

GOVERNMENT
OF
BERMUDA



**APPROVED
ESTIMATES
OF
REVENUE AND
EXPENDITURE
FOR THE YEAR
2020/21**

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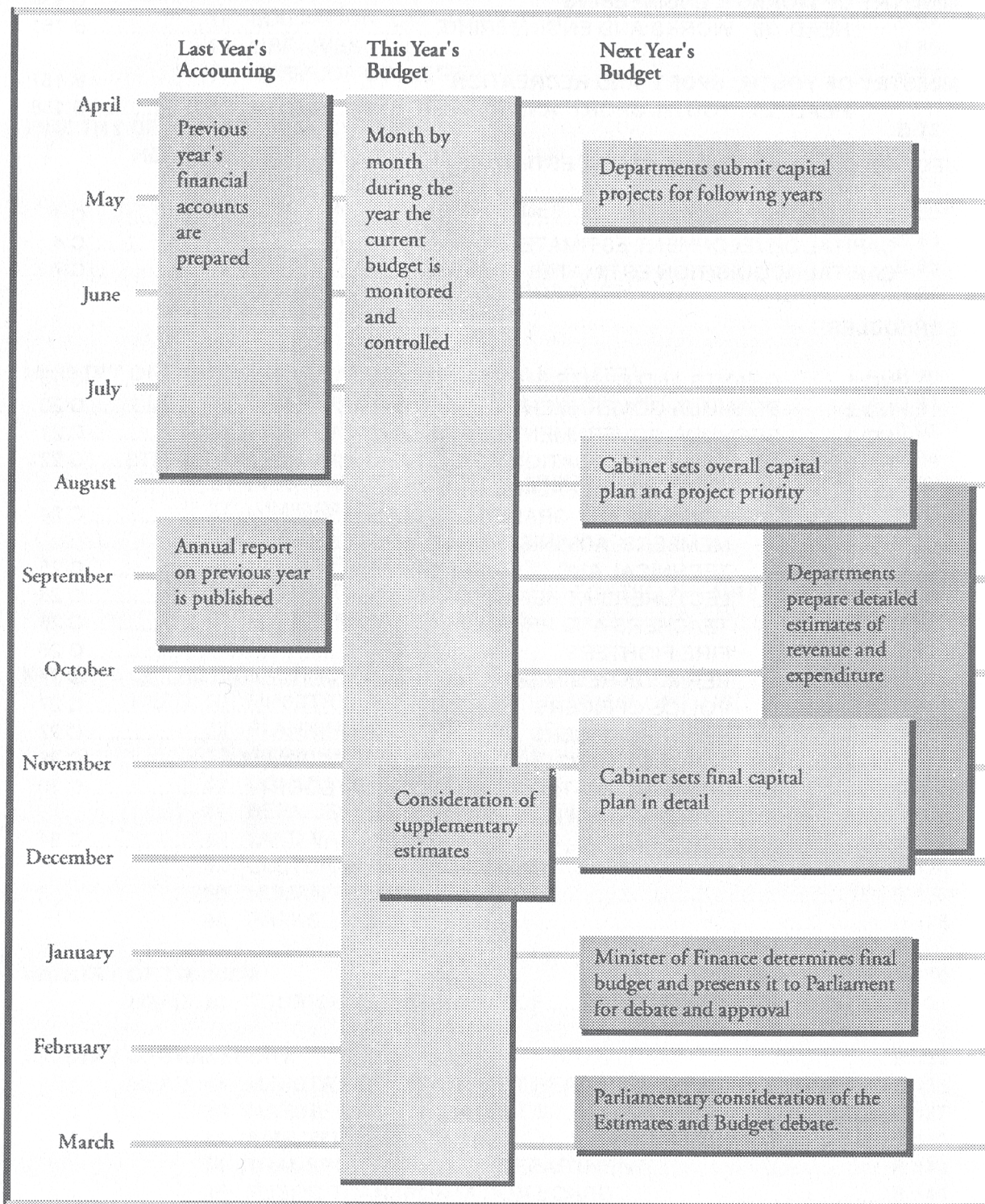
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Financial Timetable

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



**GOVERNMENT
OF
BERMUDA**

**SUMMARY OF
CONSOLIDATED FUND
ESTIMATES FOR 2020/21 TO 2022/23**

| ACTUAL 2018/19 \$000 | | ORIGINAL ESTIMATE 2019/20 \$000 | REVISED ESTIMATE 2019/20 \$000 | ESTIMATE 2020/21 \$000 | ESTIMATE 2021/22 \$000 | ESTIMATE 2022/23 \$000 |
|---|---|--|---|------------------------------|------------------------------|------------------------------|
| Revenue and Expenditure Estimates | | | | | | |
| 1,090,277 | 1 Revenue | 1,118,455 | 1,110,934 | 1,122,171 | 1,144,614 | 1,167,507 |
| 921,204 | 2 Current Account Expenditure(excl.debt & s/fund) | 929,861 | 940,215 | 935,566 | 944,922 | 954,371 |
| 169,073 | 3 Current Account Balance(excl.debt & s/fund) | 188,594 | 170,719 | 186,605 | 199,693 | 213,136 |
| 124,031 | 4 Interest on Debt | 116,500 | 119,200 | 121,400 | 122,000 | 122,000 |
| 45,042 | | 72,094 | 51,519 | 65,205 | 77,693 | 91,136 |
| 64,223 | 5 Sinking Fund Contribution | 0 | 0 | 0 | 0 | 0 |
| (19,181) | 6 Surplus Available for Capital Expenditure | 72,094 | 51,519 | 65,205 | 77,693 | 91,136 |
| 58,571 | 7 Capital Expenditure (See line 20 below) | 64,715 | 66,134 | 85,008 | 70,000 | 70,000 |
| (77,752) | 8 Budget Surplus (Deficit) | 7,379 | (14,615) | (19,803) | 7,693 | 21,136 |
| Sources of Financing | | | | | | |
| (11,953) | 9 Consolidated Fund | 0 | 0 | 0 | 0 | 0 |
| 89,705 | 10 Borrowing | (7,379) | 14,615 | 19,803 | (7,693) | (21,136) |
| 77,752 | 11 Total Financing | (7,379) | 14,615 | 19,803 | (7,693) | (21,136) |
| Capital Appropriations | | | | | | |
| 62,209 | 12 Appropriations in Original Estimates | 64,715 | 66,134 | 85,008 | 70,000 | 70,000 |
| 0 | 13 Supplementary Appropriations | 0 | 0 | 0 | 0 | 0 |
| 62,209 | 14 Appropriated During the Year | 64,715 | 66,134 | 85,008 | 70,000 | 70,000 |
| 0 | 15 Appropriations Frozen | 0 | 0 | 0 | 0 | 0 |
| (18,326) | 16 Appropriations Lapsed | 0 | 0 | 0 | 0 | 0 |
| 43,883 | 17 Net Appropriations | 64,715 | 66,134 | 85,008 | 70,000 | 70,000 |
| 23,076 | 18 Unspent Appropriations from Prior Year | 0 | 8,388 | 0 | 0 | 0 |
| 66,959 | 19 Appropriations to Meet Spending | 64,715 | 74,522 | 85,008 | 70,000 | 70,000 |
| 58,571 | 20 Capital Spending | 64,715 | 66,134 | 85,008 | 70,000 | 70,000 |
| 8,388 | 21 Unspent Appropriations Carried Forward | 0 | 8,388 | 0 | 0 | 0 |
| Consolidated Fund Balance (March 31) | | | | | | |
| 1,000 | 22 Contingency Fund | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| 8,388 | 23 Unspent Capital Appropriations | 0 | 8,388 | 0 | 0 | 0 |
| (3,102,382) | 24 Undesignated Surplus (Deficit) | (3,086,615) | (3,116,997) | (3,128,412) | (3,120,719) | (3,099,583) |
| (3,092,994) | 25 Consolidated Fund Surplus (Deficit) | (3,085,615) | (3,107,609) | (3,127,412) | (3,119,719) | (3,098,583) |

| TYPE | DESCRIPTIONS | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-------------------|---|------------------|------------------|------------------|------------------|
| Revenue | Growth, Tax Reform and Rate Increases | 1.9% | 0.3% | 2.0% | 2.0% |
| Expenditure | Spending Reductions/Increases | 2.1% | 0.6% | 1.0% | 1.0% |
| Debt Repayment | Senior Notes Due | \$180M | | | |
| Budget Surplus | Debt Re-purchases and/or Sinking Fund Contributions | | | up to 75% | up to 75% |
| NET DEBT | Position as at end of year | 2,658,063 | 2,677,616 | 2,673,520 | 2,662,702 |

SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| NON-MINISTRY DEPARTMENTS | | | | | | | |
| 05 | OFFICE OF THE AUDITOR | 1,069 | 1,060 | 1,060 | 1,138 | 78 | 7 |
| 63 | PARLIAMENTARY REGISTRAR | 371 | 350 | 250 | 250 | (100) | (29) |
| | | 1,440 | 1,410 | 1,310 | 1,388 | (22) | (2) |
| CABINET OFFICE DEPARTMENTS | | | | | | | |
| 09 | CABINET OFFICE | 3 | 0 | 260 | 150 | 150 | 0 |
| 13 | POST OFFICE | 3,650 | 4,645 | 4,220 | 4,040 | (605) | (13) |
| 14 | STATISTICS | 1 | 0 | 0 | 0 | 0 | 0 |
| | | 3,654 | 4,645 | 4,480 | 4,190 | (455) | (10) |
| MINISTRY OF LEGAL AFFAIRS | | | | | | | |
| 87 | MIN. OF LEGAL AFFAIRS HQ | 137 | 0 | 0 | 0 | 0 | 0 |
| 03 | JUDICIAL DEPARTMENT | 4,815 | 10,211 | 5,698 | 6,013 | (4,198) | (41) |
| 23 | CHILD & FAMILY SERVICES | 161 | 192 | 192 | 192 | 0 | 0 |
| | | 5,113 | 10,403 | 5,890 | 6,205 | (4,198) | (40) |
| MINISTRY OF FINANCE | | | | | | | |
| 10 | MIN. OF FINANCE HQ | 549 | 400 | 0 | 0 | (400) | (100) |
| 11 | ACCOUNTANT GENERAL | 7,300 | 1,500 | 2,214 | 2,067 | 567 | 38 |
| 12 | CUSTOMS | 230,292 | 239,193 | 238,157 | 239,765 | 572 | 0 |
| 38 | OFFICE OF THE TAX COMMISSIONER | 641,546 | 662,460 | 662,130 | 665,067 | 2,607 | 0 |
| 39 | REGISTRAR OF COMPANIES | 68,817 | 70,621 | 70,496 | 70,596 | (25) | (0) |
| | | 948,504 | 974,174 | 972,997 | 977,495 | 3,321 | 0 |
| MINISTRY OF EDUCATION | | | | | | | |
| 16 | MIN. OF EDUCATION HQ | 73 | 0 | 0 | 0 | 0 | 0 |
| 17 | DEPT. OF EDUCATION | 158 | 230 | 230 | 230 | 0 | 0 |
| 18 | LIBRARIES & ARCHIVES | 12 | 13 | 14 | 16 | 3 | 23 |
| | | 243 | 243 | 244 | 246 | 3 | 1 |
| MINISTRY OF HEALTH | | | | | | | |
| 21 | MIN. OF HEALTH HQ | 252 | 140 | 115 | 137 | (3) | (2) |
| 22 | DEPT. OF HEALTH | 3,185 | 3,610 | 3,931 | 3,688 | 78 | 2 |
| | | 3,437 | 3,750 | 4,046 | 3,825 | 75 | 2 |
| MINISTRY OF TOURISM & TRANSPORT | | | | | | | |
| 48 | MIN. OF TOURISM & TRANSPORT HQ | 41,814 | 16,653 | 16,653 | 17,953 | 1,300 | 8 |
| 30 | MARINE AND PORTS | 5,817 | 5,766 | 6,053 | 6,107 | 341 | 6 |
| 34 | TRANSPORT CONTROL DEPARTMENT | 31,072 | 30,988 | 30,988 | 31,064 | 76 | 0 |
| 35 | PUBLIC TRANSPORTATION | 6,372 | 7,400 | 6,455 | 7,400 | 0 | 0 |
| | | 85,075 | 60,807 | 60,149 | 62,524 | 1,717 | 3 |

SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE - continued

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--|------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF PUBLIC WORKS | | | | | | | |
| 36 | MIN. OF PUBLIC WORKS HQ | 24 | 5 | 4 | 13 | 8 | 160 |
| 49 | LAND VALUATION | 0 | 6 | 1 | 6 | 0 | 0 |
| 68 | PARKS | 152 | 104 | 118 | 128 | 24 | 23 |
| 81 | PUBLIC LANDS & BUILDINGS | 2,052 | 1,801 | 1,659 | 1,704 | (97) | (5) |
| 82 | WORKS & ENGINEERING | 12,581 | 14,225 | 14,638 | 15,182 | 957 | 7 |
| 97 | LAND TITLE & REGISTRATION | 343 | 625 | 535 | 701 | 76 | 12 |
| | | 15,152 | 16,766 | 16,955 | 17,734 | 968 | 6 |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS | | | | | | | |
| 20 | YOUTH, SPORT & RECREATION | 637 | 597 | 602 | 670 | 73 | 12 |
| 52 | COMMUNITY & CULTURAL AFFAIRS | 4 | 4 | 4 | 2 | (2) | (50) |
| 60 | WORKFORCE DEVELOPMENT | 14 | 28 | 28 | 29 | 1 | 4 |
| | | 655 | 629 | 634 | 701 | 72 | 11 |
| MINISTRY OF NATIONAL SECURITY | | | | | | | |
| 06 | DEFENCE | 4 | 0 | 0 | 0 | 0 | 0 |
| 07 | POLICE | 1,067 | 677 | 428 | 697 | 20 | 3 |
| 27 | IMMIGRATION | 19,697 | 21,835 | 20,969 | 23,947 | 2,112 | 10 |
| 45 | FIRE SERVICES | 346 | 257 | 237 | 400 | 143 | 56 |
| | | 21,114 | 22,769 | 21,634 | 25,044 | 2,275 | 10 |
| MINISTRY OF HOME AFFAIRS | | | | | | | |
| 93 | MIN. OF HOME AFFAIRS HQ | 86 | 5 | 5 | 6 | 1 | 20 |
| 29 | REGISTRY GENERAL | 1,957 | 2,116 | 1,945 | 1,757 | (359) | (17) |
| 32 | DEPT. OF PLANNING | 1,553 | 1,360 | 1,377 | 1,471 | 111 | 8 |
| 79 | ENVIRONMENT AND NATURAL RESOURCES | 1,425 | 1,493 | 1,383 | 1,509 | 16 | 1 |
| 89 | ENERGY | 198 | 17,885 | 17,885 | 18,076 | 191 | 0 |
| | | 5,219 | 22,859 | 22,595 | 22,819 | (40) | (0) |
| MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM | | | | | | | |
| 95 | MIN. OF ECONOMIC DEV. & TOURISM HQ | 671 | 0 | 0 | 0 | 0 | 0 |
| | | 671 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | |
| | | 1,090,277 | 1,118,455 | 1,110,934 | 1,122,171 | 3,716 | 0 |

ANALYSIS OF CURRENT ACCOUNT REVENUE

| HEAD | REVENUE DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|-------------------------------------|-----------------------------------|------------------|------------------|------------------|------------------|--------------------------|----------|
| | | ACTUAL | ORIGINAL | REVISED | | 2019/20 vs 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| TAXES & DUTIES | | | | | | | |
| 12 | CUSTOMS DUTY | 226,055 | 235,000 | 233,500 | 235,000 | 0 | 0 |
| 27 | SALE OF LAND TO NON-BERMUDIANS | 2,783 | 5,500 | 3,440 | 5,500 | 0 | 0 |
| 29 | TIMESHARING TAX | 32 | 20 | 11 | 0 | (20) | (100) |
| 38 | PASSENGER TAXES | 24,096 | 32,300 | 31,886 | 25,200 | (7,100) | (22) |
| 38 | STAMP DUTIES | 25,697 | 29,000 | 22,168 | 24,567 | (4,433) | (15) |
| 38 | BETTING TAX | 128 | 800 | 150 | 150 | (650) | (81) |
| 38 | LAND TAX | 79,745 | 85,375 | 85,375 | 85,500 | 125 | 0 |
| 38 | FOREIGN CURRENCY PURCHASE TAX | 21,937 | 26,164 | 25,906 | 26,250 | 86 | 0 |
| 38 | PAYROLL TAX | 467,486 | 466,100 | 472,266 | 467,000 | 900 | 0 |
| 38 | HOTEL OCCUPANCY | 9,193 | 12,000 | 9,573 | 10,000 | (2,000) | (17) |
| 38 | CORPORATE SERVICE TAX | 5,421 | 5,270 | 5,189 | 5,300 | 30 | 1 |
| 38 | FINANCIAL SERVICES TAX | 8,973 | 12,250 | 11,107 | 12,000 | (250) | (2) |
| 38 | TRANSPORT INFRASTRUCTURE TAX | 0 | 0 | 0 | 11,100 | 11,100 | 0 |
| FEES, PERMITS & LICENCES | | | | | | | |
| 03 | LIQUOR LICENCES | 586 | 526 | 534 | 534 | 8 | 2 |
| 12 | OTHER CUSTOMS FEES & CHARGES | 1,975 | 2,000 | 2,408 | 2,500 | 500 | 25 |
| 12 | WHARFAGE | 836 | 806 | 884 | 900 | 94 | 12 |
| 13 | POST OFFICE | 3,681 | 4,735 | 4,309 | 4,131 | (604) | (13) |
| 27 | IMMIGRATION RECEIPTS | 16,820 | 16,300 | 17,493 | 18,367 | 2,067 | 13 |
| 29 | TRADE & SERVICE MARK | 1,707 | 1,860 | 1,658 | 1,504 | (356) | (19) |
| 30 | FERRY SERVICES | 1,080 | 1,237 | 1,242 | 1,242 | 5 | 0 |
| 30 | SERVICES TO SEABORNE SHIPPING | 3,383 | 3,074 | 3,403 | 3,456 | 382 | 12 |
| 32 | PLANNING FEES AND SEARCHES | 1,303 | 1,110 | 1,076 | 1,170 | 60 | 5 |
| 34 | VEHICLE LICENCES AND REGISTRATION | 31,001 | 30,984 | 30,984 | 31,060 | 76 | 0 |
| 35 | BUS REVENUES | 6,339 | 7,351 | 6,406 | 7,350 | (1) | (0) |
| 36 | SOLID WASTE | 5,373 | 5,473 | 5,301 | 5,568 | 95 | 2 |
| 36 | WATER | 3,577 | 3,692 | 5,119 | 5,198 | 1,506 | 41 |
| 36 | RENTALS | 2,367 | 2,104 | 1,884 | 2,042 | (62) | (3) |
| 39 | COMPANIES - INTERNATIONAL | 64,444 | 66,655 | 66,340 | 66,490 | (165) | (0) |
| 39 | COMPANIES LOCAL | 2,805 | 2,750 | 2,750 | 2,750 | 0 | 0 |
| 39 | COMPANIES LICENCES | 756 | 820 | 894 | 1,000 | 180 | 22 |
| 48 | CIVIL AVIATION RECEIPTS | 19,649 | 16,000 | 16,000 | 17,300 | 1,300 | 8 |
| 79 | PLANT PRODUCTION & MARKETING CTRE | 229 | 189 | 204 | 204 | 15 | 8 |
| 89 | TELECOMMUNICATIONS RECEIPTS | 17,878 | 17,685 | 17,685 | 17,876 | 191 | 1 |
| OTHER RECEIPTS | | | | | | | |
| 03 | FINES AND FORFEITURES | 2,849 | 2,647 | 3,424 | 3,315 | 668 | 25 |
| 11 | INTEREST ON DEPOSITS | 6,565 | 1,500 | 2,214 | 2,067 | 567 | 38 |
| 81 | ASSET SALES | 0 | 0 | 0 | 0 | 0 | 0 |
| | OTHER REVENUE | 23,528 | 19,178 | 18,151 | 18,580 | (598) | (3) |
| | | 1,090,277 | 1,118,455 | 1,110,934 | 1,122,171 | 3,716 | 0 |

SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

| HEAD | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | | |
|----------------------------|--------------------------------------|---------|----------|---------|---------|------------|---------|---------|
| | | ACTUAL | ORIGINAL | REVISED | | ESTIMATE | 2019/20 | |
| | | (\$000) | (\$000) | (\$000) | | (\$000) | vs | 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) | % | |
| | | (3) | (4) | (5) | (6) | (7) | (8) | |
| NON-MINISTRY DEPARTMENTS | | | | | | | | |
| 01 | GOVERNOR & STAFF | 1,327 | 1,395 | 1,395 | 1,395 | 0 | 0 | |
| 02 | LEGISLATURE | 5,297 | 5,651 | 5,651 | 5,766 | 115 | 2 | |
| 05 | OFFICE OF THE AUDITOR | 3,678 | 4,082 | 3,988 | 4,205 | 123 | 3 | |
| 56 | HUMAN RIGHTS COMMISSION | 1,210 | 1,269 | 1,269 | 1,269 | 0 | 0 | |
| 63 | PARLIAMENTARY REGISTRAR | 829 | 1,571 | 1,541 | 1,571 | 0 | 0 | |
| 85 | OMBUDSMAN'S OFFICE | 909 | 1,079 | 1,079 | 1,079 | 0 | 0 | |
| 92 | INTERNAL AUDIT | 1,387 | 1,426 | 1,426 | 1,434 | 8 | 1 | |
| 98 | INFORMATION COMMISSIONER'S OFFICE | 947 | 957 | 957 | 1,061 | 104 | 11 | |
| 101 | PRIVACY COMMISSIONER'S OFFICE | 53 | 567 | 567 | 567 | 0 | 0 | |
| | | 15,637 | 17,997 | 17,873 | 18,347 | 350 | 2 | |
| CABINET OFFICE DEPARTMENTS | | | | | | | | |
| 09 | CABINET OFFICE | 13,396 | 15,334 | 15,332 | 17,331 | 1,997 | 13 | |
| 13 | POST OFFICE | 10,308 | 10,502 | 10,502 | 10,502 | 0 | 0 | |
| 14 | DEPT. OF STATISTICS | 1,991 | 2,493 | 2,493 | 2,493 | 0 | 0 | |
| 26 | DEPT. OF HUMAN RESOURCES | 3,434 | 3,813 | 3,812 | 3,813 | 0 | 0 | |
| 43 | DEPT. OF INFORMATION & DIGITAL TECH. | 6,633 | 6,627 | 6,627 | 7,013 | 386 | 6 | |
| 51 | DEPT. OF COMMUNICATIONS | 3,061 | 3,150 | 3,150 | 2,764 | (386) | (12) | |
| 61 | DEPT. OF EMP & ORG. DEVELOPMENT | 0 | 1,672 | 1,672 | 1,672 | 0 | 0 | |
| 67 | DEPT. OF INFORMATION & COMM. TECH. | 940 | 1,475 | 1,475 | 0 | (1,475) | (100) | |
| 80 | PROJECT MANAGEMENT & PROCUREMENT | 954 | 930 | 930 | 930 | 0 | 0 | |
| 94 | DEPT. OF ECONOMIC DEVELOPMENT | 0 | 0 | 0 | 1,727 | 1,727 | 0 | |
| | | 40,717 | 45,996 | 45,993 | 48,245 | 2,249 | 5 | |
| MINISTRY OF LEGAL AFFAIRS | | | | | | | | |
| 87 | MIN. OF LEGAL AFFAIRS HQ | 5,635 | 6,627 | 6,572 | 6,735 | 108 | 2 | |
| 03 | JUDICIAL DEPARTMENT | 7,891 | 8,723 | 8,668 | 8,943 | 220 | 3 | |
| 04 | ATTORNEY GENERAL'S CHAMBERS | 4,921 | 5,308 | 5,308 | 5,428 | 120 | 2 | |
| 23 | CHILD & FAMILY SERVICES | 15,765 | 15,915 | 15,915 | 16,441 | 526 | 3 | |
| 74 | DEPT. OF COURT SERVICES | 4,175 | 4,658 | 4,658 | 4,727 | 69 | 1 | |
| 75 | DEPT. OF PUBLIC PROSECUTIONS | 3,203 | 3,329 | 3,329 | 3,444 | 115 | 3 | |
| 88 | NATIONAL DRUG CONTROL | 4,323 | 4,511 | 4,621 | 4,418 | (93) | (2) | |
| | | 45,913 | 49,071 | 49,071 | 50,136 | 1,065 | 2 | |
| MINISTRY OF FINANCE | | | | | | | | |
| 10 | MIN. OF FINANCE HQ | 5,810 | 5,895 | 6,144 | 6,044 | 149 | 3 | |
| 11 | ACCOUNTANT GENERAL | 84,097 | 86,153 | 86,039 | 85,850 | (303) | (0) | |
| 28 | SOCIAL INSURANCE | 4,734 | 4,825 | 4,825 | 4,975 | 150 | 3 | |
| 38 | OFFICE OF THE TAX COMMISSIONER | 4,520 | 3,761 | 3,761 | 3,836 | 75 | 2 | |
| 39 | REGISTRAR OF COMPANIES | 2,580 | 3,709 | 3,459 | 4,387 | 678 | 18 | |
| 58 | DEBT & LOAN GUARANTEES | 124,031 | 116,500 | 119,200 | 121,400 | 4,900 | 4 | |
| 59 | SINKING FUND CONTRIBUTION | 64,223 | 0 | 0 | 0 | 0 | 0 | |
| | | 289,995 | 220,843 | 223,428 | 226,492 | 5,649 | 3 | |
| MINISTRY OF EDUCATION | | | | | | | | |
| 16 | MIN. OF EDUCATION HQ | 2,980 | 3,579 | 3,579 | 4,523 | 944 | 26 | |
| 17 | DEPT. OF EDUCATION | 113,521 | 114,243 | 114,243 | 113,781 | (462) | (0) | |
| 18 | LIBRARIES & ARCHIVES | 2,951 | 3,222 | 3,222 | 3,252 | 30 | 1 | |
| 41 | BERMUDA COLLEGE | 15,906 | 15,906 | 15,906 | 15,906 | 0 | 0 | |
| | | 135,358 | 136,950 | 136,950 | 137,462 | 512 | 0 | |

SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

- continued

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|---|---|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF HEALTH | | | | | | | |
| 21 | MIN. OF HEALTH HQ | 11,113 | 11,649 | 12,215 | 12,505 | 856 | 7 |
| 22 | DEPT. OF HEALTH | 26,699 | 28,817 | 28,509 | 28,817 | 0 | 0 |
| 24 | HOSPITALS | 147,724 | 145,674 | 153,513 | 147,251 | 1,577 | 1 |
| 55 | FINANCIAL ASSISTANCE | 51,406 | 51,484 | 51,484 | 50,944 | (540) | (1) |
| 91 | HEALTH INSURANCE | 4,290 | 3,930 | 3,624 | 3,755 | (175) | (4) |
| | | 241,232 | 241,554 | 249,345 | 243,272 | 1,718 | 1 |
| MINISTRY OF TOURISM & TRANSPORT | | | | | | | |
| 48 | MIN. OF TOURISM & TRANSPORT HQ | 14,844 | 39,475 | 42,777 | 38,828 | (647) | (2) |
| 30 | MARINE & PORTS | 18,959 | 21,278 | 21,278 | 21,662 | 384 | 2 |
| 34 | TRANSPORT CONTROL DEPARTMENT | 5,569 | 5,375 | 5,074 | 5,451 | 76 | 1 |
| 35 | PUBLIC TRANSPORTATION | 21,956 | 22,368 | 22,368 | 22,368 | 0 | 0 |
| | | 61,328 | 88,496 | 91,497 | 88,309 | (187) | (0) |
| MINISTRY OF PUBLIC WORKS | | | | | | | |
| 36 | MIN. OF PUBLIC WORKS HQ | 6,201 | 6,209 | 7,383 | 6,205 | (4) | (0) |
| 49 | LAND VALUATION | 792 | 1,027 | 1,006 | 1,034 | 7 | 1 |
| 53 | BERMUDA HOUSING CORP | 6,050 | 6,050 | 6,050 | 6,050 | 0 | 0 |
| 68 | PARKS | 8,859 | 9,644 | 9,073 | 9,289 | (355) | (4) |
| 81 | PUBLIC LANDS & BUILDINGS | 19,766 | 19,472 | 20,161 | 19,919 | 447 | 2 |
| 82 | WORKS & ENGINEERING | 34,327 | 29,647 | 28,113 | 29,299 | (348) | (1) |
| 97 | LAND TITLE & REGISTRATION | 1,209 | 1,398 | 1,383 | 1,463 | 65 | 5 |
| | | 77,204 | 73,447 | 73,169 | 73,259 | (188) | (0) |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS | | | | | | | |
| 71 | MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ | 2,533 | 2,218 | 2,368 | 2,191 | (27) | (1) |
| 20 | YOUTH, SPORT & RECREATION | 9,642 | 10,109 | 10,102 | 10,109 | 0 | 0 |
| 52 | COMMUNITY & CULTURAL AFFAIRS | 1,817 | 2,242 | 2,118 | 2,083 | (159) | (7) |
| 60 | WORKFORCE DEVELOPMENT | 3,273 | 4,296 | 4,271 | 4,295 | (1) | (0) |
| | | 17,265 | 18,865 | 18,859 | 18,678 | (187) | (1) |
| MINISTRY OF NATIONAL SECURITY | | | | | | | |
| 83 | MIN. OF NATIONAL SECURITY HQ | 1,407 | 2,060 | 2,060 | 2,372 | 312 | 15 |
| 06 | DEFENCE | 6,634 | 7,209 | 7,243 | 7,959 | 750 | 10 |
| 07 | POLICE | 66,359 | 65,802 | 65,802 | 61,802 | (4,000) | (6) |
| 12 | CUSTOMS | 17,683 | 16,945 | 16,945 | 17,195 | 250 | 1 |
| 25 | DEPT. OF CORRECTIONS | 24,435 | 25,082 | 25,082 | 25,582 | 500 | 2 |
| 27 | IMMIGRATION | 4,747 | 4,754 | 4,800 | 5,504 | 750 | 16 |
| 45 | FIRE SERVICES | 15,257 | 13,127 | 13,127 | 14,377 | 1,250 | 10 |
| | | 136,522 | 134,979 | 135,059 | 134,791 | (188) | (0) |

SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE
- continued

| HEAD | | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--|------------------------------------|-------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-----|
| (1) | | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF HOME AFFAIRS | | | | | | | | |
| 93 | MIN. OF HOME AFFAIRS HQ | | 2,317 | 3,723 | 3,708 | 3,575 | (148) | (4) |
| 29 | REGISTRY GENERAL | | 1,744 | 1,832 | 1,832 | 1,820 | (12) | (1) |
| 32 | DEPT. OF PLANNING | | 2,878 | 3,376 | 3,376 | 3,348 | (28) | (1) |
| 79 | ENVIRONMENT AND NATURAL RESOURCES | | 8,255 | 8,352 | 8,375 | 8,352 | 0 | 0 |
| 89 | ENERGY | | 591 | 880 | 880 | 880 | 0 | 0 |
| | | | 15,785 | 18,163 | 18,171 | 17,975 | (188) | (1) |
| MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM | | | | | | | | |
| 95 | MIN. OF ECONOMIC DEV. & TOURISM HQ | | 32,502 | 0 | 0 | 0 | 0 | 0 |
| | | | 32,502 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| | | | 1,109,458 | 1,046,361 | 1,059,415 | 1,056,966 | 10,605 | 1 |

ANALYSIS OF CURRENT ACCOUNT EXPENDITURE BY OBJECT ACCOUNT

| EXPENDITURE | | | | | DIFFERENCE | |
|---------------------------|-----|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| SALARIES | | 306,056 | 332,594 | 326,448 | 336,705 | 4,111 1 |
| WAGES | | 79,659 | 69,374 | 68,772 | 69,407 | 33 0 |
| EMPLOYER OVERHEAD | | 78,061 | 79,406 | 79,408 | 79,012 | (394) (0) |
| OTHER PERSONNEL COSTS | | 5,779 | 5,643 | 5,773 | 5,458 | (185) (3) |
| TRAINING | | 2,046 | 3,594 | 3,365 | 3,752 | 158 4 |
| TRANSPORT | | 2,185 | 4,348 | 3,035 | 3,571 | (777) (18) |
| TRAVEL | | 2,126 | 3,408 | 3,836 | 3,416 | 8 0 |
| COMMUNICATIONS | | 6,562 | 7,201 | 7,421 | 7,218 | 17 0 |
| ADVERTISING & PROMOTION | | 1,381 | 2,395 | 2,280 | 1,991 | (404) (17) |
| PROFESSIONAL SERVICES | | 43,959 | 44,006 | 60,678 | 49,369 | 5,363 12 |
| RENTALS | | 11,470 | 11,977 | 11,768 | 11,973 | (4) (0) |
| REPAIR & MAINTENANCE | | 16,534 | 19,781 | 18,823 | 19,757 | (24) (0) |
| INSURANCE | | 6,796 | 8,907 | 10,364 | 9,063 | 156 2 |
| ENERGY | | 14,592 | 16,510 | 16,015 | 16,611 | 101 1 |
| CLOTHING & UNIFORMS | | 1,363 | 1,098 | 968 | 1,163 | 65 6 |
| MATERIALS & SUPPLIES | | 18,654 | 23,415 | 21,868 | 23,316 | (99) (0) |
| EQUIPMENT | | 334 | 605 | 660 | 547 | (58) (10) |
| OTHER EXPENSES | | 4,492 | 3,069 | 3,088 | 3,387 | 318 10 |
| RECEIPTS CREDITED TO PROG | | 0 | (21,955) | (31,440) | (23,149) | (1,194) 5 |
| TRANSFER TO OTHER FUNDS | | 64,223 | 0 | 0 | 0 | 0 0 |
| GRANTS & CONTRIBUTIONS | | 319,155 | 314,435 | 326,635 | 312,904 | (1,531) (0) |
| PUBLIC DEBT CHARGES | | 124,031 | 116,550 | 119,650 | 121,495 | 4,945 4 |
| | | 1,109,458 | 1,046,361 | 1,059,415 | 1,056,966 | 10,605 1 |

SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) |
|-----------------------------------|--------------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|
| (1) | (2) | (3) | (4) | (5) | (6) |
| NON-MINISTRY DEPARTMENTS | | | | | |
| 01 | GOVERNOR AND STAFF | 157 | 220 | 252 | 512 |
| 02 | LEGISLATURE | 222 | 800 | 842 | 3,200 |
| 05 | OFFICE OF THE AUDITOR | 0 | 23 | 23 | 0 |
| 56 | HUMAN RIGHTS COMMISSION | 13 | 4 | 4 | 0 |
| 63 | PARLIAMENTARY REGISTRAR | 0 | 21 | 21 | 0 |
| 85 | OMBUDSMAN'S OFFICE | 15 | 5 | 5 | 9 |
| 101 | PRIVACY COMMISSIONER'S OFFICE | 13 | 19 | 0 | 6 |
| | | 420 | 1,092 | 1,147 | 3,727 |
| CABINET OFFICE DEPARTMENTS | | | | | |
| 09 | CABINET OFFICE | 155 | 0 | 2 | 1,874 |
| 13 | POST OFFICE | 16 | 44 | 80 | 28 |
| 14 | DEPT. OF STATISTICS | 0 | 6 | 0 | 1 |
| 26 | DEPT. OF HUMAN RESOURCES | 9 | 7 | 7 | 8 |
| 43 | DEPT. OF INFORMATION & DIGITAL TECH. | 1,893 | 1,875 | 1,940 | 3,575 |
| 51 | DEPT. OF COMMUNICATIONS | 240 | 340 | 237 | 443 |
| 80 | PROJECT MANAGEMENT & PROCUREMENT | 0 | 0 | 0 | 1 |
| 94 | ECONOMIC DEVELOPMENT | 0 | 0 | 0 | 22 |
| | | 2,313 | 2,272 | 2,266 | 5,952 |
| MINISTRY OF LEGAL AFFAIRS | | | | | |
| 87 | MIN. OF LEGAL AFFAIRS HQ | 48 | 260 | 11 | 274 |
| 03 | JUDICIAL DEPARTMENT | 4 | 281 | 14 | 267 |
| 04 | ATTORNEY GENERAL'S CHAMBERS | 2 | 5 | 5 | 16 |
| 23 | CHILD & FAMILY SERVICES | 486 | 29 | 75 | 568 |
| 74 | DEPT. OF COURT SERVICES | 0 | 0 | 0 | 35 |
| 75 | DEPT. OF PUBLIC PROSECUTIONS | 0 | 11 | 5 | 0 |
| 88 | NATIONAL DRUG CONTROL | 15 | 5 | 5 | 6 |
| | | 555 | 591 | 115 | 1,166 |
| MINISTRY OF FINANCE | | | | | |
| 10 | MIN. OF FINANCE HQ | 633 | 680 | 880 | 326 |
| 11 | ACCOUNTANT GENERAL | 790 | 0 | 250 | 206 |
| 38 | SOCIAL INSURANCE | 0 | 12 | 12 | 6 |
| 38 | OFFICE OF THE TAX COMMISSIONER | 387 | 300 | 465 | 706 |
| 39 | REGISTRAR OF COMPANIES | 760 | 2,067 | 1,800 | 1,021 |
| | | 2,570 | 3,059 | 3,407 | 2,265 |
| MINISTRY OF EDUCATION | | | | | |
| 17 | DEPT. OF EDUCATION | 2,405 | 2,460 | 2,600 | 2,810 |
| 18 | LIBRARIES & ARCHIVES | 9 | 27 | 27 | 0 |
| 41 | BERMUDA COLLEGE | 500 | 200 | 200 | 0 |
| | | 2,914 | 2,687 | 2,827 | 2,810 |
| MINISTRY OF HEALTH | | | | | |
| 21 | MIN. OF HEALTH HQ | 21 | 0 | 65 | 18 |
| 22 | DEPT. OF HEALTH | 301 | 537 | 329 | 541 |
| 24 | HOSPITALS | 120 | 4,620 | 4,620 | 1,520 |
| 55 | FINANCIAL ASSISTANCE | 71 | 0 | 0 | 30 |
| 91 | HEALTH INSURANCE | 0 | 16 | 16 | 0 |
| | | 513 | 5,173 | 5,030 | 2,109 |

SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE
- continued

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) |
|---|---|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|
| (1) | (2) | (3) | (4) | (5) | (6) |
| MINISTRY OF TOURISM & TRANSPORT | | | | | |
| 48 | MIN. OF TOURISM & TRANSPORT HQ | 2,509 | 2,500 | 2,230 | 2,756 |
| 30 | MARINE & PORTS SERVICES | 937 | 476 | 530 | 4,902 |
| 34 | TRANSPORT CONTROL DEPARTMENT | 14 | 500 | 510 | 35 |
| 35 | PUBLIC TRANSPORTATION | 2,888 | 1,520 | 2,545 | 5,230 |
| | | 6,348 | 4,996 | 5,815 | 12,923 |
| MINISTRY OF PUBLIC WORKS | | | | | |
| 36 | MIN. OF PUBLIC WORKS HQ | 11,156 | 10,725 | 12,750 | 13,491 |
| 49 | LAND VALUATION | 35 | 0 | 0 | 0 |
| 53 | BERMUDA HOUSING CORPORATION | 5,800 | 4,800 | 4,800 | 7,300 |
| 68 | PARKS | 174 | 900 | 542 | 400 |
| 81 | PUBLIC LANDS & BUILDINGS | 7,377 | 5,626 | 5,836 | 7,050 |
| 82 | WORKS & ENGINEERING | 14,448 | 13,731 | 12,231 | 16,330 |
| | | 38,990 | 35,782 | 36,159 | 44,571 |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS | | | | | |
| 71 | MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ | 1,020 | 20 | 507 | 269 |
| 20 | YOUTH, SPORT & RECREATION | 112 | 32 | 32 | 39 |
| 52 | COMMUNITY & CULTURAL AFFAIRS | 2 | 4 | 0 | 0 |
| 60 | WORKFORCE DEVELOPMENT | 31 | 0 | 0 | 22 |
| | | 1,165 | 56 | 539 | 330 |
| MINISTRY OF NATIONAL SECURITY | | | | | |
| 83 | MIN. NATIONAL SECURITY HQ | 0 | 3,112 | 3,100 | 1,074 |
| 06 | DEFENCE | 274 | 248 | 247 | 51 |
| 07 | POLICE | 383 | 634 | 605 | 550 |
| 12 | CUSTOMS | 66 | 57 | 57 | 58 |
| 25 | DEPT. OF CORRECTIONS | 667 | 583 | 633 | 1,532 |
| 27 | IMMIGRATION | 56 | 1,927 | 1,727 | 2,035 |
| 45 | FIRE SERVICES | 116 | 1,244 | 1,062 | 1,495 |
| | | 1,562 | 7,805 | 7,431 | 6,795 |
| MINISTRY OF HOME AFFAIRS | | | | | |
| 93 | MIN. OF HOME AFFAIRS HQ | 0 | 0 | 14 | 1,150 |
| 29 | REGISTRY GENERAL | 0 | 0 | 32 | 24 |
| 32 | DEPT. OF PLANNING | 361 | 402 | 443 | 200 |
| 79 | ENVIRONMENT AND NATURAL RESOURCES | 446 | 350 | 340 | 636 |
| 89 | ENERGY | 414 | 450 | 569 | 350 |
| | | 1,221 | 1,202 | 1,398 | 2,360 |
| | | 58,571 | 64,715 | 66,134 | 85,008 |

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 | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|-----------------------------------|--------------------------------------|-------------------|---------------------|--------------------|---------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| NON-MINISTRY DEPARTMENTS | | | | | | | |
| 01 | GOVERNOR & STAFF | 13 | 13 | 13 | 13 | 0 | 0 |
| 02 | LEGISLATURE | 55 | 55 | 55 | 55 | 0 | 0 |
| 05 | OFFICE OF THE AUDITOR | 29 | 29 | 28 | 30 | 1 | 3 |
| 56 | HUMAN RIGHTS COMMISSION | 8 | 8 | 8 | 8 | 0 | 0 |
| 63 | PARLIAMENTARY REGISTRAR | 6 | 6 | 6 | 6 | 0 | 0 |
| 85 | OMBUDSMAN'S OFFICE | 6 | 6 | 6 | 6 | 0 | 0 |
| 92 | INTERNAL AUDIT | 12 | 12 | 12 | 12 | 0 | 0 |
| 98 | INFORMATION COMMISSIONER'S OFFICE | 6 | 6 | 6 | 6 | 0 | 0 |
| 101 | PRIVACY COMMISSIONER'S OFFICE | 3 | 3 | 3 | 3 | 0 | 0 |
| | | 138 | 138 | 137 | 139 | 1 | 1 |
| CABINET OFFICE DEPARTMENTS | | | | | | | |
| 09 | CABINET OFFICE | 37 | 38 | 40 | 42 | 4 | 11 |
| 13 | POST OFFICE | 132 | 137 | 137 | 134 | (3) | (2) |
| 14 | DEPT. OF STATISTICS | 24 | 23 | 23 | 23 | 0 | 0 |
| 26 | DEPT. OF HUMAN RESOURCES | 22 | 26 | 21 | 26 | 0 | 0 |
| 43 | DEPT. OF INFORMATION & DIGITAL TECH. | 40 | 39 | 39 | 43 | 4 | 10 |
| 51 | DEPT. OF COMMUNICATIONS | 30 | 30 | 30 | 26 | (4) | (13) |
| 61 | DEPT OF EMP. & ORG. DEVELOPMENT | 0 | 21 | 21 | 21 | 0 | 0 |
| 67 | DEPT. OF INFORMATION & COMM. TECH. | 6 | 6 | 6 | 0 | (6) | (100) |
| 80 | PROJECT MANAGEMENT & PROCUREMENT | 7 | 8 | 8 | 8 | 0 | 0 |
| 94 | DEPT OF ECONOMIC DEVELOPMENT | 0 | 0 | 0 | 9 | 9 | 0 |
| | | 298 | 328 | 325 | 332 | 4 | 1 |
| MINISTRY OF LEGAL AFFAIRS | | | | | | | |
| 87 | MIN. OF LEGAL AFFAIRS HQ | 19 | 23 | 23 | 24 | 1 | 4 |
| 03 | JUDICIAL DEPARTMENT | 69 | 70 | 70 | 70 | 0 | 0 |
| 04 | ATTORNEY GENERAL'S CHAMBERS | 34 | 34 | 34 | 35 | 1 | 3 |
| 23 | CHILD & FAMILY SERVICES | 98 | 98 | 98 | 98 | 0 | 0 |
| 74 | DEPT. OF COURT SERVICES | 38 | 38 | 38 | 39 | 1 | 3 |
| 75 | DEPT. OF PUBLIC PROSECUTIONS | 25 | 25 | 26 | 26 | 1 | 4 |
| 88 | NATIONAL DRUG CONTROL | 27 | 27 | 27 | 27 | 0 | 0 |
| | | 310 | 315 | 316 | 319 | 4 | 1 |
| MINISTRY OF FINANCE | | | | | | | |
| 10 | MIN. OF FINANCE HQ | 17 | 19 | 17 | 19 | 0 | 0 |
| 11 | ACCOUNTANT GENERAL | 61 | 46 | 45 | 44 | (2) | (4) |
| 28 | SOCIAL INSURANCE | 24 | 24 | 24 | 24 | 0 | 0 |
| 38 | OFFICE OF THE TAX COMMISSIONER | 34 | 34 | 34 | 34 | 0 | 0 |
| 39 | REGISTRAR OF COMPANIES | 26 | 34 | 34 | 34 | 0 | 0 |
| | | 162 | 157 | 154 | 155 | (2) | (1) |
| MINISTRY OF EDUCATION | | | | | | | |
| 16 | MIN. OF EDUCATION HQ | 7 | 7 | 6 | 6 | (1) | (14) |
| 17 | DEPT. OF EDUCATION | 1,126 | 1,120 | 1,121 | 1,101 | (19) | (2) |
| 18 | LIBRARIES & ARCHIVES | 24 | 26 | 26 | 26 | 0 | 0 |
| | | 1,157 | 1,153 | 1,153 | 1,133 | (20) | (2) |
| MINISTRY OF HEALTH | | | | | | | |
| 21 | MIN. OF HEALTH HQ | 38 | 47 | 40 | 46 | (1) | (2) |
| 22 | DEPT. OF HEALTH | 238 | 285 | 257 | 285 | 0 | 0 |
| 55 | FINANCIAL ASSISTANCE | 33 | 34 | 31 | 34 | 0 | 0 |
| 91 | HEALTH INSURANCE | 18 | 18 | 18 | 18 | 0 | 0 |
| | | 327 | 384 | 346 | 383 | (1) | (0) |

EMPLOYMENT SUMMARY BY DEPARTMENT - continued

| HEAD | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---|---|-------------------|---------------------|--------------------|---------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF TOURISM & TRANSPORT | | | | | | | |
| 48 | MIN. OF TOURISM & TRANSPORT HQ | 8 | 9 | 8 | 8 | (1) | (11) |
| 30 | MARINE & PORTS | 158 | 161 | 161 | 161 | 0 | 0 |
| 34 | TRANSPORT CONTROL DEPARTMENT | 40 | 41 | 48 | 48 | 7 | 17 |
| 35 | PUBLIC TRANSPORTATION | 234 | 232 | 232 | 232 | 0 | 0 |
| | | 440 | 443 | 449 | 449 | 6 | 1 |
| MINISTRY OF PUBLIC WORKS | | | | | | | |
| 36 | MIN. OF PUBLIC WORKS HQ | 38 | 52 | 44 | 51 | (1) | (2) |
| 49 | LAND VALUATION | 8 | 10 | 9 | 10 | 0 | 0 |
| 68 | PARKS | 118 | 143 | 127 | 143 | 0 | 0 |
| 81 | PUBLIC LANDS & BUILDINGS | 146 | 152 | 144 | 156 | 4 | 3 |
| 82 | WORKS & ENGINEERING | 293 | 344 | 290 | 344 | 0 | 0 |
| 97 | LAND TITLE & REGISTRATION | 5 | 10 | 6 | 10 | 0 | 0 |
| | | 608 | 711 | 620 | 714 | 3 | 0 |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS | | | | | | | |
| 71 | MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ | 18 | 18 | 16 | 16 | (2) | (11) |
| 20 | YOUTH, SPORT & RECREATION | 96 | 96 | 95 | 95 | (1) | (1) |
| 52 | COMMUNITY & CULTURAL AFFAIRS | 8 | 8 | 8 | 8 | 0 | 0 |
| 60 | WORKFORCE DEVELOPMENT | 20 | 20 | 20 | 20 | 0 | 0 |
| | | 142 | 142 | 139 | 139 | (3) | (2) |
| MINISTRY OF NATIONAL SECURITY | | | | | | | |
| 83 | MIN. OF NATIONAL SECURITY HQ | 7 | 7 | 7 | 7 | 0 | 0 |
| 06 | DEFENCE | 31 | 31 | 31 | 39 | 8 | 26 |
| 07 | POLICE | 486 | 520 | 520 | 518 | (2) | (0) |
| 12 | CUSTOMS | 184 | 193 | 192 | 192 | (1) | (1) |
| 25 | DEPT. OF CORRECTIONS | 206 | 231 | 226 | 236 | 5 | 2 |
| 27 | IMMIGRATION | 50 | 50 | 50 | 44 | (6) | (12) |
| 45 | FIRE SERVICES | 113 | 128 | 128 | 128 | 0 | 0 |
| | | 1,077 | 1,160 | 1,154 | 1,164 | 4 | 0 |
| MINISTRY OF HOME AFFAIRS | | | | | | | |
| 93 | MIN. OF HOME AFFAIRS HQ | 17 | 16 | 15 | 15 | (1) | (6) |
| 29 | REGISTRY GENERAL | 16 | 19 | 18 | 18 | (1) | (5) |
| 32 | DEPT. OF PLANNING | 30 | 33 | 33 | 33 | 0 | 0 |
| 79 | ENVIRONMENT AND NATURAL RESOURCES | 76 | 79 | 79 | 79 | 0 | 0 |
| 89 | ENERGY | 3 | 4 | 4 | 4 | 0 | 0 |
| | | 142 | 151 | 149 | 149 | (2) | (1) |
| MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM | | | | | | | |
| 95 | MIN. OF ECONOMIC DEV. & TOURISM HQ | 5 | 0 | 0 | 0 | 0 | 0 |
| | | 5 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | | 4,806 | 5,082 | 4,942 | 5,076 | (6) | (0) |

EXPLANATORY NOTES

CURRENT ACCOUNT EXPENDITURE

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

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

EXPLANATORY NOTES - continued

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

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

| BUSINESS UNIT | . | OBJECT ACCOUNT |
|---------------|---|----------------|
| - - - - - | . | - - - - - |
| (5 digits) | | (4 digits) |

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

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

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

The Ministry of Finance reintroduced Zero Based Budgeting in the preparation of the 2020/2021 budget. ZBB is a method of budgeting in which all expenditures must be justified, starting from zero. ZBB involves a fundamental re-examination of all Department business units/services and justification of funding and performance. This method requires that each Department analyze its entire budget request in detail, both current and proposed new services in order to identify the most effective and efficient methods for service delivery and resource allocation. This analysis includes; examination of the services purpose/objectives, alternative service delivery models, proposed service levels and resource requirements, consequences/risks of not providing the service and the benefits and outcomes of each service level. Once the analysis has been completed, then all service levels for each Department are ranked and a consolidation and final ranking of all the Departments within a Ministry is composed. The respective Minister will review the final Ministerial ranking to agree the priorities and spending proposals before submission to Cabinet.

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

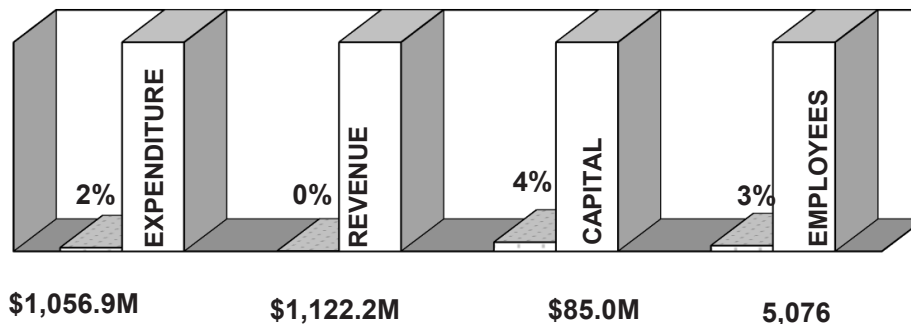
Includes principal and interest payments to service Bermuda Government loan debt.

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 NINE DEPARTMENTS SHOWN HAS ITS OWN SEPARATE OBJECTIVE AND DOES NOT FALL WITHIN THE PORTFOLIO OF A PARTICULAR CABINET MINISTER.

