deficit)</b>	<b>(3,091,932)</b>	<b>(3,104,802)</b>	<b>(3,097,423)</b>	<b>(3,067,960)</b>	<b>(3,015,680)</b>

<b>TYPE</b>	<b>DESCRIPTIONS</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Revenue	Growth, Tax Reform and Rate Increases	1.9%	2.6%	2.0%	2.0%
Expenditure	Spending Reductions/Increases	4.4%	0.8%	0.0%	0.0%
Debt Repayment	Senior Notes Due		\$180M		
Budget Surplus	Debt Re-purchases and/or Sinking Fund Contributions			up to 75%	up to 75%
<b>NET DEBT</b>	Position as at end of year	<b>2,465,000</b>	<b>2,457,062</b>	<b>2,434,714</b>	<b>2,395,255</b>

## SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
02	LEGISLATURE	5	0	0	0	0	0
05	OFFICE OF THE AUDITOR	1,363	1,105	1,105	1,060	(45)	(4)
63	PARLIAMENTARY REGISTRAR	344	275	0	350	75	27
		<b>1,712</b>	<b>1,380</b>	<b>1,105</b>	<b>1,410</b>	<b>30</b>	<b>2</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	1	0	0	0	0	0
13	POST OFFICE	4,647	4,563	4,563	4,645	82	2
14	STATISTICS	1	0	0	0	0	0
67	DEPT. OF INFORMATION & COMM. TECH.	14,955	0	0	0	0	0
		<b>19,604</b>	<b>4,563</b>	<b>4,563</b>	<b>4,645</b>	<b>82</b>	<b>2</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	131	0	0	0	0	0
03	JUDICIAL DEPARTMENT	10,395	8,806	9,454	10,211	1,405	16
04	ATTORNEY GENERAL'S CHAMBERS	3	0	0	0	0	0
23	CHILD & FAMILY SERVICES	167	192	192	192	0	0
88	NATIONAL DRUG CONTROL	1	0	0	0	0	0
		<b>10,697</b>	<b>8,998</b>	<b>9,646</b>	<b>10,403</b>	<b>1,405</b>	<b>16</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	383	188	300	400	212	113
11	ACCOUNTANT GENERAL	10,662	406	3,000	1,500	1,094	269
12	CUSTOMS	227,118	239,241	228,662	239,193	(48)	(0)
28	SOCIAL INSURANCE	1	0	0	0	0	0
38	OFFICE OF THE TAX COMMISSIONER	607,730	623,840	634,111	662,460	38,620	6
39	REGISTRAR OF COMPANIES	67,190	72,502	71,430	70,621	(1,881)	(3)
		<b>913,084</b>	<b>936,177</b>	<b>937,503</b>	<b>974,174</b>	<b>37,997</b>	<b>4</b>
<b>MINISTRY OF EDUCATION</b>							
16	MIN. OF EDUCATION HQ	0	76	0	0	(76)	(100)
17	DEPT. OF EDUCATION	154	230	230	230	0	0
18	LIBRARIES & ARCHIVES	17	17	14	13	(4)	(24)
		<b>171</b>	<b>323</b>	<b>244</b>	<b>243</b>	<b>(80)</b>	<b>(25)</b>
<b>MINISTRY OF HEALTH</b>							
21	MIN. OF HEALTH HQ	135	115	217	140	25	22
22	DEPT. OF HEALTH	3,345	3,606	3,516	3,610	4	0
		<b>3,480</b>	<b>3,721</b>	<b>3,733</b>	<b>3,750</b>	<b>29</b>	<b>1</b>
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>							
48	MIN. OF TOURISM & TRANSPORT HQ	23,855	37,800	36,813	16,653	(21,147)	(56)
30	MARINE AND PORTS	6,021	6,153	5,765	5,766	(387)	(6)
34	TRANSPORT CONTROL DEPARTMENT	29,408	30,453	30,963	30,988	535	2
35	PUBLIC TRANSPORTATION	6,484	8,190	6,276	7,400	(790)	(10)
		<b>65,768</b>	<b>82,596</b>	<b>79,817</b>	<b>60,807</b>	<b>(21,789)</b>	<b>(26)</b>



## SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE - continued

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20 (\$000) % (7) (8)	
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	13	5	2	5	0	0
49	LAND VALUATION	0	6	0	6	0	0
68	PARKS	80	88	83	104	16	18
81	PUBLIC LANDS & BUILDINGS	2,770	2,829	1,659	1,801	(1,028)	(36)
82	WORKS & ENGINEERING	11,324	16,715	14,545	14,225	(2,490)	(15)
97	LAND TITLE & REGISTRATION	136	625	817	625	0	0
		<b>14,323</b>	<b>20,268</b>	<b>17,106</b>	<b>16,766</b>	<b>(3,502)</b>	<b>(17)</b>
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>							
20	YOUTH, SPORT & RECREATION	618	641	653	597	(44)	(7)
52	COMMUNITY & CULTURAL AFFAIRS	94	6	6	4	(2)	(33)
60	WORKFORCE DEVELOPMENT	22	28	28	28	0	0
		<b>734</b>	<b>675</b>	<b>687</b>	<b>629</b>	<b>(46)</b>	<b>(7)</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
07	POLICE	610	428	428	677	249	58
27	IMMIGRATION	22,313	23,535	18,696	21,835	(1,700)	(7)
45	FIRE SERVICES	148	113	285	257	144	127
		<b>23,071</b>	<b>24,076</b>	<b>19,409</b>	<b>22,769</b>	<b>(1,307)</b>	<b>(5)</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	640	405	45	5	(400)	(99)
29	REGISTRY GENERAL	2,031	2,027	1,743	2,116	89	4
32	DEPT. OF PLANNING	1,951	1,411	1,426	1,360	(51)	(4)
50	MINISTRY OF THE ENVIRONMENT HQ	9	0	0	0	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	1,602	1,638	1,363	1,493	(145)	(9)
89	ENERGY	0	200	200	17,885	17,685	0
		<b>6,233</b>	<b>5,681</b>	<b>4,777</b>	<b>22,859</b>	<b>17,178</b>	<b>302</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	0	1,403	653	0	(1,403)	0
		<b>0</b>	<b>1,403</b>	<b>653</b>	<b>0</b>	<b>(1,403)</b>	<b>0</b>
		<b>1,058,877</b>	<b>1,089,861</b>	<b>1,079,243</b>	<b>1,118,455</b>	<b>28,594</b>	<b>3</b>

# ANALYSIS OF CURRENT ACCOUNT REVENUE

HEAD (1)	REVENUE DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>TAXES &amp; DUTIES</b>							
12	CUSTOMS DUTY	223,003	235,000	224,500	235,000	0	0
27	SALE OF LAND TO NON-BERMUDIANS	6,070	7,000	2,414	5,500	(1,500)	(21)
29	TIMESHARING TAX	51	20	30	20	0	0
38	PASSENGER TAXES	22,177	25,000	25,000	32,300	7,300	29
38	STAMP DUTIES	26,714	23,000	27,790	29,000	6,000	26
38	BETTING TAX	164	800	150	800	0	0
38	LAND TAX	62,846	78,330	80,330	85,375	7,045	9
38	FOREIGN CURRENCY PURCHASE TAX	20,896	22,000	20,931	26,164	4,164	19
38	PAYROLL TAX	456,736	454,000	460,500	466,100	12,100	3
38	HOTEL OCCUPANCY	11,991	11,000	11,512	12,000	1,000	9
38	CORPORATE SERVICE TAX	5,393	5,500	5,271	5,270	(230)	(4)
38	FINANCIAL SERVICES TAX	7,160	8,900	8,600	12,250	3,350	38
<b>FEES, PERMITS &amp; LICENCES</b>							
03	LIQUOR LICENCES	509	320	526	526	206	64
12	OTHER CUSTOMS FEES & CHARGES	1,919	2,100	1,969	2,000	(100)	(5)
12	WHARFAGE	805	840	806	806	(34)	(4)
13	POST OFFICE	4,665	4,652	4,651	4,735	83	2
27	IMMIGRATION RECEIPTS	15,982	16,500	16,203	16,300	(200)	(1)
29	TRADE & SERVICE MARK	1,787	1,801	1,530	1,860	59	3
30	FERRY SERVICES	1,532	1,636	1,237	1,237	(399)	(24)
30	SERVICES TO SEABORNE SHIPPING	3,082	3,088	3,074	3,074	(14)	(0)
32	PLANNING FEES AND SEARCHES	1,760	1,200	1,215	1,110	(90)	(8)
34	VEHICLE LICENCES AND REGISTRATION	29,291	30,449	30,974	30,984	535	2
35	BUS REVENUES	6,435	8,142	6,228	7,351	(791)	(10)
36	SOLID WASTE	5,359	5,473	5,775	5,473	0	0
36	WATER	3,327	3,692	4,924	3,692	0	0
36	RENTALS	2,227	2,025	1,860	2,104	79	4
39	COMPANIES - INTERNATIONAL	63,353	68,461	67,966	66,655	(1,806)	(3)
39	COMPANIES LOCAL	2,653	2,940	2,363	2,750	(190)	(6)
39	COMPANIES LICENCES	711	820	796	820	0	0
48	CIVIL AVIATION RECEIPTS	21,000	19,850	18,833	16,000	(3,850)	(19)
79	PLANT PRODUCTION & MARKETING CTRE	137	190	191	189	(1)	(1)
89	TELECOMMUNICATIONS RECEIPTS	14,459	17,950	17,980	17,685	(265)	(1)
95	VACATION RENTAL FEE	0	750	0	0	(750)	0
<b>OTHER RECEIPTS</b>							
03	FINES AND FORFEITURES	2,911	3,500	2,647	2,647	(853)	(24)
11	INTEREST ON DEPOSITS	3,674	406	3,000	1,500	1,094	269
81	ASSET SALES	700	1,000	0	0	(1,000)	(100)
	OTHER REVENUE	27,398	21,526	17,467	19,178	(2,348)	(11)
		<b>1,058,877</b>	<b>1,089,861</b>	<b>1,079,243</b>	<b>1,118,455</b>	<b>28,594</b>	<b>3</b>

# SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
01	GOVERNOR & STAFF	1,379	1,395	1,395	1,395	0	0
02	LEGISLATURE	4,937	5,530	5,450	5,651	121	2
05	OFFICE OF THE AUDITOR	3,443	4,082	4,082	4,082	0	0
56	HUMAN RIGHTS COMMISSION	1,124	1,269	1,238	1,269	0	0
63	PARLIAMENTARY REGISTRAR	1,599	1,571	1,405	1,571	0	0
85	OMBUDSMAN'S OFFICE	870	924	924	1,079	155	17
92	INTERNAL AUDIT	1,035	1,426	1,426	1,426	0	0
98	INFORMATION COMMISSIONER'S OFFICE	846	957	1,037	957	0	0
101	PRIVACY COMMISSIONER'S OFFICE	0	567	111	567	0	0
		<b>15,233</b>	<b>17,721</b>	<b>17,068</b>	<b>17,997</b>	<b>276</b>	<b>2</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	5,734	13,230	13,230	15,334	2,104	16
13	POST OFFICE	9,684	10,677	10,677	10,502	(175)	(2)
14	DEPT. OF STATISTICS	1,957	2,493	2,493	2,493	0	0
26	DEPT. OF HUMAN RESOURCES	3,270	3,813	3,813	3,813	0	0
43	DEPT. OF INFORMATION & DIGITAL TECH.	6,117	6,690	6,690	6,627	(63)	(1)
51	DEPT. OF COMMUNICATIONS	2,751	3,150	3,150	3,150	0	0
61	DEPT. OF EMP & ORG. DEVELOPMENT	0	0	0	1,672	1,672	0
67	DEPT. OF INFORMATION & COMM. TECH.	1,136	1,475	1,475	1,475	0	0
80	PROJECT MANAGEMENT & PROCUREMENT	686	772	772	930	158	20
		<b>31,335</b>	<b>42,300</b>	<b>42,300</b>	<b>45,996</b>	<b>3,696</b>	<b>9</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	6,144	5,718	5,641	6,627	909	16
03	JUDICIAL DEPARTMENT	7,756	8,473	8,473	8,723	250	3
04	ATTORNEY GENERAL'S CHAMBERS	4,542	5,309	5,386	5,308	(1)	(0)
23	CHILD & FAMILY SERVICES	13,361	15,715	15,715	15,915	200	1
74	DEPT. OF COURT SERVICES	3,782	4,675	4,675	4,658	(17)	(0)
75	DEPT. OF PUBLIC PROSECUTIONS	3,106	3,503	3,503	3,329	(174)	(5)
88	NATIONAL DRUG CONTROL	3,809	4,511	4,511	4,511	0	0
		<b>42,500</b>	<b>47,904</b>	<b>47,904</b>	<b>49,071</b>	<b>1,167</b>	<b>2</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	4,509	5,050	5,732	5,895	845	17
11	ACCOUNTANT GENERAL	82,502	86,461	85,516	86,153	(308)	(0)
28	SOCIAL INSURANCE	5,054	5,250	4,950	4,825	(425)	(8)
38	OFFICE OF THE TAX COMMISSIONER	3,449	3,451	4,301	3,761	310	9
39	REGISTRAR OF COMPANIES	2,246	3,187	2,787	3,709	522	16
58	INTEREST ON DEBT	117,723	124,000	124,000	116,500	(7,500)	(6)
59	SINKING FUND CONTRIBUTION	62,098	64,223	64,223	0	(64,223)	(100)
		<b>277,581</b>	<b>291,622</b>	<b>291,509</b>	<b>220,843</b>	<b>(70,779)</b>	<b>(24)</b>
<b>MINISTRY OF EDUCATION</b>							
16	MIN. OF EDUCATION HQ	2,319	3,340	3,235	3,579	239	7
17	DEPT. OF EDUCATION	111,472	114,243	114,243	114,243	0	0
18	LIBRARIES & ARCHIVES	1,781	3,222	3,218	3,222	0	0
19	ARCHIVES	999	0	0	0	0	0
41	BERMUDA COLLEGE	15,481	15,906	15,906	15,906	0	0
		<b>132,052</b>	<b>136,711</b>	<b>136,602</b>	<b>136,950</b>	<b>239</b>	<b>0</b>

# SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

- continued

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>MINISTRY OF HEALTH</b>							
21	MIN. OF HEALTH HQ	11,211	11,488	10,295	11,649	161	1
22	DEPT. OF HEALTH	25,165	28,912	24,895	28,817	(95)	(0)
24	HOSPITALS	120,200	145,674	155,374	145,674	0	0
55	FINANCIAL ASSISTANCE	51,915	51,684	51,684	51,484	(200)	(0)
91	HEALTH INSURANCE	3,959	3,995	4,293	3,930	(65)	(2)
		<b>212,450</b>	<b>241,753</b>	<b>246,541</b>	<b>241,554</b>	<b>(199)</b>	<b>(0)</b>
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>							
48	MIN. OF TOURISM & TRANSPORT HQ	44,425	14,395	14,480	39,475	25,080	174
30	MARINE & PORTS	21,349	20,250	20,292	21,278	1,028	5
34	TRANSPORT CONTROL DEPARTMENT	5,465	5,375	5,375	5,375	0	0
35	PUBLIC TRANSPORTATION	21,764	21,615	21,530	22,368	753	3
		<b>93,003</b>	<b>61,635</b>	<b>61,677</b>	<b>88,496</b>	<b>26,861</b>	<b>44</b>
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	4,359	5,931	5,922	6,209	278	5
49	LAND VALUATION	715	787	813	1,027	240	30
53	BERMUDA HOUSING CORP	6,050	6,050	6,050	6,050	0	0
68	PARKS	8,540	9,808	8,472	9,644	(164)	(2)
81	PUBLIC LANDS & BUILDINGS	19,507	19,507	19,924	19,472	(35)	(0)
82	WORKS & ENGINEERING	32,527	30,588	30,414	29,647	(941)	(3)
97	LAND TITLE & REGISTRATION	879	1,297	1,144	1,398	101	8
		<b>72,577</b>	<b>73,968</b>	<b>72,739</b>	<b>73,447</b>	<b>(521)</b>	<b>(1)</b>
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>							
71	MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ	1,784	2,520	2,520	2,218	(302)	(12)
20	YOUTH, SPORT & RECREATION	9,172	9,654	9,654	10,109	455	5
52	COMMUNITY & CULTURAL AFFAIRS	2,694	2,242	2,242	2,242	0	0
60	WORKFORCE DEVELOPMENT	4,110	3,849	3,996	4,296	447	12
		<b>17,760</b>	<b>18,265</b>	<b>18,412</b>	<b>18,865</b>	<b>600</b>	<b>3</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
83	MIN. OF NATIONAL SECURITY HQ	1,723	1,466	1,559	2,060	594	41
06	DEFENCE	6,692	7,209	7,209	7,209	0	0
07	POLICE	62,182	65,802	65,802	65,802	0	0
12	CUSTOMS	17,132	16,939	16,945	16,945	6	0
25	DEPT. OF CORRECTIONS	26,324	25,082	24,981	25,082	0	0
27	IMMIGRATION	4,771	4,754	4,754	4,754	0	0
45	FIRE SERVICES	13,658	13,127	13,127	13,127	0	0
		<b>132,482</b>	<b>134,379</b>	<b>134,377</b>	<b>134,979</b>	<b>600</b>	<b>0</b>

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

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	1,772	4,467	4,448	3,723	(744)	(17)
29	REGISTRY GENERAL	1,606	1,953	1,960	1,832	(121)	(6)
32	DEPT. OF PLANNING	2,693	3,304	3,304	3,376	72	2
50	MIN. OF THE ENVIRONMENT HQ	1,109	0	0	0	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	7,860	8,221	8,221	8,352	131	2
89	ENERGY	628	783	783	880	97	12
		<b>15,668</b>	<b>18,728</b>	<b>18,716</b>	<b>18,163</b>	<b>(565)</b>	<b>(3)</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	30,045	32,366	32,366	0	(32,366)	(100)
		<b>30,045</b>	<b>32,366</b>	<b>32,366</b>	<b>0</b>	<b>(32,366)</b>	<b>(100)</b>
		<b>1,072,686</b>	<b>1,117,352</b>	<b>1,120,211</b>	<b>1,046,361</b>	<b>(70,991)</b>	<b>(6)</b>

# ANALYSIS OF CURRENT ACCOUNT EXPENDITURE BY OBJECT ACCOUNT

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	%	
(1)	(3)	(4)	(5)	(6)	(7)	(8)	
SALARIES	292,060	326,048	318,806	332,594	6,546	2	
WAGES	77,644	68,165	66,187	69,374	1,209	2	
EMPLOYER OVERHEAD	75,881	78,920	77,973	79,406	486	1	
OTHER PERSONNEL COSTS	4,722	5,784	5,767	5,643	(141)	(2)	
TRAINING	2,492	3,462	3,202	3,594	132	4	
TRANSPORT	2,390	4,397	2,392	4,348	(49)	(1)	
TRAVEL	2,043	3,045	2,895	3,408	363	12	
COMMUNICATIONS	6,250	7,145	7,092	7,201	56	1	
ADVERTISING & PROMOTION	1,631	2,490	2,363	2,395	(95)	(4)	
PROFESSIONAL SERVICES	41,184	49,554	49,177	44,006	(5,548)	(11)	
RENTALS	11,639	12,091	12,029	11,977	(114)	(1)	
REPAIR & MAINTENANCE	16,417	19,467	18,570	19,781	314	2	
INSURANCE	8,003	9,008	10,293	8,907	(101)	(1)	
ENERGY	14,513	16,512	13,739	16,510	(2)	(0)	
CLOTHING & UNIFORMS	1,486	1,124	1,014	1,098	(26)	(2)	
MATERIALS & SUPPLIES	19,971	23,165	21,844	23,415	250	1	
EQUIPMENT	778	552	508	605	53	10	
OTHER EXPENSES	5,262	2,924	3,979	3,069	145	5	
RECEIPTS CREDITED TO PROG	0	(21,339)	(12,193)	(21,955)	(616)	3	
TRANSFER TO OTHER FUNDS	62,098	64,223	64,223	0	(64,223)	(100)	
GRANTS & CONTRIBUTIONS	308,311	316,565	326,301	314,435	(2,130)	(1)	
PUBLIC DEBT CHARGES	117,911	124,050	124,050	116,550	(7,500)	(6)	
	<b>1,072,686</b>	<b>1,117,352</b>	<b>1,120,211</b>	<b>1,046,361</b>	<b>(70,991)</b>	<b>(6)</b>	

# SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)
<b>NON-MINISTRY DEPARTMENTS</b>					
01	GOVERNOR AND STAFF	324	0	103	220
02	LEGISLATURE	607	1,500	266	800
05	OFFICE OF THE AUDITOR	69	0	0	23
56	HUMAN RIGHTS COMMISSION	0	0	0	4
63	PARLIAMENTARY REGISTRAR	0	0	10	21
85	OMBUDSMAN'S OFFICE	11	16	16	6
101	PRIVACY COMMISSIONER'S OFFICE	0	0	0	19
		<b>1,011</b>	<b>1,516</b>	<b>395</b>	<b>1,093</b>
<b>CABINET OFFICE DEPARTMENTS</b>					
09	CABINET OFFICE	1,122	0	55	0
13	POST OFFICE	256	78	20	44
14	DEPT. OF STATISTICS	0	0	0	6
26	DEPT. OF HUMAN RESOURCES	0	9	9	7
43	DEPT. OF INFORMATION & DIGITAL TECH.	2,470	2,380	1,800	2,175
51	DEPT. OF COMMUNICATIONS	52	35	31	40
80	PROJECT MANAGEMENT & PROCUREMENT	28	0	0	0
		<b>3,928</b>	<b>2,502</b>	<b>1,915</b>	<b>2,272</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>					
87	MIN. OF LEGAL AFFAIRS HQ	55	19	49	259
03	JUDICIAL DEPARTMENT	91	0	4	280
04	ATTORNEY GENERAL'S CHAMBERS	25	2	2	5
23	CHILD & FAMILY SERVICES	373	275	488	29
74	DEPT. OF COURT SERVICES	18	0	0	0
75	DEPT. OF PUBLIC PROSECUTIONS	39	0	0	11
88	NATIONAL DRUG CONTROL	49	20	15	5
		<b>650</b>	<b>316</b>	<b>558</b>	<b>589</b>
<b>MINISTRY OF FINANCE</b>					
10	MIN. OF FINANCE HQ	2,302	625	625	680
11	ACCOUNTANT GENERAL	10	300	886	0
38	SOCIAL INSURANCE	0	0	0	12
38	OFFICE OF THE TAX COMMISSIONER	667	521	500	300
39	REGISTRAR OF COMPANIES	0	500	810	2,067
		<b>2,979</b>	<b>1,946</b>	<b>2,821</b>	<b>3,059</b>
<b>MINISTRY OF EDUCATION</b>					
17	DEPT. OF EDUCATION	3,880	3,138	2,601	2,460
18	LIBRARIES & ARCHIVES	19	51	4	27
19	ARCHIVES	13	0	0	0
41	BERMUDA COLLEGE	850	500	250	200
		<b>4,762</b>	<b>3,689</b>	<b>2,855</b>	<b>2,687</b>
<b>MINISTRY OF HEALTH</b>					
21	MIN. OF HEALTH HQ	129	0	0	250
22	DEPT. OF HEALTH	234	306	296	287
24	HOSPITALS	120	120	120	4,620
55	FINANCIAL ASSISTANCE	0	84	20	0
91	HEALTH INSURANCE	0	0	0	16
		<b>483</b>	<b>510</b>	<b>436</b>	<b>5,173</b>

## SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE

- continued

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>					
48	MIN. OF TOURISM & TRANSPORT HQ	253	2,512	2,509	2,500
30	MARINE & PORTS SERVICES	1,834	864	926	476
34	TRANSPORT CONTROL DEPARTMENT	36	32	10	500
35	PUBLIC TRANSPORTATION	1,231	3,000	3,026	1,520
		<b>3,354</b>	<b>6,408</b>	<b>6,471</b>	<b>4,996</b>
<b>MINISTRY OF PUBLIC WORKS</b>					
36	MIN. OF PUBLIC WORKS HQ	2,873	13,908	4,949	3,983
49	LAND VALUATION	0	0	8	0
53	BERMUDA HOUSING CORPORATION	4,800	4,800	5,800	4,800
68	PARKS	545	1,000	281	900
81	PUBLIC LANDS & BUILDINGS	6,650	6,268	6,567	5,626
82	WORKS & ENGINEERING	19,749	15,673	23,906	20,473
		<b>34,617</b>	<b>41,649</b>	<b>41,511</b>	<b>35,782</b>
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>					
71	MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ	0	0	0	20
20	YOUTH, SPORT & RECREATION	100	79	1,135	32
52	COMMUNITY & CULTURAL AFFAIRS	1	2	2	4
60	WORKFORCE DEVELOPMENT	24	150	23	0
		<b>125</b>	<b>231</b>	<b>1,160</b>	<b>56</b>
<b>MINISTRY OF NATIONAL SECURITY</b>					
83	MIN. NATIONAL SECURITY HQ	0	0	895	3,112
06	DEFENCE	449	276	275	248
07	POLICE	681	336	336	634
12	CUSTOMS	142	75	67	57
25	DEPT. OF CORRECTIONS	676	332	721	583
27	IMMIGRATION	21	425	56	1,927
45	FIRE SERVICES	327	537	96	1,245
		<b>2,296</b>	<b>1,981</b>	<b>2,446</b>	<b>7,806</b>
<b>MINISTRY OF HOME AFFAIRS</b>					
93	MIN. OF HOME AFFAIRS HQ	15	0	2	0
32	DEPT. OF PLANNING	364	413	153	402
79	ENVIRONMENT AND NATURAL RESOURCES	725	549	477	350
89	ENERGY	319	500	407	450
		<b>1,423</b>	<b>1,462</b>	<b>1,039</b>	<b>1,202</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>					
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	968	0	0	0
		<b>968</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>56,596</b>	<b>62,210</b>	<b>61,607</b>	<b>64,715</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)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (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	27	29	29	29	0	0
56	HUMAN RIGHTS COMMISSION	8	8	8	8	0	0
63	PARLIAMENTARY REGISTRAR	7	7	6	6	(1)	(14)
85	OMBUDSMAN'S OFFICE	6	6	6	6	0	0
92	INTERNAL AUDIT	11	12	12	12	0	0
98	INFORMATION COMMISSIONER'S OFFICE	5	5	6	6	1	20
101	PRIVACY COMMISSIONER'S OFFICE	0	3	2	3	0	0
		<b>132</b>	<b>138</b>	<b>137</b>	<b>138</b>	<b>0</b>	<b>0</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	29	41	37	38	(3)	(7)
13	POST OFFICE	129	142	142	137	(5)	(4)
14	DEPT. OF STATISTICS	24	24	24	23	(1)	(4)
26	DEPT. OF HUMAN RESOURCES	26	26	26	26	0	0
43	DEPT. OF INFORMATION & DIGITAL TECH.	35	40	40	39	(1)	(3)
51	DEPT. OF COMMUNICATIONS	29	30	30	30	0	0
61	DEPT OF EMP. & ORG. DEVELOPMENT	0	0	0	21	21	0
67	DEPT. OF INFORMATION & COMM. TECH.	7	6	6	6	0	0
80	PROJECT MANAGEMENT & PROCUREMENT	7	9	7	8	(1)	(11)
		<b>286</b>	<b>318</b>	<b>312</b>	<b>328</b>	<b>10</b>	<b>3</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	13	14	13	23	9	64
03	JUDICIAL DEPARTMENT	69	69	69	70	1	1
04	ATTORNEY GENERAL'S CHAMBERS	33	33	34	34	1	3
23	CHILD & FAMILY SERVICES	95	97	97	98	1	1
74	DEPT. OF COURT SERVICES	38	38	38	38	0	0
75	DEPT. OF PUBLIC PROSECUTIONS	25	25	25	25	0	0
88	NATIONAL DRUG CONTROL	27	27	27	27	0	0
		<b>300</b>	<b>303</b>	<b>303</b>	<b>315</b>	<b>12</b>	<b>4</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	15	18	17	19	1	6
11	ACCOUNTANT GENERAL	61	61	61	46	(15)	(25)
28	SOCIAL INSURANCE	24	24	24	24	0	0
38	OFFICE OF THE TAX COMMISSIONER	29	29	34	34	5	17
39	REGISTRAR OF COMPANIES	18	26	26	34	8	31
		<b>147</b>	<b>158</b>	<b>162</b>	<b>157</b>	<b>(1)</b>	<b>(1)</b>
<b>MINISTRY OF EDUCATION</b>							
16	MIN. OF EDUCATION HQ	3	10	7	7	(3)	(30)
17	DEPT. OF EDUCATION	1,116	1,126	1,126	1,120	(6)	(1)
18	LIBRARIES & ARCHIVES	24	26	26	26	0	0
19	ARCHIVES	7	0	0	0	0	0
		<b>1,150</b>	<b>1,162</b>	<b>1,159</b>	<b>1,153</b>	<b>(9)</b>	<b>(1)</b>
<b>MINISTRY OF HEALTH</b>							
21	MIN. OF HEALTH HQ	45	45	47	47	2	4
22	DEPT. OF HEALTH	280	280	285	285	5	2
55	FINANCIAL ASSISTANCE	34	34	34	34	0	0
91	HEALTH INSURANCE	19	19	19	18	(1)	(5)
		<b>378</b>	<b>378</b>	<b>385</b>	<b>384</b>	<b>6</b>	<b>2</b>

## EMPLOYMENT SUMMARY BY DEPARTMENT - continued

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>							
48	MIN. OF TOURISM & TRANSPORT HQ	6	6	6	9	3	50
30	MARINE & PORTS	155	158	159	161	3	2
34	TRANSPORT CONTROL DEPARTMENT	34	40	40	41	1	3
35	PUBLIC TRANSPORTATION	203	236	234	232	(4)	(2)
		<b>398</b>	<b>440</b>	<b>439</b>	<b>443</b>	<b>3</b>	<b>1</b>
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	35	48	37	52	4	8
49	LAND VALUATION	7	8	8	10	2	25
68	PARKS	119	143	118	143	0	0
81	PUBLIC LANDS & BUILDINGS	146	155	147	152	(3)	(2)
82	WORKS & ENGINEERING	284	343	285	344	1	0
97	LAND TITLE & REGISTRATION	5	10	5	10	0	0
		<b>596</b>	<b>707</b>	<b>600</b>	<b>711</b>	<b>4</b>	<b>1</b>
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>							
71	MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ	18	18	18	18	0	0
20	YOUTH, SPORT & RECREATION	95	96	96	96	0	0
52	COMMUNITY & CULTURAL AFFAIRS	8	8	8	8	0	0
60	WORKFORCE DEVELOPMENT	21	16	20	20	4	25
		<b>142</b>	<b>138</b>	<b>142</b>	<b>142</b>	<b>4</b>	<b>3</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
83	MIN. OF NATIONAL SECURITY HQ	7	7	7	7	0	0
06	DEFENCE	31	31	31	31	0	0
07	POLICE	498	511	511	520	9	2
12	CUSTOMS	175	190	184	193	3	2
25	DEPT. OF CORRECTIONS	198	229	208	231	2	1
27	IMMIGRATION	45	50	50	50	0	0
45	FIRE SERVICES	128	128	128	128	0	0
		<b>1,082</b>	<b>1,146</b>	<b>1,119</b>	<b>1,160</b>	<b>14</b>	<b>1</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	15	22	22	16	(6)	(27)
29	REGISTRY GENERAL	17	19	19	19	0	0
32	DEPT. OF PLANNING	28	33	33	33	0	0
50	MINISTRY OF THE ENVIRONMENT HQ	1	0	0	0	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	77	79	79	79	0	0
89	ENERGY	3	3	3	4	1	33
		<b>141</b>	<b>156</b>	<b>156</b>	<b>151</b>	<b>(5)</b>	<b>(3)</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
95	MIN. OF ECONOMIC DEV. & TOURISM HQ	12	9	7	0	(9)	(100)
		<b>12</b>	<b>9</b>	<b>7</b>	<b>0</b>	<b>(9)</b>	<b>(100)</b>
<b>TOTAL</b>		<b>4,764</b>	<b>5,053</b>	<b>4,921</b>	<b>5,082</b>	<b>29</b>	<b>1</b>

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.
- (iv) Capital asset amortization expense: capital assets are required to be amortized over their useful lives for accounting purposes. As a non-cash expense, there is no provision made for budget purposes.

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 2017/2018 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**

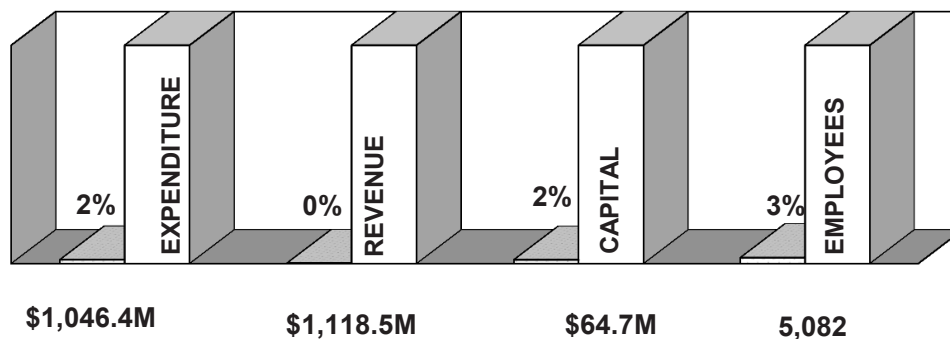
Includes principal and interest payments to service Bermuda Government loan debt.

# 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)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
01	GOVERNOR & STAFF	1,379	1,395	1,395	1,395	0	0
02	LEGISLATURE	4,937	5,530	5,450	5,651	121	2
05	OFFICE OF THE AUDITOR	3,443	4,082	4,082	4,082	0	0
56	HUMAN RIGHTS COMMISSION	1,124	1,269	1,238	1,269	0	0
63	PARLIAMENTARY REGISTRAR	1,599	1,571	1,405	1,571	0	0
85	OMBUDSMAN'S OFFICE	870	924	924	1,079	155	17
92	INTERNAL AUDIT	1,035	1,426	1,426	1,426	0	0
98	INFORMATION COMMISSIONER'S OFFICE	846	957	1,037	957	0	0
101	PRIVACY COMMISSIONER'S OFFICE	0	567	111	567	0	0
		<b>15,233</b>	<b>17,721</b>	<b>17,068</b>	<b>17,997</b>	<b>276</b>	<b>2</b>
<b>REVENUE (\$000)</b>							
02	LEGISLATURE	5	0	0	0		
05	OFFICE OF THE AUDITOR	1,363	1,105	1,105	1,060	(45)	(4)
63	PARLIAMENTARY REGISTRAR	344	275	0	350	75	27
		<b>1,712</b>	<b>1,380</b>	<b>1,105</b>	<b>1,410</b>	<b>30</b>	<b>2</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	187	16	42	72		
	DEVELOPMENT	825	1,500	353	1,020		
		<b>1,012</b>	<b>1,516</b>	<b>395</b>	<b>1,092</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>132</b>	<b>138</b>	<b>137</b>	<b>138</b>	<b>0</b>	<b>0</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		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
0101	<b>GENERAL</b>						
	11000 GOVERNOR'S OFFICE	1,063	1,100	1,100	1,098	(2)	1
	11010 DEPUTY GOVERNOR'S OFFICE	316	295	295	297	2	0
	<b>TOTAL</b>	<b>1,379</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	878	824	827	828	4	0
	WAGES	231	232	238	247	15	6
	OTHER PERSONNEL COSTS	9	11	11	11	0	0
	TRAINING	2	2	2	2	0	0
	TRAVEL	0	3	3	3	0	0
	COMMUNICATIONS	23	32	32	29	(3)	(9)
	ADVERTISING & PROMOTIONS	0	1	1	1	0	0
	PROFESSIONAL SERVICES	1	9	5	6	(3)	(33)
	RENTALS	7	14	14	14	0	0
	REPAIR AND MAINTENANCE	51	64	34	50	(14)	(22)
	INSURANCE	1	0	0	0	0	0
	ENERGY	84	102	110	107	5	5
	MATERIALS & SUPPLIES	20	22	24	23	1	5
	EQUIPT. (MINOR CAPITAL)	17	28	45	22	(6)	(21)
	OTHER EXPENSES	55	51	49	52	1	2
	<b>TOTAL</b>	<b>1,379</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 11000 - Governor's Office</b>				
Meets with Premier weekly	47	52	52	52
Monthly meetings with Commanding Officer of Bermuda Regiment	12	12	12	12
Hosted various Major Social events	5	4	4	4
Weekly meetings with Senior Staff of the Bermuda Police Service	47	52	52	52
Bi-Weekly meetings with Commissioner of Bermuda Police Service	22	26	26	26
Monthly meetings with The Director of Public Prosecutions	10	12	12	12
Sign off all public service appointments within 48 hours	100%	100%	100%	100%
Monthly meetings with The Auditor General	12	12	12	12
Periodic Meetings with Director of Civil Aviation	8	8	8	8
Periodic Meetings with Ombudsman	5	8	8	8
<b>BUSINESS UNIT: 11010 - Deputy Governor's Office</b>				
Process official documents within 2 days of receipt	100%	100%	100%	100%
Ensure timely delivery of UK diplomatic mail to and from Bermuda	100%	100%	100%	100%
Attends the Emergency Measures Organization Meetings	100%	Ad-Hoc	100%	100%
Chair Meetings of BSSC	4	4	4	4
Attend meetings of the Defence Board	4	4	4	4
Act as secretary to National Security Council meetings	Committee Inactive	Committee Inactive	Committee Inactive	TBD
Chair National Aviation Security Meeting	2	2	2	2

# HEAD 02 LEGISLATURE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

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

## DEPARTMENT OBJECTIVES

- To provide the best advice and information on a range of parliamentary practices in support of 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 keep senior Public Service Officers informed on developments in Parliamentary practice and procedures.
- To facilitate the legislative process and the enactment of laws in Bermuda.
- To facilitate legal advice on Constitutional Matters and questions of Parliamentary procedure.
- To ensure that both Houses of the Legislature, as well as the Parliamentary Committees, operate within the provisions of the Official Standing Orders.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2018/19	
BUSINESS UNIT	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2019/20	%
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(8)
		(3)	(4)	(5)	(6)	(7)	
<b>0201</b>	<b>GENERAL</b>						
	12000 ADMINISTRATION	1,046	1,480	1,405	1,480	0	0
	12002 YOUTH PARLIAMENT	15	15	15	15	0	0
	12010 MINISTERS AND MEMBERS	3,755	3,914	3,909	4,035	121	3
	12015 OPPOSITION LEADER'S OFFICE	121	121	121	121	0	0
	<b>TOTAL</b>	<b>4,937</b>	<b>5,530</b>	<b>5,450</b>	<b>5,651</b>	<b>121</b>	<b>2</b>

## HEAD 02 LEGISLATURE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	4,179	4,325	4,325	4,495	170	4
	WAGES	86	46	46	46	0	0
	OTHER PERSONNEL COSTS	56	88	76	83	(5)	(6)
	TRAINING	2	42	38	42	0	0
	TRANSPORT	0	0	2	0	0	0
	TRAVEL	3	20	20	20	0	0
	COMMUNICATIONS	56	124	89	121	(3)	(2)
	ADVERTISING & PROMOTION	23	43	27	33	(10)	(23)
	PROFESSIONAL SERVICES	150	394	382	360	(34)	(9)
	RENTALS	82	100	92	100	0	0
	REPAIR AND MAINTENANCE	82	116	113	119	3	3
	ENERGY	26	30	30	30	0	0
	MATERIALS & SUPPLIES	19	20	26	20	0	0
	EQUIPT. (MINOR CAPITAL)	23	4	6	4	0	0
	OTHER EXPENSES	3	3	3	3	0	0
	GRANTS & CONTRIBUTIONS	147	175	175	175	0	0
	<b>TOTAL</b>	<b>4,937</b>	<b>5,530</b>	<b>5,450</b>	<b>5,651</b>	<b>121</b>	<b>2</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	5	0	0	0	0	0
	<b>TOTAL</b>	<b>5</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	% (8)
		(3)	(4)	(5)	(6)	(7)	(8)
	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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 12000 - Administration</b>				
<b>Parliamentary Committee Meetings Held:-</b>				
House & Grounds	8	12	12	12
Public Accounts	4	18	12	18
Audit Office Committee	4	6	6	6
Private Bills	1	3	5	3
Rules & Privileges	7	5	6	6
<b>Number of visits to the House of Assembly:-</b>				
Visitors	2,451	900	1,500	1,000
Tours	110	50	60	100
Students	25	200	150	200
Percentage of staff undertaking training and professional development	100%	100%	100%	100%
All invoices to be paid within 30 days	99%	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	98%	99%	99%	99%
All requests for information on procedural advice and research shall be responded to within 48 hours	97%	95%	95%	95%
Completion of the Senate Hansard project	Implementation delayed as new Senate Chamber not yet in use	Implementation after Senate relocation	Full Implementation of Hansard for Senate	N/A
Audio Streaming of live proceedings through parliament website	Began Streaming of Senate+House	Full Streaming of House & Senate	Full Streaming of House & Senate	Full Streaming of Live proceedings
Video Streaming of live proceedings through parliament website	-	TBD	TBD	TBD
To Implement use of Tablets for All Members and Clerks for the conduct of Parliamentary business/proceedings	Draft Policies for Use of Tablets	Set Policy for Use of Tablets Purchase Tablets	Implement Use of Tablets by Members	Enhance Features for Use of Tablets by Members
<b>BUSINESS UNIT: 12002 - Youth Parliament</b>				
Number of Youth Parliament meetings	34	25	28	28
Major Debates on parochial issues Eg. Youth Unemployment	1	4	3	3
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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 12010 - Ministers and Members</b>				
Subsidiary legislative items processed through the Legislature	29	contingent upon Government's legislative agenda	contingent upon Government's legislative agenda	contingent upon Government's legislative agenda
Average Attendance - Government Senators	92%	98%	96%	98%
Average Attendance - Opposition Senators	100%	98%	96%	98%
Average Attendance - Government House Members	91%	98%	95%	98%
Average Attendance - Opposition House Members	91%	98%	95%	98%
Average Attendance - Independent House Members	N/A	N/A	N/A	N/A
Members participation in Commonwealth Parliamentary Association Conferences and activities	10	6	4	55
Number of House of Assembly Meetings held	25	TBD per Legislative Calendar	35	TBD per Legislative Calendar
Number of Senate Meetings Held	19	TBD per Legislative Calendar	28	TBD per Legislative Calendar
Number of Public Bills passed.	45	Pending Government's Legislative agenda	Pending Government's Legislative Agenda	Pending Government's Legislative Agenda
Number of Private Bills passed.	0	3	10	5
<b>Publications and Reports:-</b>				
Standing Orders & Priviledges	2	3	3	2
House & Grounds	1	2	2	2
Private Bills Reports	0	2	4	2
Public Accounts Committee	0	2	3	2
House Journals	0	1	1	2
Senate Journals	0	1	1	2
Joint Select Committees	0	3	3	2
<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.
- To build the capacity to carry out Performance audits

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(8)
		(3)	(4)	(5)	(6)	(7)	
0501	GENERAL						
	15000 AUDIT	3,443	4,082	4,082	4,082	0	0
	<b>TOTAL</b>	<b>3,443</b>	<b>4,082</b>	<b>4,082</b>	<b>4,082</b>	<b>0</b>	<b>0</b>



# HEAD 05 OFFICE OF THE AUDITOR GENERAL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,350	2,982	2,981	3,145	163	5
	OTHER PERSONNEL COSTS	24	20	20	20	0	0
	TRAINING	8	20	22	20	0	0
	TRAVEL	4	23	25	23	0	0
	COMMUNICATIONS	46	47	48	49	2	4
	ADVERTISING & PROMOTIONS	0	10	25	10	0	0
	PROFESSIONAL SERVICES	638	629	592	445	(184)	(29)
	RENTALS	194	195	216	222	27	14
	REPAIR & MAINTENANCE	124	98	84	90	(8)	(8)
	ENERGY	32	36	46	36	0	0
	MATERIALS & SUPPLIES	23	21	22	21	0	0
	OTHER EXPENSES	0	1	1	1	0	0
	<b>TOTAL</b>	<b>3,443</b>	<b>4,082</b>	<b>4,082</b>	<b>4,082</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8317 Audit Fees	1,352	1,105	1,105	1,060	(45)	(4)
	8877 Reimbursements	11	0	0	0	0	0
	<b>TOTAL</b>	<b>1,363</b>	<b>1,105</b>	<b>1,105</b>	<b>1,060</b>	<b>(45)</b>	<b>(4)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	15000 AUDIT	27	29	29	29	0	0
	<b>TOTAL</b>	<b>27</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>0</b>	<b>0</b>

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

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 15000 Audit</b>				
Number of Financial Statement Audits Completed	63	70	80	74
Annual Report Released (due by March 31 of the following fiscal year)	-	2017-18	2017-18	2018-19
% team members who met minimum CPD requirements	74%	100%	100%	100%
% of staff time allocated to the annual Consolidated Fund Audit	100%	80%	90%	80%
% of staff time allocated to other audits	-	20%	10%	20%
Number of performance audits completed	-	2	-	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 including those that require the development of policies designed to 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		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
5601	GENERAL						
	66020 HRC ADMINISTRATION	1,124	1,269	1,238	1,269	31	2
	<b>TOTAL</b>	<b>1,124</b>	<b>1,269</b>	<b>1,238</b>	<b>1,269</b>	<b>31</b>	<b>2</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	542	724	617	742	18	2
	WAGES	8	0	0	0	0	0
	OTHER PERSONNEL COSTS	3	0	0	0	0	0
	TRAINING	6	8	8	8	0	0
	TRAVEL	0	8	8	8	0	0
	COMMUNICATIONS	12	17	17	17	0	0
	ADVERTISING & PROMOTION	4	20	20	20	0	0
	PROFESSIONAL SERVICES	392	317	391	296	(21)	(7)
	RENTALS	118	125	125	125	0	0
	REPAIR AND MAINTENANCE	19	24	24	24	0	0
	MATERIALS & SUPPLIES	16	22	24	25	3	14
	EQUIPMT.(MINOR CAPITAL)	3	3	3	3	0	0
	OTHER EXPENSES	1	1	1	1	0	0
	<b>TOTAL</b>	<b>1,124</b>	<b>1,269</b>	<b>1,238</b>	<b>1,269</b>	<b>0</b>	<b>0</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	%
		(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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 66020 HRC Administration</b>				
Number of complaints resolved through Conciliation/Mediation	6	7	1	6
Number of complaints referred to a Human Rights Tribunal	1	5	1	8
Tribunal Decisions Registered in Supreme Court	1	5	1	8
Number of policies reviewed, documented with recommended improvements	5	8	5	8
Number of community educational/public forums/workshops	28	23	18	30

# 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	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>6301</b>	<b>PARLIAMENTARY REGISTRAR</b>						
73000	ADMINISTRATION	726	865	849	944	79	9
73005	BOUNDARIES COMMISSION	11	43	10	38	(5)	(12)
73010	GENERAL & BYE ELECTIONS	760	311	217	250	(61)	(20)
73015	MUNICIPALITIES ELECTIONS	17	79	56	76	(3)	(4)
73017	ELECTION REFORM RESEARCH	85	273	273	263	(10)	(4)
		<b>1,599</b>	<b>1,571</b>	<b>1,405</b>	<b>1,571</b>	<b>0</b>	<b>0</b>

# HEAD 63 PARLIAMENTARY REGISTRAR - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	510	507	405	515	8	2
	WAGES	110	57	57	57	0	0
	TRAINING	3	12	22	22	10	83
	TRAVEL	7	38	47	48	10	26
	COMMUNICATIONS	11	19	18	19	0	0
	ADVERTISING & PROMOTION	233	313	284	280	(33)	(11)
	PROFESSIONAL SERVICES	133	268	255	261	(7)	(3)
	RENTALS	123	138	138	139	1	1
	REPAIR AND MAINTENANCE	61	48	53	63	15	31
	ENERGY	0	3	3	3	0	0
	CLOTHING, UNIFORMS & LAUNDRY	12	5	5	5	0	0
	MATERIALS & SUPPLIES	177	129	90	126	(3)	(2)
	EQUIPMT. (MINOR CAPITAL)	2	2	2	2	0	0
	OTHER EXPENSES	206	21	20	20	(1)	(5)
	CAPITAL RECHARGES	11	11	6	11	0	0
	<b>TOTAL</b>	<b>1,599</b>	<b>1,571</b>	<b>1,405</b>	<b>1,571</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8440 Apostille Fees	343	275	0	350	75	27
	8619 Parliamentary Register	1	0	0	0	0	0
	<b>TOTAL</b>	<b>344</b>	<b>275</b>	<b>0</b>	<b>350</b>	<b>75</b>	<b>27</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	73000 ADMINISTRATION	5	5	5	5	0	0
	73010 GENERAL & BYE ELECTIONS	2	2	1	1	(1)	(50)
	<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>(1)</b>	<b>(14)</b>

HEAD 63 PARLIAMENTARY REGISTRAR - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 73000 - Administration</b>				
Pay all invoices within 3 days receipt of service	80%	90%	90%	90%
Number of <b>new</b> voter registration forms processed:-				
Form 1 (New Registrations)	1,901	1,000	400	500
Form 2 ( Change Registrations)	2,933	200	200	250
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.	New initiative for electoral reform introduced & research initiated	Continue to research and provide discussion points for electoral reform	Prepare and submit recommendation for Electoral Reform to Cabinet	Cabinet approval and Drafting of Legislation 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.	Hired 9 field officers and completed 80% of households prior to the general election	Complete the compilation of the data collected from field officers.	Hire 2 officers as needed to investigate specific events	Hire of 2 officers hired as needed to investigate specific events
<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).	Satisfactory completion of General Election took place on July 18, 2017.	Complete the compilation of data collected from the GE.	Satisfactory data collection and organisation for Reporting	Satisfactory data collection and organisation for Reporting



HEAD 63 PARLIAMENTARY REGISTRAR - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	Election postponed for one year.	Municipal Election to be successfully completed.	Municipal Election to be successfully completed.	Municipal Election to be successfully completed.
<b>BUSINESS UNIT: 73017- Election Reform 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 .	Provided discussion points for cabinet consideration	Continue to research avenues for electoral reform.	Provision of recommendations for decision	Provision recommendations for decision

**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 Public 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						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(\$000)	(8)
<b>8501</b>	<b>GENERAL</b>						
	95000 ADMINISTRATION	870	924	921	954	30	3
	95020 CAROA CONFERENCE	0	0	3	125	125	0
	<b>TOTAL</b>	<b>870</b>	<b>924</b>	<b>924</b>	<b>1,079</b>	<b>155</b>	<b>17</b>

# HEAD 85 OMBUDSMAN'S OFFICE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	679	672	676	707	35	5
	TRAINING	11	14	9	4	(10)	(71)
	TRAVEL	25	27	19	32	5	19
	COMMUNICATIONS	12	11	14	14	3	27
	ADVERTISING & PROMOTIONS	0	1	7	10	9	900
	PROFESSIONAL SERVICES	44	92	77	117	25	27
	RENTALS	50	50	52	64	14	28
	REPAIR & MAINTENANCE	25	27	27	27	0	0
	ENERGY	9	10	13	13	3	30
	MATERIALS & SUPPLIES	12	17	16	44	27	159
	EQUIPMT. (MINOR CAPITAL)	0	0	4	1	1	0
	OTHER EXPENSES	3	3	10	46	43	1,433
	<b>TOTAL</b>	<b>870</b>	<b>924</b>	<b>924</b>	<b>1,079</b>	<b>155</b>	<b>17</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>OPERATIONS</b>				
Publish and file with the Legislature a statutory Annual Report of operations no later than 30 June	Annual Report 2017 completed 14Jun18 and tabled 22Jun18	To complete within 4 months of year-end	Annual Report 2018 to be completed by 30Apr19	Annual Report 2019 to be completed by 30Apr20
Begin preparation for annual independent audit within 3 months of closure of year-end accounts by Accountant General	Began preparation within 6 months	To begin preparation within 3 months	To begin preparation within 6 months	To begin preparation within 6 months
Develop and publish policy and procedure documents on our complaint handling and operations, to better inform the public about our decision-making	New measure	New measure	New measure	Complaint process documents to be posted by 30Jun19
<b>EFFECTIVE AND EFFICIENT COMPLAINT HANDLING</b>	Indicators are dependent on case complexity, authorities' responsiveness and office priorities, which may be skewed during systemic investigations, staff transitions and times when reviewing and revising how we operate.			
Acknowledge immediately complaints submitted electronically	100%	100%	Discontinued - acknowledgement is automated	Discontinued - acknowledgement is automated
Add value to enquiries i.e. contacts for general assistance (such as researching, giving information to complainant, being sounding board and coaching, facilitating contact for complainant with authority) - within 7 days of initial contact	93%	95%	80%	95%
Decline and add value to complaints outside of jurisdiction - within 5 days of intake	75%	95%	75%	95%
Resolve by referral for complaints where other avenues not yet exhausted - within 10 days of intake	71%	90%	100%	90%
Begin inquiries for complaints suitable for progressing beyond intake - within 10 days of intake	23%	80%	30%	80%
Complete formal investigations and recommend resolution - within 6 months of statutory investigation notice	100% (1 new investigation launched in FY17/18)	70%	70%	70%
Follow-up on the authority's statutory response to formal recommendation(s) - within 5 days of receiving response	50%	100%	100%	100%
Resolve by facilitated resolution for complaints where investigation may not be required - within 25 days of intake	New measure	New measure	New measure	80%
Reduce, or maintain number of, complaints carried into next complaint year as of 31 December	New measure	New measure	New measure	By 5 complaints
Progress discussions with authorities on issues flagged as potentially systemic, arising from specific complaints or otherwise - within 20 days of initial internal assessment of issue	New measure	New measure	New measure	70%
Submit s.24(2) Special Reports pursuant to a systemic investigation to Parliament (Each systemic investigation is unique, and it is not possible to pre-determine parameters and measures)	1 systemic investigation progressed; no special report submitted	Not possible to predetermine	1 special report anticipated to be submitted	2 special reports anticipated to be submitted
Compile internal progress reports to assess ongoing complaint handling performance and progress towards annual targets - at least once per quarter	New measure	New measure	New measure	To internally report on cases at start of each quarter

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>PUBLIC AWARENESS</b>				
Make presentations and facilitate public education sessions about Ombudsman's role and on principles of good governance - for public service, community groups and media	3 public educations done	10 public educations to be done	7 public educations likely to be done (3 done to date)	8 public educations to be done
Facilitate half-day workshops about complaint handling and best practices - for public service and targeted groups	No workshops done	1 half-day workshops to be done	Planning underway, but half-day workshop not likely to be done	2 half-day workshops to be done
Conduct meetings on principles of good administration and good governance - with targeted groups	New measure	New measure	New measure	6 meetings to be held
Develop and distribute complaint handling resources for public service	New measure	New measure	New measure	6 resources to be distributed
Develop and distribute educational materials on Ombudsman's role in promoting principles of good governance - for educators	New measure	New measure	New measure	2 resources to be distributed
Post updates on our current activities and other information of public interest via social media	New measure	New measure	New measure	1 post to be made every two weeks
Give information to media about our current activities and promote awareness of Ombudsman's role	New measure	New measure	New measure	4 engagements to be made
<b>INTERNAL EDUCATION</b>				
Facilitate internal education sessions on principles, best practices, reflections from trainings, review of colleagues' publications and meeting reports etc - at least once per quarter	Informal and ongoing basis. Reviewed overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports	4 sessions to be done
Engage with local and overseas colleagues on information sharing about current practices and reflections on best practices	New measure	New measure	New measure	4 local exchanges, 6 overseas exchanges to be done

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>LOCAL TRAINING</b>				
Ombudsman and staff to attend suitable training locally	New measure	New measure	New measure	Team to identify relevant training by 31Mar19 and complete by 31Mar20
<b>OVERSEAS TRAINING AND PRESENTATIONS</b>				
<p>Ombudsman to attend 3 overseas trainings, conferences, courses and/or meetings, including presenting or chairing at least once, per year.</p> <p>Usual facilitators and hosts include:</p> <ul style="list-style-type: none"> <li>- Caribbean Ombudsman Association (CAROA)</li> <li>- Consumer Dispute Resolution Centre at Queen Margaret University (QMU)</li> <li>- Forum of Canadian Ombudsman (FCO)</li> <li>- Governance &amp; Management Services International (GMSI)</li> <li>- International Ombudsman Institute (IOI)</li> <li>- Ombudsman Association (OA)</li> <li>- Public Administration International (PAI)</li> <li>- US Ombudsman Association (USOA)</li> <li>- Workplace Institute (WI)</li> </ul>	<p>Attended at: 3-day CAROA conference (also chaired session) and 1.5-day IOI-sponsored workshop (Jun17 Bonaire); 3-day USOA conference and 1-day workshop (Oct17 San Antonio, TX); 3-day WI investigations training and 1-day Ombuds office visits (Oct17 Toronto, ON); 4-day African regional conference (Feb18 Malawi); 2-day bespoke media training (Feb18 Baltimore, MD)</p>	<p>To attend/complete: FCO conference; USOA conference; IOI webinars as suitable; PAI course; GMSI course</p>	<p>Attended 2-day OA conference (also chaired session) (May18 Edinburgh); and presented keynote address at CAROA member's anniversary (May18 Curacao)</p> <p>Not likely to complete more, as preparing to host CAROA conference (May19 Bermuda)</p>	<p>To attend: FCO conference (Apr19 Toronto) or alternative; CAROA conference as host (May19 Bermuda); USOA conference (Sep19 Hawaii)</p>

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>OVERSEAS TRAINING AND PRESENTATIONS</b>				
<p>Complaints staff each to attend 1 overseas training, conference, course and/or meeting per year.</p> <p>Usual facilitators and hosts include:</p> <ul style="list-style-type: none"> <li>- Caribbean Ombudsman Association (CAROA)</li> <li>- Consumer Dispute Resolution Centre at Queen Margaret University (QMU)</li> <li>- Forum Canadian Ombudsman (FCO)</li> <li>- Governance &amp; Management Services International (GMSI)</li> <li>- International Ombudsman Institute (IOI)</li> <li>- Ombudsman Association (OA)</li> <li>- Public Administration International (PAI)</li> <li>- US Ombudsman Association (USOA)</li> <li>- Workplace Institute (WI)</li> </ul>	<p>Deputy Ombudsman attended 3-day USOA conference and 1-day workshop (Oct17 San Antonio, TX)</p> <p>Investigations Officer completed 3-month QMU postgraduate online module (started Jan18)</p> <p>Complaint Intake Officer (now Investigations Officer) attended 3-day Ombuds office visits (Jan18 Toronto, ON), and 2-day QMU course (Feb18 Edinburgh)</p> <p>Executive Assistant attended 3-day WI investigations training and 1-day Ombuds office visits (Oct17 Toronto, ON)</p>	<p>Investigations Officer to attend a conference</p> <p>Complaint Intake Officer (now Investigations Officer) to complete WI investigations training</p>	<p>Investigations Officer attended 2-day OA conference and 0.5-day Ombuds office visit (May18 Edinburgh); and to complete 3-month QMU postgraduate online module (start Jan19)</p> <p>Complaint Intake Officer (now Investigations Officer) to complete 3-day WI investigations training (Nov18 Toronto)</p>	<p>All to attend CAROA conference (May19 Bermuda)</p> <p>Investigations Officer to complete 3-month QMU postgraduate online module (start Sep19)</p>

# 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 PROG						DIFFERENCE	
BUSINESS UNIT		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
9201	GENERAL						
	102000 ADMINISTRATION	1,035	1,426	1,426	1,426	0	0
	<b>TOTAL</b>	<b>1,035</b>	<b>1,426</b>	<b>1,426</b>	<b>1,426</b>	<b>0</b>	<b>0</b>



## HEAD 92 INTERNAL AUDIT - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	909	1,204	1,205	1,254	50	4
	OTHER PERSONNEL COSTS	0	5	0	5	0	0
	TRAINING	1	20	20	10	(10)	(50)
	TRAVEL	0	14	14	14	0	0
	COMMUNICATIONS	10	11	11	11	0	0
	ADVERTISING & PROMOTIONS	0	1	1	1	0	0
	PROFESSIONAL SERVICES	4	40	48	8	(32)	(80)
	RENTALS	75	66	66	66	0	0
	REPAIR & MAINTENANCE	14	33	33	33	0	0
	ENERGY	2	10	3	0	(10)	(100)
	MATERIALS & SUPPLIES	19	16	19	18	2	13
	EQUIPMT. (MINOR CAPITAL)	0	4	4	4	0	0
	OTHER EXPENSES	1	2	2	2	0	0
	<b>TOTAL</b>	<b>1,035</b>	<b>1,426</b>	<b>1,426</b>	<b>1,426</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
102000	ADMINISTRATION	11	12	12	12	0	0
	<b>TOTAL</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>0</b>

## HEAD 92 INTERNAL AUDIT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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 communications 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	95%	95%	95%
Number of management recommendations issued from audit projects:	High risk - 84	N/A	N/A	N/A
	Medium risk - 127	N/A	N/A	N/A
	Low risk - 87	N/A	N/A	N/A
	Total - 298	N/A	N/A	N/A
Number of management agreed actions implemented as a result of audit projects by agreed upon date	TBD	N/A	N/A	N/A
Number of planned audit reports issued	3	9	7	9
Number of unplanned audit reports issued	0	N/A	2	N/A
Number of Surprise Compliance to Financial Instructions reports issued for Cash /Purchase Orders	1	22	15	22
Total number of reports issued	4	31	24	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 PROG BUSINESS UNIT		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>9801</b>	<b>GENERAL</b>						
	108000 ADMINISTRATION	843	823	926	885	62	8
	108010 APPLICATIONS (APPEALS)	0	56	34	50	(6)	(11)
	108020 COMPLIANCE/BEST PRACTICES	0	59	60	7	(52)	(88)
	108030 PUBLIC AWARENESS	3	19	17	15	(4)	(21)
	<b>TOTAL</b>	<b>846</b>	<b>957</b>	<b>1,037</b>	<b>957</b>	<b>0</b>	<b>0</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	OBJECT CODE DESCRIPTION (2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	521	608	575	735	127	21
	TRAINING	5	25	29	4	(21)	(84)
	TRAVEL	14	18	19	9	(9)	(50)
	COMMUNICATIONS	10	25	25	22	(3)	(12)
	ADVERTISING & PROMOTIONS	3	19	8	8	(11)	(58)
	PROFESSIONAL SERVICES	239	186	291	116	(70)	(38)
	RENTALS	1	0	5	7	7	0
	REPAIR AND MAINTENANCE	17	26	19	12	(14)	(54)
	ENERGY	1	8	2	7	(1)	(13)
	MATERIALS & SUPPLIES	27	34	27	16	(18)	(53)
	EQUIPMT. (MINOR CAPITAL)	6	2	30	16	14	700
	OTHER EXPENSES	2	6	7	5	(1)	(17)
	<b>TOTAL</b>	<b>846</b>	<b>957</b>	<b>1,037</b>	<b>957</b>	<b>0</b>	<b>0</b>

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20 % (7) (8)	
108000	ADMINISTRATION	5	5	6	6	1	20
<b>TOTAL</b>		<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>20</b>

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 108000 ADMINISTRATION</b>				
Publish and file with the Legislature the ICO's s.58 Annual Report by 31 March	Laid before Parliament in July 2018	Lay before Parliament by 31 March 2019	Lay before Parliament by 31 March 2019	Lay before Parliament by 31 March 2020
Complete yearly review of internal guides, procedures, and policy manuals and publish revised editions by 31 December	Not Achieved	31 December 2018	31 March 2019	31 December 2019
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>	1 Conference Attended	31 March 2019	2 Conferences Attended	3 Attended
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 2019	Achieved	Achieve by 31 March 2020
ICO to host 3 volunteers, interns, and/or work shadow candidates per year	0	3	1	3
Complete electronic and security audit by 31 September 2016	Not Achieved	Complete by 31 March 2019	Discontinue	Discontinue
Conduct monthly internal education sessions on best practices, information rights principles, or other professional development topics	6	12	6	12
Receive unqualified audit and publish Financial Statements	New measure	New measure	New measure	FY 2018-19 published by October 2020
Document application of new skill, knowledge or other value obtained from conferences and training attended by Information Commissioner and staff	New measure	New measure	New measure	100%
<b>BUSINESS UNIT: 108010 APPLICATIONS (APPEALS)</b>				
Requesters make appeals to the Information Commissioner of negative decisions by the heads of authority	90%	60%	60%	70%
Acknowledge receipt of applications for review within 5 days	100%	100%	100%	100%
Complete validation of applications for review within 3 weeks	65%	95%	75%	85%
Compete and close valid applications within 4 months	0%	80%	25%	40%
Publish Information Commissioner's decisions on www.ico.bm website within 10 days of being issued	100%	100%	100%	100%
Number of judicial review cases appealed against decisions by the Information Commissioner	0%	10%	10%	10%
Reduce the number of invalid applications submitted to the Information Commissioner		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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 108020 COMPLIANCE/BEST PRACTICES</b>				
Publish all current Information Statements in publicly available database on www.ico.bm website by 1 August	100%	100%	100%	100%
Conduct audit review for compliance of Information Statements by 28 February	Not Achieved	95%	Not Achieved	75%
Complete investigations under s.57 within 4 months	Not Applicable	95%	95%	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		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		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		Complete by 31 March 2018	Complete by 31 March 2019	Complete by 31 March 2020
Organise and deliver quarterly best practice, leadership, and/or good governance events for public authorities	0	4	4	4
Develop self-assessment tool for public authorities to improve their Information Statements	New Measure	Publish by 31 March 2018	Publish by 31 March 2019	Discontinue
Respond to enquiries from public authorities on general questions about the PATI Act and its provisions	30	100	40	100
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
<b>BUSINESS UNIT: 108030 PUBLIC AWARENESS</b>				
Conduct general public education sessions on using the PATI Act (outside of Right to Know Day activities)	1	2	1	1
Conduct targeted education sessions to interest groups	1	10	5	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	95%	90%	90%	90%

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 108030 PUBLIC AWARENESS - cont.</b>				
Conduct public educational events to commemorate Right to Know Day on 28 September	1	4	0	1
Conduct media interviews to commemorate Right to Know Day on 28 September	0	4	0	2
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		Discontinued		
Social media ad campaigns outreach	13,500 people	60,000 people	15,000 people	50,000 people
Social media ad post engagements	200 engagements	800 engagements	300 engagements	800 engagements
Number of Google analytic sessions on ICO website	5,718	7,000	1,500	7,000
Average duration of Google analytic sessions on ICO website	2:21 minutes	2:30 minutes	2:30 minutes	2:30 minutes
Translate our public guides and flyers into Portuguese	Ongoing	Ongoing	Ongoing	Ongoing
Conduct annual research survey of public's awareness of PATI rights	1	1	1	Discontinue
Annual research survey shows increase in public's awareness of PATI rights	New measure	New measure	New measure	5% increase
Respond to enquiries from the public on questions concerning the PATI Act and their rights	30	100	40	100
Develop and produce public awareness videos on PATI rights	0	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	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
0101	GENERAL						
	111000 ADMINISTRATION	0	567	111	567	0	0
	<b>TOTAL</b>	<b>0</b>	<b>567</b>	<b>111</b>	<b>567</b>	<b>0</b>	<b>0</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	0	213	66	338	125	59
	TRAINING	0	5	0	5	0	0
	TRAVEL	0	26	0	26	0	0
	COMMUNICATIONS	0	67	0	65	(2)	(3)
	ADVERTISING & PROMOTIONS	0	40	0	35	(5)	(13)
	PROFESSIONAL SERVICES	0	91	45	13	(78)	(86)
	RENTALS	0	80	0	45	(35)	(44)
	REPAIR AND MAINTENANCE	0	10	0	9	(1)	(10)
	INSURANCE	0	3	0	3	0	0
	ENERGY	0	12	0	12	0	0
	MATERIALS & SUPPLIES	0	16	0	12	(4)	(25)
	OTHER EXPENSES	0	4	0	4	0	0
	<b>TOTAL</b>	<b>0</b>	<b>567</b>	<b>111</b>	<b>567</b>	<b>0</b>	<b>0</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
111000	ADMINISTRATION	0	3	2	3	0	0
	<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>

## HEAD 101 PRIVACY COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	100%	N/A	100%
Create a website for organisations and the public to access information related to the PIPA.	N/A	100%	N/A	100%
Provide opportunities for staff to attend relevant conferences, workshops, etc. to keep up to date on privacy developments.	N/A	100%	N/A	100%

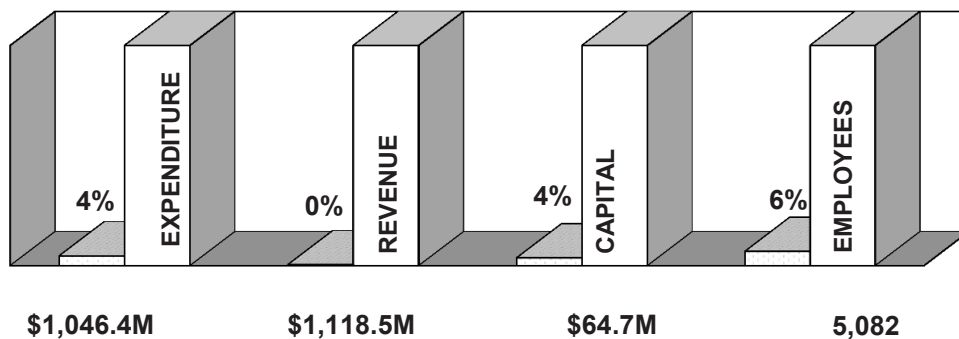
# CABINET OFFICE DEPARTMENTS



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. Walton Brown, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
09	CABINET OFFICE	5,734	13,230	13,230	15,334	2,104	16
13	POST OFFICE	9,684	10,677	10,677	10,502	(175)	(2)
14	DEPT. OF STATISTICS	1,957	2,493	2,493	2,493	0	0
26	DEPT. OF HUMAN RESOURCES	3,270	3,813	3,813	3,813	0	0
43	DEPT. OF INFORMATION & DIGITAL TECH.	6,117	6,690	6,690	6,627	(63)	(1)
51	DEPT. OF COMMUNICATIONS	2,751	3,150	3,150	3,150	0	0
61	DEPT. OF EMP. & ORG. DEVELOPMENT	0	0	0	1,672	1,672	0
67	DEPT. OF INFORMATION & COMM. TECH.	1,136	1,475	1,475	1,475	0	0
80	PROJECT MGMT & PROCUREMENT	686	772	772	930	158	20
		<b>31,335</b>	<b>42,300</b>	<b>42,300</b>	<b>45,996</b>	<b>3,696</b>	<b>9</b>
<b>REVENUE (\$000)</b>							
09	CABINET OFFICE	1	0	0	0	0	0
13	POST OFFICE	4,647	4,563	4,563	4,645	82	2
14	DEPT. OF STATISTICS	1	0	0	0	0	0
67	DEPT. OF INFORMATION & COMM. TECH.	14,955	0	0	0	0	0
		<b>19,604</b>	<b>4,563</b>	<b>4,563</b>	<b>4,645</b>	<b>82</b>	<b>2</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
ACQUISITIONS		2,807	2,502	1,861	2,272	<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>	
DEVELOPMENT		1,122	0	54	0		
		<b>3,929</b>	<b>2,502</b>	<b>1,915</b>	<b>2,272</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>286</b>	<b>318</b>	<b>312</b>	<b>328</b>	<b>10</b>	<b>3</b>



Ministry Estimates compared with total Government 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.