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|------------------------------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) (7) | % (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 01 | GOVERNOR & STAFF | 1,327 | 1,395 | 1,395 | 1,395 | 0 | 0 |
| 02 | LEGISLATURE | 5,297 | 5,651 | 5,651 | 5,766 | 115 | 2 |
| 05 | OFFICE OF THE AUDITOR | 3,678 | 4,082 | 3,988 | 4,205 | 123 | 3 |
| 56 | HUMAN RIGHTS COMMISSION | 1,210 | 1,269 | 1,269 | 1,269 | 0 | 0 |
| 63 | PARLIAMENTARY REGISTRAR | 829 | 1,571 | 1,541 | 1,571 | 0 | 0 |
| 85 | OMBUDSMAN'S OFFICE | 909 | 1,079 | 1,079 | 1,079 | 0 | 0 |
| 92 | INTERNAL AUDIT | 1,387 | 1,426 | 1,426 | 1,434 | 8 | 1 |
| 98 | INFORMATION COMMISSIONER'S OFFICE | 947 | 957 | 957 | 1,061 | 104 | 11 |
| 101 | PRIVACY COMMISSIONER'S OFFICE | 53 | 567 | 567 | 567 | 0 | 0 |
| | | 15,637 | 17,997 | 17,873 | 18,347 | 350 | 2 |
| REVENUE (\$000) | | | | | | | |
| 05 | OFFICE OF THE AUDITOR | 1,069 | 1,060 | 1,060 | 1,138 | 78 | 7 |
| 63 | PARLIAMENTARY REGISTRAR | 371 | 350 | 250 | 250 | (100) | (29) |
| | | 1,440 | 1,410 | 1,310 | 1,388 | (22) | (2) |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 73 | 72 | 53 | 27 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 347 | 1,020 | 1,094 | 3,700 | | |
| | | 420 | 1,092 | 1,147 | 3,727 | | |
| EMPLOYEE NUMBERS | | 138 | 138 | 137 | 139 | 1 | 1 |



Ministry Estimates compared with total Government Estimates

HEAD 01 GOVERNOR AND STAFF

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To enable the Governor in the exercise of his/her functions as set out in the Constitution, and to work in harmony with the community for a stable, prosperous, and well-governed Bermuda.

DEPARTMENT OBJECTIVES

- To ensure the Governor carries out his/her 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/her discretion, impartiality of the public service and integrity in the administration of justice

GENERAL SUMMARY

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE | |
|-------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|-----|
| PROG | BUSINESS UNIT | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0101 | GENERAL | | | | | | |
| | 11000 GOVERNOR'S OFFICE | 1,103 | 1,098 | 1,098 | 1,103 | 5 | (2) |
| | 11010 DEPUTY GOVERNOR'S OFFICE | 224 | 297 | 297 | 292 | (5) | 0 |
| | TOTAL | 1,327 | 1,395 | 1,395 | 1,395 | 0 | 0 |

HEAD 01 GOVERNOR AND STAFF - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 791 | 828 | 829 | 822 | (6) (1) |
| | WAGES | 247 | 247 | 247 | 268 | 21 9 |
| | OTHER PERSONNEL COSTS | 3 | 11 | 11 | 11 | 0 0 |
| | TRAINING | 1 | 2 | 2 | 0 | (2) (100) |
| | TRAVEL | 0 | 3 | 0 | 3 | 0 0 |
| | COMMUNICATIONS | 26 | 29 | 34 | 17 | (12) (41) |
| | ADVERTISING & PROMOTIONS | 0 | 1 | 1 | 1 | 0 0 |
| | PROFESSIONAL SERVICES | 5 | 6 | 6 | 4 | (2) (33) |
| | RENTALS | 10 | 14 | 14 | 14 | 0 0 |
| | REPAIR AND MAINTENANCE | 34 | 50 | 41 | 57 | 7 14 |
| | INSURANCE | 1 | 0 | 0 | 0 | 0 0 |
| | ENERGY | 97 | 107 | 107 | 108 | 1 1 |
| | MATERIALS & SUPPLIES | 20 | 23 | 31 | 26 | 3 13 |
| | EQUIPT. (MINOR CAPITAL) | 38 | 22 | 24 | 10 | (12) (55) |
| | OTHER EXPENSES | 54 | 52 | 48 | 54 | 2 4 |
| | TOTAL | 1,327 | 1,395 | 1,395 | 1,395 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|--------------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 11000 GOVERNOR'S OFFICE | 10 | 10 | 10 | 10 | 0 0 |
| | 11010 DEPUTY GOVERNOR'S OFFICE | 3 | 3 | 3 | 3 | 0 0 |
| | TOTAL | 13 | 13 | 13 | 13 | 0 0 |

HEAD 01 GOVERNOR AND STAFF - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 11000 - Governor's Office | | | | |
| Meets with Premier weekly | 45 | 52 | 47 | 50 |
| Monthly meetings with Commanding Officer of Bermuda Regiment | 12 | 12 | 12 | 12 |
| Hosted various Major Social events | 4 | 4 | 4 | 4 |
| Weekly meetings with Senior Staff of the Bermuda Police Service | 34 | 52 | 29 | Discontinued |
| Bi-Weekly meetings with Commissioner of Bermuda Police Service | 19 | 26 | 22 | 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 | 2 | Discontinued |
| Periodic Meetings with Director of Civil Aviation | 9 | 8 | 10 | 8 |
| Periodic Meetings with Ombudsman | 4 | 8 | 3 | Discontinued |
| Number of weekly conferences with senior staff of the Bermuda Police Service* | | | | 52 |
| Number of quarterly meetings with The Auditor General* | | | | 4 |
| Number of quarterly meetings with The Ombudsman* | | | | 4 |
| Number of quarterly meetings with The Information Commissioner* | | | | 4 |
| Number of National Aviation Security Meetings chaired* | | | | 2 |
| Attendance at annual Overseas Territories Joint Ministerial Council meeting* | | | | YES |
| Number of periodic scheduled Parish Visits* | | | | 9 |

* New Measures for 2020/21

HEAD 01 GOVERNOR AND STAFF - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 11010 - Deputy Governor's Office | | | | |
| 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% | 100% | 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 | TBD | Discontinued | |
| Chair National Aviation Security Meeting | 2 | 2 | 2 | Discontinued |
| Percentage of Emergency Travel Documents processed within 72 hours of receipt of all requisite information* | | | | 100% |

* New Measures for 2020/21

HEAD 02 LEGISLATURE

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To facilitate parliamentary oversight and support a parliament that is responsive to the people (of Bermuda).

DEPARTMENT OBJECTIVES

- Provide reliable advice on a range of parliamentary procedures to support the Presiding Officers and Members of the Legislature.
- Improve the public's understanding of the importance and work of the Legislature.
- Inform and educate the Public Service about the legislative process.
- Transform the introduction of legislation and reports in the Legislature from manual to electronic format.
- Provide swift legal advice to Members on Constitutional matters and questions of rules and procedures.
- Ensure both Houses of the Legislature and the Parliamentary Committees have adequate and sufficient resources to support their operations and fulfill their responsibilities.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0201 | GENERAL | | | | | | |
| | 12000 ADMINISTRATION | 1,205 | 1,480 | 1,380 | 1,595 | 115 | 8 |
| | 12002 YOUTH PARLIAMENT | 13 | 15 | 16 | 15 | 0 | 0 |
| | 12010 MINISTERS AND MEMBERS | 3,962 | 4,035 | 4,134 | 4,035 | 0 | 0 |
| | 12015 OPPOSITION LEADER'S OFFICE | 117 | 121 | 121 | 121 | 0 | 0 |
| | TOTAL | 5,297 | 5,651 | 5,651 | 5,766 | 115 | 2 |

HEAD 02 LEGISLATURE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|--------------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| OBJECT CODE DESCRIPTION (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | | |
| SALARIES | | 4,448 | 4,495 | 4,598 | 4,488 | (7) | (0) |
| WAGES | | 44 | 46 | 46 | 46 | 0 | 0 |
| OTHER PERSONNEL COSTS | | 60 | 83 | 63 | 83 | 0 | 0 |
| TRAINING | | 0 | 42 | 37 | 42 | 0 | 0 |
| TRANSPORT | | 1 | 0 | 0 | 0 | 0 | 0 |
| TRAVEL | | 4 | 20 | 6 | 20 | 0 | 0 |
| COMMUNICATIONS | | 64 | 121 | 115 | 121 | 0 | 0 |
| ADVERTISING & PROMOTION | | 21 | 33 | 31 | 37 | 4 | 12 |
| PROFESSIONAL SERVICES | | 217 | 360 | 290 | 358 | (2) | (1) |
| RENTALS | | 82 | 100 | 78 | 100 | 0 | 0 |
| REPAIR AND MAINTENANCE | | 111 | 119 | 116 | 124 | 5 | 4 |
| ENERGY | | 29 | 30 | 30 | 30 | 0 | 0 |
| MATERIALS & SUPPLIES | | 24 | 20 | 22 | 20 | 0 | 0 |
| EQUIPT. (MINOR CAPITAL) | | 14 | 4 | 18 | 4 | 0 | 0 |
| OTHER EXPENSES | | 3 | 3 | 26 | 118 | 115 | 3,833 |
| GRANTS & CONTRIBUTIONS | | 175 | 175 | 175 | 175 | 0 | 0 |
| TOTAL | | 5,297 | 5,651 | 5,651 | 5,766 | 115 | 2 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 % | |
|----------------------------------|-----|--------------------------|----------------------------|---------------------------|----------------------------|---|----------|
| DESCRIPTION (1) | (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | | (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 |
| TOTAL | | 55 | 55 | 55 | 55 | 0 | 0 |

HEAD 02 LEGISLATURE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 12000 - Administration | | | | |
| No. of procedural and substantive motions drafted for Members per legislative session* | N/A | N/A | New Measure | 400 |
| No. of informational documents provided to Members* | N/A | N/A | New Measure | 50 |
| Members' workshop on parliamentary practice and the legislative process* | N/A | N/A | New Measure | 1 |
| Workshops on parliamentary practice and the legislative process for public servants* | N/A | N/A | New Measure | 1 |
| No. of courses offered to Senior Public Officers on the legislative process* | N/A | N/A | New Measure | 1 |
| No. of attendees at courses offered to Senior Public Officers* | N/A | N/A | New Measure | 12 |
| No. of PR/educational initiatives informing the public on the work of the Legislature* | N/A | N/A | New Measure | 2 |
| No. of persons accessing the streaming service of parliament sittings* | N/A | N/A | New Measure | 1,000 |
| No. of visits to the parliament website* | N/A | N/A | New Measure | 18,000 |
| No. of visitors to the public gallery during House and Senate meetings | 1,092 | 1,000 | 750 | 1,000 |
| No. of visitors to Sessions House (N/A during renovation works) | 150 | N/A | N/A | N/A |
| No. of tours to Sessions House (N/A during renovation works) | 5 | N/A | N/A | N/A |
| No. of school class visits to the Legislature | 3 | 10 | 5 | 5 |
| % of staff undertaking training and professional development | 95% | 100% | 100% | 100% |
| No. of postings of Reports/Papers/Communications on parl. Website* | N/A | N/A | New Measure | 150 |
| % of invoices paid within 30 days | 100% | 100% | 100% | 100% |
| Information requests on procedural advice and research responded within 48 hours* | N/A | N/A | New Measure | 50 |
| Full implementation of use of tablets for all Members and Clerks during parliamentary proceedings | Procurement of tablets | Enhance features | Full implementation | Active use of tablets |
| Implementation of Share Point system for the Legislature | N/A | N/A | Initiation of sharepoint | Full implementation |
| BUSINESS UNIT: 12002 - Youth Parliament | | | | |
| No. of youth parliamentarian participating in each legislative session | 2 | 2 | 2 | 2 |
| No. of youth parliament meetings | N/A | 28 | 25 | 28 |
| Major debates on parochial issues eg. Youth unemployment | 4 | 3 | 2 | 2 |
| Participation in two international forums | 1 | 2 | 1 | 1 |
| Debates and convening of youth parliament broadcasted on CITV | 1 | 1 | 1 | 1 |

* New Measures for 2020/21

HEAD 02 LEGISLATURE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|--|--|--|
| BUSINESS UNIT: 12010 - Ministers and Members | | | | |
| Parliamentary Committee Meetings Held:- | | | | |
| No. of House & Grounds Committee | 8 | 12 | 15 | 10 |
| No. of Public Accounts Committee | 14 | 18 | 18 | 20 |
| No. of Audit Office Committee | 5 | 6 | 6 | 6 |
| No. of Private Bills Committee | 2 | 3 | 3 | 3 |
| No. of Standing Orders & Privileges Committee | 3 | 6 | 3 | 3 |
| No. of Special Select and Joint Select Committees* | | | | 2 |
| No. of Members participate in Parliamentary Conferences and activities (both in Bermuda and abroad) | 7 | 55 | 41 PSS | 8 |
| Encourage Members opportunities for professional development and/or certification in parliamentary practice and procedures* | N/A | N/A | New Measure | 2 Members |
| Number of House of Assembly Meetings held | 33 | TBD per Legislative Calendar | TBD per Legislative Calendar | TBD per Legislative Calendar |
| Number of Senate Meetings Held | 27 | TBD per Legislative Calendar | TBD per Legislative Calendar | TBD per Legislative Calendar |
| Number of Public Bills passed | 73 | Pending Government's Legislative Agenda | Contingent upon Government's Legislative Agenda | Contingent upon Government's Legislative Agenda |
| Number of Private Bills passed | 5 | 5 | 3 | 5 |
| No of Subsidiary legislative items processed through the Legislature | 49 | Contingent upon Government's legislative Agenda | Contingent upon Government's legislative Agenda | Contingent upon Government's legislative Agenda |
| Publications and Reports:- | | | | |
| Total Parliamentary Committee Reports Tabled* | N/A | N/A | New Measure | 8 |
| Number of Special Select & Joint Select Committee Reports Tabled* | N/A | N/A | New Measure | 2 |
| Number of Departmental and Quango Reports tabled by Ministers* | N/A | N/A | New Measure | 40 |
| BUSINESS UNIT: 12015 - The Opposition Leader's Office | | | | |
| Allocation of adequate funding for operations of Opposition Leader's Office and professional services to Opposition Leader* | N/A | N/A | New Measure | Throne Speech & Budget Replies, & Opp. Business |
| Semi-annual review on the adequacy of funds used by Opposition Leader's Office | 2 | 2 | 2 | 2 |

* New Measures for 2020/21

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 improve our delivery of assurance engagements
- To increase awareness of the role of the Office
- 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 sustain Performance Audit capacity
- To enhance our support to the Public Accounts Committee

GENERAL SUMMARY

| EXPENDITURE PROG | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0501 GENERAL | | | | | | | |
| 15000 AUDIT | | 3,678 | 4,082 | 3,988 | 4,205 | 123 | 3 |
| | TOTAL | 3,678 | 4,082 | 3,988 | 4,205 | 123 | 3 |

HEAD 05 OFFICE OF THE AUDITOR GENERAL - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 2,660 | 3,145 | 3,058 | 3,294 | 149 5 |
| | OTHER PERSONNEL COSTS | 23 | 20 | 7 | 10 | (10) (50) |
| | TRAINING | 26 | 20 | 13 | 17 | (3) (15) |
| | TRAVEL | 17 | 23 | 35 | 35 | 12 52 |
| | COMMUNICATIONS | 46 | 49 | 68 | 57 | 8 16 |
| | ADVERTISING & PROMOTIONS | 21 | 10 | 5 | 1 | (9) (90) |
| | PROFESSIONAL SERVICES | 541 | 445 | 445 | 425 | (20) (4) |
| | RENTALS | 213 | 222 | 222 | 222 | 0 0 |
| | REPAIR & MAINTENANCE | 61 | 90 | 77 | 85 | (5) (6) |
| | ENERGY | 45 | 36 | 36 | 36 | 0 0 |
| | MATERIALS & SUPPLIES | 25 | 21 | 21 | 22 | 1 5 |
| | OTHER EXPENSES | 0 | 1 | 1 | 1 | 0 0 |
| | TOTAL | 3,678 | 4,082 | 3,988 | 4,205 | 123 3 |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|-----------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8317 Audit Fees | 1,069 | 1,060 | 1,060 | 1,138 | 78 7 |
| | TOTAL | 1,069 | 1,060 | 1,060 | 1,138 | 78 7 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS) | | | | | DIFFERENCE | |
|--|--------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| BUSINESS UNIT DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 15000 AUDIT | 29 | 29 | 28 | 30 | 1 3 |
| | TOTAL | 29 | 29 | 28 | 30 | 1 3 |

HEAD 05 OFFICE OF THE AUDITOR GENERAL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 15000 Audit | | | | |
| Number of Financial Statement Audits Completed | 45 | 74 | 70 | 81 |
| Number of Financial Statement Reviews Completed | 8 | - | 6 | 17 |
| Number of IT Audits completed* | | | | 2 |
| Annual Report Released (due by March 31 of the following fiscal year) | 2018-19 | 2018-19 | 2018-19 | 2019-20 |
| % team members who met minimum CPD requirements | 100% | 100% | 100% | 100% |
| % of staff time allocated to the annual Consolidated Fund Audit | 100% | 80% | 80% | 80% |
| % of staff time allocated to other audits | 10% | 20% | 10% | 20% |
| Number of performance audits completed | Nil | 2 | Nil | 2 |

* New Measures for 2020/21

HEAD 56 HUMAN RIGHTS COMMISSION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To honour and protect 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 | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | 2020/21 | |
| | | (\$000) | (\$000) | (\$000) | ESTIMATE | 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) % |
| | | | | | | (8) |
| 5601 | GENERAL | | | | | |
| | 66020 HRC ADMINISTRATION | 1,210 | 1,269 | 1,269 | 1,269 | 0 0 |
| | TOTAL | 1,210 | 1,269 | 1,269 | 1,269 | 0 0 |

HEAD 56 HUMAN RIGHTS COMMISSION - continued

CURRENT ACCOUNT ESTIMATES

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|-------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 558 | 742 | 660 | 764 | 22 3 |
| | TRAINING | 1 | 8 | 8 | 8 | 0 0 |
| | TRAVEL | 0 | 8 | 8 | 8 | 0 0 |
| | COMMUNICATIONS | 11 | 17 | 17 | 17 | 0 0 |
| | ADVERTISING & PROMOTION | 17 | 20 | 20 | 20 | 0 0 |
| | PROFESSIONAL SERVICES | 461 | 296 | 375 | 271 | (25) (8) |
| | RENTALS | 118 | 125 | 125 | 125 | 0 0 |
| | REPAIR AND MAINTENANCE | 17 | 24 | 25 | 25 | 1 4 |
| | MATERIALS & SUPPLIES | 25 | 25 | 28 | 28 | 3 12 |
| | EQUIPMT.(MINOR CAPITAL) | 2 | 3 | 3 | 3 | 0 0 |
| | OTHER EXPENSES | 0 | 1 | 0 | 0 | (1) (100) |
| | TOTAL | 1,210 | 1,269 | 1,269 | 1,269 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) % (8) |
| | 66020 HRC ADMINISTRATION | 8 | 8 | 8 | 8 | 0 0 |
| | TOTAL | 8 | 8 | 8 | 8 | 0 0 |

HEAD 56 HUMAN RIGHTS COMMISSION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 66020 HRC Administration | | | | |
| Number of complaints resolved through Conciliation/Mediation | 1 | 6 | 6 | 6 |
| Number of complaints referred to a Human Rights Tribunal | 1 | 8 | 0 | 5 |
| Tribunal Decisions Registered in Supreme Court | 1 | 8 | 1 | 5 |
| Number of policies reviewed, documented with recommended improvements | 5 | 8 | 5 | 5 |
| Number of community educational/public forums/workshops | 35 | 30 | 17 | 30 |

HEAD 63 PARLIAMENTARY REGISTRAR

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Independently manages elections & promotes voter awareness in Bermuda to facilitate free and fair elections.

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.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|--------------------------------------|-------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 6301 PARLIAMENTARY REGISTRAR | | | | | | | |
| 73000 ADMINISTRATION | | 694 | 944 | 944 | 1,184 | 240 | 25 |
| 73005 BOUNDARIES COMMISSION | | 0 | 38 | 38 | 38 | 0 | 0 |
| 73010 GENERAL & BYE ELECTIONS | | 87 | 250 | 241 | 203 | (47) | (19) |
| 73015 MUNICIPALITIES ELECTIONS | | 21 | 76 | 102 | 80 | 4 | 5 |
| 73017 ELECTION REFORM RESEARCH | | 27 | 263 | 216 | 66 | (197) | (75) |
| | | 829 | 1,571 | 1,541 | 1,571 | 0 | 0 |

HEAD 63 PARLIAMENTARY REGISTRAR - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 451 | 515 | 515 | 440 | (75) (15) |
| | WAGES | 60 | 57 | 57 | 92 | 35 61 |
| | TRAINING | 8 | 22 | 13 | 22 | 0 0 |
| | TRAVEL | 10 | 48 | 48 | 29 | (19) (40) |
| | COMMUNICATIONS | 8 | 19 | 20 | 23 | 4 21 |
| | ADVERTISING & PROMOTION | 17 | 280 | 227 | 171 | (109) (39) |
| | PROFESSIONAL SERVICES | 104 | 261 | 249 | 492 | 231 89 |
| | RENTALS | 87 | 139 | 154 | 138 | (1) (1) |
| | REPAIR AND MAINTENANCE | 42 | 63 | 70 | 56 | (7) (11) |
| | ENERGY | 0 | 3 | 3 | 3 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 1 | 5 | 5 | 3 | (2) (40) |
| | MATERIALS & SUPPLIES | 26 | 126 | 129 | 61 | (65) (52) |
| | EQUIPMT. (MINOR CAPITAL) | 0 | 2 | 2 | 2 | 0 0 |
| | OTHER EXPENSES | 12 | 20 | 38 | 28 | 8 40 |
| | CAPITAL RECHARGES | 3 | 11 | 11 | 11 | 0 0 |
| | TOTAL | 829 | 1,571 | 1,541 | 1,571 | 0 0 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|---------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8440 Apostille Fees | 371 | 350 | 250 | 250 | (100) (29) |
| | TOTAL | 371 | 350 | 250 | 250 | (100) (29) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|-------------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 73000 ADMINISTRATION | 5 | 5 | 5 | 5 | 0 0 |
| | 73010 GENERAL & BYE ELECTIONS | 1 | 1 | 1 | 1 | 0 0 |
| | TOTAL | 6 | 6 | 6 | 6 | 0 0 |

HEAD 63 PARLIAMENTARY REGISTRAR - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 73000 - Administration | | | | |
| Voter registrations updated per total population.* | | | | 50% |
| Number of online registrations increased over the previous year.* | | | | 50% |
| Stakeholder engagements conducted to increase the awareness of voter registration and electoral processes.* | | | | 4 |
| BUSINESS UNIT: 73005 - Boundaries Commission | | | | |
| Changes made to the constituency boundaries of Bermuda, per the last boundaries report publicized.* | | | | 100% |
| BUSINESS UNIT: 73010 - General/Bye Elections | | | | |
| Election forms updated.* | | | | 100% |
| Operational and administrative election procedures reviewed and updated.* | | | | 100% |
| BUSINESS UNIT: 73015 - Municipalities Elections | | | | |
| Extraordinary municipal elections completed within 60 days of the occurrence of the vacancy.* | | | | 100% |
| BUSINESS UNIT: 73017- Election Reform Research | | | | |
| Research on alternative & future forward approaches to voting assessed.* | | | | 100% |

* New Measures for 2020/21

HEAD 85 OMBUDSMAN'S OFFICE

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

We protect the interest of the public by providing independent resources and interventions for individuals with complaints about public services, while influencing improvement in standards of those services to ensure people are treated fairly.

DEPARTMENT OBJECTIVES

- Deliver a more efficient, accessible and responsive service that effectively resolves complainants' concerns
- Inform the Public Service of developments in principles and practices of good administration and facilitate improvement of public authorities' complaint handling processes services.
- Improve stakeholder satisfaction about the quality and impact of our service.
- Remain aware of administrative best practices, emerging trends and issues both locally and in our international networks.
- Strengthen best practices and internal processes for enhanced team performance and development.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8501 | GENERAL | | | | | | |
| | 95000 ADMINISTRATION | 902 | 954 | 942 | 1,079 | 125 | 13 |
| | 95020 CAROA CONFERENCE | 7 | 125 | 137 | 0 | (125) | (100) |
| | TOTAL | 909 | 1,079 | 1,079 | 1,079 | 0 | 0 |

HEAD 85 OMBUDSMAN'S OFFICE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | | | | |
|-------------------------|--------------------------|-----|-------|-------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|---|
| OBJECT CODE DESCRIPTION | | | | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | | | |
| | SALARIES | 695 | 707 | 637 | 719 | 12 | 2 | | | |
| | TRAINING | 4 | 4 | 4 | 10 | 6 | 150 | | | |
| | TRAVEL | 9 | 32 | 44 | 19 | (13) | (41) | | | |
| | COMMUNICATIONS | 12 | 14 | 14 | 14 | 0 | 0 | | | |
| | ADVERTISING & PROMOTIONS | 5 | 10 | 11 | 41 | 31 | 310 | | | |
| | PROFESSIONAL SERVICES | 67 | 117 | 169 | 160 | 43 | 37 | | | |
| | RENTALS | 50 | 64 | 64 | 53 | (11) | (17) | | | |
| | REPAIR & MAINTENANCE | 26 | 27 | 26 | 27 | 0 | 0 | | | |
| | ENERGY | 11 | 13 | 13 | 13 | 0 | 0 | | | |
| | MATERIALS & SUPPLIES | 12 | 44 | 44 | 19 | (25) | (57) | | | |
| | EQUIPMT. (MINOR CAPITAL) | 6 | 1 | 2 | 1 | 0 | 0 | | | |
| | OTHER EXPENSES | 12 | 46 | 51 | 3 | (43) | (93) | | | |
| | TOTAL | 909 | 1,079 | 1,079 | 1,079 | 0 | 0 | | | |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 | DIFFERENCE | |
|---------------|----------------|-------------------|---------------------|--------------------|----------|------------|-----|
| DESCRIPTION | | | | | ESTIMATE | 2019/20 | |
| (1) | (2) | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | (6) | vs | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 95000 | ADMINISTRATION | 6 | 6 | 6 | 6 | 0 | 0 |
| TOTAL | | 6 | 6 | 6 | 6 | 0 | 0 |

HEAD 85 OMBUDSMAN'S OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|--|--|--|
| 1. Deliver a faster, more responsive service that effectively resolves complainants' concerns | | | | |
| Percentage of enquiries (contacts for general help) responded to within 7 days of initial contact | 90% | 95% | 95% | 95% |
| Percentage of complaints outside of jurisdiction that are declined (with value added) within 5 days of intake | 75% | 95% | 95% | 95% |
| Percentage of complaints resolved by referral where other avenues were not yet taken, within 10 days of intake | 70% | 90% | 90% | 90% |
| Percentage of complaints suitable to progress past intake, where inquiries started within 10 days of intake | 30% | 80% | 80% | 80% |
| Percentage of complaints resolved by alternative approaches to an investigation within 25 days of intake | New measure | 80% | 80% | 80% |
| Percentage of investigation reports issued within 6 months of statutory notice to parties | 20% | 70% | 70% | 70% |
| Number of complaints carried over into next calendar year, compared with previous period | New measure | To reduce by 5 complaints (from 36) | To maintain (at 36) | To reduce by 5 complaints (from 36) |
| 2. Facilitate improvement of public authorities' complaint handling processes | | | | |
| Percentage of ombuds reviews issued about authority's statutory response to recommendations, for complaints investigated, within 5 days of receiving authority's letter | 100% | 100% | 100% | 100% |
| Percentage of improvement-focused general discussions with authorities, arising from cases or otherwise, started within 20 days of our initial assessment | New measure | 70% | 70% | 70% |
| Number of s.24(2) Special Reports about systemic investigations filed with the Legislature and released publicly | None submitted | 2 special reports anticipated to be submitted | 3 special reports anticipated to be submitted by 31Mar20 | 2 special reports anticipated to be submitted by 31Mar21 |
| Number of complaint handling workshops and meetings facilitated for public service and targeted groups | New measure | 2 half-day workshops and 6 meetings to be held | 4 meetings to be held (1 held to date) | 6 meetings to be held |
| Number of complaint handling resources developed and distributed for public service and targeted groups | New measure | 8 resources to be distributed | 2 resources likely to be distributed | 6 resources to be distributed |

HEAD 85 OMBUDSMAN'S OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|---|--|---|---|
| 3. Improve stakeholder satisfaction about the quality and impact of our service | | | | |
| Time taken to publish and file statutory Annual Report with the Legislature | Annual Report 2018 completed 18Jun19 and tabled 21Jun19 | Annual Report 2019 to be completed by 30Apr20 | Annual Report 2019 to be completed by 29May20 | Annual Report 2020 to be completed by 30Apr21 |
| Number and type of 'how we work' information published about our service | New measure | Complaint process documents to be posted by 30Jun19 | Website updated in Jun19, with selected information included in Annual Report 2018 | Quarterly update to website with new information for public |
| Number of information sessions about our service delivered for public sector, community groups and media | 4 public educations done, 1 speech | 8 public educations to be done | 4 public educations to be done | 6 public educations to be done |
| Frequency of updates on our current activities and other information of public interest posted via social media and other portals | New measure | 1 post to be made every two weeks | 1 post likely to be made monthly | 1 post likely to be made monthly |
| Number of engagements with media about our current activities and other information of public interest | New measure | 4 engagements to be made | 2 engagements likely to be made (1 done to date) | 3 engagements to be made |
| 4. Remain aware of emerging trends and issues both locally and in our international networks | | | | |
| Number of engagements with local and overseas colleagues to exchange information about current practices and reflections on best practices | New measure | 4 local exchanges, 6 overseas exchanges to be done | 3 local exchanges, 3 overseas exchanges to be done | 4 local exchanges, 6 overseas exchanges to be done |
| <p>Number of trainings, conferences, courses and/or networking meetings attended</p> <p>Usual overseas facilitators and hosts include:</p> <ul style="list-style-type: none"> - Caribbean Ombudsman Association (CAROA) - Consumer Dispute Resolution Centre at Queen Margaret University (QMU) - Forum Canadian Ombudsman (FCO) - Governance & Management Services International (GMSI) - International Ombudsman Institute (IOI) - Ombudsman Association (OA) - Public Administration International (PAI) - US Ombudsman Association (USOA) - Workplace Institute (WI) | <p>Ombudsman attended 2-day OA conference (also chaired session) (May18 Edinburgh); presented keynote address at CAROA member's anniversary (May18 Curacao)</p> <p>Investigations Officers attended 2-day OA conference and 0.5-day Ombuds office visit (May18 Edinburgh); 3-day WI investigations training (Nov18 Toronto)</p> <p>Executive Assistant attended 1-day conference (Apr18)</p> <p>Team attended half-day local workshop (Mar19)</p> | <p>Ombudsman to attend: FCO conference (Apr19 Toronto) or alternative; CAROA conference as host (May19 Bermuda); USOA conference (Sep19 Hawaii)</p> <p>Team to identify relevant training by 31Mar19 and complete by 31Mar20</p> | <p>Team hosted and attended: CAROA conference and training (May19 Bermuda)</p> <p>Ombudsman attended: ILO meetings (Jul19 El Salvador); USOA conference (Sep19 Hawaii); Int'l Ombuds Expo (Oct19 Nigeria) & to attend: Thai Ombuds seminar (Feb20 Thailand)</p> <p>Investigations Officer started online postgraduate module (Sep19 QMU)</p> <p>Executive Assistant attended 1-day conference (Apr19)</p> | <p>Team to identify relevant training by 31Mar20 to complete by 31Mar21</p> <p>Ombudsman to attend: IOI conference (May20 Ireland)</p> <p>Investigations Officer to complete online postgraduate module (Jan20 QMU)</p> |

HEAD 85 OMBUDSMAN'S OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|-----------------------------------|--|---|---|
| 5. Strengthen internal processes for enhanced team performance and development | | | | |
| Time taken to begin preparation for annual independent financial audit | Began preparation within 6 months | To begin preparation within 6 months | To begin preparation within 8 months | To begin preparation within 6 months |
| Percentage of internal monthly progress reports, for ongoing review of our complaint handling performance, completed and discussed by team within 5 days of month-end | New measure | To internally report on cases at start of each quarter | Case reviews completed and discussed May19. New report template to be created in electronic system by 31Dec19 | To internally report on cases at start of each quarter, pulled from electronic system |
| Number of internal education sessions on applying principles, researching best practices, reflecting on trainings, reviewing colleagues' publications etc. | Ongoing | 4 sessions to be done | 2 sessions likely to be done | 4 sessions to be done |
| Percentage of written reflections about trainings completed by staff within 5 days of attending session | New measure | New measure | New measure | 70% |

HEAD 92 INTERNAL AUDIT

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide independent, objective assurance and advisory services to improve operations and internal control systems.

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 | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-----------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----|
| BUSINESS UNIT | DESCRIPTION | | | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 9201 | GENERAL | | | | | | |
| | 102000 ADMINISTRATION | 1,387 | 1,426 | 1,426 | 1,434 | 8 | 1 |
| | TOTAL | 1,387 | 1,426 | 1,426 | 1,434 | 8 | 1 |

HEAD 92 INTERNAL AUDIT - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | | | |
|-------------------------|--------------------------|---------|---------|-------------------|---------------------|--------------------|---------------------|---------|
| | | | | | 2019/20 | | | |
| | | | | | vs | | | |
| OBJECT CODE DESCRIPTION | | | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2020/21 |
| | | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | |
| | SALARIES | 1,218 | 1,254 | 1,254 | 1,256 | 2 | 0 | |
| | OTHER PERSONNEL COSTS | 0 | 5 | 5 | 5 | 0 | 0 | |
| | TRAINING | 11 | 10 | 10 | 10 | 0 | 0 | |
| | TRAVEL | 9 | 14 | 14 | 14 | 0 | 0 | |
| | COMMUNICATIONS | 8 | 11 | 11 | 11 | 0 | 0 | |
| | ADVERTISING & PROMOTIONS | 0 | 1 | 1 | 1 | 0 | 0 | |
| | PROFESSIONAL SERVICES | 36 | 8 | 8 | 8 | 0 | 0 | |
| | RENTALS | 59 | 66 | 66 | 72 | 6 | 9 | |
| | REPAIR & MAINTENANCE | 35 | 33 | 33 | 33 | 0 | 0 | |
| | MATERIALS & SUPPLIES | 10 | 18 | 18 | 18 | 0 | 0 | |
| | EQUIPMT. (MINOR CAPITAL) | 0 | 4 | 4 | 4 | 0 | 0 | |
| | OTHER EXPENSES | 1 | 2 | 2 | 2 | 0 | 0 | |
| | TOTAL | 1,387 | 1,426 | 1,426 | 1,434 | 8 | 1 | |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|-----------------------|-------------------|---------------------|--------------------|-----|---------------------|--|-----|
| DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | % | | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 102000 ADMINISTRATION | | 12 | 12 | 12 | 12 | 0 | 0 |
| TOTAL | | 12 | 12 | 12 | 12 | 0 | 0 |

HEAD 92 INTERNAL AUDIT - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 102000 Administration | | | | |
| 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 - 58 | N/A | N/A | N/A |
| | Medium risk -77 | N/A | N/A | N/A |
| | Low risk - 28 | N/A | N/A | N/A |
| | Total - 163 | 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 | 5 | 9 |
| Number of unplanned audit reports issued | 4 | N/A | 0 | N/A |
| Number of Surprise Compliance to Financial Instructions reports issued for Cash /Purchase Orders | 12 | 22 | 12 | 22 |
| Total number of reports issued | 19 | 31 | 17 | 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.

DEPARTMENT OBJECTIVES

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

HEAD 98 INFORMATION COMMISSIONER'S OFFICE**CURRENT
ACCOUNT
ESTIMATES****GENERAL SUMMARY**

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|----------------------------------|------------|------------|------------|--------------|------------|-----------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| | | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 9801 | GENERAL | | | | | | |
| | 108000 ADMINISTRATION | 884 | 885 | 927 | 1,015 | 130 | 15 |
| | 108010 APPLICATIONS (APPEALS) | 18 | 50 | 7 | 20 | (30) | (60) |
| | 108020 COMPLIANCE/BEST PRACTICES | 36 | 7 | 7 | 9 | 2 | 29 |
| | 108030 PUBLIC AWARENESS | 9 | 15 | 16 | 17 | 2 | 13 |
| | TOTAL | 947 | 957 | 957 | 1,061 | 104 | 11 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------|------------------------------|------------|------------|------------|--------------|------------|-----------|
| | | | | | | 2019/20 | |
| OBJECT CODE | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| | | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 511 | 735 | 696 | 733 | (2) | (0) |
| | WAGES | 63 | 0 | 23 | 0 | 0 | 0 |
| | OTHER PERSONNEL COSTS | 47 | 0 | 0 | 0 | 0 | 0 |
| | TRAINING | 21 | 4 | 4 | 5 | 1 | 25 |
| | TRAVEL | 19 | 9 | 6 | 15 | 6 | 67 |
| | COMMUNICATIONS | 18 | 22 | 19 | 28 | 6 | 27 |
| | ADVERTISING & PROMOTIONS | 0 | 8 | 9 | 8 | 0 | 0 |
| | PROFESSIONAL SERVICES | 184 | 116 | 144 | 102 | (14) | (12) |
| | RENTALS | 3 | 7 | 6 | 108 | 101 | 1,443 |
| | REPAIR AND MAINTENANCE | 14 | 12 | 12 | 13 | 1 | 8 |
| | ENERGY | 1 | 7 | 1 | 7 | 0 | 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 1 | 0 | 0 | 0 | 0 | 0 |
| | MATERIALS & SUPPLIES | 19 | 16 | 14 | 17 | 1 | 6 |
| | EQUIPMT. (MINOR CAPITAL) | 23 | 16 | 14 | 18 | 2 | 13 |
| | OTHER EXPENSES | 23 | 5 | 9 | 7 | 2 | 40 |
| | TOTAL | 947 | 957 | 957 | 1,061 | 104 | 11 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|--------------------|-------------------|---------------------|--------------------|---------------------|---|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 108000 | ADMINISTRATION | 6 | 6 | 6 | 6 | 0 | 0 |
| | TOTAL | 6 | 6 | 6 | 6 | 0 | 0 |

HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|---|--|--|--|
| BUSINESS UNIT: 108000 ADMINISTRATION | | | | |
| Publish and file with the Legislature the ICO's s.58 Annual Report by 31 March | Laid before Parliament by 31 March 2019 | Lay before Parliament by 31 March 2020 | Lay before Parliament by 31 March 2020 | Lay before Parliament by 31 March 2021 |
| Complete yearly review of internal guides, procedures, and policy manuals and publish revised editions by 31 December | Not Achieved | 31 December 2019 | 31 March 2020 | 31 March 2021 |
| Information Commissioner to attend 3 overseas training/conferences/meetings per year <ul style="list-style-type: none"> Records Management Training/Conference Information rights law conference Management/information rights training | 2 Attended | 3 Attended | Discontinue | Discontinue |
| Operational staff to attend one overseas training/conference/meeting per year <ul style="list-style-type: none"> Information rights training Records Management Training Mediation/investigation training Information rights law conference | Achieved | Achieve by 31 March 2020 | Discontinue | Discontinue |
| ICO to host 3 volunteers, interns, and/or work shadow candidates per year | 1 | 3 | 0 | 3 |
| Conduct monthly internal education sessions on best practices, information rights principles, or other professional development topics | 6 | 12 | 10 | 12 |
| Receive unqualified audit and publish Financial Statements | New measure | FY 2018-19 published by October 2020 | FY 2018-2019 published by July 2020 | FY 2019-2020 published by March 2021 |
| Document application of new skill, knowledge or other value obtained from conferences and training attended by Information Commissioner and staff | New measure | 100% | 100% | 100% |
| Comply with statutory timeframes in responding to PATI requests | New measure | New Measure | New Measure | 100% |
| Submit timely ICO Annual Return with annual updates | New measure | New Measure | New Measure | 31 December |
| BUSINESS UNIT: 108010 APPLICATIONS (APPEALS) | | | | |
| Requesters make appeals to the Information Commissioner of negative decisions by the heads of authority | 60% | 70% | 70% | Discontinue |
| Acknowledge receipt of applications for review within 5 days | 100% | 100% | 100% | 100% |
| Complete validation of applications for review within 3 weeks | 73% | 85% | 93% | 85% |
| Compete and close valid applications within 4 months | 40% | 40% | 46% | 50% |
| 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 | 8% | 10% | 10% | 10% |
| 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 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 108020 COMPLIANCE/BEST PRACTICES | | | | |
| Publish all current Information Statements in publicly available database on www.ico.bm website by 1 August | 100% | 100% | Discontinue | Discontinue |
| Conduct audit review for compliance of Information Statements by 28 February | Not Achieved | 75% | 50% | 85% |
| Complete investigations under s.57 within 4 months | Not applicable | 95% | Not applicable | 95% |
| Complete yearly review of existing ICO guidelines on the application of the PATI Act exemptions and other PATI Act provisions and publish revised editions by 31 March | Not Achieved | Complete by 31 March 2020 | Complete by 31 March 2020 | Complete by 31 March 2021 |
| Organise and deliver quarterly best practice, leadership, and/or good governance events for public authorities | Achieved | 4 | 4 | 4 |
| Develop self-assessment tool for public authorities to improve their Information Statements | Achieved | Discontinue | Discontinue | Discontinue |
| Respond to enquiries from public authorities on general questions about the PATI Act and its provisions | 40 | 100 | 50 | 50 |
| 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 |
| BUSINESS UNIT: 108030 PUBLIC AWARENESS | | | | |
| Conduct general public education sessions on using the PATI Act (outside of Right to Know Day activities) | 1 | 1 | 1 | 1 |
| Conduct targeted education sessions to interest groups | 5 | 10 | 4 | 10 |
| Collaborate with local charities/advocacy organisations to co-sponsor public awareness event on information rights | 1 | 1 | 1 | 1 |
| Feedback from education sessions rated good or excellent | 90% | 90% | 90% | 90% |

HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 108030 PUBLIC AWARENESS - cont. | | | | |
| Conduct public educational events to commemorate Right to Know Day on 28 September | 0 | 1 | 8 | 8 |
| Conduct media interviews to commemorate Right to Know Day on 28 September | 0 | 2 | 3 | 3 |
| Sponsor secondary school essay, photo, or video contest for Right to Know Day | 0 | 1 | 0 | 1 |
| Social media ad campaigns outreach | 8,305 | 50,000 people | 30,000 people | 30,000 people |
| Social media ad post engagements | 102 engagements | 800 engagements | 400 engagements | 400 engagements |
| Number of Google analytic sessions on ICO website | 4,074 | 7,000 | 5,000 | 5,500 |
| Average duration of Google analytic sessions on ICO website | 1:56 minutes | 2:30 minutes | 2:00 minutes | 2:00 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 | Discontinued | Discontinued | Discontinued |
| Annual research survey shows increase in public's awareness of PATI rights | 6% increase | 5% increase | 5% increase | 2% increase |
| Respond to enquiries from the public on questions concerning the PATI Act and their rights | 40 | 100 | 50 | 75 |
| Develop and produce public awareness videos on PATI rights | 0 | 1 | 1 | 2 |
| 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 |

HEAD 101 PRIVACY COMMISSIONER'S OFFICE

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To ensure that the informational privacy rights of individuals are protected.

DEPARTMENT OBJECTIVES

- Establish the Privacy Commissioner's Office.
- Encourage a culture of privacy through awareness raising and education.
- Guide and monitor how PIPA is implemented and administered.
- Assess privacy and data protection related developments both locally and internationally.

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|-----------------------|---------|----------|---------|----------|------------|-----|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0101 | GENERAL | | | | | | |
| | 111000 ADMINISTRATION | 53 | 567 | 567 | 567 | 0 | 0 |
| | TOTAL | 53 | 567 | 567 | 567 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 0 | 338 | 338 | 338 | 0 | 0 |
| | TRAINING | 0 | 5 | 5 | 5 | 0 | 0 |
| | TRAVEL | 5 | 26 | 26 | 26 | 0 | 0 |
| | COMMUNICATIONS | 0 | 65 | 65 | 65 | 0 | 0 |
| | ADVERTISING & PROMOTIONS | 0 | 35 | 35 | 35 | 0 | 0 |
| | PROFESSIONAL SERVICES | 48 | 13 | 13 | 13 | 0 | 0 |
| | RENTALS | 0 | 45 | 45 | 45 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 0 | 9 | 9 | 9 | 0 | 0 |
| | INSURANCE | 0 | 3 | 3 | 3 | 0 | 0 |
| | ENERGY | 0 | 12 | 12 | 12 | 0 | 0 |
| | MATERIALS & SUPPLIES | 0 | 12 | 12 | 12 | 0 | 0 |
| | OTHER EXPENSES | 0 | 4 | 4 | 4 | 0 | 0 |
| | TOTAL | 53 | 567 | 567 | 567 | 0 | 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | | DIFFERENCE | |
|---------------|----------------|-------------------|---------------------|--------------------|---------------------|--------------------------|----------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 111000 | ADMINISTRATION | 3 | 3 | 3 | 3 | 0 | 0 |
| | TOTAL | 3 | 3 | 3 | 3 | 0 | 0 |

HEAD 101 PRIVACY COMMISSIONER'S OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 111000 ADMINISTRATION | | | | |
| Privacy Commissioner's Office established by March 2021* | | | | 100% |
| Awareness/education initiatives offered in 2020/21* | | | | 5 initiatives |
| Publications and guidance issued in 2020/21* | | | | 6 publications |
| Data protection and privacy conferences attended in 2020/21* | | | | 2 conferences |

* New Measures for 2020/21

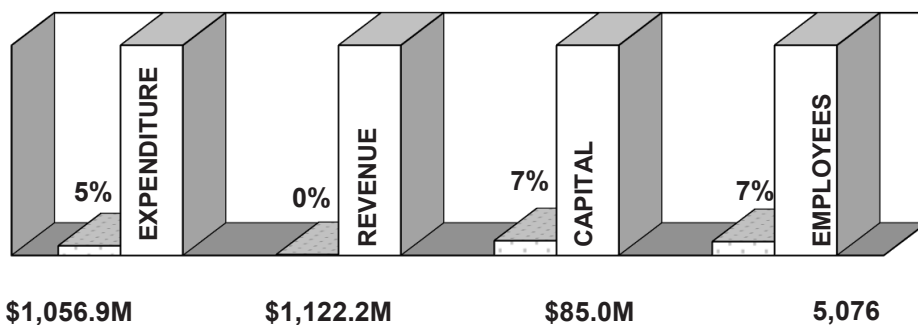
CABINET OFFICE DEPARTMENTS



The Hon. Wayne Furbert, JP, MP

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.

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|------------------------------------|--------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 09 | CABINET OFFICE | 13,396 | 15,334 | 15,332 | 17,331 | 1,997 | 13 |
| 13 | POST OFFICE | 10,308 | 10,502 | 10,502 | 10,502 | 0 | 0 |
| 14 | DEPT. OF STATISTICS | 1,991 | 2,493 | 2,493 | 2,493 | 0 | 0 |
| 26 | DEPT. OF HUMAN RESOURCES | 3,434 | 3,813 | 3,812 | 3,813 | 0 | 0 |
| 43 | DEPT. OF INFORMATION & DIGITAL TECH. | 6,633 | 6,627 | 6,627 | 7,013 | 386 | 6 |
| 51 | DEPT. OF COMMUNICATIONS | 3,061 | 3,150 | 3,150 | 2,764 | (386) | (12) |
| 61 | DEPT. OF EMP. & ORG. DEVELOPMENT | 0 | 1,672 | 1,672 | 1,672 | 0 | 0 |
| 67 | DEPT. OF INFORMATION & COMM. TECH. | 940 | 1,475 | 1,475 | 0 | (1,475) | (100) |
| 80 | PROJECT MGMT & PROCUREMENT | 954 | 930 | 930 | 930 | 0 | 0 |
| 94 | DEPT. OF ECONOMIC DEVELOPMENT | 0 | 0 | 0 | 1,727 | 1,727 | 0 |
| | | 40,717 | 45,996 | 45,993 | 48,245 | 2,249 | 5 |
| REVENUE (\$000) | | | | | | | |
| 09 | CABINET OFFICE | 3 | 0 | 260 | 150 | 150 | 0 |
| 13 | POST OFFICE | 3,650 | 4,645 | 4,220 | 4,040 | (605) | (13) |
| 14 | DEPT. OF STATISTICS | 1 | 0 | 0 | 0 | 0 | 0 |
| | | 3,654 | 4,645 | 4,480 | 4,190 | (455) | (10) |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 2,158 | 2,272 | 2,266 | 4,082 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 155 | 0 | 0 | 1,870 | | |
| | | 2,313 | 2,272 | 2,266 | 5,952 | | |
| EMPLOYEE NUMBERS | | 298 | 328 | 325 | 332 | 4 | 1 |



Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

We maintain public confidence by leading the delivery of Government Services.

DEPARTMENT OBJECTIVES

- Strengthen governance, transparency and accountability across the public sector.
- Deliver efficient and effective services to the Premier, Ministers, and Cabinet.
- Enhance the performance of the Public Service ensuring public value.
- Improve policy-making Government wide.
- Lead and support economic development.
- Ensure implementation of Government reform priorities in the key strategy, performance, platform, people and perspective operational components.
- Enhance Government safety management systems.