# HEAD 09 CABINET OFFICE - continued

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(3)	(4)	(5)	(6)	(7)	(8)		
<b>0901</b>	<b>GENERAL</b>						
	19000 GENERAL ADMINISTRATION	2,627	8,021	8,343	10,765	2,744	34
	19005 OVERSEAS TRAVEL	89	138	168	128	(10)	(7)
	19010 PROTOCOL & HOSPITALITY	673	561	584	512	(49)	(9)
	19015 POLICY & STRATEGY	653	978	852	824	(154)	(16)
	19050 PUBLIC ACCESS TO INFORMATION	65	0	0	0	0	0
	19070 BUSINESS DEVELOPMENT UNIT	0	544	494	657	113	0
	19080 HEAD OF PUBLIC SERVICE	0	0	0	375	375	0
		<b>4,107</b>	<b>10,242</b>	<b>10,441</b>	<b>13,261</b>	<b>3,019</b>	<b>29</b>
<b>0902</b>	<b>ECONOMIC POLICY &amp; FOREIGN AFFAIRS</b>						
	19035 LONDON OFFICE	808	1,430	1,430	958	(472)	(33)
	19045 WASHINGTON DC OFFICE	228	400	211	403	3	1
	19055 BRUSSELS OFFICE	0	0	0	341	341	0
		<b>1,036</b>	<b>1,830</b>	<b>1,641</b>	<b>1,702</b>	<b>(128)</b>	<b>(7)</b>
<b>0903</b>	<b>CABINET MINISTRY</b>						
	19020 SAFETY & HEALTH	0	119	119	115	(4)	(3)
	19040 ADMINISTRATION	0	238	228	256	18	8
	19055 MGMT. SERVICES	591	801	801	0	(801)	(100)
		<b>591</b>	<b>1,158</b>	<b>1,148</b>	<b>371</b>	<b>(787)</b>	<b>(68)</b>
	<b>TOTAL</b>	<b>5,734</b>	<b>13,230</b>	<b>13,230</b>	<b>15,334</b>	<b>2,104</b>	<b>16</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(3)	(4)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	SALARIES	3,173	4,090	4,192	3,980	(110)	(3)
	WAGES	134	156	154	240	84	54
	OTHER PERSONNEL COSTS	4	2	6	4	2	100
	TRAINING	1	24	27	36	12	50
	TRANSPORT	0	2	1	1	(1)	(50)
	TRAVEL	137	203	291	278	75	37
	COMMUNICATIONS	61	98	110	108	10	10
	ADVERTISING & PROMOTION	74	108	100	60	(48)	(44)
	PROFESSIONAL SERVICES	774	1,738	1,623	1,205	(533)	(31)
	RENTALS	816	1,004	942	1,026	22	2
	REPAIR AND MAINTENANCE	141	182	175	155	(27)	(15)
	INSURANCE	4	11	10	9	(2)	(18)
	ENERGY	86	101	102	112	11	11
	MATERIALS & SUPPLIES	172	187	171	202	15	8
	EQUIPMT.(MINOR CAPITAL)	0	7	7	29	22	314
	OTHER EXPENSES	157	142	144	125	(17)	(12)
	GRANTS AND CONTRIBUTIONS	0	5,175	5,175	7,764	2,589	50
	<b>TOTAL</b>	<b>5,734</b>	<b>13,230</b>	<b>13,230</b>	<b>15,334</b>	<b>2,104</b>	<b>16</b>

## HEAD 09 CABINET OFFICE - continued

### REVENUE SUMMARY

(1)	(2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2018/19
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
(1)	(2)	(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>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2018/19
		(3)	(4)	(5)	(6)	2019/20	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	19000 GENERAL ADMINISTRATION	13	12	12	14	2	17
	19010 PROTOCOL & HOSPITALITY	3	3	3	3	0	0
	19015 POLICY & STRATEGY	5	7	7	7	0	0
	19020 SAFETY & HEALTH	0	1	1	1	0	0
	19035 LONDON OFFICE	3	3	3	3	0	0
	19040 ADMINISTRATION	0	2	2	2	0	0
	19045 WASHINGTON DC OFFICE	0	2	0	2	0	0
	19055 MANAGEMENT SERVICES	5	7	6	0	(7)	(100)
	19070 BUSINESS DEVELOPMENT UNIT	0	4	3	4	0	0
	19075 BRUSSELS OFFICE	0	0	0	0	0	0
	19080 HEAD OF PUBLIC SERVICE	0	0	0	2	2	0
	<b>TOTAL</b>	<b>29</b>	<b>41</b>	<b>37</b>	<b>38</b>	<b>(3)</b>	<b>0</b>

## HEAD 09 CABINET OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 19000 General Administration</b>				
Gross Misconduct cases will be adjudicated within an eight-week period.	N/A	80%	38%	60%
3 day turn-around of Cabinet Conclusions 90% of time.	100%	100%	100%	100%
<b>BUSINESS UNIT: 19010 Protocol Office</b>				
To complete review of all official events within 7 days of the event occurrence.	80%	90%	90%	100%
<b>BUSINESS UNIT: 19015 Policy &amp; Strategy</b>				
Respond to requests for policy advice within 5 days	100%	100%	100%	100%
Liaise with departments and Ministries to increase their uptake of advice and service at the initial stages of policy development	40%	25%	50%	65%
Respond within 5 working days to requests for assistance with administrative and legal aspects of Public Access to Information	100%	100%	100%	100%
<b>BUSINESS UNIT: 19020 Safety &amp; Health</b>				
Safety & Health audits undertaken	35	5	35	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	100%	100%	100%	100%
Provide information to private, public sector bodies and UK general public on all matters of interest regarding Bermuda	100%	100%	100%	100%
<b>BUSINESS UNIT: 19040 Administration</b>				
Government Reform Agenda initiatives to be implemented	3	2	1	3
Program initiatives resulting in increased efficiencies	N/A	5	2	5



**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, affordable and efficient mail service and delivery as required by the Universal Postal Union's (UPU) Universal Service Obligation (USO).
- To increase revenue by improving customer awareness and use of existing services and products, and developing new value added services and products by March 2020.
- To streamline financial and other operational processes & procedures by enhancing the new information technology postal solution by March 2020.
- To improve customer satisfaction by implementing service delivery standards, and providing professional, polite, and courteous service, and reliable information.
- To ensure that the BPO is operationally ready to comply with future e-commerce activities and performance standards by 2020 as mandated by the UPU.
- To support Government by ensuring that the budget is administered efficiently and effectively.
- To support postal reform initiatives by formulating and implementing relevant legislative amendments by March 2020.
- To enhance mail and staff security by implementing secure and reliable processes, procedures and physical oversight as required by UPU security requirements by June 2019.
- To deliver 98% of all Letter Mail to residences and businesses within four (4) working days of receipt.
- To deliver 98% of all Post Box Mail within one (1) working day of receipt at the destination office.
- To deliver 98% of all Customer Notices (CNs) for incoming non-deliverable mail within two (2) working days of receipt at the destination office.
- To maintain a 95% UPU processing and delivery standard for the Express Mail Service (EMS) and Parcel Mail.
- To process 98% of all outbound international mail ready for transportation within two (2) working days of receipt.

# HEAD 13 POST OFFICE - continued

## GENERAL SUMMARY

EXPENDITURE					DIFFERENCE		
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1309</b>	<b>CORPORATE SERVICES</b>						
325	ADMINISTRATION AND FINANCE	1,647	1,701	1,699	1,625	(76)	(4)
330	IT SERVICES	169	246	246	218	(28)	(11)
335	PHILATELIC SERVICES	475	553	553	433	(120)	(22)
		<b>2,291</b>	<b>2,500</b>	<b>2,498</b>	<b>2,276</b>	<b>(224)</b>	<b>(9)</b>
<b>1310</b>	<b>OPERATIONS</b>						
340	CENTRAL MAIL PROCESSING UNIT	1,759	2,357	2,359	2,004	(353)	(15)
345	SUB-POST OFFICES	5,431	5,621	5,621	6,018	397	7
350	COURIER SERVICES	203	199	199	204	5	3
		<b>7,393</b>	<b>8,177</b>	<b>8,179</b>	<b>8,226</b>	<b>49</b>	<b>1</b>
	<b>TOTAL</b>	<b>9,684</b>	<b>10,677</b>	<b>10,677</b>	<b>10,502</b>	<b>(175)</b>	<b>(2)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE					DIFFERENCE		
		2017/18	2018/19	2018/19	2019/20	2018/19	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	7,487	7,700	7,700	7,419	(281)	(4)
	WAGES	1,249	1,071	1,071	1,277	206	19
	TRAINING	14	40	40	19	(21)	(53)
	TRANSPORT	41	56	56	46	(10)	(18)
	TRAVEL	26	12	12	12	0	0
	COMMUNICATIONS	61	90	90	87	(3)	(3)
	ADVERTISING & PROMOTION	46	67	67	79	12	18
	PROFESSIONAL SERVICES	46	76	76	76	0	0
	RENTALS	27	332	332	332	0	0
	REPAIR AND MAINTENANCE	242	555	555	539	(16)	(3)
	INSURANCE	8	12	12	12	0	0
	ENERGY	79	266	266	221	(45)	(17)
	CLOTHING, UNIFORMS & LAUNDRY	62	60	60	60	0	0
	MATERIALS & SUPPLIES	194	246	246	239	(7)	(3)
	EQUIPMT.(MINOR CAPITAL)	44	40	40	30	(10)	(25)
	OTHER EXPENSES	58	54	54	54	0	0
	<b>TOTAL</b>	<b>9,684</b>	<b>10,677</b>	<b>10,677</b>	<b>10,502</b>	<b>(175)</b>	<b>(2)</b>

## HEAD 13 POST OFFICE - continued

### REVENUE SUMMARY

(1)	(2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	%
		(\$000)	(\$000)	(\$000)	(\$000)		
		(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	0	1	1	0	(1)	(100)
	8311 Terminal Dues	961	600	600	650	50	8
	8312.02 Tax Mail	2	3	3	2	(1)	(33)
	8312.03 Post Box Keys	1	1	1	1	0	0
	8312.05 Penalty Fee-Late Pmt P.O. Box	33	34	34	26	(8)	(24)
	8312.06 Courier Service Fee	45	32	32	32	0	0
	8312.09 Customs Declaration Fee	196	172	172	204	32	19
	8312.10 Mail Redirection Fee	1	1	1	1	0	0
	8550.01 PO Business Reply Service	2	5	5	5	0	0
	8550.02 PO Mail Handling Fee	76	100	100	70	(30)	(30)
	8550.03 PO Postage Paid Permit	6	7	7	15	8	114
	8550.04 PO Intl Bussiness Reply Service	0	1	1	1	0	0
	8609 Philatelic - A/C Holders	22	33	33	29	(4)	(12)
	8611 Philatelic - Local	46	43	43	45	2	5
	8611.01 Book Sales - 200th Anniversary	0	1	1	1	0	0
	8611.02 Souvenir Sales	0	1	1	1	0	0
	8613 Philatelic - Other	1	4	4	1	(3)	(75)
	8629 Stamp Sales-General	614	550	550	660	110	20
	8635 Frankpost Sales-General	1,034	1,350	1,350	1,097	(253)	(19)
	8635.01 Frankpost Sales-BRS Returns	2	3	3	3	0	0
	8637 Frankpost Sales-I.D.E	40	58	58	61	3	5
	8639 Frankpost Sales-Parcel	52	95	95	102	7	7
	8641 Bulk Mail	931	842	842	1,019	177	21
	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	3	3	3	0	0
	8676.03 Packing Materials - Boxes	3	2	2	2	0	0
	8676.04 Packing Materials - Misc.	0	1	1	0	(1)	(100)
	8759 P.O.Box	572	616	616	611	(5)	(1)
	8889 Sundry Receipts	2	2	2	1	(1)	(50)
	<b>TOTAL</b>	<b>4,647</b>	<b>4,563</b>	<b>4,563</b>	<b>4,645</b>	<b>82</b>	<b>2</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
325	ADMINISTRATION AND FINANCE	16	18	18	17	(1)	(6)
330	IT SERVICES	1	2	2	2	0	0
335	PHILATELIC SERVICES	5	6	6	4	(2)	(33)
340	CENTRAL MAIL PROCESSING UNIT	24	28	28	23	(5)	(18)
345	SUB-POST OFFICES	79	84	84	87	3	4
350	COURIER SERVICES	4	4	4	4	0	0
		<b>129</b>	<b>142</b>	<b>142</b>	<b>137</b>	<b>(5)</b>	<b>(4)</b>

## HEAD 13 POST OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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.	99% of original estimate	100%	100%	100%
Increasing the amount of revenue earned year on year.	16%	10%	-2%	2%
Reducing the overall deficit of the Bermuda Post Office year on year.	2% increase	7% reduction	3% increase	Discontinued
Providing financial reporting information to the Accountant General and Budget Office per schedule to assist with consolidated fund reporting.	100%	Discontinued	Discontinue	Discontinued
Submitting returns of employees Performance Appraisals and Forward Job Plans to the Department of Human Resources by the required deadlines.	38%	95%	74%	80%
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%	96%	96%	97%
<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.	1 day	<5 days disaster recovery time	<5 days disaster recovery time	<3 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.	0%	Decrease by 75%	Decrease by 75%	Decrease by 100%
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	< 10 hours
Ensuring that all staff are kept abreast of pending developments and improvements in IT Services by way of quarterly progress reports.	0%	50%	100%	100%
Status of completion of the implementation and role out of a single new postal software solution to replace the various current systems.	5%	30%	70%	95%

**HEAD 13 POST OFFICE - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>PROGRAMME 335 - Philatelic Services</b>				
The number and timeliness of stamp issues.	Completed 4 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%	1.1%	1.1%
<b>OPERATIONS</b>				
<b>OUTPUT MEASURES:</b>				
<b>Local Mail Volumes Processed (millions) (Total)</b>	<b>5.2</b>	<b>4.8</b>	<b>4.8</b>	<b>4.6</b>
- Local Business Mail Products	4.1	3.9	3.8	3.7
- Personal Mail Products	0.7	0.7	0.7	0.6
- OHMS Products	0.4	0.2	0.3	0.3
<b>International Mail Volumes Processed (millions) (Total)</b>	<b>2.0</b>	<b>1.9</b>	<b>1.9</b>	<b>1.8</b>
- Incoming to Bermuda	1.5	1.4	1.4	1.3
- Outgoing to International Destinations	0.5	0.5	0.5	0.5
<b>Total Mail Volumes Processed (millions)</b>	<b>7.2</b>	<b>6.7</b>	<b>6.7</b>	<b>6.4</b>
<b>Revenue collected by the Post Office on behalf of other Government Departments (BM\$ '000)</b>				
- Department of HM Customs	886	856	856	870
- Department of Education	69	70	70	70
- Department of Youth, Sports & Recreation	497	496	525	526
- Department of Public Transportation	601	662	605	615
- Department of Environmental Protection	55	78	66	66
<b>Total</b>	<b>2,108</b>	<b>2,162</b>	<b>2,122</b>	<b>2,147</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.	50	Within top 35	Within top 54	Within top 35
EMS on-time delivery performance against UPU benchmark of 95%.	96%	98%	97%	99%
EMS transmission performance against UPU benchmark of 98%	92%	99%	91%	99%
Parcel delivery performance against UPU global target of 95%.	96%	95%	96%	97%
Percentage of letter mail delivered locally within 2 working days of receipt (90% delivery standard).	88%	90%	87%	Discontinued
Percentage of letter mail delivered locally within 4 working days of receipt (98% delivery standard).	98%	98%	98%	Discontinued

## HEAD 13 POST OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>PROGRAMME 340 - Central Mail Processing Unit</b> <b>PROGRAMME 345 - Sub-Post Offices</b> <b>PROGRAMME 350 - Courier Services</b>				
Percentage of letter mail delivered to residences and businesses within 4 working days of receipt (98% delivery standard)	New	New	New	98%
Percentage of post box mail delivered within 1 working day of receipt at the destination office (98% delivery standard)	New	New	New	98%
Percentage of customer notices delivered within 2 working days of receipt at the destination office (98% delivery standard)	New	New	New	98%
Percentage of outbound international mail ready for transportation within 2 working days of receipt at the Central Mail Processing Unit	New	New	New	98%
Percentage of total available post boxes rented	85%	89%	86%	88%

# 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	DESCRIPTION	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>1401</b>	<b>MONTHLY TO ANNUAL SURVEYS</b>						
	24015 ADMINISTRATION	587	709	714	687	(22)	(3)
	24020 CORE STATISTICS & PUBLICATIONS	509	766	736	759	(7)	(1)
	24025 CORE ANNUAL SURVEYS	541	658	684	678	20	3
		<b>1,637</b>	<b>2,133</b>	<b>2,134</b>	<b>2,124</b>	<b>(9)</b>	<b>(0)</b>
<b>1402</b>	<b>NON-ANNUAL SURVEYS</b>						
	24055 CENSUS & SURVEY RES. UNIT	320	360	359	369	9	3
		<b>320</b>	<b>360</b>	<b>359</b>	<b>369</b>	<b>9</b>	<b>3</b>
	<b>TOTAL</b>	<b>1,957</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,655	2,013	1,994	1,953	(60)	(3)
	WAGES	0	0	30	66	66	0
	OTHER PERSONNEL COSTS	3	5	5	6	1	20
	TRAINING	0	6	6	12	6	100
	TRAVEL	7	11	12	22	11	100
	COMMUNICATIONS	0	5	5	5	0	0
	ADVERTISING & PROMOTION	0	10	10	6	(4)	(40)
	PROFESSIONAL SERVICES	16	80	67	38	(42)	(53)
	RENTALS	163	172	172	172	0	0
	REPAIR AND MAINTENANCE	37	51	51	59	8	16
	ENERGY	44	78	78	78	0	0
	MATERIALS & SUPPLIES	29	57	58	69	12	21
	OTHER EXPENSES	3	5	5	7	2	40
	<b>TOTAL</b>	<b>1,957</b>	<b>2,493</b>	<b>2,493</b>	<b>2,493</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	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>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	24015 ADMINISTRATION	4	4	4	3	(1)	(25)
	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>23</b>	<b>(1)</b>	<b>(4)</b>



## HEAD 14 DEPARTMENT OF STATISTICS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 24015 - Administration</b>				
Monitor usage of Department of Statistics' web pages on the Government of Bermuda's website.	23,835 unique page views	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 documents and reduces printing cost.	Achieved 46 publications 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 4 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 completed 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.	Consumer Price Index completed 5 weeks after reference month	Rate of Inflation completed 5 weeks after reference month	Consumer Price Index completed 5 weeks after reference month	Consumer Price Index 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 12 months after reference week	Completion of Employment Brief in May 2018	Completion of Employment Brief 9 months after reference week	Completion of Employment Brief 9 months after reference week
Heighten number of survey returns to Economic Activity Survey (EAS) from businesses for increased confidence in accuracy of annual Gross Domestic Product (GDP) estimates.	An 88% response rate for 2018 EAS	A minimum of 80% response rate	A minimum of 80% response rate for 2019 EAS	A minimum of 80% response rate for 2020 EAS
Conduct semi-annual Labour Force Survey for delivery of more frequent and timely unemployment measures.	Cancelled. Staff resources focussed on 2016 Census tasks.	Complete unemployment rate semi-annually, July 2018 and January 2019	Complete Labour Force Survey Report 5 months after reference week.	Complete Labour Force Survey Report 5 months after reference week.
<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.	57% response rate for E-Employment Survey	A minimum of 50% response rate for E-Employment Survey	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 publication completed 16 weeks after the reference quarter	Quarterly GDP estimates completed 16 weeks after the reference quarter	Quarterly GDP publication completed 16 weeks after the reference quarter	Quarterly GDP publication 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 PROG BUSINESS UNIT		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>2601</b>	<b>ADMINISTRATION</b>						
	36000 CORPORATE ADMIN	1,292	1,312	1,311	1,303	(9)	(1)
	36100 POLICY DEVELOPMENT	125	125	126	128	3	2
	36140 PUBLIC SERVICE COMMISSION	110	131	131	116	(15)	(11)
		<b>1,527</b>	<b>1,568</b>	<b>1,568</b>	<b>1,547</b>	<b>(21)</b>	<b>(1)</b>
<b>2602</b>	<b>LEARNING AND DEVELOPMENT</b>						
	36030 LEARNING & DEVELOPMENT ADMIN	427	593	593	595	2	0
	36050 TRAINING COURSES	95	102	102	93	(9)	(9)
	36060 PROF & TECH TRAINEE SCHEME	0	5	5	5	0	0
	36110 PUBLIC SERVICE BURSARY	81	230	230	220	(10)	(4)
		<b>603</b>	<b>930</b>	<b>930</b>	<b>913</b>	<b>(17)</b>	<b>(2)</b>
<b>2603</b>	<b>OPERATIONAL HUMAN RESOURCES</b>						
	36010 HUMAN RESOURCE ADMIN	1,044	1,239	1,239	1,267	28	2
	36080 RECRUITMENT	96	76	76	86	10	13
		<b>1,140</b>	<b>1,315</b>	<b>1,315</b>	<b>1,353</b>	<b>38</b>	<b>3</b>
	<b>TOTAL</b>	<b>3,270</b>	<b>3,813</b>	<b>3,813</b>	<b>3,813</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	OBJECT CODE DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	SALARIES	1,984	2,391	2,391	2,435	44	2
	WAGES	34	90	90	80	(10)	(11)
	OTHER PERSONNEL COSTS	7	4	6	4	0	0
	TRAINING	69	161	161	164	3	2
	TRANSPORT	23	14	14	20	6	43
	TRAVEL	30	35	31	35	0	0
	COMMUNICATIONS	11	12	12	12	0	0
	ADVERTISING & PROMOTION	36	17	17	16	(1)	(6)
	PROFESSIONAL SERVICES	365	307	345	315	8	3
	RENTALS	354	356	356	353	(3)	(1)
	REPAIR AND MAINTENANCE	203	272	241	228	(44)	(16)
	ENERGY	67	84	84	84	0	0
	MATERIALS & SUPPLIES	76	50	41	42	(8)	(16)
	EQUIPMT. (MINOR CAPITAL)	3	9	9	9	0	0
	OTHER EXPENSES	8	11	15	16	5	45
	<b>TOTAL</b>	<b>3,270</b>	<b>3,813</b>	<b>3,813</b>	<b>3,813</b>	<b>0</b>	<b>0</b>

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

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
	36000 CORPORATE ADMIN	4	4	4	4	0	0
	36010 HUMAN RESOURCE ADMIN	15	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>26</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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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.	99%	100% compliance	100% compliance	100% compliance
<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 3 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2019	N/A	Conduct 3 briefing awareness sessions on the established leadership competencies by 30 September 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, 2019	N/A	Meet with 3 client ministries and/or departments per quarter by March 31, 2020
<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	4	1	1
To communicate the Government of Bermuda's leadership competencies to 100% of the organization's leaders (Executive and Heads of Department).	N/A	100% of the organization's leaders will be aware of the leadership competencies by 31st March 2019	N/A	100% of the organization's leaders will be aware of the leadership competencies by 30 May 2019

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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 3 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2019	N/A	Conduct 3 briefing awareness sessions on the established leadership competencies by 30 September 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, 2019	N/A	Meet with 3 client ministries and/or departments per quarter by March 31, 2020
To ensure the impact of in-class professional development offered to Government employees meets or exceeds 90% for job relevance	100%	100%	100%	100%
To ensure the impact of in-class professional development offered to Government employees meets or exceeds 90% for course delivery effectiveness	100%	100%	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: 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	25% average reduction in time to hire	a 50% average reduction in time to hire	N/A	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	48% average turnaround time to prepare employment contracts	a 70% average turnaround time to prepare employment contracts	N/A	a 70% average turnaround time to prepare employment contracts

## HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	Not Achieved	20% of the remaining Phase 1 policies will be drafted by 31st March 2019	Discontinued	N/A
To complete 100% of Phase 2 from the Human Resource Policy suite to reform Government-wide human resource policies	Not Achieved	15% of remaining Phase 2 policies will be drafted by 31st March 2019	Discontinued	N/A
To begin implementation of Phase 1 'Principle Documents' to establish the framework for harmonized human resource policies	N/A	Commence Implementation by 31st March 2019	Discontinued	N/A
To draft phase 1 policies from the Human Resource Policy Suite to reform Government-wide human resource policies	Achieved 60% of drafting phase 1 policies	Discontinued	N/A	N/A
To further streamline the performance appraisal process through the use of automation, ensuring simplified processes and maximized data collection.	NEW	Revised form established by 31st March 2019	N/A	Continued revisions from lessons learned completed by 31st March 2020
To draft phase 2 policies from the Human Resource Policy suite to reform Government-wide human resource.	Achieved 10% of drafting phase 2 policies	Discontinued	N/A	N/A
To assist with pre-implementation of Phase 1 'Principle Documents' to establish the framework for harmonized human resource policies.	NEW	Assist with pre-implementation by 31st March 2019	N/A	Assist with pre-implementation by 31st March 2020
<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	0%	100%	N/A	N/A
<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, 2019	Framework communicated August 30, 2018	Discontinued

# 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 PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>4301</b>	<b>GENERAL</b>						
	53000 ADMIN & MGMT	1,207	1,369	1,367	1,259	(110)	(8)
	53030 DEVICE SUPPORT	321	350	350	355	5	1
	53035 NETWORK SUPPORT	1,775	1,768	1,990	1,918	150	8
	53040 SERVICE SUPPORT	315	242	236	252	10	4
	53050 DIGITAL SERVICES	204	422	350	390	(32)	(8)
	53060 BUSINESS SYSTEMS SUPPORT	611	649	621	495	(154)	(24)
	53070 SYSTEMS SUPPORT	1,406	1,598	1,484	1,660	62	4
	53080 TRAINING	72	75	75	77	2	3
	53090 SECURITY	206	217	217	221	4	2
	<b>TOTAL</b>	<b>6,117</b>	<b>6,690</b>	<b>6,690</b>	<b>6,627</b>	<b>(63)</b>	<b>(1)</b>



# HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,449	3,814	3,680	3,742	(72)	(2)
	WAGES	65	0	0	0	0	0
	OTHER PERSONNEL COSTS	52	60	60	60	0	0
	TRAINING	7	37	29	24	(13)	(35)
	TRAVEL	4	11	9	1	(10)	(91)
	COMMUNICATIONS	1,305	1,279	1,407	1,390	111	9
	ADVERTISING & PROMOTION	0	0	3	0	0	0
	PROFESSIONAL SERVICES	18	77	207	67	(10)	(13)
	RENTALS	926	998	912	835	(163)	(16)
	REPAIR AND MAINTENANCE	269	359	351	485	126	35
	INSURANCE	1	0	0	0	0	0
	ENERGY	0	5	5	5	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	2	0	1	(1)	(50)
	MATERIALS & SUPPLIES	18	45	25	15	(30)	(67)
	OTHER EXPENSES	3	3	2	2	(1)	(33)
	<b>TOTAL</b>	<b>6,117</b>	<b>6,690</b>	<b>6,690</b>	<b>6,627</b>	<b>(63)</b>	<b>(1)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(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	3	3	3	3	0	0
	53050 DIGITAL SERVICES	0	4	4	4	0	0
	53060 BUSINESS SYSTEMS SUPPORT	6	6	6	5	(1)	(17)
	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>40</b>	<b>40</b>	<b>39</b>	<b>(1)</b>	<b>(3)</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 53000 - Admin &amp; Mgmt</b>				
Reception desk staffed between 8:30 a.m. and 5:00 p.m.	99%	100%	100%	100%
Process invoices within 14 working days.	97%	99%	98%	98%
<b>BUSINESS UNIT: 53030 - Device Support</b>				
Resolve Repair Tickets within Service Level Targets.	74%	85%	74%	85%
Resolve Service Tickets within Service Level Targets.	77%	85%	80%	85%
<b>BUSINESS UNIT: 53035 - Network Support</b>				
Network locations monitored.	100%	100%	100%	100%
Resolve Repair Tickets within Service Level Targets.	61%	70%	70%	75%
Resolve Service Tickets within Service Level Targets.	65%	85%	70%	85%
<b>BUSINESS UNIT: 53040 - Service Support</b>				
Manage Tickets to Service Level Level Targets.	90%	80%	95%	98%
Resolve Account Administration Tickets within Service Level Targets.	77%	95%	98%	95%
Service Desk manned from 8:00 a.m. to 5:00 p.m.	100%	100%	90%	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 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 53060 - Business Systems Support</b>				
Routine monthly Service Level Review meetings with Key Departments.	63%	50%	75%	80%
Annual Service Level Review Meeting with Departments.	84%	70%	75%	80%
Manage Application Support Tickets within Service Level Targets.	63%	85%	80%	80%
<b>BUSINESS UNIT: 53070- Systems Support</b>				
Iseries Servers monitored	77%	100%	100%	100%
Wintel Servers monitored	74%	100%	100%	100%
Resolve Iseries Tickets within Service Level Targets.	75%	85%	85%	90%
Resolve Wintel Tickets within Service Level Targets.	91%	85%	85%	90%
<b>BUSINESS UNIT: 53080 - Training</b>				
Training courses delivered with Evaluation grade of Good or Higher.	92%	95%	94%	95%
Training Service tickets resolved according to Service Level Targets.	83%	85%	83%	90%
<b>BUSINESS UNIT: 53090 - Security</b>				
Disaster Recovery Exercises planned and executed.	79%	100%	0%	50%
Servers checked on a monthly basis.	98%	95%	92%	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 strategic communications campaigns that provide accurate and timely information to relevant stakeholders about Government's initiatives, services and programmes.
- 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 update, enhance and maintain an external portal that provides timely and accurate services and information for the general public.
- To enhance internal communications platforms so employees can learn about the organization from within the organization.
- To provide outstanding telephone service.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5101</b>	<b>COMMUNICATION SERVICES</b>						
	61000 ADMINISTRATION/SUPPORT	449	685	685	651	(34)	(5)
	61030 COMMUNICATIONS	597	657	657	670	13	2
	61040 GOVT. TELEVISION STATION	630	598	598	603	5	1
	61050 CREATIVE SERVICES	594	597	597	603	6	1
	61060 PORTALS MANAGEMENT	461	466	466	473	7	2
	61070 TELEPHONE CUSTOMER SVC. REP.	20	147	147	150	3	2
	<b>TOTAL</b>	<b>2,751</b>	<b>3,150</b>	<b>3,150</b>	<b>3,150</b>	<b>0</b>	<b>0</b>

## HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,979	2,480	2,373	2,529	49	2
	WAGES	268	0	108	0	0	0
	TRAINING	8	14	10	9	(5)	(36)
	TRANSPORT	7	2	10	2	0	0
	COMMUNICATIONS	61	48	79	48	0	0
	ADVERTISING & PROMOTION	118	260	229	250	(10)	(4)
	PROFESSIONAL SERVICES	50	56	54	46	(10)	(18)
	REPAIR AND MAINTENANCE	105	115	116	110	(5)	(4)
	ENERGY	36	44	44	44	0	0
	MATERIALS & SUPPLIES	42	53	52	41	(12)	(23)
	EQUIPT. (MINOR CAPITAL)	76	66	64	59	(7)	(11)
	OTHER EXPENSES	1	12	11	12	0	0
	<b>TOTAL</b>	<b>2,751</b>	<b>3,150</b>	<b>3,150</b>	<b>3,150</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	61000 ADMINISTRATION	3	3	3	3	0	0
	61030 COMMUNICATIONS	6	7	7	7	0	0
	61040 GOVT. TELEVISION STATION	6	6	6	6	0	0
	61050 CREATIVE SERVICES	7	7	7	7	0	0
	61060 PORTALS MANAGEMENT	4	4	4	4	0	0
	61070 TELEPHONE CUSTOMER SVC. REPS.	3	3	3	3	0	0
		<b>29</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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 61000 Administration</b>				
Vendors paid within 3 working days	98%	100%	100%	100%
Invoices inputted to E1 within 2 working days of receiving them	98%	100%	100%	100%
Administrative support provided to Director, Assistant Director Creative Services, Assistant Director Communications, Assistant Director Portals and General Manager, CITV	100%	N/A	N/A	N/A
Increase customer satisfaction with administration services	5%	5%	5%	5%
<b>BUSINESS UNIT: 61030 Communications</b>				
Average number of Government related press releases, announcements and advisories issued per month	108	N/A	N/A	N/A
Average number of Government related public/community appearances by Ministers monthly	128	N/A	N/A	N/A
Average number of social media/online uploads monthly	40	40	50	50
Government employees with computer access to visit the Intranet at least three times a week.*	27%	20%	25%	30%
Increase customers' satisfaction with communications services*	5%	5%	5%	5%
<b>BUSINESS UNIT: 61040 Government Television Station</b>				
Number of 30 minute programmes produced and aired	95	N/A	N/A	N/A
Number of 60 minute programmes produced and aired	40	N/A	N/A	N/A
Number of 90 minute programmes produced and aired	10	N/A	N/A	N/A
Number of 120 minute programmes produces and aired	13	N/A	N/A	N/A
Number of public service announcements produced and aired	66	50	60	65
Number of radio spots produced	31	20	25	30
% of fixed deadlines (e.g. Throne Speech, Budget) met	100%	N/A	N/A	N/A
% of defined deadlines met on assignments	100%	N/A	N/A	N/A
Number of video files posted to DCI website and Youtube Page	100%	N/A	N/A	N/A
Increase the number of people accessing CITV online△	N/A	10%	15%	15%
Reduce the costs to produce and air 60 minute programmes*	N/A	5%	5%	15%
Reduce the costs to produce and air 30 minute programmes*	N/A	5%	5%	15%
Increase viewers' satisfaction with CITV*	N/A	5%	5%	10%
<b>BUSINESS UNIT: 61050 Creative Services</b>				
All stationery will be designed and returned for approval within twenty-four hours of receiving the request△	N/A	100%	100%	100%
All tender ads designed and returned for approval within forty-eight hours of receiving the request△	N/A	100%	100%	100%
Number of design and photo jobs completed	2,220	N/A	N/A	N/A
Photo jobs processed and sent to clients within 48 hours△	N/A	5%	100%	100%
% of content for ads and publications edited/copy-edited to meet professional standards	98%	N/A	N/A	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%

\* New Measures for 2017/18

△ New Measures for 2018/19

**HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 61050 Creative Services - cont.</b>				
% of fixed deadlines (e.g. ads, Throne Speech, annual reports) met	100%	N/A	N/A	N/A
% of assets catalogued in searchable database (329,758 items)	100%	N/A	N/A	N/A
Reduce the cost to create clients' collateral material*	10%	10%	10%	10%
Increase the Net Promoter Score for Creative Services*	5%	5%	5%	5%
<b>BUSINESS UNIT: 61060 Portals Management</b>				
Visitors to find the information/service they need within three clicks <sup>Δ</sup>	N/A	80%	80%	80%
Speed of gov.bm page loading (external test)*	6.0 secs	5.45 secs	4.50 secs	4.50 secs
% population (or bermuda-based visitors) accessing government websites via gov.bm	60%	N/A	N/A	N/A
Increase the percentage of Bermuda-based visitors accessing gov.bm	60%	N/A	N/A	N/A
Number of visits to gov.bm a year	725,000	750,000	600,000	600,000
Returning Bermuda visitor per centation	60%	N/A	N/A	N/A
Average pages viewed per visitor per session (indicates each user is finding relevant content)	3.0 pages	3.0 pages	3.5 pages	3.5 pages
Average time spent on the portal per session	0:02:40	0:02:40	0:02:40	0:02:50
Increase the satisfaction level of the Government portal users	10%	10%	10%	10%
Increase the satisfaction level of Intranet users	10%	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*	5%	5%	5%	5%

\* New Measures for 2017/18

Δ New Measures for 2018/19

# HEAD 61 DEPARTMENT OF EMPLOYEE & ORGANIZATIONAL DEVELOPMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To develop, enhance and deliver Government-wide employee and organizational development strategies, systems, programmes and initiatives.*

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2017/18	2018/19	2018/19	2019/20	2018/19	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>6101</b>	<b>GENERAL</b>						
	71020 ADMINISTRATION	0	0	0	184	184	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>184</b>	<b>184</b>	<b>0</b>
<b>6103</b>	<b>BUS. PART &amp; CENTRES EXPERTISE</b>						
	71000 MGMT. CONSULTING SVCS.	0	0	0	831	831	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>831</b>	<b>831</b>	<b>0</b>
<b>6104</b>	<b>SHARED SERVICES CENTER</b>						
	71010 COMPENSATION & BENEFITS	0	0	0	657	657	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>657</b>	<b>657</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,672</b>	<b>1,672</b>	<b>0</b>

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	0	0	0	1,999	1,999	0
	TRAINING	0	0	0	5	5	0
	COMMUNICATIONS	0	0	0	2	2	0
	PROFESSIONAL SERVICES	0	0	0	5	5	0
	REPAIR AND MAINTENANCE	0	0	0	68	68	0
	MATERIALS & SUPPLIES	0	0	0	30	30	0
	RECEIPTS CREDITED TO PROG.	0	0	0	(437)	(437)	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,672</b>	<b>1,672</b>	<b>0</b>

*Phase 1 of the establishment of a new Department of Employee & Organizational Development as part of the Government Reform initiatives*



# HEAD 61 DEPARTMENT OF EMPLOYEE & ORGANIZATIONAL DEVELOPMENT - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
	71000 MGMT. CONSULTING SVCS.	0	0	0	7	7	0
	71010 COMPENSATIONS & BENEFITS	0	0	0	13	13	0
	71020 ADMINISTRATION	0	0	0	1	1	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>0</b>

# 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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>6701 GENERAL</b>							
77000	ADMINISTRATION	856	906	906	919	13	1
77003	POLICY AND LEGISLATION	99	161	161	161	0	0
77004	TECH. MARKET., PROMO & OUTREACH	16	70	70	70	0	0
77005	TECH. AWARENESS & DEVELOPMENT	165	144	144	131	(13)	(9)
		<b>1,136</b>	<b>1,281</b>	<b>1,281</b>	<b>1,281</b>	<b>0</b>	<b>0</b>
<b>6703 TELECOMMUNICATIONS</b>							
77015	CYBERSECURITY	0	194	194	194	0	0
		<b>0</b>	<b>194</b>	<b>194</b>	<b>194</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>1,136</b>	<b>1,475</b>	<b>1,475</b>	<b>1,475</b>	<b>0</b>	<b>0</b>

# HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	358	669	671	684	15	2
	TRAINING	1	3	3	3	0	0
	TRAVEL	3	19	19	19	0	0
	COMMUNICATIONS	2	7	7	7	0	0
	ADVERTISING & PROMOTION	385	554	552	539	(15)	(3)
	PROFESSIONAL SERVICES	342	200	200	200	0	0
	RENTALS	4	4	4	4	0	0
	REPAIR AND MAINTENANCE	32	2	2	2	0	0
	MATERIALS & SUPPLIES	8	16	16	16	0	0
	OTHER EXPENSES	1	1	1	1	0	0
	<b>TOTAL</b>	<b>1,136</b>	<b>1,475</b>	<b>1,475</b>	<b>1,475</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8431 General Fees	14,234	0	0	0	0	0
	8434 Spectrum Band Fees	617	0	0	0	0	0
	8877 Reimbursements	4	0	0	0	0	0
	8885 Quango Profits	100	0	0	0	0	0
	<b>TOTAL</b>	<b>14,955</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	77000 ADMINISTRATION	7	6	6	6	0	0
	<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>

## HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 77000 - Administration</b>				
1. Biennial review of legislation to ensure in keeping with Government's overall direction for Telecommunications	50%	*	-	-
2. Draft the legislative changes for migrating Broadcasting to the RA.	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.	75%	*	-	-
4. Move oversight of satellite administration from the RA back to the Government.	50%	*	-	-
5. Provide administrative and technical support to the Broadcasting and Telecommunication Commissions.	100%	*	-	-
6. Respond to information requests from stakeholders 100% of the time and quickly.	100%	*	*	** 100%
7. Provide administrative and technical support to the E-Commerce Advisory Board.	-	-	-	** 100%
8. Provide administrative and technical support to the Cybersecurity Governance Board.	-	-	-	** 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%	*	*	*
3. Initiate the adoption of the identified cybersecurity framework for Bermuda - both the private and public sector.	50%	*	*	*
4. Initiate the harmonisation of the Personal Information Protection Act 2016 with relevant pieces of legislation.	-	-	-	** 50%
5. Coordinate the implementation of the Personal Information Protection Act 2016 within the Government of Bermuda.	-	-	-	** 100%

\* These performance measures will be discontinued.

\*\* These performance measures will be initiated.

## HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 77004 - Marketing and Promotion</b>				
1. Solicit a number of articles and editorial content on e-business and technology in Bermuda.	10 articles and ads	7 articles and ads	7 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.	(every other year)	1 major study undertaken	study deferred to 2019	1 major study undertaken
<b>BUSINESS UNIT: 77005 - E-Business Awareness</b>				
1. Plan and host the annual Student-led Digital Leadership Conference		100%	100%	100%
2. Encourage a culture of cybersecurity and cybersafety in Bermuda by undertaking awareness and research activities and promote to stakeholders through advertising.	2 initiatives and 6 ads	2 initiatives and 6 ads	2 initiatives and 6 ads	2 initiatives and 6 ads
3. Create awareness amongst students of cybersafety and cybersecurity practices and digital citizenship through delivery of materials and content to schools/organizations with partners.	2 initiatives	2 initiatives	2 initiatives	2 initiatives, 6 articles and 6 ads
4. Facilitate and develop IT career student/youth training initiatives.	7 initiatives	6 initiatives	6 initiatives	6 initiatives
5. Encourage e-business adoption and expansion through workshops and other initiatives.	5 initiatives	5 initiatives	5 initiatives	3 initiatives
<b>BUSINESS UNIT: 77015 - Cybersecurity</b>				
1. Initiate the Development of a National Cybersecurity Strategy	-	100%	100%	*
2. Assess Security and Privacy Plans related to the Government of Bermuda Information Systems.	-	-	-	** 95%

\* These performance measures will be discontinued.

\*\* These performance measures will be initiated.

# 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	BUSINESS UNIT	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
8000	PROJECT MGMT. & PROCUREMENT						
	90000 ADMINISTRATION	686	772	772	930	158	20
	<b>TOTAL</b>	<b>686</b>	<b>772</b>	<b>772</b>	<b>930</b>	<b>158</b>	<b>20</b>

# HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	664	719	719	877	158	22
	OTHER PERSONNEL COSTS	2	3	3	3	0	0
	TRAINING	4	8	8	8	0	0
	TRAVEL	1	7	7	7	0	0
	COMMUNICATIONS	6	7	8	8	0	0
	RENTALS	0	2	1	1	0	0
	REPAIR AND MAINTENANCE	0	5	4	4	0	0
	MATERIALS & SUPPLIES	9	21	22	22	0	0
	<b>TOTAL</b>	<b>686</b>	<b>772</b>	<b>772</b>	<b>930</b>	<b>158</b>	<b>20</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	% (8)
		(3)	(4)	(5)	(6)	(7)	(8)
	90000 ADMINISTRATION	7	9	7	8	1	14
	<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>8</b>	<b>1</b>	<b>14</b>

## HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 90000 ADMINISTRATION</b>				
Cabinet memoranda, contracts and requests for proposals received by the Department will be vetted within five working days of receipt	100%	100%	100%	100%
Assist public authorities to save, reduce or avoid costs in managing capital projects	5%	5%	5%	5%
Deliver to the responsible Minister a report on the operation of the Department during the preceding year	Not delivered	Within 3 months after the calendar year	Within 3 months after the calendar year	Within 3 months after the calendar year
Provide training to public authorities on project management and procurement best practices	All Ministries	All Ministries	All Ministries	All Ministries
Perform project management, procurement and contract compliance audits on capital projects	0	5	5	5
Assist public authorities to achieve cost savings by implementing procurement strategies that leverage the Government's purchasing power	5%	5%	5%	5%



# MINISTRY OF LEGAL AFFAIRS

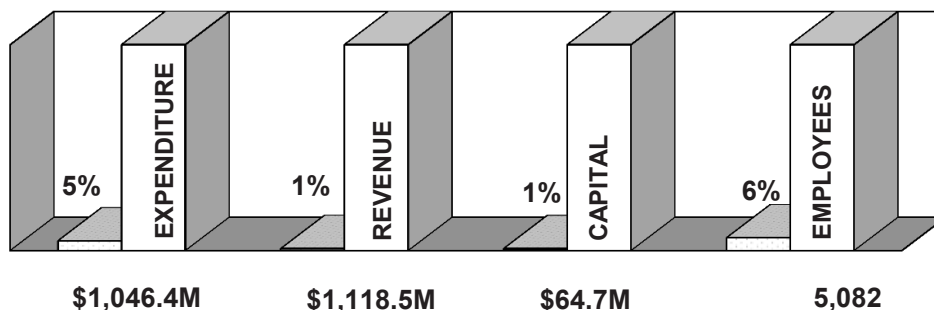


TO UPHOLD THE CONSTITUTION AND LEGAL SYSTEM OF BERMUDA  
INCLUDING THE PROVISION OF LEGAL SERVICES, THE EFFICIENT  
DELIVERY OF JUSTICE AND ACCESSIBILITY THERETO.

Senator The Hon. Kathy Lynn Simmons, JP

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
87	MIN. OF LEGAL AFFAIRS HQ	6,144	5,718	5,641	6,627	909	16
03	JUDICIAL DEPARTMENT	7,756	8,473	8,473	8,723	250	3
04	ATTORNEY GENERAL'S CHAMBERS	4,542	5,309	5,386	5,308	(1)	(0)
23	CHILD & FAMILY SERVICES	13,361	15,715	15,715	15,915	200	1
74	DEPT. OF COURT SERVICES	3,782	4,675	4,675	4,658	(17)	(0)
75	DEPT. OF PUBLIC PROSECUTIONS	3,106	3,503	3,503	3,329	(174)	(5)
88	NATIONAL DRUG CONTROL	3,809	4,511	4,511	4,511	0	0
		<b>42,500</b>	<b>47,904</b>	<b>47,904</b>	<b>49,071</b>	<b>1,167</b>	<b>2</b>
<b>REVENUE (\$000)</b>							
87	MIN. OF LEGAL AFFAIRS HQ	131	0	0	0	0	0
03	JUDICIAL DEPARTMENT	10,395	8,806	9,454	10,211	1,405	16
04	ATTORNEY GENERAL'S CHAMBERS	3	0	0	0	0	0
23	CHILD & FAMILY SERVICES	167	192	192	192	0	0
88	NATIONAL DRUG CONTROL	1	0	0	0	0	0
		<b>10,697</b>	<b>8,998</b>	<b>9,646</b>	<b>10,403</b>	<b>1,405</b>	<b>16</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	651	316	559	591		
		<b>651</b>	<b>316</b>	<b>559</b>	<b>591</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>300</b>	<b>303</b>	<b>303</b>	<b>315</b>	<b>12</b>	<b>4</b>

FOR DETAILS OF  
SCHEMES SEE  
SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

# HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

To provide the fair administration of and access to justice whilst strengthening and promoting the wellbeing and protection of children, adults and families through rehabilitation, prevention and treatment services.

## 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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>8701 GENERAL</b>							
97000 ADMINISTRATION		847	949	872	1,338	389	41
97010 FINANCIAL INTELLIGENCE UNIT		1,600	1,805	1,805	1,805	0	0
97030 LEGAL AID		2,586	2,073	2,073	1,684	(389)	(19)
97040 NAMLC		644	0	0	0	0	0
97070 JUSTICE PROTECTION PROGRAM		465	551	551	554	3	1
97080 AML - SANCTIONS UNIT		2	340	340	340	0	0
97090 THE MIRRORS PROGRAMME		0	0	0	906	906	0
<b>TOTAL</b>		<b>6,144</b>	<b>5,718</b>	<b>5,641</b>	<b>6,627</b>	<b>909</b>	<b>16</b>

## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	SALARIES	1,411	1,480	1,429	2,355	875	59
	OTHER PERSONNEL COSTS	8	7	14	14	7	100
	TRAINING	38	34	34	125	91	268
	TRAVEL	75	35	28	28	(7)	(20)
	TRANSPORT	0	0	0	98	98	0
	COMMUNICATIONS	42	56	56	65	9	16
	ADVERTISING & PROMOTION	0	0	0	8	8	0
	PROFESSIONAL SERVICES	2,756	1,991	1,965	1,866	(125)	(6)
	RENTALS	106	198	198	163	(35)	(18)
	REPAIR & MAINTENANCE	16	26	26	20	(6)	(23)
	ENERGY	0	1	1	3	2	200
	MATERIALS & SUPPLIES	29	61	61	62	1	2
	EQUIPT. (MINOR CAPITAL)	0	0	0	1	1	0
	OTHER EXPENSES	20	24	24	14	(10)	(42)
	GRANTS & CONTRIBUTIONS	1,643	1,805	1,805	1,805	0	0
	<b>TOTAL</b>	<b>6,144</b>	<b>5,718</b>	<b>5,641</b>	<b>6,627</b>	<b>909</b>	<b>16</b>

### REVENUE SUMMARY

REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	vs	
		(3)	(4)	(5)	(6)	2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	8877 Reimbursements	131	0	0	0	0	0
	<b>TOTAL</b>	<b>131</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)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
97000	ADMINISTRATION	5	6	6	7	1	17
97030	LEGAL AID	5	5	5	8	3	60
97040	NAMLC	3	0	0	0	0	0
97080	AML - SANCTIONS UNIT	0	2	2	2	0	0
97090	MIRRORS	0	0	0	6	6	0
<b>TOTAL</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>23</b>	<b>10</b>	<b>77</b>

## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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
Average number of cases handled by Legal Aid Office versus cost of successful completion	New	100	100	100
Number of Cases (Civil, Matrimonial, Criminal)	350	350	350	350
<b>BUSINESS UNIT: 97080 - Financial Sanctions Unit</b>				
Average time to send out updated notices for targeted financial sanctions		24 hours	24 hours	24 hours
Outreach to industry to provide information and awareness about the Financial Sanctions Unit and Bermuda Sanctions Regime		1 sector a month	1 sector a month	1 sector a month
<b>BUSINESS UNIT: 97090 THE MIRRORS PROGRAMME</b>				
1 (a) Hold one (1) personal transformation Intensive Intervention Residential each year	1	1	1	0
1 (b) Total youth serviced in overseas camp	32	35	34	22
1 (c) 2 year post programming education status (% graduated or enrolled)	81%	80%	81%	82%
1 (d) 2 year post programming offending status (% not offended)	92%	90%	92%	92%
1 (e) 2 year post programming employment status (% employed)	42%	55%	45%	50%
1 (f) Number of volunteers trained	128	70	53	26
1 (g) Volunteer positive evaluation of training experience	98%	95%	95%	95%
1 (h) Volunteer positive evaluation of training content	98%	95%	95%	95%
1 (i) Hold one parent workshop	3	8	3	3
1 (j) Number of parents serviced	145	285	160	330

## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 97090 THE MIRRORS PROGRAMME - cont.</b>				
2 (a) Hold Middle School Workshops (Goals in Action)	2	0	1	3
2 (b) Total youth serviced	108	0	58	500
2 (c) Percent completion rate	N/A	N/A	100%	100%
2 (d) Number of volunteers trained	0	0	15	0
2 (e) Student positive evaluation of training experience	N/A	N/A	95%	95%
2 (f) Student positive evaluation of training content	N/A	N/A	95%	95%
2 (g) Number of one off workshops/groups provided	2	5	1	0
2 (h) Number of students serviced	210	100	140	0
3 (a) Hold 6 day "SuperCamp" Trainings for middle school students	2	5	1	1
3 (b) Number of students serviced	90	250	44	50
3 (c) 6 day camp completion rate	85%	85%	95%	85%
3 (d) Participants positive evaluation of training content	92%	95%	95%	95%
3 (e) Participants positive evaluation of training experience	90%	95%	95%	95%
3 (f) Number of youth serviced in continuation programme	NA	100	0	0
4 (a) Primary school prevention programming	0	1	0	0
4 (b) Number of youth serviced	0	40	0	0
4 (c) Number of youth matched	0	0	0	0
5 (a) Hold community professional development trainings (teacher)	0	1	1	3
5 (b) Number of adults serviced	0	45	202	120
5 (c) Percentage completion rates per training	0%	95%	100%	95%
5 (d) Participant positive evaluation of training experience	0%	95%	90%	95%
5 (e) Participant positive evaluation of training content	0%	95%	90%	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

*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	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0302</b>	<b>SUPREME/APPEAL COURTS</b>						
	13000 CRIMINAL INJURIES	170	325	325	380	55	17
	13010 SUPREME COURT	867	991	991	987	(4)	(0)
	13015 COURTROOMS AND CHAMBERS	1,930	2,293	2,293	2,336	43	2
	13020 COURT OF APPEAL	618	684	684	685	1	0
	13025 COURT TECHNOLOGY	520	561	561	561	0	0
		<b>4,105</b>	<b>4,854</b>	<b>4,854</b>	<b>4,949</b>	<b>95</b>	<b>2</b>
<b>0304</b>	<b>MAGISTRATES COURT</b>						
	13040 COURT ADJUDICATION	1,177	879	879	879	0	0
	13050 CIVIL	212	233	233	257	24	10
	13060 FAMILY & CHILD SUPPORT	356	406	406	469	63	16
	13070 ADMINISTRATION	1,190	1,206	1,206	1,242	36	3
	13080 CRIMINAL & TRAFFIC	332	343	343	412	69	20
	13090 SERVICE & EXECUTION	384	552	552	515	(37)	(7)
		<b>3,651</b>	<b>3,619</b>	<b>3,619</b>	<b>3,774</b>	<b>155</b>	<b>4</b>
	<b>TOTAL</b>	<b>7,756</b>	<b>8,473</b>	<b>8,473</b>	<b>8,723</b>	<b>250</b>	<b>3</b>



## HEAD 03 JUDICIAL DEPARTMENT - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	4,504	5,747	5,747	5,997	250	4
	WAGES	613	0	0	0	0	0
	OTHER PERSONNEL COSTS	647	580	580	580	0	0
	TRAINING	14	15	15	15	0	0
	TRAVEL	168	187	187	187	0	0
	COMMUNICATIONS	61	85	85	85	0	0
	PROFESSIONAL SERVICES	995	856	856	856	0	0
	RENTALS	4	4	4	4	0	0
	REPAIR & MAINTENANCE	305	366	366	366	0	0
	ENERGY	99	102	102	102	0	0
	CLOTHING, UNIFORMS & LAUNDRY	2	3	3	3	0	0
	MATERIALS & SUPPLIES	124	147	147	147	0	0
	EQUIPMT.(MINOR CAPITAL)	1	2	2	2	0	0
	OTHER EXPENSES	219	379	379	379	0	0
	<b>TOTAL</b>	<b>7,756</b>	<b>8,473</b>	<b>8,473</b>	<b>8,723</b>	<b>250</b>	<b>3</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8059 Deceased Estates	6,768	4,710	6,000	6,800	2,090	44
	8353 Certified Copies	31	30	30	40	10	33
	8401 Court Fees & Charges	5	70	70	40	(30)	(43)
	8403 Bailiff Fees	8	1	6	10	9	900
	8405 Civil Fees	189	250	250	190	(60)	(24)
	8489 Liquor Licences	509	320	526	526	206	64
	8491 Pedlars Licences	0	12	12	0	(12)	(100)
	8869 Moving Traffic Fines	2,270	2,608	2,095	2,107	(501)	(19)
	8871 Parking Fines	0	300	200	50	(250)	(83)
	8873 Criminal Fines	608	500	260	440	(60)	(12)
	8877 Reimbursements	7	5	5	8	3	60
		<b>10,395</b>	<b>8,806</b>	<b>9,454</b>	<b>10,211</b>	<b>1,405</b>	<b>16</b>

## HEAD 03 JUDICIAL DEPARTMENT - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
	13010 SUPREME COURT	9	11	11	10	(1)	(9)
	13015 COURTROOMS AND CHAMBERS	20	19	19	20	1	5
	13020 COURT OF APPEAL	2	2	2	2	0	0
	13025 COURT TECHONOLGY	3	3	3	3	0	0
	13040 COURT ADJUDICATION	5	5	5	5	0	0
	13050 CIVIL	4	4	4	4	0	0
	13060 FAMILY & CHILD SUPPORT	6	6	6	6	0	0
	13070 ADMINISTRATION	6	6	6	6	0	0
	13080 CRIMINAL & TRAFFIC	7	6	6	7	1	17
	13090 SERVICE & EXECUTION	7	7	7	7	0	0
	<b>TOTAL</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>70</b>	<b>1</b>	<b>1</b>