HEAD 09 CABINET OFFICE - continued

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0901 | GENERAL | | | | | | |
| | 19000 GENERAL ADMINISTRATION | 8,500 | 10,765 | 10,541 | 12,381 | 1,616 | 15 |
| | 19005 OVERSEAS TRAVEL | 166 | 128 | 184 | 199 | 71 | 55 |
| | 19010 PROTOCOL & HOSPITALITY | 545 | 512 | 578 | 628 | 116 | 23 |
| | 19015 POLICY & STRATEGY | 965 | 824 | 969 | 679 | (145) | (18) |
| | 19060 COMMISSION OF INQUIRY | 0 | 0 | 9 | 325 | 325 | 0 |
| | 19070 BUSINESS DEVELOPMENT UNIT | 498 | 657 | 687 | 0 | (657) | (100) |
| | 19080 HEAD OF PUBLIC SERVICE | 0 | 375 | 364 | 486 | 111 | 30 |
| | 19085 PATI/PIPA UNIT | 0 | 0 | 0 | 689 | 689 | 0 |
| | | 10,674 | 13,261 | 13,332 | 15,387 | 2,126 | 16 |
| 0902 | ECONOMIC POLICY & FOREIGN AFFAIRS | | | | | | |
| | 19035 LONDON OFFICE | 1,400 | 958 | 1,109 | 1,120 | 162 | 17 |
| | 19045 WASHINGTON DC OFFICE | 291 | 403 | 217 | 61 | (342) | (85) |
| | 19075 BRUSSELS OFFICE | 0 | 341 | 327 | 392 | 51 | 15 |
| | | 1,691 | 1,702 | 1,653 | 1,573 | (129) | (8) |
| 0903 | CABINET MINISTRY | | | | | | |
| | 19020 SAFETY & HEALTH | 115 | 115 | 115 | 124 | 9 | 8 |
| | 19040 ADMINISTRATION | 291 | 256 | 232 | 247 | (9) | (4) |
| | 19055 MGMT. SERVICES | 625 | 0 | 0 | 0 | 0 | 0 |
| | | 1,031 | 371 | 347 | 371 | 0 | 0 |
| | TOTAL | 13,396 | 15,334 | 15,332 | 17,331 | 1,997 | 13 |

HEAD 09 CABINET OFFICE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|-----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 | |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) (7) | % (8) |
| | SALARIES | 4,489 | 3,980 | 3,796 | 5,319 | 1,339 | 34 |
| | WAGES | 156 | 240 | 321 | 260 | 20 | 8 |
| | OTHER PERSONNEL COSTS | 27 | 4 | 3 | 2 | (2) | (50) |
| | TRAINING | 13 | 36 | 26 | 61 | 25 | 69 |
| | TRANSPORT | 0 | 1 | 1 | 1 | 0 | 0 |
| | TRAVEL | 256 | 278 | 324 | 295 | 17 | 6 |
| | COMMUNICATIONS | 78 | 108 | 91 | 94 | (14) | (13) |
| | ADVERTISING & PROMOTION | 43 | 60 | 29 | 35 | (25) | (42) |
| | PROFESSIONAL SERVICES | 1,761 | 1,205 | 1,299 | 2,812 | 1,607 | 133 |
| | RENTALS | 982 | 1,026 | 1,065 | 972 | (54) | (5) |
| | REPAIR AND MAINTENANCE | 123 | 155 | 138 | 130 | (25) | (16) |
| | INSURANCE | 7 | 9 | 9 | 4 | (5) | (56) |
| | ENERGY | 99 | 112 | 95 | 103 | (9) | (8) |
| | MATERIALS & SUPPLIES | 94 | 202 | 222 | 184 | (18) | (9) |
| | EQUIPMT.(MINOR CAPITAL) | 7 | 29 | 13 | 15 | (14) | (48) |
| | OTHER EXPENSES | 136 | 125 | 136 | 205 | 80 | 64 |
| | GRANTS AND CONTRIBUTIONS | 5,125 | 7,764 | 7,764 | 6,839 | (925) | (12) |
| | TOTAL | 13,396 | 15,334 | 15,332 | 17,331 | 1,997 | 13 |

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE | |
|----------------|--------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|----------|
| | | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | 2019/20 vs 2020/21 | |
| (1) | (2) | | | | | (\$000) (7) | % (8) |
| | 8288 Work Permit Exemption Fee | 0 | 0 | 260 | 150 | 150 | 0 |
| | 8877 Reimbursements | 3 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 3 | 0 | 260 | 150 | 150 | 0 |

HEAD 09 CABINET OFFICE - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|---------------------------------|-------------------|---------------------|--------------------|---------------------|---|-----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 19000 GENERAL ADMINISTRATION | 12 | 14 | 18 | 23 | 9 | 64 |
| | 19010 PROTOCOL & HOSPITALITY | 3 | 3 | 3 | 3 | 0 | 0 |
| | 19015 POLICY & STRATEGY | 7 | 7 | 7 | 5 | (2) | (29) |
| | 19020 SAFETY & HEALTH | 1 | 1 | 1 | 1 | 0 | 0 |
| | 19035 LONDON OFFICE | 3 | 3 | 3 | 3 | 0 | 0 |
| | 19040 ADMINISTRATION | 2 | 2 | 2 | 2 | 0 | 0 |
| | 19045 WASHINGTON DC OFFICE | 0 | 2 | 0 | 0 | (2) | (100) |
| | 19055 MANAGEMENT SERVICES | 6 | 0 | 0 | 0 | 0 | 0 |
| | 19070 BUSINESS DEVELOPMENT UNIT | 3 | 4 | 4 | 0 | (4) | (100) |
| | 19075 BRUSSELS OFFICE | 0 | 0 | 0 | 2 | 2 | 0 |
| | 19080 HEAD OF PUBLIC SERVICE | 0 | 2 | 2 | 3 | 1 | 50 |
| | TOTAL | 37 | 38 | 40 | 42 | 4 | 11 |

HEAD 09 CABINET OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 19000 General Administration | | | | |
| 3 day turn-around of Cabinet Conclusions 90% of time. | 60% | 100% | 90% | 100% |
| BUSINESS UNIT: 19015 Policy & Strategy | | | | |
| 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 | 50% | 65% | 50% | To be discontinued |
| Respond within 5 working days to requests for assistance with administrative and legal aspects of Public Access to Information | 100% | 100% | 100% | 100% |
| Respond to service requests within 48 hours.* | | | | 100% |
| Introduce policy monitoring & evaluation of Throne Speech /Budget statement undertakings* | | | | 100% |
| BUSINESS UNIT: 19020 Safety & Health | | | | |
| Safety & Health audits undertaken | N/A | 5 | 5 | 5 |
| Safety Policies and Programmes Developed to enhance Safety Management Systems* | | | 4 | 4 |
| Level of completion of Workplace and Building Inspections Assessments re Health and Wellness* | | | 5 | 5 |
| Increase Compliance Rate* | | | 85 | 100% |
| BUSINESS UNIT: 19035 London Office | | | | |
| 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% |
| Represent Bermuda at and part of official OT organizations - e.g. UKOTA* | | | | 100% |
| Manage Bermuda's relationship with the FCO* | | | | 100% |
| Organize and manage UK programmes for visiting Ministers* | | | | 100% |
| BUSINESS UNIT: 19040 Administration | | | | |
| Government Reform Agenda initiatives to be implemented | 3 | 3 | 3 | 3 |
| Program initiatives resulting in increased efficiencies | Not measured | 5 | Not measured | Discontinued |

* New Measures for 2020/21

HEAD 09 CABINET OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 19080 Head of Public Service | | | | |
| Gross Misconduct cases will be adjudicated within an eight-week period. | 70% | 60% | 60% | 60% |
| Develop a 5 year Public Service Plan that requires the review and justification of services provided by Government by June 2020* | | | | 100% |
| Customer complaint logged and responded to within 48 hours* | | | | 100% |
| First cohort to begin Leadership Programme by October 1st, 2020* | | | | 10 |

* New Measures for 2020/21

MISSION STATEMENT

We connect the public to an accessible, affordable and efficient delivery of 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 improve marketing of our products and services, expand e-commerce /online services and enhance our web presence.
- To improve the sale of stamps through a Philatelic website.
- To develop technology infrastructure to support e-services.
- To enhance customer experiences.
- To align costing and pricing model with international postal best practice and logistics industry.
- To modernize enabling legislation.
- To maintain service delivery standards for all mail products.
- To develop human capital capability to support product and market development.

HEAD 13 POST OFFICE - continued

GENERAL SUMMARY

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE | |
|---------------|------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| PROG | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | 2019/20 vs 2020/21 (\$000) (7) | % (8) |
| BUSINESS UNIT | DESCRIPTION | | | | | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1309 | CORPORATE SERVICES | | | | | | |
| 325 | ADMINISTRATION AND FINANCE | 1,647 | 1,625 | 1,625 | 2,282 | 657 | 40 |
| 330 | IT SERVICES | 153 | 218 | 218 | 360 | 142 | 65 |
| 335 | PHILATELIC SERVICES | 463 | 433 | 433 | 345 | (88) | (20) |
| | | 2,263 | 2,276 | 2,276 | 2,987 | 711 | 31 |
| 1310 | OPERATIONS | | | | | | |
| 340 | CENTRAL MAIL PROCESSING UNIT | 2,226 | 2,004 | 2,000 | 2,028 | 24 | 1 |
| 345 | SUB-POST OFFICES | 5,618 | 6,018 | 6,022 | 5,255 | (763) | (13) |
| 350 | COURIER SERVICES | 201 | 204 | 204 | 232 | 28 | 14 |
| | | 8,045 | 8,226 | 8,226 | 7,515 | (711) | (9) |
| | TOTAL | 10,308 | 10,502 | 10,502 | 10,502 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE | |
|-------------|------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | 2019/20 vs 2020/21 (\$000) (7) | % (8) |
| OBJECT CODE | DESCRIPTION | | | | | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 7,361 | 7,419 | 7,419 | 7,511 | 92 | 1 |
| | WAGES | 1,450 | 1,277 | 1,277 | 1,223 | (54) | (4) |
| | OTHER PERSONNEL COSTS | 3 | 0 | 0 | 0 | 0 | 0 |
| | TRAINING | 17 | 19 | 19 | 22 | 3 | 16 |
| | TRANSPORT | 49 | 46 | 46 | 46 | 0 | 0 |
| | TRAVEL | 10 | 12 | 12 | 12 | 0 | 0 |
| | COMMUNICATIONS | 68 | 87 | 87 | 75 | (12) | (14) |
| | ADVERTISING & PROMOTION | 52 | 79 | 79 | 72 | (7) | (9) |
| | PROFESSIONAL SERVICES | 63 | 76 | 76 | 83 | 7 | 9 |
| | RENTALS | 332 | 332 | 332 | 332 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 407 | 539 | 539 | 542 | 3 | 1 |
| | INSURANCE | 9 | 12 | 12 | 12 | 0 | 0 |
| | ENERGY | 180 | 221 | 221 | 216 | (5) | (2) |
| | CLOTHING, UNIFORMS & LAUNDRY | 48 | 60 | 60 | 60 | 0 | 0 |
| | MATERIALS & SUPPLIES | 193 | 239 | 239 | 222 | (17) | (7) |
| | EQUIPMT.(MINOR CAPITAL) | 14 | 30 | 30 | 12 | (18) | (60) |
| | OTHER EXPENSES | 52 | 54 | 54 | 62 | 8 | 15 |
| | TOTAL | 10,308 | 10,502 | 10,502 | 10,502 | 0 | 0 |

HEAD 13 POST OFFICE - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|---|-----|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8311 Terminal Dues | | 496 | 650 | 650 | 650 | 0 | 0 |
| 8312.02 Tax Mail | | 1 | 2 | 1 | 2 | 0 | 0 |
| 8312.03 Post Box Keys | | 1 | 1 | 1 | 1 | 0 | 0 |
| 8312.04 Post Box Locks | | 0 | 0 | 1 | 0 | 0 | 0 |
| 8312.05 Penalty Fee-Late Pmt P.O. Box | | 28 | 26 | 0 | 0 | (26) | (100) |
| 8312.06 Courier Service Fee | | 32 | 32 | 32 | 32 | 0 | 0 |
| 8312.09 Customs Declaration Fee | | 208 | 204 | 254 | 233 | 29 | 14 |
| 8312.10 Mail Redirection Fee | | 1 | 1 | 1 | 1 | 0 | 0 |
| 8312.11 Mail Redirection Fee - Foreign | | 0 | 0 | 1 | 1 | 1 | 0 |
| 8550.01 PO Business Reply Service | | 3 | 5 | 3 | 5 | 0 | 0 |
| 8550.02 PO Mail Handling Fee | | 82 | 70 | 60 | 70 | 0 | 0 |
| 8550.03 PO Postage Paid Permit | | 14 | 15 | 12 | 15 | 0 | 0 |
| 8550.04 PO Intl Bussiness Reply Service | | 0 | 1 | 0 | 1 | 0 | 0 |
| 8609 Philatelic - A/C Holders | | 32 | 29 | 19 | 45 | 16 | 55 |
| 8611 Philatelic - Local | | 38 | 45 | 31 | 41 | (4) | (9) |
| 8611.01 Book Sales - 200th Anniversary | | 0 | 1 | 0 | 0 | (1) | (100) |
| 8611.02 Souvenir Sales | | 0 | 1 | 0 | 0 | (1) | (100) |
| 8613 Philatelic - Other | | 8 | 1 | 1 | 10 | 9 | 900 |
| 8629 Stamp Sales-General | | 629 | 660 | 595 | 630 | (30) | (5) |
| 8635 Frankpost Sales-General | | 730 | 1,097 | 800 | 750 | (347) | (32) |
| 8635.01 Frankpost Sales-BRS Returns | | 0 | 3 | 3 | 3 | 0 | 0 |
| 8637 Frankpost Sales-I.D.E | | 40 | 61 | 52 | 54 | (7) | (11) |
| 8639 Frankpost Sales-Parcel | | 49 | 102 | 49 | 5 | (97) | (95) |
| 8639.02 Parcels - Foreign | | 0 | 0 | 31 | 76 | 76 | 0 |
| 8641 Bulk Mail | | 701 | 1,019 | 980 | 777 | (242) | (24) |
| 8641.01 Bulk Mail Cancellation Fees | | 0 | 0 | 2 | 2 | 2 | 0 |
| 8675 Other Retail Sales | | 0 | 1 | 1 | 1 | 0 | 0 |
| 8676.01 Packing Materials - Envelopes | | 1 | 1 | 2 | 2 | 1 | 100 |
| 8676.02 Packing Materials - Bubble Wrap | | 3 | 3 | 3 | 3 | 0 | 0 |
| 8676.03 Packing Materials - Boxes | | 3 | 2 | 2 | 3 | 1 | 50 |
| 8676.04 Packing Materials - Misc. | | 0 | 0 | 0 | 1 | 1 | 0 |
| 8759 P.O.Box | | 550 | 611 | 0 | 0 | (611) | (100) |
| 8759.01 P.O.Box Rental Fee | | 0 | 0 | 605 | 596 | 596 | 0 |
| 8759.02 P.O.Box Late Penalty Fee | | 0 | 0 | 27 | 29 | 29 | 0 |
| 8889 Sundry Receipts | | 0 | 1 | 1 | 1 | 0 | 0 |
| TOTAL | | 3,650 | 4,645 | 4,220 | 4,040 | (605) | (13) |

HEAD 13 POST OFFICE - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|------------------------------|-------------------|---------------------|--------------------|---------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 325 | ADMINISTRATION AND FINANCE | 15 | 17 | 17 | 21 | 4 | 24 |
| 330 | IT SERVICES | 1 | 2 | 2 | 2 | 0 | 0 |
| 335 | PHILATELIC SERVICES | 3 | 4 | 4 | 3 | (1) | (25) |
| 340 | CENTRAL MAIL PROCESSING UNIT | 28 | 23 | 23 | 24 | 1 | 4 |
| 345 | SUB-POST OFFICES | 81 | 87 | 87 | 80 | (7) | (8) |
| 350 | COURIER SERVICES | 4 | 4 | 4 | 4 | 0 | 0 |
| | | 132 | 137 | 137 | 134 | (3) | (2) |

HEAD 13 POST OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| CORPORATE SERVICES | | | | |
| | | | | |
| PROGRAMME 325 - Administration and Finance | | | | |
| Increase in the amount of revenue earned year on year. | -19% | 2% | 0% | 10% |
| Submit returns of employees Performance Appraisals and Forward Job Plans to the Department of Human Resources by the required deadlines | 81% | 80% | 90% | 100% |
| Ensure 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% | 97% | 90% | 100% |
| Number of succession plans developed and implemented for both key and other BPO positions* | | | | 15 |
| PROGRAMME 330 - IT Services | | | | |
| Ensure contingency plans in place for IT services and infrastructure to ensure continuity of service due to natural disasters, system failures, and unplanned delays | < 7 days disaster recovery time | < 3 days disaster recovery time | < 3 days disaster recovery time | < 2 days disaster recovery time |
| Ensure minimum business impact in the event of an IT service change as measured by the number of application related unplanned downtime | < 4 hours | < 10 hours | < 8 hours | < 8 hours |
| Service and equipment repair and response recovery timeliness* | | | | <24 hours |
| Upgrade IPS system annually and related databases* | | | | 100% |
| Ensure UPU technical compliance per UPU product and technical specifications* | | | | 100% |
| Status of completion of the implementation and roll out of a single new postal software solution to replace the various current systems | 90% | 95% | 100% | 100% |

* New Measures for 2020/21

HEAD 13 POST OFFICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|-------------------------------|---------------------------------|--------------------------------|-------------------------------|
| PROGRAMME 335 - Philatelic Services | | | | |
| The number and timeliness of stamp issues | 4 issues 100% per schedule | 4 issues 100% per schedule | 4 issues 100% per schedule | 4 issues 100% per schedule |
| Increase sales volume of Philatelic products* | | | | 10% |
| Percentage increase in the philatelic collectors standing order customer base | 1% | 1.1% | 1.0% | 5.0% |
| OPERATIONS | | | | |
| PROGRAMME 340 - Central Mail Processing Unit PROGRAMME 345 - Sub-Post Offices PROGRAMME 350 - Courier Services | | | | |
| The BPO's ranking among the 198 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 | 102 | Within top 35 | Within top 80 | Within top 50 |
| EMS on-time delivery performance against UPU benchmark of 95% | 95% | 99% | 94% | 98% |
| Transmission of all EDI events in less than 24 hours to all partners | 96% | 95% | 86% | 95% |
| Parcel delivery performance against UPU global target of 95% | 98% | 97% | 95% | 98% |
| Percentage of letter mail delivered locally within 4 working days of receipt (98% delivery standard) | 98% within 3 days | 98% within 4 days | 98% within 3 days | 98% within 3 days |
| PROGRAMME 340 - Central Mail Processing Unit | | | | |
| Percentage of outbound international mail ready for transportation within 2 working days of receipt at the Central Mail Processing Unit | 86% | 98% | 90% | 100% |
| PROGRAMME 345 - Sub-Post Offices | | | | |
| Percentage of total available post boxes rented | 83% | 88% | 82% | 85% |
| Reduction in overall customer complaints* | | | | 30% |
| Improve customer service index* | | | | 6.0 or greater out of ten |
| Completion of annual customer service training for all Postmistresses and Customer Service Representatives* | | | | 90% |

* New Measures for 2020/21

HEAD 14 DEPARTMENT OF STATISTICS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To produce and provide statistical information for data-driven decision making for Bermuda.

DEPARTMENT OBJECTIVES

- Improve easy accessibility to statistical data and information for the people of Bermuda, through innovative digital tools using leading data techniques.
- Adopt current international statistical methodologies, standards and best practices in the collection, compilation and production of statistics.
- Operate a transparent and citizen-centric department by improving the understanding and use of statistical data and information.
- Develop talent needed to sustain a high-performing department.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1401 | MONTHLY TO ANNUAL SURVEYS | | | | | | |
| | 24015 ADMINISTRATION | 605 | 687 | 675 | 701 | 14 | 2 |
| | 24020 CORE STATISTICS & PUBLICATIONS | 426 | 759 | 759 | 764 | 5 | 1 |
| | 24025 CORE ANNUAL SURVEYS | 655 | 678 | 690 | 670 | (8) | (1) |
| | | 1,686 | 2,124 | 2,124 | 2,135 | 11 | 1 |
| 1402 | NON-ANNUAL SURVEYS | | | | | | |
| | 24055 CENSUS & SURVEY RES. UNIT | 305 | 369 | 369 | 358 | (11) | (3) |
| | | 305 | 369 | 369 | 358 | (11) | (3) |
| | TOTAL | 1,991 | 2,493 | 2,493 | 2,493 | 0 | 0 |

HEAD 14 DEPARTMENT OF STATISTICS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | | | | |
|-------------------------|-------------------------|-------|-------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|---|
| OBJECT CODE DESCRIPTION | | | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | | |
| | SALARIES | 1,590 | 1,953 | 1,953 | 2,011 | 58 | 3 | | |
| | WAGES | 42 | 66 | 66 | 0 | (66) | (100) | | |
| | OTHER PERSONNEL COSTS | 3 | 6 | 6 | 6 | 0 | 0 | | |
| | TRAINING | 0 | 12 | 12 | 42 | 30 | 250 | | |
| | TRAVEL | 10 | 22 | 22 | 25 | 3 | 14 | | |
| | COMMUNICATIONS | 1 | 5 | 5 | 4 | (1) | (20) | | |
| | ADVERTISING & PROMOTION | 2 | 6 | 6 | 17 | 11 | 183 | | |
| | PROFESSIONAL SERVICES | 53 | 38 | 50 | 54 | 16 | 42 | | |
| | RENTALS | 163 | 172 | 166 | 163 | (9) | (5) | | |
| | REPAIR AND MAINTENANCE | 44 | 59 | 59 | 52 | (7) | (12) | | |
| | ENERGY | 42 | 78 | 78 | 60 | (18) | (23) | | |
| | MATERIALS & SUPPLIES | 32 | 69 | 56 | 53 | (16) | (23) | | |
| | EQUIPT. (MINOR CAPITAL) | 5 | 0 | 7 | 0 | 0 | 0 | | |
| | OTHER EXPENSES | 4 | 7 | 7 | 6 | (1) | (14) | | |
| | TOTAL | 1,991 | 2,493 | 2,493 | 2,493 | 0 | 0 | | |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-------------------|---------------------|--------------------|-----|---------------------|--|-----|
| | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8877 Reimbursements | 1 | 0 | 0 | | | 0 | 0 |
| TOTAL | 1 | 0 | 0 | | | 0 | 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| | | | | | | DIFFERENCE | |
|---------------|--------------------------------|---------|----------|---------|----------|------------|-----|
| | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 | |
| BUSINESS UNIT | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | vs | |
| DESCRIPTION | | | | | | 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 24015 | ADMINISTRATION | 4 | 3 | 3 | 3 | 0 | 0 |
| 24020 | CORE STATISTICS & PUBLICATIONS | 9 | 9 | 9 | 9 | 0 | 0 |
| 24025 | CORE ANNUAL SURVEYS | 7 | 7 | 7 | 7 | 0 | 0 |
| 24055 | CENSUS & SURVEY RES. UNIT | 4 | 4 | 4 | 4 | 0 | 0 |
| TOTAL | | 24 | 23 | 23 | 23 | 0 | 0 |

HEAD 14 DEPARTMENT OF STATISTICS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------------|
| BUSINESS UNIT: 24015 - Administration | | | | |
| Organizational restructuring completed* | | | | 100% |
| Work programme evaluations completed* | | | | 100% |
| Staff participated in recognized training in statistical methodologies and best practices* | | | | 3 |
| BUSINESS UNIT: 24020 - Core Statistics & Publications | | | | |
| Email and tablet devices for the collection of Consumer Price Index price data used* | | | | Collection rate 75% electronically |
| Fact sheet of average consumer prices and price ranges for selected goods and services published* | | | | Published 12 fact sheets |
| Memorandums of Understanding with key data providers within Government implemented* | | | | 2 |
| Scope of economic statistics increased to: production account estimates by institutional sector; GDP by income approach estimates; household final consumption expenditure using the Classification of Individual Consumption According to Purpose* | | | | 100% |
| Data Use and User Satisfaction database completed by March 2021* | | | | 100% of survey database completed |
| BUSINESS UNIT: 24025 - Core Annual Surveys | | | | |
| Data quality assurance framework for National Accounts completed* | | | | 100% |
| Economic Activity Survey and Balance of Payments Survey data on trade between special purpose entities and non-residents aligned with the Balance of Payments Manual version 6 by September 2020* | | | | Response rates 85% |
| Tablet devices for field data collection during the November 2020 Labour Force Survey used by January 2021* | | | | 100% of data collection |
| BUSINESS UNIT: 24055 - Census & Survey Research Unit | | | | |
| National Household Income and Expenditure Survey from July 2020 - March 2021 data collected via tablets* | | | | Response rate 80% |
| International Trade Statistics processed on a monthly basis for use in the production of key economic indicators such as the Gross Domestic Product and Balance of Payments* | | | | 12 |
| New tables in the Environmental Statistics Compendium compiled to reduce data gaps as per the United Nations Statistics Division's recommendations by December 2020* | | | | 2 |

* New Measures for 2020/21

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

- Increase the number of position questionnaires inputted to identify critical positions across the public service
- Formalize a Succession Planning policy to ensure a harmonized approach across the public service
- Implement a pilot leadership programme to ensure a cadre of competent, viable internal candidates for consideration for Permanent Secretary or Department Head posts
- Develop a system-wide performance appraisal process for all public officers
- Increase public officer participation in the Government Wellness programme

HEAD 26 DEPARTMENT OF HUMAN RESOURCES

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2601 | ADMINISTRATION | | | | | | |
| | 36000 CORPORATE ADMIN | 1,137 | 1,303 | 1,302 | 1,546 | 243 | 19 |
| | 36100 POLICY DEVELOPMENT | 133 | 128 | 128 | 0 | (128) | (100) |
| | 36140 PUBLIC SERVICE COMMISSION | 177 | 116 | 116 | 0 | (116) | (100) |
| | | 1,447 | 1,547 | 1,546 | 1,546 | (1) | (0) |
| 2602 | LEARNING AND DEVELOPMENT | | | | | | |
| | 36030 LEARNING & DEV. ADMIN & TRAINING | 491 | 595 | 597 | 698 | 103 | 17 |
| | 36050 TRAINING COURSES | 98 | 93 | 105 | 0 | (93) | (100) |
| | 36060 PROF & TECH TRAINEE SCHEME | 0 | 5 | 5 | 0 | (5) | (100) |
| | 36110 BURSARY & TRAINEE SCHEMES | 144 | 220 | 186 | 215 | (5) | (2) |
| | | 733 | 913 | 893 | 913 | 0 | 0 |
| 2603 | OPERATIONAL HUMAN RESOURCES | | | | | | |
| | 36010 HUMAN RESOURCE ADMIN | 1,168 | 1,267 | 1,267 | 1,354 | 87 | 7 |
| | 36080 RECRUITMENT | 86 | 86 | 106 | 0 | (86) | (100) |
| | | 1,254 | 1,353 | 1,373 | 1,354 | 1 | 0 |
| | TOTAL | 3,434 | 3,813 | 3,812 | 3,813 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|-------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 2,234 | 2,435 | 2,395 | 2,428 | (7) | (0) |
| | WAGES | 48 | 80 | 80 | 70 | (10) | (13) |
| | OTHER PERSONNEL COSTS | 8 | 4 | 4 | 3 | (1) | (25) |
| | TRAINING | 106 | 164 | 130 | 164 | 0 | 0 |
| | TRANSPORT | 20 | 20 | 20 | 20 | 0 | 0 |
| | TRAVEL | 26 | 35 | 55 | 35 | 0 | 0 |
| | COMMUNICATIONS | 10 | 12 | 12 | 10 | (2) | (17) |
| | ADVERTISING & PROMOTION | 26 | 16 | 16 | 16 | 0 | 0 |
| | PROFESSIONAL SERVICES | 396 | 315 | 335 | 323 | 8 | 3 |
| | RENTALS | 246 | 353 | 353 | 353 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 180 | 228 | 267 | 249 | 21 | 9 |
| | ENERGY | 69 | 84 | 84 | 84 | 0 | 0 |
| | MATERIALS & SUPPLIES | 42 | 42 | 36 | 34 | (8) | (19) |
| | EQUIPMT. (MINOR CAPITAL) | 9 | 9 | 9 | 9 | 0 | 0 |
| | OTHER EXPENSES | 14 | 16 | 16 | 15 | (1) | (6) |
| | TOTAL | 3,434 | 3,813 | 3,812 | 3,813 | 0 | 0 |

HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT (1) | DESCRIPTION (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 % | |
|----------------------|--|--------------------------|----------------------------|---------------------------|----------------------------|---|----------|
| | | | | | | (7) | (8) |
| | 36000 CORPORATE ADMIN | 4 | 4 | 4 | 5 | 1 | 25 |
| | 36010 HUMAN RESOURCE ADMIN | 13 | 15 | 12 | 15 | 0 | 0 |
| | 36030 LEARNING & DEV. ADMIN & TRAINING | 4 | 6 | 5 | 6 | 0 | 0 |
| | 36100 POLICY DEVELOPMENT | 1 | 1 | 0 | 0 | (1) | (100) |
| | TOTAL | 22 | 26 | 21 | 26 | 0 | 0 |

HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---|--|--|
| BUSINESS UNIT: 36000 Corporate Administration | | | | |
| To enable the Government of Bermuda to identify critical or key positions* | | | | 90% of position questions will be inputted by September 30, 2020 |
| To ensure there is a harmonized approach to create a talent pool to fill difficult positions and those deemed critical or key* | | | | Formalize a succession planning policy by December 31, 2020 |
| To develop a system-wide performance appraisal for all public officers* | | | | Online appraisal developed by March 31, 2021 |
| BUSINESS UNIT: 36010 Human Resource Administration | | | | |
| To conduct briefing awareness sessions to ensure participants are knowledgeable on the established leadership competencies | N/A | Conduct 3 briefing awareness sessions on the established leadership competencies by 30 September 2019 | Achieved | Discontinue |
| 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, 2020 | Meet with 3 client ministries and/or departments per quarter by March 31, 2020 | Meet with 3 client ministries and/or departments per quarter by March 31, 2021 |
| To increase public officers participation in the Government Wellness Programme* | | | | Number of public officers participating in the Government Wellness programme will increase from 14% to 20% |
| BUSINESS UNIT: 36030 Learning and Development Administration and Training | | | | |
| 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 30 May 2019 | Achieved | Discontinue |

* New Measures for 2020/21

HEAD 26 DEPARTMENT OF HUMAN RESOURCES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|---|---|--|--|
| BUSINESS UNIT: 36030 Learning and Development Administration - cont. | | | | |
| To conduct briefing awareness sessions to ensure participants are knowledgeable on the established leadership competencies | N/A | Conduct 3 briefing awareness sessions on the established leadership competencies by 30 September 2019 | Achieved | Discontinue |
| 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 | Met with 3 client ministries and/or departments per quarter by March 31, 2019 | Meet with 3 client ministries and/or departments per quarter by March 31, 2020 | Meet with 3 client ministries and/or departments per quarter by March 31, 2020 | Meet with 3 client ministries and/or departments per quarter by March 31, 2021 |
| 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% |
| To ensure there is a cadre of competent, viable internal candidates for consideration for Permanent Secretary or Department Head posts. | N/A | N/A | N/A | Pilot leadership programme implemented by 1st July 2020 |
| BUSINESS UNIT: 36110 Bursary and Trainee Schemes | | | | |
| 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 | N/A | N/A | 75% | 66% |
| 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% |
| 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 | 1 | 1 | 1 |

HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide secure Information and Digital services that streamlines processes to facilitate the Governments strategic business objectives.

DEPARTMENT OBJECTIVES

- Maintain and secure IT infrastructure that host applications used by departments
- IT Governance oversight to monitor and control key information technology capability decisions
- Deliver and manage IT and Telecom services used by departments
- Deliver ePayments solution for the Government
- Deliver paperless solution for select Gov't business processes by 2023
- Deliver Digital Electronic Identification methodology and plan by 2020
- Identify, as appropriate, 20% of current IT applications
- Deliver automated self service systems
- Deliver and implement IT Strategic Plan
- Deliver training on IT systems to improve effectiveness and productivity

GENERAL SUMMARY

| EXPENDITURE PROG | | | | | | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 4301 | GENERAL | | | | | | |
| | 53000 ADMIN & MGMT | 1,314 | 1,259 | 1,259 | 1,262 | 3 | 0 |
| | 53030 DEVICE SUPPORT | 303 | 355 | 355 | 359 | 4 | 1 |
| | 53035 NETWORK SUPPORT | 2,233 | 1,918 | 1,918 | 1,891 | (27) | (1) |
| | 53040 SERVICE SUPPORT | 256 | 252 | 252 | 255 | 3 | 1 |
| | 53050 DIGITAL SERVICES | 284 | 390 | 390 | 784 | 394 | 101 |
| | 53060 BUSINESS SYSTEMS SUPPORT | 561 | 495 | 495 | 612 | 117 | 24 |
| | 53070 ISERIES | 1,395 | 1,660 | 1,660 | 1,668 | 8 | 0 |
| | 53080 TRAINING | 78 | 77 | 77 | 78 | 1 | 1 |
| | 53090 SECURITY | 209 | 221 | 221 | 104 | (117) | (53) |
| | TOTAL | 6,633 | 6,627 | 6,627 | 7,013 | 386 | 6 |

HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 3,580 | 3,742 | 3,743 | 4,172 | 430 11 |
| | WAGES | 13 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 67 | 60 | 60 | 68 | 8 13 |
| | TRAINING | 8 | 24 | 24 | 25 | 1 4 |
| | TRAVEL | 4 | 1 | 1 | 1 | 0 0 |
| | COMMUNICATIONS | 1,540 | 1,390 | 1,340 | 1,342 | (48) (3) |
| | PROFESSIONAL SERVICES | 239 | 67 | 98 | 64 | (3) (4) |
| | RENTALS | 920 | 835 | 835 | 838 | 3 0 |
| | REPAIR AND MAINTENANCE | 234 | 485 | 503 | 480 | (5) (1) |
| | INSURANCE | 1 | 0 | 0 | 0 | 0 0 |
| | ENERGY | 0 | 5 | 5 | 5 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 0 | 1 | 1 | 1 | 0 0 |
| | MATERIALS & SUPPLIES | 25 | 15 | 15 | 15 | 0 0 |
| | OTHER EXPENSES | 2 | 2 | 2 | 2 | 0 0 |
| | TOTAL | 6,633 | 6,627 | 6,627 | 7,013 | 386 6 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|--------------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 53000 ADMIN & MGMT | 7 | 7 | 7 | 7 | 0 0 |
| | 53030 DEVICE SUPPORT | 4 | 4 | 4 | 4 | 0 0 |
| | 53035 NETWORK SUPPORT | 5 | 5 | 5 | 5 | 0 0 |
| | 53040 SERVICE SUPPORT | 3 | 3 | 3 | 3 | 0 0 |
| | 53050 DIGITAL SERVICES | 4 | 4 | 4 | 8 | 4 100 |
| | 53060 BUSINESS SYSTEMS SUPPORT | 6 | 5 | 6 | 6 | 1 20 |
| | 53070 ISERIES | 8 | 8 | 8 | 8 | 0 0 |
| | 53080 TRAINING | 1 | 1 | 1 | 1 | 0 0 |
| | 53090 SECURITY | 2 | 2 | 1 | 1 | (1) (50) |
| | TOTAL | 40 | 39 | 39 | 43 | 4 10 |

HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 53000 - Admin & Mgmt | | | | |
| Reception desk staffed between 8:30 a.m. and 5:00 p.m. | 100% | 100% | 100% | 100% |
| Process invoices within 14 working days. | 98% | 98% | 98% | 98% |
| BUSINESS UNIT: 53030 - Device Support | | | | |
| Resolve Repair Tickets within Service Level Targets. | 74% | 85% | 85% | 85% |
| Resolve Service Tickets within Service Level Targets. | 80% | 85% | 85% | 85% |
| BUSINESS UNIT: 53035 - Network Support | | | | |
| Network locations monitored. | 100% | 100% | 100% | 100% |
| Resolve Repair Tickets within Service Level Targets. | 70% | 75% | 75% | 75% |
| Resolve Service Tickets within Service Level Targets. | 70% | 85% | 85% | 85% |
| BUSINESS UNIT: 53040 - Service Support | | | | |
| Manage Tickets to Service Level Level Targets. | 95% | 98% | 98% | 98% |
| Resolve Account Administration Tickets within Service Level Targets. | 98% | 95% | 95% | 95% |
| Service Desk manned from 8:00 a.m. to 5:00 p.m. | | 100% | 100% | 100% |
| BUSINESS UNIT: 53050 - Digital Services | | | | |
| Consulting/ Advising | 7 | 10 | 3 | 3 |
| Customer Insight | 3 | 3 | 0 | 2 |
| Public satisfaction wth availability and use and selection of government on line services. | 60% | 70% | 70% | 80% |
| No. of new ePayments and supporting new process implemented via the new portal; their core application or a Bank bill pay service. | 0 | 5 | 0 | 5 |
| Number of new application system integrations completed | 0 | 3 | 0 | 2 |

HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 53060 - Business Systems Support | | | | |
| Routine monthly Service Level Review meetings with Key Departments. | 75% | 80% | 70% | 80% |
| Annual Service Level Review Meeting with Departments. | 75% | 80% | 70% | 80% |
| Manage Application Support Tickets within Service Level Targets. | 80% | 80% | 85% | 85% |
| BUSINESS UNIT: 53070 - ISeries | | | | |
| Iseries Servers monitored | 100% | 100% | 100% | 100% |
| Wintel Servers monitored | 100% | 100% | 100% | 100% |
| Resolve Iseries Tickets within Service Level Targets. | 85% | 90% | 85% | 90% |
| Resolve Wintel Tickets within Service Level Targets. | 85% | 90% | 85% | 90% |
| BUSINESS UNIT: 53080 - Training | | | | |
| Training courses delivered with Evaluation grade of Good or Higher. | 94% | 95% | 95% | 95% |
| Training Service tickets resolved according to Service Level Targets. | 83% | 90% | 90% | 93% |
| BUSINESS UNIT: 53090 - Security | | | | |
| Disaster Recovery Exercises planned and executed. | 0% | 50% | 50% | 50% |
| Servers checked on a monthly basis. | 92% | 95% | 50% | 95% |

HEAD 51 DEPARTMENT OF COMMUNICATIONS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To be the trusted source of information for Bermuda.

DEPARTMENT OBJECTIVES

- To develop and implement strategic communications campaigns.
- To provide excellent graphic design and photographic services.
- To create and produce relevant and timely television programmes and social media videos.
- To update, enhance and maintain an external portal.
- To enhance internal communications intranet and emails platforms so employees can learn about the organization from within the organization.
- To provide outstanding customer service using technology and social media.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 5101 | COMMUNICATION SERVICES | | | | | | |
| | 61000 ADMINISTRATION/SUPPORT | 652 | 651 | 691 | 613 | (38) | (6) |
| | 61030 COMMUNICATIONS | 604 | 670 | 670 | 686 | 16 | 2 |
| | 61040 GOVT. TELEVISION STATION | 587 | 603 | 603 | 610 | 7 | 1 |
| | 61050 CREATIVE SERVICES | 663 | 603 | 603 | 603 | 0 | 0 |
| | 61060 PORTALS MANAGEMENT | 449 | 473 | 433 | 86 | (387) | (82) |
| | 61070 TELEPHONE CUSTOMER SVC. REP. | 106 | 150 | 150 | 166 | 16 | 11 |
| | TOTAL | 3,061 | 3,150 | 3,150 | 2,764 | (386) | (12) |

HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

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) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 2,384 | 2,529 | 2,450 | 2,273 | (256) (10) |
| | WAGES | 120 | 0 | 40 | 0 | 0 0 |
| | TRAINING | 2 | 9 | 9 | 9 | 0 0 |
| | TRANSPORT | 10 | 2 | 2 | 2 | 0 0 |
| | COMMUNICATIONS | 80 | 48 | 71 | 56 | 8 17 |
| | ADVERTISING & PROMOTION | 184 | 250 | 250 | 205 | (45) (18) |
| | PROFESSIONAL SERVICES | 41 | 46 | 70 | 35 | (11) (24) |
| | REPAIR AND MAINTENANCE | 91 | 110 | 103 | 50 | (60) (55) |
| | ENERGY | 29 | 44 | 44 | 43 | (1) (2) |
| | MATERIALS & SUPPLIES | 46 | 41 | 40 | 28 | (13) (32) |
| | EQUIPT. (MINOR CAPITAL) | 73 | 59 | 61 | 56 | (3) (5) |
| | OTHER EXPENSES | 1 | 12 | 10 | 7 | (5) (42) |
| | TOTAL | 3,061 | 3,150 | 3,150 | 2,764 | (386) (12) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|-------------------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 61000 ADMINISTRATION | 3 | 3 | 3 | 3 | 0 0 |
| | 61030 COMMUNICATIONS | 7 | 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 | 0 | (4) (100) |
| | 61070 TELEPHONE CUSTOMER SVC. REPS. | 3 | 3 | 3 | 3 | 0 0 |
| | TOTAL | 30 | 30 | 30 | 26 | (4) (13) |

HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 61000 Administration | | | | |
| Vendors invoices processed within 3 working days | 100% | 100% | 100% | 100% |
| Invoices inputted to E1 within 2 working days of receiving them | 100% | 100% | 100% | 100% |
| Increase customer satisfaction with administration services | - | 5% | 5% | - |
| BUSINESS UNIT: 61030 Communications | | | | |
| Average number of social media/online uploads monthly | 100 | 50 | 50 | 100 |
| Government employees with computer access to visit the Intranet at least three times a week.* | 400 | 30% | 30% | 800 |
| Increase customers' satisfaction with communications services* | - | 5% | 5% | - |
| Increase the number of Treefrog subscribers | N/A | N/A | N/A | 15% |
| BUSINESS UNIT: 61040 Government Television Station | | | | |
| Number of public service announcements produced and aired | 71 | 65 | 65 | 70 |
| Number of radio spots produced | 35 | 30 | 30 | 35 |
| Increase the number of people accessing CITV onlineΔ | 36% | 15% | 15% | 10% |
| Reduce the costs to produce and air 60 minute programmes* | - | 15% | 15% | - |
| Reduce the costs to produce and air 30 minute programmes* | - | 15% | 15% | - |
| Increase viewers' satisfaction with CITV* | - | 10% | 15% | - |
| BUSINESS UNIT: 61050 Creative Services | | | | |
| All stationery will be designed and returned for approval within twenty-four hours of receiving the requestΔ | 99% | 100% | 100% | 100% |
| All tender ads designed and returned for approval within forty-eight hours of receiving the requestΔ | 100% | 100% | 100% | 100% |
| Photo jobs processed and sent to clients within 48 hoursΔ | 100% | 100% | 100% | 100% |
| Production schedules prepared for annual photo/print projects | 99% | 98% | 99% | 99% |
| % of defined deadlines met on photo assignments | 100% | 100% | 100% | 100% |

* New Measures for 2017/18

Δ New Measures for 2018/19

^ New Measure for 2020/21

HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 61050 Creative Services - cont. | | | | |
| Reduce the cost to create clients' collateral material* | 10% | 10% | 20% | 20% |
| Increase the Net Promoter Score for Creative Services* | 5% | 5% | 5% | 5% |
| BUSINESS UNIT: 61060 Portals Management | | | | |
| Visitors to find the information/service they need within three clicks ^Δ | N/A | 80% | 80% | 80% |
| Speed of gov.bm page loading (external test)* | 0.21 secs | 4.50 secs | 3.00 secs | 2.50 secs |
| Number of visits to gov.bm a year | 643,000 | 600,000 | 650,000 | 700,000 |
| Average pages viewed per visitor per session (indicates each user is finding relevant content) | 2.6 pages | 3.5 pages | 3.5 pages | 4.0 pages |
| Average time spent on the portal per session | 0:01:30 | 0:02:50 | 0:03:00 | 0:03:00 |
| Increase the satisfaction level of the Government portal users | 10% | 10% | 10% | 10% |
| Increase the satisfaction level of Intranet users | 10% | 10% | 10% | 10% |
| BUSINESS UNIT: 61070 Customer Service Representatives | | | | |
| Increase the annual rating on the quarterly survey | 3% | 5% | 5% | 5% |
| Increase the satisfaction level of those who call the government Customer Service Representatives* | 3% | 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 optimize talent and transform the Organization.

DEPARTMENT OBJECTIVES

- Function as the Programme Management Office of the Government Reform Initiative.
- Facilitate organizational improvement of Ministries/Departments and Government Entities through operational/organizational and strategic reviews.
- Improve performance management Government-wide in accordance with the Strategic Planning Framework 2019-2023.
- Operationalize the Shared Services Centre.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | | | | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------------------|--|------------------------------|--------------------------------|-------------------------------|--|------------|
| | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (8) |
| 6101 | GENERAL | | | | | |
| | 71020 ADMINISTRATION | 0 | 184 | 184 | 178 | (3) |
| | | 0 | 184 | 184 | 178 | (3) |
| 6103 | BUS. PART & CENTRES EXPERTISE | | | | | |
| | 71000 MGMT. CONSULTING SVCS. | 0 | 831 | 831 | 837 | 1 |
| | | 0 | 831 | 831 | 837 | 1 |
| 6104 | SHARED SERVICES CENTER | | | | | |
| | 71010 COMPENSATION | 0 | 657 | 657 | 657 | 0 |
| | | 0 | 657 | 657 | 657 | 0 |
| | TOTAL | 0 | 1,672 | 1,672 | 1,672 | 0 |

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

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 0 | 1,999 | 1,999 | 2,125 | 126 6 |
| | TRAINING | 0 | 5 | 5 | 6 | 1 20 |
| | COMMUNICATIONS | 0 | 2 | 2 | 2 | 0 0 |
| | PROFESSIONAL SERVICES | 0 | 5 | 5 | 5 | 0 0 |
| | REPAIR AND MAINTENANCE | 0 | 68 | 68 | 78 | 10 15 |
| | MATERIALS & SUPPLIES | 0 | 30 | 30 | 35 | 5 17 |
| | RECEIPTS CREDITED TO PROG. | 0 | (437) | (437) | (579) | (142) 32 |
| | TOTAL | 0 | 1,672 | 1,672 | 1,672 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|------------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 71000 MGMT. CONSULTING SVCS. | 0 | 7 | 8 | 7 | 0 0 |
| | 71010 COMPENSATION | 0 | 13 | 13 | 9 | (4) (31) |
| | 71020 ADMINISTRATION | 0 | 1 | 1 | 1 | 0 0 |
| | 71030 BENEFITS | 0 | 0 | 0 | 4 | 4 0 |
| | TOTAL | 0 | 21 | 22 | 21 | 0 0 |

**HEAD 61 DEPARTMENT OF EMPLOYEE &
ORGANIZATIONAL DEVELOPMENT - continued**

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 71000 Management Consulting Services | | | | |
| To roll out a Performance Measurement & Management System for the Government Reform Initiative.* | | | | 100% |
| Facilitate completion of strategic plans by departments.* | | | | 20 |
| Assist Ministries/Departments with the development of performance management metrics.* | | | | 100% |
| Operational/organizational needs analysis conducted across Government.* | | | | 30 |
| BUSINESS UNIT: 71010 Compensation | | | | |
| Identify duplications in the payroll process* | | | | 100% |
| Improve IT system connectivity for new hires* | | | | 50% |
| BUSINESS UNIT: 71020 Administration | | | | |
| Roles reviewed in Compensation and Benefit Services in preparation for full implementation of Shared Services Centre* | | | | 100% |

* New Measures for 2020/21

HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To drive innovative initiatives to shape and support a leading-edge, diverse economy.

DEPARTMENT OBJECTIVES

- Facilitate the implementation of dedicated privacy training, including certification for Privacy Officers, for the Government of Bermuda.
- Develop a Bermuda-based security and privacy certification program for organisations.
- Encourage and reinforce a culture of data protection and cybersecurity in Bermuda.
- Analyse innovation and technology-related trends through research and stakeholder engagement.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|--------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 6701 GENERAL | | | | | | | |
| 77000 | ADMINISTRATION | 632 | 919 | 919 | 0 | (919) | (100) |
| 77003 | POLICY AND LEGISLATION | 101 | 161 | 161 | 0 | (161) | (100) |
| 77004 | TECH. MARKET., PROMO & OUTREA. | 20 | 70 | 70 | 0 | (70) | (100) |
| 77005 | TECH. AWARENESS & DEVELOPMENT | 102 | 131 | 131 | 0 | (131) | (100) |
| | | 855 | 1,281 | 1,281 | 0 | (1,281) | (100) |
| 6703 TELECOMMUNICATIONS | | | | | | | |
| 77015 | DIGITAL LDRSHIP., SAFETY & SECUR. | 85 | 194 | 194 | 0 | (194) | (100) |
| | | 85 | 194 | 194 | 0 | (194) | (100) |
| | TOTAL | 940 | 1,475 | 1,475 | 0 | (1,475) | (100) |

Head 67 - Information & Communication Technology has been amalgamated within the new Head 94 - Department of Economic Development

HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | | |
|-------------------------|-------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|--------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 510 | 684 | 684 | 0 | (684) | (100) |
| | TRAINING | 2 | 3 | 3 | 0 | (3) | (100) |
| | TRAVEL | 7 | 19 | 19 | 0 | (19) | (100) |
| | COMMUNICATIONS | 5 | 7 | 7 | 0 | (7) | (100) |
| | ADVERTISING & PROMOTION | 302 | 539 | 539 | 0 | (539) | (100) |
| | PROFESSIONAL SERVICES | 102 | 200 | 200 | 0 | (200) | (100) |
| | RENTALS | 0 | 4 | 4 | 0 | (4) | (100) |
| | REPAIR AND MAINTENANCE | 2 | 2 | 2 | 0 | (2) | (100) |
| | MATERIALS & SUPPLIES | 10 | 16 | 16 | 0 | (16) | (100) |
| | OTHER EXPENSES | 0 | 1 | 1 | 0 | (1) | (100) |
| | TOTAL | 940 | 1,475 | 1,475 | 0 | (1,475) | (100) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | | |
|---------------|----------------|-------------------|---------------------|--------------------|---------------------|--------------------------|--------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 77000 | ADMINISTRATION | 6 | 6 | 6 | 0 | (6) | (100) |
| | TOTAL | 6 | 6 | 6 | 0 | (6) | (100) |

HEAD 80 PROJECT MANAGEMENT & PROCUREMENT

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

We provide oversight and guidance in project management and procurement to ensure transparency and value for money.

DEPARTMENT OBJECTIVES

- Compliance - Assure compliance of project and procurement activities to the statutory, regulatory requirements, applicable rules, policies and procedures for projects and procurement.
- Inclusion (Local Benefits) - Assure local benefits are captured in the relevant capital projects, procurement and contracts.
- Reform - Reform project management, procurement, contract and compliance.
- Contracts - Facilitate improved project, procurement and contract management.
- Accessibility - Improve accessibility to Bermudian owned businesses, local suppliers, micro and small and medium enterprises.

GENERAL SUMMARY

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE | |
|-------------|-----------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| PROG | BUSINESS UNIT | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | 2019/20 vs 2020/21 (\$000) (7) | % (8) |
| | DESCRIPTION (2) | | | | | | |
| 8000 | PROJECT MGMT. & PROCUREMENT | | | | | | |
| | 90000 ADMINISTRATION | 954 | 930 | 930 | 930 | 0 | 0 |
| | TOTAL | 954 | 930 | 930 | 930 | 0 | 0 |

HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 704 | 877 | 877 | 877 | 0 0 |
| | OTHER PERSONNEL COSTS | 2 | 3 | 3 | 3 | 0 0 |
| | TRAINING | 5 | 8 | 8 | 8 | 0 0 |
| | TRAVEL | 0 | 7 | 7 | 7 | 0 0 |
| | COMMUNICATIONS | 6 | 8 | 8 | 8 | 0 0 |
| | PROFESSIONAL SERVICES | 164 | 0 | 0 | 0 | 0 0 |
| | RENTALS | 1 | 1 | 1 | 1 | 0 0 |
| | REPAIR AND MAINTENANCE | 58 | 4 | 4 | 4 | 0 0 |
| | MATERIALS & SUPPLIES | 14 | 22 | 22 | 22 | 0 0 |
| | TOTAL | 954 | 930 | 930 | 930 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|----------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) % (8) |
| | 90000 ADMINISTRATION | 7 | 8 | 8 | 8 | 0 0 |
| | TOTAL | 7 | 8 | 8 | 8 | 0 0 |

HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|---|---|---|--|
| BUSINESS UNIT: 90000 ADMINISTRATION | | | | |
| Project management, procurement and contract compliance audit program developed* | | | | 3rd Quarter |
| Project management, procurement and contract and contract compliance audits on capital projects completed | 5 | 5 | 5 | 5 audits |
| Annual report to the responsible Minister on the operation of OPMP during the prior year delivered | Within 3 months after the calendar year | Within 3 months after the calendar year | Within 3 months after the calendar year | Within 3 months post calendar year |
| Waiver report(s) completed and reported* | | | | Quarterly |
| Cabinet memoranda are vetted | 100% | 100% | 100% | 95% within 5 days |
| Internally and externally briefings on the Government Evaluation Matrix are conducted* | | | | 2 per quarter |
| Train public authorities on project management and procurement best practices, procedures and policies | All Ministries | All Ministries | All Ministries | 5 sessions |
| Train potential bidders on Government Procurement* | | | | 5 sessions |
| Assist public authorities to save, reduce or avoid costs in managing capital projects | 5% | 5% | 5% | 5% return |
| Searchable Contract Register established* | | | | 2nd Quarter |
| Relevant contract data is received from public authorities* | | | | 80% received within 10 days after contract signing |
| Assist public authorities to incorporated Bermuda and specified businesses as subcontractors* | | | | 10% increase |
| Primary legislation to enable new project and procurement governance and to transpose new Procurement directives into Bermuda Law* | | | | 3rd Quarter |
| Unsuccessful specified businesses are formally advised of the option for debriefing* | | | | 80% |
| Projects and procurement aim to promote diversity and inclusion implemented* | | | | 3rd Quarter |

* New Measures for 2020/21

MISSION STATEMENT

To advance the sustainable growth, development and diversification of Bermuda's economy.

DEPARTMENT OBJECTIVES

- Develop an Economic Development and Diversification Strategy for the jurisdiction.
- Facilitate and create policies and implement plans that support the economic development and diversification goals.
- Analyse innovative developments and trends through research and stakeholder engagement.
- Position Bermuda as an ideal test-market for innovative product and industry development.
- Publish articles and editorial content in local and international publications to promote and reinforce Bermuda as the optimal jurisdiction for business across various industries.
- Offer activities and initiatives that support, promote and recognise opportunities and advancements that reinforce the economic development and diversification goals.
- Identify our market fit, clearly communicate our message and drive opportunities that lead to economic activity.
- Develop a clear education and training plan to drive innovation through foundational learning, fostering entrepreneurship, up-skilling Bermudians and enabling broad access to knowledge.
- Identify legislative and policy solutions that provide industry confidence.