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2017	*ACTUAL OUTCOME 2018
<b>BUSINESS UNIT: 13000 Criminal Injuries</b>		
Total dollar value and FTE's spent on delivering this program	\$0 & 0	\$0 & 0
Number of time board met	5	1
Number of claims that were heard by the Board	31	17
Number of claims that were filed	\$21.00	\$5.00
Average value of claims paid out	\$6,269.65	\$28,120.00
Value of Awards paid out	\$194,359.18	\$45,680.00
<b>BUSINESS UNIT: 13010 Supreme Court</b>		
Total dollar value and FTE's spent on delivering this program	\$728,156 & 10	\$743,837 & 10
Number of Probate Applications Filed	153	160
Number of all Grants of Probate, Letters of Administration and Certificates in Lieu of Grant issued	150	60
Number of Caveats Processed	39	23
Number of Divorces Filed	175	102
Number of Civil Cases Filed	478	335
<b>BUSINESS UNIT: 13015 Courtrooms and Chambers</b>		
Total dollar value and FTE's spent on delivering this program	\$1,880,345 & 20	\$2,116,792 & 20
Number of new indictments	34	29
Number of Indictments Carried Over	9	18
Number of Jury Trials	22	15
Number of Cases Carried Forward	18	12
Number of Guilty Pleas	22	11
Number of Guilty Verdicts	14	4
Number of Acquittals	8	10
Number Discontinued	9	4
Civil & Criminal Cases from Magistrates's Court Filed	79	38
Civil & Criminal Cases from Magistrates's Court Allowed	23	9
Civil & Criminal Cases from Magistrates's Court Dismissed	13	5
Civil & Criminal Cases from Magistrates's Court Abandoned	7	1
Civil & Criminal Cases from Magistrates's Court Pending	26	33

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

*\*Actual Outcome 2017 represents Actual for January - December 2017*

*\*Actual Outcome 2018 represents Actual for January - September 2018 (\$ value is annual)*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2017	*ACTUAL OUTCOME 2018
<b>BUSINESS UNIT: 13020 Court of Appeal</b>		
Total dollar value and FTE's spent on delivering this program	\$123,253 & 2	\$127,548 & 2
Total Criminal Appeals Filed	18	12
Total Criminal Appeals Disposed	13	13
Total Criminal Appeals Pending	0	7
Total Civil Appeals Filed	26	16
Total Civil Appeals Disposed	14	11
Total Civil Appeals Pending	0	8
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	"
Number of Withdrawals/Abandonments	17	17
<b>BUSINESS UNIT: 13025 Court Technology</b>		
Total dollar value and FTE's spent on delivering this program	\$229,816 & 3	\$235,561 & 3
Ensure the availability of the system is provided in every Courtroom		
Supreme Court	Yes	Yes
Court of Appeals	Yes	Yes
Total staff trained on Court System		"
Supreme Court	Administrative Staff	Administrative Staff
Magistrates' Court	Administrative Staff	Administrative Staff
Court of Appeals	Administrative Staff	Administrative Staff

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

*\*Actual Outcome 2017 represents Actual for January - December 2017*

*\*Actual Outcome 2018 represents Actual for January - September 2018 (\$ value is annual)*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	*ACTUAL OUTCOME 2017	*ACTUAL OUTCOME 2018
<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	\$808,434 & 5 FTE's
Total number of criminal convictions	616	465
Total number of criminal acquittals/dismissed	50	74
Total number of Traffic convictions	7,767	7,148
Total number of Traffic acquittals/dismissed	177	206
Total number of Special Procedure Orders issued	71	71
Total number of Firearm Search Warrants issued	34	6
Total number of MDA Search Warrants issued.	101	36
Total number of Applications for Freezing of Funds Proceeds of Crime.	0	0
Total number of Applications for Continued Detention of Seized Cash.	61	23
Total number of Special Procedure Warrants Section 8/Section 15 of the PACE Act issued.	21	11
Total number of Revenue Act Search Warrants.	0	0
Total number of Criminal Evidence Act Warrants (Criminal Code 464)	0	0
Total number of Production Orders Revenue Act 1989 Customs.	0	0
Total number of Coroners Cases.	94	60
Total number of child support payments collected.	\$4,582,552	\$3,664,762
<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	\$236,983 & 4 FTE's
Total amount of new civil cases	2,088	1,639
Total amount of new evictions executed	37	44
<b>BUSINESS UNIT: 13060 Family &amp; Child Support</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$388,736 & 6 FTE'S	\$404,733 & 6 FTE'S
Total number of new applications that were heard	147	123
Total dollar amount for child support collected	\$4,582,552	\$3,664,762
Total amount of payments processed for child support payments	20,097	14,389

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

*\*Actual Outcome 2017 represents Actual for January - December 2017*

*\*Actual Outcome 2018 represents Actual for January - September 2018 (\$ value is annual)*

**HEAD 03 JUDICIAL DEPARTMENT- continued**

**Performance Measures**

MEASURE/INDICATOR	*ACTUAL OUTCOME 2017	*ACTUAL OUTCOME 2018
<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	\$464,833 & 6 FTE's
Total number of Pedlar's Licenses issued	N/A	N/A
Total number of Liquor License issued	627	463
Total number of Form E Reports produced	94	60
Total amount collected by the Cashiers	\$8,386,991	\$6,942,763
Total amount of payments processed in total by the Cashiers	42,731	20,120
<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	\$411,707 & 7 FTE's
Total number of outstanding warrants	10,923	11,174
<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	\$480,483 & 7 FTE's
Total number of summons served	1,061	755
Total number of domestic violence orders served	64	48
Total number of evictions executed	37	44
Total number of Writs of Execution Orders executed	51	37
Total number of foreign documents served	17	10

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

*\*Actual Outcome 2017 represents Actual for January - December 2017*

*\*Actual Outcome 2018 represents Actual for January - September 2018 (\$ value is annual)*

# 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 PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>0401</b>	<b>GENERAL</b>						
	14010 ADMINISTRATION	364	405	395	409	4	1
	14020 ADVISORY	1,849	2,148	2,235	2,233	85	4
	14030 LEGISLATIVE DRAFTING	1,750	2,114	2,114	2,068	(46)	(2)
	14040 REVISED LAWS OF BERMUDA	153	193	193	141	(52)	(27)
	14050 DEBT COLLECTION	322	325	325	325	0	0
	14060 LAW LIBRARY	104	124	124	132	8	6
	<b>TOTAL</b>	<b>4,542</b>	<b>5,309</b>	<b>5,386</b>	<b>5,308</b>	<b>(1)</b>	<b>(0)</b>

# HEAD 04 ATTORNEY GENERAL'S CHAMBERS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,624	4,424	4,299	4,127	(297)	(7)
	WAGES	3	0	0	0	0	0
	OTHER PERSONNEL COSTS	0	7	7	7	0	0
	TRAINING	17	60	60	60	0	0
	COMMUNICATIONS	16	24	24	24	0	0
	PROFESSIONAL SERVICES	475	282	494	623	341	121
	REPAIR AND MAINTENANCE	213	290	280	238	(52)	(18)
	ENERGY	0	1	1	0	(1)	(100)
	MATERIALS & SUPPLIES	194	216	216	224	8	4
	OTHER EXPENSES	0	5	5	5	0	0
	<b>TOTAL</b>	<b>4,542</b>	<b>5,309</b>	<b>5,386</b>	<b>5,308</b>	<b>(1)</b>	<b>(0)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(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>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	14010 ADMINISTRATION	4	4	4	4	0	0
	14020 ADVISORY	13	13	14	14	1	8
	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>34</b>	<b>34</b>	<b>1</b>	<b>3</b>



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

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 14020 Advisory</b>				
The Number of days taken to process a Mutual Legal Assistance request	7	5	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	44	50	55	50
Number of statutory instruments drafted and made to give effect to Government's Legislative Agenda	132	100	130	120
<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	95%	95%	95%	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 23 CHILD & FAMILY SERVICES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>2301 SER. TO CHILDREN/YOUNG PERSONS</b>							
33010 HAPPY VALLEY CHILD CARE CTR		836	918	981	1,038	120	13
		<b>836</b>	<b>918</b>	<b>981</b>	<b>1,038</b>	<b>120</b>	<b>13</b>
<b>2302 SER. TO INDIVIDUALS &amp; FAMILIES</b>							
33020 INVESTIGATING AND SCREENING		1,997	2,629	2,634	2,711	82	3
33030 FOSTER CARE		2,255	2,135	2,148	2,247	112	5
33200 COUNSELLING AND LIFE SKILLS		973	1,133	1,152	1,003	(130)	(11)
		<b>5,225</b>	<b>5,897</b>	<b>5,934</b>	<b>5,961</b>	<b>64</b>	<b>1</b>
<b>2303 RESIDENTIAL TREATMENT</b>							
33060 FAMILY PRESERVATION		1,370	1,389	1,425	1,527	138	10
33070 BRANGMAN HOME		1,201	1,217	1,212	1,195	(22)	(2)
33080 YOUTH DEVELOPMENT CENTRE		282	243	235	251	8	3
33090 OBSERVATORY COTTAGE		1,016	1,303	1,320	1,209	(94)	(7)
33100 PSYCHO-EDUCATIONAL PROG		1,490	2,335	2,122	1,876	(459)	(20)
33110 YOUTH RESIDENTIAL TRMT.		429	856	860	1,115	259	30
		<b>5,788</b>	<b>7,343</b>	<b>7,174</b>	<b>7,173</b>	<b>(170)</b>	<b>(2)</b>
<b>2304 ADMINISTRATION</b>							
33120 ADMINISTRATION		1,263	1,307	1,376	1,293	(14)	(1)
33130 GRANT FUNDING		249	250	250	450	200	80
		<b>1,512</b>	<b>1,557</b>	<b>1,626</b>	<b>1,743</b>	<b>186</b>	<b>12</b>
<b>TOTAL</b>		<b>13,361</b>	<b>15,715</b>	<b>15,715</b>	<b>15,915</b>	<b>200</b>	<b>1</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	7,275	8,815	9,027	9,087	272	3
	WAGES	679	5	5	5	0	0
	OTHER PERSONNEL COSTS	123	101	89	136	35	35
	TRAINING	42	127	116	104	(23)	(18)
	TRANSPORT	61	43	43	43	0	0
	TRAVEL	133	174	167	203	29	17
	COMMUNICATIONS	113	141	164	173	32	23
	ADVERTISING & PROMOTION	2	1	1	1	0	0
	PROFESSIONAL SERVICES	2,476	3,476	3,352	2,915	(561)	(16)
	RENTALS	654	716	742	942	226	32
	REPAIR AND MAINTENANCE	181	306	243	339	33	11
	INSURANCE	1	4	4	4	0	0
	ENERGY	237	370	313	308	(62)	(17)
	CLOTHING, UNIFORMS & LAUNDRY	108	119	143	142	23	19
	MATERIALS & SUPPLIES	277	330	335	349	19	6
	EQUIPMT. (MINOR CAPITAL)	12	31	30	31	0	0
	OTHER EXPENSES	83	96	81	83	(13)	(14)
	GRANTS AND CONTRIBUTIONS	904	860	860	1,050	190	22
	<b>TOTAL</b>	<b>13,361</b>	<b>15,715</b>	<b>15,715</b>	<b>15,915</b>	<b>200</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8165 Nursery Fees - Day Care	167	192	192	192	0	0
	<b>TOTAL</b>	<b>167</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)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
	33010 HAPPY VALLEY CHILD CARE CTR	10	10	10	11	1	10
	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 COUNSELLING AND LIFE SKILLS	6	8	8	8	0	0
	<b>TOTAL</b>	<b>95</b>	<b>97</b>	<b>97</b>	<b>98</b>	<b>1</b>	<b>1</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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%	98%	100%
2. Minimum of 70% of parents to engage and complete parenting classes.	85%	90%	85%	90%
3. (A) Satisfaction with services: Family	99%	95%	95%	95%
3. (B) Satisfaction with services: Referral sources	95%	100%	95%	95%
<b>BUSINESS UNIT: 33020 - Investigation and Screening</b>				
1. Number of children who are protected from ongoing child abuse.	100%	100%	100%	100%
2. Number of children whose risk is reduced.	131	120	120	Measure Discontinued -See New Measures and Target outcomes below
3. Number of Social Enquiry Reports where fathers are granted joint custody.	100%	50%	100%	Measure Discontinued -See New Measures and Target outcomes below
4. Number of referrals screened using Structured Decision Making tools to determine if they meet the threshold to be screened in or out of the department.	-	-	-	100%
5. Number of children abuse referrals responded to in the designated response lines.	-	-	-	85%
<b>BUSINESS UNIT: 33030 - Foster Care</b>				
1. Number of active foster parents.	79	75	84	90
2. Number of foster parents recruited during the fiscal year.	17	15	15	12
3. Number of children permanently placed during the fiscal year.	4	5	3	Measure Discontinued -See New Measures and Target outcomes below
4. Number of foster youth who participate in Life Skills Training	-	-	-	15

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 33060 - Family Preservation</b>				
1. Number of adolescents successfully transitioning out of Residential Treatment Services and reintegrating into the family unit.	7	2	2	Measure Discontinued - See New Measures and Target outcomes below
2. Number of adolescents/persons whose risk is reduced.	79%	70%	70%	Measure Discontinued - See New Measures and Target outcomes below
3. Number of persons who improved employability skills/employment.	5	15	10	Measure Discontinued - See New Measures and Target outcomes below
4. Percentage of 'Family Risk Reassessment of Abuse/Neglect' completed demonstrating behaviours consistent with all service plan goals or some improved behaviour participating in service plan goals.	-	-	-	70%
5. Number of households where Risk has decreased or remained low/moderate.	-	-	-	70%
5. Percentage of closed cases, closed due to goals achieved.	-	-	-	80%
<b>BUSINESS UNIT: 33070 - Brangman Home</b>				
1. Average cost per resident at the home per day.	\$430.42	\$600.00	\$416.67	\$340.00
2. Number of clients having an educational or vocational plan within 30 days of placement.	100%	100%	100%	100%
3. Number of adolescents successfully transitioning out of Brangman Home and reintegrating into the family unit/permanent placement.	-	-	-	3%
<b>BUSINESS UNIT: 33080 - Counselling and Life Skills</b>				
1. Number of clients demonstrating the ability to be compliant with rules and structure	77%	90%	77%	Measure Discontinued - See New Measures and Target outcomes below
2. Number of clients demonstrating the ability to use self management skills	77%	90%	77%	Measure Discontinued - See New Measures and Target outcomes below
4. Average cost per resident at the home per day.	-	-	-	\$299
5. Number of clients having an educational or vocational plan within 30 days of placement.	-	-	-	100%
6. Number of adolescents successfully transitioning out of Youth Development Centre and reintegrating into the family unit/permanent placement.	-	-	-	3

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 33090 - Observatory Cottage</b>				
1. Average cost per resident at the Cottage per day	\$502.32	\$650.00	\$595.19	Measure Discontinued - See New Measures and Target outcomes below
2. Number of clients having an educational or vocational plan within 30 days of placement.	100%	100%	100%	Measure Discontinued - See New Measures and Target outcomes below
3. Number of residents having intake assessment completed within 30 days of intake	-	-	-	100%
4. Number of Individual Service Plans completed for the year within policy guidelines	-	-	-	100%
5. Number of Clinical Group Sessions facilitated during the fiscal year	-	-	-	12
<b>BUSINESS UNIT: 33100 - Psycho-Educational Program</b>				
1. To increase the number of children transitioning home successfully by 50%	61%	80%	80%	80%
2. Ensure 100% of families have an agreed reunification plan, before transitioning the child home	81%	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	0%	100%	100%	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	75%	70%	75%	100%
<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.	100%	100%	100%	100%
2. Ensure all sections maintain the required standards for accreditation by the Council on Accreditation	100%	100%	100%	100%

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 33130 - Grant Funding</b>				
1. Assist all grant holders to remain compliant with the responsibilities as outlined in the Grant Agreement	100%	100%	100%	100%
2. Ensure all grant holders meet the specific goals as outlined in the grant agreement.	100%	100%	100%	100%
<b>BUSINESS UNIT: 33200 - Counseling and Life Skills</b>				
1. Number of assessments completed	113	75	80	80
2. Number of clients admitted to the programme	257	80	100	100
3. Number of Treatment plans developed within 30 days	100%	100%	100%	Measure Discontinued - See New Measures and Target outcomes below
4. Number of clients completing the programme	90%	90%	90%	Measure Discontinued - See New Measures and Target outcomes below
5. Number of Service Plans developed within 30 days	-	-	-	100%
6. Number of cases closed due to successful completion of service plan	-	-	-	90%



# 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						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>7401</b>	<b>CASE MANAGEMENT</b>						
	84010 PROBATION SERVICES	408	496	496	497	1	0
	84020 PAROLE SERVICES	282	399	399	398	(1)	(0)
	84080 DRUG TREATMENT CT PROG.	389	437	437	431	(6)	(1)
		<b>1,079</b>	<b>1,332</b>	<b>1,332</b>	<b>1,326</b>	<b>(6)</b>	<b>(0)</b>
<b>7402</b>	<b>ADMINISTRATION</b>						
	84070 COURT SERVICES ADMINISTRATION	856	1,423	1,423	1,415	(8)	(1)
		<b>856</b>	<b>1,423</b>	<b>1,423</b>	<b>1,415</b>	<b>(8)</b>	<b>(1)</b>
<b>7403</b>	<b>ASSESSMENT &amp; TREATMENT</b>						
	84030 AFTERCARE & COMM. INTERGRATION	305	326	326	330	4	1
	84040 COMMUNITY OFFENDERS PROG.	356	489	489	481	(8)	(2)
	84060 ASSESSMENTS	1,186	1,105	1,105	1,106	1	0
		<b>1,847</b>	<b>1,920</b>	<b>1,920</b>	<b>1,917</b>	<b>(3)</b>	<b>(0)</b>
	<b>TOTAL</b>	<b>3,782</b>	<b>4,675</b>	<b>4,675</b>	<b>4,658</b>	<b>(17)</b>	<b>(0)</b>

# HEAD 74 DEPARTMENT OF COURT SERVICES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,227	3,789	3,788	3,764	(25)	(1)
	WAGES	232	0	0	0	0	0
	TRAINING	18	66	66	62	(4)	(6)
	TRANSPORT	2	4	4	4	0	0
	TRAVEL	7	15	15	15	0	0
	COMMUNICATIONS	49	74	74	74	0	0
	ADVERTISING & PROMOTION	2	6	6	6	0	0
	PROFESSIONAL SERVICES	106	470	471	478	8	2
	REPAIR AND MAINTENANCE	80	122	122	122	0	0
	INSURANCE	1	0	0	0	0	0
	ENERGY	0	8	8	8	0	0
	MATERIALS & SUPPLIES	58	121	121	125	4	3
	<b>TOTAL</b>	<b>3,782</b>	<b>4,675</b>	<b>4,675</b>	<b>4,658</b>	<b>(17)</b>	<b>(0)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 84010 Probation Services</b>				
Percentage of cases receiving a final risk assessment during the final month of supervision**	57.80%	60%	60%	65%
Percentage of clients referred for additional intervention following a positive urinalysis	2%	70%	70%	70%
Percentage of case reviews for newly sentenced repeat offenders	3.70%	50%	50%	50%
<b>BUSINESS UNIT: 84020 Parole Services</b>				
Percentage of cases receiving a final risk assessment during the final month of supervision	100%	98%	98%	98%
Number of home visits conducted per month	11	10	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%
Percentage of clients taking part in vocational training	40%	40%	40%	50%
<b>BUSINESS UNIT: 84040 Community Offenders Prog.</b>				
Number of additional trainers trained to deliver V.O.P. & S.O.P. programs.	4	2	2	4
Percentage of groups run during normal hours	50%	50%	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%	100%	95%
Percentage of BARC staff started or completed certification	0%	100%	0%	90%
<b>BUSINESS UNIT: 84070 Court Services Administration</b>				
Percentage of total Electronic Monitoring Devices utilized by the Department to Court Services.	76%	75%	75%	80%
Number of MOUs with partner agencies	5	5	5	5
<b>BUSINESS UNIT: 84080 Drug Treatment Court Prog.</b>				
Percentage of clients failing drug testing	12%	8%	8%	8%
Percentage of clients re-offending	1%	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		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0401</b>	<b>GENERAL</b>						
	85010 PUBLIC PROSECUTIONS	2,957	3,345	3,345	3,171	(174)	(5)
	85020 WITNESS CARE UNIT	149	158	158	158	0	0
	<b>TOTAL</b>	<b>3,106</b>	<b>3,503</b>	<b>3,503</b>	<b>3,329</b>	<b>(174)</b>	<b>(5)</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	OBJECT CODE DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	SALARIES	2,765	2,850	2,850	2,897	47	2
	WAGES	1	0	0	0	0	0
	OTHER PERSONNEL COSTS	34	30	30	30	0	0
	TRAINING	45	41	41	51	10	24
	TRAVEL	16	20	20	20	0	0
	COMMUNICATIONS	11	26	26	29	3	12
	PROFESSIONAL SERVICES	172	450	450	214	(236)	(52)
	RENTALS	2	8	8	8	0	0
	REPAIR AND MAINTENANCE	13	15	15	15	0	0
	MATERIALS & SUPPLIES	45	60	60	60	0	0
	OTHER EXPENSES	2	3	3	5	2	67
	<b>TOTAL</b>	<b>3,106</b>	<b>3,503</b>	<b>3,503</b>	<b>3,329</b>	<b>(174)</b>	<b>(5)</b>

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

BUSINESS UNIT		2017/18 ACTUAL	2018/19 ORIGINAL	2018/19 REVISED	2019/20 ESTIMATE	DIFFERENCE 2018/19 vs 2019/20	
(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

	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 85010 Public Prosecutions</b>				
<b>MAGISTRATE'S COURT:</b>				
<b><i>Criminal Matters</i></b>				
Total number of cases completed	446	1,000	650	1,000
<b><i>Traffic Matters</i></b>				
Total number of cases completed	6,732	8,000	7,000	8,000
<b>SUPREME COURT</b>				
Total number of jury trials completed	20	15	15	24
Number of indictments filed	42	45	50	45
Number of indictments carried over from previous year	22	64	23	20
Total number of cases disposed of	41	55	50	55
Number of cases carried forward to the following year	23	54	23	10
<b><i>Court of Appeal</i></b>				
Number of appeals disposed of	20	25	18	25
Number of appeals carried forward to the following year	10	10	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 collaboration with agents within the Criminal Justice System	3	4	4	4
<b>BUSINESS UNIT: 85020 Witness Care Unit</b>				
Percent of civilians contacted for Magistrate's and Supreme Courts	95%	95%	100%	100%
Number of victim impact statements	100	100	100	100

# 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						2018/19	
BUSINESS UNIT	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2019/20	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8801</b>	<b>NATIONAL DRUG CONTROL</b>						
98000	ADMINISTRATION	791	1,278	1,228	1,227	(51)	(4)
98010	COMMUNITY DEVELOPMENT	202	267	273	269	2	1
98020	PREVENTION	291	224	227	227	3	1
98030	TREATMENT PLANNING	401	405	407	411	6	1
98050	RESEARCH POLICY	245	290	296	296	6	2
98060	MEN'S TREATMENT - CAMP SPIRIT	725	885	909	900	15	2
98070	WOMEN'S TREATMENT CENTRE	1,122	1,127	1,136	1,146	19	2
98080	NDC MASTER PLAN & ACTION PLAN	32	35	35	35	0	0
	<b>TOTAL</b>	<b>3,809</b>	<b>4,511</b>	<b>4,511</b>	<b>4,511</b>	<b>0</b>	<b>0</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	1,397	1,924	1,980	1,980	56	3
	WAGES	499	324	324	324	0	0
	TRAINING	25	33	33	33	0	0
	TRANSPORT	4	0	0	0	0	0
	TRAVEL	13	22	22	25	3	14
	COMMUNICATIONS	31	41	45	48	7	17
	ADVERTISING & PROMOTION	56	73	77	71	(2)	(3)
	PROFESSIONAL SERVICES	734	468	484	469	1	0
	RENTALS	91	113	113	113	0	0
	REPAIR AND MAINTENANCE	240	374	294	320	(54)	(14)
	ENERGY	108	147	151	142	(5)	(3)
	MATERIALS & SUPPLIES	119	188	184	184	(4)	(2)
	EQUIPMT. (MINOR CAPITAL)	8	20	20	13	(7)	(35)
	OTHER EXPENSES	1	1	1	6	5	500
	GRANTS AND CONTRIBUTIONS	483	783	783	783	0	0
	<b>TOTAL</b>	<b>3,809</b>	<b>4,511</b>	<b>4,511</b>	<b>4,511</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)
		(3)	(4)	(5)	(6)		
	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 88 NATIONAL DRUG CONTROL - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2016/17	2017/18	2017/18	2018/19	DIFFERENCE	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18 vs 2018/19	%
(1)	(2)	(3)	(4)	(5)	(6)	(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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	12	8	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	4	4	4	4
<b>BUSINESS UNIT: 98020 Prevention</b>				
# of grade level teachers trained in drug prevention education.	35	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	6	5	6
# of local workforce development training events	2	3	2	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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 98050 Research Policy</b>				
Number of primary research studies conducted per year	2	1	1	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	95%	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	50%	70%	50%	50%
Number of agencies that implement Master Plan activities	3	4	4	4
<b>BUSINESS UNIT: 98060 Men's Treatment</b>				
% increase in the completion rate of all clients entering treatment annually	70%	80%	80%	80%
% of Male clients having access to life skills training and employment opportunities during and / or following successful completion of the programme	85%	100%	100%	100%
% of Male clients having access to aftercare/supportive living opportunities to enhance positive client outcomes annually	85%	90%	90%	90%
% of Male Client's family members completing family education group programme	50%	75%	70%	70%
Program international accreditation by CARF maintained (Revised)	Yes	Yes	Yes	Yes
<b>BUSINESS UNIT: 98070 Women's Treatment</b>				
# of days of wait time for admission to residential treatment (Revised)	0%	-	-	-
Maintain client admissions rate to at least 70% of facility capacity	50%	50%	50%	50%

**HD 88 NATIONAL DRUG CONTROL - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 98070 Women's Treatment Centre - cont.</b>				
% increase in engagement of Court mandated clients	30%	30%	30%	30%
% of increase in diagnosis of females with co-occurring disorders	80%	50%	80%	80%
% increase of women completing at least 12 months of primary treatment (NEW)	60%	50%	50%	60%
% increase of women choosing the safe and secure transitional residence following completion of primary treatment	40%	40%	40%	60%
<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	3	3	3
# of selected activities prioritized in the Master Plan/Strategy being funded for implementation	3	1	3	4
# of community activities held to disseminate highlights of the Master Plan (Revised)	0	1	1	1

# MINISTRY OF FINANCE

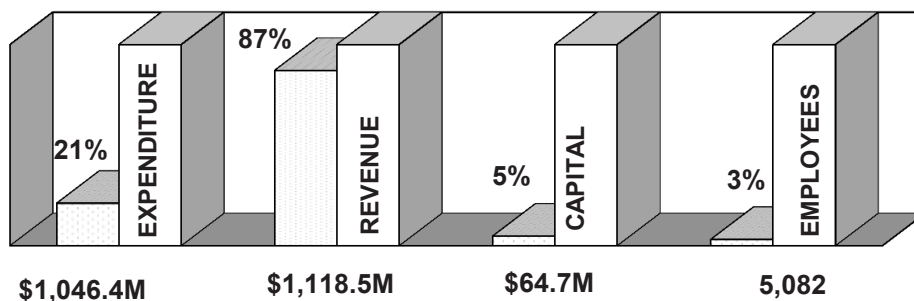


TO SUPERVISE THE ECONOMY OF BERMUDA GENERALLY AND TO PROVIDE OVERALL FINANCIAL MANAGEMENT AND CONTROL OF ALL GOVERNMENT ACTIVITIES.

The Hon. Curtis Dickinson, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
10	MIN. OF FINANCE HQ	4,509	5,050	5,732	5,895	845	17
11	ACCOUNTANT GENERAL	82,502	86,461	85,516	86,153	(308)	(0)
28	SOCIAL INSURANCE	5,054	5,250	4,950	4,825	(425)	(8)
38	OFFICE OF THE TAX COMMISSIONER	3,449	3,451	4,301	3,761	310	9
39	REGISTRAR OF COMPANIES	2,246	3,187	2,787	3,709	522	16
58	INTEREST ON DEBT	117,723	124,000	124,000	116,500	(7,500)	(6)
59	SINKING FUND CONTRIBUTION	62,098	64,223	64,223	0	(64,223)	(100)
		<b>277,581</b>	<b>291,622</b>	<b>291,509</b>	<b>220,843</b>	<b>(70,779)</b>	<b>(24)</b>
<b>REVENUE (\$000)</b>							
10	MIN. OF FINANCE HQ	383	188	300	400	212	113
11	ACCOUNTANT GENERAL	10,662	406	3,000	1,500	1,094	269
12	CUSTOMS	227,118	239,241	228,662	239,193	(48)	(0)
28	SOCIAL INSURANCE	1	0	0	0	0	0
38	OFFICE OF THE TAX COMMISSIONER	607,730	623,840	634,111	662,460	38,620	6
39	REGISTRAR OF COMPANIES	67,190	72,502	71,430	70,621	(1,881)	(3)
		<b>913,084</b>	<b>936,177</b>	<b>937,503</b>	<b>974,174</b>	<b>37,997</b>	<b>4</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	2,479	1,446	2,321	2,559		
	DEVELOPMENT	500	500	500	500		
		<b>2,979</b>	<b>1,946</b>	<b>2,821</b>	<b>3,059</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>147</b>	<b>158</b>	<b>162</b>	<b>157</b>	<b>(1)</b>	<b>(1)</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 with respect to tax information exchange agreements.
- To advance Government's anti-money laundering and anti-terrorist financing (AML/ATF) policy initiatives, support legislative development in this area, and coordinate measures to enhance Bermuda's AML/ATF regime

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1001</b>	<b>POLICY ADMINISTRATION</b>						
	20000 POLICY PLANNING & MGMT.	1,611	1,225	1,658	1,215	(10)	(1)
	20010 FISCAL PLANNING & CONTROL	486	495	495	518	23	5
	20020 BUSINESS REGULATORY	268	316	296	436	120	38
	20030 ECONOMIC & FINAN. INTELLIGENCE	448	469	389	422	(47)	(10)
	20040 TREATY MANAGEMENT	721	882	1,082	1,002	120	14
	20100 NAMLC	0	663	812	802	139	0
		<b>3,534</b>	<b>4,050</b>	<b>4,732</b>	<b>4,395</b>	<b>345</b>	<b>9</b>
<b>1002</b>	<b>GRANTS</b>						
	20070 NATIONAL PENSIONS COMMISSION	975	1,000	1,000	1,000	0	0
	20110 GAMING COMMISSION	0	0	0	500	500	0
		<b>975</b>	<b>1,000</b>	<b>1,000</b>	<b>1,500</b>	<b>500</b>	<b>50</b>
	<b>TOTAL</b>	<b>4,509</b>	<b>5,050</b>	<b>5,732</b>	<b>5,895</b>	<b>845</b>	<b>17</b>

# HEAD 10 MINISTRY OF FINANCE HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,780	2,230	1,934	2,391	161	7
	TRAINING	1	40	69	55	15	38
	TRAVEL	159	136	183	136	0	0
	COMMUNICATIONS	25	39	38	39	0	0
	ADVERTISING & PROMOTION	15	8	8	8	0	0
	PROFESSIONAL SERVICES	898	980	1,265	1,025	45	5
	RENTALS	13	12	12	12	0	0
	REPAIR AND MAINTENANCE	0	290	470	405	115	40
	MATERIALS & SUPPLIES	97	105	119	84	(21)	(20)
	OTHER EXPENSES	196	153	327	183	30	20
	GRANTS AND CONTRIBUTIONS	1,325	1,057	1,307	1,557	500	47
	<b>TOTAL</b>	<b>4,509</b>	<b>5,050</b>	<b>5,732</b>	<b>5,895</b>	<b>845</b>	<b>17</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8104 Guarantee Fee	383	188	300	400	212	113
	<b>TOTAL</b>	<b>383</b>	<b>188</b>	<b>300</b>	<b>400</b>	<b>212</b>	<b>113</b>

## HEAD 10 MINISTRY OF FINANCE HQ - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
	20000 POLICY PLANNING & MGMT	3	4	3	3	(1)	(25)
	20010 FISCAL PLANNING & CONTROL	4	4	4	4	0	0
	20020 BUSINESS REGULATORY	2	2	2	3	1	50
	20030 ECONOMIC & FINAN. INTELLIGENCE	2	2	2	2	0	0
	20040 TREATY MANAGEMENT	4	3	3	4	1	33
	20100 NAMLC	0	3	3	3	0	0
	<b>TOTAL</b>	<b>15</b>	<b>18</b>	<b>17</b>	<b>19</b>	<b>1</b>	<b>6</b>



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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 20000; 20010; 20030</b>				
<b>INTERNAL</b>				
Percentage variation of actual current account expenditure outturns compared to total approved estimates.	-3.3%	+/- 2%	1%	+/- 2%
Percentage of Consolidated Fund departments whose actual expenditure outturns are at or below approved estimates.	90%	90%	90%	90%
Actual revenue vs. Original Estimate	2.6%	+/- 2%	-1%	+/- 2%
Actual current & capital expenditure vs. Original Estimate	-4%	+/- 2%	1%	+/- 2%
GDP:	2.5%	1.5% to 2.5%	1.0% to 2.0%	1.0% to 2.0%
<b>GOVERNMENT NET DEBT/GDP</b>				
Bermuda	38.2%	38.0%	38.0%	37.0%
Developing Countries rated similar to Bermuda (mean)	26.7%	28%	27%	26%
<b>GOVERNMENT NET DEBT/REVENUE</b>				
Bermuda	242.7%	230.0%	227.0%	226.0%
Developing Countries rated similar to Bermuda (mean)	125.0%	123.0%	121.0%	119.2%
<b>INTEREST/REVENUE</b>				
Bermuda	12.2%	11.0%	11.1%	11.0%
Developing Countries rated similar to Bermuda (mean)	4.8%	4.5%	4.8%	4.7%
<b>EXTERNAL</b>				
Credit Ratings:				
Standard & Poors	A+	A+	A+	A+
Fitch				
Moody's	A2	A2	A2	A2

# 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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1101</b>	<b>CONSOLIDATED FUND</b>						
	21000 POLICY PLANNING & MGMT.	2,142	1,395	1,395	1,394	(1)	(0)
	21001 FINANCIAL REPORTING	134	568	553	568	0	0
	21002 COMPENSATION	642	626	626	0	(626)	(100)
	21003 COMPLIANCE & DISBURSEMENTS	356	406	406	416	10	2
	21004 REVENUE RECEIPTING	732	978	978	885	(93)	(10)
	21005 TREASURY MANAGEMENT	872	604	604	640	36	6
	21007 BANK RECONCILIATIONS	535	599	599	664	65	11
	21008 FINANCIAL SYSTEMS	1,163	1,430	1,445	1,460	30	2
	21200 BENEFITS	6	0	0	0	0	0
	21900 MANAGEMENT ACCT. TRAINEES	281	284	284	193	(91)	(32)
		<b>6,863</b>	<b>6,890</b>	<b>6,890</b>	<b>6,220</b>	<b>(670)</b>	<b>(10)</b>
<b>1102</b>	<b>FUND ADMINISTRATION</b>						
	21010 SUPERANNUATION FUND	27,965	29,000	29,000	29,000	0	0
	21020 CONTRIBUTORY PENSION	7,906	8,500	8,500	9,000	500	6
	21030 GOVT EMPLOYEE HEALTH INS	38,938	40,821	39,876	40,833	12	0
	21040 MINISTERS & MEMBERS PENSION	830	1,250	1,250	1,100	(150)	(12)
		<b>75,639</b>	<b>79,571</b>	<b>78,626</b>	<b>79,933</b>	<b>362</b>	<b>0</b>
	<b>TOTAL</b>	<b>82,502</b>	<b>86,461</b>	<b>85,516</b>	<b>86,153</b>	<b>(308)</b>	<b>(0)</b>

## HEAD 11 ACCOUNTANT GENERAL - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	4,271	4,982	4,982	3,949	(1,033)	(21)
	WAGES	167	0	0	0	0	0
	EMPLOYER OVERHEAD	76,759	78,885	77,940	79,385	500	1
	OTHER PERSONNEL COSTS	385	766	766	616	(150)	(20)
	TRAINING	4	107	107	81	(26)	(24)
	TRANSPORT	0	1	1	0	(1)	(100)
	TRAVEL	3	44	44	39	(5)	(11)
	COMMUNICATIONS	60	131	131	120	(11)	(8)
	ADVERTISING & PROMOTION	0	3	3	3	0	0
	PROFESSIONAL SERVICES	365	808	793	820	12	1
	RENTALS	413	431	431	427	(4)	(1)
	REPAIR AND MAINTENANCE	685	776	776	710	(66)	(9)
	ENERGY	77	90	90	90	0	0
	MATERIALS & SUPPLIES	91	127	127	102	(25)	(20)
	EQUIPMT.(MINOR CAPITAL)	11	12	27	27	15	125
	OTHER EXPENSES	411	911	911	971	60	7
	RECEIPTS CREDITED TO PROGRAMME	(1,388)	(1,669)	(1,669)	(1,237)	432	(26)
	GRANTS AND CONTRIBUTIONS	0	6	6	0	(6)	(100)
	DEBT CHARGES	188	50	50	50	0	0
	<b>TOTAL</b>	<b>82,502</b>	<b>86,461</b>	<b>85,516</b>	<b>86,153</b>	<b>(308)</b>	<b>(0)</b>

### REVENUE SUMMARY

REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
REVENUE SOURCE		ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8863 Interest on Sinking Fund	3,674	406	3,000	1,500	1,094	269
	8889 Sundry Receipts	6,988	0	0	0	0	0
	<b>TOTAL</b>	<b>10,662</b>	<b>406</b>	<b>3,000</b>	<b>1,500</b>	<b>1,094</b>	<b>269</b>

**HEAD 11 ACCOUNTANT GENERAL - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20	
						(7)	% (8)
21000	POLICY PLANNING & MGMT.	5	5	5	5	0	0
21001	FINANCIAL REPORTING	5	5	5	5	0	0
21002	COMPENSATION	9	9	9	0	(9)	(100)
21003	COMPLIANCE & DISBURSEMENTS	5	5	5	5	0	0
21004	REVENUE RECEIPTING	6	6	6	5	(1)	(17)
21005	TREASURY MANAGEMENT	3	3	3	3	0	0
21007	BANK RECONCILIATIONS	6	6	6	6	0	0
21008	FINANCIAL SYSTEMS	8	8	8	8	0	0
21030	GOVT EMPLOYEE HEALTH INS	7	7	7	7	0	0
21200	BENEFITS	4	4	4	0	(4)	(100)
21900	MANAGEMENT ACCT. TRAINEES	3	3	3	2	(1)	(33)
<b>TOTAL</b>		<b>61</b>	<b>61</b>	<b>61</b>	<b>46</b>	<b>(15)</b>	<b>(25)</b>

## HEAD 11 ACCOUNTANT GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT : 21001 FINANCIAL REPORTING</b>				
Nil	4	Discontinued	Discontinued	4
Financial Instructions updated annually	Not Achieved	Achieved	Achieved	Achieved
Provision of audited annual financial statements of the Consolidated Fund by 30- Sep	Not achieved	Not achieved	Not achieved	Discontinued
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	5	5	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.	40,813	42,000	42,000	42,000
The number of payroll payments processed for weekly employees for the year.	60,058	62,000	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	7 Days	7 Days	7 Days
Turnaround time of payments of approved EDI batches - target 3 days	5 Days	5 Days	5 Days	5 Days
Total number of payments - local & foreign	68,656	70,000	70,000	70,000
Total dollar value of payments - local & foreign	\$606,000,000	\$700,000,000	\$650,000,000	\$650,000,000
<b>BUSINESS UNIT : 21004 REVENUE RECEIPTING</b>				
Revenues deposited within 2 working days of receipt	100%	100%	100%	100%
Revenues recorded and posted within 5 working days of receipt	75%	100%	100%	100%
Percentage of debt collected out of total debt referred by government departments	25%	25%	25%	35%
Payment plans established for referred debtors	70%	70%	70%	70%

## HEAD 11 ACCOUNTANT GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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.	70%	95%	80%	90%
March 31 bank reconciliations for all accounts completed within 60 days	75%	95%	80%	90%
<b>BUSINESS UNIT : 21008 FINANCIAL SYSTEMS</b>				
Enhancements and additions to the E1 ERP System - Not applicable during system upgrade 2018-2020	6	6	N/A	N/A
Online Banking and E1 user access review completed every six months	Achieved	Achieved	Achieved	Achieved
Integrity and access control processes and procedures established - Not applicable during system upgrade 2018-2020	45%	0%	N/A	N/A
Complete module process-owner training and handover - Not applicable during system upgrade 2018-2020	12	As needed only	N/A	N/A
Complete documentation of process and procedure for modules in use (12) - Not applicable during system upgrade 2018-2020	6	8	N/A	N/A
<b>BUSINESS UNIT : 21030 GOVT EMPLO HEALTH INS</b>				
95% of manual clean claims paid within 30 days	Not Achieved (85%)	100%	Achieved	Achieved
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	212,865	218,920	234,000	257,000
Dollar value of local claims processed	\$45,683,027	\$52,000,000	\$51,000,000	\$52,000,000
Dollar value of overseas claims processed	\$23,868,530	\$26,000,000	\$25,000,000	\$26,000,000

**HEAD 11 ACCOUNTANT GENERAL - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT : 21200 BENEFITS</b>				
The number of pension payments processed for the year	33,369	36,000	34,800	35,500
The number of pension refunds processed for the year	156	190	180	200
<b>BUSINESS UNIT : 21900 MANAGEMENT ACCT. TRAINEES</b>				
Percentage of Trainees meeting annual benchmarks	40%	90%	40%	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)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000) (7)	% (8)
	8007 Customs Duty	222,104	234,158	223,637	234,137	(21)	(0)
	8009 Customs Duty -G.P.O.	899	842	863	863	21	2
	8013 Customs Deposit	5	0	0	0	0	0
	8053 Yacht Arrival	110	104	95	95	(9)	(9)
	8107 Srvs to Ships (Customs)	337	340	343	343	3	1
	8111 Wharfage	805	840	806	806	(34)	(4)
	8113 Container Fees	974	959	1,026	1,026	67	7
	8115 Customs Service Charges	616	800	610	641	(159)	(20)
	8117 Courier Package Fees	654	719	720	720	1	0
	8179 Light Dues	187	200	186	186	(14)	(7)
	8457 Licence General	149	59	149	149	90	153
	8881 Penalties	249	151	179	179	28	19
	8889 Sundry Receipts	29	68	48	48	(20)	(29)
		<b>227,118</b>	<b>239,240</b>	<b>228,662</b>	<b>239,193</b>	<b>(47)</b>	<b>(0)</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		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
2801	<b>CONTRIBUTORY PENSION</b>						
	38010 WAR PENSIONS AND GRATS.	5,054	5,250	4,950	4,825	(425)	(8)
		<b>5,054</b>	<b>5,250</b>	<b>4,950</b>	<b>4,825</b>	<b>(425)</b>	<b>(8)</b>
	<b>TOTAL</b>	<b>5,054</b>	<b>5,250</b>	<b>4,950</b>	<b>4,825</b>	<b>(425)</b>	<b>(8)</b>

## HEAD 28 SOCIAL INSURANCE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	SALARIES	1,614	1,871	1,314	1,930	59	3
	WAGES	23	0	0	0	0	0
	OTHER PERSONNEL COSTS	6	18	0	18	0	0
	TRAINING	5	147	124	147	0	0
	TRANSPORT	0	2	0	2	0	0
	TRAVEL	0	44	17	44	0	0
	COMMUNICATIONS	31	53	11	53	0	0
	ADVERTISING & PROMOTION	0	184	71	184	0	0
	PROFESSIONAL SERVICES	5,186	6,535	5,208	6,166	(369)	(6)
	REPAIR AND MAINTENANCE	6	99	0	109	10	10
	INSURANCE	0	1	0	1	0	0
	MATERIALS & SUPPLIES	77	144	81	144	0	0
	EQUIPT. (MINOR CAPITAL)	24	44	0	54	10	23
	OTHER EXPENSES	5	13	7	13	0	0
	RECEIPTS CREDITED TO PROGRAMME	(1,923)	(3,905)	(1,883)	(4,040)	(135)	3
	<b>TOTAL</b>	<b>5,054</b>	<b>5,250</b>	<b>4,950</b>	<b>4,825</b>	<b>(425)</b>	<b>(8)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	8879 Sponsor/Contr/Donations	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>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	38000 SENIOR MANAGEMENT & ADMIN	5	5	5	5	0	0
	38010 WAR PENSIONS AND GRATS.	2	2	2	2	0	0
	38025 BENEFITS	4	4	4	4	0	0
	38040 COMPLIANCE	6	6	6	6	0	0
	38045 CONTRIBUTIONS	7	7	7	7	0	0
	<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>

## HEAD 28 SOCIAL INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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)	15 days	15 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	\$411,694	\$494,133	\$401,398	\$359,731
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	\$13,520,809	\$14,206,655	\$14,208,486	\$14,918,910
Average number of new beneficiaries processed per month	175	N/A	178	200
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	66%	60%	65%	60%
Number of installment plans outstanding	279	325	250	300
Average number of completed inspections per month	147	200	200	210
Average \$ yield per Inspector per month	\$120,000	\$250,000	\$300,000	\$400,000
Average number of compliance issue enquiries via walk-ins per month	43	125	100	100
<b>BUSINESS UNIT: 38045 Contributions</b>				
Average number of Social Insurance applications processed per month	174	200	180	190
Average processing time of new employer registrations per month	4 days	4 days	4 days	4 days
Average monthly contribution income for CPF	\$9,626,052	\$9,886,200	\$9,708,340	\$10,193,757

# 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 ensure that stamp duty adjudications and collections are carried out on a timely basis.
- To increase activities associated with identifying and pursuing collectible tax payer arrears
- 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						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3801</b>	<b>TAX COLLECTION ADMINISTRATION</b>						
	48000 ADMINISTRATION	883	895	846	895	0	0
	48050 STAMP DUTIES	273	451	632	451	0	0
	48070 COMPLIANCE	565	760	760	1,070	310	41
	48080 OPERATIONS	1,728	1,345	2,063	1,345	0	0
	<b>TOTAL</b>	<b>3,449</b>	<b>3,451</b>	<b>4,301</b>	<b>3,761</b>	<b>310</b>	<b>9</b>

# HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,094	2,494	2,444	2,804	310	12
	WAGES	38	0	0	0	0	0
	OTHER PERSONNEL COSTS	2	4	4	4	0	0
	TRAINING	4	10	5	10	0	0
	TRAVEL	0	10	10	10	0	0
	COMMUNICATIONS	7	14	14	14	0	0
	ADVERTISING & PROMOTION	71	50	50	50	0	0
	PROFESSIONAL SERVICES	133	127	626	127	0	0
	RENTALS	362	371	371	371	0	0
	REPAIR AND MAINTENANCE	34	44	14	44	0	0
	MATERIALS & SUPPLIES	62	71	57	71	0	0
	OTHER EXPENSES	642	256	706	256	0	0
	<b>TOTAL</b>	<b>3,449</b>	<b>3,451</b>	<b>4,301</b>	<b>3,761</b>	<b>310</b>	<b>9</b>

## HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

### REVENUE SUMMARY

(1)	(2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000) (7)	% (8)
	8017 Payroll Tax	456,736	454,000	460,500	466,100	12,100	3
	8018 Bank Services Tax	4,310	4,400	4,100	6,150	1,750	40
	8019 Corporate Services Tax	5,393	5,500	5,271	5,270	(230)	(4)
	8020 Insurance Services Tax	2,535	4,000	4,000	5,600	1,600	40
	8022 Money Services Business Tax	315	500	500	500	0	0
	8023 Betting Tax-Turf	72	675	125	675	0	0
	8025 Betting Tax-Pools	92	125	25	125	0	0
	8027 Land Tax	62,846	78,330	80,330	85,375	7,045	9
	8029 Foreign Currency Purchase Tax	20,896	22,000	20,931	26,164	4,164	19
	8033 Hotel Occupancy Tax	11,991	11,000	11,512	12,000	1,000	9
	8046 Charter Tax - AC	383	0	0	0	0	0
	8049 Cruise Ship Departure	18,670	20,835	20,835	32,300	11,465	55
	8055 Passenger Cabin Tax	3,507	4,165	4,165	0	(4,165)	(100)
	8060 Primary Fam. Home Application	6	8	8	9	1	13
	8061 Land Conveyance on Sale	14,055	12,414	12,414	12,700	286	2
	8062 Primary Fam. Home Cert. Re-issue	1	1	1	1	0	0
	8063 Other Conveyance on Sale	216	200	200	493	293	147
	8065 Rentals/Leases	1	20	20	1,250	1,230	6,150
	8067 Mortgages	1,748	1,750	2,500	1,500	(250)	(14)
	8069 Ajudications	54	40	40	40	0	0
	8071 Other Heads	1,692	1,750	1,746	1,730	(20)	(1)
	8073 Revenue Stamps	1,462	1,500	1,500	1,750	250	17
	8075 Voluntary Land Conveyance	672	500	3,250	2,500	2,000	400
	8077 Voluntary Other Conveyance	23	100	100	200	100	100
	8079 Penalties	3	7	8	8	1	14
	8081 Timeshare Services	40	15	25	15	0	0
	8083 Timeshare Occupancy	11	5	5	5	0	0
	<b>TOTAL</b>	<b>607,730</b>	<b>623,840</b>	<b>634,111</b>	<b>662,460</b>	<b>38,620</b>	<b>6</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
	48000 ADMINISTRATION	3	3	3	3	0	0
	48050 STAMP DUTIES	5	5	5	5	0	0
	48070 COMPLIANCE	8	8	8	8	0	0
	48080 OPERATIONS	13	13	18	18	5	38
	<b>TOTAL</b>	<b>29</b>	<b>29</b>	<b>34</b>	<b>34</b>	<b>5</b>	<b>17</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 48000 Administration</b>				
Respond to taxpayer correspondence within 10 days of receipt	30%	50%	50%	75%
Provide adhoc revenue, accounts receivable and other reports to MoF within 24 hours of request	60%	60%	60%	75%
Process Schemes for approval within 30 days of application	N/A	N/A	N/A	75%
<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	65%	70%	70%	75%
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	65%	70%	70%	75%
<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)	14	20	30	30
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	2	2	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	25% within 3 weeks of filing deadline	100% within 2 weeks of filing deadline	75% within 3 weeks of filing deadline	75% within 3 weeks of filing deadline
<b>Taxpayer Acceptance of Electronic Filing and Payment</b>				
Percentage of Total Payroll Tax Returns e-Filed	53.0%	70.0%	55.0%	70.0%
Percentage of Total Land Tax Payments e-Paid	49.5%	50.0%	50.0%	55.0%
<b>Effectiveness of Collection Process</b>				
Reduction in total Tax debt percentage (decrease)/increase	6.8%	-5.0%	5.0%	3.0%

**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 in accordance with FATF recommendations.
- To promote and ensure compliance with the Real Estate Brokers' Licensing Act through active compliance monitoring and enforcement in accordance with FATF recommendations.



# HEAD 39 REGISTRAR OF COMPANIES - continued

## GENERAL SUMMARY

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3901 REGISTRAR OF COMPANIES</b>							
49000	POLICY, PLANNING & ADMIN.	491	475	461	795	320	67
49010	FINANCE & REVENUE	820	1,156	1,020	299	(857)	(74)
49020	ENTITY REGISTRATION	0	0	0	833	833	0
49040	INSOLVENCY & LIQUIDATIONS	905	1,127	1,077	640	(487)	(43)
49050	REAL ESTATE & LICENSES	0	0	0	359	359	0
49080	COMPLIANCE	30	429	229	783	354	83
		<b>2,246</b>	<b>3,187</b>	<b>2,787</b>	<b>3,709</b>	<b>522</b>	<b>16</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,439	2,102	1,717	2,964	862	41
	WAGES	30	0	0	0	0	0
	TRAINING	15	20	20	20	0	0
	TRAVEL	12	14	14	14	0	0
	COMMUNICATIONS	14	9	9	8	(1)	(11)
	ADVERTISING & PROMOTION	2	1	1	2	1	100
	PROFESSIONAL SERVICES	416	604	554	341	(263)	(44)
	RENTALS	8	20	20	10	(10)	(50)
	REPAIR AND MAINTENANCE	3	17	17	7	(10)	(59)
	INSURANCE	220	280	280	220	(60)	(21)
	MATERIALS & SUPPLIES	25	46	46	37	(9)	(20)
	EQUIPT. (MINOR CAPITAL)	0	10	20	5	(5)	(50)
	OTHER EXPENSES	62	64	89	81	17	27
	<b>TOTAL</b>	<b>2,246</b>	<b>3,187</b>	<b>2,787</b>	<b>3,709</b>	<b>522</b>	<b>16</b>

## HEAD 39 REGISTRAR OF COMPANIES - continued

### REVENUE SUMMARY

REVENUE SOURCE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
8035	Exempted Companies Tax	55,160	57,750	57,750	57,750	0	0
8037	Overseas Partnerships	165	315	315	615	300	95
8039	Local Companies Tax	2,653	2,940	2,363	2,750	(190)	(6)
8041	Non Resident Company Tax	2,500	4,000	4,000	2,750	(1,250)	(31)
8043	Non Resident Inc. Company Ta	115	0	0	0	0	0
8133	Searches	341	200	200	340	140	70
8265	Exempted Partnership Fees	2,404	2,625	2,625	2,500	(125)	(5)
8266	Exempted LLC - Annual Fees	32	16	16	30	14	88
8267	Segregated Accounts Fees	270	250	250	250	0	0
8268	Local LLC - Annual Fees	8	5	5	10	5	100
8269	Document Filing Fees	2,699	3,500	3,005	2,750	(750)	(21)
8457	Licence General	253	320	320	320	0	0
8617	Publications	5	6	6	6	0	0
8881	Penalties	423	475	475	450	(25)	(5)
8889	Sundry Receipts	162	100	100	100	0	0
<b>TOTAL</b>		<b>67,190</b>	<b>72,502</b>	<b>71,430</b>	<b>70,621</b>	<b>(1,881)</b>	<b>(3)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT DESCRIPTION		2017/18 ACTUAL	2018/19 ORIGINAL	2018/19 REVISED	2019/20 ESTIMATE	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	% (8)
49000	POLICY & PLANNING & ADMIN.	2	2	2	3	1	50
49010	FINANCE & REVENUE	13	16	16	5	(11)	(69)
49020	ENTITY REGISTRATION	0	0	0	10	10	0
49040	INSOLVENCY & LIQUIDATIONS	3	3	3	4	1	33
49050	REAL ESTATE & LICENSES	0	0	0	4	4	0
49080	COMPLIANCE	0	5	5	8	3	60
<b>TOTAL</b>		<b>18</b>	<b>26</b>	<b>26</b>	<b>34</b>	<b>8</b>	<b>31</b>

## HEAD 39 REGISTRAR OF COMPANIES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: Policy, Planning &amp; Admin.</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: Finance &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: Insolvency &amp; Liquidations</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</b>				
Annual number of on-site inspections of registered entities		240	240	240
Annual number of on-site and desk-based (off-site) AML inspections of Real Estate agents/brokers		48	48	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						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5801</b>	<b>INTEREST ON DEBT</b>						
68000	INTEREST ON DEBT	117,723	124,000	124,000	116,500	(7,500)	(6)
	<b>TOTAL</b>	<b>117,723</b>	<b>124,000</b>	<b>124,000</b>	<b>116,500</b>	<b>(7,500)</b>	<b>(6)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	DEBT CHARGES	117,723	124,000	124,000	116,500	(7,500)	(6)
	<b>TOTAL</b>	<b>117,723</b>	<b>124,000</b>	<b>124,000</b>	<b>116,500</b>	<b>(7,500)</b>	<b>(6)</b>

# HEAD 59 SINKING FUND

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## GENERAL SUMMARY

EXPENDITURE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE	
PROG	BUSINESS UNIT					DESCRIPTION	2018/19 vs 2019/20 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>5901</b>	<b>SINKING FUND CONTRIBUTION</b>						
69000	SINKING FUND CONTRIBUTION	62,098	64,223	64,223	0	(64,223)	(100)
	<b>TOTAL</b>	<b>62,098</b>	<b>64,223</b>	<b>64,223</b>	<b>0</b>	<b>(64,223)</b>	<b>(100)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE	
OBJECT CODE	DESCRIPTION					2018/19 vs 2019/20 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	TRANSFERS & OTHER FEES	62,098	64,223	64,223	0	(64,223)	(100)
	<b>TOTAL</b>	<b>62,098</b>	<b>64,223</b>	<b>64,223</b>	<b>0</b>	<b>(64,223)</b>	<b>(100)</b>

# MINISTRY OF EDUCATION

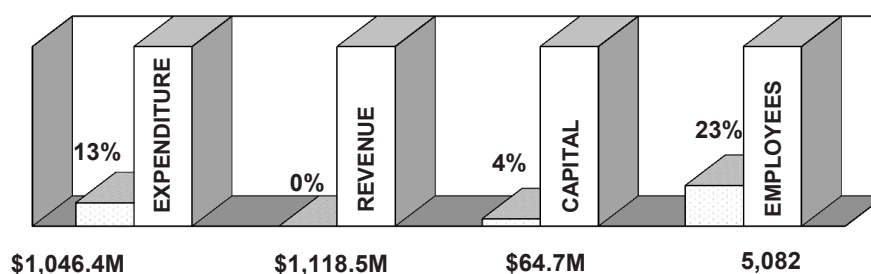
TO PROVIDE AN EXEMPLARY EDUCATION SYSTEM IN THE GOVERNMENT SCHOOL SYSTEM.



The Hon. Diallo Rabain, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE ( \$000)</b>							
16	MIN. OF EDUCATION HQ	2,319	3,340	3,235	3,579	239	7
17	DEPT. OF EDUCATION	111,472	114,243	114,243	114,243	0	0
18	LIBRARIES & ARCHIVES	1,781	3,222	3,218	3,222	0	0
19	ARCHIVES	999	0	0	0	0	0
41	BERMUDA COLLEGE	15,481	15,906	15,906	15,906	0	0
		<b>132,052</b>	<b>136,711</b>	<b>136,602</b>	<b>136,950</b>	<b>239</b>	<b>0</b>
<b>REVENUE (\$000)</b>							
16	MIN. OF EDUCATION HQ	0	76	0	0	(76)	(100)
17	DEPT. OF EDUCATION	154	230	230	230	0	0
18	LIBRARIES & ARCHIVES	17	17	14	13	(4)	(24)
		<b>171</b>	<b>323</b>	<b>244</b>	<b>243</b>	<b>(80)</b>	<b>(25)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,212	1,495	1,152	1,267		
	DEVELOPMENT	3,550	2,240	1,703	1,420		
		<b>4,762</b>	<b>3,735</b>	<b>2,855</b>	<b>2,687</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>1,150</b>	<b>1,162</b>	<b>1,159</b>	<b>1,153</b>	<b>(9)</b>	<b>(1)</b>

FOR DETAILS OF  
SCHEMES SEE  
SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

To provide strategic leadership, supervision and policy direction that supports a transformative public school education system and life long learning for all children and adults.