Effective 01 April 2020 a new Head 94 - Department of Economic Development will be setup under Cabinet Office Departments

HEAD 94 ECONOMIC DEVELOPMENT

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|---|----------|----------|----------|--------------|--------------|----------|
| PROG | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | ACTUAL | ORIGINAL | REVISED | ESTIMATE | vs | |
| | | (\$000) | (\$000) | (\$000) | (\$000) | 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 9403 | ANALYSIS & POLICY | | | | | | |
| | 104000 ADMINISTRATION | 0 | 0 | 0 | 766 | 766 | 0 |
| | 104030 CORPORATE SERVICES | 0 | 0 | 0 | 271 | 271 | 0 |
| | 104060 POLICY & LEGISLATIVE DEVELOP. | 0 | 0 | 0 | 35 | 35 | 0 |
| | 104070 BUSINESS ANALYTICS | 0 | 0 | 0 | 10 | 10 | 0 |
| | 104080 TECH AWARENESS & DEVELOP. | 0 | 0 | 0 | 132 | 132 | 0 |
| | 107090 TECH MKTING. PROM. & OUTREACH | 0 | 0 | 0 | 70 | 70 | 0 |
| | 104100 DIGITAL LEADERSHIP, SAF. & SEC. | 0 | 0 | 0 | 179 | 179 | 0 |
| | | 0 | 0 | 0 | 1,463 | 1,463 | 0 |
| 9404 | RESEARCH & LEGISLATIVE SUPPORT | | | | | | |
| | 104110 LEGISLATIVE AFFAIRS | 0 | 0 | 0 | 10 | 10 | 0 |
| | | 0 | 0 | 0 | 10 | 10 | 0 |
| 9405 | CONCIERGE & ENGAGEMENT | | | | | | |
| | 104120 CONCIERGE SERVICES | 0 | 0 | 0 | 104 | 104 | 0 |
| | 104130 FIN TECH UNIT | 0 | 0 | 0 | 150 | 150 | 0 |
| | | 0 | 0 | 0 | 254 | 254 | 0 |
| | TOTAL | 0 | 0 | 0 | 1,727 | 1,727 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------|-------------------------|----------|----------|----------|--------------|--------------|----------|
| | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 | |
| OBJECT CODE | DESCRIPTION | ACTUAL | ORIGINAL | REVISED | ESTIMATE | vs | |
| | | (\$000) | (\$000) | (\$000) | (\$000) | 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 0 | 0 | 0 | 1,067 | 1,067 | 0 |
| | TRAINING | 0 | 0 | 0 | 3 | 3 | 0 |
| | TRAVEL | 0 | 0 | 0 | 83 | 83 | 0 |
| | COMMUNICATIONS | 0 | 0 | 0 | 12 | 12 | 0 |
| | ADVERTISING & PROMOTION | 0 | 0 | 0 | 395 | 395 | 0 |
| | PROFESSIONAL SERVICES | 0 | 0 | 0 | 108 | 108 | 0 |
| | RENTALS | 0 | 0 | 0 | 5 | 5 | 0 |
| | REPAIR AND MAINTENANCE | 0 | 0 | 0 | 4 | 4 | 0 |
| | MATERIALS & SUPPLIES | 0 | 0 | 0 | 42 | 42 | 0 |
| | OTHER EXPENSES | 0 | 0 | 0 | 8 | 8 | 0 |
| | TOTAL | 0 | 0 | 0 | 1,727 | 1,727 | 0 |

HEAD 94 ECONOMIC DEVELOPMENT - continued**CURRENT
ACCOUNT
ESTIMATES****EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)**

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|---------------------------|-------------------|---------------------|--------------------|---------------------|---|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 104000 ADMINISTRATION | 0 | 0 | 0 | 6 | 6 | 0 |
| | 104030 CORPORATE SERVICES | 0 | 0 | 0 | 2 | 2 | 0 |
| | 104120 CONCIERGE SERVICES | 0 | 0 | 0 | 1 | 1 | 0 |
| | TOTAL | 0 | 0 | 0 | 9 | 9 | 0 |

HEAD 94 ECONOMIC DEVELOPMENT - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| PROGRAMME: 9403 - Analysis & Policy | | | | |
| Economic Development and Diversification Strategy Developed | - | - | - | 100% |
| Articles and Editorial Content Published | - | - | - | 600% |
| Privacy Officers trained in 2020/21* | - | - | - | 7 |
| Public Servants trained in PIPA in 2020/21 * | - | - | - | 85% |
| Organisations certified in the Bermuda-based cybersecurity and privacy program in 2020/21* | - | - | - | 5 |
| Research/stakeholder engagement initiatives completed* | - | - | - | 3 |
| Initiatives offered in the community* | - | - | - | 3 |
| PROGRAMME: 9404 - Research & Legislative Support | | | | |
| New Legislation | - | - | - | 300% |
| PROGRAMME: 9405 - Concierge & Engagement | | | | |
| Companies satisfied with concierge services | - | - | - | 100% |

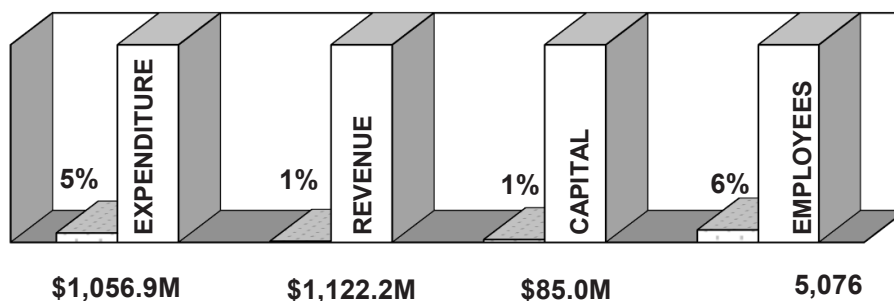
MINISTRY OF LEGAL AFFAIRS



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 | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|------------------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 87 | MIN. OF LEGAL AFFAIRS HQ | 5,635 | 6,627 | 6,572 | 6,735 | 108 | 2 |
| 03 | JUDICIAL DEPARTMENT | 7,891 | 8,723 | 8,668 | 8,943 | 220 | 3 |
| 04 | ATTORNEY GENERAL'S CHAMBERS | 4,921 | 5,308 | 5,308 | 5,428 | 120 | 2 |
| 23 | CHILD & FAMILY SERVICES | 15,765 | 15,915 | 15,915 | 16,441 | 526 | 3 |
| 74 | DEPT. OF COURT SERVICES | 4,175 | 4,658 | 4,658 | 4,727 | 69 | 1 |
| 75 | DEPT. OF PUBLIC PROSECUTIONS | 3,203 | 3,329 | 3,329 | 3,444 | 115 | 3 |
| 88 | NATIONAL DRUG CONTROL | 4,323 | 4,511 | 4,621 | 4,418 | (93) | (2) |
| | | 45,913 | 49,071 | 49,071 | 50,136 | 1,065 | 2 |
| REVENUE (\$000) | | | | | | | |
| 87 | MIN. OF LEGAL AFFAIRS HQ | 137 | 0 | 0 | 0 | 0 | 0 |
| 03 | JUDICIAL DEPARTMENT | 4,815 | 10,211 | 5,698 | 6,013 | (4,198) | (41) |
| 23 | CHILD & FAMILY SERVICES | 161 | 192 | 192 | 192 | 0 | 0 |
| | | 5,113 | 10,403 | 5,890 | 6,205 | (4,198) | (40) |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 555 | 591 | 115 | 666 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 0 | 0 | 0 | 500 | | |
| | | 555 | 591 | 115 | 1,166 | | |
| EMPLOYEE NUMBERS | | 310 | 315 | 316 | 319 | 4 | 1 |



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 | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-----------------------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | (7) | (8) |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) (7) | % (8) |
| 8701 | GENERAL | | | | | | |
| 97000 | ADMINISTRATION | 883 | 1,338 | 1,307 | 1,337 | (1) | (0) |
| 97010 | FINANCIAL INTELLIGENCE UNIT | 1,805 | 1,805 | 1,805 | 1,805 | 0 | 0 |
| 97030 | LEGAL AID | 2,257 | 1,684 | 1,703 | 1,851 | 167 | 10 |
| 97070 | JUSTICE PROTECTION PROGRAM | 520 | 554 | 550 | 520 | (34) | (6) |
| 97080 | AML - SANCTIONS UNIT | 170 | 340 | 301 | 348 | 8 | 2 |
| 97090 | THE MIRRORS PROGRAMME | 0 | 906 | 906 | 874 | (32) | (4) |
| TOTAL | | 5,635 | 6,627 | 6,572 | 6,735 | 108 | 2 |

HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|-------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 1,217 | 2,355 | 1,916 | 2,455 | 100 4 |
| | WAGES | 26 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 14 | 14 | 8 | 8 | (6) (43) |
| | TRAINING | 26 | 125 | 117 | 149 | 24 19 |
| | TRANSPORT | 0 | 98 | 2 | 2 | (96) (98) |
| | TRAVEL | 28 | 28 | 121 | 104 | 76 271 |
| | COMMUNICATIONS | 50 | 65 | 62 | 66 | 1 2 |
| | ADVERTISING & PROMOTION | 0 | 8 | 8 | 10 | 2 25 |
| | PROFESSIONAL SERVICES | 2,301 | 1,866 | 2,239 | 1,741 | (125) (7) |
| | RENTALS | 113 | 163 | 187 | 145 | (18) (11) |
| | REPAIR & MAINTENANCE | 13 | 20 | 19 | 20 | 0 0 |
| | ENERGY | 0 | 3 | 2 | 3 | 0 0 |
| | MATERIALS & SUPPLIES | 25 | 62 | 71 | 62 | 0 0 |
| | EQUIPT. (MINOR CAPITAL) | 0 | 1 | 1 | 1 | 0 0 |
| | OTHER EXPENSES | 17 | 14 | 14 | 14 | 0 0 |
| | GRANTS & CONTRIBUTIONS | 1,805 | 1,805 | 1,805 | 1,955 | 150 8 |
| | TOTAL | 5,635 | 6,627 | 6,572 | 6,735 | 108 2 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|---------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8877 Reimbursements | 137 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 137 | 0 | 0 | 0 | 0 0 |

HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|----------------------|---------|----------|---------|----------|------------|------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 | vs |
| (1) | (2) | (3) | (4) | (5) | (6) | 2020/21 | % |
| | | | | | | (7) | (8) |
| 97000 | ADMINISTRATION | 4 | 7 | 5 | 6 | (1) | (14) |
| 97030 | LEGAL AID | 8 | 8 | 10 | 10 | 2 | 25 |
| 97080 | AML - SANCTIONS UNIT | 1 | 2 | 2 | 2 | 0 | 0 |
| 97090 | MIRRORS | 6 | 6 | 6 | 6 | 0 | 0 |
| TOTAL | | 19 | 23 | 23 | 24 | 1 | 4 |

HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|---|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 97030 - Legal Aid | | | | |
| 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 |
| BUSINESS UNIT: 97080 - Financial Sanctions Unit | | | | |
| Average time to send out updated notices for targeted financial sanctions | 98% of the time notices were sent out within 24 hours | 24 hours | 24 hours | 24 hours |
| # of outreach sessions to be conducted for relevant Ministries/Departments and industry to provide information and awareness about the Financial Sanctions Unit and Bermuda's Sanctions Regime | n/a as outreach commenced 2019/20 | 1 sector/agency a month | 1 sector/agency a month | 1 sector/agency a month |
| Average time to process licence application | n/a - no licence applications received during period | 1 month | 1 month | 1 month |
| BUSINESS UNIT: 97090 THE MIRRORS PROGRAMME | | | | |
| 1 (a) # of personal transformation intensive intervention residents each year | 1 | 1 | 1 | 1 |
| 1 (b) # senior school students served | 33 | 36 | 22 | 30 |
| 1 (c) 2 year post programming education status (% graduated or enrolled) | 81% | 82% | 80% | 82% |
| 1 (d) 2 year post programming offending status (% not offended) | 92% | 92% | 92% | 92% |
| 1 (e) 2 year post programming employment status (% employed) | 45% | 50% | 42% | 50% |
| 1 (f) # of volunteers trained | 56 | 51 | 24 | 30 |
| 1 (g) % volunteer positive evaluation of training experience | 100% | 95% | 100% | 95% |
| 1 (h) % volunteer positive evaluation of training content | 98% | 95% | 100% | 95% |
| 1 (i) # of parent workshops | 3 | 3 | 3 | 4 |
| 1 (j) # of parents served | 187 | 330 | 170 | 500 |

HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 97090 THE MIRRORS PROGRAMME - cont. | | | | |
| 2 (a) # middle school workshops (Goals in Action) held | 1 | 1 | 0 | 0 |
| 2 (b) # students served | 58 | 50 | 0 | 0 |
| 2 (c) & completion rate of workshop | 100% | 100% | 0% | 0% |
| 2 (d) # of volunteers trained | 0 | 15 | 0 | 0 |
| 2 (e) % student positive evaluation of training experience | NA | 95% | 0% | 0% |
| 2 (f) % student positive evaluation of training content | NA | 95% | 0% | 0% |
| 2 (g) # of one off workshops/groups provided | 1 | 2 | 2 | 0 |
| 2 (h) # of students served in one off workshops | 140 | 100 | 397 | 0 |
| 3 (a) # of 6 day SuperCamp training for middle school students | 1 | 1 | 1 | 1 |
| 3 (b) # of students served in training | 44 | 50 | 41 | 50 |
| 3 (c) % completion rate of training | 88% | 85% | 80% | 85% |
| 3 (d) % positive student evaluation of training content | 96% | 95% | 85% | 95% |
| 3 (e) % positive student evaluation of training experience | 98% | 95% | 85% | 95% |
| 4 (a) Total # drop in/suspension clients served | 26 | 15 | 15 | 15 |
| 4 (b) # of drop in clients served | 5 | 5 | 3 | 5 |
| 4 (c) # of out of school suspension clients served | 21 | 10 | 12 | 10 |
| 5 (a) # of character development/climate change school programmes delivered | 1 | 2 | 2 | 2 |
| 5 (b) # of middle school students served | 202 | 400 | 342 | 343 |
| 5 (c) % completion rates of character development programme | 87% | 95% | 100% | 95% |
| 5 (d) % positive student evaluation of training experience | 92% | 95% | 95% | 95% |
| 5 (e) % positive student evaluation of training content | 87% | 95% | 95% | 95% |
| 5 (f) # prefect leadership trainings | 0 | 0 | 2 | 2 |
| 5 (g) # of prefects served in leadership training | 0 | 0 | 50 | 75 |
| 5(h) # of teachers trained in Quantum Learning Excellence in Teaching | 221 | 0 | 90 | 90 |
| 5(g) # of teachers completed level 2 QLET certification | 0 | 0 | 0 | 20 |

MISSION STATEMENT

To administer justice through the effective management of the courts of Bermuda.

DEPARTMENT OBJECTIVES

- Strengthen the skill set of all members of the Judiciary by providing access to premium caliber training and legal research resources in order to assist them in producing exemplary and timely judicial decisions.
- Improve the infrastructure of the Courts and administrative facilities by amalgamating accommodations wherever possible to effectively deliver access to justice in a fair and efficient manner in accordance with the Constitution.
- Modernization of the Courts' administrative functions through the identification and implementation of a suitable case management system which will streamline court processes and procedures. The system will also have the capacity to institute e-filing (i.e. paperless filing) in the future.
- Advocate for fair compensation and training opportunities for all members of the Judiciary and administrative staff in order to increase levels of staff retention.
- Develop clear and concise processes and procedures in each division of the Judiciary as well as ensure staff are adequately trained in such in order to increase the efficiency and accuracy in processing court documents.
- Advocate for an increase of outdated court fees to appropriately reflect the quantity and quality of services provided by the Judiciary, therefore increasing revenue, which can be allocated to providing the Judiciary with the necessary resources to provide fair and unprohibited access to justice.

HEAD 03 JUDICIAL DEPARTMENT

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--------------------------|----------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | vs 2020/21 (\$000) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0302 | SUPREME/APPEAL COURTS | | | | | | |
| | 13000 CRIMINAL INJURIES | 181 | 380 | 325 | 381 | 1 | 0 |
| | 13010 SUPREME COURT | 707 | 987 | 974 | 1,038 | 51 | 5 |
| | 13015 COURTROOMS AND CHAMBERS | 2,213 | 2,336 | 2,308 | 2,381 | 45 | 2 |
| | 13020 COURT OF APPEAL | 627 | 685 | 685 | 689 | 4 | 1 |
| | 13025 COURT TECHNOLOGY | 492 | 561 | 561 | 515 | (46) | (8) |
| | | 4,220 | 4,949 | 4,853 | 5,004 | 55 | 1 |
| 0304 | MAGISTRATES COURT | | | | | | |
| | 13040 COURT ADJUDICATION | 1,098 | 879 | 972 | 1,000 | 121 | 14 |
| | 13050 CIVIL | 247 | 257 | 257 | 268 | 11 | 4 |
| | 13060 FAMILY & CHILD SUPPORT | 435 | 469 | 469 | 483 | 14 | 3 |
| | 13070 ADMINISTRATION | 1,130 | 1,242 | 1,190 | 1,287 | 45 | 4 |
| | 13080 CRIMINAL & TRAFFIC | 321 | 412 | 412 | 378 | (34) | (8) |
| | 13090 SERVICE & EXECUTION | 440 | 515 | 515 | 523 | 8 | 2 |
| | | 3,671 | 3,774 | 3,815 | 3,939 | 165 | 4 |
| | TOTAL | 7,891 | 8,723 | 8,668 | 8,943 | 220 | 3 |

HEAD 03 JUDICIAL DEPARTMENT - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|----------------------------|--------------|
| OBJECT CODE DESCRIPTION | | | | 2020/21 | 2019/20 vs 2020/21 | |
| (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | ESTIMATE (\$000) (6) | (7) % (8) |
| | SALARIES | 4,923 | 5,997 | 5,862 | 6,103 | 106 2 |
| | WAGES | 680 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 581 | 580 | 647 | 581 | 1 0 |
| | TRAINING | 10 | 15 | 15 | 15 | 0 0 |
| | TRAVEL | 155 | 187 | 187 | 200 | 13 7 |
| | COMMUNICATIONS | 55 | 85 | 84 | 52 | (33) (39) |
| | PROFESSIONAL SERVICES | 800 | 856 | 924 | 1,039 | 183 21 |
| | RENTALS | 3 | 4 | 3 | 4 | 0 0 |
| | REPAIR & MAINTENANCE | 237 | 366 | 316 | 296 | (70) (19) |
| | ENERGY | 47 | 102 | 75 | 75 | (27) (26) |
| | CLOTHING, UNIFORMS & LAUNDRY | 1 | 3 | 2 | 5 | 2 67 |
| | MATERIALS & SUPPLIES | 152 | 147 | 172 | 195 | 48 33 |
| | EQUIPMT.(MINOR CAPITAL) | 2 | 2 | 2 | 2 | 0 0 |
| | OTHER EXPENSES | 245 | 379 | 379 | 376 | (3) (1) |
| | TOTAL | 7,891 | 8,723 | 8,668 | 8,943 | 220 3 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|---------------------------|-------------------------------------|---------------------------------------|--------------------------------------|----------------------------|---------------------|
| REVENUE SOURCE | | | | 2020/21 | 2019/20 vs 2020/21 | |
| (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | ESTIMATE (\$000) (6) | (7) % (8) |
| | 8059 Deceased Estates | 1,161 | 6,800 | 1,500 | 2,000 | (4,800) (71) |
| | 8353 Certified Copies | 34 | 40 | 40 | 27 | (13) (33) |
| | 8401 Court Fees & Charges | 116 | 40 | 40 | 33 | (7) (18) |
| | 8403 Bailiff Fees | 9 | 10 | 10 | 6 | (4) (40) |
| | 8405 Civil Fees | 182 | 190 | 190 | 140 | (50) (26) |
| | 8489 Liquor Licences | 586 | 526 | 534 | 534 | 8 2 |
| | 8869 Moving Traffic Fines | 2,449 | 2,107 | 2,774 | 2,810 | 703 33 |
| | 8871 Parking Fines | 121 | 50 | 160 | 220 | 170 340 |
| | 8873 Criminal Fines | 149 | 440 | 440 | 241 | (199) (45) |
| | 8877 Reimbursements | 8 | 8 | 10 | 2 | (6) (75) |
| | | 4,815 | 10,211 | 5,698 | 6,013 | (4,198) (41) |

HEAD 03 JUDICIAL DEPARTMENT - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE | |
|--------------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|----------|
| | | | | | 2019/20 vs 2020/21 | % |
| (1) | (3) | (4) | (5) | (6) | (7) | (8) |
| 13000 CRIMINAL INJURIES COMPENSATION | 0 | 0 | 1 | 1 | 1 | 0 |
| 13010 SUPREME COURT | 11 | 10 | 10 | 10 | 0 | 0 |
| 13015 COURTROOMS AND CHAMBERS | 19 | 20 | 20 | 20 | 0 | 0 |
| 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 | 6 | 7 | 6 | 6 | (1) | (14) |
| 13090 SERVICE & EXECUTION | 7 | 7 | 7 | 7 | 0 | 0 |
| TOTAL | 69 | 70 | 70 | 70 | 0 | 0 |

HEAD 03 JUDICIAL DEPARTMENT- continued

Performance Measures

| MEASURE/INDICATOR | *ACTUAL OUTCOME 2018 | *ACTUAL OUTCOME 2019 |
|--|-------------------------|-------------------------|
| BUSINESS UNIT: 13000 Criminal Injuries | | |
| Total dollar value and FTE's spent on delivering this program | \$0 & 0 | \$54,950 & 1 |
| Number of times board met | 1 | 2 |
| Number of claims that were heard by the Board | 17 | 13 |
| Number of new claims that were filed | 10 | 6 |
| Total number of active applications (including new applications) | 51 | 44 |
| Applications denied | 0 | 2 |
| Average value of claims paid out | \$28,120.00 | \$14,768.17 |
| Total Value of Awards paid out | \$45,680.00 | \$162,449.85 |
| BUSINESS UNIT: 13010 Supreme Court | | |
| Total dollar value and FTE's spent on delivering this program | \$743,837 & 10 | \$753,719 & 10 |
| Probate Division | | |
| Number of Probate Applications Filed | 124 | 122 |
| Number of all Grants of Probate, Letters of Administration and Certificates in Lieu of Grant issued | 95 | 111 |
| Number of Caveats Processed | 34 | 38 |
| Family and Matrimonial Division | | |
| Number of Divorce Petitions Filed | 138 | 115 |
| Number of Decree Nisis Granted | 82 | 117 |
| Number of Decree Absolutes Granted | 115 | 78 |
| Civil Division | | |
| Number of Civil Cases Filed | 447 | 390 |
| Number of Orders (Final, interlocutory and administrative) | 816 | 635 |
| Total number of Judgments and Rulings (Civil, Commerical and Appeals from the Magistrates' Court) | 86 | 52 |

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

**Actual Outcome 2018 represents Actual for January - December 2018*

**Actual Outcome 2019 represents Actual for 1 January - 30 September 2019 (\$ value is annual)*

HEAD 03 JUDICIAL DEPARTMENT- continued

Performance Measures

| MEASURE/INDICATOR | *ACTUAL OUTCOME 2018 | *ACTUAL OUTCOME 2019 |
|---|-----------------------------------|-----------------------------------|
| BUSINESS UNIT: 13015 Courtrooms and Chambers | | |
| Total dollar value and FTE's spent on delivering this program | \$2,116,792 & 20 | \$1,995,716 & 20 |
| Criminal Division | | |
| Number of new indictments | 29 | 27 |
| Number of Indictments Carried Over | 18 | 19 |
| Number of Jury Trials | 15 | 17 |
| Number of Cases Carried Forward | 12 | 10 |
| Number of Guilty Pleas | 11 | 6 |
| Number of Guilty Verdicts | 4 | 7 |
| Number of Acquittals | 10 | 3 |
| Number Discontinued | 4 | 7 |
| Civil and Criminal Appeals from Magistrates' Court | | |
| Number of Appeals Filed | 59 | 29 |
| Number of Appeals Allowed | 4 | 2 |
| Number of Appeals Dismissed | 9 | 2 |
| Number of Appeals Abandoned | 5 | 2 |
| Number of Appeals Pending | 41 | 23 |
| BUSINESS UNIT: 13020 Court of Appeal | | |
| Total dollar value and FTE's spent on delivering this program | \$127,548 & 2 | \$130,098 & 2 |
| Total Criminal Appeals Filed | 19 | 9 |
| Total Criminal Appeals Disposed | 19 | 3 |
| Total Criminal Appeals Pending | 6 | 5 |
| Total Criminal Appeals Withdrawn/Abandoned | 2 | 1 |
| Total Civil Appeals Filed | 16 | 8 |
| Total Civil Appeals Disposed | 16 | 3 |
| Total Civil Appeals Pending | 2 | 3 |
| Total Civil Appeals Withdrawn/Abandoned | 2 | 2 |
| Total number of cases heard | 19 | 12 |
| Number of Sessions Heard | 3 Sessions 3 weeks per session | 2 Sessions 3 weeks per session |

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

**Actual Outcome 2018 represents Actual for January - December 2018*

**Actual Outcome 2019 represents Actual for 1 January - 30 September 2019 (\$ value is annual)*

HEAD 03 JUDICIAL DEPARTMENT- continued

Performance Measures

| MEASURE/INDICATOR | *ACTUAL OUTCOME 2018 | **ACTUAL OUTCOME 2019 |
|--|-------------------------|--------------------------|
| BUSINESS UNIT: 13025 Court Technology | | |
| Total dollar value and FTE's spent on delivering this program | \$235,561 & 3 | \$240,272.56 & 3 |
| Ensure the availability of the system is provided in every Courtroom | | |
| Supreme Court | Yes | Yes |
| Court of Appeals | Yes | Yes |
| Magistrate Courts | Yes | Yes |
| BUSINESS UNIT: 13040 Court Adjudication | | |
| Total dollar amount and number of FTE's that were spent on delivering this program | \$808,434 & 5 FTE's | \$824,603 & 5 FTE's |
| All Magistrates' Court Divisions | | |
| Number of mentions held | 3,602 | 2,934 |
| Number of Trials | 1,399 | 888 |
| Number Case Events*** | 25,040 | 21,223 |
| Criminal Magistrates' Court Division | | |
| Total number of Criminal convictions | 562 | 383 |
| Total number of Criminal acquittals/dismissed | 106 | 8 |
| Total number of Traffic convictions | 7,522 | 6,499 |
| Total number of Traffic acquittals/dismissed | 192 | 41 |
| Total number of Criminal cases where No Evidence Offered by the Crown | 111 | 83 |
| Total number of Criminal NOLLE PROSEQUI cases entered by the Crown | 25 | 20 |
| Total number of Traffic cases where No Evidence Offered by the Crown | 342 | 343 |
| Total number of Traffic NOLLE PROSEQUI cases entered by the Crown | 3 | 5 |
| Total number of Traffic cases Withdrawn by the Crown | 28 | 53 |
| Total number of Special Procedure Orders issued | 92 | 60 |
| Total number of Firearm Search Warrants issued | 10 | 6 |
| Total number of MDA Search Warrants issued. | 45 | 42 |
| Total number of Applications for Freezing of Funds Proceeds of Crime. | 1 | 2 |
| Total number of Applications for Continued Detention of Seized Cash. | 31 | 16 |

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

**Actual Outcome 2018 represents Actual for January - December 2018*

**Actual Outcome 2019 represents Actual for 1 January - 30 September 2019 (\$ value is annual)*

****"Case Events" includes proceedings such as pleas, legal submissions, sentencing hearings and other types of court appearances that do not fall under "Mentions" or "Trials".*

HEAD 03 JUDICIAL DEPARTMENT- continued

Performance Measures

| MEASURE/INDICATOR | *ACTUAL OUTCOME 2018 | *ACTUAL OUTCOME 2019 |
|---|-------------------------|-------------------------|
| BUSINESS UNIT: 13040 Court Adjudication | | |
| Total number of Special Procedure Warrants Section 8/Section 15 of the PACE Act issued. | 16 | 12 |
| 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 |
| Coroners Cases | | |
| Total number of cases | 121 | 73 |
| Civil Magistrates' Court Division | | |
| Number of new applications | 1,924 | 1,626 |
| Family Magistrates' Court Division | | |
| Number of new cases | 151 | 79 |
| Number of active cases heard (including new cases) | 2,014 | 1491 |
| BUSINESS UNIT: 13050 Civil | | |
| Total dollar amount and number of FTE's that were spent on delivering this program | \$236,983 & 4 FTE's | \$241,722 & 4 FTE's |
| Total number of new civil cases | 1,924 | 1,626 |
| BUSINESS UNIT: 13060 Family & Child Support | | |
| Total dollar amount and number of FTE's that were spent on delivering this program | \$404,733 & 6 FTE'S | \$411,033 & 6 FTE'S |
| Number of new applications | 151 | 79 |
| Total dollar amount for child support collected | \$4,288,809 | \$4,031,296 |
| Total amount of payments processed for child support payments | 18,860 | 12,855 |
| BUSINESS UNIT: 13070 Administration | | |
| Total dollar amount and number of FTE's that were spent on delivering this program | \$464,833 & 6 FTE's | \$474,129 & 6 FTE's |
| Total number of Liquor License issued | 557 | ***73 |
| Total amount collected by the Cashiers | \$8,814,823 | \$6,942,763 |
| Total amount of payments processed in total by the Cashiers | 44,428 | 22,284 |

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

**Actual Outcome 2018 represents Actual for January - December 2018*

**Actual Outcome 2019 represents Actual for January - September 2019 (\$ value is annual)*

****Legislation amended and administration for LLA transferred to the Ministry of Legal Affairs. Figure as at 31 March 2019.*

HEAD 03 JUDICIAL DEPARTMENT- continued

Performance Measures

| MEASURE/INDICATOR | *ACTUAL OUTCOME 2018 | *ACTUAL OUTCOME 2019 |
|---|-------------------------|-------------------------|
| BUSINESS UNIT: 13080 Criminal & Traffic | | |
| Total \$ amount and # of FTE's that were spent on delivering this program | \$411,707 & 7 FTE's | \$372,111 & 6 FTE's |
| Total amount collected from Criminal Fines | \$258,584 | \$139,841 |
| Total amount collected from Traffic Fines | \$2,247,845 | \$2,212,016 |
| Total amount collected from Parking Fines | \$443,625 | \$378,775 |
| Number of Criminal Records Requested | 1,934 | 1,700 |
| Number of Criminal Records Processed | 1,934 | 1,700 |
| Number of Appeal Records for Supreme Court Requested | 51 | 21 |
| Number of Appeal Records for Supreme Court Produced | 44 | 19 |
| BUSINESS UNIT: 13090 Service & Execution | | |
| Total \$ amount and # of FTE's that were spent on delivering this program | \$480,483 & 7 FTE's | \$490,093 & 7 FTE's |
| Total number of summons served | 1,041 | 704 |
| Total number of domestic violence orders served | 59 | 36 |
| Total number of evictions executed | 49 | 26 |
| Total number of Writs of Execution Orders executed | 51 | 32 |
| Total number of foreign documents served | 25 | 31 |

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

**Actual Outcome 2018 represents Actual for January - December 2018*

**Actual Outcome 2019 represents Actual for January - September 2019 (\$ value is annual)*

HEAD 04 ATTORNEY GENERAL'S CHAMBERS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Provide high quality legal advice representation and drafting of legislation for the Government.

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 | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0401 | GENERAL | | | | | | |
| | 14010 ADMINISTRATION | 358 | 409 | 409 | 431 | 22 | 5 |
| | 14020 ADVISORY | 1,986 | 2,233 | 2,233 | 2,447 | 214 | 10 |
| | 14030 LEGISLATIVE DRAFTING | 1,961 | 2,068 | 2,068 | 1,953 | (115) | (6) |
| | 14040 REVISED LAWS OF BERMUDA | 166 | 141 | 141 | 148 | 7 | 5 |
| | 14050 DEBT COLLECTION | 336 | 325 | 325 | 309 | (16) | (5) |
| | 14060 LAW LIBRARY | 114 | 132 | 132 | 140 | 8 | 6 |
| | TOTAL | 4,921 | 5,308 | 5,308 | 5,428 | 120 | 2 |

HEAD 04 ATTORNEY GENERAL'S CHAMBERS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| SALARIES | | 3,996 | 4,127 | 4,127 | 4,387 | 260 | 6 |
| OTHER PERSONNEL COSTS | | 5 | 7 | 7 | 7 | 0 | 0 |
| TRAINING | | 33 | 60 | 60 | 70 | 10 | 17 |
| COMMUNICATIONS | | 23 | 24 | 24 | 22 | (2) | (8) |
| PROFESSIONAL SERVICES | | 477 | 623 | 623 | 454 | (169) | (27) |
| REPAIR AND MAINTENANCE | | 216 | 238 | 238 | 247 | 9 | 4 |
| MATERIALS & SUPPLIES | | 166 | 224 | 224 | 236 | 12 | 5 |
| OTHER EXPENSES | | 5 | 5 | 5 | 5 | 0 | 0 |
| TOTAL | | 4,921 | 5,308 | 5,308 | 5,428 | 120 | 2 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|----------------------------|-------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | % | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 14010 ADMINISTRATION | | 4 | 4 | 4 | 4 | 0 | 0 |
| 14020 ADVISORY | | 14 | 14 | 14 | 15 | 1 | 7 |
| 14030 LEGISLATIVE DRAFTING | | 13 | 13 | 13 | 13 | 0 | 0 |
| 14050 DEBT COLLECTION | | 3 | 3 | 3 | 3 | 0 | 0 |
| TOTAL | | 34 | 34 | 34 | 35 | 1 | 3 |

HEAD 04 ATTORNEY GENERAL'S CHAMBERS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 14020 Advisory | | | | |
| The Number of days taken to process a Mutual Legal Assistance request | 5 | 5 | 5 | 5 |
| BUSINESS UNIT: 14030 Legislative Drafting | | | | |
| Number of Bills drafted and passed by Legislature to give effect to Government's Legislative Agenda | 55 | 50 | 50 | 50 |
| Number of statutory instruments drafted and made to give effect to Government's Legislative Agenda | 144 | 120 | 130 | 130 |
| BUSINESS UNIT: 14050 Debt Collection | | | | |
| The percentage of Debt Collection matters in which proceeding were instituted after receiving instructions, against the number received per year | 95% | 95% | 95% | 95% |

MISSION STATEMENT

Protecting Children by Strengthening Families.

DEPARTMENT OBJECTIVES

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

HEAD 23 CHILD & FAMILY SERVICES

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|--|-----------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2301 SER. TO CHILDREN/YOUNG PERSONS | | | | | | | |
| 33010 | HAPPY VALLEY CHILD CARE CTR | 984 | 1,038 | 1,027 | 1,028 | (10) | (1) |
| | | 984 | 1,038 | 1,027 | 1,028 | (10) | (1) |
| 2302 SER. TO INDIVIDUALS & FAMILIES | | | | | | | |
| 33020 | INVESTIGATING AND SCREENING | 3,261 | 2,711 | 2,655 | 1,762 | (949) | (35) |
| 33030 | FOSTER CARE | 2,198 | 2,247 | 2,260 | 2,530 | 283 | 13 |
| 33200 | COUNSELLING AND LIFE SKILLS | 712 | 1,003 | 905 | 1,125 | 122 | 12 |
| | | 6,171 | 5,961 | 5,820 | 5,417 | (544) | (9) |
| 2303 RESIDENTIAL TREATMENT | | | | | | | |
| 33060 | FAMILY PRESERVATION | 1,693 | 1,527 | 1,510 | 2,185 | 658 | 43 |
| 33070 | BRANGMAN HOME | 1,340 | 1,195 | 1,201 | 964 | (231) | (19) |
| 33080 | YOUTH DEVELOPMENT CENTRE | 171 | 251 | 227 | 250 | (1) | (0) |
| 33090 | OBSERVATORY COTTAGE | 1,448 | 1,209 | 1,400 | 920 | (289) | (24) |
| 33100 | PSYCHO-EDUCATIONAL PROG | 2,029 | 1,876 | 2,092 | 1,599 | (277) | (15) |
| 33110 | YOUTH RESIDENTIAL TRMT. | 434 | 1,115 | 895 | 1,077 | (38) | (3) |
| | | 7,115 | 7,173 | 7,325 | 6,995 | (178) | (2) |
| 2304 ADMINISTRATION | | | | | | | |
| 33120 | ADMINISTRATION | 1,249 | 1,293 | 1,293 | 2,551 | 1,258 | 97 |
| 33130 | GRANT FUNDING | 246 | 450 | 450 | 450 | 0 | 0 |
| | | 1,495 | 1,743 | 1,743 | 3,001 | 1,258 | 72 |
| TOTAL | | 15,765 | 15,915 | 15,915 | 16,441 | 526 | 3 |

HEAD 23 CHILD & FAMILY SERVICES - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 7,627 | 9,087 | 8,794 | 9,121 | 34 0 |
| | WAGES | 1,300 | 5 | 5 | 5 | 0 0 |
| | OTHER PERSONNEL COSTS | 125 | 136 | 140 | 136 | 0 0 |
| | TRAINING | 63 | 104 | 59 | 124 | 20 19 |
| | TRANSPORT | 45 | 43 | 46 | 43 | 0 0 |
| | TRAVEL | 132 | 203 | 237 | 196 | (7) (3) |
| | COMMUNICATIONS | 142 | 173 | 204 | 178 | 5 3 |
| | ADVERTISING & PROMOTION | 1 | 1 | 0 | 1 | 0 0 |
| | PROFESSIONAL SERVICES | 3,167 | 2,915 | 3,311 | 3,423 | 508 17 |
| | RENTALS | 1,448 | 942 | 912 | 943 | 1 0 |
| | REPAIR AND MAINTENANCE | 168 | 339 | 253 | 332 | (7) (2) |
| | INSURANCE | 1 | 4 | 2 | 3 | (1) (25) |
| | ENERGY | 262 | 308 | 304 | 298 | (10) (3) |
| | CLOTHING, UNIFORMS & LAUNDRY | 135 | 142 | 139 | 135 | (7) (5) |
| | MATERIALS & SUPPLIES | 253 | 349 | 328 | 303 | (46) (13) |
| | EQUIPMT. (MINOR CAPITAL) | 11 | 31 | 31 | 18 | (13) (42) |
| | OTHER EXPENSES | 88 | 83 | 100 | 82 | (1) (1) |
| | GRANTS AND CONTRIBUTIONS | 797 | 1,050 | 1,050 | 1,100 | 50 5 |
| | TOTAL | 15,765 | 15,915 | 15,915 | 16,441 | 526 3 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | 8165 Nursery Fees - Day Care | 161 | 192 | 192 | 192 | 0 0 |
| | TOTAL | 161 | 192 | 192 | 192 | 0 0 |

HEAD 23 CHILD & FAMILY SERVICES - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|-----------------------------------|-----------|-----------|-----------|-----------|--------------------------|----------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 33010 HAPPY VALLEY CHILD CARE CTR | 11 | 11 | 11 | 11 | 0 | 0 |
| | 33020 INVESTIGATION AND SCREENING | 18 | 18 | 12 | 12 | (6) | (33) |
| | 33030 FOSTER CARE | 6 | 6 | 8 | 8 | 2 | 33 |
| | 33060 FAMILY PRESERVATION | 16 | 16 | 19 | 19 | 3 | 19 |
| | 33070 BRANGMAN HOME | 12 | 12 | 11 | 11 | (1) | (8) |
| | 33080 YOUTH DEVELOPMENT CENTRE | 2 | 2 | 2 | 2 | 0 | 0 |
| | 33090 OBSERVATORY COTTAGE | 12 | 12 | 9 | 9 | (3) | (25) |
| | 33100 PSYCHOEDUCATIONAL PROGRAM | 1 | 1 | 1 | 1 | 0 | 0 |
| | 33110 YOUTH RESIDENTIAL TRMT | 8 | 8 | 8 | 8 | 0 | 0 |
| | 33120 ADMINISTRATION | 4 | 4 | 8 | 8 | 4 | 100 |
| | 33200 COUNSELLING AND LIFE SKILLS | 8 | 8 | 9 | 9 | 1 | 13 |
| | TOTAL | 98 | 98 | 98 | 98 | 0 | 0 |

HEAD 23 CHILD & FAMILY SERVICES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 33010 - Happy Valley Child Care Centre | | | | |
| 1. Minimum of 85% of children to achieve set developmental and educational milestones. | 100% | 100% | 100% | 100% |
| 2. Minimum of 70% of parents to engage and complete parenting classes. | 85% | 90% | 90% | 90% |
| 3. (A) Satisfaction with services: Family | 95% | 95% | 95% | 95% |
| 3. (B) Satisfaction with services: Referral sources | 95% | 95% | 95% | 98% |
| BUSINESS UNIT: 33020 - Investigation and Screening | | | | |
| 1. Number of children who are protected from ongoing child abuse. | 100% | 100% | 100% | 100% |
| 2. Number of children who had a repeat substantiated abuse or neglect investigation within six months of closure | | new | 0% | 0% |
| 3. 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% | 100% | 100% |
| 4. Number of children abuse referrals responded to in the designated response lines. | | 85% | 100% | 100% |
| BUSINESS UNIT: 33030 - Foster Care | | | | |
| 1. Number of active foster parents. | | 90 | 78 | 90 |
| 2. Number of foster parents recruited during the fiscal year. | | 12 | 12 | 15 |
| 3. Number of foster youth who participate in Life Skills Training | | 15 | 0 | 16 |
| BUSINESS UNIT: 33060 - Family Preservation | | | | |
| 1. 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 | 70% | 82% | 75% |
| 2. Number of households where Risk has decreased or remained low/moderate. | 70 | 70% | 78% | 75% |
| 3. Percentage of closed cases, closed due to goals achieved. | 80 | 80% | 84% | 80% |

HEAD 23 CHILD & FAMILY SERVICES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 33070 - Brangman Home | | | | |
| 1. Average cost per resident at the home per day. | 416.67 | 299.00 | 340.00 | 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. | 80% | 3% | 80% | 80% |
| BUSINESS UNIT: 33200 - Counselling and Life Skills | | | | |
| 1. Number of mental health assessments completed | | 80 | 80 | \$80 |
| 2. Number of clients admitted to the programme | | 100% | 100% | 100% |
| 3. Number of substance abuse assessments completed | | 100% | 100% | 100% |
| 4. Number of substance abuse counseling completed | | 100% | 100% | 100% |
| 5. Number of substance abuse education completed | | 100% | 100% | 100% |
| 6. Number of service plans developed within 30 days | 100% | 100% | 100% | 100% |
| 7. Number of cases closed due to successful completion of service plan | 90% | 90% | 95% | 95% |
| BUSINESS UNIT: 33090 - Observatory Cottage | | | | |
| 1. Number of residents having intake assessment completed within 30 days of intake | | 100% | 100% | 100% |
| 2. Number of Individual Service Plans completed for the year within policy guidelines | | 100% | 100% | 100% |
| 3. Number of Clinical Group Sessions facilitated during the fiscal year | | 12 | 12 | 12 |
| BUSINESS UNIT: 33100 - Psycho-Educational Program | | | | |
| 1. To increase the number of children transitioning home successfully by 50% | 80% | 80% | 80% | 80% |
| 2. Ensure 100% of families have an agreed reunification plan, before transitioning the child home | 100% | 100% | 100% | 100% |
| 3. Ensure 100% of families receive a minimum of three follow-up visits by a Social Worker, per month for a minimum of six months at the completion of the reunification plan | 100% | 100% | 100% | 100% |

HEAD 23 CHILD & FAMILY SERVICES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 33110 - Youth Residential Treatment | | | | |
| 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 | 100% | 100% | 100% | 100% |
| BUSINESS UNIT: 33120 - Administration | | | | |
| 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 | 95% | 100% | 95% | 95% |
| BUSINESS UNIT: 33130 - Grant Funding | | | | |
| 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% |

HEAD 74 DEPARTMENT OF COURT SERVICES

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To reduce recidivism by delivering risk reduction programmes and strategies to protect the community.

DEPARTMENT OBJECTIVES

- To provide programmes and services to reduce recidivism and at risk behaviours in clients during community supervision.
- To enhance its strategic, operational and administrative framework to promote greater protection for the community.
- To outline the framework for programme evaluation for implementation in 2021.
- To work with partners to fully implement the Offender Risk Management Team for sex and violent offenders.

GENERAL SUMMARY

| EXPENDITURE PROG | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|--------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | | | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 7401 | CASE MANAGEMENT | | | | | | |
| | 84010 PROBATION SERVICES | 413 | 497 | 497 | 507 | 10 | 2 |
| | 84020 PAROLE SERVICES | 292 | 398 | 398 | 409 | 11 | 3 |
| | 84080 DRUG TREATMENT CT PROG. | 309 | 431 | 431 | 438 | 7 | 2 |
| | | 1,014 | 1,326 | 1,326 | 1,354 | 28 | 2 |
| 7402 | ADMINISTRATION | | | | | | |
| | 84070 COURT SERVICES ADMINISTRATION | 1,340 | 1,415 | 1,415 | 1,415 | 0 | 0 |
| | | 1,340 | 1,415 | 1,415 | 1,415 | 0 | 0 |
| 7403 | ASSESSMENT & TREATMENT | | | | | | |
| | 84030 AFTERCARE & COMM. INTERGRATION | 319 | 330 | 330 | 335 | 5 | 2 |
| | 84040 COMMUNITY OFFENDERS PROG. | 422 | 481 | 481 | 494 | 13 | 3 |
| | 84060 ASSESSMENTS | 1,080 | 1,106 | 1,106 | 1,129 | 23 | 2 |
| | | 1,821 | 1,917 | 1,917 | 1,958 | 41 | 2 |
| | TOTAL | 4,175 | 4,658 | 4,658 | 4,727 | 69 | 1 |

HEAD 74 DEPARTMENT OF COURT SERVICES - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------|------------------------------|--------------------------------|-------------------------------|-----|--------------------------------|--|----------|
| OBJECT CODE DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| SALARIES | 3,359 | 3,764 | 3,764 | | 3,849 | 85 | 2 |
| WAGES | 104 | 0 | 0 | | 0 | 0 | 0 |
| TRAINING | 46 | 62 | 62 | | 62 | 0 | 0 |
| TRANSPORT | 3 | 4 | 4 | | 3 | (1) | (25) |
| TRAVEL | 3 | 15 | 15 | | 14 | (1) | (7) |
| COMMUNICATIONS | 54 | 74 | 74 | | 73 | (1) | (1) |
| ADVERTISING & PROMOTION | 5 | 6 | 6 | | 6 | 0 | 0 |
| PROFESSIONAL SERVICES | 453 | 478 | 478 | | 471 | (7) | (1) |
| REPAIR AND MAINTENANCE | 79 | 122 | 122 | | 122 | 0 | 0 |
| INSURANCE | 1 | 0 | 0 | | 0 | 0 | 0 |
| ENERGY | 0 | 8 | 8 | | 8 | 0 | 0 |
| MATERIALS & SUPPLIES | 68 | 125 | 125 | | 119 | (6) | (5) |
| TOTAL | 4,175 | 4,658 | 4,658 | | 4,727 | 69 | 1 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------------------|-------------------|---------------------|--------------------|-----|---------------------|--|----------|
| DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | | % | |
| (1) | (2) | (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 | | 8 | 1 | 14 |
| 84080 DRUG TREATMENT CT PROG. | 4 | 4 | 4 | | 4 | 0 | 0 |
| TOTAL | 38 | 38 | 38 | | 39 | 1 | 3 |

HEAD 74 DEPARTMENT OF COURT SERVICES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 84010 Probation Services | | | | |
| Percentage of cases receiving a final risk assessment during the final month of supervision | | 65% | 65% | 65% |
| Determine percentage of cases actioned within 1 week after a positive urine screen | | 50% | 50% | 50% |
| Percentage of case reviews for repeat offenders at start of new Order within one (1) month | | 50% | 50% | 50% |
| Percentage of clients arrested for new offences whilst in the programme* | | | | 30% |
| BUSINESS UNIT: 84020 Parole Services | | | | |
| Percentage of cases receiving a final risk assessment during the final month of supervision | | 98% | 98% | 98% |
| Percentage of clients arrested for new offences* | | | | 30% |
| Number of Home and Site Visits conducted each month per Officer* | | | | 10 |
| BUSINESS UNIT: 84030 Aftercare & Community Integration | | | | |
| Percentage of clients who have gang affiliations who are placed within thirty days | 100% | 100% | 100% | 100% |
| Determine the percentage of mental health court clients dually diagnosed with a mental illness and drug addiction* | | | | 100% |
| Determine the percentage of dually diagnosed clients who are placed in appropriate treatment* | | | | 100% |
| BUSINESS UNIT: 84040 Community Offenders Prog. | | | | |
| The percentage of clients referred for individual counseling as opposed to groups* | | | | 30% |
| Determine the percentage of those in treatment against the number of referrals* | | | | 50% |
| BUSINESS UNIT: 84060 Assessments | | | | |
| Percentage of reports utilizing risk assessment tools | 100% | 100% | 100% | 100% |
| Percentage of SIR & BARC reports submitted by the requested date. | 95% | 100% | 100% | 100% |
| Percentage of BARC staff started or completed certification. | 100% | 90% | 0% | 60% |
| Determine the percentage of SIR report recommendations followed by the courts or treatment agencies* | | | | 75% |
| Percentage of court requests specifying both SIR & BARC reports* | | | | 60% |
| Determine the percentage of those offenders who reoffend within two years of completion of sentence* | | | | 10% |

* New Measures for 2020/21

HEAD 74 DEPARTMENT OF COURT SERVICES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 84070 Court Services Administration | | | | |
| Percentage of total Electronic Monitoring Devices utilized by the Department of Court Services | | 70% | 70% | 70% |
| Number of MOUs with partner agencies | | 5 | 3 | 3 |
| Percentage of responses to queries received via the Court Services portal within 48 hours.* | | | | 90% |
| BUSINESS UNIT: 84080 Drug Treatment Court Prog. | | | | |
| Percentage of clients failing drug testing | | 8% | 8% | 5% |
| Percentage of clients convicted for new offences whilst in the programme* | | | | 5% |
| Percentage of clients referred to other therapeutic services after completing drug treatment programmes* | | | | 85% |

* New Measures for 2020/21

HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS

MISSION STATEMENT

To provide Bermuda with an independent, efficient and effective criminal prosecution service without fear or favour based on the rule of law.

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 | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|---------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0401 | GENERAL | | | | | | |
| | 85010 PUBLIC PROSECUTIONS | 3,039 | 3,171 | 3,171 | 3,283 | 112 | 4 |
| | 85020 WITNESS CARE UNIT | 164 | 158 | 158 | 161 | 3 | 2 |
| | TOTAL | 3,203 | 3,329 | 3,329 | 3,444 | 115 | 3 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|-------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | OBJECT CODE DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 2,831 | 2,897 | 2,897 | 3,032 | 135 | 5 |
| | OTHER PERSONNEL COSTS | 35 | 30 | 30 | 30 | 0 | 0 |
| | TRAINING | 35 | 51 | 51 | 21 | (30) | (59) |
| | TRAVEL | 18 | 20 | 20 | 30 | 10 | 50 |
| | COMMUNICATIONS | 14 | 29 | 29 | 29 | 0 | 0 |
| | PROFESSIONAL SERVICES | 199 | 214 | 214 | 214 | 0 | 0 |
| | RENTALS | 5 | 8 | 8 | 8 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 14 | 15 | 15 | 15 | 0 | 0 |
| | MATERIALS & SUPPLIES | 50 | 60 | 60 | 60 | 0 | 0 |
| | OTHER EXPENSES | 2 | 5 | 5 | 5 | 0 | 0 |
| | TOTAL | 3,203 | 3,329 | 3,329 | 3,444 | 115 | 3 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|---------------------------|-------------------|---------------------|--------------------|---------------------|---|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 85010 PUBLIC PROSECUTIONS | 23 | 23 | 24 | 24 | 1 | 4 |
| | 85020 WITNESS CARE UNIT | 2 | 2 | 2 | 2 | 0 | 0 |
| | TOTAL | 25 | 25 | 26 | 26 | 1 | 4 |

HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS - continued

Performance Measures

| | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 85010 Public Prosecutions | | | | |
| MAGISTRATE'S COURT: | | | | |
| <i>Criminal Matters</i> | | | | |
| Total number of cases completed | 433 | 1,000 | 400 | 500 |
| <i>Traffic Matters</i> | | | | |
| Total number of cases completed | 7,970 | 8,000 | 8,000 | 8,000 |
| SUPREME COURT | | | | |
| Total number of jury trials completed | 18 | 24 | 24 | 30 |
| Number of indictments filed | 44 | 45 | 45 | 45 |
| Number of indictments carried over from previous year | 30 | 20 | 25 | 20 |
| Total number of cases disposed of | 29 | 55 | 35 | 50 |
| Number of cases carried forward to the following year | 45 | 10 | 35 | 15 |
| <i>Court of Appeal</i> | | | | |
| Number of appeals disposed of | 18 | 25 | 25 | 25 |
| Number of appeals carried forward to the following year | 4 | 10 | 6 | 4 |
| <i>Promotion of Good Relations Between Prosecutors, Other Agencies in the Criminal Justice System</i> | | | | |
| Number of workshops/conferences held in collaboration with agents within the Criminal Justice System | 4 | 4 | 4 | 4 |
| BUSINESS UNIT: 85020 Witness Care Unit | | | | |
| Percent of civilians contacted for Magistrate's and Supreme Courts | 100% | 100% | 100% | 100% |
| Number of victim impact statements | 197 | 100 | 250 | 250 |

HEAD 88 NATIONAL DRUG CONTROL

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Lead efforts to reduce the negative impact of drug misuse/abuse on children and families.

DEPARTMENT OBJECTIVES

- Increase awareness of DNDC Services and Initiatives utilizing targeted media campaigns
- Provide research data on the negative impact of cannabis misuse-abuse and adjust or implement demand reduction programmes as indicated.
- Improve customer satisfaction for DNDC Drug treatment and Drug Prevention Services
- Identify critical Leadership to oversee the implementation of priority actions within the National Drug Control Masterplan to ensure success of the 5 year plan

GENERAL SUMMARY

| EXPENDITURE PROG | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8801 | NATIONAL DRUG CONTROL | | | | | | |
| 98000 | ADMINISTRATION | 1,063 | 1,227 | 1,270 | 1,144 | (83) | (7) |
| 98010 | COMMUNITY DEVELOPMENT | 234 | 269 | 269 | 269 | 0 | 0 |
| 98020 | PREVENTION | 230 | 227 | 227 | 227 | 0 | 0 |
| 98030 | TREATMENT PLANNING | 361 | 411 | 411 | 411 | 0 | 0 |
| 98050 | RESEARCH POLICY | 286 | 296 | 296 | 296 | 0 | 0 |
| 98060 | MEN'S TREATMENT - CAMP SPIRIT | 868 | 900 | 910 | 900 | 0 | 0 |
| 98070 | WOMEN'S TREATMENT CENTRE | 1,258 | 1,146 | 1,203 | 1,146 | 0 | 0 |
| 98080 | NDC MASTER PLAN & ACTION PLAN | 23 | 35 | 35 | 25 | (10) | (29) |
| TOTAL | | 4,323 | 4,511 | 4,621 | 4,418 | (93) | (2) |

HEAD 88 NATIONAL DRUG CONTROL - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | | | | | | |
| SALARIES | | 1,714 | 1,980 | 1,843 | 2,063 | 83 | 4 |
| WAGES | | 550 | 324 | 324 | 338 | 14 | 4 |
| TRAINING | | 27 | 33 | 33 | 33 | 0 | 0 |
| TRAVEL | | 19 | 25 | 25 | 25 | 0 | 0 |
| COMMUNICATIONS | | 34 | 48 | 131 | 48 | 0 | 0 |
| ADVERTISING & PROMOTION | | 43 | 71 | 71 | 61 | (10) | (14) |
| PROFESSIONAL SERVICES | | 619 | 469 | 727 | 451 | (18) | (4) |
| RENTALS | | 90 | 113 | 173 | 167 | 54 | 48 |
| REPAIR AND MAINTENANCE | | 208 | 320 | 186 | 142 | (178) | (56) |
| ENERGY | | 133 | 142 | 142 | 142 | 0 | 0 |
| MATERIALS & SUPPLIES | | 96 | 184 | 164 | 146 | (38) | (21) |
| EQUIPMT. (MINOR CAPITAL) | | 7 | 13 | 13 | 13 | 0 | 0 |
| OTHER EXPENSES | | 0 | 6 | 6 | 6 | 0 | 0 |
| GRANTS AND CONTRIBUTIONS | | 783 | 783 | 783 | 783 | 0 | 0 |
| TOTAL | | 4,323 | 4,511 | 4,621 | 4,418 | (93) | (2) |

HEAD 88 NATIONAL DRUG CONTROL - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|--------------------------|-----------|-----------|-----------|-----------|------------|----------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 | vs |
| (1) | (2) | (3) | (4) | (5) | (6) | 2020/21 | % |
| | | | | | | (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 |
| TOTAL | | 27 | 27 | 27 | 27 | 0 | 0 |

HD 88 NATIONAL DRUG CONTROL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 98000 Administration | | | | |
| % 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 grants disseminated as per signed MOU's* | | | | 5 |
| BUSINESS UNIT: 98010 Community Development | | | | |
| # 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 |
| BUSINESS UNIT: 98020 Prevention | | | | |
| # 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 |
| % increase in participation in DNDC drug prevention programmes* | | | | 10% |
| BUSINESS UNIT: 98030 Treatment Planning | | | | |
| # of internationally accredited substance abuse treatment programmes | 3 | 3 | 3 | 3 |
| # of treatment programmes utilizing the Accucare client management system | 4 | 6 | 5 | 6 |
| # of local workforce development training events | 2 | 2 | 2 | 2 |
| # of public awareness campaigns highlighting Bermuda substance abuse treatment services | 3 | 2 | 3 | 2 |

* New Measures for 2020/21

HD 88 NATIONAL DRUG CONTROL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 98050 Research Policy | | | | |
| Number of primary research studies conducted per year | 2 | 1 | 1 | 3 |
| Reduce by 10% the turnaround time from completion of survey to having data available to the public within 4 months. | 70% | 90% | 90% | 100% |
| # of 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% | 94% | 95% |
| BUSINESS UNIT: 98060 Men's Treatment | | | | |
| % increase in the completion rate of all clients entering treatment annually | 70% | 80% | 80% | 80% |
| % of Male clients having access to life skills training aftercare/supportive living and employment opportunities during and / or following successful completion of the programme | 85% | 100% | 100% | 100% |
| % of Male client's family members completing family education group programme | 50% | 70% | 70% | 70% |
| Program international accreditation by CARF maintained | Yes | Yes | Yes | Yes |
| BUSINESS UNIT: 98070 Women's Treatment | | | | |
| Maintain client admissions rate to at least 50% of program capacity | 50% | 50% | 16% | 50% |
| % increase of women completing at least 12 months of primary treatment | 60% | 60% | 50% | 60% |
| % of clients having access to life skills training aftercare/supportive living and employment opportunities during and / or following successful completion of the programme* | | | | 95% |
| % of client's family members completing family education group programme* | | | | 80% |
| % increase of women choosing the safe and secure transitional residence following completion of primary treatment | 40% | 60% | 40% | 60% |
| Program international accreditation by CARF maintained | Yes | Yes | Yes | Yes |

* New Measures for 2020/21

HD 88 NATIONAL DRUG CONTROL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 98080 NDC Master Plan & Action Plan | | | | |
| # of activities engaging stakeholders on the National Drug Control Master Plan/Strategy | 5 | 3 | 3 | 3 |
| # of selected activities prioritized in the Master Plan/Strategy being funded for implementation | 3 | 4 | 3 | 4 |
| # of community activities held to disseminate highlights of the Master Plan | 1 | 1 | 0 | 1 |
| Identification of critical leadership to ensure implementation of actions of the Masterplan* | | | | Yes |

* New Measures for 2020/21

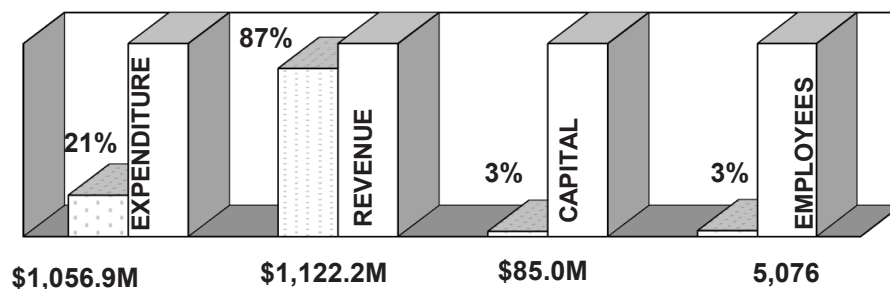
MINISTRY OF FINANCE



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 | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|------------------------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 10 | MIN. OF FINANCE HQ | 5,810 | 5,895 | 6,144 | 6,044 | 149 | 3 |
| 11 | ACCOUNTANT GENERAL | 84,097 | 86,153 | 86,039 | 85,850 | (303) | (0) |
| 28 | SOCIAL INSURANCE | 4,734 | 4,825 | 4,825 | 4,975 | 150 | 3 |
| 38 | OFFICE OF THE TAX COMMISSIONER | 4,520 | 3,761 | 3,761 | 3,836 | 75 | 2 |
| 39 | REGISTRAR OF COMPANIES | 2,580 | 3,709 | 3,459 | 4,387 | 678 | 18 |
| 58 | DEBT & LOAN GUARANTEES | 124,031 | 116,500 | 119,200 | 121,400 | 4,900 | 4 |
| 59 | SINKING FUND CONTRIBUTION | 64,223 | 0 | 0 | 0 | 0 | 0 |
| | | 289,995 | 220,843 | 223,428 | 226,492 | 5,649 | 3 |
| REVENUE (\$000) | | | | | | | |
| 10 | MIN. OF FINANCE HQ | 549 | 400 | 0 | 0 | (400) | (100) |
| 11 | ACCOUNTANT GENERAL | 7,300 | 1,500 | 2,214 | 2,067 | 567 | 38 |
| 12 | CUSTOMS | 230,292 | 239,193 | 238,157 | 239,765 | 572 | 0 |
| 38 | OFFICE OF THE TAX COMMISSIONER | 641,546 | 662,460 | 662,130 | 665,067 | 2,607 | 0 |
| 39 | REGISTRAR OF COMPANIES | 68,817 | 70,621 | 70,496 | 70,596 | (25) | (0) |
| | | 948,504 | 974,174 | 972,997 | 977,495 | 3,321 | 0 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 2,070 | 2,559 | 2,907 | 2,265 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 500 | 500 | 500 | 0 | | |
| | | 2,570 | 3,059 | 3,407 | 2,265 | | |
| EMPLOYEE NUMBERS | | 162 | 157 | 154 | 155 | (2) | (1) |



Ministry Estimates compared with total Government Estimates

HEAD 10 MINISTRY OF FINANCE HQ

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Achievement of economic prosperity and to ensure the financial security of Bermuda.

DEPARTMENT OBJECTIVES

- To formulate sound fiscal policy in order to promote stable economic growth;
- To provide strategic direction and an overall framework for financial management and control of government activities;
- 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 report on the Country's economic performance to the public;
- 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 and the exchange of tax information;
- 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 PROG | | | | | | DIFFERENCE | |
|---------------------|--------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|
| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 | |
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | vs | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | 2020/21 | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| 1001 | POLICY ADMINISTRATION | | | | | | |
| | 20000 POLICY PLANNING & MGMT. | 1,690 | 1,215 | 1,579 | 1,835 | 620 | 51 |
| | 20010 FISCAL PLANNING & CONTROL | 526 | 518 | 504 | 545 | 27 | 5 |
| | 20020 BUSINESS REGULATORY | 276 | 436 | 406 | 448 | 12 | 3 |
| | 20030 ECONOMIC & FINAN. INTELLIGENCE | 341 | 422 | 351 | 393 | (29) | (7) |
| | 20040 TREATY MANAGEMENT | 1,095 | 1,002 | 1,002 | 1,017 | 15 | 1 |
| | 20100 NAMLC | 882 | 802 | 802 | 956 | 154 | 19 |
| | | 4,810 | 4,395 | 4,644 | 5,194 | 799 | 18 |
| 1002 | GRANTS | | | | | | |
| | 20070 NATIONAL PENSIONS COMMISSION | 1,000 | 1,000 | 1,000 | 850 | (150) | (15) |
| | 20110 GAMING COMMISSION | 0 | 500 | 500 | 0 | (500) | (100) |
| | | 1,000 | 1,500 | 1,500 | 850 | (650) | (43) |
| TOTAL | | 5,810 | 5,895 | 6,144 | 6,044 | 149 | 3 |

HEAD 10 MINISTRY OF FINANCE HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | | | | | | |
| SALARIES | | 1,961 | 2,391 | 2,341 | 2,395 | 4 | 0 |
| WAGES | | 50 | 0 | 0 | 58 | 58 | 0 |
| TRAINING | | 55 | 55 | 46 | 90 | 35 | 64 |
| TRAVEL | | 154 | 136 | 200 | 206 | 70 | 51 |
| COMMUNICATIONS | | 34 | 39 | 43 | 39 | 0 | 0 |
| ADVERTISING & PROMOTION | | 3 | 8 | 4 | 8 | 0 | 0 |
| PROFESSIONAL SERVICES | | 1,401 | 1,025 | 1,165 | 1,262 | 237 | 23 |
| RENTALS | | 5 | 12 | 11 | 12 | 0 | 0 |
| REPAIR AND MAINTENANCE | | 465 | 405 | 381 | 400 | (5) | (1) |
| MATERIALS & SUPPLIES | | 92 | 84 | 115 | 122 | 38 | 45 |
| OTHER EXPENSES | | 258 | 183 | 281 | 184 | 1 | 1 |
| GRANTS AND CONTRIBUTIONS | | 1,332 | 1,557 | 1,557 | 1,268 | (289) | (19) |
| TOTAL | | 5,810 | 5,895 | 6,144 | 6,044 | 149 | 3 |

REVENUE SUMMARY

| | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|--------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | | | | | | |
| 8104 Guarantee Fee | | 400 | 400 | 0 | 0 | (400) | (100) |
| 8877 Reimbursements | | 149 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | | 549 | 400 | 0 | 0 | (400) | (100) |

HEAD 10 MINISTRY OF FINANCE HQ - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| | | | | | | DIFFERENCE | |
|---------------|--------------------------------------|-------------------|---------------------|--------------------|---------------------|------------|-----|
| | | | | | | 2019/20 | |
| | | | | | | vs | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 20000 POLICY PLANNING & MGMT | 3 | 3 | 3 | 3 | 0 | 0 |
| | 20010 FISCAL PLANNING & CONTROL | 4 | 4 | 4 | 4 | 0 | 0 |
| | 20020 BUSINESS REGULATORY | 2 | 3 | 2 | 3 | 0 | 0 |
| | 20030 ECONOMIC & FINAN. INTELLIGENCE | 2 | 2 | 2 | 2 | 0 | 0 |
| | 20040 TREATY MANAGEMENT | 3 | 4 | 3 | 4 | 0 | 0 |
| | 20100 NAMLC | 3 | 3 | 3 | 3 | 0 | 0 |
| | TOTAL | 17 | 19 | 17 | 19 | 0 | 0 |

HEAD 10 MINISTRY OF FINANCE HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 20000; 20010; 20030 | | | | |
| INTERNAL | | | | |
| Percentage variation of actual current account expenditure outturns compared to total approved estimates. | -0.7% | +/- 2% | +1% | +/- 2% |
| Percentage of Consolidated Fund Ministries whose actual expenditure outturns are at or below approved estimates. | 75% | 85% | 85% | 85% |
| Actual revenue vs. Original Estimate | 0% | +/- 2% | -1% | +/- 2% |
| Actual current & capital expenditure vs. Original Estimate | -1% | +/- 2% | +1% | +/- 2% |
| GDP: | 0.1% | 1.5% to 2.5% | 1.0% to 2.0% | 1.0% to 2.0% |
| GOVERNMENT NET DEBT/GDP | | | | |
| Bermuda | 38.9% | 38.0% | 35.9% | 37.0% |
| Developing Countries rated similar to Bermuda (mean) | 26.7% | 28% | 27% | 26% |
| GOVERNMENT NET DEBT/REVENUE | | | | |
| Bermuda | 226.1% | 230.0% | 239.0% | 238.0% |
| Developing Countries rated similar to Bermuda (mean) | 125.0% | 134.0% | 134.0% | 135.6% |
| INTEREST/REVENUE | | | | |
| Bermuda | 11.4% | 11.0% | 10.7% | 10.8% |
| Developing Countries rated similar to Bermuda (mean) | 4.8% | 5.1% | 5.1% | 5.2% |
| EXTERNAL | | | | |
| 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 develop and maintain quality financial reporting, employee health insurance, treasury function, internal control and effective use of technology to aid in decision making.

DEPARTMENT OBJECTIVES

- Improved efficiency of financial statement process enabling publication of Consolidated Fund financial statements within six months of the Government financial year end.
- 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 | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1101 | CONSOLIDATED FUND | | | | | | |
| | 21000 POLICY PLANNING & MGMT. | 1,413 | 1,394 | 1,394 | 1,397 | 3 | 0 |
| | 21001 FINANCIAL REPORTING | 381 | 568 | 568 | 594 | 26 | 5 |
| | 21002 COMPENSATION | 669 | 0 | 0 | 0 | 0 | 0 |
| | 21003 COMPLIANCE & DISBURSEMENTS | 366 | 416 | 416 | 417 | 1 | 0 |
| | 21004 REVENUE RECEIPTING | 780 | 885 | 886 | 751 | (134) | (15) |
| | 21005 TREASURY MANAGEMENT | 656 | 640 | 640 | 729 | 89 | 14 |
| | 21007 BANK RECONCILIATIONS | 587 | 664 | 664 | 724 | 60 | 9 |
| | 21008 FINANCIAL SYSTEMS | 1,212 | 1,460 | 1,460 | 1,518 | 58 | 4 |
| | 21200 BENEFITS | 68 | 0 | 0 | 0 | 0 | 0 |
| | 21900 MANAGEMENT ACCT. TRAINEES | 182 | 193 | 78 | 0 | (193) | (100) |
| | | 6,314 | 6,220 | 6,106 | 6,130 | (90) | (1) |
| 1102 | FUND ADMINISTRATION | | | | | | |
| | 21010 SUPERANNUATION FUND | 28,615 | 29,000 | 29,000 | 28,775 | (225) | (1) |
| | 21020 CONTRIBUTORY PENSION | 8,281 | 9,000 | 9,000 | 9,000 | 0 | 0 |
| | 21030 GOVT EMPLOYEE HEALTH INS | 39,829 | 40,833 | 40,833 | 40,695 | (138) | (0) |
| | 21040 MINISTERS & MEMBERS PENSION | 1,058 | 1,100 | 1,100 | 1,250 | 150 | 14 |
| | | 77,783 | 79,933 | 79,933 | 79,720 | (213) | (0) |
| | TOTAL | 84,097 | 86,153 | 86,039 | 85,850 | (303) | (0) |

HEAD 11 ACCOUNTANT GENERAL - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 2,875 | 3,949 | 3,863 | 3,876 | (73) (2) |
| | WAGES | 136 | 0 | 0 | 0 | 0 0 |
| | EMPLOYER OVERHEAD | 79,029 | 79,385 | 79,385 | 78,975 | (410) (1) |
| | OTHER PERSONNEL COSTS | 592 | 616 | 616 | 763 | 147 24 |
| | TRAINING | 19 | 81 | 70 | 80 | (1) (1) |
| | TRAVEL | 1 | 39 | 21 | 20 | (19) (49) |
| | COMMUNICATIONS | 59 | 120 | 120 | 119 | (1) (1) |
| | ADVERTISING & PROMOTION | 0 | 3 | 3 | 3 | 0 0 |
| | PROFESSIONAL SERVICES | 546 | 820 | 820 | 642 | (178) (22) |
| | RENTALS | 417 | 427 | 427 | 407 | (20) (5) |
| | REPAIR AND MAINTENANCE | 663 | 710 | 710 | 768 | 58 8 |
| | ENERGY | 86 | 90 | 90 | 90 | 0 0 |
| | MATERIALS & SUPPLIES | 92 | 102 | 102 | 100 | (2) (2) |
| | EQUIPMT.(MINOR CAPITAL) | 10 | 27 | 27 | 26 | (1) (4) |
| | OTHER EXPENSES | 960 | 971 | 971 | 951 | (20) (2) |
| | RECEIPTS CREDITED TO PROGRAMME | (1,408) | (1,237) | (1,236) | (1,065) | 172 (14) |
| | DEBT CHARGES | 20 | 50 | 50 | 95 | 45 90 |
| | TOTAL | 84,097 | 86,153 | 86,039 | 85,850 | (303) (0) |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|---------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8859 Interest on Deposits | 6,565 | 1,500 | 2,214 | 2,067 | 567 38 |
| | 8889 Sundry Receipts | 556 | 0 | 0 | 0 | 0 0 |
| | 9438 Miscellaneous | 179 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 7,300 | 1,500 | 2,214 | 2,067 | 567 38 |

HEAD 11 ACCOUNTANT GENERAL - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|----------------------------------|-----------|-----------|-----------|-----------|--------------------------|------------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 21000 POLICY PLANNING & MGMT. | 5 | 5 | 5 | 5 | 0 | 0 |
| | 21001 FINANCIAL REPORTING | 5 | 5 | 5 | 5 | 0 | 0 |
| | 21002 COMPENSATION | 9 | 0 | 0 | 0 | 0 | 0 |
| | 21003 COMPLIANCE & DISBURSEMENTS | 5 | 5 | 5 | 5 | 0 | 0 |
| | 21004 REVENUE RECEIPTING | 6 | 5 | 5 | 5 | 0 | 0 |
| | 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 | 0 | 0 | 0 | 0 | 0 |
| | 21900 MANAGEMENT ACCT. TRAINEES | 3 | 2 | 1 | 0 | (2) | (100) |
| | TOTAL | 61 | 46 | 45 | 44 | (2) | (4) |

HEAD 11 ACCOUNTANT GENERAL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT : 21001 FINANCIAL REPORTING | | | | |
| Nil | Discontinued | 4 | Discontinued | Discontinued |
| Financial Instructions updated annually | Achieved | Achieved | Achieved | Achieved |
| Provision of audited annual financial statements of the Consolidated Fund within 240 days of March 31 (November) | Achieved | Achieved | Achieved | Achieved |
| # of Public Funds year-end files FS completed within 60 days of respective fiscal year ends | 6 | 5 | 6 | 6 |
| Provision of Financial Instructions training as scheduled | Achieved | Achieved | Achieved | Achieved |
| BUSINESS UNIT : 21003 COMPLIANCE & DISBURSEMENTS | | | | |
| Payments by electronic transfer as a % of total payments made - target 90% | 93% | 90% | 94% | 95% |
| Turnaround of new vendors and vendor changes | 5 Days | 7 Days | 5 Days | 5 Days |
| Turnaround time of payments of approved EDI batches - target 3 days | 6 Days | 5 Days | 5 Days | 5 Days |
| Total number of payments - local & foreign | 69,065 | 70,000 | 70,000 | 70,000 |
| Total dollar value of payments - local & foreign | \$711,916,449 | \$650,000,000 | \$840,000,000 | \$840,000,000 |
| BUSINESS UNIT : 21004 REVENUE RECEIPTING | | | | |
| Revenues deposited within 2 working days of receipt | 100% | 100% | 100% | 100% |
| Revenues recorded and posted within 5 working days of receipt | 90% | 100% | 90% | 100% |
| Percentage of debt collected out of total debt referred by government departments | Discontinued | 35% | Discontinued | Discontinued |
| Payment plans established for referred debtors | Discontinued | 70% | Discontinued | Discontinued |
| BUSINESS UNIT : 21005 TREASURY MANAGEMENT | | | | |
| Provision of the monthly cash flow report by the 20th of the subsequent month | 100% | 100% | 100% | 100% |
| Recording of monthly investment transactions within 10 days of receipt of investment information | 100% | 100% | 100% | 100% |
| Recording of daily cash transfer activity within 2 days of instruction to banks | 90% | 100% | 100% | 100% |
| Government payables accounts sufficiently funded daily to meet expenditure requirements/avoidance of bank overdrafts | 100% | 100% | 100% | 100% |
| BUSINESS UNIT : 21007 BANK RECONCILIATIONS | | | | |
| Low volume accounts reconciled within 30 days. High volume accounts reconciled within 45 days. | 90% | 90% | 90% | Discontinued |
| March 31 bank reconciliations for all accounts completed within 60 days | 90% | 90% | 90% | Discontinued |
| All bank accounts reconciled within 30 days of financial system close. | N/A | N/A | N/A | 100% |

HEAD 11 ACCOUNTANT GENERAL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT : 21008 FINANCIAL SYSTEMS | | | | |
| Enhancements and additions to the E1 ERP System - Not applicable during system upgrade 2018-2020 | N/A | N/A | N/A | 2 |
| Online Banking and E1 user access review completed every six months | Achieved | Achieved | Achieved | Twice |
| Integrity and access control processes and procedures established - Not applicable during system upgrade 2018-2020 | Achieved | N/A | N/A | Review Twice |
| Review Financial Reporting Data integrities monthly* | | | | 12 reviews |
| Create (1) Government Financial Dashboard for JDE EnterpriseOne 9.2 for Financial Controllers/HODs for point in time information updates.* | | | | 1 |
| BUSINESS UNIT : 21030 GOVT EMPLO HEALTH INS | | | | |
| 95% of manual clean claims paid within 30 days | 100% | Achieved | 100% | 100% |
| 100% of clean claims received via EDI (Electronic data interchange) paid within 30 days | 100% | 100% | 100% | 100% |
| Total number of claims processed and paid during the year | 207,000 | 257,000 | 228,000 | 250,000 |
| Dollar value of local claims processed | \$46,000,000 | \$52,000,000 | \$51,000,000 | \$56,000,000 |
| Dollar value of overseas claims processed | \$20,000,000 | \$26,000,000 | \$22,000,000 | \$24,000,000 |
| BUSINESS UNIT : 21100 CONSOLIDATED REPORTING | | | | |
| 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 |

* New Measures for 2020/21

HEAD 12 CUSTOMS

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|----------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8007 Customs Duty | 225,228 | 234,137 | 232,839 | 234,339 | 202 | 0 |
| | 8009 Customs Duty -G.P.O. | 827 | 863 | 661 | 661 | (202) | (23) |
| | 8053 Yacht Arrival | 91 | 95 | 80 | 80 | (15) | (16) |
| | 8107 Srvs to Ships (Customs) | 375 | 343 | 809 | 901 | 558 | 163 |
| | 8111 Wharfage | 836 | 806 | 884 | 900 | 94 | 12 |
| | 8113 Container Fees | 1,072 | 1,026 | 803 | 803 | (223) | (22) |
| | 8115 Customs Service Charges | 527 | 641 | 801 | 801 | 160 | 25 |
| | 8117 Courier Package Fees | 752 | 720 | 834 | 834 | 114 | 16 |
| | 8179 Light Dues | 202 | 186 | 153 | 153 | (33) | (18) |
| | 8457 Licence General | 155 | 149 | 123 | 123 | (26) | (17) |
| | 8881 Penalties | 150 | 179 | 90 | 90 | (89) | (50) |
| | 8889 Sundry Receipts | 77 | 48 | 80 | 80 | 32 | 67 |
| | | 230,292 | 239,193 | 238,157 | 239,765 | 572 | 0 |

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

To ensure every beneficiary receives a benefit that meets their basic needs.

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 develop staff to their fullest potential in accordance with the mission of the department.
- To maintain a culture of applying best practices.

GENERAL SUMMARY

| EXPENDITURE PROG | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----|
| BUSINESS UNIT | DESCRIPTION | | | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2801 | CONTRIBUTORY PENSION | | | | | | |
| | 38010 WAR PENSIONS AND GRATS. | 4,734 | 4,825 | 4,825 | 4,975 | 150 | 3 |
| | | 4,734 | 4,825 | 4,825 | 4,975 | 150 | 3 |
| | TOTAL | 4,734 | 4,825 | 4,825 | 4,975 | 150 | 3 |

HEAD 28 SOCIAL INSURANCE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| OBJECT CODE | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 1,572 | 1,930 | 1,930 | 2,015 | 85 | 4 |
| | WAGES | 21 | 0 | 0 | 0 | 0 | 0 |
| | OTHER PERSONNEL COSTS | 2 | 18 | 18 | 18 | 0 | 0 |
| | TRAINING | 6 | 147 | 147 | 148 | 1 | 1 |
| | TRANSPORT | 0 | 2 | 2 | 2 | 0 | 0 |
| | TRAVEL | 0 | 44 | 41 | 39 | (5) | (11) |
| | COMMUNICATIONS | 30 | 53 | 63 | 53 | 0 | 0 |
| | ADVERTISING & PROMOTION | 0 | 184 | 184 | 174 | (10) | (5) |
| | PROFESSIONAL SERVICES | 4,937 | 6,166 | 6,166 | 6,246 | 80 | 1 |
| | REPAIR AND MAINTENANCE | 19 | 109 | 116 | 109 | 0 | 0 |
| | INSURANCE | 0 | 1 | 1 | 1 | 0 | 0 |
| | MATERIALS & SUPPLIES | 53 | 144 | 150 | 144 | 0 | 0 |
| | EQUIPT. (MINOR CAPITAL) | 13 | 54 | 34 | 42 | (12) | (22) |
| | OTHER EXPENSES | 1 | 13 | 13 | 12 | (1) | (8) |
| | RECEIPTS CREDITED TO PROGRAMME | (1,920) | (4,040) | (4,040) | (4,028) | 12 | (0) |
| | TOTAL | 4,734 | 4,825 | 4,825 | 4,975 | 150 | 3 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|---------------------------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | % | |
| (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 |
| | TOTAL | 24 | 24 | 24 | 24 | 0 | 0 |

HEAD 28 SOCIAL INSURANCE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 38000 Senior Management & Administration | | | | |
| Summarize financial transactions and input into QuickBooks within 20 days after the end of each month (Revised) | 15 days | 15 days | 20 | 15 days |
| Prepare bank reconciliations for 11 CPF accounts within 30 days after the end of each month | 15 days | 30 days | 15 days | 15 days |
| BUSINESS UNIT: 38010 War Pensions & Gratuities | | | | |
| Ensure timely and accurate payment of pension awards within 25 days after the end of the month* | | | | 22 days |
| Ensure timely and accurate payment of medical claims within 30 days of receiving required documentation* | | | | 20 days |
| Process new war pension applications within 3 days of receipt* | | | | 3 days |
| BUSINESS UNIT: 38025 Benefits | | | | |
| Process monthly benefits by the 7th day of each month* | | | | 7th |
| Process benefit applications within 30 days of receipt* | | | | 30 days |
| BUSINESS UNIT: 38040 Compliance | | | | |
| Review delinquencies 90 days and over within 10 working days following the month-end* | | | | 10 days |
| Conduct a total of 2,600 combined routine inspections per year (10 per week per inspector)* | | | | 2,000 |
| 20% (\$4,600,000) annual reduction in outstanding debt > 90 days* | | | | \$3,000,000 |
| BUSINESS UNIT: 38045 Contributions | | | | |
| Prepare and dispatch monthly contribution bills within 5 working days of the end of the month* | | | | 5 days |
| Process social insurance applications within 3-4 of receipt* | | | | 4 days |
| Process employer registrations within 5 business days of receipt of paperwork* | | | | 5 days |

* New Measures for 2020/21

HEAD 38 OFFICE OF THE TAX COMMISSIONER

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To leverage modern technology to ensure taxpayers' compliance through quality service and effective enforcement.

DEPARTMENT OBJECTIVES

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

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 3801 | TAX COLLECTION ADMINISTRATION | | | | | | |
| | 48000 ADMINISTRATION | 857 | 895 | 928 | 958 | 63 | 7 |
| | 48050 STAMP DUTIES | 546 | 451 | 419 | 464 | 13 | 3 |
| | 48070 COMPLIANCE | 840 | 1,070 | 760 | 760 | (310) | (29) |
| | 48080 OPERATIONS | 2,277 | 1,345 | 1,654 | 1,654 | 309 | 23 |
| | TOTAL | 4,520 | 3,761 | 3,761 | 3,836 | 75 | 2 |

HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------|-------------------------------------|---------------------------------------|--------------------------------------|--|---------------------------------------|--|----------|
| OBJECT CODE DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | | (\$000) (7) | % (8) |
| (1) | (2) | | | | | | |
| SALARIES | 2,593 | 2,804 | 2,638 | | 2,790 | (14) | (0) |
| WAGES | 59 | 0 | 0 | | 0 | 0 | 0 |
| OTHER PERSONNEL COSTS | 3 | 4 | 4 | | 4 | 0 | 0 |
| TRAINING | 4 | 10 | 13 | | 25 | 15 | 150 |
| TRAVEL | 10 | 10 | 17 | | 20 | 10 | 100 |
| COMMUNICATIONS | 16 | 14 | 21 | | 25 | 11 | 79 |
| ADVERTISING & PROMOTION | 30 | 50 | 50 | | 40 | (10) | (20) |
| PROFESSIONAL SERVICES | 584 | 127 | 292 | | 318 | 191 | 150 |
| RENTALS | 362 | 371 | 365 | | 366 | (5) | (1) |
| REPAIR AND MAINTENANCE | 33 | 44 | 38 | | 37 | (7) | (16) |
| MATERIALS & SUPPLIES | 57 | 71 | 77 | | 56 | (15) | (21) |
| OTHER EXPENSES | 769 | 256 | 246 | | 155 | (101) | (39) |
| TOTAL | 4,520 | 3,761 | 3,761 | | 3,836 | 75 | 2 |

HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--|-----|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8017 Payroll Tax | | 467,486 | 466,100 | 472,266 | 467,000 | 900 | 0 |
| 8018 Bank Services Tax | | 4,155 | 6,150 | 6,934 | 6,900 | 750 | 12 |
| 8019 Corporate Services Tax | | 5,421 | 5,270 | 5,189 | 5,300 | 30 | 1 |
| 8020 Insurance Services Tax | | 4,510 | 5,600 | 3,945 | 4,870 | (730) | (13) |
| 8022 Money Services Business Tax | | 308 | 500 | 228 | 230 | (270) | (54) |
| 8023 Betting Tax-Turf | | 59 | 675 | 150 | 150 | (525) | (78) |
| 8025 Betting Tax-Pools | | 69 | 125 | 0 | 0 | (125) | (100) |
| 8027 Land Tax | | 79,745 | 85,375 | 85,375 | 85,500 | 125 | 0 |
| 8029 Foreign Currency Purchase Tax | | 21,937 | 26,164 | 25,906 | 26,250 | 86 | 0 |
| 8033 Hotel Occupancy Tax | | 9,193 | 12,000 | 9,573 | 10,000 | (2,000) | (17) |
| 8034 Transportation Infrastructure Tax | | 0 | 0 | 0 | 11,100 | 11,100 | 0 |
| 8049 Cruise Ship Departure | | 20,525 | 32,300 | 31,886 | 25,200 | (7,100) | (22) |
| 8055 Passenger Cabin Tax | | 3,571 | 0 | 0 | 0 | 0 | 0 |
| 8060 Primary Fam. Home Application | | 8 | 9 | 5 | 6 | (3) | (33) |
| 8061 Land Conveyance on Sale | | 13,581 | 12,700 | 12,414 | 14,022 | 1,322 | 10 |
| 8062 Primary Fam. Home Cert. Re-issue | | 1 | 1 | 1 | 1 | 0 | 0 |
| 8063 Other Conveyance on Sale | | 623 | 493 | 637 | 637 | 144 | 29 |
| 8065 Rentals/Leases | | 3 | 1,250 | 640 | 700 | (550) | (44) |
| 8067 Mortgages | | 1,336 | 1,500 | 1,350 | 1,450 | (50) | (3) |
| 8069 Adjudications | | 43 | 40 | 42 | 43 | 3 | 8 |
| 8071 Other Heads | | 1,942 | 1,730 | 1,720 | 1,750 | 20 | 1 |
| 8073 Revenue Stamps | | 1,553 | 1,750 | 1,650 | 1,650 | (100) | (6) |
| 8075 Voluntary Land Conveyance | | 5,326 | 2,500 | 2,100 | 2,200 | (300) | (12) |
| 8077 Voluntary Other Conveyance | | 97 | 200 | 100 | 100 | (100) | (50) |
| 8079 Penalties | | 22 | 8 | 8 | 8 | 0 | 0 |
| 8081 Timeshare Services | | 32 | 15 | 11 | 0 | (15) | (100) |
| 8083 Timeshare Occupancy | | 0 | 5 | 0 | 0 | (5) | (100) |
| TOTAL | | 641,546 | 662,460 | 662,130 | 665,067 | 2,607 | 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|----------------------|-----|-------------------|---------------------|--------------------|---------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (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 | | 18 | 18 | 18 | 18 | 0 | 0 |
| TOTAL | | 34 | 34 | 34 | 34 | 0 | 0 |

HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| BUSINESS UNIT: 48000 Administration | | | | |
| Respond to taxpayer correspondence within 10 days of receipt | 60% | 75% | 75% | DISCONTINUE |
| Respond to taxpayer correspondence within 5 days of receipt* | | | | 75% |
| Provide adhoc revenue, accounts receivable and other reports to MoF within 24 hours of request | 90% | 75% | 75% | DISCONTINUE |
| Provide adhoc revenue, accounts receivable and other reports to MoF within 48 hours of request* | | | | 75% |
| Process Schemes for approval within 30 days of application | - | 75% | 25% | 75% |
| BUSINESS UNIT: 48050 Stamp Duties | | | | |
| Stamp Duty Adjudication | | | | |
| 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% | 75% | 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 | 60% | 75% | 65% | 75% |
| BUSINESS UNIT: 48070 Compliance | | | | |
| 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) | 23 | 30 | 18 | 20 |
| To increase the number of persons currently brought before the courts for non-compliance to tax legislation by developing the methodology/process to enact the summary offences in legislation | 0 | 2 | 1 | 2 |
| BUSINESS UNIT: 48080 Operations | | | | |
| Effective Processing of Tax returns | | | | |
| Returns processed within Target of four weeks from filing deadline | N/A | 75% within 3 weeks of filing deadline | 75% within 3 weeks of filing deadline | 75% within 3 weeks of filing deadline |
| Taxpayer Acceptance of Electronic Filing and Payment | | | | |
| Percentage of Total Payroll Tax Returns e-Filed | 65.0% | 70.0% | 70.0% | 75.0% |
| Percentage of Total Land Tax Payments e-Paid | 50.0% | 55.0% | 55.0% | 60.0% |
| Effectiveness of Collection Process | | | | |
| 100% of debt payment plans electronically monitored monthly by June 2020* | | | | 100% |
| Reduction in total Tax debt percentage (decrease)/increase | -6.2% | 3.0% | 3.0% | 15.0% |

* New Measures for 2020/21

MISSION STATEMENT

To leverage technology, enhance the user experience and facilitate regulation, accurate data collection and analysis.

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 | | | | | | DIFFERENCE | |
|------------------------------------|---------------------------|--------------|--------------|--------------|--------------|------------|-----------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| 3901 REGISTRAR OF COMPANIES | | | | | | | |
| 49000 | POLICY, PLANNING & ADMIN. | 463 | 795 | 1,404 | 1,386 | 591 | 74 |
| 49010 | FINANCE & REVENUE | 862 | 299 | 299 | 425 | 126 | 42 |
| 49020 | ENTITY REGISTRATION | 0 | 833 | 783 | 766 | (67) | (8) |
| 49040 | INSOLVENCY & LIQUIDATIONS | 1,048 | 640 | 405 | 663 | 23 | 4 |
| 49050 | REAL ESTATE & LICENSES | 0 | 359 | 284 | 377 | 18 | 5 |
| 49080 | COMPLIANCE | 207 | 783 | 284 | 770 | (13) | (2) |
| | TOTAL | 2,580 | 3,709 | 3,459 | 4,387 | 678 | 18 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------|-------------------------|--------------|--------------|--------------|--------------|------------|-----------|
| OBJECT CODE | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | vs | |
| | | (\$000) | (\$000) | (\$000) | (\$000) | 2020/21 | |
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) | % |
| | | | | | | (7) | (8) |
| | SALARIES | 1,589 | 2,964 | 2,091 | 3,053 | 89 | 3 |
| | WAGES | 30 | 0 | 0 | 0 | 0 | 0 |
| | TRAINING | 15 | 20 | 20 | 20 | 0 | 0 |
| | TRAVEL | 11 | 14 | 82 | 92 | 78 | 557 |
| | COMMUNICATIONS | 3 | 8 | 8 | 27 | 19 | 238 |
| | ADVERTISING & PROMOTION | 0 | 2 | 2 | 2 | 0 | 0 |
| | PROFESSIONAL SERVICES | 604 | 341 | 876 | 672 | 331 | 97 |
| | RENTALS | 5 | 10 | 10 | 10 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 7 | 7 | 7 | 127 | 120 | 1,714 |
| | INSURANCE | 166 | 220 | 235 | 235 | 15 | 7 |
| | MATERIALS & SUPPLIES | 42 | 37 | 37 | 37 | 0 | 0 |
| | EQUIPT. (MINOR CAPITAL) | 3 | 5 | 5 | 40 | 35 | 700 |
| | OTHER EXPENSES | 105 | 81 | 86 | 72 | (9) | (11) |
| | TOTAL | 2,580 | 3,709 | 3,459 | 4,387 | 678 | 18 |

HEAD 39 REGISTRAR OF COMPANIES - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|----------------|------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8035 Exempted Companies Tax | 56,593 | 57,750 | 57,750 | 57,750 | 0 | 0 |
| | 8037 Overseas Partnerships | 115 | 615 | 300 | 300 | (315) | (51) |
| | 8039 Local Companies Tax | 2,805 | 2,750 | 2,750 | 2,750 | 0 | 0 |
| | 8041 Non Resident Company Tax | 2,173 | 2,750 | 2,750 | 2,750 | 0 | 0 |
| | 8043 Non Resident Inc. Company Tax | 74 | 0 | 0 | 150 | 150 | 0 |
| | 8133 Searches | 110 | 340 | 340 | 300 | (40) | (12) |
| | 8265 Exempted Partnership Fees | 2,667 | 2,500 | 2,500 | 2,500 | 0 | 0 |
| | 8266 Exempted LLC - Annual Fees | 73 | 30 | 30 | 30 | 0 | 0 |
| | 8267 Segregated Accounts Fees | 266 | 250 | 250 | 250 | 0 | 0 |
| | 8268 Local LLC - Annual Fees | 15 | 10 | 10 | 10 | 0 | 0 |
| | 8269 Document Filing Fees | 2,468 | 2,750 | 2,750 | 2,750 | 0 | 0 |
| | 8457 Licence General | 343 | 320 | 195 | 500 | 180 | 56 |
| | 8617 Publications | 6 | 6 | 6 | 6 | 0 | 0 |
| | 8881 Penalties | 613 | 450 | 450 | 450 | 0 | 0 |
| | 8889 Sundry Receipts | 496 | 100 | 415 | 100 | 0 | 0 |
| | TOTAL | 68,817 | 70,621 | 70,496 | 70,596 | (25) | (0) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|------------------------------|----------------------------------|-------------------|---------------------|--------------------|---------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 49000 POLICY & PLANNING & ADMIN. | 2 | 3 | 3 | 3 | 0 | 0 |
| | 49010 FINANCE & REVENUE | 16 | 5 | 5 | 5 | 0 | 0 |
| | 49020 ENTITY REGISTRATION | 0 | 10 | 10 | 10 | 0 | 0 |
| | 49040 INSOLVENCY & LIQUIDATIONS | 3 | 4 | 4 | 4 | 0 | 0 |
| | 49050 REAL ESTATE & LICENSES | 0 | 4 | 4 | 4 | 0 | 0 |
| | 49080 COMPLIANCE | 5 | 8 | 8 | 8 | 0 | 0 |
| | TOTAL | 26 | 34 | 34 | 34 | 0 | 0 |

HEAD 39 REGISTRAR OF COMPANIES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Policy, Planning & Admin. | | | | |
| Average processing time for vendor vouchers | 5 | 5 | 5 | 5 |
| Average turnaround time for online web queries and searches | 1 | 1 | 1 | 1 |
| BUSINESS UNIT: Finance & Revenue | | | | |
| 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 |
| BUSINESS UNIT: Insolvency & Liquidations | | | | |
| Average processing time for dissolution certificates* | 5 | 5 | 5 | 5 |
| Average processing time for real estate licences | 5 | 5 | 5 | 2 |
| BUSINESS UNIT: Compliance | | | | |
| 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 DEBT & LOAN GUARANTEES

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide for debt interest on long term borrowing facilities and any charges related to guarantees.

GENERAL SUMMARY

| EXPENDITURE PROG | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|-----------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | | | | | (\$000) (7) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 5801 | INTEREST ON DEBT | | | | | | |
| 68000 | INTEREST ON DEBT | 124,031 | 116,500 | 115,388 | 113,483 | (3,017) | (3) |
| 68010 | MORGAN'S POINT/CAROLINE BAY | 0 | 0 | 3,812 | 7,917 | 7,917 | 0 |
| | TOTAL | 124,031 | 116,500 | 119,200 | 121,400 | 4,900 | 4 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|----------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| OBJECT CODE | DESCRIPTION | | | | | (\$000) (7) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | PROFESSIONAL SERVICES | 0 | 0 | 13,502 | 500 | 500 | 0 |
| | RECEIPTS CREDITED TO PROG. | 0 | 0 | (13,902) | (500) | (500) | 0 |
| | DEBT CHARGES | 124,031 | 116,500 | 119,600 | 121,400 | 4,900 | 4 |
| | TOTAL | 124,031 | 116,500 | 119,200 | 121,400 | 4,900 | 4 |

HEAD 59 SINKING FUND**CURRENT
ACCOUNT
ESTIMATES****MISSION STATEMENT**

Provision for repayment of principal on long term borrowing.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 5901 | SINKING FUND CONTRIBUTION | | | | | | |
| 69000 | SINKING FUND CONTRIBUTION | 64,223 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 64,223 | 0 | 0 | 0 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|-------------|------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | TRANSFERS & OTHER FEES | 64,223 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 64,223 | 0 | 0 | 0 | 0 | 0 |

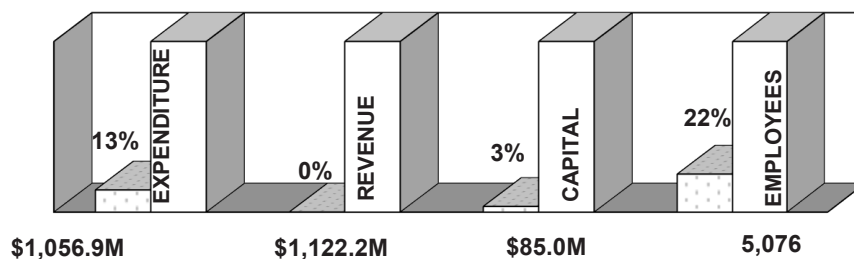
MINISTRY OF EDUCATION



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

The Hon. Diallo Rabain, JP, MP

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------------------|----------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) (7) | % (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 16 | MIN. OF EDUCATION HQ | 2,980 | 3,579 | 3,579 | 4,523 | 944 | 26 |
| 17 | DEPT. OF EDUCATION | 113,521 | 114,243 | 114,243 | 113,781 | (462) | (0) |
| 18 | LIBRARIES & ARCHIVES | 2,951 | 3,222 | 3,222 | 3,252 | 30 | 1 |
| 41 | BERMUDA COLLEGE | 15,906 | 15,906 | 15,906 | 15,906 | 0 | 0 |
| | | 135,358 | 136,950 | 136,950 | 137,462 | 512 | 0 |
| REVENUE (\$000) | | | | | | | |
| 16 | MIN. OF EDUCATION HQ | 73 | 0 | 0 | 0 | 0 | 0 |
| 17 | DEPT. OF EDUCATION | 158 | 230 | 230 | 230 | 0 | 0 |
| 18 | LIBRARIES & ARCHIVES | 12 | 13 | 14 | 16 | 3 | 23 |
| | | 243 | 243 | 244 | 246 | 3 | 1 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 908 | 1,267 | 1,227 | 1,155 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 2,006 | 1,420 | 1,600 | 1,655 | | |
| | | 2,914 | 2,687 | 2,827 | 2,810 | | |
| EMPLOYEE NUMBERS | | | | | | | |
| | | 1,157 | 1,153 | 1,153 | 1,133 | (20) | (2) |



Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

To provide strategic leadership and policy direction for education and life-long learning.