**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 educate the community through educational, social and recreational resources that prepare, inform and engage life-long learning and access to initiatives that meet the needs of Bermuda residents.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000) (7)	% (8)
<b>1601 GENERAL</b>							
26000	GENERAL ADMINISTRATION	550	669	710	1,037	368	55
26080	GRANTS TO EXTERNAL BODIES	581	637	637	1,116	479	75
26090	SCHOLARSHIPS & AWARDS	1,188	1,220	1,220	1,426	206	17
		<b>2,319</b>	<b>2,526</b>	<b>2,567</b>	<b>3,579</b>	1,053	42
<b>1602 FURTHER EDUCATION</b>							
26110	COMMUNITY OUTREACH	0	40	40	0	(40)	(100)
26120	COMMUNITY EDUCATION COURSE	0	153	153	0	(153)	(100)
26130	COMMUNITY EDUCATION ADMIN.	0	621	475	0	(621)	(100)
		<b>0</b>	<b>814</b>	<b>668</b>	<b>0</b>	(814)	(100)
	<b>TOTAL</b>	<b>2,319</b>	<b>3,340</b>	<b>3,235</b>	<b>3,579</b>	<b>239</b>	<b>7</b>

**HEAD 16 MINISTRY OF EDUCATION - continued**

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	381	911	804	780	(131)	(14)
	TRAINING	2	1	1	0	(1)	(100)
	TRAVEL	17	21	21	15	(6)	(29)
	COMMUNICATIONS	5	22	22	5	(17)	(77)
	ADVERTISING & PROMOTION	5	28	28	6	(22)	(79)
	PROFESSIONAL SERVICES	138	497	499	322	(175)	(35)
	RENTALS	0	5	5	5	0	0
	REPAIR AND MAINTENANCE	0	21	21	0	(21)	(100)
	ENERGY	0	9	9	0	(9)	(100)
	MATERIALS & SUPPLIES	3	72	72	25	(47)	(65)
	EQUIPT. (MINOR CAPITAL)	0	3	3	0	(3)	(100)
	OTHER EXPENSES	8	13	13	10	(3)	(23)
	GRANTS AND CONTRIBUTIONS	1,760	1,737	1,737	2,411	674	39
	<b>TOTAL</b>	<b>2,319</b>	<b>3,340</b>	<b>3,235</b>	<b>3,579</b>	<b>239</b>	<b>7</b>

**REVENUE SUMMARY**

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8425 Course Fees	0	76	0	0	(76)	(100)
	<b>TOTAL</b>	<b>0</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>(76)</b>	<b>(100)</b>

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

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	26000 GENERAL ADMINISTRATION	3	3	7	7	4	133
	26130 COMMUNITY EDUCATION	0	7	0	0	(7)	(100)
	<b>TOTAL</b>	<b>3</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>(3)</b>	<b>(30)</b>



## HEAD 16 MINISTRY OF EDUCATION HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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		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	90	100	100	N/A
2. Place 10% of students with part-time employment post Summer Internship Programme	Not Achieved	10%	N/A	N/A
3. Achieve 100% parental attendance at Orientation	Not Achieved	100%	N/A	N/A
<b>BUSINESS UNIT: 26120 - Community Education Course</b>				
1. Offer 200 courses over three (3) terms	171	150	N/A	N/A
2. Average number of participants enrolled annually	625	2,505	N/A	N/A
3. Youth participants age 5-18 enrolled annually	159	255	N/A	N/A
4. Adult participants age 19-64 enrolled annually	977	1,850	N/A	N/A
5. Senior participants age 65+ enrolled annually	160	135	N/A	N/A
6. Certificates of Completion distributed for further education, professional development, college preparatory and employability skills courses	75%	75%	N/A	N/A
<b>BUSINESS UNIT: 26130 - Community Education Admin.</b>				
1. Produce four (4) Statistical & Survey Reports	3	4	N/A	N/A
2. Have 75% of Evaluation Questionnaire forms returned	1	2,674	N/A	N/A

**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		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1701 CENTRAL ADMINISTRATION</b>							
27000	GENERAL ADMINISTRATION	786	515	515	515	0	0
27001	OFFICE OF THE COMMISSIONER	482	912	912	904	(8)	(1)
27030	HUMAN RESOURCES	864	1,016	1,016	985	(31)	(3)
27031	SCHOOL IMPROVEMENT	413	685	685	686	1	0
27090	EDUCATIONAL STANDARDS	421	405	405	386	(19)	(5)
27095	SCHOOL ATTENDANCE	296	342	342	340	(2)	(1)
27160	SUBSTITUTES	4,707	3,055	1,296	639	(2,416)	(79)
		<b>7,969</b>	<b>6,930</b>	<b>5,171</b>	<b>4,455</b>	<b>(2,475)</b>	<b>(36)</b>
<b>1702 STUDENT SERVICES</b>							
27061	BEHAVIOUR MANAGEMENT	1,015	1,079	1,158	1,164	85	8
27063	SCHOOL PSYCHOLOGY	635	793	803	898	105	13
27064	ADAPTED PHYSICAL EDUCATION	269	269	269	273	4	1
27065	HEARING	299	301	301	302	1	0
27066	VISION	198	200	200	201	1	1
27069	GIFTED AND TALENTED	117	123	123	123	0	0
27071	OFFICE SUPPORT	547	725	1,009	895	170	23
27072	COUNSELLING	2,907	2,868	2,868	2,884	16	1
27073	SUMMER PROGRAMME	286	0	21	18	18	0
27074	LEARNING SUPPORT	3,871	3,976	4,043	4,228	252	6
27076	EARLY CHILDHOOD EDUCATION	175	114	114	115	1	1
27079	PARAPROFESSIONALS	5,410	4,214	5,586	6,631	2,417	57
27083	AUTISM SPECTRUM DISORDER	668	667	667	687	20	3
27084	ALTERN. EDUC. & OUT OF SCHOOL SUSP.	1,165	1,341	1,341	1,336	(5)	(0)
		<b>17,562</b>	<b>16,670</b>	<b>18,503</b>	<b>19,755</b>	<b>3,085</b>	<b>19</b>
<b>1703 FINANCE AND CORPORATE</b>							
27002	FINANCE & CORPORATE SERVICES	694	719	719	714	(5)	(1)
27003	OFFICE ACCOMMODATION	679	810	810	810	0	0
27040	EDUCATIONAL STORES	549	788	788	790	2	0
27041	SCHOOL TRANSPORT	376	432	432	430	(2)	(0)
27042	BUILDINGS, GROUNDS & EQUIP.	1,008	1,087	1,066	945	(142)	(13)
27050	IT SUPPORT	1,882	2,546	2,546	2,550	4	0
		<b>5,188</b>	<b>6,382</b>	<b>6,361</b>	<b>6,239</b>	<b>(143)</b>	<b>(2)</b>

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
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	431	431	431	432	1	0
27200	ST.GEORGE'S PRESCHOOL	316	329	329	350	21	6
27210	LYCEUM PRESCHOOL	280	411	411	456	45	11
27220	ST.PAUL'S PRESCHOOL	347	352	352	353	1	0
27230	WARWICK PRESCHOOL	891	832	832	835	3	0
27240	PROSPECT PRESCHOOL	545	623	623	535	(88)	(14)
27250	ST.JOHN'S PRESCHOOL	543	497	497	479	(18)	(4)
27260	LAGOON PARK PRESCHOOL	425	439	439	417	(22)	(5)
27270	ST.DAVID'S PRESCHOOL	236	241	241	307	66	27
27280	DEVONSHIRE PRESCHOOL	491	603	603	588	(15)	(2)
		<b>4,505</b>	<b>4,758</b>	<b>4,758</b>	<b>4,752</b>	<b>(6)</b>	<b>(0)</b>
<b>1705</b>	<b>PRIMARY SCHOOLS</b>						
27320	ST. GEORGE'S PREPARATORY	1,805	1,781	1,781	1,726	(55)	(3)
27330	EAST END PRIMARY	1,314	1,209	1,209	1,310	101	8
27340	ST. DAVID'S SCHOOL	1,179	1,074	1,074	1,053	(21)	(2)
27350	FRANCIS PATTON SCHOOL	1,674	1,684	1,684	1,761	77	5
27360	HARRINGTON SOUND SCHOOL	2,368	2,352	2,352	2,277	(75)	(3)
27370	ELLIOT SCHOOL	1,895	2,199	2,199	1,974	(225)	(10)
27380	PROSPECT SCHOOL	1,335	1,556	1,556	1,450	(106)	(7)
27390	VICTOR SCOTT SCHOOL	1,426	1,632	1,632	1,708	76	5
27400	NORTHLANDS PRIMARY	2,150	2,156	2,156	2,232	76	4
27410	WEST PEMBROKE SCHOOL	2,101	2,114	2,114	2,343	229	11
27420	GILBERT SCHOOL	1,255	1,381	1,381	1,366	(15)	(1)
27430	PAGET SCHOOL	1,945	1,963	1,963	1,983	20	1
27440	PURVIS SCHOOL	2,062	2,163	2,163	1,970	(193)	(9)
27450	HERON BAY SCHOOL	1,162	1,391	1,391	1,294	(97)	(7)
27460	PORT ROYAL SCHOOL	1,264	1,276	1,276	1,282	6	0
27470	DALTON E. TUCKER	1,271	1,342	1,342	1,419	77	6
27480	WEST END	1,507	1,510	1,510	1,405	(105)	(7)
27490	SOMERSET SCHOOL	1,516	1,630	1,630	1,520	(110)	(7)
		<b>29,229</b>	<b>30,413</b>	<b>30,413</b>	<b>30,073</b>	<b>(340)</b>	<b>(1)</b>
<b>1706</b>	<b>SPECIAL SCHOOLS</b>						
27120	DAME MARJORIE BEAN ACADEMY	460	589	589	734	145	25
		<b>460</b>	<b>589</b>	<b>589</b>	<b>734</b>	<b>145</b>	<b>25</b>

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000) (7)	% (8)
<b>1707 MIDDLE SCHOOLS</b>							
27530 CLEARWATER		2,962	3,218	3,218	3,179	(39)	(1)
27540 WHITNEY INSTITUTE		4,146	3,994	3,994	3,903	(91)	(2)
27560 DELLWOOD MIDDLE SCHOOL		3,253	3,344	3,344	3,347	3	0
27590 T. N. TATEM		2,994	3,050	3,050	3,029	(21)	(1)
27600 SANDYS SECONDARY		3,520	3,694	3,694	3,677	(17)	(0)
		<b>16,875</b>	<b>17,300</b>	<b>17,300</b>	<b>17,135</b>	<b>(165)</b>	<b>(1)</b>
<b>1708 SENIOR SECONDARY SCHOOLS</b>							
27570 BERKELEY INSTITUTE		12,393	13,024	13,024	13,024	0	0
27640 CEDARBRIDGE ACADEMY		13,713	13,586	13,586	13,586	0	0
		<b>26,106</b>	<b>26,610</b>	<b>26,610</b>	<b>26,610</b>	<b>0</b>	<b>0</b>
<b>1709 CURRICULUM, ASSESSMENT</b>							
27020 ASSESSMENT & EVALUATION		474	451	451	451	0	0
27520 DESIGN, DEVELOPMENT & IMPLEMEN.		1,362	1,870	1,817	1,765	(105)	(6)
27524 EARLY COLLEGE & CAREER PATHWAY		332	338	338	339	1	0
		<b>2,168</b>	<b>2,659</b>	<b>2,606</b>	<b>2,555</b>	<b>(104)</b>	<b>(4)</b>
<b>1712 EARLY CHILDHOOD EDUCATION</b>							
27175 CHILD DEVELOPMENT		1,258	1,719	1,719	1,727	8	0
27700 AFTER PRESCHOOL CARE		152	213	213	208	(5)	(2)
		<b>1,410</b>	<b>1,932</b>	<b>1,932</b>	<b>1,935</b>	<b>3</b>	<b>0</b>
<b>TOTAL</b>		<b>111,472</b>	<b>114,243</b>	<b>114,243</b>	<b>114,243</b>	<b>0</b>	<b>0</b>

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	70,279	73,204	73,181	73,260	56	0
	WAGES	7,654	3,631	3,631	3,578	(53)	(1)
	OTHER PERSONNEL COSTS	313	265	260	261	(4)	(2)
	TRAINING	150	319	288	287	(32)	(10)
	TRANSPORT	71	74	81	74	0	0
	TRAVEL	112	65	105	108	43	66
	COMMUNICATIONS	678	713	752	746	33	5
	ADVERTISING & PROMOTION	6	37	37	39	2	5
	PROFESSIONAL SERVICES	1,011	1,559	1,612	1,559	0	0
	RENTALS	648	955	963	956	1	0
	REPAIR AND MAINTENANCE	1,501	1,650	1,646	1,640	(10)	(1)
	INSURANCE	13	19	19	19	0	0
	ENERGY	1,259	1,407	1,404	1,440	33	2
	CLOTHING, UNIFORMS & LAUNDRY	4	32	9	32	0	0
	MATERIALS & SUPPLIES	1,296	1,776	1,706	1,736	(40)	(2)
	EQUIPT. (MINOR CAPITAL)	20	11	11	11	0	0
	OTHER EXPENSES	10	13	24	13	0	0
	GRANTS AND CONTRIBUTIONS	26,447	28,513	28,514	28,484	(29)	(0)
	<b>TOTAL</b>	<b>111,472</b>	<b>114,243</b>	<b>114,243</b>	<b>114,243</b>	<b>0</b>	<b>0</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(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	70	90	90	90	0	0
	8675 Other retail sales	15	85	85	85	0	0
	8801 Facilities	16	55	55	55	0	0
	<b>TOTAL</b>	<b>154</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)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
27001	OFFICE OF THE COMMISSIONER	4	4	4	4	0	0
27002	FINANCE & CORPORATE SERVICES	10	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	7	7	7	0	0
27031	SCHOOL IMPROVEMENT	4	4	4	4	0	0
27040	EDUCATIONAL STORES	6	7	7	7	0	0
27041	SCHOOL TRANSPORT	7	8	8	8	0	0
27042	BUILDINGS, GROUNDS & EQUIP.	1	2	2	1	(1)	(50)
27050	IT SUPPORT	11	11	11	11	0	0
27061	BEHAVIOUR MANAGEMENT	10	11	12	12	0	0
27063	SCHOOL PSYCHOLOGY	7	7	7	8	1	14
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	8	8	11	10	(1)	(9)
27072	COUNSELLING	27	27	27	27	0	0
27074	LEARNING SUPPORT	40	40	41	43	2	5
27076	EARLY CHILDHOOD EDUCATION	1	1	1	1	0	0
27079	PARAPROFESSIONALS	88	88	111	111	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	3	3	3	3	0	0
27095	SCHOOL ATTENDANCE	5	5	5	5	0	0
27120	DAME MARJORIE BEAN ACADEMY	6	6	6	8	2	33
27160	SUBSTITUTES	40	40	12	8	(4)	(33)

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
27175	CHILD DEVELOPMENT	18	19	19	19	0	0
27190	SOUTHAMPTON PRESCHOOL	5	5	5	5	0	0
27200	ST. GEORGE'S PRESCHOOL	4	4	4	4	0	0
27210	LYCEUM PRESCHOOL	4	4	4	5	1	25
27220	ST. PAUL'S PRESCHOOL	3	3	3	3	0	0
27230	WARWICK PRESCHOOL	9	9	9	9	0	0
27240	PROSPECT PRESCHOOL	7	7	7	6	(1)	(14)
27250	ST. JOHN'S PRESCHOOL	5	5	5	5	0	0
27260	LAGOON PARK PRESCHOOL	5	5	5	4	(1)	(20)
27270	ST. DAVID'S PRESCHOOL	3	3	3	4	1	33
27280	DEVONSHIRE PRESCHOOL	7	7	7	7	0	0
27320	ST. GEORGE'S PREPARATORY	16	15	15	15	0	0
27330	EAST END PRIMARY	13	13	13	14	1	8
27340	ST. DAVID'S SCHOOL	12	11	11	11	0	0
27350	FRANCIS PATTON SCHOOL	19	19	19	20	1	5
27360	HARRINGTON SOUND SCHOOL	26	26	26	25	(1)	(4)
27370	ELLIOT SCHOOL	26	26	26	23	(3)	(12)
27380	PROSPECT SCHOOL	18	18	18	18	0	0
27390	VICTOR SCOTT SCHOOL	18	20	20	21	1	5
27400	NORTHLANDS PRIMARY	24	24	24	25	1	4
27410	WEST PEMBROKE SCHOOL	24	24	24	27	3	13
27420	GILBERT SCHOOL	16	16	16	16	0	0
27430	PAGET SCHOOL	22	22	22	23	1	5
27440	PURVIS SCHOOL	26	26	26	24	(2)	(8)
27450	HERON BAY SCHOOL	15	16	16	15	(1)	(6)
27460	PORT ROYAL SCHOOL	15	15	15	15	0	0
27470	DALTON E. TUCKER	15	15	15	17	2	13
27480	WEST END	17	17	17	16	(1)	(6)
27490	SOMERSET SCHOOL	19	19	19	17	(2)	(11)
27520	DESIGN, DEVELOPMENT & IMPLEMEN.	14	16	16	15	(1)	(6)
27524	EARLY COLLEGE & CAREER PATHWAY	2	2	2	2	0	0
27530	CLEARWATER	33	33	33	33	0	0
27540	WHITNEY INSTITUTE SCHOOL	34	34	34	34	0	0
27560	DELLWOOD MIDDLE SCHOOL	37	37	37	37	0	0
27570	BERKELEY INSTITUTE	92	92	92	92	0	0
27590	T. N. TATEM	33	33	33	33	0	0
27600	SANDYS SECONDARY	31	31	31	31	0	0
27640	CEDARBRIDGE ACADEMY	96	96	96	92	(4)	(4)
27700	AFTER PRESCHOOL CARE	19	19	19	19	0	0
<b>TOTAL</b>		<b>1,116</b>	<b>1,126</b>	<b>1,126</b>	<b>1,120</b>	<b>(6)</b>	<b>(1)</b>



**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 1701 Central Administration</b>				
Percentage of examinees who attain the English, Math and Science International Certificates of Education (IGCSEs)	-	-	-	93%
Percentage of schools achieving all school improvement plan objectives	-	-	-	60%
Percentage of teachers who perform at the exemplary level for two or more priority standards on their performance appraisal tool	-	-	-	75%
Percentage of school leaders who perform at the distinguished level for two or more priority standards for their performance appraisal tool	-	-	-	75%
Percentage of Department of Education (system) leaders who attain a rating of 1.5 or 1 on their performance appraisal tool	-	-	-	75%
Percentage of schools who attain year level attendance averages of 95% and higher for all year levels	-	-	-	100%
Percentage of students who graduate on time (as measured by the cohort graduation rate)	-	-	-	88%
Percentage of examinees who attain the International General Certificate of Secondary Education (IGCSE) or other external certification.	88%	90%	90%	93%
Percentage of students who attain two or more external certifications other than the IGCSE	-	-	-	95%
Percentage of students who graduate with one or more industry recognized credentials	-	-	-	60%
Percentage of students who graduate having completed an internship or apprenticeship	-	-	-	75%
Percentage of performance appraisals completed for school and Department of Education staff	-	-	-	100%
Percentage of school staff, other than teachers, who perform at the exemplary level for two or more priority standards for their performance appraisal tool	-	-	-	75%
Percentage of students who gain acceptance at a university or college by the end of their S4 year	-	-	-	75%
The percentage of Teachers who perform at the advanced levels on their respective performance evaluation tool	-	75%	75%	75%
The percentage of System Leaders who perform at the advanced levels on their respective performance evaluation tool	-	75%	75%	75%
The percentage of Principals who perform at the advanced levels on their respective performance evaluation tool	-	75%	75%	75%
Percentage of schools who reach 95% of student attendance or greater	-	100%	100%	100%
Percentage of students who graduate on-time (as measured by cohort graduation rate -S1 to S4)	-	85%	85%	85%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 1702 Student Services</b>				
Percentage of schools implementing the MTSS process with fidelity* (*meet all criteria outlined by the Department of Education)	-	-	-	100%
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%	95%	90%	-
The percentage of students identified as in need of learning supports who matriculate to the next grade level.	-	80%	85%	85%
The percentage of students receiving special education programming and services based on appropriate diagnosis	-	90%	90%	90%
Percentage of students confirmed in need of learning support who are placed on an IEP and receive learning support services	-	-	-	100%
Percentage of students for whom Behavior Intervention Plans (BIPs) were implemented with fidelity* (*meet all the criteria outlined by the Department of Education)	-	-	-	100%
Percentage of students for whom the IEP process was carried out with fidelity* (*meet all the criteria outlined by the Department of Education)	-	-	-	100%
Percentage of students on IEPs who receive quality learning support services based on system indicators and criteria	-	-	-	100%
Percentage of P5, M2, S1 and S4 Individual Planning Meetings completed by counsellors at each school	-	-	-	100%
Percentage of P5 to S4 students who report, via a survey, that their learning is engaging.	-	-	-	80%
Percentage of psychoeducational assessments completed between September and August	-	-	-	100%
<b>BUSINESS UNIT: 1703 Finance and Corporate Services</b>				
Percentage of schools and sections in compliance with financial instructions	-	-	-	100%
Percentage of classrooms, for each school, staffed with full-time certified teachers at the start of the school year	-	90%	90%	96%
Percentage of schools in compliance with the Health and Safety requirement to hold one fire drill per term	-	-	-	100%
Internet availability to all schools.	-	-	-	85%
Wi-Fi availability in all school libraries, gymnasiums, and computer labs.	-	-	-	100%
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%	95%	95%
Compliance of all schools to the Health and Safety Committee Regulations.	-	100%	100%	100%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 1704 Preschools</b>				
Percentage of preschool students who meet established standards for P1 readiness assessments for literacy and numeracy	-	-	-	80%
Percentage of preschoolers who meet system standards for social, emotional, physical and cognitive development	-	97%	97%	97%
Percentage of preschoolers who meet the Primary 1 readiness assessments of early literacy compared to a target of 75% .	-	75%	75%	75%
Percentage of preschoolers who meet the curriculum expectations in the social, emotional, physical and cognitive development areas	-	97%	97%	97%
Percentage of quality classroom lessons based on system indicators and criteria used during system instructional rounds	-	-	-	80%
<b>BUSINESS UNIT: 1705 Primary Schools</b>				
Percentage of schools achieving their school improvement objective for 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 54% Math 38% Science 54%	English 80% Math 55% Science 75%	English 77% Math 55% Science 75%	English 80% Math 55% Science 75%
Percentage of students from P2 to P6, for each school, achieving one grade level of growth based on the results for common system reading assessments	-	75%	75%	75%
Percentage of students from P2 to P6, for each school, achieving one grade level of growth based on the results for common system math assessments	-	75%	75%	75%
Percentage of quality classroom lessons based on system indicators and criteria used during system instructional rounds	-	-	-	75%
Percentage of students, at each school, reading on grade level	-	-	-	75%
Percentage of students from P2 to P6, for each school, achieving one grade level of growth based on the results for common system writing assessments	-	-	-	75%
Percentage of schools achieving their school improvement objective for mathematics	-	-	-	55%
Percentage of schools achieving their school improvement objective for writing	-	-	-	75%
Percentage of schools that have made progress towards or achieved their school improvement plan target in reading.	-	75%	75%	75%
Percentage of students reaching one grade-level of growth annually on common literacy assessment (P2-P6)	-	75%	75%	75%
Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment	-	75%	75%	75%
<b>BUSINESS UNIT: 1706 Special Schools</b>				
Percentage of students on IEPs who receive quality learning support services based on system indicators and criteria	-	-	-	100%
Percentage of students for whom the IEP process was carried out with fidelity* (*meet all the criteria outlined by the Department of Education)	-	-	-	100%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 1706 Special Schools - cont.</b>				
Percentage of quality classroom lessons based on system indicators and criteria used during system instructional rounds	-	-	-	75%
Percentage of students in special schools who matriculate to the next grade level	-	75%	75%	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.	80%	90%	80%	80%
<b>BUSINESS UNIT: 1707 Middle Schools</b>				
Percentage of schools achieving their school improvement objective for reading	-	-	-	75%
Percentage of M3 students who achieve a score of 3.0 and higher in the Cambridge Checkpoint core subjects – English, Math and Science	English 34% Math 23% Science 50%	English 65% Math 64% Science 65%	English 65% Math 64% Science 65%	English 65% Math 64% Science 65%
Percentage of students from M1 to M3, for each school, achieving one grade level of growth annually based on the results for common system reading assessments	-	-	-	75%
Percentage of students from M1 to M3, for each school, achieving one grade level of growth annually based on the results for common system math assessments	-	-	-	75%
Percentage of quality classroom lessons based on system indicators and criteria used during system instructional rounds	-	-	-	75%
Percentage of schools achieving their school improvement objective for writing	-	-	-	75%
Percentage of schools achieving their school improvement objective for mathematics	-	-	-	55%
Percentage of students, at each school, reading on grade level	-	-	-	75%
Percentage of students from M1 to M3, for each school, achieving one grade level of growth annually based on the results for common system writing assessments	-	-	-	75%
Percentage of schools that have made progress towards or achieved their school improvement plan target in reading.	-	75%	75%	75%
Percentage of classroom observations demonstrating proficiency in areas such as planning, instruction and environment	-	75%	75%	70%
Percentage of students reaching one grade-level of growth annually on common mathematics assessment annually (M1-M3)	-	75%	75%	75%
Percentage of students reaching one grade-level of growth annually on common literacy assessment (P2-P6)	-	75%	75%	75%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 1708 Senior Secondary Schools</b>				
Percentage of schools achieving their school improvement objective for reading	-	-	-	50%
Percentage of quality classroom lessons based on system indicators and criteria used during system instructional rounds	-	-	-	75%
Percentage of schools that have made progress towards or achieved their school improvement plan target in reading	-	75%	75%	-
Percentage of schools achieving their school improvement objective for writing	-	-	-	50%
Percentage of schools achieving their school improvement objective for mathematics	-	-	-	50%
Percentage of students from S1 to S4, for each school, achieving one grade level of growth annually based on the results for common system reading assessments	-	-	-	75%
Percentage of students from S1 to S4, for each school, achieving one grade level of growth annually based on the results for common system math assessments	-	-	-	75%
Percentage of students from S1 to S4, for each school, achieving one grade level of growth annually based on the results for common system writing assessments	-	-	-	75%
Percentage of students, at each school, reading on grade level	-	-	-	75%
Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment	0%	0%	50%	50%
Percentage of classroom observations demonstrating proficiency in areas such as planning, instruction and environment	-	75%	75%	75%
Percentage of students who graduate with a Bermuda School Diploma (BSD) achieving a Grade Point Average (GPA) of 2.0 or higher	90%	90%	90%	90%
Percentage of graduates earning an external/internationally recognized credential upon graduation	-	60%	60%	-
Percentage of students who graduate on-time (as measured by cohort graduation rate -S1 to S4)	-	80%	80%	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: 37% Math 27% Science 15%	Eng: 62% Math 52% Science 24%	Eng: 50% Math 40% Science 20%	-
<b>BUSINESS UNIT: 1709 Curriculum, Assessment</b>				
Ongoing professional development for school leaders, teachers and Department of Education officers in standards-based grading	-	-	-	100%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 1709 Curriculum, Assessment - cont.</b>				
Percentage of Primary and Middle school curricula with priority standards, pacing guides and scope and sequence documents	-	-	-	100%
The percentage of students who demonstrate proficiency in problem solving and reasoning at P5, M2 and S1	50%	50%	50%	-
The percentage of students who demonstrate proficiency in writing at P5, M2 and S1	50%	50%	50%	50%
The percentage of schools who reach their literacy and numeracy targets as a result of the National Strategies in Mathematics and Literacy	-	75%	75%	75%
Transition the Bermuda Public School System to Standards-Based Grading (SBG) based on system indicators and survey results from teachers and school leaders	-	-		100%

## MISSION STATEMENT

*The Department of Libraries 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 our customers.

### **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 Library and Archives through community outreach and education.

# HEAD 18 LIBRARIES & ARCHIVES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1801</b>	<b>LIBRARIES</b>						
28000	COLLECTION MANAGEMENT	515	537	477	561	24	4
28060	ADULT SERVICES	452	508	535	586	78	15
28100	ARCHIVAL SERVICES	0	408	384	396	(12)	(3)
28110	YOUTH SERVICES	436	508	508	444	(64)	(13)
28120	RECORD MANAGEMENT SERVICES	0	764	815	795	31	4
28130	ADMINISTRATION	378	497	499	440	(57)	(11)
<b>TOTAL</b>		<b>1,781</b>	<b>3,222</b>	<b>3,218</b>	<b>3,222</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
	OBJECT CODE DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	SALARIES	1,230	2,034	1,950	2,005	(29)	(1)
	WAGES	9	0	0	0	0	0
	TRAINING	14	15	15	15	0	0
	TRANSPORT	1	2	2	3	1	50
	TRAVEL	0	3	3	3	0	0
	COMMUNICATIONS	40	50	55	53	3	6
	ADVERTISING & PROMOTION	5	3	3	11	8	267
	PROFESSIONAL SERVICES	30	92	56	74	(18)	(20)
	RENTALS	140	422	425	425	3	1
	REPAIR AND MAINTENANCE	74	173	232	220	47	27
	ENERGY	59	187	187	167	(20)	(11)
	MATERIALS & SUPPLIES	177	235	274	232	(3)	(1)
	EQUIPMT. (MAJOR/MINOR CAP)	2	5	15	13	8	160
	OTHER EXPENSES	0	1	1	1	0	0
<b>TOTAL</b>		<b>1,781</b>	<b>3,222</b>	<b>3,218</b>	<b>3,222</b>	<b>0</b>	<b>0</b>



## HEAD 18 LIBRARIES & ARCHIVES - continued

### REVENUE SUMMARY

(1)	(2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	vs
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8139 Book Fines	2	2	1	1	(1)	(50)
	8141 Lost Books	0	0	0	1	1	0
	8142 Library Programme Fees	2	3	4	3	0	0
	8143 Lost Cards	1	1	1	1	0	0
	8145 Computer Fees	7	4	4	3	(1)	(25)
	8307 Photocopy Charges	4	5	3	3	(2)	(40)
	8877 Reimbursements	1	2	1	1	(1)	(50)
	<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>14</b>	<b>13</b>	<b>(4)</b>	<b>(24)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	vs
		(3)	(4)	(5)	(6)	2019/20	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	28000 COLLECTION MANAGEMENT	3	5	5	5	0	0
	28060 ADULT SERVICES	6	6	7	7	1	17
	28100 ARCHIVAL SERVICES	4	4	4	4	0	0
	28110 YOUTH SERVICES	4	4	4	4	0	0
	28120 RECORD MANAGEMENT SERVICES	4	4	4	4	0	0
	28130 ADMINISTRATION	3	3	2	2	(1)	(33)
	<b>TOTAL</b>	<b>24</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>0</b>

## HEAD 18 LIBRARIES & ARCHIVES

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 28000 - Collection Management</b>				
Percentage of new books catalogued within 3 months of receipt	100%	100%	100%	100%
Percentage titles catalogued within 30 days	100%	100%	80%	80%
Percentage of Closed Collection requests filled within 2 days	95%	95%	95%	95%
Number of ISBN requests received	51	40	40	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%
<b>BUSINESS UNIT: 28060 - Adult Services</b>				
Total Circulation	23,519	32,500	21,000	32,500
Circulation per capita (54283)	0.43	0.60	0.39	0.60
Users per annum	137,299	150,000	140,000	150,000
Adult Library users per capita per annum	2.53	2.76	2.58	2.76
Number of special programmes	278	175	175	175
Number of persons attending special programmes	1,409	2,500	2,563	2,500
Number of requests for digital copies from microfilm received	1,205	1,000	1,000	1,000
Percentage of requests for digital copies from microfilm filled within 3 days	100%	100%	100%	100%
Total membership	5,793	6,500	6,600	6,500
Percentage of the adult population	11%	12%	12%	12%
Number of general reference questions answered	21,638	26,000	17,500	20,000
Number of internet users per annum	N/A	15,000	15,000	15,000
Number of Wi-Fi users per annum	26,387	22,000	25,000	25,000
<b>BUSINESS UNIT: 28100 - Archival Services</b>				
Number of units of records described.	16,000	12,000	12,000	18,000
Number of items conserved 5 vols or 20 items	5	4	4	5
Number of items reformatted	8,000	8,000	8,000	10,000
Percentage of records requests for on-site consultation in the Reading room within 30 minutes	98%	98%	98%	90%
Percentage of written correspondence answered within one month	98%	98%	98%	90%
<b>BUSINESS UNIT: 28110 - Youth Services</b>				
Total Circulation	34,808	36,000	31,000	36,000
Circulation per capita (11847)	2.9	3.0	2.6	3.0
% of all books catalogued within 3 months of receipt	95%	100%	95%	100%
Youth Library users per annum	24,389	33,000	20,000	28,000
Youth Library users per capita	2.1	2.8	1.7	3.00
Total membership	8,295	11,000	8,498	9,500
Percentage of the youth population	70%	95%	72%	95%
Number of programmes	344	175	225	175
Number of persons attending programmes	6,060	2,500	3,850	2,500
Number of internet users	895	1,200	750	1,200
Audio/video usage	1,521	Discontinued	Discontinued	Discontinued

## HEAD 18 LIBRAIRES & ARCHIVES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 28110 - Youth Services - cont.</b>				
Number of programmes	344	175	225	175
Number of persons attending programmes	6,060	2,500	3,850	2,500
Number of internet users	895	1,200	750	1,200
Audio/video usage	1,521	Discontinued	Discontinued	Discontinued
<b>BUSINESS UNIT: 28120 - Records Management Services</b>				
Receipt accessions and provide departments with relevant transfer documentation within one month of records transfers in accordance with department accessioning ratios/timelines	New target for 2019/20	75%	75%	75%
Percentage of RM enquiries responded to within three business days	New target for 2019/20	90%	90%	90%
Circulate stored records within two business days from receipt of request	New target for 2019/20	90%	90%	90%
Percentage of records scheduled before transfer to storage	New target for 2019/20	100%	100%	100%
Percentage of transfer documentation reviewed against GRC database to ensure accuracy of accession data	New target for 2019/20	100%	100%	100%
Percentage of records scheduling projects completed within 6 months	New target for 2019/20	75%	75%	75%
Percentage of records dispositions completed within 1 month of disposition authorization	New target for 2019/20	75%	75%	75%
Number of RM presentations, training, or outreach activities	New target for 2019/20	12	12	12
Number of appraisals in relation to disposition instructions for unscheduled records identified for the disposal outcome "Transfer to Archives"	New target for 2019/20	3	3	3
Number of appraisals in relation to disposition instructions for unscheduled records identified for the disposal outcome "Review"	New target for 2019/20	3	3	3
Carry out appraisal surveys and develop disposition schedules for two Government Departments	5	Discontinued	Discontinued	Discontinued
Receipt 90% of Acquisitions and transfers and return to Government agency/donor within 30 days	50%?	95%	95%	95%
Supply 90% of records requested by users from off-site storage within 24 hours	1	98%	98%	98%
<b>BUSINESS UNIT: 28130 - Administration</b>				
EbscoHost	13,586	7,500	15,000	7,500
BNL Website (Unique Visitors)	8,010	15,000	9,000	15,000
Proctored Exam	6	12	4	6

## 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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
1901	ARCHIVES						
	29050 ARCHIVAL SERVICES	999	0	0	0	0	0
	<b>TOTAL</b>	<b>999</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	492	0	0	0	0	0
	TRAINING	1	0	0	0	0	0
	TRANSPORT	4	0	0	0	0	0
	TRAVEL	1	0	0	0	0	0
	COMMUNICATIONS	3	0	0	0	0	0
	PROFESSIONAL SERVICES	69	0	0	0	0	0
	RENTALS	282	0	0	0	0	0
	REPAIR AND MAINTENANCE	30	0	0	0	0	0
	ENERGY	101	0	0	0	0	0
	MATERIALS & SUPPLIES	16	0	0	0	0	0
	<b>TOTAL</b>	<b>999</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**HEAD 19 ARCHIVES - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20 % (7) (8)	
29050	ARCHIVAL SERVICES	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>

# 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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
4101	GENERAL						
	51000 BDA COLLEGE OPERATING GRANT	15,481	15,906	15,906	15,906	0	0
	<b>TOTAL</b>	<b>15,481</b>	<b>15,906</b>	<b>15,906</b>	<b>15,906</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	GRANTS AND CONTRIBUTIONS	15,481	15,906	15,906	15,906	0	0
	<b>TOTAL</b>	<b>15,481</b>	<b>15,906</b>	<b>15,906</b>	<b>15,906</b>	<b>0</b>	<b>0</b>

# MINISTRY OF HEALTH

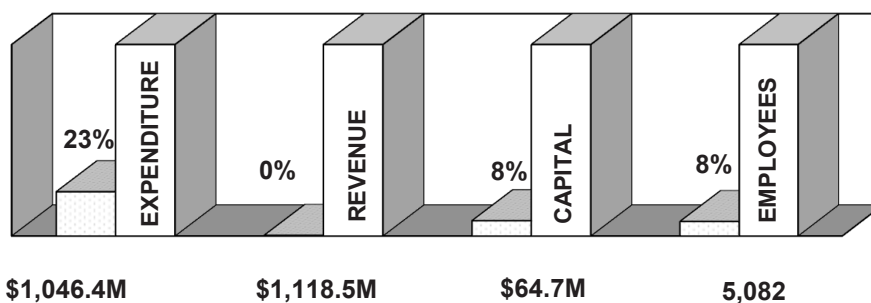


TO ENSURE HEALTHY PEOPLE IN HEALTHY COMMUNITIES.

The Hon. Kim Wilson, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
21	MIN. OF HEALTH HQ	11,211	11,488	10,295	11,649	161	1
22	DEPT. OF HEALTH	25,165	28,912	24,895	28,817	(95)	(0)
24	HOSPITALS	120,200	145,674	155,374	145,674	0	0
55	FINANCIAL ASSISTANCE	51,915	51,684	51,684	51,484	(200)	(0)
91	HEALTH INSURANCE	3,959	3,995	4,293	3,930	(65)	(2)
		<b>212,450</b>	<b>241,753</b>	<b>246,541</b>	<b>241,554</b>	<b>(199)</b>	<b>(0)</b>
<b>REVENUE (\$000)</b>							
21	MIN. OF HEALTH HQ	135	115	217	140	25	22
22	DEPT. OF HEALTH	3,345	3,606	3,516	3,610	4	0
		<b>3,480</b>	<b>3,721</b>	<b>3,733</b>	<b>3,750</b>	<b>29</b>	<b>1</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	318	300	281	53		
	DEVELOPMENT	165	210	156	5,120		
		<b>483</b>	<b>510</b>	<b>437</b>	<b>5,173</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>378</b>	<b>378</b>	<b>385</b>	<b>384</b>	<b>6</b>	<b>2</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	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>2101 GENERAL</b>							
	31000 GENERAL ADMINISTRATION	2,228	1,813	2,097	1,804	(9)	(0)
	31015 GRANTS ADMINISTRATION	5,484	5,342	4,655	5,342	0	0
	31020 CORPORATE SERVICES	468	546	482	546	0	0
		<b>8,180</b>	<b>7,701</b>	<b>7,234</b>	<b>7,692</b>	<b>(9)</b>	<b>(0)</b>
<b>2102 OFFICE OF CHIEF MEDICAL OFFICER</b>							
	31030 HEALTHCARE REGISTRATION & REG.	560	589	671	630	41	7
	31040 EPIDEMIOLOGY & SURVEILLANCE	298	315	295	444	129	41
		<b>858</b>	<b>904</b>	<b>966</b>	<b>1,074</b>	<b>170</b>	<b>19</b>
<b>2103 NAT'L OFF. OF SENIORS/PHYS. CHALL.</b>							
	31135 AGEING & DISABILITY SERVICES	518	1,023	705	1,023	0	0
	31160 K. MARGARET CARTER CENTRE	1,655	1,860	1,390	1,860	0	0
		<b>2,173</b>	<b>2,883</b>	<b>2,095</b>	<b>2,883</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>11,211</b>	<b>11,488</b>	<b>10,295</b>	<b>11,649</b>	<b>161</b>	<b>1</b>

## HEAD 21 MINISTRY OF HEALTH HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,991	3,671	2,953	3,912	241	7
	WAGES	201	323	184	317	(6)	(2)
	OTHER PERSONNEL COSTS	0	0	8	0	0	0
	TRAINING	14	21	10	19	(2)	(10)
	TRANSPORT	15	39	0	4	(35)	(90)
	TRAVEL	3	48	13	48	0	0
	COMMUNICATIONS	198	221	182	212	(9)	(4)
	ADVERTISING & PROMOTION	23	11	7	38	27	245
	PROFESSIONAL SERVICES	762	771	1,124	752	(19)	(2)
	RENTALS	441	466	589	471	5	1
	REPAIR AND MAINTENANCE	67	137	56	132	(5)	(4)
	INSURANCE	104	113	82	113	0	0
	ENERGY	25	57	31	57	0	0
	CLOTHING, UNIFORMS & LAUNDRY	3	1	0	1	0	0
	MATERIALS & SUPPLIES	128	203	168	210	7	3
	EQUIPMT.(MINOR CAPITAL)	6	27	5	3	(24)	(89)
	OTHER EXPENSES	27	37	15	17	(20)	(54)
	GRANTS AND CONTRIBUTIONS	6,203	5,342	4,868	5,343	1	0
	<b>TOTAL</b>	<b>11,211</b>	<b>11,488</b>	<b>10,295</b>	<b>11,649</b>	<b>161</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8151 Registration-Doctors	47	50	150	50	0	0
	8153 Registration-Allied Health	7	10	6	10	0	0
	8155 Registration-Nurses	78	50	55	75	25	50
	8757 Rentals-General	3	5	6	5	0	0
	<b>TOTAL</b>	<b>135</b>	<b>115</b>	<b>217</b>	<b>140</b>	<b>25</b>	<b>22</b>

## HEAD 21 MINISTRY OF HEALTH HQ - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (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	5	5	2	67
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>47</b>	<b>47</b>	<b>2</b>	<b>4</b>

## HEAD 21 THE MINISTRY OF HEALTH HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 31000 General Administration</b>				
Ensure health insurance rates and medical fees are legislated by 1st April each fiscal year	1-June-17	1-Apr-18	2018 SPR: 1 July 18 BHB fees: 1 Nov 18	1-Apr-19
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 \$5.45 million	11 grant recipients totaling \$5.31 million	11 grant recipients totaling \$4.3 million	11 grant recipients totaling \$5.3 million
Grantees submitted up to date financials and annual reports by September following fiscal year end	93%	100%	93%	100%
Number of public health scholarships awarded and total funds granted	14 awards totaling \$100,000	14 awards totaling \$100,000	15 awards totaling \$100,000	15 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%	17(out of 50 applicants) 34%	Increase from 17 (out of 50 applicants)	23 (out of 63 applicants) 37%	Increase from 23 (out of 63 applicants)
<b>BUSINESS UNIT: 31020 Corporate Services</b>				
Implement Bermuda Health Strategy initiatives to reduce/contain Standard Premium Rate and Per Capita Health Expenditure	2017 SPR \$334 2016 p/cHE \$11,362	SPR <\$343 p/cHE <\$11,317	2018 SPR \$355.31 2017 p/cHE <11,362	2019 SPR <\$370 2018 p/cHE <\$11,500
Number of PATI requests closed, out of total received, processed within legislated timelines	Discontinued	100%	Discontinued	Discontinued
Number of PATI requests and reviews processed (includes requests and internal, ICO and judicial reviews)	28	new	20	25
<b>BUSINESS UNIT: 31030 Healthcare Registration &amp; Regulation</b>				
% of complete and accurate healthcare professional registration files (internal audit)	85%	90%	85%	90%
% of professional healthcare Registers published as per legislation	98%	100%	100%	100%
% of complaints against healthcare professional resolved by professional statutory body within the year	80%	85%	85%	88%
% of International Health Regulations Core Capacity Components obtained	85%	85%	85%	90%

## HEAD 21 THE MINISTRY OF HEALTH HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	95% (39/41)	97%	95%	98%
Percentage (and number) of communicable disease investigations (including outbreaks) initiated within established timeframes	96% (916/950)	98%	98%	98%
Percentage (and number) of epidemiological reports distributed within agreed upon timeframe	91% (117/128)	95%	90%	95%
<b>BUSINESS UNIT: 31135 Ageing &amp; Disability Services</b>				
Number of strategic initiatives developed	Discontinued	6	Discontinued	Discontinued
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> )	16	33	23	28
Number of accessibility assessments conducted	58	45	50	55
Number of senior abuse complaints submitted to the Registrar	Discontinued	34	Discontinued	Discontinued
Number of senior abuse investigations	36	24	30	33
Number of cases managed by case management	Discontinued	220	Discontinued	Discontinued
Number of residential care home complaints received	36	20	28	25
Number of residential care home complaint investigations	35	35	33	30
Number of residential care home inspections	Discontinued	83	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%)	85%	70%	85%
ii. communicative and	37(73%)	82%	80%	85%
iii. social skills	43(84%)	90%	90%	90%
Number and percentage of clients able to effectively use communication devices.	(4)40%	88%	40%	65%
Number of clients receiving coordinating OT/PT services	20	18	20	23
Number of clients involved in fitness exercise programs	28	28	28	28

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 31160 K. Margaret Carter Centre - cont.</b>				
Number of clients participating in Vocational Skills training programs (and the % demonstrating satisfactory or better skills):				
i. community-based work	(10)100%	92%	100%	100%
ii. in-house work	(27)90%	93%	90%	93%
Number of clients participating in the production of in-house contract work (and the % demonstrating satisfactory or better skills)	Discontinued	93%	Discontinued	Discontinued
Number of clients participating in the production of food and crafts (and the % demonstrating satisfactory or better skills)	(9)100%	85%	100%	100%
Number of clients participating in training and employment (and the % demonstrating satisfactory or better skills)	Discontinued	100%	Discontinued	Discontinued
Number of clients participating in the wellness/exercise program (and the % demonstrating satisfactory or better skills)	Discontinued	100%	Discontinued	Discontinued
Number of clients participating in tuck shop/grocery store program utilizing money management and organizational skills (and the % demonstrating satisfactory or better skills)	Discontinued	66%	Discontinued	Discontinued
Number of clients participating in greenhouse/gardening program (and the % demonstrating satisfactory or better skills)	(37)70%	91%	56%	80%
Number of clients participating in music program (and the % demonstrating satisfactory or better skills)	Discontinued	85%	Discontinued	Discontinued
Number of clients participating in the Therapeutic Riding/Life Skills Programmes at WindReach	new	new	new	8
Number of work contracts initiated or sustained	new	new	new	8
Number of community initiatives/stakeholder relationships developed or maintained	new	new	new	10
Percentage of clients participating in Community Based Instruction	new	new	new	90%
Number of joint activities with Mid-Atlantic Wellness Institute (MWI)	new	new	new	6
Number of subjects explored through the life skills program (involving 100% of service users)	new	new	new	10
To increase the number of clients participating in training and employment by 20% (while demonstrating satisfactory or better skills)	new	new	new	12
To increase the number of clients participating in tuck shop/grocery store program utilizing money management and organizational skills (while demonstrating satisfactory or better skills)	new	new	new	7

# 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	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2201</b>	<b>COMMUNITY HEALTH</b>						
32000	LEFROY CARE COMMUNITY	5,080	4,860	4,452	4,860	0	0
32010	COMMUNITY HEALTH ADMIN	1,088	1,020	993	1,020	0	0
32015	SYLVIA RICHARDSON CARE FAC.	4,667	5,856	4,688	5,690	(166)	(3)
32020	HEALTH EDUCATION	3	5	7	5	0	0
32030	CHILD HEALTH	1,750	1,876	1,643	2,523	647	34
32040	SEXUAL & REPRODUCTIVE HEALTH	590	915	873	915	0	0
32050	COMMUNICABLE DISEASE	362	0	0	0	0	0
32060	COMMUNITY HEALTH	1,491	2,184	1,506	1,624	(560)	(26)
32080	PHYSIOTHERAPY	964	1,025	912	1,035	10	1
32090	CLINICAL LABORATORY	303	276	296	276	0	0
32100	SPEECH AND LANGUAGE	1,380	1,555	1,494	1,592	37	2
32110	NUTRITION	186	189	165	189	0	0
32120	OCCUPATIONAL THERAPY	882	1,032	881	1,022	(10)	(1)
32130	OCCUPATIONAL HEALTH & WELL.	290	451	352	451	0	0
		<b>19,036</b>	<b>21,244</b>	<b>18,262</b>	<b>21,202</b>	<b>(42)</b>	<b>(0)</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>2202</b>	<b>ORAL HEALTH</b>						
32150	ORAL HEALTH CONTROL	361	630	480	629	(1)	(0)
32155	ORAL HEALTH ADMIN.	259	228	135	233	5	2
32160	ORAL HEALTH PREVENTION	439	635	464	635	0	0
		<b>1,059</b>	<b>1,493</b>	<b>1,079</b>	<b>1,497</b>	<b>4</b>	<b>0</b>
<b>2203</b>	<b>ENVIRONMENTAL HEALTH</b>						
32170	INSTITUTIONAL HYGIENE	434	644	547	644	0	0
32171	PUBLIC HEALTH NUIS., POLL.	17	28	27	27	(1)	(4)
32172	FOOD & BEVERAGE SAFETY	32	41	41	41	0	0
32173	WATER & SANITARY ENG. CTRL.	3	5	5	5	0	0
32175	ENVIRONMENTAL HLTH. ADMIN.	618	844	843	844	0	0
32180	HOUSING CONDITIONS	1	2	2	2	0	0
32190	VECTOR CONTROL	1,441	1,604	1,387	1,637	33	2
32270	OCCUPATIONAL SAFETY & HEALTH	192	346	168	346	0	0
32285	PORT HEALTH	0	0	0	388	388	0
		<b>2,738</b>	<b>3,514</b>	<b>3,020</b>	<b>3,934</b>	<b>420</b>	<b>12</b>
<b>2204</b>	<b>CENTRAL LABORATORY</b>						
32200	FORENSIC ANALYSIS	630	693	605	673	(20)	(3)
32210	URINE DRUG TESTING	93	98	98	98	0	0
32220	WATER AND FOOD ANALYSIS	405	450	446	449	(1)	(0)
		<b>1,128</b>	<b>1,241</b>	<b>1,149</b>	<b>1,220</b>	<b>(21)</b>	<b>(2)</b>
<b>2205</b>	<b>ADMINISTRATION</b>						
32230	ADMINISTRATION	677	962	959	506	(456)	(47)
32240	HEALTH PROMOTION	337	329	305	329	0	0
32265	COMPREHENSIVE SCHOOL HEALTH	190	129	121	129	0	0
		<b>1,204</b>	<b>1,420</b>	<b>1,385</b>	<b>964</b>	<b>(456)</b>	<b>(32)</b>
	<b>TOTAL</b>	<b>25,165</b>	<b>28,912</b>	<b>24,895</b>	<b>28,817</b>	<b>(95)</b>	<b>(0)</b>



## HEAD 22 DEPARTMENT OF HEALTH - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	15,997	19,640	16,189	20,292	652	3
	WAGES	3,314	2,636	2,723	2,806	170	6
	OTHER PERSONNEL COSTS	185	121	118	5	(116)	(96)
	TRAINING	76	51	53	58	7	14
	TRANSPORT	1	2	1	2	0	0
	TRAVEL	102	81	66	77	(4)	(5)
	COMMUNICATIONS	160	160	150	147	(13)	(8)
	ADVERTISING & PROMOTION	51	15	27	43	28	187
	PROFESSIONAL SERVICES	1,390	1,743	1,942	986	(757)	(43)
	RENTALS	289	496	371	465	(31)	(6)
	REPAIR AND MAINTENANCE	923	1,023	871	1,009	(14)	(1)
	INSURANCE	77	100	77	98	(2)	(2)
	ENERGY	675	814	713	808	(6)	(1)
	CLOTHING, UNIFORMS & LAUNDRY	50	59	49	61	2	3
	MATERIALS & SUPPLIES	1,703	1,929	1,525	1,915	(14)	(1)
	EQUIPMT.(MINOR CAPITAL)	97	35	10	37	2	6
	OTHER EXPENSES	75	7	10	8	1	14
	<b>TOTAL</b>	<b>25,165</b>	<b>28,912</b>	<b>24,895</b>	<b>28,817</b>	<b>(95)</b>	<b>(0)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8147 Dental Fees-Children	29	40	32	40	0	0
	8149 Inspection Fees	1	0	2	0	0	0
	8152 Tobacco Distributor Fees	5	20	10	20	0	0
	8157 Registration-Day Care	1	15	13	15	0	0
	8159 Nutrition Services Fees	0	0	4	4	4	0
	8163 Patient Fees	2,402	2,683	2,534	2,683	0	0
	8167 Testing Fees	83	75	82	75	0	0
	8425 Course Fees	15	8	12	8	0	0
	8457 Licence General	467	500	491	500	0	0
	8511 Nursery Schools	9	20	16	20	0	0
	8542 Derat	8	2	8	2	0	0
	8543 Bait Boxes	22	15	22	15	0	0
	8544 Snap Traps	1	1	1	1	0	0
	8669 Medication	301	227	289	227	0	0
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>3,345</b>	<b>3,606</b>	<b>3,516</b>	<b>3,610</b>	<b>4</b>	<b>0</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
	32000 LEFROY CARE COMMUNITY	59	59	59	59	0	0
	32010 COMMUNITY HEALTH ADMIN	6	6	6	6	0	0
	32015 SYLVIA RICHARDSON CARE FAC.	56	56	57	57	1	2
	32030 CHILD HEALTH	17	17	23	23	6	35
	32040 SEXUAL & REPRODUCTIVE HEALTH	9	9	9	9	0	0
	32060 COMMUNITY HEALTH	25	25	19	19	(6)	(24)
	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 OCCUPATIONAL HEALTH & WELL.	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	23	23	23	23	0	0
	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	3	3	3	3	0	0
	32285 PORT HEALTH	0	0	4	4	4	0
	<b>TOTAL</b>	<b>280</b>	<b>280</b>	<b>285</b>	<b>285</b>	<b>5</b>	<b>2</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 32000 LEFROY CARE COMMUNITY</b>				
Number of falls sustained by elders	18	15	18	15
Number of incidents (not fall related) or errors resulting in harm or injury to elder	0	2	0	0
Number of elders with pressure sores	10	2	1	1
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.	89%	100%	90%	95%
Average number of Categories of Need per CSW/Client/Case	Discontinued	6	Discontinued	Discontinued
Percentage of new cases that achieve "closure"	Discontinued	40%	Discontinued	Discontinued
<b>BUSINESS UNIT: 32015 SYLVIA RICHARDSON CARE FACILITY</b>				
Number of falls sustained by elders	30	30	21	20
Number of incidents (not fall related) or errors resulting in harm or injury to elder	10	10	6	10
Number of elders with pressure sores	5	5	5	3
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.	72%	85%	95%	95%
Incidence &/or absence of vaccine preventable diseases.	40	25	25	25
Percentage of 5 year old students assessed for health parameters and developmental milestones.	32%	70%	60%	60%
Number of Travel Health Consultations	1,121	1,100	1,100	1,100
Percentage of children aged 5 years who are overweight or obese in our public and private school system.	32%	19%	25%	25%
Percentage of new mothers visited by the Health Visitor within 14 days of delivery.	94%	95%	95%	95%
Percentage of new mothers screened for maternal well-being at 6 weeks.	-	-	75%	75%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 32040 SEXUAL AND REPRODUCTIVE HEALTH</b>				
Number of clients receiving emergency contraception for pregnancy prevention	311	375	250	200
% of women with an abnormal pap needing referral to a gynecologist	5%	5%	5%	4%
% of babies born with a birth weight of 5lbs or above	93%	95%	95%	95%
Number of family planning visits	1,883	3,050	2,000	2,500
Percentage of antenatal clients having three or more antenatal visits.	-	-	99%	99%
# of clients screened for Sexually Transmitted Infections	3,621	3,300	3,700	4,000
Percentage of persons with HIV infection receiving highly active antiretroviral therapy (HAART)	98%	98%	98%	98%
<b>BUSINESS UNIT: 32050 COMMUNICABLE DISEASE</b>				
# of Health Promotion Activities held	Discontinued	8	Discontinued	Discontinued
<b>BUSINESS UNIT: 32060 COMMUNITY HEALTH</b>				
Percentage of clients visited within 48 hours of referral for nursing care ( includes disabled, seniors, chronic non-communicable diseases)	87%	95%	95%	95%
% Social worker referrals for persons 65 years and older	70%	75%	75%	75%
<b>BUSINESS UNIT: 32080 PHYSIOTHERAPY</b>				
Percentage of referrals assessed within established time-frames:				
- Early Intervention (20 working days from date of intake)	85%	90%	>85%	>85%
- School Health (20 working days from date of intake)	85%	95%	>85%	>85%
- Seniors/Adults (20 working days from date of intake)	85%	95%	>85%	>85%
*Number and percentage of clients demonstrating progress toward functional goals following the first review period				
- Early Intervention (0-4 year old)	90%	85%	>85%	>85%
- School Health (4 - 18 year old)	85%	85%	>85%	>85%
- Seniors / Adults	80%	85%	>85%	>85%
<b>BUSINESS UNIT: 32090 CLINICAL LABORATORY</b>				
Tests performed for 1) Communicable diseases	6,690	8,000	7,300	7,400
2) Non-communicable conditions	616	1,100	850	1,000
Number of Clients receiving services	85	120	102	120
Number of Antenatal Lab screening tests	1,017	1,680	1,300	1,500
*Proportion of Lab Proficiency Testing that meet Quality standards	>95	>95	>97	>99

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	48/48 100%	95%	95%	95%
- pre-school clients - within 3 months from receipt of referral	6/83 7% (plus 44 completed by approx. 9 mos)	35%	25%	35%
Number and Percentage of referred clients assessed as needing therapy, who received therapy	334/334 100% <small>partial data 10/12 SLPs</small>	80%	80%	90%
Number and percentage of clients who were seen for reassessment, whose severity rating improved	25/172 15% <small>partial data - 4/12 SLPs</small>	30%	30%	30%
<b>BUSINESS UNIT: 32110 NUTRITION</b>				
Proportion compliant with the School Nutrition Policy:				
- all government and private primary, middle and high schools	81%	95%	85%	90%
- all schools <b>including pre-schools</b>	80%	95%	85%	90%
Compliance with MNT (Medical Nutrition Therapy diets) at:				
- Rest Homes	no result	85%	85%	85%
- Correctional Facilities	88%	95%	90%	90%
<b>BUSINESS UNIT: 32120 OCCUPATIONAL THERAPY</b>				
Percentage of referrals assessed within established time-frames:				
- Early Intervention (20 working days from date of intake)	85%	90%	>85%	>85%
- School Health (20 working days from date of intake)	85%	90%	>85%	>85%
- Seniors/Adults (20 working days from date of intake)	85%	90%	>85%	>85%
*Number and percentage of clients demonstrating progress toward functional goals following the first review period"				
- Early Intervention (0-4 year old)	90%	85%	>85%	>85%
- School Health (4 - 18 year old)	85%	85%	>85%	>85%
- Seniors / Adults	80%	85%	>85%	>85%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 32130 OCCUPATIONAL HEALTH AND WELLNESS</b>				
Number of Westgate Correctional inmate-physician consultations	1,058	1,000	1,000	1,000
Percent of all inmates received in Correctional institutions who receive an initial medical evaluation	86.40%	95%	95%	95%
Total Number of Forensic Medicine Call-outs outside of regular work	75	120	120	120
Number of after-hours Call-outs for medical assessment detainees at Hamilton Police Station	54	100	100	100
Number of medical services to uniformed officers: - Police/Fire/Prison officer Recruitment medicals performed	56	50	50	50
<b>BUSINESS UNIT: 32150 ORAL HEALTH CONTROL</b>				
Total number of visits per sub-programme (target population)				
Seniors	785	250	1,300	1,500
Children	1,395	1,000	3,000	3,200
Prisoners	197	85	200	275
Special Patients	18	25	50	65
Proportion of patients who demonstrate an improved oral hygiene status at recall.	>75%	>50%	>85%	>85%
<b>BUSINESS UNIT: 32155 ORAL HEALTH ADMINISTRATION</b>				
➤ Percentage of P5 (≈10yo) children who can demonstrate good oral hygiene technique	>85%	>80%	>85%	>85%
➤ DMFT (decayed, missing, filled teeth) index for school children compared to international guidelines.	<1	<1	<1	<1
<b>BUSINESS UNIT: 32160 ORAL HEALTH PREVENTION</b>				
Percentage of targeted group receiving oral health instruction (i.e. percentage of classes completed.)	95%	100%	100%	100%
Participation levels in the Fluoride Programme.	75%	Change	>75%	>75%
Participation levels in the Screen & Seal Programme.	>80%	>50%	>80%	>80%
<b>BUSINESS UNIT: 32171 PUBLIC HEALTH NUISANCES</b>				
Number of nuisances by type:				
air quality	38	20	50	30
noise vibration	2	5	3	3
beach pollution	0	4	2	2
<b>BUSINESS UNIT: 32172 FOOD &amp; BEVERAGE SAFETY</b>				
Percentage of food & beverage samples compliant with standards or guidelines	56%	100%	60%	85%
Total number of high risk food premises by grade compliant with health, hygiene, and safety standards:				
1) A - 90+%	78	250	114	120
2) B - 80-90%	89	120	112	107
3) C - 70 - 79%	6	10	14	9
Number of food hygiene complaints received: Percentage of food hygiene complaints resolved:	19 (100%)	35 (100%)	35 (100%)	35 (100%)

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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.	90%	100%	95%	95%
Percentage compliance of building applications with standards:				
at design stage (Health review through Planning Dept)	70%	80%	70%	70%
at building stage (plumbing inspections)	90%	95%	85%	85%
Percentage of drinking water samples compliant with standards:				
1) Domestic premises	36%	35%	40%	40%
2) Commercial premises	54%	70%	60%	60%
3) Mains supplies	94%	97%	95%	95%
<b>BUSINESS UNIT: 32175 ENVIRONMENTAL HEALTH ADMINISTRATION</b>				
Percentage of customers satisfied with service (new)	Not completed	80%	Not completed	80%
<b>BUSINESS UNIT: 32180 HOUSING CONDITIONS</b>				
Percentage of tourism properties rated compliant with health, hygiene, and safety standards:	90%	100%	90%	90%
<b>BUSINESS UNIT: 32190 VECTOR CONTROL</b>				
Percentage of positive mosquito traps	30%	10%	30%	30%
Number of service visits performed by type:-				
(i) Mosquitos	16,700	8,000	16,000	16,000
(ii) Rodents	15,760	22,000	15,000	15,000
<b>BUSINESS UNIT: 32200 FORENSIC ANALYSIS</b>				
Number of seized drugs cases analyzed	396	650	500	600
Percentage of cases completed in 3 month (Revised months)	39	80	50	80
No. of Toxicology analyses	85	100	80	100
Percentage of cases completed in 3 month (not met due to lab relocation) (Revised months)	25%	50%	50%	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	4	2	2
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%

## HEAD 22 DEPARTMENT OF HEALTH - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 32210 URINE DRUG TESTING</b>				
Number of urine tests conducted:				
i) urine screens	3,117	3,000	3,000	3,000
ii) urine confirmations	149	150	150	150
Quality of service: Revised Days				
i) % urine screen results provided within 5 working days (aim 90%)	99%	95%	95%	95%
ii) % urine confirmation results provided within 1 month	75%	75%	75%	75%
<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:	3,832 (100%)	3,500 (99%)	3,800 (99%)	3,800 (99%)
Number of dairy samples analysed and the % of results for routine analyses provided within 5 working days:	110 (98%)	140 (95%)	140 (95%)	140 (95%)
Number of food samples analyses and the % of results provided within 10 working days:	7 (100%)	50 (80%)	20 (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.	73%	90%	Discontinue	Discontinue
Retention rate of new employees to maintain a competent workforce to ensure the Department delivers quality public health services to the community	New	-	95%	95%
Provide strategic direction to the Department in the delivery of quality public health services	New			
Addressing key issues: Children and Childcare, Chronic Non- Communicable Disease, Review of Public Health Services, Policies and relevant public health Legislation	New			
<b>BUSINESS UNIT: 32240 HEALTH PROMOTION</b>				
Proportion of action plans developed as part of the national health promotion strategy: Well Bermuda.	83% (15/18)	100%	89% (16/18)	100%
Proportion of public aware of media (radio, television, Facebook, website) campaign and public health messages.	48%	65%	65%	65%
Proportion of public aware of the programmes and services offered by the Department of Health.	58%	65%	65%	65%



**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 32265 COMPREHENSIVE SCHOOL HEALTH</b>				
Percentage and #, of schools taking part in Healthy Schools Programme	90% (28/31)	90% (28/31)	90% (28/31)	93% (29/31)
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	85% and include 9 govt. preschools	95%	85% and include 9 govt. preschools	85% and include 9 govt. preschools
<b>BUSINESS UNIT: 32270 OCCUPATIONAL SAFETY &amp; HEALTH</b>				
<b>Total no. of workplace accidents</b>	312	229	300	300
●Falls	15	70	50	50
●Falling Objects	1	70	25	25
●Fatality	1	0	0	0
●Faulty Equipment	1	85	70	70
●Burns	3	4	3	3
Percentage of workplaces inspected that have Safety & Health Committees functioning according to statutory requirements	65	75	80	85
Total workplace Inspections Completed:	Unable to Report - Due to Lack of Staff	549	Unable to Determine - Due to Lack of Staff	175
Number of and Percentage of Radiation inspections performed	Unable to Report - Due to Lack of Staff	400(100%)	Unable to Determine - Due to Lack of Staff	400(100%)
Number and Percentage of Asbestos Inspections performed	Discontinue	130(100%)	Discontinue	Discontinue
Number and Percentage of Mold Inspections performed	Discontinue	450(90%)	Discontinue	Discontinue
Number and Percentage of School Inspections	Discontinue	55(80%)	Discontinue	Discontinue
Number and Percentage of Rest Home inspections	20(75%)	20(75%)	21(100%)	21(100%)
Number of Dangerous Occurrences	197	250	200	185

# 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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
<b>2401</b>	<b>GENERAL</b>						
	34000 KING EDWARD VII MEMORIAL	82,856	108,330	118,030	108,330	0	0
	34010 MID-ATLANTIC WELLNESS INSTIT.	37,344	37,344	37,344	37,344	0	0
	<b>TOTAL</b>	<b>120,200</b>	<b>145,674</b>	<b>155,374</b>	<b>145,674</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	GOVT GRANTS & CONTRIBUTIONS	120,200	145,674	155,374	145,674	0	0
	<b>TOTAL</b>	<b>120,200</b>	<b>145,674</b>	<b>155,374</b>	<b>145,674</b>	<b>0</b>	<b>0</b>

# HEAD 24 HOSPITALS - continued

NOTE: FOR THE FISCAL YEAR 2019/20 IT IS ESTIMATED THAT THE CATEGORIES FOR CLAIMS WHICH WILL BE APPROVED UNDER PATIENT SUBSIDIES, WILL BE AS FOLLOWS:-

	2018/2019		2019/2020
	ORIGINAL ESTIMATE \$	REVISED ESTIMATE \$	SUBSIDY ESTIMATE \$
INDIGENT	4,501,481	4,501,481	4,501,481
AGED	43,308,040	43,308,040	43,308,040
YOUTH	7,696,881	7,696,881	7,696,881
GERIATRIC			
TOTAL INPATIENT SUBSIDY	<u>55,506,402</u>	<u>55,506,402</u>	<u>55,506,402</u>
INDIGENT	2,968,281	3,313,644	2,968,281
AGED	39,147,121	48,401,758	39,147,121
YOUTH	<u>8,127,113</u>	<u>8,227,113</u>	<u>8,127,113</u>
TOTAL OUTPATIENT SUBSIDY	<u>50,242,514</u>	<u>59,942,514</u>	<u>50,242,514</u>
CLINIC	2,581,448	2,581,448	2,581,448
	<u><u>\$ 108,330,364</u></u>	<u><u>\$ 118,030,364</u></u>	<u><u>\$ 108,330,364</u></u>

## 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						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5501</b>	<b>FINANCIAL ASSISTANCE</b>						
	65050 GRANTS ADMINISTRATION	48,884	48,512	48,438	48,312	(200)	(0)
	65080 GENERAL ADMIN.	3,031	3,172	3,246	3,172	0	0
	<b>TOTAL</b>	<b>51,915</b>	<b>51,684</b>	<b>51,684</b>	<b>51,484</b>	<b>(200)</b>	<b>(0)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2017/18	2018/19	2018/19	2019/20	2018/19	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,833	2,948	2,997	2,916	(32)	(1)
	WAGES	1	0	0	0	0	0
	TRAINING	6	6	20	6	0	0
	TRAVEL	0	1	1	1	0	0
	COMMUNICATIONS	4	4	4	4	0	0
	ADVERTISING & PROMOTION	0	8	8	8	0	0
	PROFESSIONAL SERVICES	98	93	80	93	0	0
	REPAIR AND MAINTENANCE	14	15	15	15	0	0
	MATERIALS & SUPPLIES	74	92	92	92	0	0
	EQUIPMT. (MINOR)	1	5	5	5	0	0
	GRANTS AND CONTRIBUTIONS	48,884	48,512	48,462	48,344	(168)	(0)
	<b>TOTAL</b>	<b>51,915</b>	<b>51,684</b>	<b>51,684</b>	<b>51,484</b>	<b>(200)</b>	<b>(0)</b>

# HEAD 55 FINANCIAL ASSISTANCE - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19 vs 2019/20	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	65080 GENERAL ADMIN.	34	34	34	34	0	0
	<b>TOTAL</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>0</b>	<b>0</b>

**HEAD 55 FINANCIAL ASSISTANCE - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 65050 - Grants Administration</b>				
1. To provide financial awards to 100% of our new financial assistance clients within 10 working days.	70%	100%	70%	70%
2. To award grants to charitable organizations within 30 days of receiving requested documents.	Achieved (30 days)	5	30 days	30 days
3. To provide awards to 100% of the daycare providers by last day of month before they are due.	80%	100%	80%	80%
<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.	500	600	500	500

# 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	BUSINESS UNIT	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
<b>9101</b>	<b>HEALTH INSURANCE ADMINISTRATION</b>						
	101000 GENERAL ADMINISTRATION	3,959	3,995	4,293	3,930	(65)	(2)
		<b>3,959</b>	<b>3,995</b>	<b>4,293</b>	<b>3,930</b>	<b>(65)</b>	<b>(2)</b>
	<b>TOTAL</b>	<b>3,959</b>	<b>3,995</b>	<b>4,293</b>	<b>3,930</b>	<b>(65)</b>	<b>(2)</b>



# HEAD 91 HEALTH INSURANCE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	494	1,497	1,496	1,385	(112)	(7)
	TRAINING	0	1	0	1	0	0
	COMMUNICATIONS	8	26	27	26	0	0
	ADVERTISING & PROMOTION	0	1	0	1	0	0
	PROFESSIONAL SERVICES	432	432	432	413	(19)	(4)
	REPAIR AND MAINTENANCE	8	16	16	16	0	0
	MATERIALS & SUPPLIES	17	18	18	18	0	0
	OTHER EXPENSES	0	0	300	0	0	0
	RECEIPTS CREDITED TO PROG.	0	(1,991)	(1,991)	(1,860)	131	(7)
	GRANTS & CONTRIBUTIONS	3,000	3,995	3,995	3,930	(65)	(2)
	<b>TOTAL</b>	<b>3,959</b>	<b>3,995</b>	<b>4,293</b>	<b>3,930</b>	<b>(65)</b>	<b>(2)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	101000 GENERAL ADMINISTRATION	19	19	19	18	(1)	(5)
	<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>(1)</b>	<b>(5)</b>

## HEAD 91 HEALTH INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>HIP</b>				
Administrative Expense Ratio for the Health Insurance Plan (HIP) (Administrative Expenses by Premiums expressed as a percentage.)	8.8%	6.1%	7.0%	7.3%
Administrative Expense per Policyholder	\$463	\$346	\$350	\$343
Medical Loss Ratio for HIP (Claims Expenses by Premiums and given as a percentage.)	167.4%	151.5%	167.0%	168.5%
Total Claims for HIP	\$27,017,758	\$26,565,566	\$26,948,965	\$27,757,434
Headcount of HIP Policyholders	3,070	3,103	3,290	3,526
Claims per Policyholder (total claims divided by headcount)	\$8,801	\$8,561	\$8,190	\$7,871
Volume of claims	85,986	79,978	78,620	80,979
Percentage claims increase vs. previous year for HIP	-9.6%	3.0%	-0.3%	3.0%
<b>FCF</b>				
Administrative Expense Ratio for the Future Care Fund (FCF) (Administrative Expenses by Premiums expressed as a percentage)	5.9%	4.4%	4.7%	4.9%
Administrative Expense per Policyholder	\$348	\$245	\$277	\$285
Medical Loss Ratio for FCF (Claims Expenses by Premiums and given as a percentage)	133.1%	114.2%	145.1%	149.2%
Total Claims for FCF	\$32,309,255	\$28,274,879	\$35,864,212	\$36,940,138
Headcount of FCF Policyholders	4,085	4,376	4,158	4,233
Claims per Policyholder (total claims divided by headcount)	\$7,909	\$6,462	\$8,625	\$8,727
Volume of claims	278,563	307,869	306,098	336,354
Percentage claims increase vs. previous year for FCF	13.0%	3.0%	11.0%	3.0%
<b>MRF</b>				
Administrative Expense Ratio for the Mutual Reinsurance Fund (MRF) (Administrative Expenses by Premiums expressed as a percentage)	2.8%	2.2%	2.0%	2.1%
Medical Loss Ratio for MRF (Claims Expenses by Premiums and given as a percentage)	43.4%	30.2%	35.9%	37.0%
Total Claims for MRF (ECP)	\$289,389	\$234,240	\$803,650	\$827,759
Percentage claims increase vs. previous year for MRF (ECP)	100.0%	20%	178%	3%
Total Claims for MRF (DIALYSIS)	\$21,722,716	\$14,682,956	\$19,862,463	\$20,458,337
Percentage claims increase vs. previous year for MRF (DIALYSIS)	100%	3%	-9%	3%

## HEAD 91 HEALTH INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BHB Subsidy</b>				
Medical Loss Ratio for Hospital Subsidy (Claims expenses by the amount budgeted for Subsidy expressed as a percentage.)	134.4%	109%	103%	106%
Total Claims for Hospital Subsidy	80,881,945	105,881,945	105,748,917	105,748,917
No. of Participants for Hospital Subsidy	35,942	35,316	35,601	35,263
Claims per Participant (total claims divided by participants)	\$2,250	\$2,998	\$2,970	\$2,999
Volume of claims	259,951	256,916	260,022	260,093
Percentage claims increase vs. previous year for Hospital Subsidy	-22.90%	30.90%	30.70%	0.00%
<b>Combined HIF FCF and BHB Subsidy</b>				
Number of cases under case management/ care coordination	820	900	1,080	1422
Claims Turn-Around-Time (TAT) except overseas claims (in days)	98% 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)	98% in 2 Days	98% 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 TOURISM & TRANSPORT

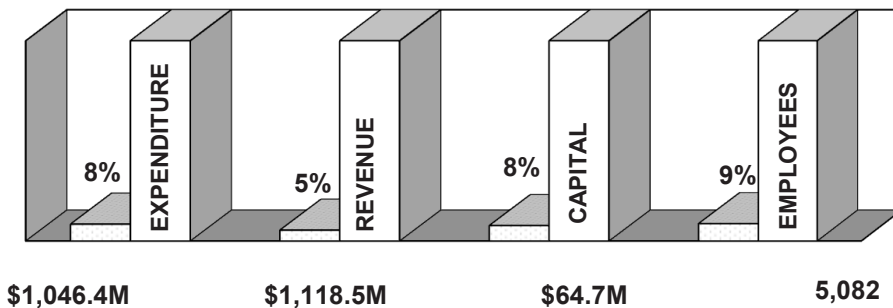


TO ENSURE THAT BERMUDA HAS A SAFE, ACCESSIBLE, COURTEOUS, ENVIRONMENTALLY RESPONSIBLE AND EFFICIENT TRANSPORTATION SYSTEM THAT MEETS ITS NATIONAL INTEREST. TO PROVIDE FINANCIAL OVERSIGHT AND SUPPORT TO THE BERMUDA TOURISM AUTHORITY.