DEPARTMENT OBJECTIVES

- Develop strategic policy for the public school education system
- Improve the administration of grants to external bodies and ensure provision of monies directly impact students
- Improve stakeholder confidence through consultation and engagement
- 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 | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------------|----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1601 GENERAL | | | | | | | |
| 26000 | GENERAL ADMINISTRATION | 817 | 1,037 | 1,065 | 2,275 | 1,238 | 119 |
| 26080 | GRANTS TO EXTERNAL BODIES | 500 | 1,116 | 1,086 | 823 | (293) | (26) |
| 26090 | SCHOLARSHIPS & AWARDS | 1,179 | 1,426 | 1,428 | 1,425 | (1) | (0) |
| | | 2,496 | 3,579 | 3,579 | 4,523 | 944 | 26 |
| 1602 FURTHER EDUCATION | | | | | | | |
| 26110 | COMMUNITY OUTREACH | 40 | 0 | 0 | 0 | 0 | 0 |
| 26120 | COMMUNITY EDUCATION COURSE | 42 | 0 | 0 | 0 | 0 | 0 |
| 26130 | COMMUNITY EDUCATION ADMIN. | 402 | 0 | 0 | 0 | 0 | 0 |
| | | 484 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | | 2,980 | 3,579 | 3,579 | 4,523 | 944 | 26 |

HEAD 16 MINISTRY OF EDUCATION HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 806 | 780 | 780 | 606 | (174) (22) |
| | TRAINING | 1 | 0 | 0 | 0 | 0 0 |
| | TRAVEL | 5 | 15 | 34 | 21 | 6 40 |
| | COMMUNICATIONS | 32 | 5 | 5 | 5 | 0 0 |
| | ADVERTISING & PROMOTION | 2 | 6 | 6 | 6 | 0 0 |
| | PROFESSIONAL SERVICES | 400 | 322 | 292 | 1,607 | 1,285 399 |
| | RENTALS | 8 | 5 | 7 | 15 | 10 200 |
| | REPAIR AND MAINTENANCE | 9 | 0 | 0 | 0 | 0 0 |
| | ENERGY | 3 | 0 | 0 | 0 | 0 0 |
| | MATERIALS & SUPPLIES | 29 | 25 | 31 | 30 | 5 20 |
| | EQUIPT. (MINOR CAPITAL) | 2 | 0 | 0 | 0 | 0 0 |
| | OTHER EXPENSES | 11 | 10 | 13 | 15 | 5 50 |
| | GRANTS AND CONTRIBUTIONS | 1,672 | 2,411 | 2,411 | 2,218 | (193) (8) |
| | TOTAL | 2,980 | 3,579 | 3,579 | 4,523 | 944 26 |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | 8425 Course Fees | 73 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 73 | 0 | 0 | 0 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS) | | | | | DIFFERENCE | |
|--|------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| BUSINESS UNIT DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) % (8) |
| | 26000 GENERAL ADMINISTRATION | 7 | 7 | 6 | 6 | (1) (14) |
| | TOTAL | 7 | 7 | 6 | 6 | (1) (14) |

HEAD 16 MINISTRY OF EDUCATION HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 26000 General Administration | | | | |
| Consultation with key stakeholders during the development of policy initiatives geared to enhance the public education system | ACHIEVED | 100% | 100% | 100% |
| Key Stakeholders consulted on policy decisions supporting the transformation of the public education system* | | | | 100% |
| Framework for an appropriate redesign of the public school system* | | | | Sep-20 |
| Legislative amendments drafted to support an updated organizational structure for the Department of Education outlined in Plan 2022* | | | | Mar-21 |
| BUSINESS UNIT: 26080 Grants to External Bodies | | | | |
| Grant Applications to recipients processed by July 2020* | | | | 100% |
| Grant financials and stated outcomes reviewed by March 2021* | | | | 100% |
| BUSINESS UNIT: 26090 Scholarships & Awards | | | | |
| Scholarship and Awards Committee makes recommendations of recipients to the Minister by July 31 | ACHIEVED | 100% | 100% | 100% |
| Scholarships and awards disbursed by October each year for all regions | ACHIEVED | 100% | 100% | 100% |

* New Measures for 2020/21

MISSION STATEMENT

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

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

DEPARTMENT OBJECTIVES

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

HEAD 17 DEPARTMENT OF EDUCATION

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|---|-------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1701 CENTRAL ADMINISTRATION | | | | | | | |
| 27000 GENERAL ADMINISTRATION | | 1,438 | 515 | 515 | 505 | (10) | (2) |
| 27001 OFFICE OF THE COMMISSIONER | | 503 | 904 | 920 | 907 | 3 | 0 |
| 27030 HUMAN RESOURCES | | 902 | 985 | 985 | 1,099 | 114 | 12 |
| 27031 STAFF DEVELOPMENT | | 472 | 686 | 686 | 819 | 133 | 19 |
| 27090 EDUCATIONAL STANDARDS & ACCOUNT. | | 265 | 386 | 386 | 749 | 363 | 94 |
| 27095 SCHOOL ATTENDANCE | | 348 | 340 | 340 | 0 | (340) | (100) |
| 27160 SUBSTITUTES | | 3,880 | 639 | 639 | 703 | 64 | 10 |
| | | 7,808 | 4,455 | 4,471 | 4,782 | 327 | 7 |
| 1702 STUDENT SERVICES | | | | | | | |
| 27061 BEHAVIOUR MANAGEMENT | | 1,203 | 1,164 | 1,167 | 1,576 | 412 | 35 |
| 27062 SUCCESS ACADEMY | | 0 | 0 | 6 | 6 | 6 | 0 |
| 27063 SCHOOL PSYCHOLOGY | | 617 | 898 | 904 | 793 | (105) | (12) |
| 27064 ADAPTED PHYSICAL EDUCATION | | 273 | 273 | 273 | 288 | 15 | 5 |
| 27065 HEARING | | 297 | 302 | 302 | 308 | 6 | 2 |
| 27066 VISION | | 199 | 201 | 201 | 181 | (20) | (10) |
| 27069 GIFTED AND TALENTED | | 118 | 123 | 120 | 125 | 2 | 2 |
| 27071 OFFICE SUPPORT | | 769 | 895 | 895 | 931 | 36 | 4 |
| 27072 COUNSELLING | | 2,898 | 2,884 | 2,884 | 3,139 | 255 | 9 |
| 27073 SUMMER PROGRAMME | | 311 | 18 | 18 | 18 | 0 | 0 |
| 27074 LEARNING SUPPORT | | 4,029 | 4,228 | 4,215 | 4,164 | (64) | (2) |
| 27076 EARLY CHILDHOOD EDUCATION | | 118 | 115 | 115 | 117 | 2 | 2 |
| 27079 PARAPROFESSIONALS | | 6,239 | 6,631 | 6,814 | 7,001 | 370 | 6 |
| 27083 AUTISM SPECTRUM DISORDER | | 560 | 687 | 687 | 786 | 99 | 14 |
| 27084 ALTERN. EDUC. & OUT OF SCHOOL SUSP. | | 1,131 | 1,336 | 1,337 | 1,261 | (75) | (6) |
| | | 18,762 | 19,755 | 19,938 | 20,694 | 939 | 5 |
| 1703 FINANCE AND CORPORATE | | | | | | | |
| 27002 FINANCE & CORPORATE SERVICES | | 727 | 714 | 714 | 737 | 23 | 3 |
| 27003 OFFICE ACCOMMODATION | | 631 | 810 | 810 | 811 | 1 | 0 |
| 27040 EDUCATIONAL STORES | | 666 | 790 | 790 | 652 | (138) | (17) |
| 27041 SCHOOL TRANSPORT | | 437 | 430 | 430 | 438 | 8 | 2 |
| 27042 BUILDINGS, GROUNDS & EQUIP. | | 841 | 945 | 945 | 1,043 | 98 | 10 |
| 27050 IT SUPPORT | | 1,708 | 2,550 | 2,550 | 2,467 | (83) | (3) |
| | | 5,010 | 6,239 | 6,239 | 6,148 | (91) | (1) |

HEAD 17 DEPARTMENT OF EDUCATION - continued

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|----------------------------|---------------|---------------|---------------|---------------|--------------|------------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| 1704 | PRESCHOOLS | | | | | | |
| 27190 | SOUTHAMPTON PRESCHOOL | 429 | 432 | 432 | 445 | 13 | 3 |
| 27200 | ST.GEORGE'S PRESCHOOL | 345 | 350 | 350 | 346 | (4) | (1) |
| 27210 | LYCEUM PRESCHOOL | 329 | 456 | 456 | 484 | 28 | 6 |
| 27220 | ST.PAUL'S PRESCHOOL | 350 | 353 | 353 | 359 | 6 | 2 |
| 27230 | WARWICK PRESCHOOL | 838 | 835 | 835 | 851 | 16 | 2 |
| 27240 | PROSPECT PRESCHOOL | 582 | 535 | 535 | 526 | (9) | (2) |
| 27250 | ST.JOHN'S PRESCHOOL | 561 | 479 | 479 | 482 | 3 | 1 |
| 27260 | LAGOON PARK PRESCHOOL | 443 | 417 | 417 | 425 | 8 | 2 |
| 27270 | ST.DAVID'S PRESCHOOL | 240 | 307 | 307 | 339 | 32 | 10 |
| 27280 | DEVONSHIRE PRESCHOOL | 520 | 588 | 588 | 617 | 29 | 5 |
| | | 4,637 | 4,752 | 4,752 | 4,874 | 122 | 3 |
| 1705 | PRIMARY SCHOOLS | | | | | | |
| 27320 | ST. GEORGE'S PREPARATORY | 1,677 | 1,726 | 1,726 | 1,581 | (145) | (8) |
| 27330 | EAST END PRIMARY | 1,379 | 1,310 | 1,310 | 1,268 | (42) | (3) |
| 27340 | ST. DAVID'S SCHOOL | 1,085 | 1,053 | 1,053 | 1,085 | 32 | 3 |
| 27350 | FRANCIS PATTON SCHOOL | 1,625 | 1,761 | 1,700 | 1,561 | (200) | (11) |
| 27360 | HARRINGTON SOUND SCHOOL | 2,386 | 2,277 | 2,216 | 2,233 | (44) | (2) |
| 27370 | ELLIOT SCHOOL | 1,993 | 1,974 | 1,974 | 1,785 | (189) | (10) |
| 27380 | PROSPECT SCHOOL | 1,288 | 1,450 | 1,450 | 1,429 | (21) | (1) |
| 27390 | VICTOR SCOTT SCHOOL | 1,655 | 1,708 | 1,708 | 1,703 | (5) | (0) |
| 27400 | NORTHLANDS PRIMARY | 2,195 | 2,232 | 2,232 | 2,210 | (22) | (1) |
| 27410 | WEST PEMBROKE SCHOOL | 2,188 | 2,343 | 2,343 | 2,271 | (72) | (3) |
| 27420 | GILBERT SCHOOL | 1,241 | 1,366 | 1,366 | 1,273 | (93) | (7) |
| 27430 | PAGET SCHOOL | 1,915 | 1,983 | 1,983 | 1,992 | 9 | 0 |
| 27440 | PURVIS SCHOOL | 1,985 | 1,970 | 1,970 | 2,016 | 46 | 2 |
| 27450 | HERON BAY SCHOOL | 1,303 | 1,294 | 1,294 | 1,312 | 18 | 1 |
| 27460 | PORT ROYAL SCHOOL | 1,288 | 1,282 | 1,282 | 1,323 | 41 | 3 |
| 27470 | DALTON E. TUCKER | 1,434 | 1,419 | 1,419 | 1,468 | 49 | 3 |
| 27480 | WEST END | 1,506 | 1,405 | 1,405 | 1,408 | 3 | 0 |
| 27490 | SOMERSET SCHOOL | 1,558 | 1,520 | 1,459 | 1,556 | 36 | 2 |
| | | 29,701 | 30,073 | 29,890 | 29,474 | (599) | (2) |
| 1706 | SPECIAL SCHOOLS | | | | | | |
| 27120 | DAME MARJORIE BEAN ACADEMY | 527 | 734 | 734 | 770 | 36 | 5 |
| | | 527 | 734 | 734 | 770 | 36 | 5 |

HEAD 17 DEPARTMENT OF EDUCATION - continued

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|---------------------------------------|-----|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1707 MIDDLE SCHOOLS | | | | | | | |
| 27530 CLEARWATER | | 3,002 | 3,179 | 3,171 | 3,255 | 76 | 2 |
| 27540 WHITNEY INSTITUTE | | 3,828 | 3,903 | 3,903 | 4,017 | 114 | 3 |
| 27560 DELLWOOD MIDDLE SCHOOL | | 3,296 | 3,347 | 3,351 | 3,032 | (315) | (9) |
| 27590 T. N. TATEM | | 3,007 | 3,029 | 2,997 | 2,448 | (581) | (19) |
| 27600 SANDYS SECONDARY | | 3,635 | 3,677 | 3,692 | 3,755 | 78 | 2 |
| | | 16,768 | 17,135 | 17,114 | 16,507 | (628) | (4) |
| 1708 SENIOR SECONDARY SCHOOLS | | | | | | | |
| 27570 BERKELEY INSTITUTE | | 13,339 | 13,024 | 13,324 | 12,774 | (250) | (2) |
| 27640 CEDARBRIDGE ACADEMY | | 14,105 | 13,586 | 13,586 | 13,336 | (250) | (2) |
| | | 27,444 | 26,610 | 26,910 | 26,110 | (500) | (2) |
| 1709 CURRICULUM, ASSESSMENT | | | | | | | |
| 27020 ASSESSMENT & EVALUATION | | 79 | 451 | 369 | 310 | (141) | (31) |
| 27520 DESIGN, DEVELOPMENT & IMPLEMEN. | | 1,232 | 1,765 | 1,577 | 1,888 | 123 | 7 |
| 27524 COLLEGE & CAREER PATHWAY | | 377 | 339 | 340 | 350 | 11 | 3 |
| | | 1,688 | 2,555 | 2,286 | 2,548 | (7) | (0) |
| 1712 EARLY CHILDHOOD EDUCATION | | | | | | | |
| 27175 CHILD DEVELOPMENT | | 1,028 | 1,727 | 1,701 | 1,681 | (46) | (3) |
| 27700 AFTER PRESCHOOL CARE | | 148 | 208 | 208 | 193 | (15) | (7) |
| | | 1,176 | 1,935 | 1,909 | 1,874 | (61) | (3) |
| | | | | | | | |
| TOTAL | | 113,521 | 114,243 | 114,243 | 113,781 | (462) | (0) |

HEAD 17 DEPARTMENT OF EDUCATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 68,764 | 73,260 | 72,903 | 73,013 | (247) (0) |
| | WAGES | 8,437 | 3,578 | 3,578 | 3,696 | 118 3 |
| | OTHER PERSONNEL COSTS | 294 | 261 | 257 | 261 | 0 0 |
| | TRAINING | 89 | 287 | 346 | 291 | 4 1 |
| | TRANSPORT | 101 | 74 | 75 | 64 | (10) (14) |
| | TRAVEL | 81 | 108 | 116 | 106 | (2) (2) |
| | COMMUNICATIONS | 635 | 746 | 776 | 748 | 2 0 |
| | ADVERTISING & PROMOTION | 4 | 39 | 41 | 39 | 0 0 |
| | PROFESSIONAL SERVICES | 911 | 1,559 | 1,552 | 1,882 | 323 21 |
| | RENTALS | 703 | 956 | 958 | 953 | (3) (0) |
| | REPAIR AND MAINTENANCE | 1,223 | 1,640 | 1,636 | 1,640 | 0 0 |
| | INSURANCE | 21 | 19 | 19 | 19 | 0 0 |
| | ENERGY | 1,229 | 1,440 | 1,439 | 1,444 | 4 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 5 | 32 | 29 | 32 | 0 0 |
| | MATERIALS & SUPPLIES | 1,607 | 1,736 | 1,680 | 1,734 | (2) (0) |
| | EQUIPT. (MINOR CAPITAL) | 15 | 11 | 11 | 11 | 0 0 |
| | OTHER EXPENSES | 8 | 13 | 28 | 14 | 1 8 |
| | GRANTS AND CONTRIBUTIONS | 29,394 | 28,484 | 28,799 | 27,834 | (650) (2) |
| | TOTAL | 113,521 | 114,243 | 114,243 | 113,781 | (462) (0) |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8421 Special Education Programme | 31 | 0 | 0 | 0 | 0 0 |
| | 8665 Afer School Vouchers | 9 | 0 | 0 | 0 | 0 0 |
| | 8667 Pre School Vouchers | 69 | 90 | 90 | 90 | 0 0 |
| | 8675 Other retail sales | 28 | 85 | 85 | 85 | 0 0 |
| | 8801 Facilities | 18 | 55 | 55 | 55 | 0 0 |
| | 8877 Reimbursements | 3 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 158 | 230 | 230 | 230 | 0 0 |

HEAD 17 DEPARTMENT OF EDUCATION - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| | | | | | DIFFERENCE | | |
|---------------|-------------------------------------|-----|-----|-----|------------|-----|-------|
| | | | | | 2019/20 | | |
| | | | | | vs | | |
| BUSINESS UNIT | | | | | 2020/21 | | |
| DESCRIPTION | | | | | % | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (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 | 0 | (1) | (100) |
| 27030 | HUMAN RESOURCES | 7 | 7 | 8 | 8 | 1 | 14 |
| 27031 | STAFF DEVELOPMENT | 4 | 4 | 4 | 5 | 1 | 25 |
| 27040 | EDUCATIONAL STORES | 7 | 7 | 7 | 5 | (2) | (29) |
| 27041 | SCHOOL TRANSPORT | 8 | 8 | 8 | 8 | 0 | 0 |
| 27042 | BUILDINGS, GROUNDS & EQUIP. | 2 | 1 | 1 | 2 | 1 | 100 |
| 27050 | IT SUPPORT | 11 | 11 | 11 | 11 | 0 | 0 |
| 27061 | BEHAVIOUR MANAGEMENT | 12 | 12 | 12 | 13 | 1 | 8 |
| 27063 | SCHOOL PSYCHOLOGY | 7 | 8 | 8 | 7 | (1) | (13) |
| 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 | 11 | 10 | 10 | 10 | 0 | 0 |
| 27072 | COUNSELLING | 27 | 27 | 27 | 27 | 0 | 0 |
| 27074 | LEARNING SUPPORT | 41 | 43 | 43 | 41 | (2) | (5) |
| 27076 | EARLY CHILDHOOD EDUCATION | 1 | 1 | 1 | 1 | 0 | 0 |
| 27079 | PARAPROFESSIONALS | 111 | 111 | 111 | 115 | 4 | 4 |
| 27083 | AUTISM SPECTRUM DISORDER | 8 | 8 | 8 | 9 | 1 | 13 |
| 27084 | ALTERN. EDUC. & OUT OF SCHOOL SUSP. | 12 | 12 | 12 | 12 | 0 | 0 |
| 27090 | EDUCATIONAL STANDARDS & ACCOUNT. | 3 | 3 | 3 | 8 | 5 | 167 |
| 27095 | SCHOOL ATTENDANCE | 5 | 5 | 5 | 0 | (5) | (100) |
| 27120 | DAME MARJORIE BEAN ACADEMY | 6 | 8 | 8 | 8 | 0 | 0 |
| 27160 | SUBSTITUTES | 12 | 8 | 8 | 8 | 0 | 0 |

HEAD 17 DEPARTMENT OF EDUCATION - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT (1) | DESCRIPTION (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 %(7) (8) | |
|----------------------|---------------------------------|--------------------------|----------------------------|---------------------------|----------------------------|--|------------|
| | | | | | | | |
| 27175 | CHILD DEVELOPMENT | 19 | 19 | 19 | 17 | (2) | (11) |
| 27190 | SOUTHAMPTON PRESCHOOL | 5 | 5 | 5 | 5 | 0 | 0 |
| 27200 | ST. GEORGE'S PRESCHOOL | 4 | 4 | 4 | 4 | 0 | 0 |
| 27210 | LYCEUM PRESCHOOL | 4 | 5 | 5 | 5 | 0 | 0 |
| 27220 | ST. PAUL'S PRESCHOOL | 3 | 3 | 3 | 3 | 0 | 0 |
| 27230 | WARWICK PRESCHOOL | 9 | 9 | 9 | 9 | 0 | 0 |
| 27240 | PROSPECT PRESCHOOL | 7 | 6 | 6 | 6 | 0 | 0 |
| 27250 | ST. JOHN'S PRESCHOOL | 5 | 5 | 5 | 5 | 0 | 0 |
| 27260 | LAGOON PARK PRESCHOOL | 5 | 4 | 4 | 4 | 0 | 0 |
| 27270 | ST. DAVID'S PRESCHOOL | 3 | 4 | 4 | 4 | 0 | 0 |
| 27280 | DEVONSHIRE PRESCHOOL | 7 | 7 | 7 | 7 | 0 | 0 |
| 27320 | ST. GEORGE'S PREPARATORY | 15 | 15 | 15 | 15 | 0 | 0 |
| 27330 | EAST END PRIMARY | 13 | 14 | 14 | 14 | 0 | 0 |
| 27340 | ST. DAVID'S SCHOOL | 11 | 11 | 11 | 11 | 0 | 0 |
| 27350 | FRANCIS PATTON SCHOOL | 19 | 20 | 20 | 17 | (3) | (15) |
| 27360 | HARRINGTON SOUND SCHOOL | 26 | 25 | 25 | 24 | (1) | (4) |
| 27370 | ELLIOT SCHOOL | 26 | 23 | 23 | 22 | (1) | (4) |
| 27380 | PROSPECT SCHOOL | 18 | 18 | 18 | 17 | (1) | (6) |
| 27390 | VICTOR SCOTT SCHOOL | 20 | 21 | 21 | 20 | (1) | (5) |
| 27400 | NORTHLANDS PRIMARY | 24 | 25 | 25 | 25 | 0 | 0 |
| 27410 | WEST PEMBROKE SCHOOL | 24 | 27 | 27 | 26 | (1) | (4) |
| 27420 | GILBERT SCHOOL | 16 | 16 | 16 | 15 | (1) | (6) |
| 27430 | PAGET SCHOOL | 22 | 23 | 23 | 23 | 0 | 0 |
| 27440 | PURVIS SCHOOL | 26 | 24 | 24 | 24 | 0 | 0 |
| 27450 | HERON BAY SCHOOL | 16 | 15 | 15 | 15 | 0 | 0 |
| 27460 | PORT ROYAL SCHOOL | 15 | 15 | 15 | 15 | 0 | 0 |
| 27470 | DALTON E. TUCKER | 15 | 17 | 17 | 17 | 0 | 0 |
| 27480 | WEST END | 17 | 16 | 16 | 16 | 0 | 0 |
| 27490 | SOMERSET SCHOOL | 19 | 17 | 17 | 17 | 0 | 0 |
| 27520 | DESIGN, DEVELOPMENT & IMPLEMEN. | 16 | 15 | 15 | 16 | 1 | 7 |
| 27524 | 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 | 32 | (5) | (14) |
| 27570 | BERKELEY INSTITUTE | 92 | 92 | 92 | 91 | (1) | (1) |
| 27590 | T. N. TATEM | 33 | 33 | 33 | 26 | (7) | (21) |
| 27600 | SANDYS SECONDARY | 31 | 31 | 31 | 31 | 0 | 0 |
| 27640 | CEDARBRIDGE ACADEMY | 96 | 92 | 92 | 93 | 1 | 1 |
| 27700 | AFTER PRESCHOOL CARE | 19 | 19 | 19 | 19 | 0 | 0 |
| TOTAL | | 1,126 | 1,120 | 1,121 | 1,101 | (19) | (2) |

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1701 Central Administration | | | | |
| 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. ** | | 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% | | |
| The percentage of System Leaders who perform at the advanced levels on their respective performance evaluation tool ** | | 75% | | |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1701 Central Administration - cont. | | | | |
| The percentage of Principals who perform at the advanced levels on their respective performance evaluation tool ** | | 75% | | |
| Percentage of schools who reach 95% of student attendance or greater ** | | 100% | | |
| All school staff positions filled on the first day of school* | | | | 100% |
| Percentage of students who graduate on-time (as measured by cohort graduation rate -S1 to S4)** | | 85% | | |
| BUSINESS UNIT: 1702 Student Services | | | | |
| Percentage of schools implementing the MTSS process with fidelity* (*meet all criteria outlined by the Department of Education) | Data Not Available | 100% | | 100% |
| The percentage of students identified as in need of learning supports who matriculate to the next grade level.** | | 85% | | |
| The percentage of students receiving special education programming and services based on appropriate diagnosis ** | | 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 created with fidelity* (*meet criteria outlined by the Department of Education) | Data Not Available | 100% | | 100% |
| Percentage of students for whom the IEP process was carried out with fidelity* (*meet all the criteria outlined by the Department of Education) | Data Not Available | 100% | | 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 | 91% | 100% | 100% | 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 | 81% | 100% | 100% | 100% |
| BUSINESS UNIT: 1703 Finance and Corporate Services | | | | |
| 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** | | 96% | | |
| Compliance with the Health and Safety requirement to hold one fire drill per term | Data Not Available | | | 100% |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|--|--------------------------------|------------------------------|
| BUSINESS UNIT: 1703 Finance and Corporate Services - cont. | | | | |
| Internet availability to all schools. | 99% | 85% | 99% | 99% |
| Wi-Fi availability in all school libraries, gymnasiums, and computer labs. | 99% | 100% | 99% | 99% |
| Health and safety inspections conducted in each school per annum* | | | | 100% |
| Fibre optic data connectivity to all preschool, primary and middle schools * | | | | 100% |
| Minimum internet speed of 70Mbps in all preschool, primary and middle schools* | | | | 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 | | |
| Percentage of classrooms staffed with full-time certified teachers by the first week of school. ** | | 95% | | |
| Schools spot checked for petty cash compliance at least once per year* | | | | 100% |
| Extend the availability of Wi-Fi spots in preschool, primary and middle schools* | | | | 100% |
| Schools in compliance with the Health and Safety Committee Regulations | Data Not Available | | | 100% |
| BUSINESS UNIT: 1704 Preschools | | | | |
| Percentage of preschool students who meet established standards for literacy and numeracy | Data Not Available | 80% | | 85% |
| Percentage of preschoolers who meet system standards for social, emotional, physical and cognitive development | | 97% | | 97% |
| Percentage of preschoolers who meet the Primary 1 readiness assessments of early literacy compared to a target of 75% .** | | 75% | | |
| Percentage of preschoolers who meet the curriculum expectations in the social, emotional, physical and cognitive development areas ** | Data Not Available | 97% | | 97% |
| Percentage of quality classroom lessons based on system indicators and criteria used during system instructional rounds | | 80% | | |
| BUSINESS UNIT: 1705 Primary Schools | | | | |
| 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 80% Math 55% Science 75% | | |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1705 Primary Schools - cont. | | | | |
| 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% | | |
| 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% | | |
| P4 to P6 students achieving targeted growth for reading* | | | | 70% |
| P3 to P6 students achieving a 3 or higher for summative writing assessments* | | | | 70% |
| P3 to P6 students achieving 3 or higher for summative math assessment* | | | | 60% |
| Percentage of students reaching one grade-level of growth annually on common literacy assessment (P2-P6)** | | 75% | | |
| Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment ** | | 75% | | |
| 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% |
| BUSINESS UNIT: 1706 Special Schools | | | | |
| 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% | | 100% |
| 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% | | |
| Percentage of student Individualized Education Plans that meet compliance standards for quality instruction and related services.** | | 100% | | |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|----------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1706 Special Schools - cont. | | | | |
| Students for whom the IEP process was carried out with fidelity (*Meet criteria outlined by the Department of Education)* | | | | 100% |
| Percentage of student Individualized Learning Plans that meet compliance standards for quality academic, behaviour and career development. ** | | 80% | | |
| BUSINESS UNIT: 1707 Middle Schools | | | | |
| 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 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% | | |
| Percentage of classroom observations demonstrating proficiency in areas such as planning, instruction and environment ** | | 70% | | |
| Percentage of students reaching one grade-level of growth annually on common mathematics assessment annually (M1-M3)** | | 75% | | |
| M1 to M3 students achieving targeted growth for reading* | | | | 70% |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1707 Middle Schools - cont. | | | | |
| M1 to M3 students scoring 3 or higher on summative math assessments* | | | | 60% |
| M1 to M3 students achieving 3 or higher for summative writing assessments* | | | | 70% |
| Students passing IGCSEs (English and Math)* | | | | 80% |
| Students passing City and Gills assessments (English and Math)* | | | | 90% |
| Percentage of students reaching one grade-level of growth annually on common literacy assessment (P2-P6) ** | | 75% | | |
| BUSINESS UNIT: 1708 Senior Secondary Schools | | | | |
| 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% | | |
| Students scoring 3 or higher for writing assessments* | | | | 70% |
| 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% | | |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1708 Senior Secondary Schools - cont. | | | | |
| Students achieving targeted growth in reading* | | | | 70% |
| Students gaining college acceptance* | | | | 80% |
| Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment** | | 50% | | |
| Percentage of classroom observations demonstrating proficiency in areas such as planning, instruction and environment ** | | 75% | | |
| Students passing City and Guilds assessments (English and Math)* | | | | 90% |
| Students earning the City and Guilds Employability Skills Certification* | | | | 95% |
| Students passing IGCSEs for (English, Math and Science)* | | | | 60% |
| Students passing Advance Placement exams with a score of 3 or higher* | | | | 80% |
| Percentage of students who graduate with a Bermuda School Diploma (BSD) achieving a Grade Point Average (GPA) of 2.0 or higher ** | | 90% | | |
| Students who graduate with a Bermuda School Diploma (BSD)* | | | | 90% |
| Percentage of students who graduate on-time (as measured by cohort graduation rate -S1 to S4) | | 80% | | |
| Percentage of graduates earning an external/internationally recognized credential upon graduation* | | | | 65% |
| Students graduating with one or more industry recognized credentials* | | | | 65% |
| BUSINESS UNIT: 1709 Curriculum, Assessment | | | | |
| Ongoing professional development for school leaders, teachers and Department of Education officers in standards-based grading | 100% | 100% | 100% | 100% |
| Students passing I/GCSE exams in English, Math and Science | 100% | 100% | 100% | 100% |

* New Measures for 2020/21

** Discontinued

HEAD 17 DEPARTMENT OF EDUCATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 1709 Curriculum, Assessment - cont. | | | | |
| Percentage of Primary and Middle school core curricula with priority standards, pacing guides and scope and sequence documents* | | | | 100% |
| The percentage of students who demonstrate proficiency in writing at P5, M2 and S1** | | 50% | | |
| The percentage of schools who reach their literacy and numeracy targets as a result of the National Strategies in Mathematics and Literacy ** | | 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% | | |
| Business Unit: 1712 Early Childhood | | | | |
| Children from 18-48 months who receive a developmental screening.* | | | | 55% |
| Families who gain, knowledge, skills and tools from participation in Parent Education Classes/Groups* | | | | 85% |

* New Measures for 2020/21

** Discontinued

HEAD 18 LIBRARIES & ARCHIVES

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To facilitate access to information for research, inspiration, lifelong learning and recreation.

DEPARTMENT OBJECTIVES

- To Transform Bermuda Materials from Paper to Digital Format
- To Increase Public Awareness of the services provided by Libraries & Archives
- To Optimize Use of Technology
- To Improve Safety & Health
- To Enhance Records Management Government-wide

GENERAL SUMMARY

| EXPENDITURE PROG | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1801 | LIBRARIES | | | | | | |
| 28000 | COLLECTION MANAGEMENT | 499 | 561 | 561 | 482 | (79) | (14) |
| 28060 | ADULT SERVICES | 506 | 586 | 606 | 578 | (8) | (1) |
| 28100 | ARCHIVAL SERVICES | 321 | 396 | 383 | 395 | (1) | (0) |
| 28110 | YOUTH SERVICES | 410 | 444 | 444 | 436 | (8) | (2) |
| 28120 | RECORD MANAGEMENT SERVICES | 800 | 795 | 798 | 823 | 28 | 4 |
| 28130 | ADMINISTRATION | 415 | 440 | 430 | 538 | 98 | 22 |
| | TOTAL | 2,951 | 3,222 | 3,222 | 3,252 | 30 | 1 |

HEAD 18 LIBRARIES & ARCHIVES - continued

CURRENT ACCOUNT ESTIMATES

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | | |
|-------------------------|----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 1,645 | 2,005 | 2,003 | 2,026 | 21 | 1 |
| | WAGES | 197 | 0 | 0 | 0 | 0 | 0 |
| | TRAINING | 10 | 15 | 11 | 15 | 0 | 0 |
| | TRANSPORT | 2 | 3 | 3 | 5 | 2 | 67 |
| | TRAVEL | 1 | 3 | 1 | 3 | 0 | 0 |
| | COMMUNICATIONS | 50 | 53 | 51 | 53 | 0 | 0 |
| | ADVERTISING & PROMOTION | 3 | 11 | 7 | 11 | 0 | 0 |
| | PROFESSIONAL SERVICES | 33 | 74 | 68 | 104 | 30 | 41 |
| | RENTALS | 424 | 425 | 429 | 427 | 2 | 0 |
| | REPAIR AND MAINTENANCE | 176 | 220 | 208 | 214 | (6) | (3) |
| | INSURANCE | 0 | 0 | 1 | 1 | 1 | 0 |
| | ENERGY | 165 | 167 | 175 | 175 | 8 | 5 |
| | MATERIALS & SUPPLIES | 237 | 232 | 251 | 209 | (23) | (10) |
| | EQUIPMT. (MAJOR/MINOR CAP) | 8 | 13 | 13 | 9 | (4) | (31) |
| | OTHER EXPENSES | 0 | 1 | 1 | 0 | (1) | (100) |
| | TOTAL | 2,951 | 3,222 | 3,222 | 3,252 | 30 | 1 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | | |
|----------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|-----------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8139 Book Fines | 0 | 1 | 1 | 1 | 0 | 0 |
| | 8141 Lost Books | 0 | 1 | 0 | 2 | 1 | 100 |
| | 8142 Library Programme Fees | 2 | 3 | 3 | 4 | 1 | 33 |
| | 8143 Lost Cards | 1 | 1 | 1 | 1 | 0 | 0 |
| | 8145 Computer Fees | 3 | 3 | 4 | 3 | 0 | 0 |
| | 8307 Photocopy Charges | 3 | 3 | 4 | 4 | 1 | 33 |
| | 8877 Reimbursements | 3 | 1 | 1 | 1 | 0 | 0 |
| | TOTAL | 12 | 13 | 14 | 16 | 3 | 23 |

HEAD 18 LIBRARIES & ARCHIVES - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|----------------------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | % (8) |
| 28000 | COLLECTION MANAGEMENT | 4 | 5 | 4 | 4 | (1) | (20) |
| 28060 | ADULT SERVICES | 5 | 7 | 7 | 7 | 0 | 0 |
| 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 | 2 | 3 | 3 | 1 | 50 |
| TOTAL | | 24 | 26 | 26 | 26 | 0 | 0 |

HEAD 18 LIBRARIES & ARCHIVES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 28000 - Collection Management | | | | |
| Years of Microfilm Digitized* | | | | 5 years |
| Content Units Viewed Online* | | | | 225000 |
| Number of Online Users* | | | | 5750 |
| New books catalogued within 3 months of receipt | 99% | 100% | 100% | 100% |
| Titles catalogued within 30 days | 78% | 80% | 80% | 80% |
| Closed Collection requests filled within 2 days | 95% | 95% | 95% | 95% |
| ISBN requests received | 56 | 40 | 50 | 40 |
| ISBN requests answered within 2 days | 100% | 100% | 100% | 100% |
| Bermuda queries answered within 3 days | 95% | 95% | 95% | 95% |
| BUSINESS UNIT: 28060 - Adult Services | | | | |
| Percentage of public aware of programmes & services at the Main Library* | | | | 50% |
| Users Satisfied with Main Library programmes and services* | | | | 95% |
| Percentage programmes conducted to previous year* | | | | 10% |
| Increase in number of people attending programmes relative to previous year* | | | | 10% |
| Operational hours Public Internet available* | | | | 95% |
| Requests for digital copies from microfilm filled within 3 days | 95% | 100% | 100% | 100% |
| Adult population who are members of the Library | 11% | | 15% | 25% |
| Increase in number of general reference questions answered relative to previous year | -28% | | 0 | 10% |
| BUSINESS UNIT: 28100 - Archival Services | | | | |
| Volumes Conserved/Restored/Digitized | 5 | 3 | 0 | 5 vols or 20 items |
| Records requests for on-site consultation in the Reading room within 30 minutes | 100% | 90% | 90% | 90% |
| Written correspondence answered within one month | 100% | 90% | 90% | 90% |
| BUSINESS UNIT: 28110 - Youth Services | | | | |
| Percentage of Public aware of programmes & services at the Youth Library* | | | | 75% |
| Users Satisfied with Youth Library programmes and services * | | | | 100% |
| Increase in Number of people attending programmes relative to previous year* | | | | 10% |
| Operational hours Public Internet available* | | | | 100% |
| Books catalogued within 3 months of receipt | 100% | 100% | 100% | 95% |
| Increase in number of people using the Youth Library relative to previous year* | | | | 10% |
| Youth population (Under 18) who are members of the Library | 65% | | 65% | 75% |

* New Measures for 2020/21

HEAD 18 LIBRAIRES & ARCHIVES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 28110 - Youth Services - cont. | | | | |
| 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 |
| BUSINESS UNIT: 28120 - Records Management Services | | | | |
| Accessions received and departments provided with relevant transfer documentation within one month of records transfers in accordance with department accessioning ratios/timelines | 75% | 75% | 75% | 75% |
| RM enquiries responded to within three business days | 90% | 90% | 90% | 90% |
| Stored records circulated within two business days from receipt of request | 100% | 90% | 100% | 90% |
| Records scheduled before transfer to storage | N/A | 100% | N/A | 100% |
| Transfer documentation reviewed against GRC database to ensure accuracy of accession data | 100% | 100% | 100% | 100% |
| Records scheduling projects completed within 6 months | N/A | 75% | N/A | 75% |
| Records dispositions completed within 1 month of disposition authorization | 67% | 75% | 67% | 75% |
| RM presentations, training, or outreach activities | 15 | 12 | 15 | 12 |
| Appraisals in relation to disposition instructions for unscheduled records identified for the disposal outcome "Transfer to Archives" | 3 | 3 | 3 | 3 |
| Number of appraisals in relation to disposition instructions for unscheduled records identified for the disposal outcome "Review" completed | 4 | 3 | 4 | 3 |
| Acquisitions, transfers and return to Government agency/donor within 30 days | 90% | 90% | 90% | 90% |
| Supply records requested by users from off-site storage within 24 hours | 90% | 90% | 90% | 90% |
| BUSINESS UNIT: 28130 - Administration | | | | |
| Decrease in number of security incidents* | | | | 0 |
| Decrease in number of calls to Police* | | | | 0 |

* New Measures for 2020/21

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 | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|---------------|-----------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|--|----------|
| PROG | BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | (\$000) (7) | % (8) |
| (1) | | (2) | | | | | |
| 4101 | GENERAL | | | | | | |
| | | 51000 BDA COLLEGE OPERATING GRANT | 15,906 | 15,906 | 15,906 | 0 | 0 |
| | | TOTAL | 15,906 | 15,906 | 15,906 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|--------------------------|-----|--------|--------|--------|---------------------|--------------------------|---------------------|
| OBJECT CODE DESCRIPTION | | | | | 2020/21 ESTIMATE | 2019/20 vs 2020/21 | |
| | | | | | | 2018/19 ACTUAL | 2019/20 ORIGINAL |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| GRANTS AND CONTRIBUTIONS | | | | | | | |
| TOTAL | | | | | | | |
| | | 15,906 | 15,906 | 15,906 | 15,906 | 0 | 0 |
| | | 15,906 | 15,906 | 15,906 | 15,906 | 0 | 0 |

MINISTRY OF HEALTH

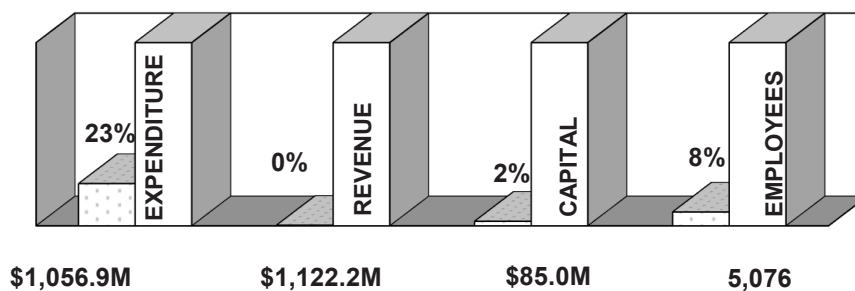


TO ENSURE HEALTHY PEOPLE IN HEALTHY COMMUNITIES.

The Hon. Kim Wilson, JP, MP

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|------------------------------------|----------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) (7) | % (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 21 | MIN. OF HEALTH HQ | 11,113 | 11,649 | 12,215 | 12,505 | 856 | 7 |
| 22 | DEPT. OF HEALTH | 26,699 | 28,817 | 28,509 | 28,817 | 0 | 0 |
| 24 | HOSPITALS | 147,724 | 145,674 | 153,513 | 147,251 | 1,577 | 1 |
| 55 | FINANCIAL ASSISTANCE | 51,406 | 51,484 | 51,484 | 50,944 | (540) | (1) |
| 91 | HEALTH INSURANCE | 4,290 | 3,930 | 3,624 | 3,755 | (175) | (4) |
| | | 241,232 | 241,554 | 249,345 | 243,272 | 1,718 | 1 |
| REVENUE (\$000) | | | | | | | |
| 21 | MIN. OF HEALTH HQ | 252 | 140 | 115 | 137 | (3) | (2) |
| 22 | DEPT. OF HEALTH | 3,185 | 3,610 | 3,931 | 3,688 | 78 | 2 |
| | | 3,437 | 3,750 | 4,046 | 3,825 | 75 | 2 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 359 | 53 | 310 | 89 | | |
| | DEVELOPMENT | 154 | 5,120 | 4,720 | 2,020 | | |
| | | 513 | 5,173 | 5,030 | 2,109 | | |
| EMPLOYEE NUMBERS | | | | | | | |
| | | 327 | 384 | 346 | 383 | (1) | (0) |

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Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

To make Bermuda healthier.

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 | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------------------|---|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (\$000) (7) | % (8) |
| 2101 | GENERAL | | | | | | |
| | 31000 GENERAL ADMINISTRATION | 2,624 | 1,804 | 1,976 | 2,295 | 491 | 27 |
| | 31015 GRANTS ADMINISTRATION | 4,638 | 5,342 | 6,219 | 5,715 | 373 | 7 |
| | 31020 CORPORATE SERVICES | 534 | 546 | 524 | 543 | (3) | (1) |
| | | 7,796 | 7,692 | 8,719 | 8,553 | 861 | 11 |
| 2102 | OFFICE OF CHIEF MEDICAL OFFICER | | | | | | |
| | 31030 HEALTHCARE REGISTRATION & REG. | 646 | 630 | 645 | 629 | (1) | (0) |
| | 31040 EPIDEMIOLOGY & SURVEILLANCE | 381 | 444 | 425 | 444 | 0 | 0 |
| | | 1,027 | 1,074 | 1,070 | 1,073 | (1) | (0) |
| 2103 | NAT'L OFF. OF SENIORS/PHYS. CHALL. | | | | | | |
| | 31135 AGEING & DISABILITY SERVICES | 742 | 1,023 | 829 | 1,020 | (3) | (0) |
| | 31160 K. MARGARET CARTER CENTRE | 1,548 | 1,860 | 1,597 | 1,859 | (1) | (0) |
| | | 2,290 | 2,883 | 2,426 | 2,879 | (4) | (0) |
| | TOTAL | 11,113 | 11,649 | 12,215 | 12,505 | 856 | 7 |

HEAD 21 MINISTRY OF HEALTH HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 3,393 | 3,912 | 3,498 | 3,775 | (137) (4) |
| | WAGES | 213 | 317 | 233 | 257 | (60) (19) |
| | OTHER PERSONNEL COSTS | 5 | 0 | 2 | 0 | 0 0 |
| | TRAINING | 13 | 19 | 19 | 25 | 6 32 |
| | TRANSPORT | 1 | 4 | 1 | 4 | 0 0 |
| | TRAVEL | 14 | 48 | 24 | 39 | (9) (19) |
| | COMMUNICATIONS | 163 | 212 | 157 | 125 | (87) (41) |
| | ADVERTISING & PROMOTION | 17 | 38 | 36 | 30 | (8) (21) |
| | PROFESSIONAL SERVICES | 1,158 | 752 | 1,149 | 1,599 | 847 113 |
| | RENTALS | 310 | 471 | 517 | 435 | (36) (8) |
| | REPAIR AND MAINTENANCE | 83 | 132 | 97 | 148 | 16 12 |
| | INSURANCE | 69 | 113 | 113 | 113 | 0 0 |
| | ENERGY | 27 | 57 | 32 | 57 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 0 | 1 | 0 | 1 | 0 0 |
| | MATERIALS & SUPPLIES | 208 | 210 | 116 | 163 | (47) (22) |
| | EQUIPMT.(MINOR CAPITAL) | 5 | 3 | 2 | 2 | (1) (33) |
| | OTHER EXPENSES | 75 | 17 | 0 | 17 | 0 0 |
| | GRANTS AND CONTRIBUTIONS | 5,359 | 5,343 | 6,219 | 5,715 | 372 7 |
| | TOTAL | 11,113 | 11,649 | 12,215 | 12,505 | 856 7 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|---------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8151 Registration-Doctors | 136 | 50 | 50 | 47 | (3) (6) |
| | 8153 Registration-Allied Health | 44 | 10 | 10 | 10 | 0 0 |
| | 8155 Registration-Nurses | 66 | 75 | 50 | 75 | 0 0 |
| | 8757 Rentals-General | 5 | 5 | 5 | 5 | 0 0 |
| | 8889 Sundry Receipts | 1 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 251 | 140 | 115 | 137 | (3) (2) |

HEAD 21 MINISTRY OF HEALTH HQ - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|--------------------------------------|-------------------|---------------------|--------------------|---------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 31000 GENERAL ADMINISTRATION | 7 | 7 | 7 | 6 | (1) | (14) |
| | 31020 CORPORATE SERVICES | 4 | 4 | 4 | 4 | 0 | 0 |
| | 31030 HEALTHCARE REGISTRATION & REG. | 4 | 5 | 4 | 4 | (1) | (20) |
| | 31040 EPIDEMIOLOGY & SURVEILLANCE | 4 | 3 | 4 | 4 | 1 | 33 |
| | 31135 AGEING & DISABILITY SERVICES | 5 | 9 | 7 | 9 | 0 | 0 |
| | 31160 K. MARGARET CARTER CENTRE | 14 | 19 | 14 | 19 | 0 | 0 |
| | TOTAL | 38 | 47 | 40 | 46 | (1) | (2) |

HEAD 21 THE MINISTRY OF HEALTH HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|--|--------------------------------|--|
| BUSINESS UNIT: 31000 General Administration | | | | |
| Ensure health insurance rates and medical fees are legislated by 1st April each fiscal year | Discontinued | 1-Apr-19 | Discontinued | Discontinued |
| Receipts are deposited into the bank within 72 hrs of intake | Discontinued | 72 hrs | Discontinued | Discontinued |
| Improve employee satisfaction in Ministry of Health from 61%* | | | | increase >61% |
| Improve public perception of Ministry of Health from 49%* | | | | increase >49% |
| BUSINESS UNIT: 31015 Grants Administration | | | | |
| Number of Grants awarded and total grant amounts given by 31 January | Revised | 11 grant recipients totaling \$5.3 million | Revised | Revised |
| Grantees submitted up to date financials and annual reports by September following fiscal year end | Discontinued | 100% | Discontinued | Discontinued |
| Number of public health scholarships awarded and total funds granted | Revised | 15 awards totaling \$100,000 | Revised | Revised |
| Increase number of applicants to Barbara Ball Public Health Scholarship in priority areas (nursing, OT/PT/SLP and social work) by 5% | Revised | Increase from 23 (out of 63 applicants) | Revised | Revised |
| Support public health organizations and workforce through grants* | | | | *11 organizations funded \$6 mil *19 students funded \$100k |
| BUSINESS UNIT: 31020 Corporate Services | | | | |
| Implement Bermuda Health Strategy initiatives to reduce/contain Standard Premium Rate and Per Capita Health Expenditure | Revised | 2019 SPR <\$370 2018 p/cHE <\$11,500 | Revised | Revised |
| Number of PATI requests and reviews processed (includes requests and internal, ICO and judicial reviews) | Discontinued | 25 | Discontinued | Discontinued |
| Increase Health Insurance Coverage from 92% to 100% by 2025* | | | | 100% insurance coverage by 2025 |
| Create a unified vision for Health across Bermuda's health system by 2021* | | | | Unified health vision across Bermuda |

* New Measures for 2020/21

HEAD 21 THE MINISTRY OF HEALTH HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 31030 Healthcare Registration & Regulation | | | | |
| % of complete and accurate healthcare professional registration files (internal audit) | 90% | 90% | 90% | 95% |
| % of professional healthcare Registers published as per legislation | Discontinued | 100% | Discontinued | Discontinued |
| % of complaints against healthcare professional resolved by professional statutory body within the year | (5/7) 71% | 88% | 88% | 90% |
| BUSINESS UNIT: 31040 Epidemiology & Surveillance | | | | |
| Sentinel site reporting rate - average rate (and number) of sentinel sites reporting disease surveillance information within established timeframes | Discontinued | 98% | Discontinued | Discontinued |
| Percentage (and number) of communicable disease investigations (including outbreaks) initiated within established timeframes | 95% | 98% | 98% | 98% |
| Percentage (and number) of epidemiological reports distributed within agreed upon timeframe | Discontinued | 95% | Discontinued | Discontinued |
| % of International Health Regulations Core Capacity Components obtained. (i.e. ability to prevent and control importing and exporting diseases) | (7/13) 54% | 90% | 60% | 65% |
| Percentage of epidemiological reports shared with health stakeholders on agreed upon timeframe.* | | | | 80% |
| BUSINESS UNIT: 31135 Ageing & Disability Services | | | | |
| Number of presentation and awareness events developed or participated in to give information to the public regarding seniors and persons with disabilities (<i>combination</i>) | 23 | 28 | 35 | 40 |
| Number of accessibility assessments conducted | Discontinued | 55 | Discontinued | Discontinued |
| Number of senior abuse investigations | Discontinued | 33 | Discontinued | Discontinued |
| Number of residential care home complaints received | 30 | 25 | 34 | 30 |
| Number of residential care home complaint investigations | 30 | 30 | 34 | 30 |
| Number of customer satisfaction surveys conducted to gauge effectiveness of stakeholder initiatives* | | | | 2 |
| Number of accessibility assessments/consultations conducted* | | | | 75 |

* New Measures for 2020/21

HEAD 21 THE MINISTRY OF HEALTH HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 31135 Ageing & Disability Services - cont. | | | | |
| Number of senior abuse complaints submitted to the Registrar by types of abuse:* | | | | |
| i. Physical | | | | 5 |
| ii. Emotional | | | | 10 |
| iii. Sexual | | | | 2 |
| iv. Financial | | | | 20 |
| v. Neglect | | | | 8 |
| Number of abuse investigations for seniors over 65 by type of complaint:* | | | | |
| i. unsubstantiated complaints | | | | 12 |
| ii. complaints leading to an investigation | | | | 28 |
| Number of abuse investigations for persons with disabilities by type of complaint:* | | | | |
| i. unsubstantiated complaints | | | | 6 |
| ii. complaints leading to an investigation | | | | 4 |
| Average number of cases managed per Case Manager (best practice standard 1 Case Manager to 25 clients per case load)* | | | | 25 |
| Percentage of old case investigations still open after six (6) months* | | | | 30% |
| Percentage of cases with welfare checks or face-to-face visits in the following year after disposition* | | | | 75% |
| Average time (in minutes) of face-to-face contact per case* | | | | 30 minutes |
| Percentage of cases received FY20/21 that were entered into the case management system* | | | | 100% |
| BUSINESS UNIT: 31160 K. Margaret Carter Centre | | | | |
| Number and percentage of clients who met their target goals, and achieved satisfactory or better in: | Discontinued | | Discontinued | Discontinued |
| i. functional | | 85% | | |
| ii. communicative and | | 85% | | |
| iii. social skills | | 90% | | |
| Number and percentage of clients able to effectively use communication devices. | Discontinued | 65% | Discontinued | Discontinued |
| Number of clients receiving coordinating OT/PT services | Discontinued | 23 | Discontinued | Discontinued |
| Number of clients involved in fitness exercise programs | Discontinued | 28 | Discontinued | Discontinued |
| Number of clients participating in Vocational Skills training programs (and the % demonstrating satisfactory or better skills): | Discontinued | | Discontinued | Discontinued |
| i. community-based work | | 100% | | |
| ii. in-house work | | 93% | | |

* New Measures for 2020/21

HEAD 21 THE MINISTRY OF HEALTH HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 31160 K. Margaret Carter Centre - cont. | | | | |
| Number of clients participating in the production of food and crafts (and the % demonstrating satisfactory or better skills) | Discontinued | 100% | Discontinued | Discontinued |
| Number of clients participating in greenhouse/gardening program (and the % demonstrating satisfactory or better skills) | Discontinued | 80% | Discontinued | Discontinued |
| Number of clients participating in the Therapeutic Riding/Life Skills Programmes at WindReach | Discontinued | 8 | Discontinued | Discontinued |
| Number of work contracts initiated or sustained | Discontinued | 8 | Discontinued | Discontinued |
| Number of community initiatives/stakeholder relationships developed or maintained | Discontinued | 10 | Discontinued | Discontinued |
| Percentage of clients participating in Community Based Instruction | Discontinued | 90% | Discontinued | Discontinued |
| Number of joint activities with Mid-Atlantic Wellness Institute (MWI) | Discontinued | 6 | Discontinued | Discontinued |
| Number of subjects explored through the life skills program (involving 100% of service users) | Discontinued | 10 | Discontinued | Discontinued |
| To increase the number of clients participating in training and employment by 20% (while demonstrating satisfactory or better skills) | Discontinued | 12 | Discontinued | Discontinued |
| 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) | Discontinued | 7 | Discontinued | Discontinued |
| Increase compliance with First Aid OSHA standards (2009) over the next year* | | | | 100% |
| Increase compliance with Fire Safety & Emergency standards (2009) over the next two years* | | | | 85% |
| Maintain the number of clients receiving coordinating OT/PT services* | | | | 23 |
| Increase the number of community initiative/stakeholder relationships* | | | | 12 |
| Increase the number of joint activities with MWI* | | | | 10 |
| Increase the number of clients participating in Vocational Skills training programmes:* | | | | |
| i. Vocational group work skills | | | | 18 |
| ii. Functional Skills work skills | | | | 12 |
| iii. Craft Production work skills | | | | 6 |
| Increase the number of work opportunities for clients:* | | | | |
| i. In-house work contracts | | | | 9 |
| ii. Community-based job sites | | | | 7 |
| Improve utilization of the Tuck Shop/Grocery Store programme to work on targeted skills for individual clients* | | | | 3 |
| Improve or maintain the number of clients demonstrating improvement in life skill goals* | | | | 12 |
| Improve or maintain the number of clients demonstrating improvement in functional skills* | | | | 12 |
| Increase the number of client fitness initiatives* | | | | 4 |

* New Measures for 2020/21

HEAD 22 DEPARTMENT OF HEALTH

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Promote and protect optimal health and wellbeing in Bermuda

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 | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2201 | COMMUNITY HEALTH | | | | | | |
| | 32000 LEFROY CARE COMMUNITY | 4,974 | 4,860 | 5,239 | 4,875 | 15 | 0 |
| | 32010 COMMUNITY HEALTH ADMIN | 1,076 | 1,020 | 936 | 1,048 | 28 | 3 |
| | 32015 SYLVIA RICHARDSON CARE FAC. | 5,287 | 5,690 | 5,542 | 5,630 | (60) | (1) |
| | 32020 HEALTH EDUCATION | 5 | 5 | 5 | 5 | 0 | 0 |
| | 32030 CHILD HEALTH | 1,903 | 2,523 | 2,364 | 2,533 | 10 | 0 |
| | 32040 SEXUAL & REPRODUCTIVE HEALTH | 901 | 915 | 817 | 917 | 2 | 0 |
| | 32060 COMMUNITY HEALTH | 1,430 | 1,624 | 1,401 | 1,624 | 0 | 0 |
| | 32080 PHYSIOTHERAPY | 999 | 1,035 | 1,221 | 1,067 | 32 | 3 |
| | 32090 CLINICAL LABORATORY | 309 | 276 | 296 | 270 | (6) | (2) |
| | 32100 SPEECH AND LANGUAGE | 1,488 | 1,592 | 1,586 | 1,607 | 15 | 1 |
| | 32110 NUTRITION | 190 | 189 | 196 | 193 | 4 | 2 |
| | 32120 OCCUPATIONAL THERAPY | 976 | 1,022 | 977 | 1,023 | 1 | 0 |
| | 32130 OCCUPATIONAL HEALTH & WELL. | 308 | 451 | 420 | 487 | 36 | 8 |
| | | 19,846 | 21,202 | 21,000 | 21,279 | 77 | 0 |

HEAD 22 DEPARTMENT OF HEALTH - continued

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2202 | ORAL HEALTH | | | | | | |
| 32150 | ORAL HEALTH CONTROL | 545 | 629 | 571 | 628 | (1) | (0) |
| 32155 | ORAL HEALTH ADMIN. | 119 | 233 | 83 | 239 | 6 | 3 |
| 32160 | ORAL HEALTH PREVENTION | 587 | 635 | 594 | 643 | 8 | 1 |
| | | 1,251 | 1,497 | 1,248 | 1,510 | 13 | 1 |
| 2203 | ENVIRONMENTAL HEALTH | | | | | | |
| 32170 | INSTITUTIONAL HYGIENE | 565 | 644 | 685 | 660 | 16 | 2 |
| 32171 | PUBLIC HEALTH NUIS., POLL. | 2 | 27 | 32 | 20 | (7) | (26) |
| 32172 | FOOD & BEVERAGE SAFETY | 33 | 41 | 52 | 41 | 0 | 0 |
| 32173 | WATER & SANITARY ENG. CTRL. | 2 | 5 | 6 | 5 | 0 | 0 |
| 32175 | ENVIRONMENTAL HLTH. ADMIN. | 838 | 844 | 939 | 927 | 83 | 10 |
| 32180 | HOUSING CONDITIONS | 1 | 2 | 0 | 15 | 13 | 650 |
| 32190 | VECTOR CONTROL | 1,444 | 1,637 | 1,724 | 1,553 | (84) | (5) |
| 32270 | OCCUPATIONAL SAFETY & HEALTH | 158 | 346 | 183 | 352 | 6 | 2 |
| 32285 | PORT HEALTH | 0 | 388 | 16 | 228 | (160) | (41) |
| | | 3,043 | 3,934 | 3,637 | 3,801 | (133) | (3) |
| 2204 | CENTRAL LABORATORY | | | | | | |
| 32200 | FORENSIC ANALYSIS | 643 | 673 | 715 | 684 | 11 | 2 |
| 32210 | URINE DRUG TESTING | 97 | 98 | 109 | 107 | 9 | 9 |
| 32220 | WATER AND FOOD ANALYSIS | 465 | 449 | 445 | 440 | (9) | (2) |
| | | 1,205 | 1,220 | 1,269 | 1,231 | 11 | 1 |
| 2205 | ADMINISTRATION | | | | | | |
| 32230 | ADMINISTRATION | 879 | 506 | 868 | 539 | 33 | 7 |
| 32240 | HEALTH PROMOTION | 346 | 329 | 352 | 342 | 13 | 4 |
| 32265 | COMPREHENSIVE SCHOOL HEALTH | 129 | 129 | 135 | 115 | (14) | (11) |
| | | 1,354 | 964 | 1,355 | 996 | 32 | 3 |
| | TOTAL | 26,699 | 28,817 | 28,509 | 28,817 | 0 | 0 |

HEAD 22 DEPARTMENT OF HEALTH - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 16,707 | 20,292 | 19,438 | 20,434 | 142 1 |
| | WAGES | 3,559 | 2,806 | 2,863 | 2,842 | 36 1 |
| | OTHER PERSONNEL COSTS | 143 | 5 | 160 | 5 | 0 0 |
| | TRAINING | 124 | 58 | 80 | 64 | 6 10 |
| | TRANSPORT | 1 | 2 | 49 | 12 | 10 500 |
| | TRAVEL | 78 | 77 | 67 | 83 | 6 8 |
| | COMMUNICATIONS | 212 | 147 | 159 | 137 | (10) (7) |
| | ADVERTISING & PROMOTION | 30 | 43 | 36 | 57 | 14 33 |
| | PROFESSIONAL SERVICES | 1,708 | 986 | 1,825 | 922 | (64) (6) |
| | RENTALS | 419 | 465 | 306 | 464 | (1) (0) |
| | REPAIR AND MAINTENANCE | 1,101 | 1,009 | 829 | 992 | (17) (2) |
| | INSURANCE | 90 | 98 | 92 | 99 | 1 1 |
| | ENERGY | 685 | 808 | 739 | 776 | (32) (4) |
| | CLOTHING, UNIFORMS & LAUNDRY | 57 | 61 | 43 | 60 | (1) (2) |
| | MATERIALS & SUPPLIES | 1,625 | 1,915 | 1,753 | 1,828 | (87) (5) |
| | EQUIPMT.(MINOR CAPITAL) | 27 | 37 | 25 | 33 | (4) (11) |
| | OTHER EXPENSES | 133 | 8 | 45 | 9 | 1 13 |
| | TOTAL | 26,699 | 28,817 | 28,509 | 28,817 | 0 0 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8147 Dental Fees-Children | 37 | 40 | 40 | 40 | 0 0 |
| | 8149 Inspection Fees | 6 | 0 | 0 | 0 | 0 0 |
| | 8152 Tobacco Distributor Fees | 0 | 20 | 10 | 20 | 0 0 |
| | 8157 Registration-Day Care | 2 | 15 | 22 | 15 | 0 0 |
| | 8159 Nutrition Services Fees | 3 | 4 | 6 | 7 | 3 75 |
| | 8163 Patient Fees | 2,252 | 2,683 | 2,682 | 2,671 | (12) (0) |
| | 8167 Testing Fees | 78 | 75 | 83 | 75 | 0 0 |
| | 8425 Course Fees | 23 | 8 | 12 | 12 | 4 50 |
| | 8457 Licence General | 452 | 500 | 699 | 500 | 0 0 |
| | 8511 Nursery Schools | 12 | 20 | 20 | 20 | 0 0 |
| | 8542 Derat | 7 | 2 | 7 | 2 | 0 0 |
| | 8543 Bait Boxes | 19 | 15 | 20 | 13 | (2) (13) |
| | 8544 Snap Traps | 1 | 1 | 2 | 1 | 0 0 |
| | 8669 Medication | 293 | 227 | 328 | 312 | 85 37 |
| | TOTAL | 3,185 | 3,610 | 3,931 | 3,688 | 78 2 |

HEAD 22 DEPARTMENT OF HEALTH - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE | |
|---------------|------------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|-----|
| | | | | | | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 32000 LEFROY CARE COMMUNITY | 54 | 59 | 56 | 59 | 0 | 0 |
| | 32010 COMMUNITY HEALTH ADMIN | 5 | 6 | 5 | 6 | 0 | 0 |
| | 32015 SYLVIA RICHARDSON CARE FAC. | 48 | 57 | 53 | 55 | (2) | (4) |
| | 32030 CHILD HEALTH | 17 | 23 | 21 | 23 | 0 | 0 |
| | 32040 SEXUAL & REPRODUCTIVE HEALTH | 8 | 9 | 8 | 9 | 0 | 0 |
| | 32060 COMMUNITY HEALTH | 11 | 19 | 15 | 19 | 0 | 0 |
| | 32080 PHYSIOTHERAPY | 10 | 10 | 9 | 10 | 0 | 0 |
| | 32090 CLINICAL LABORATORY | 2 | 2 | 2 | 2 | 0 | 0 |
| | 32100 SPEECH AND LANGUAGE | 15 | 15 | 13 | 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 | 3 | 1 | 50 |
| | 32150 ORAL HEALTH CONTROL | 5 | 6 | 5 | 6 | 0 | 0 |
| | 32155 ORAL HEALTH ADMIN. | 1 | 2 | 2 | 2 | 0 | 0 |
| | 32160 ORAL HEALTH PREVENTION | 7 | 8 | 7 | 8 | 0 | 0 |
| | 32170 INSTITUTIONAL HYGIENE | 5 | 6 | 6 | 6 | 0 | 0 |
| | 32175 ENVIRONMENTAL HLTH. ADMIN. | 5 | 6 | 6 | 7 | 1 | 17 |
| | 32190 VECTOR CONTROL | 18 | 23 | 20 | 23 | 0 | 0 |
| | 32200 FORENSIC ANALYSIS | 4 | 4 | 4 | 4 | 0 | 0 |
| | 32220 WATER AND FOOD ANALYSIS | 4 | 3 | 3 | 3 | 0 | 0 |
| | 32230 ADMINISTRATION | 3 | 4 | 4 | 4 | 0 | 0 |
| | 32240 HEALTH PROMOTION | 2 | 2 | 2 | 2 | 0 | 0 |
| | 32265 COMPREHENSIVE SCHOOL HEALTH | 0 | 1 | 1 | 1 | 0 | 0 |
| | 32270 OCCUPATIONAL SAFETY & HEALTH | 1 | 3 | 2 | 3 | 0 | 0 |
| | 32285 PORT HEALTH | 0 | 4 | 0 | 4 | 0 | 0 |
| | TOTAL | 238 | 285 | 257 | 285 | 0 | 0 |

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 32000 LEFROY CARE COMMUNITY | | | | |
| Number of falls sustained by elders | 8 | 15 | 15 | Discontinue |
| Number of incidents (not fall related) or errors resulting in harm or injury to elder | 0 | 0 | 2 | Discontinue |
| Number of elders with pressure sores | 5 | 1 | 3 | Discontinue |
| Percentage of elders receiving full medical review annually | 100% | 100% | 100% | 100% |
| % of customers (i.e. resident or family member) satisfied with the overall wellbeing of the resident* | | | | 80% |
| Percentage of elders who develop pressure sores stage 2 or beyond* | | | | 2.5% |
| Percentage of incidents resulting in hospitalization, significant harm or injury to the elder (includes errors, falls and omissions)* | | | | 15% |
| BUSINESS UNIT: 32010 COMMUNITY HEALTH ADMIN | | | | |
| % Return rate of Performance Appraisals and Forward Job Plans to the Department of Human Resources by the specified due date. | 64% | 95% | Discontinued | Discontinued |
| % of Social Worker clients that describe an overall satisfaction with services as indicated upon discharge* | | | | 75% |
| % Social Worker clients contacted within 72 hours of referral* | | | | 75% |
| BUSINESS UNIT: 32015 SYLVIA RICHARDSON CARE FACILITY | | | | |
| Number of falls sustained by elders | 18 | 20 | 18 | Discontinued |
| Number of incidents (not fall related) or errors resulting in harm or injury to elder | 11 | 10 | 8 | Discontinued |
| Number of elders with pressure sores | 3 | 3 | 2 | Discontinued |
| Percentage of elders receiving full medical review annually | 100% | 100% | 100% | 100% |
| % of customers (i.e. resident or family member) satisfied with the overall wellbeing of the resident* | | | | 80% |
| Percentage of elders who develop pressure sores stage 2 or beyond* | | | | 2.5% |
| Percentage of incidents resulting in hospitalization, significant harm or injury to the elder (includes errors, falls and omissions)* | | | | 15% |
| BUSINESS UNIT: 32030 CHILD HEALTH | | | | |
| Percentage of infants and children aged 0-24 months appropriately immunized for age to protect all children in the community from vaccine preventable diseases. (Revised) | 76% | 95% | 95% | 95% |
| Incidence of vaccine preventable diseases that may be prevented through vaccination. (Revised) | 45 | 25 | 25 | 25 |

* New Measures for 2020/21

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 32030 CHILD HEALTH - cont. | | | | |
| Percentage of 5 year old students assessed for health parameters and developmental milestones. | 8% | 60% | 15% | 60% |
| Number of Travel Health Consultations | 1,226 | 1,100 | 1,100 | 1,100 |
| Percentage of 5 year old students who are overweight or obese to promote healthy habits. (Revised) | 18% | 25% | 22% | 15% |
| Percentage of home visits conducted by health visitors to mothers and infants within 14 days of delivery to promote the health and wellbeing of the family. (Revised) | 93% | 95% | 95% | 95% |
| Percentage of new mothers screened for maternal well-being at 6 weeks. | 86% | 75% | 75% | 85% |
| BUSINESS UNIT: 32040 SEXUAL AND REPRODUCTIVE HEALTH | | | | |
| Number of clients receiving emergency contraception for pregnancy prevention | 100 | 200 | Discontinued | Discontinued |
| % of women with an abnormal pap needing referral to a gynecologist | 5% | 4% | Discontinued | Discontinued |
| % of babies born with a birth weight of 5lbs or above | 90% | 95% | Discontinued | Discontinued |
| Number of family planning visits | 1,895 | 2,500 | 2,000 | 3,000 |
| Percentage of antenatal clients having three or more antenatal visits. | 97% | 99% | 98% | 99% |
| # of clients screened for Sexually Transmitted Infections | 1,476 | 4,000 | 2,500 | 3,000 |
| Percentage of persons with HIV infection receiving highly active antiretroviral therapy (HAART) | 97% | 98% | 98% | 98% |
| % of babies born with a birth weight of 5lbs 5ozs or more* | | | | 95% |
| % women with normal pap smears* | | | | 95% |
| BUSINESS UNIT: 32060 COMMUNITY HEALTH | | | | |
| Percentage of clients visited within 48 hours of referral for nursing care from age 18 years through end of life | 88% | 95% | 90% | 95% |
| % Social worker referrals for persons 65 years and older | 80% | 75% | 82% | 85% |
| BUSINESS UNIT: 32080 PHYSIOTHERAPY | | | | |
| Percentage of referrals assessed within established time-frames: | | | | |
| - Early Intervention (20 working days from date of intake) | 85% | >85% | 85% | 90% |
| - School Health (20 working days from date of intake) | 100% | >85% | 85% | 90% |
| - Seniors/Adults (20 working days from date of intake) | 89% | >85% | 85% | 90% |

* New Measures for 2020/21

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|---|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 32080 PHYSIOTHERAPY | | | | |
| *Number and percentage of clients demonstrating progress toward functional goals following the first review period | | | | |
| - Early Intervention (0-4 year old) | 98% | >85% | 85% | 90% |
| - School Health (4 - 18 year old) | 93% | >85% | 85% | 90% |
| - Seniors / Adults | 78% | >85% | 85% | 90% |
| BUSINESS UNIT: 32090 CLINICAL LABORATORY | | | | |
| Tests performed for 1) Communicable diseases 2) Non-communicable conditions | 6,939 309 | 7,400 1,000 | 8,400 420 | 8,800 700 |
| Number of Clients receiving services | 72 | 120 | Discontinued | Discontinued |
| Number of Antenatal Lab screening tests | 810 | 1,500 | 740 | 760 |
| *Proportion of Lab Proficiency Testing that meet Quality standards | >95 | >99 | >99 | >99 |
| BUSINESS UNIT: 32100 SPEECH AND LANGUAGE | | | | |
| 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 | 37/37 100% | 95% | 95% | 95% |
| - pre-school clients - within 3 months from receipt of referral | 13/124 10% (plus 58 completed on average within 9 mos) | 35% | 15% | 15% |
| Number and Percentage of referred clients assessed as needing therapy, who received therapy | 491/491 100% partial data 10/12 SLPs | 90% | 95% | 95% |
| Number and percentage of clients who were seen for reassessment, whose severity rating improved | 25/172 15% | 30% | 30% | 30% |
| BUSINESS UNIT: 32110 NUTRITION | | | | |
| Increase the percentage of Government and Private Primary, Middle and High Schools compliant with the Nutrition Policy in promotion of healthy eating habits in the school environment to decrease the number of overweight and obese school children. (Revised) | 74% | 90% | 80% | 80% |
| - all schools including pre-schools | 90% | 90% | 90% | 90% |
| Percentage of Institutions compliant with nutritious and varied diets that promote good health and wellbeing. (Revised) | | | | |
| - Rest Homes | 75% | 85% | 80% | 85% |
| - Correctional Facilities | 88% | 90% | 90% | 90% |

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 32110 NUTRITION | | | | |
| Percentage of participants of the Health Promotion Programs reporting that they are eating more fruit and vegetables to improve their health and wellbeing: * | | | | |
| Grow.Eat.\$ave Gardening Workshop* | | | | 50% |
| Complete Health Improvement Program* | | | | 50% |
| BUSINESS UNIT: 32120 OCCUPATIONAL THERAPY | | | | |
| Percentage of referrals assessed within established time-frames: | | | | |
| - Early Intervention (20 working days from date of intake) | 85% | >85% | 85% | 90% |
| - School Health (20 working days from date of intake) | 76% | >85% | 85% | 85% |
| - Seniors/Adults (20 working days from date of intake) | 88% | >85% | 85% | 90% |
| *Number and percentage of clients demonstrating progress toward functional goals following the first review period" | | | | |
| - Early Intervention (0-4 year old) | 98% | >85% | 85% | 87% |
| - School Health (4 - 18 year old) | 82% | >85% | 85% | 85% |
| - Seniors / Adults | 90% | >85% | 85% | 87% |
| BUSINESS UNIT: 32130 OCCUPATIONAL HEALTH AND WELLNESS | | | | |
| Number of Westgate Correctional inmate-physician consultations | 1,038 | 1,000 | 1,000 | 1,000 |
| Percent of all inmates received in Correctional institutions who receive an initial medical evaluation | 90.31% | 95% | 92% | 92% |
| Total Number of Forensic Medicine Call-outs outside of regular work | 93 | 120 | 100 | 100 |
| Number of after-hours Call-outs for medical assessment detainees at Hamilton Police Station | 57 | 100 | 80 | 80 |
| Number of medical services to uniformed officers: | | | | |
| - Police/Fire/Prison officer Recruitment medicals performed | 12 | 50 | 50 | 50 |
| BUSINESS UNIT: 32150 ORAL HEALTH CONTROL | | | | |
| Total number of visits per sub-programme (target population) | | | | |
| Seniors | 1820 | 1,500 | 2,725 | 3,800 |
| Children | 3,423 | 3,200 | 3,790 | 4,000 |
| Prisoners | 398 | 275 | 412 | 450 |
| Special Patients | 63 | 65 | 61 | 65 |
| Proportion of patients who demonstrate an improved oral hygiene status at recall. | 94% | >85% | 92% | 95% |
| BUSINESS UNIT: 32155 ORAL HEALTH ADMINISTRATION | | | | |
| ➤ Percentage of P5 (≈10yo) children who can demonstrate good oral hygiene technique | 97% | >85% | 96% | 98% |
| ➤ DMFT (decayed, missing, filled teeth) index for school children compared to international guidelines. | <1 | <1 | 1 | 1 |
| BUSINESS UNIT: 32160 ORAL HEALTH PREVENTION | | | | |
| Percentage of targeted group receiving oral health Instruction (i.e. percentage of classes completed.) | 98% | 100% | 100% | 100% |
| Participation levels in the Fluoride Programme. | 78% | >75% | 78% | 85% |
| Participation levels in the Screen & Seal Programme. | 96% | >80% | 88% | 90% |

* New Measures for 2020/21

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|--|---------------------------------|--|------------------------------|
| BUSINESS UNIT: 32171 PUBLIC HEALTH NUISANCES | | | | |
| Number of nuisances by type: | | | | |
| air quality | 20 | 30 | 150 | 50 |
| noise vibration | 5 | 3 | 2 | 2 |
| beach pollution | 4 | 2 | 5 | 5 |
| BUSINESS UNIT: 32172 FOOD & BEVERAGE SAFETY | | | | |
| Percentage of food & beverage samples compliant with standards or guidelines | 60% | 85% | 85% | 85% |
| Total number of high risk food premises by grade compliant with health, hygiene, and safety standards: | | | | |
| 1) A - 90+% | 114 | 120 | 142 | 142 |
| 2) B - 80-90% | 112 | 107 | 133 | 133 |
| 3) C - 70 - 79% | 14 | 9 | 23 | 23 |
| Number of food hygiene complaints received: | 35 | 35 | 35 | 35 |
| Percentage of food hygiene complaints resolved: | (100%) | (100%) | (100%) | (100%) |
| BUSINESS UNIT: 32173 WATER & SANITARY ENG CONTROL | | | | |
| 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. | 95% | 95% | 95% | 95% |
| Percentage compliance of building applications with standards: | | | | |
| at design stage (Health review through Planning Dept) | 75% | 70% | 72% | 77% |
| at building stage (plumbing inspections) | 87% | 85% | 88% | 88% |
| Percentage of drinking water samples compliant with standards: | | | | |
| 1) Domestic premises | 31% | 40% | 40% | 45% |
| 2) Commercial premises | 53% | 60% | 60% | 65% |
| 3) Mains supplies | 93% | 95% | 95% | 97% |
| BUSINESS UNIT: 32175 ENVIRONMENTAL HEALTH ADMINISTRATION | | | | |
| Percentage of customers satisfied with service (new) | N/A-Customer Satisfaction Survey not completed | 80% | N/A-Customer Satisfaction Survey not completed | 90% |
| BUSINESS UNIT: 32180 HOUSING CONDITIONS | | | | |
| Percentage of tourism properties rated compliant with health, hygiene, and safety standards: | 90% | 90% | 95% | 95% |
| BUSINESS UNIT: 32190 VECTOR CONTROL | | | | |
| Percentage of positive mosquito traps | 25% | 30% | 30% | 25% |
| Number of service visits performed by type:- | | | | |
| (i) Mosquitos | 17,000 | 16,000 | 17,000 | 16,000 |
| (ii) Rodents | 19,000 | 15,000 | 20,000 | 19,000 |

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|-------------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 32200 FORENSIC ANALYSIS | | | | |
| Number of seized drugs cases analyzed | 670 | 600 | 500 | 600 |
| Percentage of cases completed in 3 months | 53 | 80 | 70 | 75 |
| No. of Toxicology analyses | 82 | 100 | 100 | 100 |
| Percentage of cases completed in 3 months | 41% | 50% | 55% | 60% |
| No. of Chemistry analyses | 0 | 2 | 1 | 2 |
| Percentage of cases completed in one month | 0% | 100% | 100% | 100% |
| No. of Biology analyses | 0 | 2 | 1 | 2 |
| Percentage of cases completed in one month | 0% | 50% | 100% | 100% |
| Percentage of staff successfully completing proficiency testing according to SWGDRUG (scientific working group for the analyses of seized drugs) | 100% | 100% | 100% | 100% |
| BUSINESS UNIT: 32210 URINE DRUG TESTING | | | | |
| Number of urine tests conducted: | | | | |
| i) urine screens | 3,282 | 3,000 | 3,300 | 3,500 |
| ii) urine confirmations | 83 | 150 | 80 | 100 |
| 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 | 78% | 75% | 80% | 80% |
| BUSINESS UNIT: 32220 WATER AND FOOD ANALYSIS | | | | |
| Number of water samples analysed and the % of results for routine analyses provided within 5 working days: | 4,032 (100%) | 3,800 (99%) | 4,032 (100%) | 4,100 (99%) |
| Number of dairy samples analysed and the % of results for routine analyses provided within 5 working days: | 134 (96%) | 140 (95%) | 134 (96%) | 140 (95%) |
| Number of food samples analyses and the % of results provided within 10 working days: | 14 (100%) | 50 (80%) | 14 (100%) | 50 (90%) |
| % of proficiency test scores that achieve international standard* | | | | 85% |
| BUSINESS UNIT: 32230 ADMINISTRATION | | | | |
| Retention rate of new employees to maintain a competent workforce to ensure the Department delivers quality public health services to the community | 94% | 95% | 91% | 94% |
| Provide strategic direction to the Department in the delivery of quality public health services | Strategic Planning In Process | | Complete Strategic Planning | Ongoing |
| Addressing key issues: Children and Childcare, Chronic Non-Communicable Disease (NCDs), Review of Public Health (PH) Services, Policies and relevant public health Legislation | 2/3 - Childcare and NCDs in process | | 2/3 achieved | 3/3 achieved |

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|------------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 32230 ADMINISTRATION - cont. | | | | |
| % of daycare staff enrolled in career advancement course.* | | | | 20% |
| % of daycare staff completing their career advancement courses.* | | | | 50% |
| % of complaints that are investigated within allotted timeframe: 48 hours - concern for children's safety and 5 days for non-safety risk complaints.* | | | | 100% |
| BUSINESS UNIT: 32240 HEALTH PROMOTION | | | | |
| Proportion of action plans developed as part of the national health promotion strategy: Well Bermuda. | 83% | 100% | Discontinue | Discontinue |
| Proportion of public aware of social marketing (radio, television, Facebook, Instagram, etc.) campaigns. (Revised) | 53% | 65% | 50% | 55% |
| Proportion of public aware of the programmes and services offered by the Department of Health. | 56% | 65% | 65% | 65% |
| Proportion of public aware of the Directory of Helping Services.* | | | | 25% |
| BUSINESS UNIT: 32265 COMPREHENSIVE SCHOOL HEALTH | | | | |
| Percentage and #, of schools taking part in Healthy Schools Programme | 90% (28/31) | 93% (29/31) | 79% (23/29) | 96% (28/29) |
| Proportion of public and private schools that achieve health-related improvements due to Healthy Schools interventions | 90% | 90% and include 9 govt. preschools | Discontinued | Discontinued |
| Proportion of wellness clubs/extracurricular activities that demonstrate improved nutrition and time spent in physical activity | 85% | 85% and include 9 govt. preschools | Discontinued | Discontinued |
| Proportion of P5 - S4 students logging active minutes outside of schools in their weekly Physical activity log book each term.* | | | | 40% |
| Proportion of public and private schools completing the Fitness Gram test during Terms 1 and 3.* | | | | 60% |
| BUSINESS UNIT: 32270 OCCUPATIONAL SAFETY & HEALTH | | | | |
| Total no. of workplace accidents | 37 | 300 | 42 | 42 |
| •Falls | 20 | 50 | 20 | 20 |
| •Falling Objects | 15 | 25 | 15 | 15 |
| •Fatality | 0 | 0 | 0 | 0 |
| •Faulty Equipment | 0 | 70 | 5 | 5 |
| •Burns | 2 | 3 | 2 | 2 |
| Percentage of workplaces inspected that have Safety & Health Committees functioning according to statutory requirements | Not completed | 85 | 40 | 50 |
| Total workplace Inspections Completed: | Not completed | 175 | 70 | 90 |

* New Measures for 2020/21

HEAD 22 DEPARTMENT OF HEALTH - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|---|---------------------------------|--|------------------------------|
| BUSINESS UNIT: 32270 OCCUPATIONAL SAFETY & HEALTH - cont. | | | | |
| 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 of and Percentage of Radiation inspections performed | Not completed- due to lack of staff | 400(100%) | 400 (100%) | 400(100%) |
| Number and Percentage of Rest Home inspections | 0% | 21(100%) | 21(100%) | 21(100%) |
| Number of Dangerous Occurrences | 14 | 185 | 12 | 12 |

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 | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|-------------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| PROG | BUSINESS UNIT | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2401 | GENERAL | | | | | | |
| | 34000 KING EDWARD VII MEMORIAL | 110,030 | 108,330 | 116,169 | 108,330 | 0 | 0 |
| | 34010 MID-ATLANTIC WELLNESS INSTIT. | 37,694 | 37,344 | 37,344 | 38,921 | 1,577 | 4 |
| | TOTAL | 147,724 | 145,674 | 153,513 | 147,251 | 1,577 | 1 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|-----------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| OBJECT CODE | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | GOVT GRANTS & CONTRIBUTIONS | 147,724 | 145,674 | 153,513 | 147,251 | 1,577 | 1 |
| | TOTAL | 147,724 | 145,674 | 153,513 | 147,251 | 1,577 | 1 |

HEAD 24 HOSPITALS - continued

NOTE: FOR THE FISCAL YEAR 2020/21 IT IS ESTIMATED THAT THE CATEGORIES FOR CLAIMS

WHICH WILL BE APPROVED UNDER PATIENT SUBSIDIES AND THE STANDARD PREMIUM RATE OFFSET, WILL BE AS FOLLOWS:-

| | 2019/2020 | | 2020/2021 |
|------------------------------|----------------------------|---------------------------|---------------------------|
| | 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 |
| TOTAL INPATIENT SUBSIDY | 55,506,402 | 55,506,402 | 55,506,402 |
| INDIGENT | 2,968,281 | 2,968,281 | 2,968,281 |
| AGED | 39,147,121 | 39,147,121 | 39,147,121 |
| YOUTH | 8,127,113 | 8,127,113 | 8,127,113 |
| TOTAL OUTPATIENT SUBSIDY | 50,242,514 | 50,242,514 | 50,242,514 |
| CLINIC | 2,581,448 | 2,581,448 | 2,581,448 |
| STANDARD PREMIUM RATE OFFSET | | 7,839,417 | - |
| | <u>\$ 108,330,364</u> | <u>\$ 116,169,781</u> | <u>\$ 108,330,364</u> |

HEAD 55 FINANCIAL ASSISTANCE

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To assist vulnerable Bermudians to maintain a minimum standard of living during challenging economic times.

DEPARTMENT OBJECTIVES

- To improve operational, financial and legal compliance functions aimed at enhancing efficiencies and detecting financial assistance fraud.
- To sustainably manage operating cost of awards to financial assistance clients.
- To apply internationally recognised standard of care when managing relationships with financial assistance clients.
- To leverage collaboration with other government departments in achieving digitization.

HEAD 55 FINANCIAL ASSISTANCE

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|--------------------------------------|-----------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 5501 | FINANCIAL ASSISTANCE | | | | | | |
| | 65050 GRANTS ADMINISTRATION | 48,282 | 48,312 | 48,312 | 47,545 | (767) | (2) |
| | 65080 GENERAL ADMIN. | 3,124 | 3,172 | 3,172 | 3,399 | 227 | 7 |
| | TOTAL | 51,406 | 51,484 | 51,484 | 50,944 | (540) | (1) |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | OBJECT CODE DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|-------------|--------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 3,009 | 2,916 | 2,843 | 3,086 | 170 | 6 |
| | TRAINING | 23 | 6 | 16 | 23 | 17 | 283 |
| | TRAVEL | 0 | 1 | 1 | 15 | 14 | 1,400 |
| | COMMUNICATIONS | 8 | 4 | 4 | 8 | 4 | 100 |
| | ADVERTISING & PROMOTION | 1 | 8 | 8 | 3 | (5) | (63) |
| | PROFESSIONAL SERVICES | 10 | 93 | 188 | 150 | 57 | 61 |
| | REPAIR AND MAINTENANCE | 12 | 15 | 20 | 18 | 3 | 20 |
| | MATERIALS & SUPPLIES | 59 | 92 | 87 | 91 | (1) | (1) |
| | EQUIPMT. (MINOR) | 2 | 5 | 5 | 5 | 0 | 0 |
| | GRANTS AND CONTRIBUTIONS | 48,282 | 48,344 | 48,312 | 47,545 | (799) | (2) |
| | TOTAL | 51,406 | 51,484 | 51,484 | 50,944 | (540) | (1) |

HEAD 55 FINANCIAL ASSISTANCE - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|----------------|---------|----------|---------|----------|--------------------------|-----|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 65080 | GENERAL ADMIN. | 33 | 34 | 31 | 34 | 0 | 0 |
| TOTAL | | 33 | 34 | 31 | 34 | 0 | 0 |

HEAD 55 FINANCIAL ASSISTANCE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 65050 - Grants Administration | | | | |
| To provide financial awards to 100% of our new financial assistance clients within 10 working days. | Discontinue | 70% | Discontinue | Discontinue |
| To award grants to charitable organizations within 30 days of receiving requested documents. | Discontinue | 30 days | Discontinue | Discontinue |
| To provide awards to 100% of the daycare providers by last day of month before they are due. | Discontinue | 80% | Discontinue | Discontinue |
| Reduce recoverable debt from prior year* | | | | 30% |
| Reduce number of "able-bodied" and/or "earnings low" clients from prior year* | | | | 10% |
| Reduce number of legitimate client complaints from prior year* | | | | 50% |
| BUSINESS UNIT: 65080 - General Administration | | | | |
| To ensure that all 33 employees successfully complete at least one relevant training course per year. | Discontinue | 100% | Discontinue | Discontinue |
| To complete 700 site visits for financial assistance clients during the year. | Discontinue | 500 | Discontinue | Discontinue |
| Reduce number of Review Board appeals from prior year* | | | | 10% |

* New Measures for 2020/21

HEAD 91 HEALTH INSURANCE

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide accessible health benefits.

DEPARTMENT OBJECTIVES

- Improve HID stakeholder level of engagement and ease of doing business.
- Reduce paper use
- Operationalize Personal Home Care means testing
- Achieve an unqualified opinion on the financial statements
- Improve reliability and efficiencies in the use of digital applications

GENERAL SUMMARY

| EXPENDITURE PROG | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|---------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----|
| BUSINESS UNIT | DESCRIPTION | | | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 9101 | HEALTH INSURANCE ADMINISTRATION | | | | | | |
| | 101000 GENERAL ADMINISTRATION | 4,290 | 3,930 | 3,624 | 3,755 | (175) | (4) |
| | | 4,290 | 3,930 | 3,624 | 3,755 | (175) | (4) |
| | TOTAL | 4,290 | 3,930 | 3,624 | 3,755 | (175) | (4) |

HEAD 91 HEALTH INSURANCE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 445 | 1,385 | 1,306 | 1,415 | 30 2 |
| | WAGES | 0 | 0 | 8 | 0 | 0 0 |
| | TRAINING | 1 | 1 | 0 | 1 | 0 0 |
| | TRAVEL | 0 | 0 | 0 | 14 | 14 0 |
| | COMMUNICATIONS | 26 | 26 | 10 | 12 | (14) (54) |
| | ADVERTISING & PROMOTION | 1 | 1 | 2 | 1 | 0 0 |
| | PROFESSIONAL SERVICES | 483 | 413 | 199 | 383 | (30) (7) |
| | REPAIR AND MAINTENANCE | 16 | 16 | 7 | 16 | 0 0 |
| | MATERIALS & SUPPLIES | 18 | 18 | 22 | 18 | 0 0 |
| | OTHER EXPENSES | 300 | 0 | 0 | 0 | 0 0 |
| | RECEIPTS CREDITED TO PROG. | 0 | (1,860) | (1,860) | (1,860) | 0 0 |
| | GRANTS & CONTRIBUTIONS | 3,000 | 3,930 | 3,930 | 3,755 | (175) (4) |
| | TOTAL | 4,290 | 3,930 | 3,624 | 3,755 | (175) (4) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|-------------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2018/19 vs 2019/20 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 101000 GENERAL ADMINISTRATION | 18 | 18 | 18 | 18 | 0 0 |
| | TOTAL | 18 | 18 | 18 | 18 | 0 0 |

HEAD 91 HEALTH INSURANCE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| HIP | | | | |
| Administrative Expense Ratio for the Health Insurance Plan (HIP) (<i>Administrative Expenses by Premiums expressed as a percentage.</i>) | Discontinued | 7.3% | Discontinued | Discontinued |
| Administrative Expense per Policyholder | Discontinued | \$343 | Discontinued | Discontinued |
| Medical Loss Ratio for HIP (<i>Claims Expenses by Premiums and given as a percentage.</i>) | Discontinued | 168.5% | Discontinued | Discontinued |
| Total Claims for HIP | \$27,031,148 | \$27,757,434 | \$9,240,701 | \$4,967,532 |
| Headcount of HIP Policyholders | 3,136 | 3,526 | 3,276 | 3,378 |
| Claims per Policyholder (<i>total claims divided by headcount</i>) | \$8,620 | \$7,871 | \$2,820 | \$1,471 |
| Volume of claims | 96,161 | 80,979 | 53,960 | 48,043 |
| Percentage claims increase vs. previous year for HIP | Discontinued | 3.0% | Discontinued | Discontinued |
| FCF | | | | |
| Administrative Expense Ratio for the Future Care Fund (FCF) (<i>Administrative Expenses by Premiums expressed as a percentage</i>) | Discontinued | 4.9% | Discontinued | Discontinued |
| Administrative Expense per Policyholder | Discontinued | \$285 | Discontinued | Discontinued |
| Medical Loss Ratio for FCF (<i>Claims Expenses by Premiums and given as a percentage</i>) | Discontinued | 149.2% | Discontinued | Discontinued |
| Total Claims for FCF | \$35,975,452 | \$36,940,138 | \$27,210,513 | \$26,506,803 |
| Headcount of FCF Policyholders | 4,153 | 4,233 | 4,379 | 4,534 |
| Claims per Policyholder (<i>total claims divided by headcount</i>) | \$8,662 | \$8,727 | \$6,214 | \$5,846 |
| Volume of claims | 336,525 | 336,354 | 276,750 | 284,153 |
| Percentage claims increase vs. previous year for FCF | Discontinued | 3.0% | Discontinued | Discontinued |
| MRF | | | | |
| Administrative Expense Ratio for the Mutual Reinsurance Fund (MRF) (<i>Administrative Expenses by Premiums expressed as a percentage</i>) | Discontinued | 2.1% | Discontinued | Discontinued |
| Medical Loss Ratio for MRF (<i>Claims Expenses by Premiums and given as a percentage</i>) | Discontinued | 37.0% | Discontinued | Discontinued |
| Total Claims for MRF (ECP) | Discontinued | \$827,759 | Discontinued | Discontinued |
| Percentage claims increase vs. previous year for MRF (ECP) | Discontinued | 3% | Discontinued | Discontinued |
| Total Claims for MRF (DIALYSIS) | Discontinued | \$20,458,337 | Discontinued | Discontinued |
| Percentage claims increase vs. previous year for MRF (DIALYSIS) | Discontinued | 3% | Discontinued | Discontinued |

HEAD 91 HEALTH INSURANCE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BHB Subsidy | | | | |
| Medical Loss Ratio for Hospital Subsidy (<i>Claims expenses by the amount budgeted for Subsidy expressed as a percentage.</i>) | Discontinued | 106% | Discontinued | Discontinued |
| Total Claims for Hospital Subsidy | \$115,448,916 | \$105,748,917 | \$105,748,917 | \$105,748,917 |
| No. of Participants for Hospital Subsidy | 37,394 | 35,263 | 37,163 | 36,956 |
| Claims per Participant (<i>total claims divided by participants</i>) | \$3,087 | \$2,999 | \$2,846 | \$2,861 |
| Volume of claims | 280,246 | 260,093 | 280,467 | 278,898 |
| Combined HIF FCF and BHB Subsidy | | | | |
| Number of cases under case management/ care coordination | Discontinued | 1,422 | Discontinued | Discontinued |
| Claims Turn-Around-Time (TAT) except overseas claims (in days) | Discontinued | 98% in 14 Days | Discontinued | Discontinued |
| Claims accuracy as a percentage (all products) | Discontinued | 99% | Discontinued | Discontinued |
| New Enrolment administration TAT (in days) | Discontinued | 98% in 2 Days | Discontinued | Discontinued |
| New Enrolment administration accuracy (%) | Discontinued | 98.00% | Discontinued | Discontinued |
| Eligibility changes & adjustments TAT (in days) | Discontinued | 98% in 2 Days | Discontinued | Discontinued |
| Eligibility changes & adjustments accuracy (%) | Discontinued | 98% | Discontinued | Discontinued |
| Funds | | | | |
| Receive an unqualified audit opinion for the HIF and MRF funds for the fiscal year ending 31 March 2018* | | | | Unqualified Audit |
| Stakeholder Engagement | | | | |
| Increase the use of LIN by local providers* | | | | 10% |
| Increase the number of customer survey respondents* | | | | 10% |
| Digital Efficiency and Reliability | | | | |
| Reduce total office paper volume* | | | | 10% |
| Ensure all local providers are paid electronically* | | | | 100% |
| Benefits and Eligibility | | | | |
| Operationalize Personal Home Care benefit means testing by August 2020* | | | | 100% |

* New Measures for 2020/21

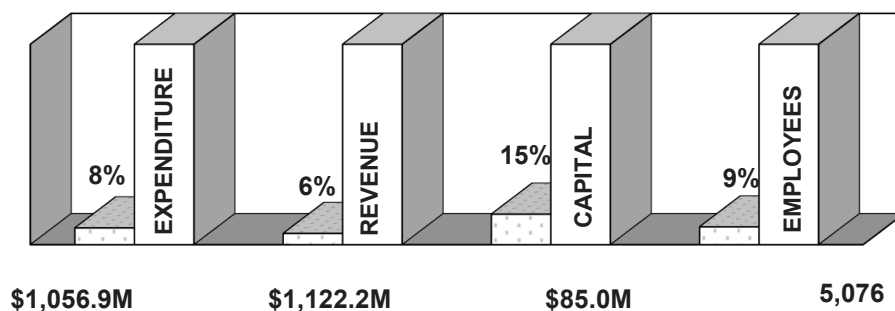
MINISTRY OF TOURISM & TRANSPORT

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 | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|------------------------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 48 | MIN. OF TOURISM & TRANSPORT HQ | 14,844 | 39,475 | 42,777 | 38,828 | (647) | (2) |
| 30 | MARINE & PORTS | 18,959 | 21,278 | 21,278 | 21,662 | 384 | 2 |
| 34 | TRANSPORT CONTROL DEPARTMENT | 5,569 | 5,375 | 5,074 | 5,451 | 76 | 1 |
| 35 | PUBLIC TRANSPORTATION | 21,956 | 22,368 | 22,368 | 22,368 | 0 | 0 |
| | | 61,328 | 88,496 | 91,497 | 88,309 | (187) | (0) |
| REVENUE (\$000) | | | | | | | |
| 48 | MIN. OF TOURISM & TRANSPORT HQ | 41,814 | 16,653 | 16,653 | 17,953 | 1,300 | 8 |
| 30 | MARINE & PORTS | 5,817 | 5,766 | 6,053 | 6,107 | 341 | 6 |
| 34 | TRANSPORT CONTROL DEPARTMENT | 31,072 | 30,988 | 30,988 | 31,064 | 76 | 0 |
| 35 | PUBLIC TRANSPORTATION | 6,372 | 7,400 | 6,455 | 7,400 | 0 | 0 |
| | | 85,075 | 60,807 | 60,149 | 62,524 | 1,717 | 3 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 3,848 | 2,496 | 3,585 | 7,775 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 2,500 | 2,500 | 2,230 | 5,148 | | |
| | | 6,348 | 4,996 | 5,815 | 12,923 | | |
| EMPLOYEE NUMBERS | | | | | | | |
| | | 440 | 443 | 449 | 449 | 6 | 1 |



Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

Driving tourism to grow the economy & promote employment. Transporting people and goods efficiently and safely.

DEPARTMENT OBJECTIVES

Priority objectives include:

- Support the delivery of an air services development plan for Bermuda.
- Improve reliability of marine and land-based transport services through planned infrastructure upgrades.
- Transform transport fare media so that it is frictionless and cashless.
- Monitor guest accommodation quality and compliance.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 4801 | ADMINISTRATION | | | | | | |
| | 58000 ADMINISTRATION | 14,708 | 38,960 | 42,262 | 38,304 | (656) | (2) |
| | 58010 TRANSPORTATION PLANNING TEAM | 136 | 141 | 141 | 143 | 2 | 1 |
| | | 14,844 | 39,101 | 42,403 | 38,447 | (654) | (2) |
| 4802 | REGULATORY & POLI/HOTEL ADMIN | | | | | | |
| | 58020 REGULATORY & POLI/HOTEL ADMIN | 0 | 374 | 374 | 381 | 7 | 2 |
| | | 0 | 374 | 374 | 381 | 7 | 2 |
| | TOTAL | 14,844 | 39,475 | 42,777 | 38,828 | (647) | (2) |

HEAD 48 MINISTRY OF TOURISM & TRANSPORT HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 582 | 939 | 939 | 769 | (170) (18) |
| | WAGES | 0 | 30 | 30 | 30 | 0 0 |
| | TRAINING | 1 | 25 | 25 | 25 | 0 0 |
| | TRAVEL | 48 | 104 | 104 | 104 | 0 0 |
| | COMMUNICATIONS | 13 | 31 | 31 | 31 | 0 0 |
| | ADVERTISING & PROMOTION | 4 | 5 | 5 | 5 | 0 0 |
| | PROFESSIONAL SERVICES | 255 | 211 | 211 | 211 | 0 0 |
| | RENTALS | 14 | 16 | 16 | 16 | 0 0 |
| | REPAIR AND MAINTENANCE | 3 | 12 | 12 | 12 | 0 0 |
| | ENERGY | 2 | 7 | 7 | 7 | 0 0 |
| | MATERIALS & SUPPLIES | 6 | 14 | 14 | 14 | 0 0 |
| | EQUIPMT. (MINOR CAPITAL) | 6 | 0 | 0 | 0 | 0 0 |
| | OTHER EXPENSES | 610 | 6 | 7 | 7 | 1 17 |
| | GRANTS AND CONTRIBUTIONS | 13,300 | 38,075 | 41,376 | 37,597 | (478) (1) |
| | TOTAL | 14,844 | 39,475 | 42,777 | 38,828 | (647) (2) |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|--------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8108 Civil Aviation Receipts | 19,649 | 16,000 | 16,000 | 17,300 | 1,300 8 |
| | 8407 Wireless Fees | 35 | 0 | 0 | 0 | 0 0 |
| | 8431.02 Class 3-Amateur | 2 | 0 | 0 | 0 | 0 0 |
| | 8431.03 Class 5-Marine Small Craft | 18 | 0 | 0 | 0 | 0 0 |
| | 8431.04 Class 8-Personal Radio Svc. | 2 | 0 | 0 | 0 | 0 0 |
| | 8431.05 Cellular Fees | 7,537 | 0 | 0 | 0 | 0 0 |
| | 8431.06 Miscellaneous Fees | 6,993 | 0 | 0 | 0 | 0 0 |
| | 8432.02 Class 4- 2-Way (except Cell) | 17 | 0 | 0 | 0 | 0 0 |
| | 8432.03 Class 6-Aircraft | 270 | 0 | 0 | 0 | 0 0 |
| | 8432.04 Class 9-Maritime | 58 | 0 | 0 | 0 | 0 0 |
| | 8432.05 Class 11-Aero/Maritime Stati | 1 | 0 | 0 | 0 | 0 0 |
| | 8433.01 Class 1-Broadcasting | 21 | 0 | 0 | 0 | 0 0 |
| | 8434 Spectrum Band Fees | 2,922 | 0 | 0 | 0 | 0 0 |
| | 8456.01 Satellite Network | 12 | 0 | 0 | 0 | 0 0 |
| | 8513 Hotel Licences | 0 | 38 | 38 | 38 | 0 0 |
| | 8521 Cruise Ship Casino Licences | 0 | 615 | 615 | 615 | 0 0 |
| | 8791 Other | 1,326 | 0 | 0 | 0 | 0 0 |
| | 8877 Reimbursements | 2,456 | 0 | 0 | 0 | 0 0 |
| | 8889 Sundry Receipts | 495 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 41,814 | 16,653 | 16,653 | 17,953 | 1,300 8 |

HEAD 48 MINISTRY OF TOURISM & TRANSPORT HQ - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT (1) | DESCRIPTION (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 % | |
|----------------------|-------------------------------|--------------------------|----------------------------|---------------------------|----------------------------|---|-------------|
| | | | | | | (7) | (8) |
| 58000 | ADMINISTRATION | 4 | 4 | 3 | 3 | (1) | (25) |
| 58010 | TRANSPORTATION PLANN. TEAM | 1 | 1 | 1 | 1 | 0 | 0 |
| 58020 | REGULATORY & POLI/HOTEL ADMIN | 3 | 4 | 4 | 4 | 0 | 0 |
| TOTAL | | 8 | 9 | 8 | 8 | (1) | (11) |

HEAD 48 MINISTRY OF TOURISM & TRANSPORT HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 58020 Hotel Inspectors | | | | |
| To inspect and licence hotel properties during the six month period, November 1 to March 31 on an annual basis. | | 85% | | Discontinue |
| To produce a summary report of hotel inspections and licensings by June 1, following the inspection and licensing period. | | Successfully met | | Discontinue |
| To acknowledge hotel complaints within 24 hours; to investigate them within 48 hours and to produce a report within 10 business days. | | Successfully met | | Discontinue |
| To produce a summary report of hotel complaints for the calendar year by January of the following year. | | Successfully met | | Discontinue |
| Hotel properties inspected and licensed by the annual deadline of 31 March.* | | | | 90% |
| Hotel complaints acknowledged within 24hrs of receipt.* | | | | 100% |
| Hotel complaints investigated within 48hrs of receipt.* | | | | 100% |
| Hotel complaints for which a final report is issued within 10 days of receipt of the complaint.* | | | | 100% |
| Vacation rental properties inspected and certified by the annual deadline of 31 August.* | | | | 90% |
| Vacation rental property complaints acknowledged within 24 hrs of receipt.* | | | | 100% |
| Vacation rental complaints investigated within 48 hrs of receipt.* | | | | 100% |
| Vacation rental complaints for which a final report is issued within 10 days of the receipt of the complaint.* | | | | 100% |

* New Measures for 2020/21

HEAD 30 MARINE & PORTS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

The regulation and safe operation of Bermuda's maritime affairs including marine border security, search and rescue and public transportation.

DEPARTMENT OBJECTIVES

- Provide the required regulatory oversight for Bermuda's maritime affairs and assure compliance to international conventions.
- Implement phase one of the transport infrastructure capital spend plan.
- Implement a pilot fare media system.
- Improve Customer satisfaction.
- Improve risk management to satisfy compliance with international standards.
- Develop staff trained in accordance with international standards and to mitigate departmental risk.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 3006 | WEST END (DOCKYARD) | | | | | | |
| | 40040 NAVIGATIONAL AIDS | 986 | 740 | 740 | 751 | 11 | 1 |
| | 40140 TUG SERVICE | 1,652 | 1,686 | 1,686 | 1,704 | 18 | 1 |
| | 40210 TENDER SERVICE | 299 | 397 | 397 | 397 | 0 | 0 |
| | 40260 DOCKYARD MAINTENANCE | 2,520 | 3,354 | 3,354 | 3,387 | 33 | 1 |
| | | 5,457 | 6,177 | 6,177 | 6,239 | 62 | 1 |
| 3007 | CENTRAL (HAMILTON OFFICE) | | | | | | |
| | 40090 FERRY SERVICE | 6,860 | 7,776 | 7,776 | 7,908 | 132 | 2 |
| | 40150 MOORING & BOAT REG. | 257 | 277 | 277 | 288 | 11 | 4 |
| | 40220 ADMINISTRATION | 2,166 | 2,566 | 2,566 | 2,631 | 65 | 3 |
| | | 9,283 | 10,619 | 10,619 | 10,827 | 208 | 2 |
| 3008 | EAST END (FORT GEORGE) | | | | | | |
| | 40100 MARITIME SAFETY & SECURITY | 2,378 | 2,532 | 2,532 | 2,638 | 106 | 4 |
| | 40180 PILOTAGE SER. OFFSHORE | 1,841 | 1,950 | 1,950 | 1,958 | 8 | 0 |
| | | 4,219 | 4,482 | 4,482 | 4,596 | 114 | 3 |
| | TOTAL | 18,959 | 21,278 | 21,278 | 21,662 | 384 | 2 |

HEAD 30 MARINE & PORTS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 3,514 | 3,663 | 3,663 | 3,782 | 119 | 3 |
| | WAGES | 7,563 | 8,820 | 8,820 | 8,947 | 127 | 1 |
| | OTHER PERSONNEL COSTS | 70 | 27 | 27 | 27 | 0 | 0 |
| | TRAINING | 176 | 335 | 335 | 335 | 0 | 0 |
| | TRANSPORT | 71 | 35 | 35 | 35 | 0 | 0 |
| | TRAVEL | 87 | 93 | 93 | 93 | 0 | 0 |
| | COMMUNICATIONS | 101 | 132 | 132 | 132 | 0 | 0 |
| | PROFESSIONAL SERVICES | 419 | 515 | 515 | 555 | 40 | 8 |
| | RENTALS | 840 | 842 | 842 | 842 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 2,118 | 2,087 | 2,087 | 2,185 | 98 | 5 |
| | INSURANCE | 649 | 772 | 772 | 772 | 0 | 0 |
| | ENERGY | 2,224 | 2,563 | 2,563 | 2,563 | 0 | 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 84 | 85 | 85 | 85 | 0 | 0 |
| | MATERIALS & SUPPLIES | 1,005 | 1,290 | 1,290 | 1,290 | 0 | 0 |
| | OTHER EXPENSES | 19 | 0 | 0 | 0 | 0 | 0 |
| | GRANTS AND CONTRIBUTIONS | 19 | 19 | 19 | 19 | 0 | 0 |
| | TOTAL | 18,959 | 21,278 | 21,278 | 21,662 | 384 | 2 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | | |
|----------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|----------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % (8) |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8169 Boats-Private | 507 | 500 | 500 | 500 | 0 | 0 |
| | 8171 Boats-Charter | 98 | 110 | 110 | 110 | 0 | 0 |
| | 8173 Boats-Moorings | 909 | 901 | 901 | 901 | 0 | 0 |
| | 8174 Boats-Haulage | 0 | 95 | 10 | 10 | (85) | (89) |
| | 8177 Local Cruises | 32 | 25 | 25 | 20 | (5) | (20) |
| | 8181 Light House Fees | 20 | 0 | 0 | 0 | 0 | 0 |
| | 8183 Port Dues | 732 | 620 | 730 | 730 | 110 | 18 |
| | 8185 Pilotage Fees | 1,084 | 853 | 1,099 | 1,158 | 305 | 36 |
| | 8186 Pilot Detention Fees | 41 | 37 | 42 | 42 | 5 | 14 |
| | 8187 Ferry Receipts | 1,039 | 1,200 | 1,200 | 1,200 | 0 | 0 |
| | 8188 Seaport Security Passes | 1 | 0 | 1 | 1 | 1 | 0 |
| | 8457 Licence General | 31 | 25 | 35 | 35 | 10 | 40 |
| | 8763 Tug | 1,320 | 1,400 | 1,400 | 1,400 | 0 | 0 |
| | 8877 Reimbursements | 3 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 5,817 | 5,766 | 6,053 | 6,107 | 341 | 6 |

HEAD 30 MARINE & PORTS - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|----------------------------------|------------|------------|------------|------------|--------------------------|----------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 40040 NAVIGATIONAL AIDS | 9 | 9 | 9 | 9 | 0 | 0 |
| | 40090 FERRY SERVICE | 71 | 71 | 71 | 71 | 0 | 0 |
| | 40100 MARITIME SAFETY & SECURITY | 9 | 10 | 10 | 10 | 0 | 0 |
| | 40140 TUG SERVICE | 15 | 15 | 15 | 15 | 0 | 0 |
| | 40150 MOORING & BOAT REG. | 3 | 3 | 3 | 3 | 0 | 0 |
| | 40180 PILOTAGE SERV. OFFSHORE | 18 | 19 | 19 | 19 | 0 | 0 |
| | 40210 TENDER SERVICE | 4 | 4 | 4 | 4 | 0 | 0 |
| | 40220 ADMINISTRATION | 9 | 9 | 9 | 9 | 0 | 0 |
| | 40260 DOCKYARD MAINTENANCE | 20 | 21 | 21 | 21 | 0 | 0 |
| | TOTAL | 158 | 161 | 161 | 161 | 0 | 0 |

HEAD 30 MARINE & PORTS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Navigational Aids - 40040 | | | | |
| International Standards set by IALA. | | | | |
| Major Lighthouses need to be working 99.8% of the time | 100.00% | 100% | 100% | Discontinue |
| Other lights, Buoys and Beacons need to be working 99% of the time | 97% | 100% | 100% | Discontinue |
| Availability of Buoys - on Station, need to be 97% of the time | 100.00% | 100% | 100% | Discontinue |
| Overall performance level required to be 98.6% | 99% | 100% | 100% | Discontinue |
| Availability of Buoys - on Station: Main Shipping Channels* | | | | 99.5% |
| Lights operational of Buoys and Beacons: Main Shipping Channel and auxiliary channels (small boating)* | | | | 99% |
| Off Shore Beacons: Lights operational* | | | | 99.8% |
| BUSINESS UNIT: Ferry Service - 40090 | | | | |
| Vessel availability as required monthly as per published schedule | 95% | 100% | 100% | 100% |
| Percentage of on time scheduled and completed runs per month | 100% | 98% | 92% | 95% |
| Vessel requirement for published schedule achievement | reworded | 100% | 100% | 98% |
| BUSINESS UNIT: Maritime Safety & Security - 40100 | | | | |
| Engage non-Government (private sector) vessel use for non-life threatening marine incidents 25% of the time | 100% | 100% | 100% | Discontinued |
| Reduce the number of emergency satellite beacon false alerts from Bermuda registered vessels and aircraft worldwide by 10% | 100% | 70% | 70% | Discontinued |
| Decrease the period of time to issue a registration for 406 MHz Beacons from 20 to 14 days | 100% | 100% | 100% | Discontinued |
| Maritime Operations Controllers take action within 10 minutes of distress incident first receipt. This will include assessment of the response, provision of guidance where needed and appropriate SAR tasking in the initial stages of the incident. In 100% of all cases.* | | | | 100% |
| We will review 100% of incidents to which the national SAR system has responded to assess our compliance with Mission Conduct protocols and the effectiveness of outcomes. We will seek feedback from stakeholders and learn any appropriate lessons for future operations and incidents.* | | | | 100% |
| Decrease the period of time to issue a registration document for 406Mhz Distress Beacons from 14 days to 7 days. 100% percent of the time | 100% | 100% | 100% | 100% |

* New Measures for 2020/21

HEAD 30 MARINE & PORTS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Tug Service - 40140 | | | | |
| Availability for service as required by the shipping industry | 100% | 98% | 100% | 100% |
| BUSINESS UNIT: Moorings & Boat Regulations - 40150 | | | | |
| Removal of (500) illegal, unregistered moorings by year end | 10% | 70% | 30% | 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 | 85% | 80% | 80% | Discontinue |
| Regularize all unlicensed in-water boats | 15% | 25% | 25% | Discontinue |
| Relicensing of all moorings within the May 31st deadline* | | | | 90% |
| New mooring applications to be processed within a 6 week time frame.* | | | | 100% |
| BUSINESS UNIT: Pilotage Ser. Offshore - 40180 | | | | |
| International Standards set by: International Maritime Pilot's Association. | | | | |
| Availability of pilot boats for scheduled arriving and departing ships. | 99.9% | 96% | 99% | 99% |
| Success, on scheduled berthing and unberthing of ships, aim 100% | 98% | 97% | 97% | Discontinue |
| Overall performance of Pilot Service | 98% | 98% | 98% | Discontinue |
| Availability of Pilots to ensure all scheduled ships movements are on time.* | | | | 99% |
| BUSINESS UNIT: Tender Service - 40210 | | | | |
| Availability for service as required for peak passenger periods | 100% | 100% | 100% | 100% |
| BUSINESS UNIT: Administration - 40220 | | | | |
| To ensure all accounts payables are paid to meet monthly deadlines | 95% | 95% | 95% | Discontinue |
| 100% of required staff CPR/First Aid trained (per Safety and Health regulations) | 100% | 100% | 100% | Discontinue |
| 100% of required staff trained in fire safety (per Safety and Health regulations) (days taken) | 95% | 95% | 95% | Discontinue |
| Number of staff marine certified (STCW Basic and Advanced) per MCA regulations* | | | | 95% |
| Increase the number of DHR workshops attended by staff per yearly Forward Job Plans.* | | | | 95% |

* New Measures for 2020/21

HEAD 30 MARINE & PORTS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Dockyard Maintenance - 40260 | | | | |
| 100% compliance with Lloyd's Register Survey milestones for dry-docking and machinery surveys | 98% | 100% | 99% | 100% |
| Undertake the slipping and bottom cleaning of Department vessels at least once during the year | 98% | 100% | 99% | 100% |

HEAD 34 TRANSPORT CONTROL DEPARTMENT

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To assure the safety of all road users.