The Hon. Zane DeSilva, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
48	MIN. OF TOURISM & TRANSPORT HQ	44,425	14,395	14,480	39,475	25,080	174
30	MARINE & PORTS	21,349	20,250	20,292	21,278	1,028	5
34	TRANSPORT CONTROL DEPARTMENT	5,465	5,375	5,375	5,375	0	0
35	PUBLIC TRANSPORTATION	21,764	21,615	21,530	22,368	753	3
		<b>93,003</b>	<b>61,635</b>	<b>61,677</b>	<b>88,496</b>	<b>26,861</b>	<b>44</b>
<b>REVENUE (\$000)</b>							
48	MIN. OF TOURISM & TRANSPORT HQ	23,855	37,800	36,813	16,653	(21,147)	(56)
30	MARINE & PORTS	6,021	6,153	5,765	5,766	(387)	(6)
34	TRANSPORT CONTROL DEPARTMENT	29,408	30,453	30,963	30,988	535	2
35	PUBLIC TRANSPORTATION	6,484	8,190	6,276	7,400	(790)	(10)
		<b>65,768</b>	<b>82,596</b>	<b>79,817</b>	<b>60,807</b>	<b>(21,789)</b>	<b>(26)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	3,151	3,908	3,971	2,496		
	DEVELOPMENT	253	2,500	2,500	2,500		
		<b>3,404</b>	<b>6,408</b>	<b>6,471</b>	<b>4,996</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>398</b>	<b>440</b>	<b>439</b>	<b>443</b>	<b>3</b>	<b>1</b>

**FOR DETAILS OF  
SCHEMES SEE  
SEC C PAGES 4 - 15**



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

To develop effective transportation policy and provide a transportation systems that meet the needs of Bermuda’s residents and visitors. To provide oversight and financial support to the Bermuda Tourism Authority and Bermuda Airport Authority, and guidance to Authorities with responsibility for civil aviation and maritime affairs.

**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 ensure that all facets of the transportation system works efficiently and in concert with Bermuda's Tourism Product.
- To develop and direct government policy and regulations on aviation and air services, tourism and seaborne services.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>4801</b>	<b>ADMINISTRATION</b>						
	58000 ADMINISTRATION	44,065	14,251	14,336	38,960	24,709	173
	58010 TRANSPORTATION PLANNING TEAM	134	144	144	141	(3)	(2)
		<b>44,199</b>	<b>14,395</b>	<b>14,480</b>	<b>39,101</b>	<b>24,706</b>	<b>172</b>
<b>4802</b>	<b>REGULATORY &amp; POLI/HOTEL ADMIN</b>						
	58020 REGULATORY & POLI/HOTEL ADMIN	226	0	0	374	374	0
		<b>226</b>	<b>0</b>	<b>0</b>	<b>374</b>	<b>374</b>	<b>0</b>
	<b>TOTAL</b>	<b>44,425</b>	<b>14,395</b>	<b>14,480</b>	<b>39,475</b>	<b>25,080</b>	<b>174</b>

# HEAD 48 MINISTRY OF TOURISM & TRANSPORT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	643	676	676	939	263	39
	WAGES	13	30	30	30	0	0
	TRAINING	3	25	20	25	0	0
	TRAVEL	46	122	97	104	(18)	(15)
	COMMUNICATIONS	11	32	32	31	(1)	(3)
	ADVERTISING & PROMOTION	1	1	11	5	4	400
	PROFESSIONAL SERVICES	819	168	267	211	43	26
	RENTALS	83	13	13	16	3	23
	REPAIR AND MAINTENANCE	11	6	6	12	6	100
	ENERGY	3	3	3	7	4	133
	MATERIALS & SUPPLIES	8	13	13	14	1	8
	EQUIPMT. (MINOR CAPITAL)	4	0	6	0	0	0
	OTHER EXPENSES	1,520	6	6	6	0	0
	GRANTS AND CONTRIBUTIONS	41,260	13,300	13,300	38,075	24,775	186
	<b>TOTAL</b>	<b>44,425</b>	<b>14,395</b>	<b>14,480</b>	<b>39,475</b>	<b>25,080</b>	<b>174</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8108 Civil Aviation Receipts	21,000	19,850	18,833	16,000	(3,850)	(19)
	8431.05 Cellular Fees	0	10,155	10,155	0	(10,155)	(100)
	8431.06 Miscellaneous Fees	0	5,315	5,345	0	(5,315)	(100)
	8434 Spectrum Band Fees	0	2,480	2,480	0	(2,480)	(100)
	8513 Hotel Licences	0	0	0	38	38	0
	8521 Cruise Ship Casino Licences	557	0	0	615	615	0
	8877 Reimbursements	2,264	0	0	0	0	0
	8889 Sundry Receipts	34	0	0	0	0	0
	<b>TOTAL</b>	<b>23,855</b>	<b>37,800</b>	<b>36,813</b>	<b>16,653</b>	<b>(21,147)</b>	<b>(56)</b>

# HEAD 48 MINISTRY OF TOURISM & TRANSPORT HQ - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
58000	ADMINISTRATION	5	5	5	4	(1)	(20)
58010	TRANSPORTATION PLANN. TEAM	1	1	1	1	0	0
58020	REGULATORY & POLI/HOTEL ADMIN	0	0	0	4	4	0
	<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>3</b>	<b>50</b>

## HEAD 48 MINISTRY OF TOURISM & TRANSPORT HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 58020 Hotel Inspectors</b>				
To complete the annual inspection and licensing of hotel properties by March 31 of the current year.	85%	85%	85%	85%
Produce a summary report of Hotel Inspections and licenses by June of the following calendar year.	Successfully met	Successfully met	Successfully met	Successfully met
To acknowledge hotel complaints within 24 hours and to investigate within 48 hours.	Successfully met	Successfully met	Successfully met	Successfully met
Produce a summary report of hotel complaints for the calendar year by June of the following year.	Successfully met	Successfully met	Successfully met	Successfully met



# 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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3006 WEST END (DOCKYARD)</b>							
40040 NAVIGATIONAL AIDS		786	729	729	740	11	2
40140 TUG SERVICE		1,675	1,583	1,583	1,686	103	7
40210 TENDER SERVICE		446	385	385	397	12	3
40260 DOCKYARD MAINTENANCE		3,672	2,878	2,878	3,354	476	17
		<b>6,579</b>	<b>5,575</b>	<b>5,575</b>	<b>6,177</b>	<b>602</b>	<b>11</b>
<b>3007 CENTRAL (HAMILTON OFFICE)</b>							
40090 FERRY SERVICE		8,646	7,807	7,807	7,776	(31)	(0)
40150 MOORING & BOAT REG.		233	277	277	277	0	0
40220 ADMINISTRATION		1,913	2,418	2,460	2,566	148	6
		<b>10,792</b>	<b>10,502</b>	<b>10,544</b>	<b>10,619</b>	<b>117</b>	<b>1</b>
<b>3008 EAST END (FORT GEORGE)</b>							
40100 MARITIME SAFETY & SECURITY		2,187	2,291	2,291	2,532	241	11
40180 PILOTAGE SER. OFFSHORE		1,791	1,882	1,882	1,950	68	4
		<b>3,978</b>	<b>4,173</b>	<b>4,173</b>	<b>4,482</b>	<b>309</b>	<b>7</b>
<b>TOTAL</b>		<b>21,349</b>	<b>20,250</b>	<b>20,292</b>	<b>21,278</b>	<b>1,028</b>	<b>5</b>

## HEAD 30 MARINE & PORTS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	SALARIES	3,268	3,461	3,505	3,663	202	6
	WAGES	8,322	8,646	8,602	8,820	174	2
	OTHER PERSONNEL COSTS	70	27	27	27	0	0
	TRAINING	88	215	215	335	120	56
	TRANSPORT	76	35	35	35	0	0
	TRAVEL	56	93	93	93	0	0
	COMMUNICATIONS	101	122	122	132	10	8
	PROFESSIONAL SERVICES	291	515	557	515	0	0
	RENTALS	2,306	842	842	842	0	0
	REPAIR AND MAINTENANCE	1,904	2,021	2,021	2,087	66	3
	INSURANCE	513	772	772	772	0	0
	ENERGY	2,427	2,483	2,483	2,563	80	3
	CLOTHING, UNIFORMS & LAUNDRY	80	85	85	85	0	0
	MATERIALS & SUPPLIES	1,809	914	914	1,290	376	41
	OTHER EXPENSES	19	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	19	19	19	19	0	0
	<b>TOTAL</b>	<b>21,349</b>	<b>20,250</b>	<b>20,292</b>	<b>21,278</b>	<b>1,028</b>	<b>5</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	8169 Boats-Private	494	500	510	500	0	0
	8171 Boats-Charter	98	100	100	110	10	10
	8173 Boats-Moorings	880	900	901	901	1	0
	8174 Boats-Haulage	95	94	94	95	1	1
	8177 Local Cruises	15	25	25	25	0	0
	8181 Light House Fees	16	0	0	0	0	0
	8183 Port Dues	666	620	620	620	0	0
	8185 Pilotage Fees	963	853	853	853	0	0
	8186 Pilot Detention Fees	37	36	37	37	1	3
	8187 Ferry Receipts	1,495	1,600	1,200	1,200	(400)	(25)
	8188 Seaport Security Passes	0	0	0	0	0	0
	8457 Licence General	26	25	25	25	0	0
	8763 Tug	1,227	1,400	1,400	1,400	0	0
	8877 Reimbursements	9	0	0	0	0	0
	<b>TOTAL</b>	<b>6,021</b>	<b>6,153</b>	<b>5,765</b>	<b>5,766</b>	<b>(387)</b>	<b>(6)</b>

## HEAD 30 MARINE & PORTS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
	40040 NAVIGATIONAL AIDS	9	9	9	9	0	0
	40090 FERRY SERVICE	68	71	71	71	0	0
	40100 MARITIME SAFETY & SECURITY	9	9	9	10	1	11
	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	19	19	1	6
	40210 TENDER SERVICE	4	4	4	4	0	0
	40220 ADMINISTRATION	9	9	9	9	0	0
	40260 DOCKYARD MAINTENANCE	20	20	20	21	1	5
	<b>TOTAL</b>	<b>155</b>	<b>158</b>	<b>159</b>	<b>161</b>	<b>3</b>	<b>2</b>

## HEAD 30 MARINE & PORTS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	99.91%	100%	100%	100%
Other lights, Buoys and Beacons need to be working 99% of the time	99.52%	100.00%	99.59%	100.00%
Availability of Buoys - on Station, need to be 97% of the time	99.04%	100.00%	99.62%	100.00%
Overall performance level required to be 98.6%	99.49%	100.00%	99.74%	100.00%
<b>BUSINESS UNIT: Ferry Service - 40090</b>				
Ferries to operate to the published ferry schedule number of trips 95%	95%	90%	93%	Discontinued
Interrupted services due to mechanical issues (data indicator)	6%	10%	10%	Discontinued
Interrupted services due to inclement weather (data indicator)	5%	3%	3%	Discontinued
Interrupted services due to staff shortage or BIU meetings (data indicator)	2%	3%	3%	Discontinued
Vessel availability as required monthly as per published schedule	New	-	-	100%
Percentage of on time scheduled and completed runs per month	New	-	-	98%
Number of vessels required for service per month 7	New	-	-	100%
<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%	100%	50%	100%	70%
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	95%	98%	98%	98%

## HEAD 30 MARINE & PORTS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: Moorings &amp; Boat Regulations - 40150</b>				
Remove 50% of illegal, unregistered moorings by year end	50%	70%	70%	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	25%	10%	25%	25%
<b>BUSINESS UNIT: Pilotage Ser. Offshore - 40180</b>				
<b>International Standards set by:</b>  <b>International Maritime Pilot's Association.</b>				
Availability of pilot boats for arriving and departing ships, aim 100%	95%	97%	96%	96%
Success, on scheduled berthing and unberthing of ships, aim 100%	97%	96%	97%	97%
Overall performance of Pilot Service	98%	98%	98%	98%
<b>BUSINESS UNIT: Tender Service - 40210</b>				
100% Availability for service as required by shipping industry	100%	100%	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)	92%	100%	100%	100%
100% of required staff trained in fire safety (per Safety and Health regulations) (days taken)	60%	100%	80%	95%
<b>BUSINESS UNIT: Dockyard Maintenance - 40260</b>				
1. 100% compliance with Lloyd's Register Survey milestones for dry-docking and machinery surveys	97%	100%	100%	100%
2. Undertake the slipping and bottom cleaning of Department vessels at least once during the year	98%	100%	100%	100%

# 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						2018/19	
BUSINESS UNIT	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2019/20	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3401</b>	<b>GENERAL</b>						
	44000 EXAMINATION	564	623	623	1,210	587	94
	44040 REGISTRATION	1,069	744	744	896	152	20
	44090 ROAD SAFETY	147	163	163	232	69	42
	44110 TRAFFIC CONTROL	591	582	582	630	48	8
	44210 ADMINISTRATION	3,094	3,263	3,263	2,407	(856)	(26)
	<b>TOTAL</b>	<b>5,465</b>	<b>5,375</b>	<b>5,375</b>	<b>5,375</b>	<b>0</b>	<b>0</b>

# HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,357	2,601	2,601	2,886	285	11
	WAGES	16	0	0	572	572	0
	TRAINING	56	58	58	100	42	72
	TRANSPORT	11	0	0	0	0	0
	TRAVEL	1	5	5	25	20	400
	COMMUNICATIONS	77	78	78	84	6	8
	ADVERTISING & PROMOTION	4	4	4	5	1	25
	PROFESSIONAL SERVICES	2,175	2,230	2,230	430	(1,800)	(81)
	RENTALS	51	7	7	105	98	1,400
	REPAIR AND MAINTENANCE	152	128	128	534	406	317
	INSURANCE	3	5	5	5	0	0
	ENERGY	124	143	143	317	174	122
	CLOTHING, UNIFORMS & LAUNDRY	7	6	6	6	0	0
	MATERIALS & SUPPLIES	124	79	79	233	154	195
	EQUIPMT. (MINOR CAPITAL)	0	0	0	3	3	0
	OTHER EXPENSES	296	6	6	10	4	67
	GRANTS AND CONTRIBUTIONS	11	25	25	60	35	140
	<b>TOTAL</b>	<b>5,465</b>	<b>5,375</b>	<b>5,375</b>	<b>5,375</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	1	4	4	4	0	0
	8383 Vehicle Registration-2 Wheel	1	0	0	0	0	0
	8385 Vehicles-Four Wheel	373	339	339	339	0	0
	8389 Exam Fees-2 wheel	652	600	600	600	0	0
	8391 Exam Fees-4 wheel	1,006	994	994	994	0	0
	8395 Certificate of Competency	182	183	183	183	0	0
	8465 Auxiliary Cycle	301	280	280	280	0	0
	8467 Motor Cycle	1,710	1,734	2,500	2,500	766	44
	8471 Private Car	17,741	18,790	18,896	18,896	106	1
	8473 Commercial Vehicle	4,824	5,000	4,741	4,766	(234)	(5)
	8475 Trailer	104	108	108	108	0	0
	8477 Miscellaneous Vehicles	10	5	4	4	(1)	(20)
	8479 Licence Plate & Stickers	231	179	179	179	0	0
	8480 Truck Permit Fees	532	700	598	598	(102)	(15)
	8481 Driving Permits	682	613	613	613	0	0
	8483 Photo.Drivers Licence	938	924	924	924	0	0
	8889 Sundry Receipts	120	0	0	0	0	0
	<b>TOTAL</b>	<b>29,408</b>	<b>30,453</b>	<b>30,963</b>	<b>30,988</b>	<b>535</b>	<b>2</b>

# HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
	44000 EXAMINATION	7	8	8	8	0	0
	44040 REGISTRATION	13	13	13	14	1	8
	44090 ROAD SAFETY	1	1	1	1	0	0
	44110 TRAFFIC CONTROL	8	9	9	9	0	0
	44210 ADMINISTRATION	5	9	9	9	0	0
	<b>TOTAL</b>	<b>34</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>1</b>	<b>3</b>



## HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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

*Moving Bermuda with a quality public bus service.*

## DEPARTMENT OBJECTIVES

- \* To deliver a convenient and cost effective service.
- \* To ensure buses operate reliably according to the published schedule.
- \* To maintain the fleet in accordance with manufacturer specifications.
- \* To ensure buses are safe and comfortable.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3501</b>	<b>TRANSPORTATION</b>						
	45000 AUXILIARY BUS SERVICES	169	151	151	138	(13)	(9)
	45010 BUS OPERATIONS	10,871	10,367	10,367	10,628	261	3
		<b>11,040</b>	<b>10,518</b>	<b>10,518</b>	<b>10,766</b>	<b>248</b>	<b>2</b>
<b>3502</b>	<b>MAINTENANCE</b>						
	45090 REPAIR SERVICING	5,048	5,697	5,612	5,624	(73)	(1)
	45115 INVENTORY MANAGEMENT	2,770	2,060	2,060	2,180	120	6
		<b>7,818</b>	<b>7,757</b>	<b>7,672</b>	<b>7,804</b>	<b>47</b>	<b>1</b>
<b>3503</b>	<b>ADMINISTRATION</b>						
	45120 ADMINISTRATION	2,116	2,460	2,460	2,904	444	18
	45200 MANAGEMENT SUPPORT	790	880	880	894	14	2
		<b>2,906</b>	<b>3,340</b>	<b>3,340</b>	<b>3,798</b>	<b>458</b>	<b>14</b>
	<b>TOTAL</b>	<b>21,764</b>	<b>21,615</b>	<b>21,530</b>	<b>22,368</b>	<b>753</b>	<b>3</b>

# HEAD 35 PUBLIC TRANSPORTATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,291	3,319	3,319	3,306	(13)	(0)
	WAGES	12,311	12,271	12,271	12,632	361	3
	OTHER PERSONNEL COSTS	1	0	0	0	0	0
	TRAINING	24	75	75	100	25	33
	TRANSPORT	783	75	75	180	105	140
	TRAVEL	18	25	25	40	15	60
	COMMUNICATIONS	60	72	72	76	4	6
	ADVERTISING & PROMOTION	8	5	5	5	0	0
	PROFESSIONAL SERVICES	562	647	647	785	138	21
	RENTALS	166	203	203	210	7	3
	REPAIR AND MAINTENANCE	503	627	627	627	0	0
	INSURANCE	163	200	200	200	0	0
	ENERGY	1,800	2,150	2,065	2,097	(53)	(2)
	CLOTHING, UNIFORMS & LAUNDRY	32	40	40	60	20	50
	MATERIALS & SUPPLIES	2,915	1,847	1,847	1,932	85	5
	EQUIPMT. (MINOR CAPITAL)	79	8	8	67	59	738
	OTHER EXPENSES	48	51	51	51	0	0
	<b>TOTAL</b>	<b>21,764</b>	<b>21,615</b>	<b>21,530</b>	<b>22,368</b>	<b>753</b>	<b>3</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)	(7)	(8)
	8679 Passes	2,735	3,725	2,440	3,250	(475)	(13)
	8681 Tickets	941	1,065	931	1,000	(65)	(6)
	8683 Tokens	786	1,000	1,000	1,200	200	20
	8685 Cash	1,279	1,250	1,252	1,251	1	0
	8687 Charter	136	500	5	0	(500)	(100)
	8689 Sightseeing	1	0	0	0	0	0
	8691 Passes - Post Offices	272	300	300	350	50	17
	8693 Tickets - Post Offices	285	300	300	300	0	0
	8699 Advertising	49	50	48	49	(1)	(2)
	<b>TOTAL</b>	<b>6,484</b>	<b>8,190</b>	<b>6,276</b>	<b>7,400</b>	<b>(790)</b>	<b>(10)</b>

## HEAD 35 PUBLIC TRANSPORTATION - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2018/19 vs 2019/20 (7)	% (8)
	45000 AUXILIARY BUS SERVICES	2	2	2	2	0	0
	45010 BUS OPERATIONS	149	162	160	157	(5)	(3)
	45090 REPAIR SERVICING	36	50	50	50	0	0
	45115 INVENTORY MANAGEMENT	2	4	4	4	0	0
	45120 ADMINISTRATION	2	4	4	5	1	25
	45200 MANAGEMENT SUPPORT	12	14	14	14	0	0
	<b>TOTAL</b>	<b>203</b>	<b>236</b>	<b>234</b>	<b>232</b>	<b>(4)</b>	<b>(2)</b>

## HEAD 35 PUBLIC TRANSPORTATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 45010 Bus Operations</b>				
Minimize accidents per month to less than:	11	8	10	Discontinued
Achieve a target of less than 3 staff complaints per month.	4	3	3	Discontinued
Reduce the number cancelled trips due to operator deployment per week to 10.	19	Discontinued	Discontinued	Discontinued
On time delivery of all scheduled services.	N/A	N/A	N/A	90%
<b>BUSINESS UNIT: 45090 - Repair Servicing</b>				
Respond to road calls within 1 hour	1.5 hr	1 hr	1 hr	Discontinued
Service every bus every 90 days	14%	100%	100%	Discontinued
Maintain the number of buses in service daily at 80% of the total fleet.	56%	80%	70%	80%
Maintain buses according to the preventative maintenance programme.	New	New	New	90%
<b>BUSINESS UNIT: 45115 - Inventory Management</b>				
Complete 4 rolling counts of inventory per annum	1	2	2	Discontinued
Procurement process time from requisition to order target:	5 days	2 days	2 days	Discontinued
Average number of buses out of service due to parts.	New	New	New	5%
Reduce inventory levels.	New	New	New	-5%
<b>BUSINESS UNIT: 45120 - Administration</b>				
Maintain a weighted average age of the bus fleet of <7 years	11.75 years	N/A	Discontinued	Discontinued
Address identified occupational, safety and health issues.	N/A	5	5	5
Complete customer service training for front line staff.	N/A	50%	50%	50%
Number of critical vacancies.	New	New	New	0
Revenue / cost of service ratio.	New	New	New	40%

**HEAD 35 PUBLIC TRANSPORTATION - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: 45200 - Management Support</b>				
Receipt and deposit all cash from fares and sale of fare media daily.	100%	100%	100%	Discontinued
Prepare weekly and monthly payroll register with 100% accuracy.	95%	Discontinued	Discontinued	Discontinued
Prepare 100% of vendor invoices for payment within 2 days of receipt.	90%	N/A	Discontinued	Discontinued
Process vendor payments within target period.	N/A	5 days	5 days	5 days
Produce detailed performance reports each month by the 15th	N/A	100%	60%	100%

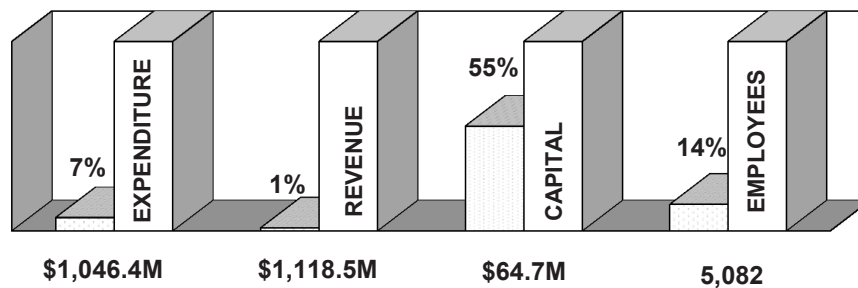
# MINISTRY OF PUBLIC WORKS



TO MANAGE ALL PUBLIC WORKS AND AMENITIES.

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

HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
36	MIN. OF PUBLIC WORKS HQ	4,359	5,931	5,922	6,209	278	5
49	LAND VALUATION	715	787	813	1,027	240	30
53	BERMUDA HOUSING CORP	6,050	6,050	6,050	6,050	0	0
68	PARKS	8,540	9,808	8,472	9,644	(164)	(2)
81	PUBLIC LANDS & BUILDINGS	19,507	19,507	19,924	19,472	(35)	(0)
82	WORKS & ENGINEERING	32,527	30,588	30,414	29,647	(941)	(3)
97	LAND TITLE & REGISTRATION	879	1,297	1,144	1,398	101	8
		<b>72,577</b>	<b>73,968</b>	<b>72,739</b>	<b>73,447</b>	<b>(521)</b>	<b>(1)</b>
<b>REVENUE (\$000)</b>							
36	MIN. OF PUBLIC WORKS HQ	13	5	2	5	0	0
49	LAND VALUATION	0	6	0	6	0	0
68	PARKS	80	88	83	104	16	18
81	PUBLIC LANDS & BUILDINGS	2,770	2,829	1,659	1,801	(1,028)	(36)
82	WORKS & ENGINEERING	11,324	16,715	14,545	14,225	(2,490)	(15)
97	LAND TITLE & REGISTRATION	136	625	817	625	0	0
		<b>14,323</b>	<b>20,268</b>	<b>17,106</b>	<b>16,766</b>	<b>(3,502)</b>	<b>(17)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	2,278	4,638	3,489	3,194		
	DEVELOPMENT	32,231	37,011	38,021	32,588		
		<b>34,509</b>	<b>41,649</b>	<b>41,510</b>	<b>35,782</b>		
						<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>	
<b>EMPLOYEE NUMBERS</b>							
		<b>596</b>	<b>707</b>	<b>600</b>	<b>711</b>	<b>4</b>	<b>1</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	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20 (\$000) % (7) (8)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3601 HEAD OFFICE ADMINISTRATION</b>							
46111	ADMINISTRATION	750	1,879	2,053	1,943	64	3
46112	CENTRAL FILING	216	241	221	247	6	2
		<b>966</b>	<b>2,120</b>	<b>2,274</b>	<b>2,190</b>	<b>70</b>	<b>3</b>
<b>3610 ACCOUNTS</b>							
46030	FINANCE MGMT	713	936	948	1,164	228	24
		<b>713</b>	<b>936</b>	<b>948</b>	<b>1,164</b>	<b>228</b>	<b>24</b>
<b>3611 PURCHASING</b>							
46113	PURCHASING ADMINISTRATION	354	488	398	496	8	2
46114	SUPPLY STORES	273	736	665	873	137	19
		<b>627</b>	<b>1,224</b>	<b>1,063</b>	<b>1,369</b>	<b>145</b>	<b>12</b>
<b>3612 TELECOMMUNICATIONS</b>							
46065	TELEPHONE OPERATIONS	172	0	0	0	0	0
46115	TELEPHONE MAINTENANCE	880	883	857	838	(45)	(5)
		<b>1,052</b>	<b>883</b>	<b>857</b>	<b>838</b>	<b>(45)</b>	<b>(5)</b>
<b>3613 HUMAN RESOURCES</b>							
46116	HUMAN RESOURCES ADMIN.	430	405	410	417	12	3
46117	RECRUITMENT	2	22	22	22	0	0
46118	TRAINING & DEVELOPMENT	102	167	75	150	(17)	(10)
		<b>534</b>	<b>594</b>	<b>507</b>	<b>589</b>	<b>(5)</b>	<b>(1)</b>
<b>3614 ARCHITECT &amp; DESIGN</b>							
46040	ARCHITECT & DESIGN	467	174	273	59	(115)	(66)
		<b>467</b>	<b>174</b>	<b>273</b>	<b>59</b>	<b>(115)</b>	<b>(66)</b>
<b>TOTAL</b>		<b>4,359</b>	<b>5,931</b>	<b>5,922</b>	<b>6,209</b>	<b>278</b>	<b>5</b>

# HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,851	2,262	2,524	2,630	368	16
	WAGES	693	763	807	1,068	305	40
	OTHER PERSONNEL COSTS	0	5	5	5	0	0
	TRAINING	106	137	38	130	(7)	(5)
	TRANSPORT	0	219	84	84	(135)	(62)
	TRAVEL	25	62	12	52	(10)	(16)
	COMMUNICATIONS	501	500	441	455	(45)	(9)
	ADVERTISING & PROMOTION	12	22	22	22	0	0
	PROFESSIONAL SERVICES	377	616	539	431	(185)	(30)
	REPAIR AND MAINTENANCE	54	70	55	70	0	0
	MATERIALS & SUPPLIES	698	238	124	237	(1)	(0)
	EQPMT. (MINOR CAPITAL)	1	3	1	3	0	0
	OTHER EXPENSES	41	84	20	72	(12)	(14)
	GRANTS AND CONTRIBUTIONS	0	950	1,250	950	0	0
	<b>TOTAL</b>	<b>4,359</b>	<b>5,931</b>	<b>5,922</b>	<b>6,209</b>	<b>278</b>	<b>5</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8615 General	11	0	0	0	0	0
	8877 Reimbursements	0	0	1	0	0	0
	9102 Car Park Monthly Rentals	2	5	1	5	0	0
	<b>TOTAL</b>	<b>13</b>	<b>5</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>

# HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
46030	FINANCE MGMT	9	12	9	13	1	8
46040	ARCHITECT & DESIGN	3	8	3	8	0	0
46111	HEADQUARTERS	3	4	5	5	1	25
46112	CENTRAL FILING	2	3	2	3	0	0
46113	PURCHASING ADMINISTRATION	4	6	5	6	0	0
46114	SUPPLY STORES	9	9	8	11	2	22
46115	TELEPHONE MAINTENANCE	0	0	0	0	0	0
46116	HUMAN RESOURCES ADMIN.	4	5	4	5	0	0
46118	TRAINING AND DEVELOPMENT	1	1	1	1	0	0
<b>TOTAL</b>		<b>35</b>	<b>48</b>	<b>37</b>	<b>52</b>	<b>4</b>	<b>8</b>

## HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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%	98%	98%
Reduction in the downtime of Head Office Equipment - equipment back in service next day except for delayed delivery of parts	98%	98%	98%	99%
<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%	97%	100%
Reduction of Water Debt by:	1%	10%	5%	10%
<b>BUSINESS UNIT: 46113 Purchasing Administration</b>				
Meet the expected delivery deadline for overseas goods order by the operational areas.	Revisions are being made to the collection of data methodology	82%	Data collection methodology to be incorporated	80%
Improve the Procurement cycle time from Requisition to creation of Purchase Order to two days	Trended to 85% Nov-Jan before data collection ability ceased	85%	85%	90%
<b>BUSINESS UNIT: 46114 Supply Stores</b>				
Decrease the inventory discrepancies for year end by	2016/17 data not readily available	18%	18%	18%
Meeting demand of our customers for maintenance / service items by:	Data collection methodology not incorporated	85%	Data collection methodology to be incorporated	85%

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 46116 Human Resource Admin</b>				
Communication - Ministry newsletter published and distributed to the department	4	4	4	4
* Policy Development - The number of Ministry-specific human resource policies developed	0	0	0	0
* Performance management - Forward Job Plans & Performance Appraisals 100% completed and returned to the DHR deadline.	43.33%PA 43.33%FJP	90%PA 90%FJP	80% PA 80%FJP	80%
<b>BUSINESS UNIT: 46117 Recruitment</b>				
Complete recruitment of difficult to fill posts	1	5	5	4
On time completion and submission of vacancy files to DHR	95%	95%	90%	90%
<b>BUSINESS UNIT: 46118 Training &amp; Development</b>				
Complete lunch and learns for industrial staff for the year	4	5	4	4
Host seminar for employees eligible to retire annually	1	1	1	1
BeFAST(Basic Employee,Foreman and Supertindent Training)	0	2	1	2
Career Outreach	5	2	4	4
<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.	90%	90%	95%	95%
Cost of services offered by the Architect Section shall be 60% of the cost of the same service offered by the Private Sector.	85%	90%	90%	95%
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.	90%	85%	90%	95%

# 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	BUSINESS UNIT	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
4901	LAND VALUATION						
	59080 VALUATION	715	787	813	1,027	1,027	130
	<b>TOTAL</b>	<b>715</b>	<b>787</b>	<b>813</b>	<b>1,027</b>	<b>1,027</b>	<b>130</b>

# HEAD 49 LAND VALUATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	664	736	764	879	115	15
	TRAINING	1	1	0	1	1	0
	TRAVEL	1	2	2	2	0	0
	ADVERTISING & PROMOTION	0	0	0	1	1	0
	PROFESSIONAL SERVICES	2	5	3	66	63	2,100
	REPAIR AND MAINTENANCE	36	37	37	37	0	0
	MATERIALS & SUPPLIES	5	6	6	41	35	583
	EQUIPT. (MINOR CAPITAL)	6	0	1	0	(1)	(100)
	<b>TOTAL</b>	<b>715</b>	<b>787</b>	<b>813</b>	<b>1,027</b>	<b>214</b>	<b>26</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8135 Appeals Trib Hearing Fee	0	6	0	6	6	0
	<b>TOTAL</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	59080 VALUATION	7	8	8	10	2	25
	<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>2</b>	<b>25</b>

## HEAD 49 LAND VALUATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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.	66%	65%	65%	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.	99%	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		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(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		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(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		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>6801</b>	<b>PARK SERVICE</b>						
78000	PARK RANGER SERVICE	419	459	384	459	0	0
		<b>419</b>	<b>459</b>	<b>384</b>	<b>459</b>	<b>0</b>	<b>0</b>
<b>6802</b>	<b>LIFEGUARD SERVICE</b>						
78010	LIFEGUARD SERVICE	329	470	399	472	2	0
		<b>329</b>	<b>470</b>	<b>399</b>	<b>472</b>	<b>2</b>	<b>0</b>
<b>6803</b>	<b>PARK MAINTENANCE</b>						
78015	GOVERNMENT HSE & CAMDEN	230	289	217	254	(35)	(12)
78020	MAINTENANCE & DEVELOPMENT	793	933	782	871	(62)	(7)
78030	EASTERN PARKS	894	963	965	1,039	76	8
78035	TREE SERVICE	461	554	564	567	13	2
78040	WESTERN PARKS	1,194	1,338	1,290	1,368	30	2
78045	SCHOOL GROUNDS	524	538	541	553	15	3
78055	TULO VALLEY	361	436	406	394	(42)	(10)
78065	BOTANICAL GARDENS	1,397	1,636	1,310	1,481	(155)	(9)
78100	RAILWAY TRAIL	506	320	320	320	0	0
		<b>6,360</b>	<b>7,007</b>	<b>6,395</b>	<b>6,847</b>	<b>(160)</b>	<b>(2)</b>
<b>6804</b>	<b>ADMINISTRATION</b>						
78050	ADMINISTRATION & PLANNING	1,086	1,465	861	1,448	(17)	(1)
78110	ANNUAL EXHIBITION	41	0	0	0	0	0
		<b>1,127</b>	<b>1,465</b>	<b>861</b>	<b>1,448</b>	<b>(17)</b>	<b>(1)</b>
<b>6805</b>	<b>FORTS</b>						
78080	FORTS & HISTORICAL SITES	305	407	433	418	11	3
		<b>305</b>	<b>407</b>	<b>433</b>	<b>418</b>	<b>11</b>	<b>3</b>
	<b>TOTAL</b>	<b>8,540</b>	<b>9,808</b>	<b>8,472</b>	<b>9,644</b>	<b>(164)</b>	<b>(2)</b>

# HEAD 68 PARKS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,346	1,792	1,243	1,810	18	1
	WAGES	6,091	6,481	5,895	6,299	(182)	(3)
	TRAINING	2	25	25	25	0	0
	TRANSPORT	6	23	35	23	0	0
	TRAVEL	5	17	17	17	0	0
	COMMUNICATIONS	51	60	71	60	0	0
	ADVERTISING & PROMOTION	10	30	26	30	0	0
	PROFESSIONAL SERVICES	222	300	288	300	0	0
	RENTALS	75	70	70	70	0	0
	REPAIR AND MAINTENANCE	430	460	243	460	0	0
	ENERGY	67	119	100	119	0	0
	CLOTHING, UNIFORMS & LAUNDRY	14	28	28	28	0	0
	MATERIALS & SUPPLIES	218	398	426	398	0	0
	EQPMT. (MINOR CAPITAL)	1	1	1	1	0	0
	OTHER EXPENSES	2	4	4	4	0	0
	<b>TOTAL</b>	<b>8,540</b>	<b>9,808</b>	<b>8,472</b>	<b>9,644</b>	<b>(164)</b>	<b>(2)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8191 Service Fees	1	1	1	1	0	0
	8251 Camping Fees	10	20	20	20	0	1
	8253 Admissions	15	50	50	60	10	2
	8651 Horticultural Produce	0	5	5	5	0	3
	8675 Other Retail Sales	2	1	1	1	0	4
	8801 Facilities	13	4	4	10	6	5
	8805 Concessions	0	7	2	7	0	6
	8877 Reimbursements	39	0	0	0	0	7
	<b>TOTAL</b>	<b>80</b>	<b>88</b>	<b>83</b>	<b>104</b>	<b>16</b>	<b>18</b>

## HEAD 68 PARKS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
	78000 PARK RANGER SERVICE	3	7	4	7	0	0
	78010 LIFEGUARD SERVICE	12	12	11	12	0	0
	78015 GOVERNMENT HSE & CAMDEN	4	5	4	5	0	0
	78020 MAINTENANCE & DEVELOPMENT	12	15	11	15	0	0
	78030 EASTERN PARKS	15	15	15	16	1	7
	78035 TREE SERVICE	7	9	9	9	0	0
	78040 WESTERN PARKS	19	22	20	22	0	0
	78045 SCHOOL GROUNDS	9	9	9	9	0	0
	78050 ADMINISTRATION & PLANNING	8	11	6	11	0	0
	78055 TULO VALLEY	5	6	4	6	0	0
	78065 BOTANICAL GARDENS	21	27	21	26	(1)	(4)
	78080 FORTS & HISTORICAL SITES	4	5	4	5	0	0
	<b>TOTAL</b>	<b>119</b>	<b>143</b>	<b>118</b>	<b>143</b>	<b>0</b>	<b>0</b>

## HEAD 68 PARKS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: Park Ranger Service - 78000</b>				
1. Total number of camping permits issued/Total number of camper night	N/A	60	29	60
2. Total number of special permits issued/percentage of special permit requests processed within 3 working days (1 month large events)	N/A	575	385	575
3. Total number of incidents reported and managed	N/A	160	56	160
4. Total number of interpretive tours conducted	N/A	20	8	20
<b>BUSINESS UNIT: Lifeguard Service - 78010</b>				
1. Total number of beaches staffed by Lifeguard Service	N/A	4	3	4
2. Total number of rescues	N/A	60	55	60
3. Total number of visitor assists / requests for information	N/A	10,000	12,881	10,000
4. Total number of vessel assists / safety warning / instruction	N/A	30	51	30
5. Total number of preventative actions	N/A	6,900	10,499	6,900
6. Total number of minor first aids	N/A	330	367	330
7. Total number of major first aids	N/A	25	26	25
8. Total number of jelly fish Portuguese Man-of-War stings	N/A	140	42	Discontinue
<b>BUSINESS UNIT: Government House 78015</b>				
1. Total number of flower beds displays inside the perimeter per year.	N/A	75	4 per qtr	4 per qtr
2. Total number of bedding plants installed	N/A	7,000	3,000 per qtr	3,000 per qtr
3. Total number of flower beds rotation per annum	N/A	22	4	4
<b>BUSINESS UNIT: Maintenance &amp; Development - 78020</b>				
1. Total number of toilets serviced	N/A	2,300	3,810	4,530
2. Total number of M & D projects undertaken	N/A	27	120	120
3. Number of roundabout displays replanted four times per annum	N/A	27	8	8
4. Number of park playgrounds maintained per month	N/A	6	9	9
5. Total number of fitness equipment stations maintained	N/A	1	2	3
<b>BUSINESS UNIT: Eastern, Western, Central Parks - 78030, 78040, 78045</b>				
1. Number of maintenance sites visited twelve (12) times per year	N/A	60	60	60
2. Number of community fields serviced twelve (12) times per year	N/A	5	5	5
3. Number of post office grounds maintained twelve (12) times per year	N/A	7	7	7
4. Number of health clinic grounds maintained twelve (12) times per year	N/A	2	2	2
5. Number of cemetery grounds maintained twelve (12) times per year	N/A	3	3	

## HEAD 68 PARKS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: Eastern, Western, Central Parks - 78030, 78040, 78045 - cont.</b>				
6. Number of rest homes grounds maintained twelve (12) times per year	N/A	2	2	23
7. Number of roadside verges serviced twice per month / (24) times per year	N/A	46	46	46
8. Number of school grounds maintained twelve (12) times per year		25	25	25
<b>BUSINESS UNIT: Tree Service - 78035</b>				
1. Total number of trees felled	N/A	77	77	77
2. Number of trees pruned	N/A	45	45	45
3. Percentage of woodchip truck deliveries to schools, playgrounds, parks and Botanical Gardens once per month	N/A	22	Discontinue	Discontinue
4. Number of sites culled of invasive plants at least once per month	N/A	5	5	5
<b>BUSINESS UNIT: Administration &amp; Planning - 78050</b>				
1. Total number of special permits issued for Botanical Gardens and Arboretum	N/A	100%		100%
2. Percentage of PATI requests responded to within 28 days	N/A	100%	100%	100%
3. Total number of park management plans drafted	N/A	2	0	2
4. Total number of park management plans updated	N/A	2	2	2
5. Total number of permitted commercial activities per year	N/A	5	7	5
6. Total number of licensed commercial activities per year	N/A	10	1	10
7. Total number of National Parks Commission meetings per year	N/A	10	9	10
8. Total number of Department of Planning applications reviewed	N/A	24	16	24
<b>BUSINESS UNIT: Tulo Valley - 78055</b>				
1. Total number of bedding plants sown	N/A	120,000	69,800	120,000
2. Total number of plants grown and sold	N/A	1,210	35	1,210
3. Number of plants grown for government properties and distributed each quarter	N/A	25		25
4. Number of decorative pots rented for events per month	N/A	30	48	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	N/A	20 / (80%)	9	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	15 / (50%)	5	15 / (50%)
3. Total number of interpretive tours / Percentage of interpretive tours with more than 20 persons in attendance	N/A	45 (50%)	151	45 (50%)
4. Total number of cruise ship visitor tours		3,500	151	3,500

**HEAD 68 PARKS - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<b>BUSINESS UNIT: Park Improvements - 75101</b>				
1. Total number of fitness equipment stations installed per year	New		2	1
2. Total number of new benches installed	N/A	10	8	30
3. Total number of new signage installed and maintained	N/A	25	14	25
4. Total number of capital works completed	N/A	3	6	3
<b>BUSINESS UNIT: Botanical Gardens - 78065</b>				
1. Total number of flower bed displays inside the perimeter per year	New	New	74	74
2. Total number of Bedding plants installed	New	New	40,000	40,000
3. Total number of flower bed rotation per annum	New	New	3	3
4. Total number of tours (once per week)	New	New	50	50



# 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	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>8100</b>	<b>ADMINISTRATION</b>						
	91000 ADMINISTRATION	195	158	173	227	69	44
	91001 TRAINING & APPRENTICESHIP	198	248	32	47	(201)	(81)
		<b>393</b>	<b>406</b>	<b>205</b>	<b>274</b>	<b>(132)</b>	<b>(33)</b>
<b>8101</b>	<b>BUILDINGS</b>						
	91002 SERVICES MANAGEMENT	1,313	1,125	642	1,030	(95)	(8)
	91003 MAINTENANCE	8,081	7,709	10,225	8,056	347	5
		<b>9,394</b>	<b>8,834</b>	<b>10,867</b>	<b>9,086</b>	<b>252</b>	<b>3</b>
<b>8102</b>	<b>ESTATES</b>						
	91004 PROPERTY ASSET MANAGEMENT	3,899	4,131	1,187	4,149	18	0
	91005 INSURANCE	5,525	5,847	7,365	5,641	(206)	(4)
		<b>9,424</b>	<b>9,978</b>	<b>8,552</b>	<b>9,790</b>	<b>(188)</b>	<b>(2)</b>
<b>8103</b>	<b>LAND SURVEYS</b>						
	91007 LAND SURVEYS MANAGEMENT	296	289	300	322	33	11
		<b>296</b>	<b>289</b>	<b>300</b>	<b>322</b>	<b>33</b>	<b>11</b>
	<b>TOTAL</b>	<b>19,507</b>	<b>19,507</b>	<b>19,924</b>	<b>19,472</b>	<b>(35)</b>	<b>(0)</b>

## HEAD 81 PUBLIC LANDS & BUILDINGS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,445	2,650	2,250	2,718	68	3
	WAGES	7,890	8,032	7,691	8,465	433	5
	OTHER PERSONNEL COSTS	0	25	0	25	0	0
	TRAINING	66	49	32	50	1	2
	TRANSPORT	57	125	0	125	0	0
	TRAVEL	0	3	0	3	0	0
	COMMUNICATIONS	42	43	21	43	0	0
	PROFESSIONAL SERVICES	1,325	1,155	1,360	1,155	0	0
	RENTALS	19	47	0	47	0	0
	REPAIR AND MAINTENANCE	771	866	877	935	69	8
	INSURANCE	6,585	6,563	8,265	6,563	0	0
	ENERGY	2,228	2,200	0	2,200	0	0
	CLOTHING, UNIFORMS & LAUNDRY	3	4	0	4	0	0
	MATERIALS & SUPPLIES	1,297	1,110	1,278	1,110	0	0
	EQUIPT. (MINOR CAPITAL)	10	16	0	16	0	0
	OTHER EXPENSES	12	35	0	35	0	0
	RECEIPTS CREDITED TO PROG.	(3,243)	(3,416)	(1,850)	(4,022)	(606)	18
	<b>TOTAL</b>	<b>19,507</b>	<b>19,507</b>	<b>19,924</b>	<b>19,472</b>	<b>(35)</b>	<b>(0)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8615 General	3	5	0	5	0	0
	8705 Asset Sales	700	1,000	0	0	(1,000)	(100)
	8795 W&E Property Rentals	2,061	1,824	1,659	1,796	(28)	(2)
	9171 Accomodation Rental	6	0	0	0	0	0
	<b>TOTAL</b>	<b>2,770</b>	<b>2,829</b>	<b>1,659</b>	<b>1,801</b>	<b>(1,028)</b>	<b>(36)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	91000 ADMINISTRATION	2	2	1	2	0	0
	91001 TRAINING & APPRENTICESHIP	0	5	0	0	(5)	(100)
	91002 SERVICES MANAGEMENT	10	13	11	12	(1)	(8)
	91003 MAINTENANCE	116	116	119	119	3	3
	91004 PROPERTY ASSET MANAGEMENT	15	16	13	16	0	0
	91007 LAND SURVEYS MANAGEMENT	3	3	3	3	0	0
	<b>TOTAL</b>	<b>146</b>	<b>155</b>	<b>147</b>	<b>152</b>	<b>(3)</b>	<b>(2)</b>

## HEAD 81 PUBLIC LANDS & BUILDINGS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	12	12	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.	6	6	5	5
Number of Government owned facilities to be sealed removing the potential for water ingress, future mold and mildew.	10	10	10	10
Percentage of responses to helpdesk requests within service level agreement	N/A	100%	55%	80%
Number of Government owned buildings to have a schedule of condition and maintenance plan completed.		26		2
<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%	100%	100%
Number of seabed leases issued for docks encroaching on the foreshore.	12	15	15	15
Percentage of Government owned properties (non Quango) inspected to ensure their proper use, maintenance and that they are adequately insured.	85%	100%	100%	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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>8200</b>	<b>ADMINISTRATION</b>						
92000	ADMINISTRATION	220	237	207	259	22	9
		<b>220</b>	<b>237</b>	<b>207</b>	<b>259</b>	<b>22</b>	<b>9</b>
<b>8201</b>	<b>ENGINEERING</b>						
92001	ELECTRICAL/MECHANICAL	346	537	859	748	211	39
92002	ELECTRICAL SUPPORT	607	504	600	504	0	0
92003	STRUCTURES	117	624	107	535	(89)	(14)
		<b>1,070</b>	<b>1,665</b>	<b>1,566</b>	<b>1,787</b>	<b>122</b>	<b>7</b>
<b>8202</b>	<b>HIGHWAYS</b>						
92004	MANAGEMENT	703	561	815	526	(35)	(6)
92005	ROADS ASPHALT & SIGNS	709	777	974	694	(83)	(11)
92006	ROADS MAINTENANCE	624	813	907	862	49	6
92007	ROADS CLEANING	1,314	1,705	1,442	1,636	(69)	(4)
		<b>3,350</b>	<b>3,856</b>	<b>4,138</b>	<b>3,718</b>	<b>(138)</b>	<b>(4)</b>
<b>8203</b>	<b>WASTE MANAGEMENT</b>						
92009	MANAGEMENT	290	327	364	342	15	5
92011	RECYCLING	817	1,290	783	1,093	(197)	(15)
92012	AIRPORT DISPOSAL FACILITY	1,047	1,296	290	1,250	(46)	(4)
92013	COMPOSTING OPERATIONS	1,460	1,804	1,657	1,793	(11)	(1)
92014	SPECIAL/HAZARDOUS WASTE	859	1,397	1,227	1,379	(18)	(1)
92015	MATERIAL RECOVERY FACILITY	0	67	0	85	18	0
92016	TYNES BAY ADMINISTRATION	592	542	576	574	32	6
92017	TYNES BAY OPERATIONS	5,072	4,734	5,093	4,802	68	1
92018	TYNES BAY MAINTENANCE	2,465	2,326	2,376	2,193	(133)	(6)
92029	SOLID WASTE COLLECTION	4,135	4,419	3,580	3,677	(742)	(17)
		<b>16,737</b>	<b>18,202</b>	<b>15,946</b>	<b>17,188</b>	<b>(1,014)</b>	<b>(6)</b>
<b>8204</b>	<b>QUARRY TRANSPORT</b>						
92019	ADMINISTRATION	506	586	447	595	9	2
92020	VEHICLES & EQPT. OPS.	2,695	2,762	2,272	2,573	(189)	(7)
92021	VEHICLES & EQPT. MAINT.	4,125	4,630	3,802	4,816	186	4
92034	QUARRY RECEIPTS	(1,709)	(5,500)	(2,245)	(5,500)	0	0
		<b>5,617</b>	<b>2,478</b>	<b>4,276</b>	<b>2,484</b>	<b>6</b>	<b>0</b>
<b>8205</b>	<b>QUARRY PRODUCTS</b>						
92022	PRODUCTS	65	0	11	0	0	0
92023	ASPHALT PLANT	1,957	2,168	1,392	2,177	9	0
92024	QUARRY RECEIPTS	(1,817)	(3,140)	(1,600)	(3,140)	0	0
		<b>205</b>	<b>(972)</b>	<b>(197)</b>	<b>(963)</b>	<b>9</b>	<b>(1)</b>

## HEAD 82 WORKS & ENGINEERING - continued

### GENERAL SUMMARY - continued

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
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	714	1,025	974	1,056	31	3
	92026 WATER SUPPLY & TREATMENT	3,649	2,817	2,727	2,771	(46)	(2)
	92027 WATER SEWAGE & DISTRIBUTION	540	844	331	919	75	9
	92028 SEWAGE COLLECTION	425	436	446	428	(8)	(2)
		5,328	5,122	4,478	5,174	52	1
	<b>TOTAL</b>	<b>32,527</b>	<b>30,588</b>	<b>30,414</b>	<b>29,647</b>	<b>(941)</b>	<b>(3)</b>

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2017/18	2018/19	2018/19	2019/20	2018/19	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	6,105	6,098	6,193	6,397	299	5
	WAGES	17,705	17,066	15,669	15,880	(1,186)	(7)
	OTHER PERSONNEL COSTS	13	20	13	15	(5)	(25)
	TRAINING	96	272	184	307	35	13
	TRANSPORT	1,892	3,581	1,843	3,598	17	0
	TRAVEL	3	14	0	14	0	0
	COMMUNICATIONS	32	71	33	71	0	0
	ADVERTISING & PROMOTION	42	13	11	13	0	0
	PROFESSIONAL SERVICES	4,706	6,103	4,654	6,002	(101)	(2)
	REPAIR AND MAINTENANCE	247	341	152	341	0	0
	ENERGY	1,661	1,913	1,722	1,913	0	0
	CLOTHING, UNIFORMS & LAUNDRY	7	23	4	23	0	0
	MATERIALS & SUPPLIES	5,015	5,400	4,721	5,400	0	0
	EQUIPT. (MINOR CAPITAL)	7	24	13	24	0	0
	OTHER EXPENSES	4	7	3	7	0	0
	RECEIPTS CREDITED TO PROG.	(5,008)	(10,358)	(4,801)	(10,358)	0	0
	<b>TOTAL</b>	<b>32,527</b>	<b>30,588</b>	<b>30,414</b>	<b>29,647</b>	<b>(941)</b>	<b>(3)</b>

## HEAD 82 WORKS & ENGINEERING - continued

### REVENUE SUMMARY

REVENUE SOURCE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	8409 Waste Collection & Disposal	3,692	5,473	5,774	5,473	0	0
	8519 Trench Permits	15	5	7	15	10	200
	8615 General	0	1	0	0	(1)	0
	8655 Electricity	4,234	7,500	3,710	5,000	(2,500)	(33)
	8657 Recyclables	23	44	53	44	0	0
	8659 Water Sales	1,411	1,627	1,637	1,627	0	0
	8805 Concessions	0	0	9	1		
	8877 Reimbursements	1	0	69	0	0	0
	8895 Recharges - Other	1,785	1,900	3,122	1,900	0	0
	8897 Standing Charge Water	163	165	164	165	0	0
		<b>11,324</b>	<b>16,715</b>	<b>14,545</b>	<b>14,225</b>	<b>(2,490)</b>	<b>(15)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

COST CENTRE		2017/18 ACTUAL	2018/19 ORIGINAL	2018/19 REVISED	2019/20 ESTIMATE	DIFFERENCE 2018/19 vs 2019/20	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(7)	% (8)
	92000 ADMINISTRATION	1	1	1	1	0	0
	92001 ELECTRICAL/MECHANICAL	3	6	4	9	3	50
	92003 STRUCTURES	2	6	2	6	0	0
	92004 MANAGEMENT	6	9	8	9	0	0
	92005 ROADS ASPHALT & SIGNS	14	17	14	17	0	0
	92006 ROADS MAINTENANCE	21	25	21	25	0	0
	92007 ROADS CLEANING	18	25	19	25	0	0
	92009 MANAGEMENT	3	3	3	3	0	0
	92011 RECYCLING	7	5	7	5	0	0
	92012 AIRPORT DISPOSAL FACILITY	5	6	5	6	0	0
	92013 COMPOSTING OPERATIONS	8	10	8	10	0	0
	92014 SPECIAL/HAZARDOUS WASTE	3	6	4	6	0	0
	92015 MATERIAL RECOVERY FACILITY	0	1	0	1	0	0
	92016 TYNES BAY ADMINISTRATION	5	5	5	5	0	0
	92017 TYNES BAY OPERATIONS	27	31	27	31	0	0
	92018 TYNES BAY MAINTENANCE	15	16	15	14	(2)	(13)
	92019 ADMINISTRATION	2	2	2	2	0	0
	92020 VEHICLES & EQPT. OPS.	27	32	26	32	0	0
	92021 VEHICLES & EQPT. MAINT.	46	49	46	49	0	0
	92023 ASPHALT PLANT	6	7	6	7	0	0
	92025 WATER & SEWAGE ADMINISTRATION	4	5	4	5	0	0
	92026 WATER SUPPLY & TREATMENT	5	7	5	7	0	0
	92027 WATER SEWAGE & DISTRIBUTION	8	9	8	9	0	0
	92028 SEWAGE COLLECTION	0	1	0	1	0	0
	92029 SOLID WASTE COLLECTION	48	59	45	59	0	0
	<b>TOTAL</b>	<b>284</b>	<b>343</b>	<b>285</b>	<b>344</b>	<b>1</b>	<b>0</b>

## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 92000 Administration</b>				
1) Accident frequency rate for lost time across department. LTR = (incidents x 200000)/total staff hours for year	4.4	<5	4.5	<5
2) Average Number of training days per managerial staff in the department in the year.	6	5	7	5
<b>BUSINESS UNIT: 92001 Electrical/Mechanical</b>				
1) Percentage of managerial hours billed to other Government Departments in the year.	27%	15%	15%	15%
2) Number of communications received from the public, relating to street lighting maintenance per year.	150	100	100	50
<b>BUSINESS UNIT: 92002 Electrical Support</b>				
1) Average number of street lights out per month.	4%	5%	4.00%	4%
2) Number of new street lights installed per year.	150	20	50	50
<b>BUSINESS UNIT: 92003 Structures</b>				
1) Number of Bridges that have had an inspection (general or principal) during the year.	7	6	6	6
2) Number of Public Docks that have been inspected during the year.	21	14	14	20
<b>BUSINESS UNIT: 92004 Highways Management</b>				
1) Number of communications received by members of the public during the year.	1,500	1,500	720	1,500
2) Accident Frequency Rate achieved by section during the year.	<2	<4	<4	<4
<b>BUSINESS UNIT: 92005 Roads Asphalt &amp; Signs</b>				
1) Amount of road centre line marked out during the year.	22km	31km	12.2km	25km
2) Amount of public road resurfaced during year.	10	10km	4.4km	10km
3) Percentage of public roads that have not been resurfaced in 20 years compared to the overall total.	34.40%	34.40%	32.0%	32.00%
<b>BUSINESS UNIT: 92006 Roads Maintenance</b>				
1) Number of Bus shelters built during the year.	4	2	3	4
2) Amount of Sidewalks built during the year.	500ft	500ft	600ft	500ft
3) Amount of wooden fencing installed during the year.	1,000ft	1,000ft	350ft	1,000ft
<b>BUSINESS UNIT: 92007 Roads Cleaning</b>				
1) Amount of road cleaned by mechanical means in km during the year.	11,000km	15,000km	3,550km	15,000km
2) Number of emergency call outs.	20	20	16	20
<b>BUSINESS UNIT: 92008 Private Roads</b>				
1) Number of Private Roads on waiting list.	37	37	36	36
2) Number of private roads completed during year.	0	0	1	0
<b>BUSINESS UNIT: 92009 Solid Waste Management</b>				
1) Number of Educational lectures given during year.	24	50	35	35
2) Number of adverts placed during year. (Radio)	420	1,000	500	700
3) Number of print ads placed per year.	80	60	30	30



## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 92011 Recycling</b>				
1) Average amount of recycling materials expressed in tons picked up in a month.	65	80	70	75
2) Amount of e-waste material expressed in tons picked up during the year.	20.55	60	20	30
<b>BUSINESS UNIT: 92012 Airport Disposal Facility</b>				
1) Average amount of materials expressed in loads received per year.	29,483	20,000	27,000	27,000
2) Number of scrapped vehicles received during the year.	1,125	1,500	1,501	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.	23,911	17,500	25,000	25,000
2) Number of hot spots observed and treated during year.	2	<10	<10	<10
<b>BUSINESS UNIT: 92014 Special/Hazardous Waste</b>				
1) Number of 20 foot containers of hazardous waste exported overseas during the year.	39	60	45	50
2) Amount of asbestos expressed in tons received during the year.	50	60	30	30
<b>BUSINESS UNIT: 92016 Tynes Bay Administration</b>				
1) Number of tours conducted per year.	19	15	20	20
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.	17	20	16	20
<b>BUSINESS UNIT: 92017 Tynes Bay Operations</b>				
1) Amount of solid waste incinerated during the year. (Tonnes)	66,622	65,000	70,000	70,000
2) Amount of megawatt-hours of electricity generated and sold to Belco in a year.	32,086	42,000	25,000	32,000
3) Amount of ash concrete in cubic yards produced during the year. (Tonnes)	6,456	5,500	7,000	7,000
<b>BUSINESS UNIT: 92018 Tynes Bay Maintenance</b>				
1) Amount of availability for stream 1 during the year.	91%	90%	90%	90%
2) Amount of availability for stream 2 during the year.	90%	90%	90%	90%
3) Amount of availability for Turbine during the year.	97%	95%	95%	95%
<b>BUSINESS UNIT: 92019 Quarry Administration</b>				
1) Amount of customer complaints during the year.	1	<10	2	2
2) Accident Frequency rate	7	<4	4	4
<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.	14.0%	10%	14.0%	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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 92021 Quarry Vehicle &amp; Equipment Maint</b>				
1) Average number of services per Government vehicles per year	1	2	2.0	2
2) Average time in hours to carry out a full service on a Government fleet vehicle during the year.	2	4	4 (Truck)& 2(Car)	4 (Truck)& 2(Car)
<b>BUSINESS UNIT: 92023 Asphalt Plant</b>				
1) Amount of asphalt produced in the year ton	9,800	11,500	7,500	10,000
2) Amount of unplanned downtime of asphalt plant in the year in hours.	27	300	100	100
<b>BUSINESS UNIT: 92025 Water &amp; Sewage Administration</b>				
1) Customer enquiries responded to within 24 hours expressed in percentage.	95	95	95	95
2) Total number of metered customers.	1,045	1,096	1,060	Discontinued
3) New total number of active domestic customers.	New	New	New	905
<b>BUSINESS UNIT: 92026 Water Supply &amp; Treatment</b>				
1) Total amount of production of Water per year in Millions of Imperial gallons.	249	250	260	260
2) Total amount of water extracted from the central lenses in Millions of Imperial gallons expressed in gallons per year.	492	450	500	500
3) Weekly bacterial tests complying to DOH standards expressed in percentage.	92	97	96	97
<b>BUSINESS UNIT: 92027 Water Storage &amp; Distribution</b>				
1) Average Main Break Loss of Service Time - From Notification to Correction. (expressed in hours).	24	48	24	24
2) Total number of pipeline breaks repaired in year.	22	10	23	21
<b>BUSINESS UNIT: 92028 Sewage Collection</b>				
1) Total amount of time septage plant is fully operational during year expressed in percentage.	98	96	98	98
2) Total Number of Blockage Incidents in Sewer Collection Mains cleared in year.	6	15	10	10
<b>BUSINESS UNIT: 92029 Solid Waste Collection</b>				
1) Average amount of residential waste expressed in tons picked up per week.	420	425	421	421
2) Average number of working garbage trucks available for work each week.	9	10	10	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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>9701</b>	<b>ADMINISTRATION</b>						
	107000 ADMINISTRATION	196	266	264	265	(1)	(0)
		<b>196</b>	<b>266</b>	<b>264</b>	<b>265</b>	<b>(1)</b>	<b>(0)</b>
<b>9702</b>	<b>LAND TITLE</b>						
	107030 LAND TITLE MANAGEMENT	683	1,031	880	1,133	102	10
		<b>683</b>	<b>1,031</b>	<b>880</b>	<b>1,133</b>	<b>102</b>	<b>10</b>
	<b>TOTAL</b>	<b>879</b>	<b>1,297</b>	<b>1,144</b>	<b>1,398</b>	<b>101</b>	<b>8</b>

# HEAD 97 LAND TITLE & REGISTRATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
(1)	OBJECT CODE DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	622	892	488	956	64	7
	WAGES	0	0	45	0	0	0
	TRAINING	1	2	2	4	2	100
	TRAVEL	7	0	0	4	4	0
	COMMUNICATIONS	1	2	1	2	0	0
	ADVERTISING & PROMOTION	29	40	29	40	0	0
	PROFESSIONAL SERVICES	21	66	284	87	21	32
	RENTALS	167	200	200	200	0	0
	REPAIR AND MAINTENANCE	19	55	55	55	0	0
	INSURANCE	0	25	25	25	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	1	1	1	0	0
	MATERIALS & SUPPLIES	12	14	14	14	0	0
	OTHER EXPENSES	0	0	0	10	10	0
	<b>TOTAL</b>	<b>879</b>	<b>1,297</b>	<b>1,144</b>	<b>1,398</b>	<b>101</b>	<b>8</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
(1)	(2)	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	8294.01 Appl. For 1st Reg. - Freehold	0	300	700	300	0	0
	8294.02 Appl. For 1st Reg. - Leasehold	0	48	10	48	0	0
	8294.03 Appl. - Change of Owner	0	26	0	26	0	0
	8294.04 Appl. - No Change of Owner	0	20	0	20	0	0
	8294.05 Appl. For Caution	0	50	3	50	0	0
	8294.06 Appl For Copy of Reg. or Map	0	6	0	6	0	0
	8294.07 Appl. For Copy of Documents	0	6	0	6	0	0
	8294.08 Appl. To Inspect The Register	0	3	0	3	0	0
	8294.09 Access to PAM License	0	25	0	25	0	0
	8294.10 Appl. For Search - Priority	0	3	0	3	0	0
	8294.11 Appl. For Search - Non-Priority	0	15	0	15	0	0
	8294.21 Deeds Registry Fees	11	15	10	15	0	0
	8294.22 Inspect/Copy/Index/Register	16	23	25	23	0	0
	8294.24 Cert. & Seal Copy of Doc. 1st Pg.	1	1	0	1	0	0
	8294.27 Recording Additional Pages	3	1	0	1	0	0
	8294.28 Copy of First Page	67	59	45	61	2	3
	8294.29 Additional Pages	22	19	21	17	(2)	(11)
	8294.31 Prepare Doc for Register	3	5	3	5	0	0
	8855 Reimbursements	13	0	0	0	0	0
	<b>TOTAL</b>	<b>136</b>	<b>625</b>	<b>817</b>	<b>625</b>	<b>0</b>	<b>0</b>

# HEAD 97 LAND TITLE & REGISTRATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
107030 LAND TITLE MANAGEMENT		5	10	5	10	5	100
	<b>TOTAL</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>100</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: Administration (107000)</b>				
The Expenditure will be used by the Department for its day to day functions.	95%	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.	85%	95%	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.	100%	100%	95%	95%
All routine addresses to be assigned within two weeks of receipt of request.	0%	100%	0%	0%
All applications received to register land shall be registered within 50 days of receipt.	100%	100%	100%	100%

# MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS

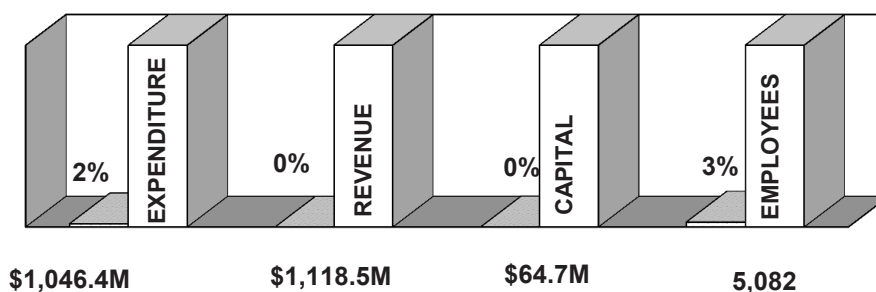


The Hon. Lovita Foggo, JP, MP

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.

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
71	MIN. OF LABOUR COMM. AFFS. & SPORTS HQ	1,784	2,520	2,520	2,218	(302)	(12)
20	YOUTH, SPORT & RECREATION	9,172	9,654	9,654	10,109	455	5
52	COMMUNITY & CULTURAL AFFAIRS	2,694	2,242	2,242	2,242	0	0
60	WORKFORCE DEVELOPMENT	4,110	3,849	3,996	4,296	447	12
		<b>17,760</b>	<b>18,265</b>	<b>18,412</b>	<b>18,865</b>	<b>600</b>	<b>3</b>
<b>REVENUE (\$000)</b>							
20	YOUTH, SPORT & RECREATION	618	641	653	597	(44)	(7)
52	COMMUNITY & CULTURAL AFFAIRS	94	6	6	4	(2)	(33)
60	WORKFORCE DEVELOPMENT	22	28	28	28	0	0
		<b>734</b>	<b>675</b>	<b>687</b>	<b>629</b>	<b>(46)</b>	<b>(7)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	126	185	140	56		
	DEVELOPMENT	0	0	1,020	0		
		<b>126</b>	<b>185</b>	<b>1,160</b>	<b>56</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>142</b>	<b>138</b>	<b>142</b>	<b>142</b>	<b>4</b>	<b>3</b>

FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

Through collaborative stewardship, promote a qualified and motivated workforce in a social environment that engages in sports and treasures our heritage for the benefit of the community as a whole.

**DEPARTMENT OBJECTIVES**

To formulate and implement policies for the:

- Preservation of family life and the advancement of our children and youth.
- Encouragement of excellence in amateur sports locally and internationally.
- Empowerment of our Bermudians through social programs and initiatives.
- The development of the workforce to meet Bermuda's economic needs.
- Fair treatment of employers and employees.
- Promotion of community spirit.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>7101</b>	<b>GENERAL</b>						
	81000 ADMINISTRATION	926	1,553	1,514	1,530	(23)	(1)
	81020 THE MIRRORS PROGRAMME	858	966	1,006	0	(966)	(100)
	81040 LABOUR RELATIONS	0	0	0	688	688	0
	<b>TOTAL</b>	<b>1,784</b>	<b>2,519</b>	<b>2,520</b>	<b>2,218</b>	<b>(301)</b>	<b>(12)</b>



# HEAD 71 MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,580	1,626	1,666	1,792	166	10
	OTHER PERSONNEL COSTS	0	0	2	7	7	0
	TRAINING	260	142	137	42	(100)	(70)
	TRANSPORT	0	3	3	0	(3)	(100)
	TRAVEL	59	80	92	60	(20)	(25)
	COMMUNICATIONS	30	23	29	24	1	4
	ADVERTISING & PROMOTION	12	13	17	9	(4)	(31)
	PROFESSIONAL SERVICES	119	454	309	149	(305)	(67)
	RENTALS	0	41	41	0	(41)	(100)
	REPAIR AND MAINTENANCE	9	19	20	18	(1)	(5)
	ENERGY	0	5	5	6	1	20
	MATERIALS & SUPPLIES	26	33	36	32	(1)	(3)
	EQPMT. (MINOR CAPITAL)	1	1	1	0	(1)	(100)
	OTHER EXPENSES	1	1	2	1	0	0
	GRANTS AND CONTRIBUTIONS	(313)	78	160	78	0	0
	<b>TOTAL</b>	<b>1,784</b>	<b>2,519</b>	<b>2,520</b>	<b>2,218</b>	<b>(301)</b>	<b>(12)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	81000 ADMINISTRATION	12	12	12	12	0	0
	81040 LABOUR RELATIONS	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 LABOUR, COMMUNITY AFFAIRS & SPORTS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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%	70%	100%
3. Percentage variation of actual current account expenditure compared to approved estimate for ministry as a whole	+/-2%	+/-1%	+/-1%	+/-1%
<b>BUSINESS UNIT: 81040 - Labour Relations</b>				
1. 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	2 working days
2. File Clients' information on a daily basis	1 working day	1 working day	1 working day	1 working day
3. Prepare Case files for Tribunal hearings within 5 working days of referrals	5 working days	5 working days	5 working days	5 working days
4. Number of investigations	114	130	132	130
5. Number of Employment Tribunals	28	30	35	30
6. Average Cost of Tribunal Hearings	\$2,000	\$2,000	\$2,000	\$2,000
7. Number of Arbitrations	12	25	20	20
8. Average Cost of Arbitration hearing	\$1,503	\$1,650	\$1,570	\$1,570
9. Number of resolved disputes by agreement through conciliation and mediation	52	85	77	80
10. Percentage of cases resolved through conciliation and mediation	46%	65%	60%	62%

## 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 increase 'whole family' sport and recreational programming by 25% in support of the social development action within our communities.
- To ensure that 100% NSGB's are aligned with governance standards as set out in the NSGB Certification Policy by December 2019.
- To have 80% of the Groundsmen/Caretakers certified in Level 1 Basic Horticulture by March 2020.
- To increase by 10% YSR's social media presence to customers by 31st March, 2020.

# HEAD 20 YOUTH, SPORT & RECREATION

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2001</b>	<b>ADMINISTRATION &amp; SPORTS</b>						
30045	GENERAL ADMINISTRATION	1,338	1,513	1,492	1,606	93	6
		<b>1,338</b>	<b>1,513</b>	<b>1,492</b>	<b>1,606</b>	<b>93</b>	<b>6</b>
<b>2002</b>	<b>SPORT DEVELOPMENT</b>						
30055	SPORTS PROGRAMMES	1,755	1,798	1,822	1,801	3	0
		<b>1,755</b>	<b>1,798</b>	<b>1,822</b>	<b>1,801</b>	<b>3</b>	<b>0</b>
<b>2003</b>	<b>SPORTS INCENTIVES &amp; AWARDS</b>						
30030	ATHLETIC AWARDS	145	150	150	200	50	33
		<b>145</b>	<b>150</b>	<b>150</b>	<b>200</b>	<b>50</b>	<b>33</b>
<b>2004</b>	<b>SPORTS FACILITIES MANAGEMENT</b>						
30060	SPORTS FACILITIES	885	883	934	1,284	401	45
30075	WMC PREECE SOFTBALL PARK	125	149	147	153	4	3
30080	WER JOELL TENNIS STADIUM	322	386	394	392	6	2
30090	MOTORSPORT PARK	3	64	64	48	(16)	(25)
30390	SPORTS COMMUNITY FIELDS	26	46	46	43	(3)	(7)
		<b>1,361</b>	<b>1,528</b>	<b>1,585</b>	<b>1,920</b>	<b>392</b>	<b>26</b>
<b>2005</b>	<b>YOUTH DEVELOPMENT</b>						
30210	YOUTH DEVELOPMENT ADMIN	256	273	278	293	20	7
30350	YOUTH GRANTS	193	200	180	200	0	0
		<b>449</b>	<b>473</b>	<b>458</b>	<b>493</b>	<b>20</b>	<b>4</b>
<b>2006</b>	<b>COMMUNITY CENTRES</b>						
30120	THE CENTRE	481	490	501	509	19	4
30130	ST. GEORGE'S COMM. CENTRE	406	436	445	451	15	3
30146	SANDYS COMMUNITY CENTRE	396	453	462	469	16	4
		<b>1,283</b>	<b>1,379</b>	<b>1,408</b>	<b>1,429</b>	<b>50</b>	<b>4</b>
<b>2007</b>	<b>CAMPING</b>						
30148	CAMPING ADMINISTRATION	16	66	71	69	3	5
30150	CAMPING AT DARRELL'S ISLAND	334	322	326	336	14	4
30155	CAMPING AT MESSINA HOUSE	266	76	260	257	181	238
30160	CAMPING AT PAGET ISLAND	300	263	267	271	8	3
30165	CAMPING AT PORTS ISLAND	132	116	118	120	4	3
30170	CAMPING AT WHITE'S ISLAND	80	80	81	83	3	4
		<b>1,128</b>	<b>923</b>	<b>1,123</b>	<b>1,136</b>	<b>213</b>	<b>23</b>
<b>2008</b>	<b>SCHOOL AGE ACTIVITIES</b>						
30180	SUMMER DAY CAMP	670	853	686	583	(270)	(32)
30185	TEEN CAMP SERVICE	72	0	0	0	0	0
		<b>742</b>	<b>853</b>	<b>686</b>	<b>583</b>	<b>(270)</b>	<b>(32)</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### GENERAL SUMMARY - continued

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2009</b>	<b>AFTER SCHOOL PROGRAMMES</b>						
30125	AFTER SCHOOL PROGRAMMES	971	1,037	930	941	(96)	(9)
		<b>971</b>	<b>1,037</b>	<b>930</b>	<b>941</b>	<b>(96)</b>	<b>(9)</b>
	<b>TOTAL</b>	<b>9,172</b>	<b>9,654</b>	<b>9,654</b>	<b>10,109</b>	<b>455</b>	<b>5</b>

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,077	2,868	2,891	2,585	(283)	(10)
	WAGES	2,863	2,406	2,199	2,529	123	5
	OTHER PERSONNEL COSTS	87	62	96	96	34	55
	TRAINING	4	6	16	14	8	133
	TRANSPORT	7	7	9	10	3	43
	TRAVEL	32	39	40	66	27	69
	COMMUNICATIONS	81	87	88	89	2	2
	ADVERTISING & PROMOTION	26	20	10	27	7	35
	PROFESSIONAL SERVICES	147	218	223	209	(9)	(4)
	RENTALS	414	390	539	463	73	19
	REPAIR AND MAINTENANCE	174	219	219	227	8	4
	INSURANCE	12	29	29	29	0	0
	ENERGY	189	224	220	224	0	0
	CLOTHING, UNIFORMS & LAUNDRY	15	18	18	20	2	11
	MATERIALS & SUPPLIES	202	207	198	215	8	4
	EQUIPMT. (MAJOR/MINOR CAP)	14	24	24	24	0	0
	OTHER EXPENSES	33	55	60	57	2	4
	GRANTS & CONTRIBUTIONS	2,795	2,775	2,775	3,225	450	16
	<b>TOTAL</b>	<b>9,172</b>	<b>9,654</b>	<b>9,654</b>	<b>10,109</b>	<b>455</b>	<b>5</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### REVENUE SUMMARY

(1)	(2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2018/19
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8251 Camping Fees	39	31	43	37	6	19
	8255 Court Fees	15	30	30	18	(12)	(40)
	8315 Registration	132	120	120	100	(20)	(17)
	8615 General	1	1	1	2	1	100
	8665 After School Vouchers	386	420	420	400	(20)	(5)
	8765 Boats	22	15	15	15	0	0
	8801 Facilities	21	23	23	23	0	0
	8803 Equipment	2	1	1	2	1	100
	<b>TOTAL</b>	<b>618</b>	<b>641</b>	<b>653</b>	<b>597</b>	<b>(44)</b>	<b>(7)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2018/19
		(3)	(4)	(5)	(6)	2019/20	%
		(3)	(4)	(5)	(6)	(7)	(8)
	2001 ADMINISTRATION & SPORTS	13	13	13	13	0	0
	2004 SPORTS FACILITIES MANAGEMENT	9	9	9	9	0	0
	2005 YOUTH DEVELOPMENT	3	3	3	3	0	0
	2006 COMMUNITY CENTRES	19	19	19	19	0	0
	2007 CAMPING	9	10	10	10	0	0
	2008 SCHOOL AGE ACTIVITIES	16	16	16	16	0	0
	2009 AFTER SCHOOL PROGRAMME	26	26	26	26	0	0
	<b>TOTAL</b>	<b>95</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>0</b>	<b>0</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 30030 Athletic Awards</b>				
Sponsored Grants awarded to Junior Athletes via National Sports Governing Bodies (NSGB's)	14	14	15	16
Average amount awarded per Junior athlete	\$3,571	\$3,571	\$3,333	\$3,125
Number of Elite Athlete sponsorships awarded	14	14	15	16
<b>BUSINESS UNIT: 30055 Sports Programme</b>				
Number of registered National Sports Governing Bodies	35	35	35	30
Number of Grants issued to Sporting Bodies with initiatives geared toward Sports Development	12	15	14	15
Number of Sports awards presented to individuals	31	25	31	35
Number of National Sport Governing bodies who nominated athletes	13	15	15	20
Number of nominations received by the public	23	25	25	30
<b>BUSINESS UNIT: 30075 WMC Preece Softball Park</b>				
Average number of persons using the facility per month	300	400	400	450
Average number of sporting events held at facility per month	15	20	20	20
% of clients using the facility who rank it satisfactory or better	75%	85%	85%	95%
<b>BUSINESS UNIT: 30080 WER Joell Tennis Stadium</b>				
Average number of individuals who use the facility per month	400	550	550	600
Average number of events held at facility per month	6	6	6	6
% of clients using the facility who rank it satisfactory or better	70%	95%	95%	100%
<b>BUSINESS UNIT: 30090 Motorsport Park</b>				
Average number of individuals who use the facility monthly	200	170	200	250
Average number of events held at the facility per month	3	4	3	4
% of clients using the facility who rank it satisfactory or better	75%	75%	85%	90%

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 30120 / 30130 / 30146 Community Centres</b>				
Projected number of attendees per annum	59,363	64,000	60,000	60,000
Initiated partnerships with neighboring sport clubs for the enhancement of programming	4	8	5	Measurement to be discontinued
Implemented and facilitated programming for Youth (Middle School Students) geared toward physical and mental wellness.	6	9	8	Measurement to be discontinued
Produce quarterly statistical reports on programme engagement	N/A	N/A	N/A	4
Host informational seminars to provide social awareness and aid	N/A	N/A	N/A	9
Initiate partnerships with neighboring sports clubs to facilitate intramurals	N/A	N/A	N/A	6
<b>BUSINESS UNIT: 30125 Afterschool Programmes</b>				
Average number of participants per annum	N/A	N/A	450	450
Initiated partnerships with neighboring sport clubs for the enhancement of programming	3	14	5	Performance Measure to be discontinued
Partner with National Sport Governing Bodies to expose clients to the fundamentals of varied sports	N/A	N/A	N/A	8
Number of ASP site observations conducted to ensure adherence of department policies and procedures	N/A	N/A	N/A	26
<b>BUSINESS UNIT: 30150/30155/30160/30165 Camping Facilities</b>				
Number of Campers using facilities	8,117	9,000	10,000	9,500
Number of Overseas groups using facilities	4	5	4	2
% of users who found overall experience satisfactory	99%	97%	95%	95%
% of users who found the cleanliness of the sites satisfactory	99%	98%	95%	95%
% of users who use the department ferry to be transported to facilities	100%	95%	95%	95%



**HEAD 20 YOUTH, SPORT & RECREATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 30180 Summer Camps</b>				
Number of participants per year	8,544	8,000	8,000	7,500
<b>BUSINESS UNIT: 30210 Youth Development Administration</b>				
Surveyed parent/guardian subscribers to the Afterschool Programme to ensure the continuum of quality services	1	2	1	Performance Measure to be discontinued
Surveyed centre clients annually for programme development	1	2	1	Performance Measure to be discontinued
<b>BUSINESS UNIT: 30350 Youth Grants</b>				
Provide Grants to Youth Organizations with initiatives geared toward social recovery	\$200,000.00	\$150,000.00	\$200,000.00	Performance Measure to be discontinued
Provide Grants to Sports Clubs specific to the creation or enhancement of youth programming building good character .	\$0	\$50,000.00	\$0.00	Performance Measure to be discontinued
Provide grants to organizations with Youth Development programme initiatives geared toward increasing youth engagement in sport and recreation	N/A	N/A	N/A	\$200,000.00
Consulatlative meeting with awardees to assess programme and assist with creation and/or development of initiatives	N/A	N/A	N/A	100%
<b>BUSINESS UNIT: 30390 Sports Community Fields</b>				
Average number of individuals who use the facility monthly	400	500	500	550
Average number of groups who apply to use the facility per month	15	18	20	20
% of clients using the facility who rank it satisfactory or better	90%	90%	95%	100%

**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 PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20 (\$000) % (7) (8)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>5202</b>	<b>CULTURAL AFFAIRS</b>						
	62000 GRANTS TO ORGANISATIONS	210	223	223	229	6	3
	62001 ADMINISTRATION	821	818	856	846	28	3
	62010 EMANCIPATION & CULT. FESTIVALS	121	59	59	62	3	5
	62020 HERITAGE CELEBRATIONS	206	236	264	262	26	11
	62030 CULTURAL EDUCATION PROGRAM.	33	29	29	32	3	10
	62050 NATIONAL HEROES DAY	15	59	39	61	2	3
	62060 PROMOTION OF THE ARTS	36	44	44	44	0	0
	62070 FOLKLIFE BERMUDA	120	142	142	143	1	1
	62080 RESEARCH AND PUBLICATION	24	101	101	62	(39)	(39)
	62180 SPECIAL PROJECTS	147	100	97	88	(12)	(12)
	62210 GOMBEEY FESTIVAL	0	163	133	161	(2)	(1)
		<b>1,733</b>	<b>1,974</b>	<b>1,987</b>	<b>1,990</b>	<b>16</b>	<b>1</b>
<b>5203</b>	<b>COMMUNITY SERVICES</b>						
	62100 UNCOVER THE ARTS	159	190	192	189	(1)	(1)
	62130 SENIOR CITIZEN PROJECTS	50	78	63	63	(15)	(19)
		<b>209</b>	<b>268</b>	<b>255</b>	<b>252</b>	<b>(16)</b>	<b>(6)</b>
<b>5204</b>	<b>COMMUNITY EDUCATION</b>						
	62140 COMMUNITY OUTREACH	24	0	0	0	0	0
	62150 COMMUNITY EDUCATION COURSE	118	0	0	0	0	0
	62160 COMMUNITY EDUCATION ADMIN	610	0	0	0	0	0
		<b>752</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>2,694</b>	<b>2,242</b>	<b>2,242</b>	<b>2,242</b>	<b>0</b>	<b>0</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,290	705	767	785	80	11
	OTHER PERSONNEL COST	4	4	4	4	0	0
	TRAINING	2	3	3	3	0	0
	TRANSPORT	0	3	3	1	(2)	(67)
	TRAVEL	140	99	47	146	47	47
	COMMUNICATIONS	45	16	16	17	1	6
	ADVERTISING & PROMOTION	62	64	65	68	4	6
	PROFESSIONAL SERVICES	614	596	656	569	(27)	(5)
	RENTALS	85	139	131	155	16	12
	REPAIR AND MAINTENANCE	21	8	11	9	1	13
	ENERGY	6	0	0	0	0	0
	MATERIALS & SUPPLIES	141	216	160	136	(80)	(37)
	EQPMT. (MINOR CAPITAL)	1	2	2	2	0	0
	OTHER EXPENSES	6	3	3	1	(2)	(67)
	GRANTS AND CONTRIBUTIONS	277	384	374	346	(38)	(10)
	<b>TOTAL</b>	<b>2,694</b>	<b>2,242</b>	<b>2,242</b>	<b>2,242</b>	<b>0</b>	<b>0</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8253 Admissions	0	1	1	1	0	0
	8425 Course Fees	88	0	0	0	0	0
	8615 General	2	1	0	0	(1)	(100)
	8617 Publications	3	2	3	2	0	0
	8681 Tickets	1	2	2	1	(1)	(50)
	<b>TOTAL</b>	<b>94</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>(2)</b>	<b>(33)</b>

# HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
62001	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 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	5	5	5
1. (a) Provide grants to four (4) non-governmental organisations that support the arts upon satisfactory completion of application	3	3	4	4
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	2,500	2,500
1. (b) Produce 500 cultural education posters	500	500	500	500
1. (c) Produce a digital/electronic newsletter monthly	12	12	10	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	6	6	6	Transferred to Business Unit 62210
2. Gombey Festival: include annual education theme	1	1	1	Transferred to Business Unit 62210
3. Gombey Festival: invite performers from similar root cultures to participate	1	1	3	Transferred to Business Unit 62210
4. Emancipation Commemoration: produce one (1) relevant event, inclusive of educational component	1	1	1	2
<b>BUSINESS UNIT: 62020 - Heritage Celebrations</b>				
1. Identify, support, and collaborate with cultural partners on Heritage Month events	6	5	6	5
2. (a) Number of groups in the Bermuda Day Parade	40	30	42	30
2. (b) Number of floats in the Bermuda Day Parade	10	8	12	8

\*\*New Performance Measure(s)

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 62030 - Cultural Education Program</b>				
1. (a) Produce one Bermuda Themed book	0	0	0	transfer - 62080
1. (b) Print copies of Bermuda Themed book	0	0	0	transfer - 62080
2. (a) Produce a book of literature	0	1	1	transfer - 62080
2. (b) Print copies of book of literature	0	1	1	transfer - 62080
2. (c) Create and launch eBook version	0	0	0	transfer - 62080
3. Produce oral history transcripts	0	0	6	0
4. Create Folklife Digital database	0	0	0	transfer -62001
5. Produce Study Guides for cultural documentaries	2	3	4	3
6. Support Research on Bermudian Dialect	1	1	0	transfer - 62080
7. Support Research on Bermuda's Ethnobotany	0	0	0	transfer - 62080
<b>BUSINESS UNIT: 62050 - National Heroes' Day</b>				
1. Have 400 attendees at National Heroes' Day Event	No new National Hero	400	No new National Hero	400
2. Hold 1 educational event	1	1	1	1
3. (a) Organize and display 7 Banners	8	8	8	8
3. (b) Promotion of National Heroes via at least three (3) media formats	3	4	4	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	2	2	2	2
1. (c) Hold one (1) public event with a Master Artist	1	1	1	1
2. Organize Premier's concert to include 8 to 10 performances	Carifesta Showcase	12	10	10
<b>BUSINESS UNIT: 62070 - Folklife Bermuda</b>				
1(a) Produce Bermudian Heartbeats lectures	12	12	11	12
2. Produce Folklife Documentaries	0	1	2	1
3. Five (5) apprentices to complete Folklife Apprenticeship Programme	1	3	3	3
4. Reissue DVD from "About Bermuda" series	0	3	6	0
<b>BUSINESS UNIT: 62080 - Research and Publication</b>				
1. Support Historical/Cultural Research	-	-	-	1
2. Cultural Symposium/Workshop	-	-	-	1
3. Cultural/Historical/Literary publication	-	-	-	1

\*\*New Performance Measure(s)

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 62100 - Uncover the Arts</b>				
1. (a) Hold 110 guided walking tours for the season	150	150	130	130
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	88	88	70	88
<b>BUSINESS UNIT: 62130 - Senior Citizens Projects</b>				
1. Organise educational and cultural seniors events	3	5	4	3
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
3. Organise educational and cultural seniors events	3	5	4	3
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**	1	1	1	1
<b>BUSINESS UNIT: 62180 - Special Projects **</b>				
1. (a) Identify and support creative and cultural industries projects	-	-	-	3
1. (b) Host consultations with stakeholders for an artists' registry	-	-	-	3
1. (c) Develop website for artists' registry	-	-	-	1
<b>BUSINESS UNIT: 62210 - Gombey Festival</b>				
1. Gombey Festival: showcase active Bermudian Gombey Troupes	-	-	-	6
2. Gombey Festival: include annual education theme	-	-	-	1
3. Gombey Festival: invite performers from similar root cultures to participate	-	-	-	1

\*\*New Performance Measure(s)



## 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 employability skills assessment and career development services to job seekers in satellite locations and more diverse delivery mediums (i.e. on-line courses and tutorials).
- To enact Legislative changes to transition current National Training Board into the National Workforce Development Board.
- To transition the current Department of Workforce Development into a One-Stop Career Centre.
- To develop an electronic job referral database for the One Stop Career Centre aligned with the National Workforce Development Plan.
- To create a National Certification and Training Committee designed to meet the needs of employers and workforce demands.

# HEAD 60 WORKFORCE DEVELOPMENT

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20 (\$000) % (7) (8)	
(1)	(2)						
<b>6001 GENERAL ADMINISTRATION</b>							
70000 ADMINISTRATION		544	586	587	651	65	11
		<b>544</b>	<b>586</b>	<b>587</b>	<b>651</b>	<b>65</b>	<b>11</b>
<b>6002 LABOUR RELATIONS</b>							
70010 LABOUR RELATIONS ADMIN		112	0	0	0	0	0
70011 LABOUR RELATIONS		387	0	0	0	0	0
		<b>499</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6003 CAREER DEVELOPMENT</b>							
70300 CAREER DEVELOPMENT ADMIN		82	189	304	443	254	134
70400 CAREER DEVELOPMENT		417	444	446	914	470	106
		<b>499</b>	<b>633</b>	<b>750</b>	<b>1,357</b>	<b>724</b>	<b>114</b>
<b>6004 TRAINING</b>							
70014 TRAINING ADMINISTRATION		233	239	275	283	44	18
70015 CERTIFICATION		512	615	608	616	1	0
70016 APPRENTICESHIP/PROFESSIONAL DEV.		1,823	1,776	1,776	1,389	(387)	(22)
		<b>2,568</b>	<b>2,630</b>	<b>2,659</b>	<b>2,288</b>	<b>(342)</b>	<b>(13)</b>
<b>TOTAL</b>		<b>4,110</b>	<b>3,849</b>	<b>3,996</b>	<b>4,296</b>	<b>447</b>	<b>12</b>

# HEAD 60 WORKFORCE DEVELOPMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,840	1,501	1,646	1,841	340	23
	WAGES	20	0	0	0	0	0
	TRAINING	3	14	17	20	6	43
	TRANSPORT	0	0	2	2	2	0
	TRAVEL	14	21	22	29	8	38
	COMMUNICATIONS	16	19	19	18	(1)	(5)
	ADVERTISING & PROMOTION	11	30	25	40	10	33
	PROFESSIONAL SERVICES	185	161	160	220	59	37
	RENTALS	85	45	45	5	(40)	(89)
	REPAIR AND MAINTENANCE	62	102	106	101	(1)	(1)
	ENERGY	33	42	41	41	(1)	(2)
	MATERIALS & SUPPLIES	66	69	68	74	5	7
	OTHER EXPENSES	0	2	2	2	0	0
	GRANTS AND CONTRIBUTIONS	1,775	1,843	1,843	1,903	60	3
	<b>TOTAL</b>	<b>4,110</b>	<b>3,849</b>	<b>3,996</b>	<b>4,296</b>	<b>447</b>	<b>12</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(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)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
70000	ADMINISTRATION	3	3	3	4	1	33
70010	LABOUR RELATIONS ADMIN	2	0	0	0	0	0
70011	LABOUR RELATIONS	3	0	0	0	0	0
70014	TRAINING ADMINISTRATION	2	2	3	3	1	50
70015	CERTIFICATION	2	2	2	2	0	0
70016	APPRENTICESHIP/PROFESSIONAL DEV.	3	3	3	3	0	0
70300	CAREER DEVELOPMENT ADMIN	2	2	6	5	3	150
70400	CAREER DEVELOPMENT	4	4	3	3	(1)	(25)
<b>TOTAL</b>		<b>21</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>4</b>	<b>25</b>

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 70000 - Administration</b>				
To ensure bills are paid in a timely manner	2 working days	2 working days	2 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: 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	5 working days	5 working days
To ensure arrangements of monthly Board and Committee meetings	N/A	10 meetings in 12 months	10 meetings in 12 months	10 meeting annually
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	374	100
Average sponsorship per person	\$700	\$1,600	\$450	\$1,000
Number of certifications	100	100	123	100
Number of enforcement investigations	N/A	5	5	7
Number of apprenticeship	20	Transferred to 70016	N/A	N/A
<b>BUSINESS UNIT: 70016 - Apprenticeship/Professional Dev.</b>				
Number of persons sponsored for training (local and overseas)	95	100	134	131
Number of sponsored trainees - Local	N/A	N/A	52	38
Number of sponsored trainees - Overseas	N/A	N/A	12	20
Number of persons awarded scholarships for training - Local	N/A	N/A	58	53
Number of persons awarded scholarships for training - Overseas	N/A	N/A	12	20
Number of apprenticeship	N/A	20	33	37
Average sponsorship cost 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	3 working days	1 working day	1 working day	1 working day
Record Clients information on a daily basis	3 working days	2 working days	1 working day	1 working day

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 70400 - Career Development</b>				
Number of persons assessed for career, skills and aptitude	650	500	500	500
Number of persons participated in employability skills training	528	500	500	500
Number of candidate registrants on electronic job board	12,331	12,500	14,000	16,500
Number of Employers registered on electronic job board	1,874	1,950	2,000	2,200
To increase the number of job referrals	15%	15%	15%	15%
To increase number of job postings on electronic job board	3%	10%	5%	N/A*
To increase number of employers listing vacancies on job board	21%	10%	10%	10%
Number of persons registered	1,309	1,500	1,500	1,650
Number of new registrants on internal data base	514	350	300	300
Number of persons placed	116	150	150	150
Number of individuals hired through the Job Board	1,844	1,750	2,420	2,800
To increase the number of job applicants by 10%	48%	20%	20%	20%

\*The number of job postings on the Bermuda Job Board fluctuates daily and is dependent upon job vacancies or opportunities within the workforce advertised by Employers. This measure is not attributed to performance.

# MINISTRY OF NATIONAL SECURITY

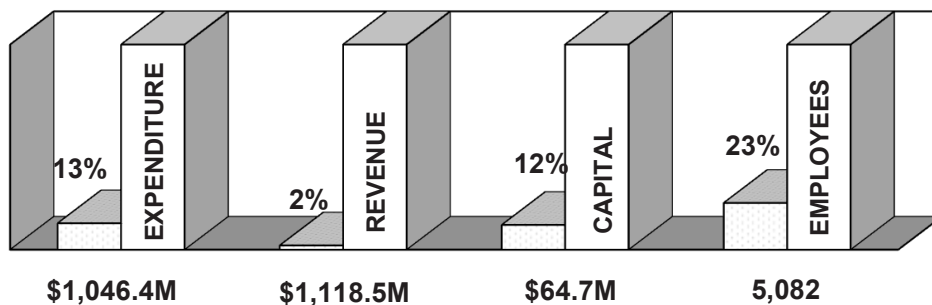


TO ADVISE ON THE FORMULATION AND IMPLEMENTATION OF POLICY. TO GENERALLY DIRECT AND COORDINATE OPERATIONS AND THE ACTIVITIES WITHIN THE MINISTRY.

The Hon. Wayne Caines, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
83	MIN. OF NATIONAL SECURITY HQ	1,723	1,466	1,559	2,060	594	41
06	DEFENCE	6,692	7,209	7,209	7,209	0	0
07	POLICE	62,182	65,802	65,802	65,802	0	0
12	CUSTOMS	17,132	16,939	16,945	16,945	6	0
25	DEPT. OF CORRECTIONS	26,324	25,082	24,981	25,082	0	0
27	IMMIGRATION	4,771	4,754	4,754	4,754	0	0
45	FIRE SERVICES	13,658	13,127	13,127	13,127	0	0
		<b>132,482</b>	<b>134,379</b>	<b>134,377</b>	<b>134,979</b>	<b>600</b>	<b>0</b>
<b>REVENUE (\$000)</b>							
07	POLICE	610	428	428	677	249	58
27	IMMIGRATION	22,313	23,535	18,696	21,835	(1,700)	(7)
45	FIRE SERVICES	148	113	285	257	144	127
		<b>23,071</b>	<b>24,076</b>	<b>19,409</b>	<b>22,769</b>	<b>(1,307)</b>	<b>(5)</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,787	1,711	2,247	7,405		
	DEVELOPMENT	511	270	200	400		
		<b>2,298</b>	<b>1,981</b>	<b>2,447</b>	<b>7,805</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>1,082</b>	<b>1,146</b>	<b>1,119</b>	<b>1,160</b>	<b>14</b>	<b>1</b>

FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15



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
- To promote the role of the Bermuda Regiment
- To facilitate the fire protection and emergency medical services with Fire Services
- To protect the borders through interdiction with the Customs Department
- To manage inmate operations with the Department of Corrections
- To facilitate the delivery of immigration protection and enforcement legislation with the Department of Immigration

**GENERAL SUMMARY**

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>8301</b>	<b>GENERAL</b>						
93000	ADMINISTRATION	1,605	1,336	1,407	1,716	380	28
93002	PAROLE BOARD	85	82	104	122	40	49
93003	TREATMENT OF OFFENDERS	22	28	28	28	0	0
93004	POLICE COMPLAINTS AUTHORITY	11	20	20	21	1	5
93007	DISASTER RISK REDUCE & MITIGAT.	0	0	0	173	173	0
	<b>TOTAL</b>	<b>1,723</b>	<b>1,466</b>	<b>1,559</b>	<b>2,060</b>	<b>594</b>	<b>41</b>



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

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	766	760	667	718	51	8
	WAGES	0	0	40	0	(40)	(100)
	TRAINING	0	1	1	36	35	3,500
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	32	21	79	45	(34)	(43)
	COMMUNICATIONS	9	9	9	11	2	22
	ADVERTISING & PROMOTION	25	24	12	34	22	183
	PROFESSIONAL SERVICES	842	427	714	1,119	405	57
	REPAIR AND MAINTENANCE	0	0	1	1	0	0
	ENERGY	1	1	1	0	(1)	(100)
	MATERIALS & SUPPLIES	17	17	21	24	3	14
	EQMT. (MINOR CAPITAL)	0	1	0	0	0	0
	OTHER EXPENSES	31	4	13	71	58	446
	GRANTS AND CONTRIBUTIONS	0	200	0	0	0	0
	<b>TOTAL</b>	<b>1,723</b>	<b>1,466</b>	<b>1,559</b>	<b>2,060</b>	<b>501</b>	<b>32</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(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**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 93000 ADMINISTRATION</b>				
Percentage of current year Throne Speech Initiatives that have been implemented.	100%	100%	100%	100%
Percentage of current year cabinet papers that have been submitted in the current year and have been successfully approved.	100%	100%	90%	100%
<b>BUSINESS UNIT: 93004 POLICE COMPLAINTS AUTHORITY</b>				
Percentage of outstanding files closed out from the prior year or earlier.	85%	100%	85%	100%
Percentage of PCA complaints that are resolved within 2 to 3 months of receipt for each fiscal year.	50%	75%	65%	75%

## MISSION STATEMENT

*In order to meet Bermuda's defence and security interests, The Royal Bermuda Regiment is to:*

- Recruit and retain an all-volunteer force.
- Support the Bermuda Government in providing Military Aid to the Civil Authority.
- Support the Emergency Measures Organization in responding to Humanitarian Aid and Disaster Relief (HADR) operations. Be prepared to support HADR operations overseas.
- Develop an externally focused Humanitarian Aid and Disaster Relief capability.
- Develop and force generate a full-time professional Coast Guard capability.
- Influence through positive Community Engagement and Defence Engagement.

## DEPARTMENT OBJECTIVES

- **Military Assistance to the Civil Authority (MACA).** This role encompasses the spectrum of assistance that the regiment could be asked to give the Civil Authority of Bermuda. MACA can be subdivided into three main areas:
  - a. Assistance to Civil Power. Provide protection for High Value Assets and other Internal Security operations in support of Other Governmental Departments.
  - b. Assistance to Civil Ministries. Responding to a crisis beyond the Government's immediate control or other more routine requests for assistance.
  - c. Assistance to Bermuda Society. Through the provision of a voluntary military experience, support the integration and development of people in Bermuda.
- **Humanitarian Aid and Disaster Relief (HADR).** The RBR is mandated to assist the civil authorities in the event of a major disaster (either natural or man-made) befalling the island. The RBR is to protect and preserve the community and its property prior to, during and after a disaster.
- **State Ceremonial.** Provide state ceremonial and musical support for the Government and to promote Bermuda, through ceremonial parades, national events and musical displays.
- **Coast Guard.** In order to secure Bermuda's territorial waters out to 12 nautical miles, and in compliance with the Defence (Coast Guard Unit) Amendment Act 2018, the RBR will develop a Full-Time Coast Guard capability that can undertake the following tasks:
  - a. Law enforcement of Bermuda's inshore waters.
  - b. Search & Rescue coordinated by the Bermuda Maritime Operations Centre.
  - c. Support HM Customs to interdict marine smuggling operations.
  - d. Support the Department of Environment & Natural Resources to enforce fisheries regulations.
  - e. Support the Department of Marine & Ports to enforce maritime regulations and ensure maritime border and Port security.

# 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						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
<b>0601</b>	<b>DEFENCE SERVICES</b>						
16000	FINANCE	272	274	274	264	(10)	(4)
16005	RECRUITMENT	0	54	107	312	258	478
		<b>272</b>	<b>328</b>	<b>381</b>	<b>576</b>	<b>248</b>	<b>76</b>
<b>0602</b>	<b>BERMUDA REGIMENT</b>						
16010	REGIMENT HEADQUARTERS	967	1,136	1,146	1,059	(77)	(7)
16020	QUARTERMASTER (HQ)	2,408	2,355	2,460	2,638	283	12
16030	CEREMONIAL (HADR)	460	393	393	656	263	67
16040	INTERNAL SECURITY (MACA)	1,748	1,861	2,111	382	(1,479)	(79)
16060	JUNIOR LEADERS	30	88	25	179	91	103
16075	OVERSEAS CAMP	23	922	218	895	(27)	(3)
16080	TRAINING & VALIDATION	116	126	126	824	698	554
16085	MARINE OPERATIONS	0	0	349	0	0	0
16090	SPECIAL EVENTS	668	0	0	0	0	0
		<b>6,420</b>	<b>6,881</b>	<b>6,828</b>	<b>6,633</b>	<b>(248)</b>	<b>(4)</b>
	<b>TOTAL</b>	<b>6,692</b>	<b>7,209</b>	<b>7,209</b>	<b>7,209</b>	<b>0</b>	<b>0</b>

## HEAD 06 DEFENCE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,080	3,130	3,130	3,165	35	1
	WAGES	1,952	2,154	2,323	2,024	(130)	(6)
	EMPLOYER OVERHEAD	30	35	33	21	(14)	(40)
	OTHER PERSONNEL COSTS	55	44	44	41	(3)	(7)
	TRAINING	23	40	50	55	15	38
	TRANSPORT	6	30	13	36	6	20
	TRAVEL	126	406	197	447	41	10
	COMMUNICATIONS	33	58	53	59	1	2
	ADVERTISING & PROMOTION	87	47	81	60	13	28
	PROFESSIONAL SERVICES	28	67	60	84	17	25
	RENTALS	12	55	74	55	0	0
	REPAIR AND MAINTENANCE	461	247	247	249	2	1
	INSURANCE	24	53	53	53	0	0
	ENERGY	151	191	201	191	0	0
	CLOTHING, UNIFORMS & LAUNDRY	258	238	227	227	(11)	(5)
	MATERIALS & SUPPLIES	356	404	413	432	28	7
	GRANTS AND CONTRIBUTIONS	10	10	10	10	0	0
	<b>TOTAL</b>	<b>6,692</b>	<b>7,209</b>	<b>7,209</b>	<b>7,209</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(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	8	8	8	8	0	0
	16020 QUARTERMASTER (HQ)	11	11	11	11	0	0
	16030 CEREMONIAL (HADR)	3	3	3	3	0	0
	16040 INTERNAL SECURITY (MACA)	6	6	6	6	0	0
	<b>TOTAL</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>0</b>

## HEAD 06 DEFENCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 16000 Finance/Recruitment</b>				
1. Number of volunteers for service in Royal Bermuda Regiment.	50	61	60	60
<b>BUSINESS UNIT: 16010 Regiment Headquarters</b>				
1. Number of promotions each year.	26	30	40	40
2. The operational strength of the Regiment as a percentage against the Regiment establishment of 420.	70%	73%	85%	85%
<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)	66%	66%	75%	75%
2. Number of Soldiers listed as Long Term Absentees.	105	105	0	0
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)	57%	70%	70%	70%
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%	75% 95%	75% 95%	75% 95%
<b>BUSINESS UNIT: 16060 Junior Leaders</b>				
1. Number of Junior Leaders maintaining a regular attendance.	35	35	40	40
2. Number of Junior Leaders receiving promotions and in the STAR Award programme.	24	30	20	20
<b>BUSINESS UNIT: 16080 Training &amp; Validation</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	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	%
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>0701 COMMISSIONER'S OFFICE</b>							
17000	COMMISSIONER'S OFFICE	46,610	47,501	47,496	47,275	(226)	(0)
		<b>46,610</b>	<b>47,501</b>	<b>47,496</b>	<b>47,275</b>	<b>(226)</b>	<b>(0)</b>
<b>0702 CORPORATE SERVICES DIVISION</b>							
17005	PROFESSIONAL CONDUCT UNIT	5	24	24	76	52	217
17010	HUMAN RESOURCES	902	1,536	1,591	1,552	16	1
17020	FINANCE & ADMINISTRATION	1,221	1,201	1,276	1,224	23	2
17025	INFORMATION MANAGEMENT SERVICES	4,101	4,607	4,607	4,661	54	1
17190	TRAINING & DEVELOPMENT DEPARTMENT	751	889	889	946	57	6
17300	VEHICLE STORES	22	0	0	0	0	0
17310	UNIFORM STORES	464	270	270	270	0	0
		<b>7,466</b>	<b>8,527</b>	<b>8,657</b>	<b>8,729</b>	<b>202</b>	<b>2</b>
<b>0703 COMMUNITY POLICING DIVISION</b>							
17040	CENTRAL AREA COMMAND	753	868	860	940	72	8
17041	EASTERN AREA COMMAND	1,060	1,201	1,204	1,164	(37)	(3)
17042	WESTERN AREA COMMAND	212	345	345	353	8	2
		<b>2,025</b>	<b>2,414</b>	<b>2,409</b>	<b>2,457</b>	<b>43</b>	<b>2</b>
<b>0704 SUPPORT SERVICES DIVISION</b>							
17055	TAPE TRANSCRIBING	91	133	133	186	53	40
17090	OPERATIONAL SUPPORT DEPARTMENT	830	943	943	1,025	82	9
17120	MARINE & ROAD POLICING UNIT	423	475	488	475	0	0
17130	GARAGE AND WORKSHOP	1,626	1,468	1,468	1,555	87	6
17160	FORENSIC SUPPORT	595	1,030	950	1,003	(27)	(3)
		<b>3,565</b>	<b>4,049</b>	<b>3,982</b>	<b>4,244</b>	<b>195</b>	<b>5</b>
<b>0708 DRUGS &amp; INTELLIGENCE DIVISION</b>							
17105	PUBLIC PROTECTION DEPT.	11	37	37	37	0	0
17140	SPECIAL INVESTIGATIONS DEPT.	1,040	1,402	1,408	1,153	(249)	(18)
17150	DRUGS & FINANCIAL CRIME DIVISION	605	716	657	624	(92)	(13)
17170	INTELLIGENCE DIVISION	511	633	633	760	127	20
		<b>2,167</b>	<b>2,788</b>	<b>2,735</b>	<b>2,574</b>	<b>(214)</b>	<b>(8)</b>
<b>0710 BERMUDA RESERVE POLICE</b>							
17220	BERMUDA RESERVE POLICE	349	523	523	523	0	0
		<b>349</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>62,182</b>	<b>65,802</b>	<b>65,802</b>	<b>65,802</b>	<b>0</b>	<b>0</b>



## HEAD 07 POLICE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	46,714	48,040	48,040	48,189	149	0
	WAGES	459	493	493	633	140	28
	OTHER PERSONNEL COSTS	2,370	2,827	2,867	2,911	84	3
	TRAINING	393	503	493	503	0	0
	TRAVEL	230	312	344	312	0	0
	COMMUNICATIONS	1,030	1,213	1,213	1,213	0	0
	ADVERTISING & PROMOTION	50	56	56	66	10	18
	PROFESSIONAL SERVICES	3,622	4,011	3,896	3,761	(250)	(6)
	RENTALS	819	1,049	982	954	(95)	(9)
	REPAIR AND MAINTENANCE	3,261	3,504	3,610	3,514	10	0
	INSURANCE	75	116	116	116	0	0
	ENERGY	1,334	1,188	1,188	1,188	0	0
	CLOTHING, UNIFORMS & LAUNDRY	430	163	156	163	0	0
	MATERIALS & SUPPLIES	1,352	2,125	2,158	2,107	(18)	(1)
	EQPMT. (MINOR CAPITAL)	19	63	63	63	0	0
	OTHER EXPENSES	24	139	127	109	(30)	(22)
	<b>TOTAL</b>	<b>62,182</b>	<b>65,802</b>	<b>65,802</b>	<b>65,802</b>	<b>0</b>	<b>0</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8457 Licence General	27	11	11	5	(6)	(55)
	8521 Firearms	20	18	18	18	0	0
	8523 Explosives	12	10	10	1	(9)	(90)
	8525 Security Guards	40	39	39	103	64	164
	8617 Publications	408	250	250	350	100	40
	8801 Facilities	103	100	100	200	100	100
	<b>TOTAL</b>	<b>610</b>	<b>428</b>	<b>428</b>	<b>677</b>	<b>249</b>	<b>58</b>

## HEAD 07 POLICE - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
17000	COMMISSIONER'S OFFICE	422	432	432	431	(1)	(0)
17005	PROFESSIONAL CONDUCT UNIT	0	0	0	1	1	0
17010	HUMAN RESOURCES	7	7	7	8	1	14
17020	FINANCE & ADMINISTRATION	10	11	11	11	0	0
17025	INFORMATION MANAGEMENT SERVICES	6	6	6	7	1	17
17040	CENTRAL AREA COMMAND	7	7	7	9	2	29
17041	EASTERN AREA COMMAND	11	11	11	10	(1)	(9)
17042	WESTERN AREA COMMAND	3	4	4	4	0	0
17055	TAPE TRANSCRIBING	0	0	0	1	1	0
17090	OPERATIONAL SUPPORT DEPARTMENT	11	11	11	12	1	9
17130	GARAGE AND WORKSHOP	7	7	7	8	1	14
17140	SPECIAL INVESTIGATIONS DEPT.	1	1	1	1	0	0
17150	DRUGS & FINANCIAL CRIME DIVISION	1	1	1	1	0	0
17160	FORENSIC SUPPORT	4	5	5	5	0	0
17170	INTELLIGENCE DIVISION	7	7	7	9	2	29
17190	TRAINING & DEVELOPMENT DEPARTMENT	1	1	1	2	1	100
<b>TOTAL</b>		<b>498</b>	<b>511</b>	<b>511</b>	<b>520</b>	<b>9</b>	<b>2</b>

## HEAD 07 POLICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>0701 - Commissioner's Office</b>				
Overall level of public satisfaction towards the Police.	*	65%	*	*
Conviction rate (percentage)	*	*	*	*
<b>0702 - Corporate Services Division</b>				
The percentage of Bermudian Officers employed within BPS.	65%	65%	65%	65%
Number of formal complaints made against the Police.	26	28	40	30
Annual cost of absenteeism among Police personnel.	\$936,543	\$800,000	\$1.09M	\$900,000
Percentage of complaints which are formally resolved.	79%	80%	80%	80%
Turnover per annum of police officers.	20	20	20	20
Level of public satisfaction with fair treatment to all.	*	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.	65%	65%	65%	65%
Level of awareness of local community action team (CAT)	65%	65%	65%	65%
Level of public satisfaction with timely solving of crime.	65%	65%	65%	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.	95%	95%	95%	95%
<b>0708 - Drugs &amp; Intelligence Division</b>				
Level of public satisfaction with investigation of serious crimes.	*	65%	*	*
Level of public satisfaction with investigation of anti-social behaviour.	*	65%	*	*
<b>0710 - Bermuda Reserve Police</b>				
Representation of minority communities amongst the Bermuda Reserve Police.	20%	20%	20%	20%
The total number of hours per annum of duty performed by the Bermuda Police Reserve Police.	5,500	18,500	9,000	8,500
Percentage of Reserve Officers to BPS establishment.	20%	25%	10%	10%

\* 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 PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1201</b>	<b>GENERAL</b>						
	22000 YACHT REPORTING CENTRE	37	0	0	0	0	0
	22030 AIRPORT SHIFT A	2,131	1,988	2,233	2,049	61	3
	22040 AIRPORT SHIFT B	2,232	2,309	2,132	2,120	(189)	(8)
	22050 INVESTIGATIONS/AUDIT	1,056	1,178	1,013	973	(205)	(17)
	22070 HAMILTON COMMERCIAL OPS	976	868	974	926	58	7
	22080 ADMINISTRATION	4,348	4,590	4,400	4,578	(12)	(0)
	22090 VESSEL CLEARANCE	1,254	1,178	1,380	1,323	145	12
	22100 INTERDICTION	4,045	3,787	3,939	4,108	321	8
	22110 SEAPORT ENFORCEMENT TEAM	1,053	1,041	874	868	(173)	(17)
	<b>TOTAL</b>	<b>17,132</b>	<b>16,939</b>	<b>16,945</b>	<b>16,945</b>	<b>6</b>	<b>0</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	14,531	14,319	14,184	14,775	456	3
	WAGES	120	0	171	0	0	0
	OTHER PERSONNEL COSTS	194	193	166	166	(27)	(14)
	TRAINING	0	20	12	6	(14)	(70)
	TRANSPORT	25	3	20	0	(3)	(100)
	TRAVEL	14	20	28	22	2	10
	COMMUNICATIONS	115	150	128	128	(22)	(15)
	PROFESSIONAL SERVICES	92	102	185	106	4	4
	RENTALS	462	480	557	487	7	1
	REPAIR AND MAINTENANCE	857	964	807	795	(169)	(18)
	INSURANCE	3	0	0	0	0	0
	ENERGY	135	219	140	140	(79)	(36)
	CLOTHING, UNIFORMS & LAUNDRY	138	150	94	94	(56)	(37)
	MATERIALS & SUPPLIES	243	299	220	226	(73)	(24)
	EQUIPMT. (MINOR CAPITAL)	8	20	2	0	(20)	(100)
	OTHER EXPENSES	195	0	231	0	0	0
	<b>TOTAL</b>	<b>17,132</b>	<b>16,939</b>	<b>16,945</b>	<b>16,945</b>	<b>6</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	22030 AIRPORT SHIFT A	23	27	26	27	0	0
	22040 AIRPORT SHIFT B	24	32	24	29	(3)	(9)
	22050 INVESTIGATIONS/AUDIT	14	16	12	13	(3)	(19)
	22070 HAMILTON COMMERCIAL OPS	10	11	12	12	1	9
	22080 ADMINISTRATION	29	26	30	31	5	19
	22090 VESSEL CLEARANCE	15	14	16	16	2	14
	22100 INTERDICTION	48	50	52	53	3	6
	22110 SEAPORT ENFORCEMENT TEAM	12	14	12	12	(2)	(14)
	<b>TOTAL</b>	<b>175</b>	<b>190</b>	<b>184</b>	<b>193</b>	<b>3</b>	<b>2</b>

**HEAD 12 CUSTOMS - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</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	75,144	60,000	50,000	60,000
Seizures of illicit items to exceed 40	4	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	113,608	60,000	40,000	40,000
Seizures of illicit items to exceed 40	210	40	60	60
<b>BUSINESS UNIT: 22050 INVESTIGATIONS/AUDIT</b>				
Number of cases dealt with to be greater than 100	55	100	55	100
Additional duty collected is to be greater than \$20,000	28,740	20,000	28,740	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)	90%	95%	95%	98%
Authorising the release of imported goods measured by volumes of declarations processed	46,000	65,000	46,000	50,000
<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 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</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	1,627,080	1,500,000	1,500,000	1,500,000
<b>BUSINESS UNIT: 22100 INTERDICTION</b>				
Total number of seizures of all types to exceed 75	238	200	175	100
Percentage of positive search and detentions from total search and detentions undertaken to exceed 50%	88%	85%	75%	60%
<b>BUSINESS UNIT: 22110 SEAPORT ENFORCEMENT TEAM</b>				
The percentage of import cargo manifests inspected and reviewed to exceed 90%	90	100	90	94
The number of imported containers scanned by the Hamilton Docks Gantry X-ray Scanner to exceed 60%	98	100	98	96

# 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	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000) (7)	% (8)
<b>2501</b>	<b>FACILITIES</b>						
	35000 HEADQUARTERS & O.T.S.	3,073	4,035	3,978	3,759	(276)	(7)
	35020 FARM FACILITY	4,448	3,469	3,469	3,427	(42)	(1)
	35030 COEDUCATIONAL FACILITY	3,627	3,059	3,059	2,988	(71)	(2)
	35060 WESTGATE CORRECTIONAL FAC.	10,982	9,680	9,680	10,092	412	4
	35090 THERAPEUTIC COMMUNITY CTR	1,461	1,352	1,352	1,311	(41)	(3)
		<b>23,591</b>	<b>21,595</b>	<b>21,538</b>	<b>21,577</b>	<b>(18)</b>	<b>(0)</b>
<b>2502</b>	<b>INMATE SERVICES</b>						
	35105 PSYCHOLOGICAL SERVICES	260	429	509	433	4	1
	35106 SOCIAL SERVICES & CASE MGMT	641	712	669	728	16	2
	35107 HEALTH SERVICES	1,361	1,657	1,576	1,653	(4)	(0)
	35108 EDUCATIONAL SERVICES	165	300	300	300	0	0
	35109 VOCATIONAL SERVICES	234	299	299	301	2	1
	35110 RECREATIONAL SERVICES	32	49	49	49	0	0
	35111 CHAPLAINCY	40	41	41	41	0	0
		<b>2,733</b>	<b>3,487</b>	<b>3,443</b>	<b>3,505</b>	<b>18</b>	<b>1</b>
	<b>TOTAL</b>	<b>26,324</b>	<b>25,082</b>	<b>24,981</b>	<b>25,082</b>	<b>0</b>	<b>0</b>



## HEAD 25 DEPARTMENT OF CORRECTONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	19,974	18,321	18,181	18,388	67	0
	WAGES	222	109	109	112	3	3
	OTHER PERSONNEL COSTS	258	332	332	331	(1)	(0)
	TRAINING	8	51	51	51	0	0
	TRANSPORT	3	0	0	0	0	0
	TRAVEL	5	12	12	12	0	0
	COMMUNICATIONS	163	224	224	224	0	0
	PROFESSIONAL SERVICES	1,912	1,767	2,157	1,964	197	11
	RENTALS	339	366	366	366	0	0
	REPAIR AND MAINTENANCE	399	671	671	553	(118)	(18)
	INSURANCE	5	530	170	500	(30)	(6)
	ENERGY	622	794	794	786	(8)	(1)
	CLOTHING, UNIFORMS & LAUNDRY	166	0	0	0	0	0
	MATERIALS & SUPPLIES	2,204	1,797	1,806	1,683	(114)	(6)
	EQUIPMT.(MINOR CAPITAL)	0	11	11	15	4	36
	OTHER EXPENSES	39	92	92	92	0	0
	GRANTS AND CONTRIBUTIONS	5	5	5	5	0	0
	<b>TOTAL</b>	<b>26,324</b>	<b>25,082</b>	<b>24,981</b>	<b>25,082</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	35000 HEADQUARTERS & O.T.S	13	17	12	16	(1)	(6)
	35020 FARM FACILITY	40	40	38	38	(2)	(5)
	35030 COEDUCATIONAL FACILITY	32	36	35	35	(1)	(3)
	35060 WESTGATE CORRECTIONAL FAC.	92	112	104	119	7	6
	35090 THERAPEUTIC COMMUNITY CTR	5	6	5	5	(1)	(17)
	35105 PSYCHOLOGICAL SERVICES	1	2	1	3	1	50
	35106 SOCIAL SERVICES & CASE MGMT	6	7	6	7	0	0
	35107 HEALTH SERVICES	6	6	5	6	0	0
	35108 EDUCATIONAL SERVICES	1	1	1	1	0	0
	35109 VOCATIONAL SERVICES	1	1	1	1	0	0
	35111 CHAPLAINCY	1	1	0	0	(1)	(100)
	<b>TOTAL</b>	<b>198</b>	<b>229</b>	<b>208</b>	<b>231</b>	<b>2</b>	<b>1</b>

# HEAD 25 DEPARTMENT OF CORRECTIONS

## Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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>	72,864	70,361	71,595	72,229
(b) Average daily number of inmates	196	188	191	194
(c) Total admissions for year	212	255	230	221
(d) Total new admissions (first time incarcerated)	61	55	53	57
(e) Total discharges	237	268	249	243
2 Total number of inmates released on parole	18	24	21	20
3 Number of inmate/inmate assaults				
Major	0	1	0	0
Minor	1	5	4	2
4 Number of trainee/inmate assaults	0	0	1	0
5 Number of inmate/officer assaults				
Major	2	0	1	2
Minor	2	2	2	2
6 (a) Inmates enrolled in development and/or treatment programmes	567	515	528	547
(b) General education diplomas	2	3	3	3
7 Average overall recidivism numbers and percentage rate (Year 3)	53	28	39	45
	22.00%	7.80%	15.48%	18.74%
8 Total recidivism rate - Year 1 (# of inmates)	21			
	9.00%			
Total recidivism rate - Year 2 (# of inmates)	42			
	18.00%			
<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 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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>2702 OPERATIONS DIVISON</b>							
37010	CORPORATE SERVICES	714	720	720	736	16	2
37020	PERSONAL SERVICES	1,259	1,193	1,199	1,170	(23)	(2)
37030	COMPLIANCE	1,551	1,467	1,454	1,481	14	1
		<b>3,524</b>	<b>3,380</b>	<b>3,373</b>	<b>3,387</b>	<b>7</b>	<b>0</b>
<b>2703 FINANCE/ADMINISTRATION</b>							
37040	FINANCE & ADMINISTRATION	1,247	1,374	1,381	1,367	(7)	(1)
		<b>1,247</b>	<b>1,374</b>	<b>1,381</b>	<b>1,367</b>	<b>(7)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>4,771</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		2017/18	2018/19	2018/19	2019/20	2018/19	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2019/20	
		(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	SALARIES	3,081	3,714	3,642	3,750	36	1
	WAGES	508	0	0	0	0	0
	OTHER PERSONNEL COSTS	33	0	0	0	0	0
	TRAINING	0	6	0	6	0	0
	TRANSPORT	0	1	1	0	(1)	(100)
	TRAVEL	16	0	0	0	0	0
	COMMUNICATIONS	248	208	214	209	1	0
	ADVERTISING & PROMOTION	0	3	7	3	0	0
	PROFESSIONAL SERVICES	243	162	212	158	(4)	(2)
	RENTALS	79	27	92	24	(3)	(11)
	REPAIR AND MAINTENANCE	353	451	387	439	(12)	(3)
	CLOTHING, UNIFORMS & LAUNDRY	7	1	1	1	0	0
	MATERIALS & SUPPLIES	99	74	97	73	(1)	(1)
	EQUIPMT. (MINOR CAPITAL)	12	2	2	2	0	0
	OTHER EXPENSES	92	105	99	89	(16)	(15)
	<b>TOTAL</b>	<b>4,771</b>	<b>4,754</b>	<b>4,754</b>	<b>4,754</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	
		(\$000)	(\$000)	(\$000)	(\$000)	vs	
		(3)	(4)	(5)	(6)	2019/20	
						(\$000)	%
						(7)	(8)
	8275 Entry Clearance	52	78	96	38	(40)	(51)
	8277 Passport Issuance	822	717	717	705	(12)	(2)
	8281 Work Permits - Full/Part Time	9,521	10,393	10,393	10,619	226	2
	8283 Work Permits - Temporary/Periodic	2,979	2,897	2,897	2,897	0	0
	8285 Work Permits - Work & Reside	1,249	759	850	759	0	0
	8286 Work Permits - Appeals	74	69	76	69	0	0
	8287 Work Permits - General	334	347	347	347	0	0
	8291 Land Acquisition Fees	6,070	7,000	2,414	5,500	(1,500)	(21)
	8293 Residence Fees	56	53	96	51	(2)	(4)
	8297 Bermudian Status	124	230	105	100	(130)	(57)
	8299 Nationality	75	58	115	65	7	12
	8301 Status & Naturalisation-Other	696	900	511	650	(250)	(28)
	8881 Penalties	261	34	79	35	1	3
	<b>TOTAL</b>	<b>22,313</b>	<b>23,535</b>	<b>18,696</b>	<b>21,835</b>	<b>(1,700)</b>	<b>(7)</b>

## HEAD 27 IMMIGRATION - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE	
						2018/19 vs 2019/20 (7)	% (8)
37010	CORPORATE SERVICES	9	10	10	10	0	0
37020	PERSONAL SERVICES	14	14	14	14	0	0
37030	COMPLIANCE	16	17	17	17	0	0
37040	FINANCE & ADMINISTRATION	6	9	9	9	0	0
<b>TOTAL</b>		<b>45</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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	5,764	5,324	4,614	5,075
Number of temporary and periodic work permits	3,422	3,905	3,118	3,430
Number of Permission-to-reside Applications processed	186	207	160	176
Work permit changes, including categories job titles	484	521	614	675
Number of landing permits processed	209	187	260	286
Number of letters of permission	623	598	522	574
Number of Civil penalties	40	15	148	163
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	4,200	4,547	4,780	5,258
Number of child passports	1,678	1,998	1,678	1,846
Number of express passports	89	110	92	101
Spousal Letters	418	440	364	400
Permanent Resident Certificates 31A/31B	68	88	52	57
Permission-to-reside/Residential Certificates	83	79	86	95
Permission to Acquire Land	58	66	70	77
Status Applications				
Section 19	24	31	10	11
Section 19A	101	108	82	90
Section 20	15	20	18	20
Section 20B	32	51	24	26
Naturalisation	287	286	304	334

## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES - cont.</b>				
<b>Status Applications - Cont.</b>				
Status Enquiries	194	257	256	282
Status Register Entry	563	381	342	376
Copies of Documents and Certified Documents	45	55	42	46
Number of landing permits processed	10	9	22	24
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-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	DISCONTINUE	DISCONTINUE	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	6-12 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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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	1-2 months	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	889	913	792	871
Number of visitors Extensions	141	176	216	238
Number of deportations	6	7	4	4
Number of Bermuda Entry Visas	0	0	0	0
Foreign Nationals asked to leave	7	4	22	24
Foreign Nationals on Stop List	27	59	46	51
Average process time-investigating illegal worker	2-3 months	3-6 months	3-6 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	2.24%	2.29%	2.30%	2.30%
No. of documents received and recorded	39,004	42,064	38,402	42,242
Total budgeted expenditure by department	5.5 million	4.8 million	4.8 million	4.8 million
Total budgeted revenue generated by department	22.3 million	21.0 million	23.5 million	23.5 million
Average budgeted revenue yield per staff member (45) staff	446,000	420,000	470,000	470,000
Operational efficiency index - Total budgeted expenditure	2.0%	2.0%	2.0%	2.0%



# 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	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>4501</b>	<b>FIRE PROTECTION SERVICES</b>						
55000	ADVICE	67	0	0	0	0	0
55030	FIRE PREVENTION TRAINING	13	15	15	15	0	0
55060	CENTRAL EMERGENCY FIRE SERVICE	6,263	6,240	6,240	6,240	0	0
55070	EMERGENCY MEDICAL SERVICES	160	161	161	161	0	0
55080	OTHER SERVICES CENTRAL	277	267	267	267	0	0
55090	ST GEO EMERGENCY FIRE SERVICES	1,397	1,412	1,412	1,412	0	0
55100	EMERGENCY MEDICAL SVCS	46	50	50	50	0	0
55110	EASTERN VOLUNTEER DIVISION	0	7	7	7	0	0
55120	WEST END EMERGENCY FIRE SERVICE	976	973	973	973	0	0
55150	TRAINING	118	113	113	113	0	0
55170	GENERAL ADMINISTRATION	757	920	920	920	0	0
55190	EMERGENCY DISPATCH	903	640	640	640	0	0
55200	AIRPORT FIRE RESCUE	2,681	2,329	2,329	2,329	0	0
	<b>TOTAL</b>	<b>13,658</b>	<b>13,127</b>	<b>13,127</b>	<b>13,127</b>	<b>0</b>	<b>0</b>

# HEAD 45 FIRE SERVICES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	vs
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	(8)
		(3)	(4)	(5)	(6)	(\$000)	(7)
	SALARIES	11,566	11,056	11,056	11,056	0	0
	WAGES	97	0	0	0	0	0
	OTHER PERSONNEL COSTS	146	149	149	149	0	0
	TRAINING	232	200	200	200	0	0
	TRANSPORT	27	30	30	30	0	0
	TRAVEL	44	92	92	92	0	0
	COMMUNICATIONS	206	200	200	200	0	0
	RENTALS	13	11	11	11	0	0
	REPAIR AND MAINTENANCE	561	567	567	567	0	0
	INSURANCE	163	160	160	160	0	0
	ENERGY	316	406	406	406	0	0
	CLOTHING, UNIFORMS & LAUNDRY	76	68	68	68	0	0
	MATERIALS & SUPPLIES	211	188	188	188	0	0
	<b>TOTAL</b>	<b>13,658</b>	<b>13,127</b>	<b>13,127</b>	<b>13,127</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	vs
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	(8)
		(3)	(4)	(5)	(6)	(\$000)	(7)
	8877 Reimbursements	148	100	285	257	157	157
	8887 Hamilton Corp. Confs.	0	13	0	0	(13)	(100)
	<b>TOTAL</b>	<b>148</b>	<b>113</b>	<b>285</b>	<b>257</b>	<b>144</b>	<b>127</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2018/19	vs
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2019/20	(8)
		(3)	(4)	(5)	(6)	(\$000)	(7)
	55060 CENTRAL EMERGENCY FIRE SERVICES	56	56	56	59	3	5
	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	13	13	13	16	3	23
	55120 WEST END EMERGENCY FIRE SERVICE	9	9	9	10	1	11
	55170 GENERAL ADMINISTRATION	7	7	7	6	(1)	(14)
	55190 EMERGENCY DISPATCH	14	14	14	10	(4)	(29)
	55200 AIRPORT FIRE RESCUE	24	24	24	22	(2)	(8)
	<b>TOTAL</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>0</b>	<b>0</b>

## HEAD 45 FIRE SERVICES - continued

### Performance Measures

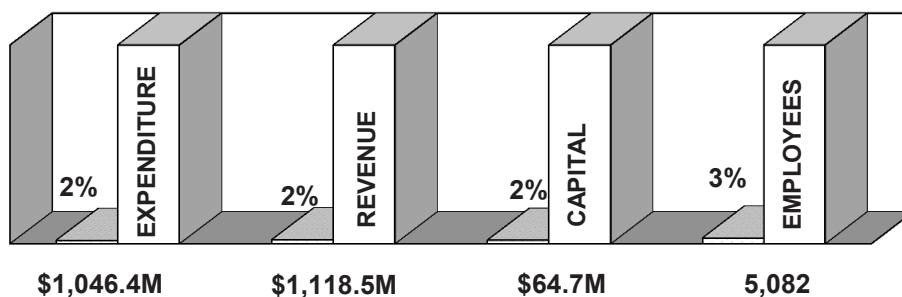
MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 55060 Central Emergency Fire Service</b>				
Percentage of incidents in the city from the total number of calls.	30%	40%	35%	35%
Percentage of road traffic accidents from total number of calls.	26%	27%	30%	30%
Average response time per call.	6 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.	8%	12%	10%	12%
Percentage of emergency medical calls from the total number of calls.	79%	70%	75%	70%
<b>BUSINESS UNIT: 55120 West End Emergency Fire Service</b>				
Percentage of road traffic accidents from total number of calls.	26%	17%	25%	25%
Percentage of emergency medical calls from the total number of calls.	70%	70%	70%	70%
<b>BUSINESS UNIT: 55190 Emergency Dispatch</b>				
Percentage of emergency medical dispatches from the total number of calls.	55%	60%	55%	55%
Percentage of fire dispatches from the total number of calls.	45%	40%	45%	40%
<b>BUSINESS UNIT: 55200 Airport Fire Rescue</b>				
Percentage of aircraft refueling calls from the total number of calls.	11%	15%	15%	15%
Percentage of inflight calls from the total number of calls.	2%	3%	3%	3%

# MINISTRY OF HOME AFFAIRS



The Hon. Walter Roban, JP, MP

HEAD (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2018/19 vs 2019/20 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
93	MIN. OF HOME AFFAIRS HQ	1,772	4,467	4,448	3,723	(744)	(17)
29	REGISTRY GENERAL	1,606	1,953	1,960	1,832	(121)	(6)
32	PLANNING	2,693	3,304	3,304	3,376	72	2
50	MIN. OF THE ENVIRONMENT HQ	1,109	0	0	0	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	7,860	8,221	8,221	8,352	131	2
89	ENERGY	628	783	783	880	97	12
		<b>15,668</b>	<b>18,728</b>	<b>18,716</b>	<b>18,163</b>	<b>(565)</b>	<b>(3)</b>
<b>REVENUE (\$000)</b>							
93	MIN. OF HOME AFFAIRS HQ	640	405	45	5	(400)	(99)
29	REGISTRY GENERAL	2,031	2,027	1,743	2,116	89	4
32	DEPT. OF PLANNING	1,951	1,411	1,426	1,360	(51)	(4)
50	MIN. OF THE ENVIRONMENT HQ	9	0	0	0	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	1,602	1,638	1,363	1,493	(145)	(9)
89	ENERGY	0	200	200	17,885	17,685	8,843
		<b>6,233</b>	<b>5,681</b>	<b>4,777</b>	<b>22,859</b>	<b>17,178</b>	<b>302</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	568	962	531	652		
	DEVELOPMENT	976	500	507	550		
		<b>1,544</b>	<b>1,462</b>	<b>1,038</b>	<b>1,202</b>		
<b>EMPLOYEE NUMBERS</b>		<b>140</b>	<b>156</b>	<b>156</b>	<b>151</b>	<b>(5)</b>	<b>(3)</b>



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.
- Licensing of Debt Collection Agencies.
- 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.

GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
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	1,024	2,962	2,917	2,902	(60)	(2)
103010	CONSUMER AFFAIRS - ADMIN	748	792	792	821	29	4
103020	LABOUR RELATIONS	0	713	739	0	(713)	(100)
	<b>TOTAL</b>	<b>1,772</b>	<b>4,467</b>	<b>4,448</b>	<b>3,723</b>	<b>(744)</b>	<b>(17)</b>

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
	OBJECT CODE DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,336	2,058	2,058	1,632	(426)	(21)
	WAGES	25	0	0	0	0	0
	TRAINING	1	25	21	15	(10)	(40)
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	11	99	102	111	12	12
	COMMUNICATIONS	10	21	37	36	15	71
	ADVERTISING & PROMOTION	3	19	96	20	1	5
	PROFESSIONAL SERVICES	279	1,928	1,715	1,443	(485)	(25)
	RENTALS	54	80	80	80	0	0
	REPAIR AND MAINTENANCE	23	42	46	48	6	14
	ENERGY	9	9	9	9	0	0
	MATERIALS & SUPPLIES	22	102	65	85	(17)	(17)
	EQUIPMT. (MINOR CAPITAL)	8	6	6	6	0	0
	OTHER EXPENSES	0	7	7	7	0	0
	GRANT AND CONTRIBUTIONS	(9)	70	205	230	160	229
	<b>TOTAL</b>	<b>1,772</b>	<b>4,467</b>	<b>4,448</b>	<b>3,723</b>	<b>(744)</b>	<b>(17)</b>

## HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

### REVENUE SUMMARY

(1)	(2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
	8119 Planning Appeals	0	5	5	5	0	0
	8288 Work Permit Exemption Fee	640	400	40	0	(400)	(100)
	<b>TOTAL</b>	<b>640</b>	<b>405</b>	<b>45</b>	<b>5</b>	<b>(400)</b>	<b>(99)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20	
						(7)	% (8)
	103000 ADMINISTRATION	8	8	9	9	1	13
	103010 CONSUMER AFFAIRS - ADMIN	7	7	7	7	0	0
	103020 LABOUR RELATIONS	0	7	6	0	(7)	(100)
	<b>TOTAL</b>	<b>15</b>	<b>22</b>	<b>22</b>	<b>16</b>	<b>(6)</b>	<b>(27)</b>

## HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 103000 Administration</b>				
Number of Throne Speech initiatives completed each Fiscal Year.	2	5	4	5
Number of Planning appeals applications*	N/A	8	7	7
Number of Planning appeals withdrawn*	N/A	N/A	0	0
Number of Planning appeals in process*	N/A	1	1	0
Number of Planning appeals upheld****	N/A	5	5	6
Number of Planning appeals dismissed****	N/A	2	1	1
Submissions for annual planning, monthly performance monitoring and fiscal year-end accounting documents that meet or surpass the timelines set by the agencies.	100%	100%	100%	100%
<b>BUSINESS UNIT: 103010 Consumer Affairs</b>				
Product Recall Investigations	315	350	250	300
Case Investigations	965	1,000	1,000	1,000
Joint Police and Health Investigations	6	10	10	10
Joint Overseas Investigations	7	5	10	10
Web Traffic	N/A	15,000	DISCONTINUE	DISCONTINUE
Published Articles	5	2	7	5
Commercial Development TV, Radio and Cinema	6	1	4	2
Radio Talk Shows	16	24	24	24
Public Relations Presentations	14	20	10	10
Legislative Initiative	2	1	1	3
Cross Ministry Initiatives	8	1	5	5
Training Programs	6	5	5	3
Responded to Clients with 48 hours	85%	100%	90%	90%

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

\*\*\*\* Redefined Measures



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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 103010 Consumer Affairs - cont'd</b>				
Number of rent Inspections	238	300	300	300
Number of Clients Seen***	777	700	800	750
Agreed Increase of Rent by Mutual Agreement of Tenant ***	\$6,137	\$6,000	\$6,000	\$6,000
Total \$ Adjudications of Rent Increases Granted***	\$106,802	\$110,000	\$115,000	\$100,000
Appeals Review Panel Adjudication***	0	1	0	0

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

\*\*\* Redefined Measures

# 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, domestic partnerships and marriage in Bermuda and the performance of civil marriages and domestic partnerships as well as facilitating the registration of legal documents, 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 advice on copyrights 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	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
	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	753	875	880	819	(56)	(6)
39010	INTELLECTUAL PROPERTY REG	421	616	617	640	24	4
39020	PROPERTY, PROF & ORGAN REG	109	121	121	65	(56)	(46)
39030	BIRTHS, MARRIAGES & DEATHS	323	341	342	308	(33)	(10)
	<b>TOTAL</b>	<b>1,606</b>	<b>1,953</b>	<b>1,960</b>	<b>1,832</b>	<b>(121)</b>	<b>(6)</b>

# HEAD 29 REGISTRY GENERAL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,217	1,492	1,491	1,509	17	1
	WAGES	77	0	0	0	0	0
	TRAINING	1	4	4	5	1	25
	TRAVEL	10	24	28	53	29	121
	COMMUNICATIONS	5	8	8	6	(2)	(25)
	ADVERTISING & PROMOTION	103	119	119	53	(66)	(55)
	PROFESSIONAL SERVICES	52	10	78	43	33	330
	RENTALS	1	151	79	1	(150)	(99)
	REPAIR AND MAINTENANCE	96	102	105	104	2	2
	MATERIALS & SUPPLIES	27	30	32	35	5	17
	OTHER EXPENSES	17	13	16	23	10	77
	<b>TOTAL</b>	<b>1,606</b>	<b>1,953</b>	<b>1,960</b>	<b>1,832</b>	<b>(121)</b>	<b>(6)</b>

# HEAD 29 REGISTRY GENERAL - continued

## REVENUE SUMMARY

(1)	(2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
	8315 Registration Fees	67	50	50	66	16	32
	8323 Trade Mark Application	158	300	250	250	(50)	(17)
	8324 Assignments	25	25	25	25	0	0
	8325 Trade Mark Registration	239	200	250	235	35	18
	8326 IP Certificates	77	60	50	75	15	25
	8327 Trade Mark-Other	79	63	65	75	12	19
	8328 Trade Mark Renewals	397	510	260	390	(120)	(24)
	8335 Patent Fees	4	4	4	4	0	0
	8336 Domain Names	224	120	130	220	100	83
	8339 Arch.& Prof.Eng. Fees	2	2	2	2	0	0
	8345 Public Search Facility	7	30	4	65	35	117
	8347 Property Reg.Fees	62	43	43	60	17	40
	8353 Certified Copies	4	5	5	4	(1)	(20)
	8359 Birth Certificates	180	130	145	150	20	15
	8361 Other Fees-Births	5	4	4	4	0	0
	8363 Marriage Licence Fees	159	165	150	155	(10)	(6)
	8364 Maritime Marriage Licence	150	150	135	145	(5)	(3)
	8365 Marriage Ceremony Fees	32	28	28	28	0	0
	8367 Marriage Certificate Fees	58	48	48	50	2	4
	8368 Maritime Marriage Cert Fee	27	25	25	25	0	0
	8369 Marriage Special Licence	2	3	5	4	1	33
	8371 Other Fees-Marriages	8	5	7	5	0	0
	8372 Maritime Marriage Other Fees	1	1	1	1	0	0
	8375 Death Certificates	63	55	55	60	5	9
	8379 Affidavits	1	1	1	1	0	0
	8441 Domestic Partnership	0	0	1	17	17	0
	<b>TOTAL</b>	<b>2,031</b>	<b>2,027</b>	<b>1,743</b>	<b>2,116</b>	<b>89</b>	<b>4</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2017/18 ACTUAL (3)	2018/19 ORIGINAL (4)	2018/19 REVISED (5)	2019/20 ESTIMATE (6)	DIFFERENCE 2018/19 vs 2019/20	
						(7)	% (8)
	39000 ADMINISTRATION	7	7	7	7	0	0
	39010 INTELLECTUAL PROPERTY	4	6	6	7	1	17
	39020 PROPERTY, PROF & ORGAN REG	2	2	2	1	(1)	(50)
	39030 BIRTHS, MARRIAGES & DEATHS	4	4	4	4	0	0
	<b>TOTAL</b>	<b>17</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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<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%	100%
To increase efficiency by ensuring at least 25% of staff receive cross training.	90%	95%	95%	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.	100%	100%	100%	100%
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 and domestic partnerships to within 10 days of receipt of the Particulars of Marriage and Domestic Partnerships forms in office.	100%	100%	100%	100%

**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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
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	714	738	724	701	(37)	(5)
		<b>714</b>	<b>738</b>	<b>724</b>	<b>701</b>	<b>(37)</b>	<b>(5)</b>
<b>3204</b>	<b>FORWARD PLANNING</b>						
	42060 FORWARD PLANNING	236	540	543	571	31	6
		<b>236</b>	<b>540</b>	<b>543</b>	<b>571</b>	<b>31</b>	<b>6</b>
<b>3205</b>	<b>DEVELOPMENT MANAGEMENT</b>						
	42020 FRONT DESK OPERATION	273	269	269	284	15	6
	42050 ENFORCEMENT & SEARCHES	207	291	292	304	13	4
	42070 DEVELOPMENT APPLICATIONS	549	697	698	742	45	6
		<b>1,029</b>	<b>1,257</b>	<b>1,259</b>	<b>1,330</b>	<b>73</b>	<b>6</b>
<b>3206</b>	<b>BUILDING CONTROL</b>						
	42080 BUILDING PERMITS	153	150	150	156	6	4
	42090 INSPECTIONS	561	619	628	618	(1)	(0)
		<b>714</b>	<b>769</b>	<b>778</b>	<b>774</b>	<b>5</b>	<b>1</b>
	<b>TOTAL</b>	<b>2,693</b>	<b>3,304</b>	<b>3,304</b>	<b>3,376</b>	<b>72</b>	<b>2</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,503	3,078	3,050	3,216	138	4
	OTHER PERSONNEL COSTS	1	1	1	1	0	0
	TRAINING	4	18	18	6	(12)	(67)
	TRAVEL	16	10	26	17	7	70
	COMMUNICATIONS	0	2	2	2	0	0
	ADVERTISING & PROMOTION	19	21	21	3	(18)	(86)
	PROFESSIONAL SERVICES	110	52	72	29	(23)	(44)
	RENTALS	0	1	3	1	0	0
	REPAIR AND MAINTENANCE	5	56	41	55	(1)	(2)
	INSURANCE	1	1	1	1	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	2	7	1	(1)	(50)
	MATERIALS & SUPPLIES	29	52	52	38	(14)	(27)
	EQUIPMT. (MINOR CAPITAL)	1	0	0	0	0	0
	OTHER EXPENSES	0	0	0	1	1	0
	GRANTS AND CONTRIBUTIONS	4	10	10	5	(5)	(50)
	<b>TOTAL</b>	<b>2,693</b>	<b>3,304</b>	<b>3,304</b>	<b>3,376</b>	<b>72</b>	<b>2</b>

## HEAD 32 DEPARTMENT OF PLANNING - continued

### REVENUE SUMMARY

(1)	(2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8123 Planning Application Fees	420	484	484	370	(114)	(24)
	8125 Subdivision Fees	33	30	45	34	4	13
	8127 Building Permit Fees	1,145	575	575	575	0	0
	8128 Condominium Registrations	0	1	0	0	(1)	(100)
	8133 Searches	162	111	111	131	20	18
	8517 Elevator Licences	191	210	211	250	40	19
	<b>TOTAL</b>	<b>1,951</b>	<b>1,411</b>	<b>1,426</b>	<b>1,360</b>	<b>(51)</b>	<b>(4)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION	2017/18	2018/19	2018/19	2019/20 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2018/19 vs 2019/20	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	42000 GENERAL ADMINISTRATION	5	5	5	5	0	0
	42020 FRONT DESK OPERATION	5	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	5	7	7	7	0	0
	42080 BUILDING PERMITS	2	2	2	2	0	0
	42090 INSPECTIONS	7	7	7	7	0	0
	<b>TOTAL</b>	<b>28</b>	<b>33</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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: GENERAL ADMINISTRATION</b>				
Percentage of planning objections acknowledged and applicants/agent notified within one (1) day following receipt of objection	95%	100%	98%	100%
Percentage of correspondence acknowledged within three (3) working days following receipt	100%	100%	100%	100%
<b>BUSINESS UNIT: FRONT DESK OPERATION</b>				
Percentage of valid applications inputted into database within eight (8) working days	100%	100%	100%	100%
<b>BUSINESS UNIT: ENFORCEMENT &amp; SEARCHES</b>				
Percentage of search requests entered into database within (10) days of receipt of request (Revised)	77%	85%	77%	90%
Percentage of planning searches completed within twenty-eight (28) days of receipt of request	100%	90%	100%	90%
Percentage of complaints acknowledged by Technical Officer within fourteen business (14) days of receipt	78%	80%	80%	100%
<b>BUSINESS UNIT: FORWARD PLANNING</b>				
Percentage completion of Draft Local Plan for North East Hamilton	10%	N/A	40%	100%
Percentage completion of resolved objections by Objections Tribunal and final approval of North East Hamilton Local Plan	N/A	100%	N/A	100%
Percentage implementation of the new EnerGov permitting and land management application	65%	100%	100%	100%
Percentage completion of Draft Bermuda Plan 2018*	65%	100%	100%	N/A
Percentage completion of community engagement with Parish Councils and initiation of community action plans	N/A	30%	30%	40%
Percentage of Listed Building and Historic Area related applications processed within (6) weeks	80%	80%	80%	80%
<b>BUSINESS UNIT: DEVELOPMENT APPLICATIONS</b>				
Percentage of applications determined within twelve (12) weeks	57%	80%	65%	80%
Percentage of Revisions processed within ten (10) working days				
Development Applications	75%	90%	80%	85%
Building Control	80%	85%	85%	85%

**HEAD 32 DEPARTMENT OF PLANNING - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2017/18</b>	<b>ORIGINAL FORECAST 2018/19</b>	<b>REVISED FORECAST 2018/19</b>	<b>TARGET OUTCOME 2019/20</b>
<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	75%	75%	75%	80%
Commercial	75%	75%	75%	80%
Percentage of Permitted Development permits (Minor Works) processed within six (6) working days following receipt (Revised)	55%	75%	75%	80%
<b>BUSINESS UNIT: INSPECTIONS</b>				
Percentage of requested inspections completed within twenty-four (24) hours of request	96%	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	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>5001</b>	<b>GENERAL</b>						
	60000 GENERAL ADMINISTRATION	1,109	0	0	0	0	0
		<b>1,109</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>1,109</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	86	0	0	0	0	0
	COMMUNICATIONS	5	0	0	0	0	0
	PROFESSIONAL SERVICES	57	0	0	0	0	0
	MATERIALS & SUPPLIES	1	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	960	0	0	0	0	0
	<b>TOTAL</b>	<b>1,109</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8119 Planning Appeals	9	0	0	0	0	0
	<b>TOTAL</b>	<b>9</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		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	60000 GENERAL 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>

**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		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>7901</b>	<b>GENERAL ADMINISTRATION</b>						
	89000 ADMINISTRATION	1,231	1,689	1,688	1,662	(27)	(2)
		<b>1,231</b>	<b>1,689</b>	<b>1,688</b>	<b>1,662</b>	<b>(27)</b>	<b>(2)</b>
<b>7902</b>	<b>MARINE MANAGEMENT</b>						
	89010 MARINE RESOURCES	360	364	364	378	14	4
	89020 MARINE CONSERVATION	211	225	267	292	67	30
	89030 MARINE HERITAGE & HEALTH	127	122	120	128	6	5
	89040 MARINE ENFORCEMENT	504	410	415	445	35	9
		<b>1,202</b>	<b>1,121</b>	<b>1,166</b>	<b>1,243</b>	<b>122</b>	<b>11</b>
<b>7903</b>	<b>TERRESTRIAL CONSERVATION</b>						
	89050 TERRESTRIAL CONSERVATION	467	515	513	540	25	5
		<b>467</b>	<b>515</b>	<b>513</b>	<b>540</b>	<b>25</b>	<b>5</b>
<b>7904</b>	<b>ANIMAL MANAGEMENT</b>						
	89060 VETERINARY SERVICES	207	311	311	323	12	4
	89070 ANIMAL CONTROL	382	292	292	303	11	4
		<b>589</b>	<b>603</b>	<b>603</b>	<b>626</b>	<b>23</b>	<b>4</b>
<b>7905</b>	<b>PLANT MANAGEMENT</b>						
	89080 PLANT PROTECTION	411	380	380	400	20	5
	89090 AGRONOMY	613	596	599	615	19	3
		<b>1,024</b>	<b>976</b>	<b>979</b>	<b>1,015</b>	<b>39</b>	<b>4</b>
<b>7906</b>	<b>POLLUTION CONTROL</b>						
	89100 POLLUTION CONTROL	638	746	744	608	(138)	(18)
		<b>638</b>	<b>746</b>	<b>744</b>	<b>608</b>	<b>(138)</b>	<b>(18)</b>
<b>7907</b>	<b>BDA AQUARIUM, MUSEUM &amp; ZOO</b>						
	89110 BAMZ ADMINISTRATION	150	221	182	172	(49)	(22)
	89120 AQUARIUM & ZOO	2,237	2,044	2,041	2,171	127	6
	89130 MUSEUM	322	306	305	315	9	3
		<b>2,709</b>	<b>2,571</b>	<b>2,528</b>	<b>2,658</b>	<b>87</b>	<b>3</b>
	<b>TOTAL</b>	<b>7,860</b>	<b>8,221</b>	<b>8,221</b>	<b>8,352</b>	<b>131</b>	<b>2</b>

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	4,986	5,090	5,049	5,328	238	5
	WAGES	1,195	1,143	1,185	1,273	130	11
	OTHER PERSONNEL EXPENSES	2	0	0	0	0	0
	TRAINING	0	9	9	5	(4)	(44)
	TRANSPORT	93	19	22	20	1	5
	TRAVEL	4	7	16	17	10	143
	COMMUNICATIONS	120	132	130	69	(63)	(48)
	ADVERTISING & PROMOTIONS	25	23	22	22	(1)	(4)
	PROFESSIONAL SERVICES	81	158	159	164	6	4
	RENTALS	10	14	10	10	(4)	(29)
	REPAIR AND MAINTENANCE	140	150	159	142	(8)	(5)
	INSURANCE	22	13	13	5	(8)	(62)
	ENERGY	299	442	426	428	(14)	(3)
	CLOTHING, UNIFORMS & LAUNDRY	13	17	10	12	(5)	(29)
	MATERIALS & SUPPLIES	572	592	586	596	4	1
	EQPMT. (MINOR CAPITAL)	1	2	7	1	(1)	(50)
	OTHER EXPENSES	11	7	15	7	0	0
	GRANTS AND CONTRIBUTIONS	286	403	403	253	(150)	(37)
	<b>TOTAL</b>	<b>7,860</b>	<b>8,221</b>	<b>8,221</b>	<b>8,352</b>	<b>131</b>	<b>2</b>

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## REVENUE SUMMARY

REVENUE SOURCE		2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE	
						2018/19 vs 2019/20 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
8243	Dog Reclamation/Collection	0	0	0	2	2	0
8249	Artificial Insemination	0	0	0	2	2	0
8253	Admissions	407	416	415	449	33	8
8438	Plant Inspection Fee	21	25	21	21	(4)	(16)
8457	Licence General	52	40	50	50	10	25
8487	Well Licences	117	112	112	120	8	7
8488	Chemical Permits	2	3	3	5	2	67
8493	Dog Licences	459	536	225	263	(273)	(51)
8495	BPO - Dog Licences	71	0	50	70	70	0
8499	Breeder Licence	24	28	15	28	0	0
8501	Broker Licence	0	0	0	1	1	0
8503	Boarder Licence	0	1	1	1	0	0
8507	Commercial Stable	0	0	0	1	1	0
8509	Veterinary Licences	2	0	4	0	0	0
8531	Fishermen	7	8	8	8	0	0
8533	Lobster Divers Licence	82	98	98	103	5	5
8534	Commerical Lobster Lic Traps	49	47	47	52	5	11
8535	Local Vessels	73	79	79	84	5	6
8539	Other Fisheries Licences	20	12	12	13	1	8
8541	Lost Lobster Traps	5	9	5	6	(3)	(33)
8548	Agricultural Import Permit	3	4	4	3	(1)	(25)
8549	Pesticides Import Certificate	5	12	5	5	(7)	(58)
8551	Pesticides BCD Verification	20	16	16	15	(1)	(6)
8617	Publications	1	1	1	2	1	100
8649	Agricultural Produce	25	35	35	42	7	20
8658	Storage fee (revenue)	14	7	12	10	3	43
8695	Sales of Ice	36	20	36	30	10	50
8697	Banana Ripening fees	3	4	4	3	(1)	(25)
8701	Sales of Chemicals	23	20	20	24	4	20
8703	Sales of Boxes	81	105	85	80	(25)	(24)
<b>TOTAL</b>		<b>1,602</b>	<b>1,638</b>	<b>1,363</b>	<b>1,493</b>	<b>(145)</b>	<b>(9)</b>



# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2017/18	2018/19	2018/19	2019/20 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2018/19 vs 2019/20 (7)	% (8)
89000	ADMINSTRATION	13	14	14	14	0	0
89010	MARINE RESOURCES	3	3	3	3	0	0
89020	MARINE CONSERVATION	2	2	3	3	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	4	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	1	1	0	0
89120	AQUARIUM & ZOO	28	26	26	26	0	0
89130	MUSEUM	3	3	3	3	0	0
<b>TOTAL</b>		<b>77</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 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 89000 ADMINISTRATION</b>				
Number of visit hits to the Department's website	43,500	40,000	50,000	50,000
Number of GIS mapping/project requests.	112	110	110	110
Number of protected species licenses & permits issued.	19	20	25	Discontinue
Number of protected species licenses and permits issued (within 5 working days)	100%	100%	100%	Discontinue
Number of protected species licenses and permits received / and percentage processed within 5 working days.	new	new	new	20/100%
Number of public outreach activities (inclusive of scientific papers, articles and presentations).*	15	12	21	25
Number of feral animal requests received.	170	150	170	170
Number of feral animals removed.	7,328	6,000	10,000	6,000
Number of PATI requests received.	0	Unknown	0	Discontinue
Percentage of PATI requests responded to within 28 days.	N/A	100%	N/A	Discontinue
Number of PATI requests received/and percentage responded to within 28 days.	new	new	new	2/100%
% 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%	90%
Number of monitoring and technical reports	4	5	4	5
Number of informational communication pieces/events; schools/college, media and organizations	35	25	25	25
% success with timely submission of required reportings to (a) administration & Ministry, (b) partner agencies and (c) international resource management bodies	95%	95%	90%	100%
<b>BUSINESS UNIT: 89020 MARINE CONSERVATION</b>				
Number of marine conservation consultations.	24	20	25	Discontinue
Marine conservation consultation responses (within 20 working days).	85%	85%	85%	Discontinue
Number of marine conservation consultations received /and the percentage responded to within 20 working days.	new	new	25/85%	25/85%
Marine habitat assessments completed.	75	30	45	20
Number of public outreach activities (inclusive of scientific papers, articles and presentations).	8	5	5	5
<b>BUSINESS UNIT: 89030 MARINE HERITAGE &amp; HEALTH</b>				
Marine Heritage consultations & information requests received.	98	130	110	Discontinue
Marine Heritage consultations completions (within 20 working days).	100%	100%	100%	Discontinue
Number of marine heritage consultations received/and the percentage responded to within 20 working days.	new	new	new	10/100%

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 89030 MARINE HERITAGE &amp; HEALTH - cont.</b>				
Ocean Human Health research projects.	1	3	1	Discontinue
Percentage of moorings in place at the beginning of the season.	97%	100%	97%	Discontinue
Number of protected dive sites moorings /and the percentage in place at the beginning of the season.	new	new	new	40/100%
Number of information requests received/and the percentage responded to within 20 working days.	new	new	new	100/100%
Number of public outreach activities (scientific papers/ tv news stories/articles/presentations).	new	new	new	5
Number of shipwreck sites reported and the percentage assessed within 60 days.	new	new	new	Unknown/100%
Number of shipwrecks sites surveyed.	new	new	new	3
<b>BUSINESS UNIT: 89040 MARINE ENFORCEMENT</b>				
Number of vessels searched at sea	385	500	450	450
Number of call in fish tips that result in the discovery of fisheries offences	18	N/A	25	N/A
Number of case files submitted	4	10	8	10
Number of illegal fish traps/lobster/guinea chick traps recovered	17	N/A	18	18
<b>BUSINESS UNIT: 89050 TERRESTRIAL CONSERVATION</b>				
Number of terrestrial conservation consultations.	145	Unknown	135	Discontinue
Terrestrial conservation consultations (within 20 working days).	78%	85%	85%	Discontinue
Number of terrestrial conservation consultations received /and percentage responded to within 20 working days.	new	new	new	135/100%
Number of invasive plant species removed.	12,500	15,000	12,500	13,500
Number of native and endemic plants planted.	475	600	550	600
Number of nature tours provided.	69	55	55	55
<b>BUSINESS UNIT: 89060 VETERINARY SERVICES</b>				
Number of farm visits	10	30	20	20
Disease/Response plans in place	1	2	2	2
Contacts/Meetings with Dept. of Health	7	10	10	10
Port inspections & crate sealings	42	50	50	50
CITES permits issued	12	10	10	10
Inspections of Customs interdictions	8	6	6	6
Import permit applications received	1,154	900	1,050	1,050
<b>BUSINESS UNIT: 89070 ANIMAL CONTROL</b>				
Dogs licenced	4,076	4,050	4,200	4,600
Dogs licenced as a % of eligible	46%	55%	50%	60%
Total incidents and complaints to which wardens responded	530	600	600	600

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 89070 ANIMAL CONTROL - cont.</b>				
Time taken for the initial response to complaints or incidents (mean)	0.7 days	0.5days	0.5 days	0.5 days
<b>BUSINESS UNIT: 89080 PLANT PROTECTION</b>				
Total number of items inspected	1,222,160	1,334,787	1,281,396	1,255,768
Total infested items intercepted (plant/fruit)	189,592	150,785	167,371	185,782
Infested items as a % of total items inspected	16%	10%	13%	15%
No. of individual documented services provided (documents issued, diagnostics, pesticide and customs entries and group presentations)	2,494	2,300	2,392	2,511
<b>BUSINESS UNIT: 89090 AGRONOMY</b>				
Number of embargoes implemented and notices sent, respectively	126;104	125;110	130;116	130;115
Value of produce, goods and services provided by or handled by the Marketing Centre	177K	195K	203K	210K
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 Agriculture Service	1,635	1,600	2,100	2,300
Number of formal complaints regarding the embargo system (target set at less than 5)	<5	<5	<5	<5
<b>BUSINESS UNIT: 89100 POLLUTION CONTROL</b>				
Dept of Planning Consultation Applications Reviewed and Requirements Provided	56	To review all pertinent Planning applications sent to DENR	To review all pertinent Planning applications sent to DENR	Discontinue
Percentage of Responses to Dept of Planning <10 working days	98%	100%	100%	Discontinue
Dept of Planning Consultations reviewed / Percentage responded to Dept of Planning within 10 working days.	new	new	new	50 / 100%
Pollution Remediation Reports Reviewed that meet RBCA requirements	7	All	>= 6	All
Number of Exceedances of Clean Air Regulations 1993	19	0	>= 13	0
Number of Water Rights for Wells and Boreholes issued (5-year)	3,677	All Wells and Boreholes to have Water Rights	All Wells and Boreholes to have Water Rights	Discontinue
Number of Operating Licences issued (1-year)	547	All Controlled Plants to be Licenced	All Controlled Plants to be Licenced	Discontinue
Fuel Storage Tanks - Registered	583	All fuel storage tanks to be registered	All fuel storage tanks to be registered	Discontinue
Central Freshwater Lens Volume - Hamilton. (Percentage of Sustainable Target @ 6.5 million cubic metres)	Lens under-utilised. Lens at +100%	100%	100%	Discontinue
Volume of Central Freshwater Lens abstracted for supply of potable water (thousand gallons per day) / Percentage of allocated abstraction from the lens.	new	new	new	1395 / 100%

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 89100 POLLUTION CONTROL - cont.</b>				
Somerset Freshwater Lens Volume (Percentage of Sustainable Target @ 0.8 million cu. metres)	Lens under-utilised. Lens at +100%	100%	100%	Discontinue
Volume of Somerset Lens abstracted for supply of distributed potable water (thousand gallons per day) / Percentage of allocated abstraction from the lens.	new	new	new	120 / 100%
Port Royal Freshwater Lens Volume (Percentage of Sustainable Target @ 0.4 million cu. metres)	Lens under-utilised. Lens at +100%	100%	100%	Discontinue
Volume of Port Royal Lens abstracted for supply of distributed potable water (thousand gallons per day) / Percentage of allocated abstraction from the lens.	new	new	new	280 / 100%
St George's Freshwater Lens Volume (Percentage of Sustainable Target @ 0.15 million cu. metres)	Lens under-utilised. Lens at +100%	100%	100%	Discontinue
Volume of St George's Lens abstracted for supply of distributed potable/non-potable water (thousand gallons per day)/ Percentage of allocated abstraction from the lens.	new	new	new	100 / 100%
<b>BUSINESS UNIT: 89110 BAMZ ADMINISTRATION</b>				
Maintaining accreditation with the Aquarium & Zoo Association.	100%	100%	100%	100%
Total number of visitors to BAMZ.	72,000	75,000	72,000	75,000
Average cost of operating per visitor.	\$36	\$35	\$36	\$35
Students involved in BAMZ offerings.	8,861	7,500	8,250	8,250
<b>BUSINESS UNIT: 89120 AQUARIUM &amp; ZOO</b>				
Number of animals receiving preventative veterinary care.	302	300	300	300
Number of collected aquatic and terrestrial specimens.	1,204	1,000	1,200	1,200
Number of animal and bird strandings dealt with.	174	150	150	150
Use of BAMZ bus (double round trip for student groups).	360	400	375	375
<b>BUSINESS UNIT: 89130 MUSEUM</b>				
Number of specimens, images, bibliographic data added to NHM databases.	461	400	300	300
Access by scientists, students and lay persons to the collections, database and library.	533	300	500	500
Number of lectures, seminars and field trips provided.	44	45	35	30

# HEAD 89 ENERGY

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*We develop public utility policy and legislation which enables secure energy, electronic communications, and broadcasting platforms for Bermuda.*

## DEPARTMENT OBJECTIVES

- To refine energy 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.
- To refine electronic communications policy, legislation and regulations to help Bermuda maintain and enhance its electronic communications sector.
- To commercialize Bermuda's assigned satellite slots.
- To provide technical and administrative support to the Broadcasting and Telecommunications Commissions.
- To effect the reform of the Broadcasting sector and migrate its market regulation to the Regulatory Authority.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>8901 GENERAL</b>							
99000 ADMINISTRATION		628	783	783	880	97	12
	<b>TOTAL</b>	<b>628</b>	<b>783</b>	<b>783</b>	<b>880</b>	<b>97</b>	<b>12</b>

# HEAD 89 ENERGY - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	375	368	368	465	97	26
	TRAINING	1	5	5	5	0	0
	TRAVEL	4	10	10	10	0	0
	COMMUNICATIONS	2	5	5	5	0	0
	ADVERTISING & PROMOTION	48	50	50	50	0	0
	PROFESSIONAL SERVICES	196	335	335	335	0	0
	REPAIR AND MAINTENANCE	0	1	1	1	0	0
	MATERIALS & SUPPLIES	2	9	9	9	0	0
	<b>TOTAL</b>	<b>628</b>	<b>783</b>	<b>783</b>	<b>880</b>	<b>97</b>	<b>12</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8431 General Fees	0	0	0	15,055	15,055	0
	8432 Commercial Fees	0	0	0	121	121	0
	8433 Mass Media Fees	0	0	0	29	29	0
	8434 Spectrum Band Fees	0	0	0	2,480	2,480	0
	8655 Electricity	0	200	200	200	0	0
	<b>TOTAL</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>17,885</b>	<b>17,685</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	99000 ADMINISTRATION	3	3	3	4	1	33
	<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>33</b>

**HEAD 89 ENERGY - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 99000 - Administration</b>				
Provide administrative and police support to the facilitate all initiatives of the 2011 Energy White Paper	In progress	All queries answered	In progress	White Paper to be reviewed and updated.
Develop policy and legislation of fuels.	Fuel policy completed Q1 2017	RA to commence regulation of fuels sector by Q4 2018/19	RA to commence regulation of fuels sector after legislative development complete	Regulation of fuels sector to commence by Q3 of FY2019/2020.
Continue the Public Education and awareness campaign to promote energy efficiency and conservation, and awareness around other key energy issues.*	Energy Summit held in November 2017; consultative groups formed and active (Electric Vehicles, Bermuda Energy Working Group)	Stakeholder consultations to be held for the IRP process; Energy Summit 2018 to be held in November 2018.	Lunch and learns held Q3 of FY2018/2019; Energy Summit held in November 2018.	Energy Summit to be held in Q3 of FY 2019/2020.
Facilitate the progress of the Solar PV project on the 'Finger' at the LF Wade International Airport.*	Successful developer identified in Q1 2017, project agreements signed in Q2 2017.	Project completion on or before third quarter of FY2018/19	Site clearing taking longer than expected; project to commence Q4 of FY2018/19.	Project completion on or before Q2 of FY2019/2020
Facilitate the procurement of an energy management or energy services company to assist with reduction of energy expenditure in Government buildings.	This was a new measure for FY 2018/19	Service provider selected by Q3 of 2018/19	In-house energy manager position created instead. This is in progress and dependent upon DHR/PSC processes.	Hiring of Energy Manager on or before Q3 of FY 2019/2020

\* This performance measure will be initiated starting the year 2019/20



**HEAD 89 ENERGY - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2017/18	ORIGINAL FORECAST 2018/19	REVISED FORECAST 2018/19	TARGET OUTCOME 2019/20
<b>BUSINESS UNIT: 99000 - Administration - cont.</b>				
Revising Broadcasting policy and legislation and migrating the market regulation functions to the Regulatory Authority.*	N/A	N/A	N/A	Legislation drafted by Q4 of FY 2019/20

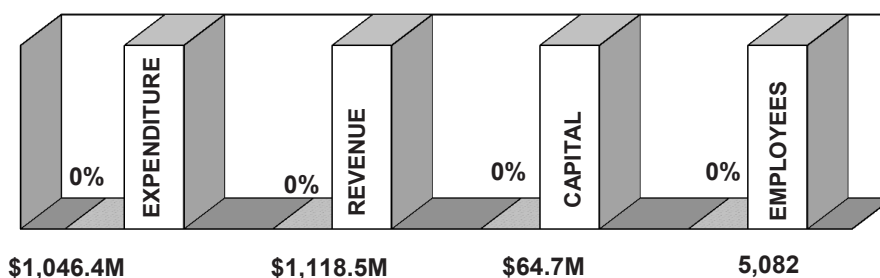
\* This performance measure will be initiated starting the year 2019/20

# MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM

TO PROMOTE AND STRENGTHEN ECONOMIC DEVELOPMENT ON ISLAND.



HEAD (1)	DESCRIPTION (2)	2017/18 ACTUAL (\$000) (3)	2018/19 ORIGINAL (\$000) (4)	2018/19 REVISED (\$000) (5)	2019/20 ESTIMATE (\$000) (6)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000) (7)	% (8)
	<b>CURRENT EXPENDITURE ( \$000)</b>						
95	MIN OF ECONOMIC DEV. & TOURISM HQ	30,045	32,366	32,366	0	(32,366)	(100)
		<b>30,045</b>	<b>32,366</b>	<b>32,366</b>	<b>0</b>	<b>(32,366)</b>	<b>(100)</b>
	<b>REVENUE (\$000)</b>						
95	MIN OF ECONOMIC DEV. & TOURISM HQ	0	1,403	653	0	(1,403)	(100)
		<b>0</b>	<b>1,403</b>	<b>653</b>	<b>0</b>	<b>(1,403)</b>	<b>(100)</b>
	<b>CAPITAL EXPENDITURE (\$000)</b>						
	DEVELOPMENT	968	0	0	0		
		<b>968</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	<b>EMPLOYEE NUMBERS</b>						
		12	9	7	0	(9)	(100)



Ministry Estimates compared with total Government Estimates

# HEAD 95 MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM HQ

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

Through collaborative stewardship, stimulate the diversification and growth of the economy for the benefit of all Bermuda's stakeholders and promote the development and delivery of an environmentally and culturally sensitive world class tourism product.

## DEPARTMENT OBJECTIVES

- The overarching objective of the Ministry Headquarters is to ensure that the Minister is furnished with the information, support and advice needed to make informed decisions and the development of policy and for the effective implementation of the same.
- The Ministry Headquarters must ensure that the Departments and Quangos under its remit deliver on their mandates and execute their approved business plans whilst providing value for money.
- The Ministry will provide oversight and financial support to the BEDC, BTA, BCG and the new BEA

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>9501 POLICY AND ADMINISTRATION</b>							
105000 ADMINISTRATION		902	1,229	1,229	0	(1,229)	(100)
		<b>902</b>	<b>1,229</b>	<b>1,229</b>	<b>0</b>	<b>(1,229)</b>	<b>(100)</b>
<b>9502 BUSINESS DEVELOPMENT</b>							
105020 BUSINESS DEV. & REG. UNIT		439	0	0	0	0	0
		<b>439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>9503 GRANTS</b>							
105030 GRANTS		5,689	30,905	30,905	0	(30,905)	(100)
		<b>5,689</b>	<b>30,905</b>	<b>30,905</b>	<b>0</b>	<b>(30,905)</b>	<b>(100)</b>
<b>9505 AMERICAS CUP 2017</b>							
105070 AMERICAS CUP 2017		23,015	0	0	0	0	0
		<b>23,015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>9506 HOTEL INSPECTIONS</b>							
105080 HOTEL INSPECTIONS		0	232	232	0	(232)	(100)
		<b>0</b>	<b>232</b>	<b>232</b>	<b>0</b>	<b>(232)</b>	<b>(100)</b>
<b>TOTAL</b>		<b>30,045</b>	<b>32,366</b>	<b>32,366</b>	<b>0</b>	<b>(32,366)</b>	<b>(100)</b>

*Note: Head 95 - Ministry of Economic Development & Tourism HQ has been amalgamated within Head 09 Cabinet Office and Head 48 Ministry of Tourism and Transport HQ*

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

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	950	844	844	0	(844)	(100)
	WAGES	5	0	0	0	0	0
	TRAINING	5	7	7	0	(7)	(100)
	TRAVEL	43	64	64	0	(64)	(100)
	COMMUNICATIONS	11	6	6	0	(6)	(100)
	ADVERTISING & PROMOTION	23,015	0	0	0	0	0
	PROFESSIONAL SERVICES	263	501	501	0	(501)	(100)
	RENTALS	7	9	5	0	(5)	(100)
	REPAIR AND MAINTENANCE	4	8	8	0	(8)	(100)
	INSURANCE	34	0	0	0	0	0
	MATERIALS & SUPPLIES	17	20	24	0	(24)	(100)
	OTHER EXPENSES	2	2	2	0	(2)	(100)
	GRANTS AND CONTRIBUTIONS	5,689	30,905	30,905	0	(30,905)	(100)
	<b>TOTAL</b>	<b>30,045</b>	<b>32,366</b>	<b>32,366</b>	<b>0</b>	<b>(32,366)</b>	<b>(100)</b>

**REVENUE SUMMARY**

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8090 Vacation Rental Fee	0	750	0	0	0	0
	8513 Hotel Licences	0	38	38	0	(38)	(100)
	8521 Cruise Ship Casino Licences	0	615	615	0	(615)	(100)
	<b>TOTAL</b>	<b>0</b>	<b>1,403</b>	<b>653</b>	<b>0</b>	<b>(653)</b>	<b>0</b>

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

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2017/18	2018/19	2018/19	2019/20	2018/19 vs 2019/20	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	105000 ADMINISTRATION	6	6	4	0	(4)	(100)
	105020 BUSINESS DEV. & REG. UNIT	3	0	3	0	(3)	(100)
	105080 HOTEL INSPECTIONS	3	3	0	0	0	0
	<b>TOTAL</b>	<b>12</b>	<b>9</b>	<b>7</b>	<b>0</b>	<b>(7)</b>	<b>(100)</b>

# EXPLANATORY NOTES

# CAPITAL ACCOUNT ESTIMATES

- 1. The Appropriation Act 2019, 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 2018/19 estimates or subsequent Supplementary Estimates.
  - CC - A completed project, either in the 2017/18 financial year or anticipated in 2018/19 year.
  - R - The Total Authorised Figure (T.A.F.) is revised in these estimates from the figure which was last reported in either the 2017/18 estimates or a subsequent Supplementary Estimate.
  - S - The T.A.F. was established or revised pending approval of Supplementary Estimates for 2017/18 or 2018/19.
  
- 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 2017/18 this covered:-

	<b>(\$000)</b>
Special Waste Cleanup	18
<b>TOTAL</b>	<b>18</b>

# CAPITAL ACCOUNT ESTIMATES

## CAPITAL DEVELOPMENT

## SCHEDULE B

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

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL TO 31/3/18 (\$000)	ACTUAL 2017/18 (\$000)	ORIGINAL ESTIMATE 2018/19 (\$000)	REVISED ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>NON-MINISTRY DEPARTMENTS</b>								
GOVERNOR & STAFF								
75340	Government House Improvements	B	2,900	324	324	0	103	220
			<b>2,900</b>	<b>324</b>	<b>324</b>	<b>0</b>	<b>103</b>	<b>220</b>
LEGISLATURE								
75230	Parliament Building Refurbishment	R/A	8,000	1,892	501	1,500	250	800
			<b>8,000</b>	<b>1,892</b>	<b>501</b>	<b>1,500</b>	<b>250</b>	<b>800</b>
			<b>10,900</b>	<b>2,216</b>	<b>825</b>	<b>1,500</b>	<b>353</b>	<b>1,020</b>
<b>CABINET OFFICE DEPARTMENTS</b>								
CABINET OFFICE								
75214	Cabinet Bldg. Services	CC	4,000	2,214	1,122	0	54	0
			<b>4,000</b>	<b>2,214</b>	<b>1,122</b>	<b>0</b>	<b>54</b>	<b>0</b>
			<b>4,000</b>	<b>2,214</b>	<b>1,122</b>	<b>0</b>	<b>54</b>	<b>0</b>
<b>MINISTRY OF FINANCE</b>								
MIN. OF FINANCE HQ								
75343	Bda. Infrastructure Fund	E	3,000	500	500	500	500	500
			<b>3,000</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
			<b>3,000</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>MINISTRY OF EDUCATION</b>								
DEPARTMENT OF EDUCATION								
75008	Education Minor Works	E	1,000	976	976	650	500	500
75152	School Safety	A	9,200	8,780	517	200	200	200
75239	Driveway Refurbishments - Schools	A	1,000	201	10	90	1	90
75242	Improvement of School Fields	A	2,000	90	0	0	0	30
75284	School Bathroom Renovations	A	4,000	2,865	111	150	252	150
75310	Cedarbridge Academy Works	A	9,100	5,972	1,086	650	500	250
			<b>26,300</b>	<b>18,884</b>	<b>2,700</b>	<b>1,740</b>	<b>1,453</b>	<b>1,220</b>
BERMUDA COLLEGE								
75285	Bda College Capital Grant	E	3,000	850	850	500	250	200
			<b>3,000</b>	<b>850</b>	<b>850</b>	<b>500</b>	<b>250</b>	<b>200</b>
			<b>29,300</b>	<b>19,734</b>	<b>3,550</b>	<b>2,240</b>	<b>1,703</b>	<b>1,420</b>



**CAPITAL DEVELOPMENT**

**SCHEDULE B - continued**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL	ACTUAL	ORIGINAL	REVISED	ESTIMATE
				TO 31/3/18 (\$000)	2017/18 (\$000)	ESTIMATE 2018/19 (\$000)	ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF HEALTH</b>								
HEALTH								
75248	Lefroy House Refurbishment	A	19,000	2,111	45	90	36	250
75347	Parish Clinics Refurbishment	N	1,000	0	0	0	0	250
			<b>20,000</b>	<b>2,111</b>	<b>45</b>	<b>90</b>	<b>36</b>	<b>500</b>
HOSPITALS								
75021	Mid-Atlantic W.I. Minor Works	E	120	120	120	120	120	120
75022	Mid-Atlantic Infrastructure Upgrades	N	7,280	0	0	0	0	4,500
			<b>7,400</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>4,620</b>
			<b>27,400</b>	<b>2,231</b>	<b>165</b>	<b>210</b>	<b>156</b>	<b>5,120</b>
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>								
MIN. OF TOURISM & TRANSPORT HQ								
75342	Bermuda Airport Authority Capital Grant	R/E	10,000	2,187	253	2,500	2,500	2,500
			<b>10,000</b>	<b>2,187</b>	<b>253</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
			<b>10,000</b>	<b>2,187</b>	<b>253</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>MINISTRY OF PUBLIC WORKS</b>								
MIN. OF PUBLIC WORKS HQ								
75050	Minor Works	E	200	9	9	50	0	0
75053	Miscellaneous Small Projects	E	750	18	18	150	107	150
75054	WEDCO Capital Grant	E	25,000	5,094	3,106	1,106	1,106	1,973
75099	Office Relocation/Alterations	A	35,000	25,101	588	2,000	1,500	1,000
75306	Golf Courses Improvement	A	1,000	400	0	0	0	0
75334	WEDCO - South Basin Land Reclaim	E	39,000	1,000	2,060	6,300	6,300	4,819
75341	Beach Bathrooms	B	1,250	0	0	0	0	0
			<b>102,200</b>	<b>31,622</b>	<b>5,781</b>	<b>9,606</b>	<b>9,013</b>	<b>7,942</b>
BERMUDA HOUSING CORPORATION								
75332	BHC Capital Grant	E	27,700	4,800	4,800	4,800	5,800	4,800
			<b>27,700</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>	<b>5,800</b>	<b>4,800</b>
PARKS								
75101	Park Improvements	E	2,000	427	427	200	122	200
75234	Parks Maintenance Yard Facility	A	5,800	1,381	1	500	13	300
			<b>7,800</b>	<b>1,808</b>	<b>428</b>	<b>700</b>	<b>135</b>	<b>500</b>
PUBLIC LANDS & BUILDINGS								
75112	Major Building Upgrade Projects	A	46,000	42,141	3,637	2,750	2,250	2,000
75173	Teucer House	N	3,000	2	0	0	0	0
75298	GAB/GPO - Bathroom Upgrades	A	1,300	69	0	0	0	165
75309	All Schools Maintenance	A	35,000	25,505	2,948	3,000	4,000	3,000
75326	Sandys 360	E	6,000	0	0	0	0	0

**SCHEDULE B - continued**

**CAPITAL DEVELOPMENT**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL		ORIGINAL	REVISED	ESTIMATE 2019/20 (\$000)
				TO 31/3/18 (\$000)	ACTUAL 2017/18 (\$000)	ESTIMATE 2018/19 (\$000)	ESTIMATE 2018/19 (\$000)	
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF PUBLIC WORKS - cont.</b>								
PUBLIC LANDS & BUILDINGS - cont.								
75327	Horseshoe Bay Beach	A	6,000	4,104	879	250	67	200
75330	Allenhurst - Old Police Station	N	4,700	3	0	0	0	250
75331	Devon Spring Plant Redevelopment	B	4,000	64	64	250	250	0
			<b>106,000</b>	<b>71,888</b>	<b>7,528</b>	<b>6,250</b>	<b>6,567</b>	<b>5,615</b>
<b>WORKS &amp; ENGINEERING</b>								
75042	Road Works	E	5,000	4,418	4,418	3,350	3,350	1,500
75043	Solid Waste Capital Maintenance	E	2,400	305	305	650	482	400
75044	Water Projects	E	1,230	938	938	1,100	650	270
75046	Improvements St Lighting	E	560	447	447	540	540	560
75048	Bus Shelters	E	200	218	218	50	50	0
75051	Private Rd. St Lighting & Imp	E	25	15	15	25	9	25
75061	St. Georges Sewage Plant	D	5,000	342	72	165	10	500
75064	Asbestos Disposal	B	15,000	1,773	243	400	250	500
75096	Swing Bridge Refurbishment	B	25,000	1,830	475	1,500	350	2,500
75113	Pembroke Marsh Dev. Plan III	A	9,508	5,030	36	0	0	0
75116	Structural Refurbishmt of Bridges	A	11,800	1,372	816	1,000	1,500	500
75117	Refurb Ferry Docks & Public Land'gs	A	90,000	49,195	436	2,000	5,000	1,850
75127	Reconstruction Retaining Walls	E	500	185	185	400	88	0
75142	Stabilize Road Side Rock Cut	E	200	7	7	100	71	200
75144	Foreshore Protection Works	A	17,800	7,877	561	0	9	500
75180	Indoor Air Quality/Environment	A	3,500	2,799	0	250	50	250
75207	Causeway Refurbishment	D	65,300	2,605	3	250	1	500
75209	Middle Road - Warwick Sidewalk Sch.	A	3,500	277	56	0	0	0
75210	Tynes Bay Waste Trtmt Expansion	A	136,100	46,680	1,640	150	150	100
75258	Dangerous Walls and Rock Cuts	A	8,156	5,253	680	350	650	250
75262	Airport Waste Disposal Facility	B	1,150	629	0	0	0	0
75264	Quarry Refurbishment	R/A	9,000	653	453	500	2,000	100
75293	Pembroke Canal Upgrading	A	6,490	2,957	2	100	12	150
75294	RO Plants - Electrical Systems	A	1,500	316	54	50	259	250
75307	Marsh Folly - MWEH & MOH Comp.	A	30,500	7,849	0	0	0	0
75308	Tynes Bay - Capital Maintenance	A	68,000	57,098	1,433	2,700	1,000	1,000
75324	Morgan's Point Works	A	38,000	16,450	138	25	25	50
75345	Water/Sewage Capital Maintenance	N	450	0	0	0	0	447
75346	WEDCO - King's Wharf	N	15,000	0	0	0	0	1,329
			<b>570,869</b>	<b>217,518</b>	<b>13,631</b>	<b>15,655</b>	<b>16,506</b>	<b>13,731</b>
			<b>814,569</b>	<b>327,636</b>	<b>32,168</b>	<b>37,011</b>	<b>38,021</b>	<b>32,588</b>

**SCHEDULE B - continued**

**CAPITAL DEVELOPMENT**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		ACTUAL TO 31/3/18 (\$000)	ACTUAL 2017/18 (\$000)	ORIGINAL ESTIMATE 2018/19 (\$000)	REVISED ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
(1)	(2)	TAF (\$000) (3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORT</b>							
MIN. OF LABOUR, COMMUNITY AFFAIRS & SPORT							
75128	National Sports Centre Capital Grant	R/E	3,000	0	0	1,020	0
			<b>3,000</b>	<b>0</b>	<b>0</b>	<b>1,020</b>	<b>0</b>
			<b>3,000</b>	<b>0</b>	<b>0</b>	<b>1,020</b>	<b>0</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
DEFENCE							
75325	Defence - Minor Works	E	150	149	149	0	0
			<b>150</b>	<b>149</b>	<b>149</b>	<b>0</b>	<b>0</b>
POLICE							
75103	Police Headquarters Prospect	D	70,000	1,409	163	0	200
			<b>70,000</b>	<b>1,409</b>	<b>163</b>	<b>0</b>	<b>200</b>
CORRECTIONS							
75027	Prisons Minor Works	E	700	199	199	270	200
			<b>700</b>	<b>199</b>	<b>199</b>	<b>270</b>	<b>200</b>
			<b>70,850</b>	<b>1,757</b>	<b>511</b>	<b>270</b>	<b>400</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
MIN. OF HOME AFFAIRS HQ							
75003	Corporation of St. George's Grant	E	2,800	1,840	0	0	0
75034	Open Spaces/ Environ Improvements	E	11,100	1,117	0	0	0
			<b>13,900</b>	<b>2,957</b>	<b>0</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	3,357	284	100	100
75271	Minor Works - Environ and Natural Res.	E	500	252	252	400	250
75281	Shoreside - Marginal Wharf	A	720	4	0	0	0
			<b>7,331</b>	<b>3,751</b>	<b>536</b>	<b>500</b>	<b>350</b>
ENERGY							
75269	Satellite Orbital Slots	A	3,530	3,234	441	0	150
75344	Solar Photovoltaic (PV)	N	650	(1)	(1)	200	50
			<b>4,180</b>	<b>3,233</b>	<b>440</b>	<b>0</b>	<b>200</b>
			<b>25,411</b>	<b>9,941</b>	<b>976</b>	<b>500</b>	<b>550</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>							
MIN. OF ECONOMIC DEV. TOURISM HQ							
75328	America's Cup	CC	0	0	968	0	0
			<b>0</b>	<b>0</b>	<b>968</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALL CAPITAL DEVELOPMENT</b>			<b>998,430</b>	<b>368,416</b>	<b>41,038</b>	<b>44,731</b>	<b>45,014</b>
							<b>44,098</b>

**CAPITAL ACCOUNT ESTIMATES  
SCHEDULE C**

**CAPITAL ACQUISITIONS**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2017/18 (\$000) (3)	ORIGINAL ESTIMATE 2018/19 (\$000) (4)	REVISED ESTIMATE 2018/19 (\$000) (5)	ESTIMATE 2019/20 (\$000) (6)
(1)	(2)					
<b>NON-MINISTRY DEPARTMENTS</b>						
LEGISLATURE						
76407	AUDIO SYSTEM	R	12	0	0	0
76614	OFFICIAL PORTRAIT PAINTINGS	N	19	0	0	0
76661	DESKTOP PC AND PRINTER	N	23	0	0	0
76715	SECURITY SYSTEM	N	21	0	16	0
76767	COMPUTERIZED HANSARD	N	9	0	0	0
76894	WEBSITE	U	23	0	0	0
			<b>107</b>	<b>0</b>	<b>16</b>	<b>0</b>
OFFICE OF THE AUDITOR						
76605	COMPUTER EQUIPMENT	R	47	0	0	23
76615	OFFICE FURNITURE	R	22	0	0	0
			<b>69</b>	<b>0</b>	<b>0</b>	<b>23</b>
HUMAN RIGHTS COMMISSION						
76428	OFFICE FURNITURE	M	0	0	0	4
			<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
PARLIAMENTARY REGISTRAR						
76844	OFFICE FURNITURE & EQPMT.	R	0	0	10	21
			<b>0</b>	<b>0</b>	<b>10</b>	<b>21</b>
OMBUDSMAN'S OFFICE						
76725	OFFICE FURNITURE & EQPMT.	N	11	16	16	0
76726	PHOTOCOPIER	R	0	0	0	4
76773	COMPUTER EQUIPMENT	R	0	0	0	1
			<b>11</b>	<b>16</b>	<b>16</b>	<b>5</b>
INFORMATION COMMISSIONER'S OFFICE						
76873	FURNITURE	N	0	0	0	10
76898	TELEPHONE SYSTEM	R	0	0	0	9
			<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>
			<b>187</b>	<b>16</b>	<b>42</b>	<b>72</b>
<b>CABINET OFFICE DEPARTMENTS</b>						
CABINET OFFICE						
76340	PHOTOCOPIER	R	0	0	1	0
			<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
POST OFFICE						
76010	CANCELLING MACHINES	R	0	19	0	20
76013	CYCLES	R	0	12	12	0
76014	VAN	R	47	38	0	0
76395	POST OFFICE IT DEVELOPMENTS	U	186	0	0	0
76663	COMPUTER EQUIPMENT	R	23	9	8	24
			<b>256</b>	<b>78</b>	<b>20</b>	<b>44</b>
DEPT. OF STATISTICS						
76664	DESKTOP PC	N	0	0	0	6
			<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
DEPT. OF HUMAN RESOURCES						
76781	OFFICE FURNITURE & EQPMT.	N	0	9	9	7
			<b>0</b>	<b>9</b>	<b>9</b>	<b>7</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2017/18 (\$000) (3)	ORIGINAL ESTIMATE 2018/19 (\$000) (4)	REVISED ESTIMATE 2018/19 (\$000) (5)	ESTIMATE 2019/20 (\$000) (6)
(1)	(2)					
<b>CABINET OFFICE DEPARTMENTS - cont.</b>						
INFORMATION & DIGITAL TECHNOLOGIES						
76074	INFRASTRUCTURE COMPUTER	M	349	400	400	475
76169	NETWORK UPGRADE	N	1,238	680	500	500
76172	ISERIES SYSTEMS/SERVERS	R	738	350	350	400
76591	GOV'T PORTAL/WEBSITE	U	3	250	150	300
76639	E-GOVERNMENT INITIATIVES	N	93	500	200	300
76866	IT SECURITY	N	50	200	200	200
			<b>2,471</b>	<b>2,380</b>	<b>1,800</b>	<b>2,175</b>
DEPT. OF COMMUNICATIONS						
76426	COMPUTER HARDWARE	R	23	0	0	22
76580	PHOTOCOPIER	R	0	0	0	14
76719	FURNITURE	N	5	4	0	0
76757	EQUIPMENT	R	2	0	0	1
76776	TV STATION EQUIPMENT	N	22	31	31	3
			<b>52</b>	<b>35</b>	<b>31</b>	<b>40</b>
PROJECT MGMT. & PROCUREMENT OFFICE						
76835	PURCHASING & TENDERING SYS.	N	28	0	0	0
			<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>2,807</b>	<b>2,502</b>	<b>1,861</b>	<b>2,272</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>						
MIN. OF LEGAL AFFAIRS HQ						
76764	OFFICE FURNITURE	R	4	19	19	5
76774	COMPUTER EQUIPMENT	R	25	0	9	6
76809	VIDEO CONFERENCING	N	26	0	7	249
76853	LEGAL AID CASE MGMT./NEW OFF.	N	0	0	14	0
			<b>55</b>	<b>19</b>	<b>49</b>	<b>260</b>
JUDICIAL						
76408	FURNITURE & FITTINGS	R	3	0	0	0
76527	COURT REPORTING	N	23	0	4	267
76654	COMPUTER EQUIPMENT	M	31	0	0	14
76698	CJIS - FRAMEWORK	R	10	0	0	0
76881	JUDICIAL WEBSITE	N	25	0	0	0
			<b>92</b>	<b>0</b>	<b>4</b>	<b>281</b>
ATTORNEY GENERAL'S CHAMBERS						
76467	FURNITURE & FITTINGS	R	6	1	2	0
76604	COMPUTER EQUIPMENT	N	19	1	0	5
			<b>25</b>	<b>2</b>	<b>2</b>	<b>5</b>
CHILD & FAMILY SERVICES						
76028	RESIDENTIAL EQUIPMENT	M	6	38	38	0
76116	PHOTOCOPIER	R	0	23	23	29
76481	OFFICE EQUIPMENT	R	0	0	5	0
76482	VEHICLES	N	0	45	64	0
76601	SECURITY SYSTEM	R	13	0	0	0
76854	HUMAN SERVICES SOFTWARE SYS.	N	354	169	359	0
			<b>373</b>	<b>275</b>	<b>489</b>	<b>29</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2017/18 (\$000)</b>	<b>ORIGINAL ESTIMATE 2018/19 (\$000)</b>	<b>REVISED ESTIMATE 2018/19 (\$000)</b>	<b>ESTIMATE 2019/20 (\$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 COURT SERVICES						
76687	PHOTOCOPIER/PRINTER	R	18	0	0	0
			<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>
DEPT. OF PUBLIC PROSECUTIONS						
76706	COMPUTER EQUIPMENT	U	0	0	0	6
76718	OFFICE FURNITURE	R	15	0	0	5
76785	CASE MANAGEMENT	N	24	0	0	0
			<b>39</b>	<b>0</b>	<b>0</b>	<b>11</b>
NATIONAL DRUG CONTROL						
76824	FURNITURE	N	6	0	0	5
76825	DESKTOP PC AND PRINTER	R	7	0	0	0
76838	VEHICLES - LIGHT TRUCK	R	36	0	0	0
76861	DATA MANAGEMENT SYSTEM	N	0	20	15	0
			<b>49</b>	<b>20</b>	<b>15</b>	<b>5</b>
			<b>651</b>	<b>316</b>	<b>559</b>	<b>591</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	1,772	95	95	150
			<b>1,802</b>	<b>125</b>	<b>125</b>	<b>180</b>
ACCOUNTANT GENERAL						
76805	ERP PROJECT	U	10	300	886	0
			<b>10</b>	<b>300</b>	<b>886</b>	<b>0</b>
SOCIAL INSURANCE						
76461	COMPUTER HARDWARE	R	0	0	0	12
			<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>
OFFICE OF THE TAX COMMISSIONER						
76547	TAX COMM. - E-FILING	N	659	500	500	300
76560	OFFICE FURNITURE	R	8	21	0	0
			<b>667</b>	<b>521</b>	<b>500</b>	<b>300</b>
REGISTRAR OF COMPANIES						
76182	E-INITIATIVE	N	0	500	810	2,067
			<b>0</b>	<b>500</b>	<b>810</b>	<b>2,067</b>
			<b>2,479</b>	<b>1,446</b>	<b>2,321</b>	<b>2,559</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2017/18 (\$000)	ORIGINAL ESTIMATE 2018/19 (\$000)	REVISED ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)
<b>MINISTRY OF EDUCATION</b>						
EDUCATION						
76016	VEHICLES	R	5	98	98	74
76077	SCHOOL EQUIPMENT	M	151	150	150	150
76081	COMPUTERS	R	473	796	500	500
76509	BERKELEY INST. FURN. & EQPT.	R	92	100	100	126
76640	IT EQUIP AT CEDAR BRIDGE	U	259	200	200	200
76836	BERKELEY INSTITUTE IT	R	200	100	100	190
			<b>1,180</b>	<b>1,444</b>	<b>1,148</b>	<b>1,240</b>
LIBRARIES & ARCHIVES						
76453	OFFICE FURNITURE & EQPT.	R	12	47	0	0
76812	SECURITY SYSTEM	N	7	0	0	0
76870	COMPUTER SOFTWARE	U	0	4	4	0
76899	FIRE ALARM SYSTEM	U	0	0	0	27
			<b>19</b>	<b>51</b>	<b>4</b>	<b>27</b>
ARCHIVES						
76872	OFFICE EQUIPMENT	R	13	0	0	0
			<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>1,212</b>	<b>1,495</b>	<b>1,152</b>	<b>1,267</b>
<b>MINISTRY OF HEALTH</b>						
MIN. OF HEALTH HQ						
76326	HF&S IT DEVELOPMENTS		49	0	0	0
76754	VEHICLE	R	80	0	0	0
			<b>129</b>	<b>0</b>	<b>0</b>	<b>0</b>
DEPT. OF HEALTH						
76025	VEHICLE	R	20	0	0	0
76027	SECURITY SYSTEM	R	0	44	46	0
76115	BIOLOGICAL SAFETY CABINET	R	0	13	13	0
76264	REPLACEMENT VEHICLES	R	85	138	138	0
76478	X-RAY SYSTEM	R	0	0	0	18
76480	OFFICE FURNITURE & EQPT.	R	46	12	54	0
76555	VACCINE FRIGERATOR/FREEZER	R	3	0	0	9
76647	COMPUTERS	R	29	0	0	10
76810	CENTRAL LAB EQUIPMENT	R	6	0	0	0
76890	PORTABLE DOPPLER	N	0	3	4	0
76891	EXAMINATION TABLES	R	0	6	6	0
			<b>189</b>	<b>216</b>	<b>261</b>	<b>37</b>
FINANCIAL ASSISTANCE						
76427	OFFICE FURNITURE & EQPT.	R	0	34	20	0
76696	FINANCIAL ASSISTANCE - IT	M	0	50	0	0
			<b>0</b>	<b>84</b>	<b>20</b>	<b>0</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2017/18 (\$000) (3)</b>	<b>ORIGINAL ESTIMATE 2018/19 (\$000) (4)</b>	<b>REVISED ESTIMATE 2018/19 (\$000) (5)</b>	<b>ESTIMATE 2019/20 (\$000) (6)</b>
<b>(1)</b>	<b>(2)</b>					
<b>MINISTRY OF HEALTH - cont.</b>						
HEALTH INSURANCE						
76900	OFFICE FURNITURE & EQPT.	R	0	0	0	16
			<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>
			<b>318</b>	<b>300</b>	<b>281</b>	<b>53</b>
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>						
MIN. OF TOURISM & TRANSPORT HQ						
76534	OFFICE EQUIPMENT	N	0	12	9	0
			<b>0</b>	<b>12</b>	<b>9</b>	<b>0</b>
MARINE & PORTS						
76083	NAVIGATION AIDS	R	223	350	350	276
76126	TRUCK	R	0	23	23	0
76294	VTMS SYSTEM	R	451	450	450	200
76485	REPL. OFFICE FURNITURE	N	0	1	0	0
76540	NEW FERRIES	U	641	0	0	0
76660	TUG/SAR VESSEL	U	517	0	0	0
76750	SECURITY EQUIPMENT	R	0	0	63	0
76845	COMPUTER EQUIPMENT	R	3	0	0	0
76893	RADAR SAFETY WALKWAY	R	0	40	40	0
			<b>1,835</b>	<b>864</b>	<b>926</b>	<b>476</b>
TRANSPORT CONTROL DEPARTMENT						
76134	OFFICE FURNISHINGS	R	18	0	10	0
76277	SECURITY SYSTEMS	R	18	0	0	0
76360	TESTING EQUIPMENT	R	0	0	0	500
76489	OFFICE EQUIPMENT	R	0	32	0	0
			<b>36</b>	<b>32</b>	<b>10</b>	<b>500</b>
PUBLIC TRANSPORTATION						
76135	GARAGE EQUIPMENT PROJECT	N	43	0	0	0
76137	SURVEILLANCE CAMERAS	N	27	0	26	0
76293	BUSES	M	1,089	3,000	3,000	1,500
76446	REPLACEMENT LIFT MECHANISM	R	66	0	0	0
76611	COMPUTER EQUIPMENT	R	4	0	0	6
76884	FIRE ALARM SYSTEM	R	33	0	0	0
76895	SECURITY ACCESS SYSTEM	N	18	0	0	14
			<b>1,280</b>	<b>3,000</b>	<b>3,026</b>	<b>1,520</b>
			<b>3,151</b>	<b>3,908</b>	<b>3,971</b>	<b>2,496</b>
<b>MINISTRY OF PUBLIC WORKS</b>						
MIN. OF PUBLIC WORKS HQ						
76495	VEHICLES & EQUIPMENT	M	1,990	3,802	3,000	2,000
76648	COMPUTERS	R	27	0	28	0
76868	COMMUNICATIONS EQUIPMENT	R	110	500	289	783
			<b>2,127</b>	<b>4,302</b>	<b>3,317</b>	<b>2,783</b>



**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2017/18 (\$000)	ORIGINAL ESTIMATE 2018/19 (\$000)	REVISED ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)
<b>MINISTRY OF PUBLIC WORKS - cont.</b>						
LAND VALUATION						
76550	LAND VALUATION G.I.S.		0	0	8	0
			<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>
PARKS						
76474	VEHICLES	R	117	300	145	400
			<b>117</b>	<b>300</b>	<b>145</b>	<b>400</b>
PUBLIC LANDS & BUILDINGS						
76848	OFFICE FURNITURE & EQPMT.	N	2	18	0	0
76852	DESKTOP PCS	R	0	0	0	11
			<b>2</b>	<b>18</b>	<b>0</b>	<b>11</b>
WORKS & ENGINEERING						
76851	DESKTOP PCS	R	26	0	0	0
76892	PHOTOCOPIER	R	0	18	18	0
			<b>26</b>	<b>18</b>	<b>18</b>	<b>0</b>
			<b>2,272</b>	<b>4,638</b>	<b>3,488</b>	<b>3,194</b>
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>						
MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ						
76797	OFFICE EQUIPMENT	N	0	0	0	19
76822	DESKTOP PC AND PRINTER	N	0	0	0	1
			<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>
YOUTH, SPORT & RECREATION						
76019	PHOTOCOPIER	R	0	15	15	0
76164	MOWER	R	0	0	0	24
76254	REPLACEMENT ENGINE	R	0	0	22	0
76346	FLOOD LIGHTS	N	0	33	33	0
76412	FURNITURE/EQUIPMENT	R	16	10	9	4
76450	REPLACEMENT PARTS & EQUIPMENT	R	0	21	21	0
76512	MOTOR VEHICLES	R	85	0	5	0
76666	DESKTOP PC	R	0	0	0	4
76802	W.E.R. JOELL TENNIS STADIUM	R	0	0	10	0
			<b>101</b>	<b>79</b>	<b>115</b>	<b>32</b>
COMMUNITY & CULTURAL AFFAIRS						
76772	COMPUTER EQUIPMENT	R	1	0	0	0
76784	OFFICE FURNITURE & EQUIPMENT	R	0	2	2	4
			<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>
DEPT. OF WORKFORCE DEVELOPMENT						
76783	OFFICE FURNITURE & EQPT.	R	6	0	16	0
76818	NTB TRAINING MGMT. SYS.	N	0	104	7	0
76886	VEHICLES	R	18	0	0	0
			<b>24</b>	<b>104</b>	<b>23</b>	<b>0</b>
			<b>126</b>	<b>185</b>	<b>140</b>	<b>56</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2017/18 (\$000)</b>	<b>ORIGINAL ESTIMATE 2018/19 (\$000)</b>	<b>REVISED ESTIMATE 2018/19 (\$000)</b>	<b>ESTIMATE 2019/20 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF NATIONAL SECURITY</b>						
MINISTRY OF NATIONAL SECURITY HQ						
76901	EMERGENCY BROADCAST	U	0	0	0	12
76902	PUBLIC SAFETY COMM. SYSTEM	N	0	0	895	3,100
			<b>0</b>	<b>0</b>	<b>895</b>	<b>3,112</b>
DEFENCE						
76000	MOTOR VEHICLES	R	226	200	237	200
76002	OFFICE FURNITURE	R	0	0	0	24
76468	EQUIPMENT	R	0	56	39	8
76779	COMPUTER EQUIPMENT	U	0	0	0	16
76887	BOATS/VESSELS	N	74	20	0	0
			<b>300</b>	<b>276</b>	<b>276</b>	<b>248</b>
POLICE						
76078	VEHICLES	R	267	136	136	150
76244	GENERATOR	R	0	0	0	84
76505	POLICE COMP SYS UPDATE	M	251	200	200	200
			<b>518</b>	<b>336</b>	<b>336</b>	<b>434</b>
CUSTOMS						
76009	COMPUTER EQUIPMENT	R	0	5	5	14
76107	X-RAY INSPECTION EQUIPMENT	N	0	70	62	0
76296	VEHICLES	R	40	0	0	43
76328	CUSTOMS IT DEVELOPMENTS	U	102	0	0	0
			<b>142</b>	<b>75</b>	<b>67</b>	<b>57</b>
DEPT. OF CORRECTIONS						
76032	RESIDENTIAL FURNIT. & EQPMT.	R	80	0	39	29
76120	COMPUTERS	R	6	0	0	9
76201	VEHICLES	R	22	62	62	145
76595	SECURITY - FIRE ALARMS	U	81	0	40	0
76597	SECURITY - CC TV SYSTEMS	U	289	0	380	200
			<b>478</b>	<b>62</b>	<b>521</b>	<b>383</b>
IMMIGRATION						
76122	OFFICE FURNITURE & EQPT.	R	1	52	52	0
76607	COMPUTER EQUIPMENT	R	0	0	4	0
76740	BORDER CONTROL SYSTEMS	N	0	300	0	1,927
76869	IMMIGRATION IT INITIATIVES	N	20	73	0	0
			<b>21</b>	<b>425</b>	<b>56</b>	<b>1,927</b>
FIRE SERVICES						
76147	BREATHING APPARATUS	N	0	0	0	669
76167	EMERGENCY RECORDING SYSTEM	R	0	0	0	26
76377	VEHICLE	R	0	0	64	0
76383	TURNTABLE LADDER	R	2	345	0	345
76442	WATER TENDER	N	241	0	0	0
76507	FIRE EMERGENCY OPERATOR	R	0	0	0	72
76569	REPL. HOSE LAYER	N	0	38	0	0
76649	DESKTOP PC	R	0	0	0	10
76709	REPL. FIRE STATION DOORS	R	22	0	0	0
76733	PORTABLE WATER PUMP	N	0	32	32	0
76766	AMBULANCE	N	63	122	0	122
			<b>328</b>	<b>537</b>	<b>96</b>	<b>1,244</b>
			<b>1,787</b>	<b>1,711</b>	<b>2,247</b>	<b>7,405</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2017/18 (\$000) (3)</b>	<b>ORIGINAL ESTIMATE 2018/19 (\$000) (4)</b>	<b>REVISED ESTIMATE 2018/19 (\$000) (5)</b>	<b>ESTIMATE 2019/20 (\$000) (6)</b>
<b>(1)</b>	<b>(2)</b>					
<b>MINISTRY OF HOME AFFAIRS</b>						
MIN. OF HOME AFFAIRS HQ						
76841	COMPUTERS	U	1	0	0	0
76880	OFFICE FURNITURE & EQPT.	R	14	0	2	0
			<b>15</b>	<b>0</b>	<b>2</b>	<b>0</b>
PLANNING						
76040	PHOTOCOPIER	R	14	0	0	0
76392	PLANNING DEVELOPMENT	N	245	413	150	402
76669	COMPUTER EQUIPMENT	N	41	0	3	0
76775	VEHICLES	R	64	0	0	0
			<b>364</b>	<b>413</b>	<b>153</b>	<b>402</b>
ENVIRONMENT AND NATURAL RESOURCES						
76652	COMPUTER EQUIPMENT	R	0	0	1	0
76676	DESKTOP PC AND PRINTER	N	1	0	0	0
76683	REPLACEMENT TRUCK	R	127	49	49	0
76730	PATROL VESSEL	R	0	0	58	0
76813	FURNITURE	R	0	0	17	0
76839	VEHICLES - FORKLIFT	R	28	0	0	0
76864	GENERATOR	R	33	0	0	0
76896	CONSERVATION EQUIPMENT	R	0	0	16	0
76897	BAMZ - MEDICAL EQUIPMENT	N	0	0	35	0
			<b>189</b>	<b>49</b>	<b>176</b>	<b>0</b>
ENERGY						
76889	ENERGY REBATE	N	0	500	200	250
			<b>0</b>	<b>500</b>	<b>200</b>	<b>250</b>
			<b>568</b>	<b>962</b>	<b>531</b>	<b>652</b>
<b>TOTAL CAPITAL ACQUISITIONS</b>			<b>15,558</b>	<b>17,479</b>	<b>16,593</b>	<b>20,617</b>

**SCHEDULE 1**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL	ORIGINAL	REVISED	ESTIMATE
(1)	(2)	2017/18	ESTIMATE	ESTIMATE	ESTIMATE
		(\$000)	2018/19	2018/19	2019/20
		(3)	(\$000)	(\$000)	(\$000)
			(4)	(5)	(6)
<b>NON-MINISTRY DEPARTMENTS</b>					
LEGISLATURE					
	6812 Annual Membership Fee CPA	72	100	100	100
	7065 Opposition Leader Grant	75	75	75	75
		<b>147</b>	<b>175</b>	<b>175</b>	<b>175</b>
		<b>147</b>	<b>175</b>	<b>175</b>	<b>175</b>
<b>CABINET OFFICE DEPARTMENTS</b>					
CABINET OFFICE					
	6830 Grant to Youth Organizations	0	0	0	25
	6840 Hurricane Relief Overseas	0	50	50	50
	6985 Bda Business Development Agency	0	5,125	5,125	5,125
	7000 SBDC Operational Grant	0	0	0	2,564
		<b>0</b>	<b>5,175</b>	<b>5,175</b>	<b>7,764</b>
		<b>0</b>	<b>5,175</b>	<b>5,175</b>	<b>7,764</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>					
MIN. OF LEGAL AFFAIRS HQ					
	7066 C.F.A.T.F. Contribution	43	0	0	0
	7082 Financial Intelligence Agency	1,600	1,805	1,805	1,805
		<b>1,643</b>	<b>1,805</b>	<b>1,805</b>	<b>1,805</b>
CHILD & FAMILY SERVICES					
	6900 Foster Fees	655	610	610	600
	6920 Grant to YHED	175	175	175	375
	7073 Cross Ministry Initiative	74	75	75	75
		<b>904</b>	<b>860</b>	<b>860</b>	<b>1,050</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	300	300	300
	7087 BACB-Bda Addict Cert Board	100	100	100	100
		<b>483</b>	<b>783</b>	<b>783</b>	<b>783</b>
		<b>3,030</b>	<b>3,448</b>	<b>3,448</b>	<b>3,638</b>
<b>MINISTRY OF FINANCE</b>					
MIN. OF FINANCE HQ					
	6869 Grants to External Bodies	350	0	250	0
	6965 Gaming Commission	0	0	0	500
	7062 Pensions Commission	975	1,000	1,000	1,000
	7066 C.F.A.T.F. Contribution	0	57	57	57
		<b>1,325</b>	<b>1,057</b>	<b>1,307</b>	<b>1,557</b>
ACCOUNTANT GENERAL					
	6848 Bermuda Sailor's Home	0	6	6	0
		<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>
		<b>1,325</b>	<b>1,063</b>	<b>1,313</b>	<b>1,557</b>

**SCHEDULE 1**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2017/18 (\$000) (3)	ORIGINAL ESTIMATE 2018/19 (\$000) (4)	REVISED ESTIMATE 2018/19 (\$000) (5)	ESTIMATE 2019/20 (\$000) (6)
(1)	(2)				
<b>MINISTRY OF EDUCATION</b>					
MIN. OF EDUCATION HQ					
	6864 Teacher Training Awards	133	60	103	100
	6865 Other Scholarships	155	180	235	395
	6866 Government Scholarships	489	600	454	440
	6867 Mature Student Award	115	90	100	160
	6868 Further Education Awards	287	270	308	300
	6869 Grants to External Bodies	581	537	537	1,016
		<b>1,760</b>	<b>1,737</b>	<b>1,737</b>	<b>2,411</b>
DEPT. OF EDUCATION					
	6854 Primary Schools	350	380	380	350
	6856 Aided Schools - Secondary	24,300	26,537	26,537	26,537
	6858 Aided Schools - Middle	1,797	1,597	1,597	1,597
		<b>26,447</b>	<b>28,514</b>	<b>28,514</b>	<b>28,484</b>
BERMUDA COLLEGE					
	6988 Bda. College Operating Grant	15,481	15,906	15,906	15,906
		<b>15,481</b>	<b>15,906</b>	<b>15,906</b>	<b>15,906</b>
		<b>43,688</b>	<b>46,157</b>	<b>46,157</b>	<b>46,801</b>
<b>MINISTRY OF HEALTH</b>					
MIN. OF HEALTH HQ					
	6869 Grants to External Bodies	718	100	212	0
	6892 LCCA Medical Care Overseas	2,862	2,862	1,875	2,862
	6894 Nursing Council	83	125	125	125
	6895 Health Council	800	700	800	800
	6898 Age Concern	38	38	38	38
	6912 Rest Homes	690	753	753	753
	6982 Admiralty House	42	42	42	42
	7052 Summerhaven	550	300	600	300
	7056 Packwood Rest Home	300	300	300	300
	7088 SART - Sexual Assault Resource	7	10	10	10
	7089 Public Health Scholarships	100	100	100	100
	7093 Tomorrows Voices	13	13	13	13
		<b>6,203</b>	<b>5,343</b>	<b>4,868</b>	<b>5,343</b>
HOSPITALS					
	6934 Statutory Hospital Patient Subsidy	82,856	108,330	118,030	108,330
	6946 Mid-Atlantic Wellness Institute	37,344	37,344	37,344	37,344
		<b>120,200</b>	<b>145,674</b>	<b>155,374</b>	<b>145,674</b>

**SCHEDULE 1 - continued**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL	ORIGINAL	REVISED	ESTIMATE
(1)	(2)	2017/18	ESTIMATE	ESTIMATE	ESTIMATE
		(\$000)	2018/19	2018/19	2019/20
		(3)	(\$000)	(\$000)	(\$000)
			(4)	(5)	(6)
<b>MINISTRY OF HEALTH - cont.</b>					
FINANCIAL ASSISTANCE					
	7038 Care of the Blind	30	30	30	30
	7040 Meals of Wheels	48	48	48	48
	7042 Social Assistance	46,126	44,650	44,657	44,466
	7043 Child Day Care Allowance	2,280	3,400	3,327	3,400
	7048 Salvation Army Shelters	400	400	400	400
		<b>48,884</b>	<b>48,528</b>	<b>48,462</b>	<b>48,344</b>
HEALTH INSURANCE					
	6950 Reimbursement of H I Fund	3,000	3,995	3,995	3,930
		<b>3,000</b>	<b>3,995</b>	<b>3,995</b>	<b>3,930</b>
		<b>178,287</b>	<b>203,540</b>	<b>212,699</b>	<b>203,291</b>
<b>MINISTRY OF TOURISM &amp; TRANSPORT</b>					
MIN. OF TOURISM & TRANSPORT HQ					
	6835 Tourism Authority Grant	25,000	0	0	22,500
	6918 Parish Council Commitments	14	0	0	0
	7099 Bermuda Airport Authority	13,180	13,300	13,300	13,300
	7099 World Triathalon Series	2,886	0	0	2,070
	7099 Grants to External Bodies	180	0	0	205
		<b>41,260</b>	<b>13,300</b>	<b>13,300</b>	<b>38,075</b>
MARINE AND PORTS					
	6954 Intl. Assoc. Lighthouse Keeper	19	19	19	19
		<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
TRANSPORT CONTROL DEPARTMENT					
	6962 Road Safety Council	11	25	25	60
		<b>11</b>	<b>25</b>	<b>25</b>	<b>60</b>
		<b>41,290</b>	<b>13,344</b>	<b>13,344</b>	<b>38,154</b>
<b>MINISTRY OF PUBLIC WORKS</b>					
MIN. OF PUBLIC WORKS HQ					
	7092 Golf Courses	0	950	1,250	950
		<b>0</b>	<b>950</b>	<b>1,250</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>6,050</b>	<b>7,000</b>	<b>7,300</b>	<b>7,000</b>

## GRANTS &amp; CONTRIBUTIONS

## SCHEDULE 1 - continued

DEPARTMENT/EXPLANATORY NOTES		ACTUAL	ORIGINAL	REVISED	ESTIMATE
(1)	(2)	2017/18	2018/19	2018/19	2019/20
		(\$000)	(\$000)	(\$000)	(\$000)
		(3)	(4)	(5)	(6)
<b>MINISTRY OF LABOUR, COMMUNITY AFFAIRS &amp; SPORTS</b>					
MIN. OF LABOUR, COMM. AFFS. & SPORTS HQ					
	6869 Grants to External Bodies	(313)	60	124	60
	6882 Voluntary Youth Organization	0	18	36	18
		<b>(313)</b>	<b>78</b>	<b>160</b>	<b>78</b>
YOUTH, SPORT & RECREATION					
	6869 Grants to External Bodies	0	0	20	0
	6878 Contrib. to Sports Development	1,677	1,650	1,650	1,700
	6880 Elite Athlete Assistance	100	100	100	100
	6882 Voluntary Youth Organization	193	200	180	200
	6884 National Stadium Trustees	800	800	800	1,200
	6886 Bermuda Swimming Association	25	25	25	25
		<b>2,795</b>	<b>2,775</b>	<b>2,775</b>	<b>3,225</b>
COMMUNITY & CULTURAL AFFAIRS					
	6872 Bermuda Historical Society	0	0	0	6
	6873 Cultural Legacy Fund	25	31	31	25
	6874 St. George's Historical Society	4	4	4	4
	6876 St. George Preservation Authority	8	8	8	8
	6881 Contrib to Cultural Activity	70	141	151	117
	7010 Grant to the Bda. Arts Council	100	100	100	100
	7012 Bermuda National Gallery	40	40	40	46
	7030 Bermuda Heritage Association	30	30	30	30
	7075 St. Georges Foundation	0	10	10	10
		<b>277</b>	<b>364</b>	<b>374</b>	<b>346</b>
DEPT. OF WORKFORCE DEVELOPMENT					
	6866 Scholarships	831	525	525	525
	7095 Apprenticeship Scheme	160	446	446	446
	7096 Sponsorship - Trainees	133	114	114	114
	7097 National Certification Training	254	358	358	378
	7098 Summer Student Programme	397	400	400	440
		<b>1,775</b>	<b>1,843</b>	<b>1,843</b>	<b>1,903</b>
		<b>4,534</b>	<b>5,060</b>	<b>5,152</b>	<b>5,552</b>

**GRANTS & CONTRIBUTIONS**

**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL	ORIGINAL	REVISED	ESTIMATE
(1)	(2)	2017/18	2018/19	2018/19	2019/20
		(\$000)	(\$000)	(\$000)	(\$000)
		(3)	(4)	(5)	(6)
<b>MINISTRY OF NATIONAL SECURITY</b>					
MIN. OF NATIONAL SECURITY HQ					
	6869 Grants to External Bodies	0	200	0	0
		<b>0</b>	<b>200</b>	<b>0</b>	<b>0</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	5	5	5	5
		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
		<b>15</b>	<b>215</b>	<b>15</b>	<b>15</b>
<b>MINISTRY OF HOME AFFAIRS</b>					
MIN. OF HOME AFFAIRS HQ					
	6883 Contrib to Environmental Proj.	0	0	135	160
	6918 Parish Council Commitments	(9)	70	70	70
		<b>(9)</b>	<b>70</b>	<b>205</b>	<b>230</b>
PLANNING					
	7026 Heritage Fund	4	10	10	5
		<b>4</b>	<b>10</b>	<b>10</b>	<b>5</b>
MIN. OF THE ENVIRONMENT HQ					
	6883 Contrib to Environmental Proj.	10	0	0	0
	7092 Golf Courses	950	0	0	0
		<b>960</b>	<b>0</b>	<b>0</b>	<b>0</b>
ENVIRONMENT AND NATURAL RESOURCE					
	6970 S.P.C.A.	10	10	10	10
	7004 BIOS - Environmental Study	80	150	150	0
	7006 BIOS - Air/Water Qual.Study	153	200	200	200
	7007 Bermuda Amphibian Research	43	43	43	43
		<b>286</b>	<b>403</b>	<b>403</b>	<b>253</b>
		<b>1,241</b>	<b>483</b>	<b>618</b>	<b>488</b>



**GRANTS & CONTRIBUTIONS**

**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL	ORIGINAL	REVISED	ESTIMATE
(1)	(2)	2017/18	2018/19	2018/19	2019/20
		(\$000)	(\$000)	(\$000)	(\$000)
		(3)	(4)	(5)	(6)
<b>MINISTRY OF ECONOMIC DEVELOPMENT &amp; TOURISM</b>					
MIN. OF ECONOMIC DEVELOPMENT & TOURISM HQ					
	6815 Americas Cup Grant	23,015	0	0	0
	6835 Tourism Authority Grant	0	26,000	26,000	0
	6985 Bda Business Development Agency	4,125	0	0	0
	7000 BEDC Operational Grant	1,564	2,564	2,564	0
	7099 World Triathlon Series	0	2,266	2,266	0
	7099 Grants to External Bodies	0	75	75	0
		<b>28,704</b>	<b>30,905</b>	<b>30,905</b>	<b>0</b>
		<b>28,704</b>	<b>30,905</b>	<b>30,905</b>	<b>0</b>
<b>SUBTOTAL CURRENT ACCOUNT</b>		<b>308,311</b>	<b>316,565</b>	<b>326,301</b>	<b>314,435</b>
<b>CAPITAL ACCOUNT</b>					
	75022 Mid-Atlantic Infrastructure Upgrades	0	0	0	4,500
	75054 WEDCO - Capital Grant	3,106	1,106	1,106	1,973
	75285 Bda. College Capital Grant	850	500	250	200
	75332 BHC Capital Grant	4,800	4,800	5,800	4,800
	75328 America's Cup	968	0	0	0
	75334 WEDCO - South Basin Land Reclaim	2,060	6,300	6,300	4,819
	75342 Bda. Airport Authority Capital Grant	253	2,500	2,500	2,500
	75346 WEDCO - King's Wharf	0	0	0	1,329
	76152 National Trust Acquisition	25	25	25	25
	76153 National Trust Maint. Fund	5	5	5	5
		<b>12,067</b>	<b>15,236</b>	<b>15,986</b>	<b>20,151</b>
<b>SUBTOTAL CAPITAL ACCOUNT</b>		<b>12,067</b>	<b>15,236</b>	<b>15,986</b>	<b>20,151</b>
<b>TOTAL OF ALL GRANTS AND CONTRIBUTIONS</b>		<b>320,378</b>	<b>331,801</b>	<b>342,287</b>	<b>334,586</b>

## GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2017/18 ACTUAL EXPENDITURE DETAIL

<b>CONTRIBUTION TO SPORTS DEVELOPMENT</b>	<b>(\$000)</b>
Bermuda Amateur Swimming Association	50
Bermuda Basketball Association	15
Bermuda Bicycle Association	35
Bermuda Cricket Board	100
Bermuda Football Association	310
Bermuda Golf Association	5
Bermuda Hockey Federation	35
Bermuda Lawn Tennis	43
Bermuda National Athletic Association	140
Bermuda Olympic Association (Operational)	151
Bermuda Rowing Association	10
Bermuda Sailing Association	25
Bermuda Sport Anti Doping Association	650
Bermuda Squash Racquets Association	10
Bermuda Table Tennis Association	10
Bermuda Tourism Authority	5
Boccia Bermuda	8
Digital Mobile Television Ltd.	10
Miscellaneous	25
Ocean View Golf Club	1
National Junior Sponsorship Programme	39
<b>ELITE ATHLETE ASSISTANCE</b>	
Bermuda Olympic Association	100

# GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2017/18 ACTUAL EXPENDITURE DETAIL - continued

	(\$000)
<b>VOLUNTARY YOUTH ORGANIZATIONS</b>	
Bermuda Alumnae Chapter - Delta Sigma	7
Bermuda Badminton Association	5
Bermuda Chess Association	8
Bermuda National Athletics Association	15
Bermuda Olympic Association	6
Bermuda Overseas Missions	8
Bermuda Riding For The Disabled/Windreach	8
Bermuda School Sports Federation	5
Bermuda Sea Cadet	15
Bermuda Sloop Foundation	8
Bermuda Volleyball Association	8
Big Brother/Big Sister	15
Cedarbridge Academy	1
Chewstick	6
Epsilon Theta Lambda/Alpha Phi Alpha	7
Gino Productions	21
Global Art-Youth Initiatives	15
Kappa Alpha Psi Fraternity Inc.	7
Raleigh International	15
Teen Services	3
Youth Net	7
Youthvision Promotions	3
<b>TOTAL</b>	<b>1,970</b>

**SCHEDULE 2**

**PROFESSIONAL SERVICES**

ACCOUNT DESCRIPTION		ACTUAL 2017/18 (\$000)	ORIGINAL ESTIMATE 2018/19 (\$000)	REVISED ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)
	5260 Local Consultants	7,731	9,998	10,494	10,035
	5265 Overseas Consultants	4,955	6,974	6,267	5,903
	5270 Contractors	14,357	16,710	16,701	13,799
	5275 Medical	4,706	4,892	5,226	5,009
	5280 Optical Services	17	21	26	34
	5285 Educational Services	68	131	83	162
	5290 Chiropracist Services	2	4	4	6
	5295 Psychological Services	16	20	20	20
	5300 Dental Services	52	66	66	71
	5305 War Pension Award	1,587	1,680	1,380	1,053
	5310 Counselling Services	267	296	294	278
	5315 Child Care Services	145	140	139	155
	5320 Recreational Services	202	245	295	278
	5325 Legal Services	3,865	4,002	3,832	2,821
	5330 Liquidation Fees	(161)	75	75	40
	5340 Membership Fees - Govt.	290	408	374	406
	5345 Forensic/Lab Services	399	688	608	688
	5350 Forensic/lab accounting	141	157	157	157
	5355 Security Services	1,179	1,322	1,315	1,301
	5360 Conservation Services	69	50	18	32
	5365 Animal Control Services	13	29	29	28
	5370 Board & Comm. Fees	644	960	1,002	972
	5375 ID Parade - Police	20	30	30	30
	5380 Jury & Witness Fees	116	115	115	115
	5385 Court Costs	5	4	106	108
	5390 Audit Fees	30	87	71	55
	5395 Examination Fees	469	450	450	450
		<b>41,184</b>	<b>49,554</b>	<b>49,177</b>	<b>44,006</b>

**SCHEDULE 3**

**GOVERNMENT DEPARTMENT ACCOMMODATION RENTAL**

<b>HEAD #</b>	<b>DEPARTMENT</b>	<b>LOCATION</b>	<b>REVISED ESTIMATE 2018/19</b>	<b>ESTIMATE 2019/20</b>
02	Legislature	Opposition Leader's Office	14,021	14,022
03	Judicial	Cedar House	85,857	85,857
05	Auditor General	Reid Hall, Reid Street	184,416	222,200
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	183,717
		Police Stn/Marine Police - 2 Sally Point Rd, Dockyard	78,636	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
09	Cabinet Office	Head of Civil Service - Swan Building, Victoria Street	0	36,924
11	Accountant General	St Andrew's Place, 51 Church Street	474,534	381,000
12	Customs	Customs House - 131 Front Street	0	455,008
		Dockyard Cruise Ship Station	6,300	6,300
		Queen's Warehouse, #6 Shed	51,654	51,654
		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	304,938
14	Statistics	Cedar Park Building, Cedar Avenue	162,729	166,000
17	Education	Wharf Building - Southside	23,107	23,107
		Unit 19	66,974	70,322
		Building 1055 - Southside	88,403	0
		Northlands Playing Field	100	100
		St. Paul's PreSchool	42,000	42,000
		Education Headquarters - 44 Church Street	0	307,365
		Education Headquarters - 14 Waller's Point Rd	410,358	0
18	Libraries & Archives	Youth Library, Church Street	77,550	77,550
		Adult Library, Par-la-Ville Park, Queen Street	1,085	1,085
		Former White's Supermarket, Southside	282,000	282,000
20	Youth, Sport & Recreation	Sailing Centre, Dockyard	31,764	31,764
		Messina House, Dockyard	145,219	145,219
		Messina House Ground	10,345	10,345
		Craig Appin	279,916	279,916

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

HEAD #	DEPARTMENT	LOCATION	REVISED ESTIMATE 2018/19	ESTIMATE 2019/20
21	Health HQ	Continental Building, 25 Church Street 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	146,126	146,126
26	Human Resources	129 Front Street	666,240	499,680
30	Marine & Ports	Ferry Terminal, Hamilton Pilot Station Ordnance Island, St. Geo Camber, Sandy's Bldgs 17B & C, D & E, Camber, Winch Slip Great Wharf, Sandy's	16,649 14,095 563,163 6,641 282,532	16,649 14,095 563,161 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 Technology	Channel House, Southside	529,343	394,736
48	Tourism & Transport HQ	CTERM (Duty Free Shop), Sandys	14,230	14,230
56	Human Rights Commission	Milner Place	114,000	114,000
79	Env. & Natural Resources	Dockyard Fisheries Office Cut Wharf, Sandys	8,971	8,050

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

HEAD #	DEPARTMENT	LOCATION	REVISED ESTIMATE 2018/19	ESTIMATE 2019/20
85	Ombudsman's Office	Suite 102, 14 Dundonald Street	64,368	64,368
88	National Drug Control	Suites 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	65,626
93	Home Affairs HQ	Rego Building, 75 Reid Street	51,000	51,000
97	Land Title & Registration	Milner Place, 2nd Floor & Basement	199,980	199,980
			<b>8,623,068</b>	<b>8,383,535</b>

**SCHEDULE 4**

**GOVERNMENT DEBT TRANSACTIONS & AMOUNTS  
OUTSTANDING 2008/09 TO 2021/22**

<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>
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	85,000	0	85,000	2,568,935	119,500
2018/19 (Rev)	620,000	508,935	111,065	2,680,000	124,000
2019/20 (Est)	(7,379)	180,000	(187,379)	2,492,621	116,500
2020/21 (Est)(ii)	(22,097)	0	(22,097)	2,470,524	116,500
2021/22 (Est)(ii)	(39,210)	0	(39,210)	2,431,314	116,500

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

(ii) Budget Surplus up to 75% towards Debt re-purchases and/or Sinking Fund Contributions



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

**UTILISATION OF STATUTORY BORROWING POWERS**

ACTUAL 2017/18 (\$000)	DETAILS	REVISED ESTIMATE 2018/19 (\$000)	ESTIMATE 2019/20 (\$000)
	DEBT & LOAN GUARANTEES OUTSTANDING AS OF MARCH 31		
2,568,935	BORROWINGS UNDER LOAN FACILITIES (GOVT)	2,680,000	2,492,621
2,568,935	TOTAL DEBT OUTSTANDING (GOVT)	2,680,000	2,492,621
150,178	Less: SINKING FUND CONTRIBUTIONS (i)	215,000	35,559
	NET CUMULATIVE GOVERNMENT		
2,418,757	DEBT & GUARANTEES OUTSTANDING (ii)	2,465,000	2,457,062

- (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: Bermuda Housing Corporation (\$29.3M); West End Development Corporation (\$71.8M); Bermuda Economic Development Corporation (\$1.2M); Bermuda Hospitals Board (\$276.8M) Morgan's Point (\$165M); Bermuda Tourism Authority (\$10M) and Bermuda Casino Gaming Commission (\$1.2M).

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

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

## 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

## ADMINISTRATIVE, PROFESSIONAL, TECHNICAL AND CLERICAL GRADES

PS STEP	SALARY 1.4.18	PS STEP	SALARY 1.4.18
	\$		\$
1	35,912	26	83,356
2	37,223	27	86,339
3	38,579	28	89,536
4	39,978	29	92,846
5	41,437	30	96,287
6	42,949	31	99,849
7	44,515	32	103,555
8	46,149	33	106,699
9	47,829	34	110,578
10	49,581	35	114,409
11	51,397	36	118,644
12	53,277	37	123,046
13	54,350	38	127,619
14	56,049	39	132,355
15	57,931	40	138,266
16	59,769	41	144,431
17	61,794	42	150,886
18	64,066	43	157,621
19	66,426	44	164,664
20	68,877	45	172,025
21	71,411	46	179,715
22	74,050	47	187,743
23	76,418	48	196,142
24	78,212	49	204,923
25	80,769	50	214,092
		51	223,675

**PUBLIC OFFICERS SALARIES**

**SCHEDULE 6 - continued**

**SCHOOL PRINCIPALS**

STEP	SALARY 1.4.17 \$	STEP	SALARY 1.4.17 \$
1	121,249	A1	55,149
2	125,191	A2	56,658
3	130,693	A3	58,216
4	136,470	A4	59,815
		A5	61,734
		A6	63,443
		A7	68,395
		A8	70,307

**TEACHERS SALARY SCALE**

STEP	SALARY 1.4.17 \$	STEP	SALARY 1.4.17 \$
A9	72,256	P8	91,025
P1	69,172	P9	94,666
P2	71,938	P10	98,453
P3	74,816	P11	102,391
P4	77,809	P12	106,486
P5	80,921	P13	110,746
P6	84,158	P14	115,176
P7	87,524	P15	119,783

**FIRE FIGHTERS  
SALARY SCALE**

RANK	STEP	SALARY 1.4.17 \$	
MECHANIC	FSA 01	61,555	
	FSA 02	69,927	
	FSA 03	78,299	
FIREFIGHTER	FSA 07	68,827	
	FSA 08	71,289	
	FSA 09	73,752	
	FSA 10	76,212	
	FSA 11	78,674	
	FSA 12	81,137	
	SERGEANT	FSA 13	87,382
		FSA 14	89,605
		FSA 15	91,829
LIEUTENANT	FSA 16	94,052	
	FSA 18	98,933	
	FSA 19	101,729	
	FSA 20	104,525	
	FSA 21	104,704	

**FIRE  
CIVILIAN SCALE**

	STEP	SALARY 1.4.18 \$	
ADMINISTRATIVE ASSISTANT	16	59,769	
	17	61,794	
	18	64,066	
ADMINISTRATIVE OFFICER	25	80,769	
	26	83,356	
	27	86,339	
EMS COORDINATOR	24	78,212	
	25	80,769	
	26	83,356	
CHIEF ENGINEER	26	83,356	
	27	86,339	
	28	89,536	
ASST. CHIEF ENGINEER	20	68,877	
	21	71,411	
	22	74,050	
	10	49,581	
DAY COOK	10	49,581	
	14	56,049	
	15	57,931	
EMERGENCY MEDICAL DISPATCHERS	14	56,049	
	15	57,931	
	16	59,769	
ASST. DIVISIONAL OFFICER	29	92,846	
	DIVISIONAL OFFICER	33	106,699
		34	110,578
35		114,409	
DEPUTY CHIEF FIRE OFFICER	37	123,046	
	38	127,619	
	39	132,355	
CHIEF FIRE OFFICER	43	157,621	

STEP	SALARY 1.4.18 \$
12	53,277
13	54,350
14	56,049

CUSTOMER	12	53,277
SERV. REPS.	13	54,350
	14	56,049

PRIVATE	13	54,350
SECRETARY	14	56,049
	15	57,931

SEN. CLERK	14	56,049
	15	57,931
	16	59,768

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

**POLICE OFFICERS SALARIES**

<b>RANK</b>	<b>STEP</b>	<b>1.10.12 \$</b>
CADET	1	38,013
	2	39,343
	3	40,720
CONSTABLE	4	72,746
	5	75,383
	6	78,127
	7	80,982
	8	83,953
	9	87,044

<b>RANK</b>	<b>STEP</b>	<b>1.10.12 \$</b>
SERGEANT	10	90,260
	11	92,326
	12	95,400
	13	98,475
	14	101,658
	15	104,953
INSPECTOR	16	107,388
	17	110,262
	18	113,888

<b>RANK</b>	<b>STEP</b>	<b>1.10.12 \$</b>
CHIEF INSPECTOR	19	117,641
	20	130,959
	21	135,309
	22	139,812
SUPERINTENDENT	23	150,687
	24	155,713
	25	160,933
ASST. COMMISSIONER	26	173,281
	27	178,092

**Consolidated Fund Receipts - Ten Year Summary 2010/11 - 2019/20**

	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	REVISED ESTIMATE 2018/19 \$000	ESTIMATE 2019/20 \$000	2019/20 AS % OF 2010/11 %	
CUSTOMS DUTIES	195,807	180,697	169,693	174,951	171,470	192,593	211,087	223,003	224,500	235,000	21.01	120
PAYROLL TAX	423,050	344,702	328,023	330,848	333,860	361,136	401,755	456,736	460,500	466,100	41.67	110
INTL. CO. TAXES	61,577	60,587	62,178	62,474	62,776	60,074	62,607	63,353	67,966	66,655	5.96	108
LOCAL COMPANY FEES	3,321	2,779	2,809	2,809	2,666	2,787	2,715	2,653	2,363	2,750	0.25	83
FOREIGN CUR. PURC.TX	24,712	23,107	22,072	20,823	20,069	19,628	20,310	20,896	20,931	26,164	2.34	106
LAND TAX	49,131	52,313	55,845	60,477	61,101	67,068	62,422	62,846	80,330	85,375	7.63	174
HOTEL OCCUPANCY TAX	7,028	10,907	10,002	9,195	9,187	10,337	7,951	11,991	11,512	12,000	1.07	171
VEHICLE LICENCES & REGISTRATION	26,583	26,672	26,031	26,665	28,435	29,031	29,364	29,291	30,974	30,984	2.77	117
PASSENGER TAX	32,345	35,069	34,578	33,921	32,908	40,794	41,025	22,177	25,000	32,300	2.89	100
STAMP DUTY	35,362	25,113	18,754	21,379	23,885	25,216	23,125	26,714	27,790	29,000	2.59	82
ALL OTHER RECEIPTS (i)	131,879	152,236	136,593	140,373	134,051	144,950	125,633	139,217	127,377	132,127	11.81	100
<b>TOTAL</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>1,058,877</b>	<b>1,079,243</b>	<b>1,118,455</b>	<b>100.00</b>	<b>113</b>
YEAR ON YEAR INCREASE	8.02	-7.73	-5.21	2.00	-0.40	8.32	3.61	7.17	1.92	3.63		

(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 2010/11 - 2019/20

MINISTRY	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	Revised Estimate 2018/19 \$000	ESTIMATE 2019/20 \$000	ESTIMATE 2019/20 %	2019/20 as % of 2010/11 %
<b>CURRENT ACCOUNT:</b>												
<b>Non-Ministry</b>	15,809	16,361	16,421	15,361	15,074	14,168	15,092	15,233	17,068	17,997	1.94	114
<b>Cabinet Office</b>	31,206	27,338	26,879	24,733	23,217	20,917	31,395	31,335	42,300	45,996	4.95	147
<b>Legal Affairs</b>	25,087	25,077	24,116	25,914	24,802	24,191	24,291	42,500	47,904	49,071	5.28	196
<b>Finance (Excl Debt &amp; Sinking Fund)</b>	112,067	107,297	68,594	94,910	92,411	88,484	99,121	97,760	103,286	104,343	11.22	93
<b>Education</b>	148,285	141,992	137,203	132,713	128,165	125,885	133,212	132,052	136,602	136,950	14.73	92
<b>Health</b>	209,021	196,166	202,938	201,816	187,950	185,139	185,653	212,450	246,541	241,554	25.98	116
<b>Environment</b>	24,572	23,352	24,039	22,784	19,593	19,472	0	0	0	0	0.00	0
<b>Tourism &amp; Transport</b>	122,454	111,133	117,627	114,122	105,616	102,008	100,623	93,003	61,677	88,496	9.52	72
<b>Public Works</b>	80,387	83,890	84,690	77,086	77,213	66,369	79,620	72,577	72,739	73,447	7.90	91
<b>Labour, Community Affairs &amp; Sports</b>	81,634	75,755	81,622	83,852	86,501	84,643	84,676	17,760	18,412	18,865	2.03	23
<b>National Security</b>	166,314	145,013	142,743	149,150	146,225	141,240	127,818	132,482	134,377	134,979	14.52	81
<b>Home Affairs</b>	15,641	26,730	28,796	17,232	14,555	13,538	19,322	15,668	18,716	18,163	1.95	116
<b>Economic Development &amp; Tourism</b>	7,637	10,042	12,144	11,460	13,771	16,007	13,526	30,045	32,366	0	0.00	0
<b>Subtotal</b>	1,040,114	990,146	967,812	971,133	935,093	902,061	914,349	892,865	931,988	929,861	100.00	89
<b>% Increase Year on Year</b>	4.09	-4.80	-2.26	0.34	-3.71	-3.53	1.36	-2.35	4.38	-0.23		
<b>Current Account Expenditure</b>	1,040,114	990,146	967,812	971,133	935,093	902,061	914,349	892,865	931,988	929,861		89
<b>Capital Account Expenditure</b>	121,045	59,489	63,474	65,357	49,753	43,721	76,702	56,596	61,607	64,715		53
<b>Interest on Debt</b>	55,298	67,592	30,440	109,245	113,223	116,217	120,620	117,723	124,000	116,500		211
<b>Sinking Fund Contribution</b>	28,760	25,726	30,750	37,625	47,669	52,250	58,375	62,098	64,223	0		0
<b>Total</b>	1,245,217	1,142,953	1,092,476	1,183,360	1,145,738	1,114,249	1,170,046	1,129,282	1,181,818	1,111,076		89

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

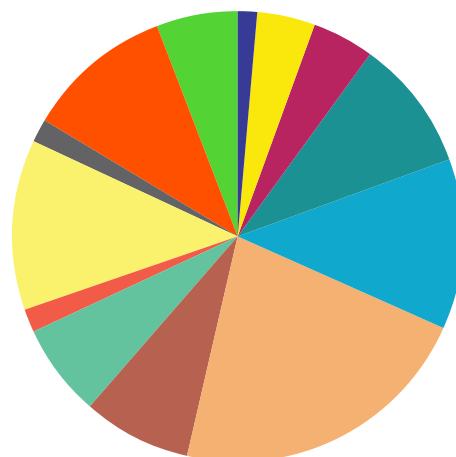
**Consolidated Fund Expenditure by Type - Ten Year Summary 2010/11 - 2019/20**

	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	REVISED ESTIMATE 2018/19 \$000	ESTIMATE 2019/20 \$000	2019/20 AS % OF 2010/11 %	
<b>SALARIES</b>	302,200	307,768	321,173	309,981	301,988	295,881	287,833	292,060	318,806	332,594	31.79	110
<b>WAGES</b>	99,274	85,288	84,133	83,382	81,260	75,910	78,709	77,644	66,187	69,374	6.63	70
<b>EMPLOYER OVERHEAD</b>	70,918	73,259	42,480	72,664	71,474	69,157	76,866	75,881	77,973	79,406	7.59	112
<b>OTHER PERSONNEL COSTS</b>	10,707	1,552	5,563	5,645	5,460	5,238	5,356	4,722	5,767	5,643	0.54	53
<b>TRAINING</b>	5,666	3,825	2,307	2,491	2,104	1,867	1,665	2,492	3,202	3,594	0.34	63
<b>TRANSPORT</b>	6,830	5,611	3,977	4,534	4,757	3,625	5,209	2,390	2,392	4,348	0.42	64
<b>TRAVEL</b>	5,017	3,619	3,418	3,311	2,818	2,620	2,325	2,043	2,895	3,408	0.33	68
<b>COMMUNICATIONS</b>	10,637	10,039	9,181	8,404	7,171	6,458	6,581	6,250	7,092	7,201	0.69	68
<b>ADVERTISING &amp; PROMOTION</b>	19,224	15,664	18,136	16,968	3,554	2,813	2,076	24,646	2,363	2,395	0.23	12
<b>PROFESSIONAL SERVICES</b>	119,070	99,198	95,944	81,469	68,784	58,949	57,067	41,184	49,177	44,006	4.21	37
<b>RENTALS</b>	18,125	17,766	16,794	16,696	15,507	13,665	13,424	11,639	12,029	11,977	1.14	66
<b>REPAIR AND MAINTENANCE</b>	21,887	18,344	17,614	16,908	18,342	17,046	16,396	16,417	18,570	19,781	1.89	90
<b>INSURANCE</b>	12,977	13,029	12,499	11,984	9,020	11,731	10,948	8,003	10,293	8,907	0.85	69
<b>ENERGY</b>	20,120	20,657	20,573	20,120	18,064	16,140	16,676	14,513	13,739	16,510	1.58	82
<b>CLOTHING, UNIFORMS, LAUNDRY</b>	2,165	1,500	1,576	1,858	1,703	786	1,266	1,486	1,014	1,098	0.10	51
<b>MATERIALS &amp; SUPPLIES</b>	32,341	30,987	26,947	23,060	24,191	17,008	21,767	19,969	21,844	23,415	2.24	72
<b>EQUIPMENT PURCHASES</b>	1,431	780	1,197	869	628	2,568	1,961	778	508	605	0.06	42
<b>OTHER EXPENSES</b>	4,009	3,528	4,200	3,368	1,878	2,391	7,305	5,262	3,979	3,069	0.29	77
<b>RECEIPTS TO CREDITED TO PROGRAM</b>	(3,071)	0	0	0	0	0	0	0	(12,193)	(21,955)	-2.10	715
<b>TRANSFERS &amp; OTHER FUNDS</b>	28,760	25,726	30,750	37,625	47,669	52,250	58,375	62,098	64,223	0	0	0
<b>GOVT. GRANTS &amp; CONTRIBUTIONS</b>	277,156	274,258	277,385	286,962	296,390	298,204	300,899	285,298	326,301	314,435	30.05	113
<b>DEBT CHARGES</b>	58,729	71,067	33,155	109,704	113,223	116,221	120,640	117,911	124,050	116,550	11.14	198
<b>TOTAL</b>	1,124,172	1,083,465	1,029,002	1,118,003	1,095,985	1,070,528	1,093,344	1,072,686	1,120,211	1,046,361	100.00	93
<b>YEAR ON YEAR INCREASE</b>	12.31	-3.62	-5.03	8.65	-1.97	-2.32	2.13	-1.89	4.43	-6.59		



## Estimated Expenditure 2019/20 in BD\$ Millions

■ Non-Ministry.....	18.0
■ Cabinet Office Departments.....	46.0
■ Legal Affairs.....	49.1
■ Finance.....	04.3
■ Education .....	137.0
■ Health .....	241.6
■ Tourism & Transport.....	88.5
■ Public Works .....	73.4
■ Labour, Community Affairs & Sports .....	18.9
■ National Security.....	135.0
■ Home Affairs .....	18.2
■ Interest.....	116.5
■ Capital Estimate.....	64.7



### Categories of expenditure expressed as a percentage of total estimated expenditure for 2019/20 of \$1,111.0 million

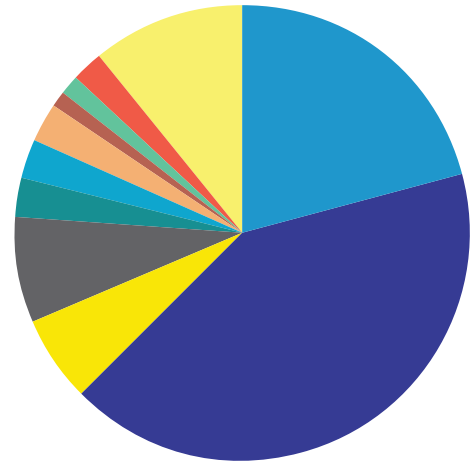


— Non-Ministry.....	1.6
— Cabinet Office Departments.....	4.1
— Legal Affairs.....	4.4
— Finance.....	9.4
— Education .....	12.3
— Health .....	21.7
— Tourism & Transport .....	8.0
— Public Works .....	6.6
— Labour, Community Affairs & Sports .....	1.7
— National Security.....	12.1
— Home Affairs .....	1.6
— Interest.....	10.5
— Capital Estimate.....	5.8

## Estimated Revenue 2019/20 in BD\$ Millions

Total Revenue \$1,118.5 million

■ Customs.....	235.0
■ Payroll Tax.....	466.1
■ Companies Fees.....	66.7
■ Land Tax.....	85.4
■ Passenger Tax.....	32.3
■ Vehicle Licences.....	31.0
■ Stamp Duties.....	29.0
■ Hotel Occupancy.....	12.0
■ Immigration.....	16.3
■ Foreign Currency.....	26.2
■ All Other.....	118.6



### Categories of revenue expressed as a percentage of total estimated revenue for 2019/20 of \$1,118.5 million



—	Customs.....	21.0
—	Payroll Tax.....	41.7
—	Companies Fees.....	6.0
—	Land Tax.....	7.6
—	Passenger Tax.....	2.9
—	Vehicle Licences.....	2.8
—	Stamp Duties.....	2.6
—	Hotel Occupancy.....	1.1
—	Immigration.....	1.5
—	Foreign Currency.....	2.3
—	All Other.....	10.6