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 | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 3401 | GENERAL | | | | | | |
| | 44000 EXAMINATION | 644 | 1,210 | 1,210 | 1,226 | 16 | 1 |
| | 44040 REGISTRATION | 1,097 | 896 | 810 | 927 | 31 | 3 |
| | 44090 ROAD SAFETY | 182 | 232 | 232 | 490 | 258 | 111 |
| | 44110 TRAFFIC CONTROL | 571 | 630 | 569 | 584 | (46) | (7) |
| | 44210 ADMINISTRATION | 3,075 | 2,407 | 2,253 | 2,224 | (183) | (8) |
| | TOTAL | 5,569 | 5,375 | 5,074 | 5,451 | 76 | 1 |

HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 2,508 | 2,886 | 2,585 | 3,498 | 612 21 |
| | WAGES | 76 | 572 | 572 | 0 | (572) 0 |
| | TRAINING | 60 | 100 | 100 | 97 | (3) (3) |
| | TRAVEL | 1 | 25 | 25 | 25 | 0 0 |
| | COMMUNICATIONS | 78 | 84 | 84 | 84 | 0 0 |
| | ADVERTISING & PROMOTION | 4 | 5 | 5 | 5 | 0 0 |
| | PROFESSIONAL SERVICES | 2,083 | 430 | 430 | 410 | (20) (5) |
| | RENTALS | 40 | 105 | 153 | 163 | 58 55 |
| | REPAIR AND MAINTENANCE | 125 | 534 | 534 | 424 | (110) (21) |
| | INSURANCE | 2 | 5 | 5 | 5 | 0 0 |
| | ENERGY | 133 | 317 | 312 | 257 | (60) (19) |
| | CLOTHING, UNIFORMS & LAUNDRY | 4 | 6 | 6 | 2 | (4) (67) |
| | MATERIALS & SUPPLIES | 107 | 233 | 190 | 158 | (75) (32) |
| | EQUIPMT. (MINOR CAPITAL) | 0 | 3 | 3 | 3 | 0 0 |
| | OTHER EXPENSES | 324 | 10 | 10 | 10 | 0 0 |
| | GRANTS AND CONTRIBUTIONS | 24 | 60 | 60 | 310 | 250 417 |
| | TOTAL | 5,569 | 5,375 | 5,074 | 5,451 | 76 1 |

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % |
|----------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8307 Photocopy Charges | 4 | 4 | 4 | 4 | 0 0 |
| | 8385 Vehicles-Four Wheel | 351 | 339 | 339 | 339 | 0 0 |
| | 8389 Exam Fees-2 wheel | 682 | 600 | 600 | 600 | 0 0 |
| | 8391 Exam Fees-4 wheel | 1,073 | 994 | 994 | 994 | 0 0 |
| | 8395 Certificate of Competency | 180 | 183 | 183 | 187 | 4 2 |
| | 8465 Auxiliary Cycle | 228 | 280 | 280 | 280 | 0 0 |
| | 8467 Motor Cycle | 1,881 | 2,500 | 2,500 | 2,500 | 0 0 |
| | 8471 Private Car | 18,705 | 18,896 | 18,895 | 18,896 | 0 0 |
| | 8473 Commercial Vehicle | 5,308 | 4,766 | 4,766 | 4,766 | 0 0 |
| | 8475 Trailer | 109 | 108 | 108 | 108 | 0 0 |
| | 8477 Miscellaneous Vehicles | 27 | 4 | 5 | 5 | 1 25 |
| | 8479 Licence Plate & Stickers | 160 | 179 | 179 | 183 | 4 2 |
| | 8480 Truck Permit Fees | 433 | 598 | 598 | 613 | 15 3 |
| | 8481 Driving Permits | 800 | 613 | 613 | 613 | 0 0 |
| | 8483 Photo.Drivers Licence | 1,059 | 924 | 924 | 976 | 52 6 |
| | 8877 Reimbursements | 1 | 0 | 0 | 0 | 0 0 |
| | 8889 Sundry Receipts | 71 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 31,072 | 30,988 | 30,988 | 31,064 | 76 0 |

HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE | DIFFERENCE | |
|-----------------------|-----|-----|-----|-----|---------------------|--------------------------|-----|
| DESCRIPTION | | | | | | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 44000 EXAMINATION | | 14 | 8 | 15 | 15 | 7 | 88 |
| 44040 REGISTRATION | | 12 | 14 | 14 | 14 | 0 | 0 |
| 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 |
| TOTAL | | 40 | 41 | 48 | 48 | 7 | 17 |

HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 44090 ROAD SAFETY | | | | |
| To maintain the pass rate for project ride students at 90% | Achieved | Expected to Achieve | Expected to Achieve | Expected to Achieve |
| BUSINESS UNIT: 44110 TRAFFIC CONTROL | | | | |
| To keep response time to abandoned vehicle reports to under 10 business days | Not Achieved | Expected to Achieve | Expected to Not Achieve | Expected to Achieve |
| BUSINESS UNIT: 44000 EXAMINATION | | | | |
| To provide a driving test appointment within 10 business days of requested date. Target 90% of requests | Not Achieved | Expected to Achieve | Expected to Not 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 to Not Achieve | Expected to Achieve |
| BUSINESS UNIT: 44040 REGISTRATION | | | | |
| To serve 75% of all customers within 30 mins | Achieved | Expected to Achieve | Expected to Achieve | Expected to Achieve |
| BUSINESS UNIT: 44210 ADMINISTRATION | | | | |
| 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 PROG | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 3501 | TRANSPORTATION | | | | | | |
| | 45000 AUXILIARY BUS SERVICES | 126 | 138 | 138 | 138 | 0 | 0 |
| | 45010 BUS OPERATIONS | 8,815 | 10,628 | 10,628 | 10,628 | 0 | 0 |
| | | 8,941 | 10,766 | 10,766 | 10,766 | 0 | 0 |
| 3502 | MAINTENANCE | | | | | | |
| | 45090 REPAIR SERVICING | 5,053 | 5,624 | 5,614 | 5,624 | 0 | 0 |
| | 45115 INVENTORY MANAGEMENT | 4,259 | 2,180 | 2,180 | 2,180 | 0 | 0 |
| | | 9,312 | 7,804 | 7,794 | 7,804 | 0 | 0 |
| 3503 | ADMINISTRATION | | | | | | |
| | 45120 ADMINISTRATION | 2,941 | 2,904 | 2,914 | 2,904 | 0 | 0 |
| | 45200 MANAGEMENT SUPPORT | 762 | 894 | 894 | 894 | 0 | 0 |
| | | 3,703 | 3,798 | 3,808 | 3,798 | 0 | 0 |
| | TOTAL | 21,956 | 22,368 | 22,368 | 22,368 | 0 | 0 |

HEAD 35 PUBLIC TRANSPORTATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 2,832 | 3,306 | 3,306 | 3,306 | 0 0 |
| | WAGES | 10,634 | 12,632 | 12,632 | 12,632 | 0 0 |
| | TRAINING | 68 | 100 | 90 | 100 | 0 0 |
| | TRANSPORT | 636 | 180 | 180 | 180 | 0 0 |
| | TRAVEL | 33 | 40 | 40 | 40 | 0 0 |
| | COMMUNICATIONS | 72 | 76 | 76 | 76 | 0 0 |
| | ADVERTISING & PROMOTION | 7 | 5 | 5 | 5 | 0 0 |
| | PROFESSIONAL SERVICES | 666 | 785 | 785 | 785 | 0 0 |
| | RENTALS | 202 | 210 | 210 | 210 | 0 0 |
| | REPAIR AND MAINTENANCE | 489 | 627 | 617 | 627 | 0 0 |
| | INSURANCE | 179 | 200 | 160 | 200 | 0 0 |
| | ENERGY | 1,952 | 2,097 | 2,087 | 2,097 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 47 | 60 | 60 | 60 | 0 0 |
| | MATERIALS & SUPPLIES | 4,019 | 1,932 | 1,932 | 1,932 | 0 0 |
| | EQUIPMT. (MINOR CAPITAL) | 71 | 67 | 137 | 67 | 0 0 |
| | OTHER EXPENSES | 49 | 51 | 51 | 51 | 0 0 |
| | TOTAL | 21,956 | 22,368 | 22,368 | 22,368 | 0 0 |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|-----------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | 8679 Passes | 2,734 | 3,250 | 2,740 | 3,250 | 0 0 |
| | 8681 Tickets | 907 | 1,000 | 910 | 1,000 | 0 0 |
| | 8683 Tokens | 925 | 1,200 | 930 | 1,200 | 0 0 |
| | 8685 Cash | 1,190 | 1,251 | 1,200 | 1,250 | (1) (0) |
| | 8691 Passes - Post Offices | 314 | 350 | 350 | 350 | 0 0 |
| | 8693 Tickets - Post Offices | 269 | 300 | 276 | 300 | 0 0 |
| | 8699 Advertising | 30 | 49 | 49 | 50 | 1 2 |
| | 8877 Reimbursements | 3 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 6,372 | 7,400 | 6,455 | 7,400 | 0 0 |

HEAD 35 PUBLIC TRANSPORTATION - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|------------------------------|------------|------------|------------|------------|--------------------------|----------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 45000 AUXILIARY BUS SERVICES | 2 | 2 | 2 | 2 | 0 | 0 |
| | 45010 BUS OPERATIONS | 160 | 157 | 157 | 157 | 0 | 0 |
| | 45090 REPAIR SERVICING | 50 | 50 | 50 | 50 | 0 | 0 |
| | 45115 INVENTORY MANAGEMENT | 4 | 4 | 4 | 4 | 0 | 0 |
| | 45120 ADMINISTRATION | 4 | 5 | 5 | 5 | 0 | 0 |
| | 45200 MANAGEMENT SUPPORT | 14 | 14 | 14 | 14 | 0 | 0 |
| | TOTAL | 234 | 232 | 232 | 232 | 0 | 0 |

HEAD 35 PUBLIC TRANSPORTATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 45010 Bus Operations | | | | |
| Minimize accidents per month to less than: | N/A | Discontinued | Discontinued | Discontinued |
| Achieve a target of less than 3 staff complaints per month. | N/A | Discontinued | Discontinued | Discontinued |
| On time delivery of all scheduled services. | N/A | 90% | N/A | 90% |
| BUSINESS UNIT: 45090 - Repair Servicing | | | | |
| Respond to road calls within 1 hour | 2 hr | Discontinued | Discontinued | Discontinued |
| Service every bus every 90 days | 40% | Discontinued | Discontinued | Discontinued |
| Maintain the number of buses in service daily at 80% of the total fleet. | 65% | 80% | 70% | 80% |
| Maintain buses according to the preventative maintenance programme. | N/A | 90% | 75% | 90% |
| BUSINESS UNIT: 45115 - Inventory Management | | | | |
| Complete 4 rolling counts of inventory per annum | 2 | Discontinued | Discontinued | Discontinued |
| Procurement process time from requisition to order target: | 2days | Discontinued | Discontinued | Discontinued |
| Average number of buses out of service due to parts. | N/A | 5% | 5% | 5% |
| Reduce inventory levels. | N/A | -5% | 0 | -5% |
| BUSINESS UNIT: 45120 - Administration | | | | |
| Address identified occupational, safety and health issues. | 6 | 5 | 7 | 5 |
| Complete customer service training for front line staff. | 50% | 50% | 0% | 25% |
| Number of critical vacancies. | 3 | 0 | 3 | 0 |
| Revenue / cost of service ratio. | 27% | 40% | 30% | 30% |
| BUSINESS UNIT: 45200 - Management Support | | | | |
| Process vendor payments within target period. | 90% | 100% | 90% | 100% |
| Produce detailed performance reports each month by the 15th | 60% | 100% | 50% | 100% |

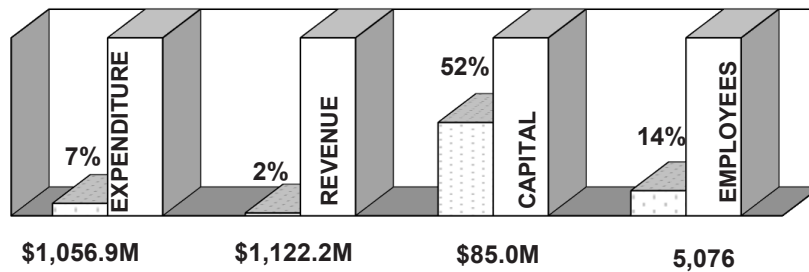
MINISTRY OF PUBLIC WORKS



TO MANAGE ALL PUBLIC WORKS AND AMENITIES.

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

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 % | |
|------------------------------------|---------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 36 | MIN. OF PUBLIC WORKS HQ | 6,201 | 6,209 | 7,383 | 6,205 | (4) | (0) |
| 49 | LAND VALUATION | 792 | 1,027 | 1,006 | 1,034 | 7 | 1 |
| 53 | BERMUDA HOUSING CORP | 6,050 | 6,050 | 6,050 | 6,050 | 0 | 0 |
| 68 | PARKS | 8,859 | 9,644 | 9,073 | 9,289 | (355) | (4) |
| 81 | PUBLIC LANDS & BUILDINGS | 19,766 | 19,472 | 20,161 | 19,919 | 447 | 2 |
| 82 | WORKS & ENGINEERING | 34,327 | 29,647 | 28,113 | 29,299 | (348) | (1) |
| 97 | LAND TITLE & REGISTRATION | 1,209 | 1,398 | 1,383 | 1,463 | 65 | 5 |
| | | 77,204 | 73,447 | 73,169 | 73,259 | (188) | (0) |
| REVENUE (\$000) | | | | | | | |
| 36 | MIN. OF PUBLIC WORKS HQ | 24 | 5 | 4 | 13 | 8 | 160 |
| 49 | LAND VALUATION | 0 | 6 | 1 | 6 | 0 | 0 |
| 68 | PARKS | 152 | 104 | 118 | 128 | 24 | 23 |
| 81 | PUBLIC LANDS & BUILDINGS | 2,052 | 1,801 | 1,659 | 1,704 | (97) | (5) |
| 82 | WORKS & ENGINEERING | 12,581 | 14,225 | 14,638 | 15,182 | 957 | 7 |
| 97 | LAND TITLE & REGISTRATION | 343 | 625 | 535 | 701 | 76 | 12 |
| | | 15,152 | 16,766 | 16,955 | 17,734 | 968 | 6 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 2,853 | 3,194 | 2,095 | 3,424 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 36,137 | 32,588 | 34,064 | 41,147 | | |
| | | 38,990 | 35,782 | 36,159 | 44,571 | | |
| EMPLOYEE NUMBERS | | 608 | 711 | 620 | 714 | 3 | 0 |



Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

To provide sustainable management of infrastructure and property resources for the delivery of public services.

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 | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--|-------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 3601 HEAD OFFICE ADMINISTRATION | | | | | | | |
| 46111 ADMINISTRATION | | 1,550 | 1,943 | 2,218 | 1,964 | 21 | 1 |
| 46112 CENTRAL FILING | | 187 | 247 | 221 | 253 | 6 | 2 |
| 46999 HURRICANE EXPENSES | | 0 | 0 | 988 | 0 | 0 | 0 |
| | | 1,737 | 2,190 | 3,427 | 2,217 | 27 | 1 |
| 3610 ACCOUNTS | | | | | | | |
| 46030 FINANCE MGMT | | 974 | 1,164 | 1,062 | 1,146 | (18) | (2) |
| | | 974 | 1,164 | 1,062 | 1,146 | (18) | (2) |
| 3611 PURCHASING | | | | | | | |
| 46113 PURCHASING ADMINISTRATION | | 378 | 496 | 573 | 558 | 62 | 13 |
| 46114 SUPPLY STORES | | 1,263 | 873 | 817 | 859 | (14) | (2) |
| | | 1,641 | 1,369 | 1,390 | 1,417 | 48 | 4 |
| 3612 TELECOMMUNICATIONS | | | | | | | |
| 46115 TELEPHONE MAINTENANCE | | 853 | 838 | 664 | 749 | (89) | (11) |
| | | 853 | 838 | 664 | 749 | (89) | (11) |
| 3613 HUMAN RESOURCES | | | | | | | |
| 46116 HUMAN RESOURCES ADMIN. | | 451 | 417 | 409 | 417 | 0 | 0 |
| 46117 RECRUITMENT | | 8 | 22 | 7 | 12 | (10) | (45) |
| 46118 TRAINING & DEVELOPMENT | | 132 | 150 | 139 | 73 | (77) | (51) |
| | | 591 | 589 | 555 | 502 | (87) | (15) |
| 3614 ARCHITECT & DESIGN | | | | | | | |
| 46040 ARCHITECT & DESIGN | | 405 | 59 | 285 | 174 | 115 | 195 |
| | | 405 | 59 | 285 | 174 | 115 | 195 |
| TOTAL | | 6,201 | 6,209 | 7,383 | 6,205 | (4) | (0) |

HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 vs 2020/21 |
| (1) | (2) | ACTUAL (\$000) | ORIGINAL (\$000) | REVISED (\$000) | ESTIMATE (\$000) | (\$000) % |
| | | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 1,861 | 2,630 | 2,502 | 2,454 | (176) (7) |
| | WAGES | 803 | 1,068 | 1,931 | 1,018 | (50) (5) |
| | OTHER PERSONNEL COSTS | 0 | 5 | 1 | 2 | (3) (60) |
| | TRAINING | 73 | 130 | 89 | 123 | (7) (5) |
| | TRANSPORT | 0 | 84 | 84 | 84 | 0 0 |
| | TRAVEL | 5 | 52 | 12 | 43 | (9) (17) |
| | COMMUNICATIONS | 508 | 455 | 477 | 478 | 23 5 |
| | ADVERTISING & PROMOTION | 17 | 22 | 8 | 21 | (1) (5) |
| | PROFESSIONAL SERVICES | 434 | 431 | 436 | 497 | 66 15 |
| | REPAIR AND MAINTENANCE | 52 | 70 | 44 | 71 | 1 1 |
| | MATERIALS & SUPPLIES | 1,126 | 237 | 451 | 328 | 91 38 |
| | EQPMT. (MINOR CAPITAL) | 0 | 3 | 2 | 2 | (1) (33) |
| | OTHER EXPENSES | 42 | 72 | 96 | 134 | 62 86 |
| | GRANTS AND CONTRIBUTIONS | 1,280 | 950 | 1,250 | 950 | 0 0 |
| | TOTAL | 6,201 | 6,209 | 7,383 | 6,205 | (4) (0) |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|-------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| REVENUE SOURCE | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 vs 2020/21 |
| (1) | (2) | ACTUAL (\$000) | ORIGINAL (\$000) | REVISED (\$000) | ESTIMATE (\$000) | (\$000) % |
| | | (3) | (4) | (5) | (6) | (7) (8) |
| | 8615 General | 24 | 0 | 0 | 0 | 0 0 |
| | 9102 Car Park Monthly Rentals | 0 | 5 | 4 | 13 | 8 160 |
| | TOTAL | 24 | 5 | 4 | 13 | 8 160 |

HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|---------------------------|-----------|-----------|-----------|-----------|------------|------------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 | vs |
| (1) | (2) | (3) | (4) | (5) | (6) | 2020/21 | % |
| | | | | | | (7) | (8) |
| 46030 | FINANCE MGMT | 10 | 13 | 12 | 13 | 0 | 0 |
| 46040 | ARCHITECT & DESIGN | 2 | 8 | 3 | 8 | 0 | 0 |
| 46111 | HEADQUARTERS | 5 | 5 | 5 | 4 | (1) | (20) |
| 46112 | CENTRAL FILING | 2 | 3 | 3 | 3 | 0 | 0 |
| 46113 | PURCHASING ADMINISTRATION | 5 | 6 | 7 | 7 | 1 | 17 |
| 46114 | SUPPLY STORES | 9 | 11 | 9 | 10 | (1) | (9) |
| 46116 | HUMAN RESOURCES ADMIN. | 4 | 5 | 5 | 5 | 0 | 0 |
| 46118 | TRAINING AND DEVELOPMENT | 1 | 1 | 0 | 1 | 0 | 0 |
| TOTAL | | 38 | 52 | 44 | 51 | (1) | (2) |

HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|---|---------------------------------|---|------------------------------|
| BUSINESS UNIT: 46111 Administration | | | | |
| 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 |
| BUSINESS UNIT: 46112 Central Filing | | | | |
| 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 | 98% | 98% | 98% | 98% |
| Reduction in the downtime of Head Office Equipment - equipment back in service next day except for delayed delivery of parts | 98% | 99% | 95% | 98% |
| BUSINESS UNIT: 46030 Finance Management | | | | |
| Produce detailed reports on all operational and capital actual verses budgeted expenditures each month by the 10th | 100% | 100% | 95% | 100% |
| Reduction of Water Debt by: | 10% | 10% | 2% | 10% |
| BUSINESS UNIT: 46113 Purchasing Administration | | | | |
| Meet the expected delivery deadline for overseas goods order by the operational areas. | Resources and infrastructure to measure unavailable | 80% | Resources and infrastructure to measure unavailable | KPI to be removed |
| Improve the Procurement cycle time from Requisition to creation of Purchase Order to two days | 83% | 90% | 98% | 95% |
| BUSINESS UNIT: 46114 Supply Stores | | | | |
| Decrease the inventory discrepancies for year end by | 4% | 18% | 5% | 10% |
| Meeting demand of our customers for maintenance / service items by: | Resources and infrastructure to measure unavailable | 85% | Resources and infrastructure to measure unavailable | KPI to be removed |

HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 46116 Human Resource Admin | | | | |
| Communication - Ministry newsletter published and distributed to the department | 4 | 4 | 3 | 4 |
| * Policy Development - The number of Ministry-specific human resource policies developed | 1 | 0 | 0 | 1 |
| * Performance management - Forward Job Plans & Performance Appraisals 100% completed and returned to the DHR deadline. | 90% | 80% | 90% | 90% |
| BUSINESS UNIT: 46117 Recruitment | | | | |
| Complete recruitment of difficult to fill posts | 5 | 4 | 4 | 4 |
| On time completion and submission of vacancy files to DHR | 90% | 90% | 90% | 90% |
| BUSINESS UNIT: 46118 Training & Development | | | | |
| Complete lunch and learns for the year | 4 | 4 | 4 | 4 |
| Host seminar for employees eligible to retire annually | 1 | 1 | 2 | 2 |
| BeFAST(Basic Employee,Foreman and Supertindent Training) | 1 | 2 | 1 | 2 |
| Career Outreach | 5 | 4 | 4 | 4 |
| BUSINESS UNIT: 46040 Architect & Design | | | | |
| 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% | 95% | N/A | N/A |
| Cost of services offered by the Architect Section shall be 60% of the cost of the same service offered by the Private Sector. | 90% | 95% | N/A | N/A |
| 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. | 85% | 95% | N/A | N/A |

HEAD 49 LAND VALUATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Using digital technology, we proactively maintain an accurate and fair Valuation List for land tax purposes.

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 PROG | | | | | 2020/21 ESTIMATE | DIFFERENCE | |
|---------------------|-----------------|-------------------|---------------------|--------------------|---------------------|--------------------------|-----|
| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | 2019/20 vs 2020/21 | |
| | DESCRIPTION | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 4901 | LAND VALUATION | | | | | | |
| | 59080 VALUATION | 792 | 1,027 | 1,006 | 1,034 | 7 | 1 |
| | TOTAL | 792 | 1,027 | 1,006 | 1,034 | 7 | 1 |

HEAD 49 LAND VALUATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|-------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 772 | 879 | 852 | 928 | 49 6 |
| | TRAINING | 0 | 1 | 9 | 11 | 10 1,000 |
| | TRAVEL | 2 | 2 | 2 | 5 | 3 150 |
| | COMMUNICATIONS | 0 | 1 | 1 | 0 | (1) 0 |
| | PROFESSIONAL SERVICES | 3 | 66 | 54 | 31 | (35) (53) |
| | REPAIR AND MAINTENANCE | 9 | 37 | 57 | 43 | 6 16 |
| | MATERIALS & SUPPLIES | 5 | 41 | 31 | 16 | (25) (61) |
| | EQUIPT. (MINOR CAPITAL) | 1 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 792 | 1,027 | 1,006 | 1,034 | 7 1 |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8135 Appeals Trib Hearing Fee | 0 | 6 | 1 | 6 | 0 0 |
| | TOTAL | 0 | 6 | 1 | 6 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS) | | | | | DIFFERENCE | |
|--|-----------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| BUSINESS UNIT DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 59080 VALUATION | 8 | 10 | 9 | 10 | 0 0 |
| | TOTAL | 8 | 10 | 9 | 10 | 0 0 |

HEAD 49 LAND VALUATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 59080 Valuation | | | | |
| Amend the Valuation List for all changes within 20 working days of receiving notification of a change to a property. | 69% | 65% | 65% | 65% |
| Receive no more than 5% objections to proposals served to amend the Valuation List on the ground that the ARV is incorrect or unfair having regard to other ARVs in the List.* | | | | 5% |
| Provide valuation advice to the Supreme Court within 10 working days of receiving instructions. | 100% | 100% | 100% | 100% |
| Provide valuation advice to the Tax Commissioner within 20 working days of receiving instructions. | 100% | 90% | 90% | 90% |
| Provide valuation advice to the Chief Immigration Officer within 5 working days of receiving instructions. | 100% | 100% | 100% | 100% |
| Provide valuation advice to other Government departments within 10 working days of receiving instructions. | 100% | 70% | 70% | 70% |

* New Measures for 2020/21

HEAD 53 BERMUDA HOUSING CORPORATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

RENTAL AND MORTGAGE ASSISTANCE.

GENERAL SUMMARY

| EXPENDITURE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----|
| PROG | DESCRIPTION | | | | | (\$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 |
| | TOTAL | 6,050 | 6,050 | 6,050 | 6,050 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------|------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----|
| OBJECT CODE | DESCRIPTION | | | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | GRANTS & CONTRIBUTIONS | 6,050 | 6,050 | 6,050 | 6,050 | 0 | 0 |
| | TOTAL | 6,050 | 6,050 | 6,050 | 6,050 | 0 | 0 |

HEAD 68 PARKS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Management and preservation of environmental, cultural, and recreational resources for education, health, and enjoyment by patrons.

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 | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE | |
|-------------|---------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|-------------|
| PROG | BUSINESS UNIT | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | 2019/20 vs 2020/21 (\$000) (7) | % (8) |
| (1) | DESCRIPTION (2) | | | | | | |
| 6801 | PARK SERVICE | | | | | | |
| | 78000 PARK RANGER SERVICE | 411 | 459 | 449 | 470 | 11 | 2 |
| | | 411 | 459 | 449 | 470 | 11 | 2 |
| 6802 | LIFEGUARD SERVICE | | | | | | |
| | 78010 LIFEGUARD SERVICE | 378 | 472 | 399 | 474 | 2 | 0 |
| | | 378 | 472 | 399 | 474 | 2 | 0 |
| 6803 | PARK MAINTENANCE | | | | | | |
| | 78015 GOVERNMENT HSE & CAMDEN | 234 | 254 | 259 | 268 | 14 | 6 |
| | 78020 MAINTENANCE & DEVELOPMENT | 947 | 871 | 823 | 831 | (40) | (5) |
| | 78030 EASTERN PARKS | 982 | 1,039 | 999 | 1,008 | (31) | (3) |
| | 78035 TREE SERVICE | 596 | 567 | 522 | 582 | 15 | 3 |
| | 78040 WESTERN PARKS | 1,291 | 1,368 | 1,360 | 1,395 | 27 | 2 |
| | 78045 SCHOOL GROUNDS | 554 | 553 | 554 | 564 | 11 | 2 |
| | 78055 TULO VALLEY | 351 | 394 | 399 | 400 | 6 | 2 |
| | 78065 BOTANICAL GARDENS | 1,610 | 1,481 | 1,413 | 1,400 | (81) | (5) |
| | 78100 RAILWAY TRAIL | 250 | 320 | 320 | 320 | 0 | 0 |
| | | 6,815 | 6,847 | 6,649 | 6,768 | (79) | (1) |
| 6804 | ADMINISTRATION | | | | | | |
| | 78050 ADMINISTRATION & PLANNING | 915 | 1,448 | 1,174 | 1,177 | (271) | (19) |
| | | 915 | 1,448 | 1,174 | 1,177 | (271) | (19) |
| 6805 | FORTS | | | | | | |
| | 78080 FORTS & HISTORICAL SITES | 340 | 418 | 402 | 400 | (18) | (4) |
| | | 340 | 418 | 402 | 400 | (18) | (4) |
| | TOTAL | 8,859 | 9,644 | 9,073 | 9,289 | (355) | (4) |

HEAD 68 PARKS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| OBJECT CODE DESCRIPTION (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| SALARIES | | 1,191 | 1,810 | 1,751 | 1,606 | (204) | (11) |
| WAGES | | 6,807 | 6,299 | 5,973 | 6,332 | 33 | 1 |
| TRAINING | | 11 | 25 | 25 | 25 | 0 | 0 |
| TRANSPORT | | 23 | 23 | 17 | 27 | 4 | 17 |
| TRAVEL | | 0 | 17 | 13 | 17 | 0 | 0 |
| COMMUNICATIONS | | 41 | 60 | 67 | 74 | 14 | 23 |
| ADVERTISING & PROMOTION | | 25 | 30 | 24 | 30 | 0 | 0 |
| PROFESSIONAL SERVICES | | 250 | 300 | 290 | 118 | (182) | (61) |
| RENTALS | | 62 | 70 | 1 | 70 | 0 | 0 |
| REPAIR AND MAINTENANCE | | 73 | 460 | 421 | 435 | (25) | (5) |
| ENERGY | | 67 | 119 | 100 | 119 | 0 | 0 |
| CLOTHING, UNIFORMS & LAUNDRY | | 24 | 28 | 22 | 28 | 0 | 0 |
| MATERIALS & SUPPLIES | | 282 | 398 | 366 | 403 | 5 | 1 |
| EQPMT. (MINOR CAPITAL) | | 0 | 1 | 1 | 1 | 0 | 0 |
| OTHER EXPENSES | | 3 | 4 | 2 | 4 | 0 | 0 |
| TOTAL | | 8,859 | 9,644 | 9,073 | 9,289 | (355) | (4) |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|----------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|-----------|
| (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| 8191 Service Fees | | 5 | 1 | 0 | 0 | (1) | (100) |
| 8251 Camping Fees | | 38 | 20 | 30 | 30 | 10 | 50 |
| 8253 Admissions | | 64 | 60 | 50 | 60 | 0 | 0 |
| 8651 Horticultural Produce | | 2 | 5 | 5 | 5 | 0 | 0 |
| 8675 Other Retail Sales | | 0 | 1 | 1 | 1 | 0 | 0 |
| 8801 Facilities | | 41 | 10 | 27 | 27 | 17 | 170 |
| 8805 Concessions | | 2 | 7 | 5 | 5 | (2) | (29) |
| TOTAL | | 152 | 104 | 118 | 128 | 24 | 23 |

HEAD 68 PARKS - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|---------------------------------|------------|------------|------------|------------|--------------------------|----------|
| | | ACTUAL | ORIGINAL | REVISED | | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 78000 PARK RANGER SERVICE | 4 | 7 | 7 | 7 | 0 | 0 |
| | 78010 LIFEGUARD SERVICE | 11 | 12 | 12 | 12 | 0 | 0 |
| | 78015 GOVERNMENT HSE & CAMDEN | 4 | 5 | 4 | 5 | 0 | 0 |
| | 78020 MAINTENANCE & DEVELOPMENT | 11 | 15 | 11 | 14 | (1) | (7) |
| | 78030 EASTERN PARKS | 15 | 15 | 15 | 16 | 1 | 7 |
| | 78035 TREE SERVICE | 9 | 9 | 8 | 9 | 0 | 0 |
| | 78040 WESTERN PARKS | 20 | 22 | 21 | 22 | 0 | 0 |
| | 78045 SCHOOL GROUNDS | 9 | 9 | 9 | 10 | 1 | 11 |
| | 78050 ADMINISTRATION & PLANNING | 6 | 11 | 6 | 10 | (1) | (9) |
| | 78055 TULO VALLEY | 4 | 6 | 5 | 6 | 0 | 0 |
| | 78065 BOTANICAL GARDENS | 21 | 27 | 24 | 27 | 0 | 0 |
| | 78080 FORTS & HISTORICAL SITES | 4 | 5 | 5 | 5 | 0 | 0 |
| | TOTAL | 118 | 143 | 127 | 143 | 0 | 0 |

HEAD 68 PARKS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Park Ranger Service - 78000 | | | | |
| 1. Total number of camping permits issued/Total number of camper night | 29 | 60 | 39 / 163 | 45 / 185 |
| 2. Total number of special permits issued/percentage of special permit requests processed within 3 working days (1 month large events) | 385 | 575 | 600 | 650 |
| 3. Total number of incidents reported and managed | 56 | 160 | 170 | 180 |
| 4. Total number of interpretive tours conducted | 8 | 20 | 12 | 15 |
| BUSINESS UNIT: Lifeguard Service - 78010 | | | | |
| 1. Total number of beaches staffed by Lifeguard Service | 3 | 4 | 3 | 4 |
| 2. Total number of rescues | 55 | 60 | 91 | 90 |
| 3. Total number of visitor assists / requests for information | 12,881 | 10,000 | 11,842 | 12,000 |
| 4. Total number of vessel assists / safety warning / instruction | 51 | 30 | 34 | 35 |
| 5. Total number of preventative actions | 10,499 | 6,900 | 13,542 | 14,500 |
| 6. Total number of minor first aids | 367 | 330 | 391 | 410 |
| 7. Total number of major first aids | 26 | 25 | 27 | 40 |
| 8. Total number of jelly fish Portuguese Man-of-War stings | 42 | Discontinue | 47 | 50 |
| BUSINESS UNIT: Government House 78015 | | | | |
| 1. Total number of flower beds displays inside the perimeter per year. | 4 per qtr | 2 | 2 | 2 |
| 2. Total number of bedding plants installed | 3,000 per qtr | 12,000 | 10,000 | 15,000 |
| 3. Total number of flower beds rotation per annum | 4 | 4 | 4 | 4 |
| BUSINESS UNIT: Maintenance & Development - 78020 | | | | |
| 1. Total number of toilets serviced | 3,810 | 4,530 | 4,436 | 4,800 |
| 2. Total number of M & D projects undertaken | 120 | 120 | 125 | 130 |
| 3. Number of roundabout displays replanted four times per annum | 8 | 3 | 3 | 5 |
| 4. Number of park playgrounds maintained per month | 9 | 9 | 4 | 10 |
| 5. Total number of fitness equipment stations maintained | 2 | 3 | 2 | 3 |
| BUSINESS UNIT: Eastern, Western, Central Parks - 78030, 78040, 78045 | | | | |
| 1. Number of maintenance sites visited twelve (12) times per year | 60 | 60 | 60 | 60 |
| 2. Number of community fields serviced twelve (12) times per year | 5 | 5 | 5 | 5 |
| 3. Number of post office grounds maintained twelve (12) times per year | 7 | 7 | 7 | 7 |
| 4. Number of health clinic grounds maintained twelve (12) times per year | 2 | 2 | 2 | 2 |
| 5. Number of cemetery grounds maintained twelve (12) times per year | 3 | 4 | 4 | 5 |

HEAD 68 PARKS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Eastern, Western, Central Parks - 78030, 78040, 78045 - cont. | | | | |
| 6. Number of rest homes grounds maintained twelve (12) times per year | 2 | 2 | 2 | 2 |
| 7. Number of roadside verges serviced twice per month / (24) times per year | 46 | 46 | 23 | 50 |
| 8. Number of school grounds maintained twelve (12) times per year | 25 | 25 | 25 | 25 |
| BUSINESS UNIT: Tree Service - 78035 | | | | |
| 1. Total number of trees felled | 77 | 77 | 45 | 130 |
| 2. Number of trees pruned | 45 | 45 | 30 | 120 |
| 3. Percentage of woodchip truck deliveries to schools, playgrounds, parks and Botanical Gardens once per month | Discontinue | Discontinue | Discontinue | Discontinue |
| 4. Number of sites culled of invasive plants at least once per month | 5 | 5 | 4 | 10 |
| BUSINESS UNIT: Administration & Planning - 78050 | | | | |
| 1. Total number of special permits issued for Botanical Gardens and Arboretum | | 100% | 195 | 21000% |
| 2. Percentage of PATI requests responded to within 28 days | 100% | 100% | 100% | 100% |
| 3. Total number of park management plans drafted | 0 | 2 | 1 | 3 |
| 4. Total number of park management plans updated | 2 | 2 | 1 | 3 |
| 5. Total number of permitted commercial activities per year | 7 | 5 | 20 | 22 |
| 6. Total number of licensed commercial activities per year | 1 | 10 | 1 | 2 |
| 7. Total number of National Parks Commission meetings per year | 9 | 10 | 8 | 11 |
| 8. Total number of Department of Planning applications reviewed | 16 | 24 | 6 | 14 |
| BUSINESS UNIT: Tulo Valley - 78055 | | | | |
| 1. Total number of bedding plants sown | 69,800 | 120,000 | 150,460 | 150,000 |
| 2. Total number of plants grown and sold | 35 | | 174 | 200 |
| 3. Number of plants grown for government properties and distributed each quarter | - | 1,210 | 0 | 1,500 |
| 4. Number of decorative pots rented for events per month | 48 | 30 | 300 | 350 |
| BUSINESS UNIT: Forts & Historical Sites - 78080 | | | | |
| 1. Total number of weddings held at Fort St. Catherine/ Percentage of weddings held at Fort. St. Catherine on weekends | 9 | 20 / (80%) | 12 (90%) | 18 (95 %) |
| 2. Total number of corporate events held at Fort St. Catherine/ Percentage of corporate events held at Fort. St. Catherine on weekends | 5 | 15 / (50%) | 9 (60%) | 14 (70%) |
| 3. Total number of interpretive tours / Percentage of interpretive tours with more than 20 persons in attendance | 151 | 45 (50%) | 42 (60%) | 55 (65%) |
| 4. Total number of cruise ship visitor tours | 151 | 3,500 | 3600 | 4,000 |

HEAD 68 PARKS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Park Improvements - 75101 | | | | |
| 1. Total number of fitness equipment stations installed per year | 2 | 1 | 1 | 1 |
| 2. Total number of new benches installed | 8 | 30 | 14 | 30 |
| 3. Total number of new signage installed and maintained | 14 | 25 | 15 | 40 |
| 4. Total number of capital works completed | 6 | 3 | 3 | 4 |
| BUSINESS UNIT: Botanical Gardens - 78065 | | | | |
| 1. Total number of flower bed displays inside the perimeter per year | 74 | 74 | 36 | 36 |
| 2. Total number of Bedding plants installed | 40,000 | 40,000 | 40,000 | 55,000 |
| 3. Total number of flower bed rotation per annum | 3 | 3 | 3 | 4 |
| 4. Total number of tours (once per week) | 50 | 50 | 94 | 110 |

HEAD 81 PUBLIC LANDS & BUILDINGS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To manage Government property and provide national mapping 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 and manage capital improvement project for Government properties.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|---------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8100 | ADMINISTRATION | | | | | | |
| | 91000 ADMINISTRATION | 214 | 227 | 186 | 232 | 5 | 2 |
| | 91001 TRAINING & APPRENTICESHIP | 372 | 47 | (149) | 47 | 0 | 0 |
| | | 586 | 274 | 37 | 279 | 5 | 2 |
| 8101 | BUILDINGS | | | | | | |
| | 91002 SERVICES MANAGEMENT | 853 | 1,030 | 919 | 1,066 | 36 | 3 |
| | 91003 MAINTENANCE | 8,805 | 8,056 | 7,977 | 8,010 | (46) | (1) |
| | | 9,658 | 9,086 | 8,896 | 9,076 | (10) | (0) |
| 8102 | ESTATES | | | | | | |
| | 91004 PROPERTY ASSET MANAGEMENT | 3,974 | 4,149 | 3,781 | 4,503 | 354 | 9 |
| | 91005 INSURANCE | 5,216 | 5,641 | 7,131 | 5,733 | 92 | 2 |
| | | 9,190 | 9,790 | 10,912 | 10,236 | 446 | 5 |
| 8103 | LAND SURVEYS | | | | | | |
| | 91007 LAND SURVEYS MANAGEMENT | 332 | 322 | 316 | 328 | 6 | 2 |
| | | 332 | 322 | 316 | 328 | 6 | 2 |
| | TOTAL | 19,766 | 19,472 | 20,161 | 19,919 | 447 | 2 |

HEAD 81 PUBLIC LANDS & BUILDINGS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|----------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 2,707 | 2,718 | 2,280 | 2,730 | 12 | 0 |
| | WAGES | 8,895 | 8,465 | 8,592 | 8,370 | (95) | (1) |
| | OTHER PERSONNEL COSTS | 8 | 25 | 0 | 28 | 3 | 12 |
| | TRAINING | 25 | 50 | 6 | 85 | 35 | 70 |
| | TRANSPORT | 0 | 125 | 0 | 125 | 0 | 0 |
| | TRAVEL | 0 | 3 | 0 | 13 | 10 | 333 |
| | COMMUNICATIONS | 18 | 43 | 26 | 44 | 1 | 2 |
| | PROFESSIONAL SERVICES | 1,293 | 1,155 | 1,101 | 1,204 | 49 | 4 |
| | RENTALS | 34 | 47 | 18 | 56 | 9 | 19 |
| | REPAIR AND MAINTENANCE | 951 | 935 | 781 | 940 | 5 | 1 |
| | INSURANCE | 5,216 | 6,563 | 8,053 | 6,840 | 277 | 4 |
| | ENERGY | 2,142 | 2,200 | 2,218 | 2,500 | 300 | 14 |
| | CLOTHING, UNIFORMS & LAUNDRY | 3 | 4 | 4 | 7 | 3 | 75 |
| | MATERIALS & SUPPLIES | 1,231 | 1,110 | 837 | 1,133 | 23 | 2 |
| | EQUIPT. (MINOR CAPITAL) | 1 | 16 | 7 | 16 | 0 | 0 |
| | OTHER EXPENSES | 28 | 35 | 3 | 35 | 0 | 0 |
| | RECEIPTS CREDITED TO PROG. | (2,786) | (4,022) | (3,765) | (4,207) | (185) | 5 |
| | TOTAL | 19,766 | 19,472 | 20,161 | 19,919 | 447 | 2 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | | |
|----------------|---------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8615 General | 0 | 5 | 0 | 2 | (3) | (60) |
| | 8795 W&E Property Rentals | 1,784 | 1,796 | 1,659 | 1,702 | (94) | (5) |
| | 9171 Accommodation Rental | 268 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 2,052 | 1,801 | 1,659 | 1,704 | (97) | (5) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | | |
|---------------|---------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|----------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 91000 ADMINISTRATION | 1 | 2 | 2 | 2 | 0 | 0 |
| | 91002 SERVICES MANAGEMENT | 12 | 12 | 10 | 14 | 2 | 17 |
| | 91003 MAINTENANCE | 117 | 119 | 116 | 119 | 0 | 0 |
| | 91004 PROPERTY ASSET MANAGEMENT | 13 | 16 | 13 | 18 | 2 | 13 |
| | 91007 LAND SURVEYS MANAGEMENT | 3 | 3 | 3 | 3 | 0 | 0 |
| | TOTAL | 146 | 152 | 144 | 156 | 4 | 3 |

HEAD 81 PUBLIC LANDS & BUILDINGS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNITS: 91000 - 91001 | | | | |
| Update the Government property asset management plan | 50% | 100% | 50% | 100% |
| Number of vacant Government owned buildings inspected and reports presented to the Minister on the options for the properties. | 12 | 12 | 12 | 12 |
| BUSINESS UNIT: 91002 - 91003 | | | | |
| Number of schools to be painted internally and externally as part of the Department's summer schools painting program. | 5 | 5 | 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 | 70% | 80% | 80% | 90% |
| Number of Key Operational Government buildings with condition surveys and maintenance plans completed. | NA | 2 | 2 | 10 |
| BUSINESS UNIT: 91004 - 91006 | | | | |
| Number of Government departments renting from the private sector with 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 Governments Departments with Occupancy Agreements for their accommodation in Government premises* | | | | 100% |
| Number of expired commercial and residential leases-out reviewed and renewed or relet* | | | | 100% |
| Number of seabed leases issued for docks encroaching on the foreshore. | 15 | 15 | 15 | 15 |
| Percentage of Government owned properties (non Quango) inspected to ensure their proper use, maintenance and that they are adequately insured. | 60% | 100% | 75% | 100% |
| BUSINESS UNIT: 91007 | | | | |
| 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% |

* New Measures for 2020/21

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 | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8200 ADMINISTRATION | | | | | | | |
| 92000 ADMINISTRATION | | 388 | 259 | 211 | 259 | 0 | 0 |
| | | 388 | 259 | 211 | 259 | 0 | 0 |
| 8201 ENGINEERING | | | | | | | |
| 92001 ELECTRICAL/MECHANICAL | | 365 | 748 | 581 | 673 | (75) | (10) |
| 92002 ELECTRICAL SUPPORT | | 780 | 504 | 500 | 501 | (3) | (1) |
| 92003 STRUCTURES | | 189 | 535 | 205 | 509 | (26) | (5) |
| | | 1,334 | 1,787 | 1,286 | 1,683 | (104) | (6) |
| 8202 HIGHWAYS | | | | | | | |
| 92004 MANAGEMENT | | 868 | 526 | 773 | 557 | 31 | 6 |
| 92005 ROADS ASPHALT & SIGNS | | 1,351 | 694 | 894 | 755 | 61 | 9 |
| 92006 ROADS MAINTENANCE | | 796 | 862 | 839 | 828 | (34) | (4) |
| 92007 ROADS CLEANING | | 1,217 | 1,636 | 1,177 | 1,545 | (91) | (6) |
| | | 4,232 | 3,718 | 3,683 | 3,685 | (33) | (1) |
| 8203 WASTE MANAGEMENT | | | | | | | |
| 92009 MANAGEMENT | | 348 | 342 | 348 | 376 | 34 | 10 |
| 92011 RECYCLING | | 760 | 1,093 | 1,100 | 1,126 | 33 | 3 |
| 92012 AIRPORT DISPOSAL FACILITY | | 1,298 | 1,250 | 1,163 | 1,262 | 12 | 1 |
| 92013 COMPOSTING OPERATIONS | | 1,591 | 1,793 | 1,714 | 1,646 | (147) | (8) |
| 92014 SPECIAL/HAZARDOUS WASTE | | 956 | 1,379 | 1,191 | 1,338 | (41) | (3) |
| 92015 MATERIAL RECOVERY FACILITY | | 0 | 85 | 0 | 93 | 8 | 9 |
| 92016 TYNES BAY ADMINISTRATION | | 603 | 574 | 539 | 585 | 11 | 2 |
| 92017 TYNES BAY OPERATIONS | | 4,832 | 4,802 | 5,013 | 4,992 | 190 | 4 |
| 92018 TYNES BAY MAINTENANCE | | 2,357 | 2,193 | 2,536 | 2,083 | (110) | (5) |
| 92029 SOLID WASTE COLLECTION | | 3,315 | 3,677 | 3,033 | 3,791 | 114 | 3 |
| | | 16,060 | 17,188 | 16,637 | 17,292 | 104 | 1 |
| 8204 QUARRY TRANSPORT | | | | | | | |
| 92019 ADMINISTRATION | | 379 | 595 | 585 | 551 | (44) | (7) |
| 92020 VEHICLES & EQPT. OPS. | | 2,343 | 2,573 | 1,725 | 2,563 | (10) | (0) |
| 92021 VEHICLES & EQPT. MAINT. | | 4,647 | 4,816 | 3,161 | 4,817 | 1 | 0 |
| 92034 QUARRY RECEIPTS | | (443) | (5,500) | (5,500) | (5,500) | 0 | 0 |
| | | 6,926 | 2,484 | (29) | 2,431 | (53) | (2) |
| 8205 QUARRY PRODUCTS | | | | | | | |
| 92022 PRODUCTS | | 14 | 0 | 0 | 0 | 0 | 0 |
| 92023 ASPHALT PLANT | | 1,472 | 2,177 | 2,031 | 2,063 | (114) | (5) |
| 92024 QUARRY RECEIPTS | | (1,224) | (3,140) | 0 | (3,140) | 0 | 0 |
| | | 262 | (963) | 2,031 | (1,077) | (114) | 12 |

HEAD 82 WORKS & ENGINEERING - continued

GENERAL SUMMARY - continued

| EXPENDITURE | | | | 2020/21 ESTIMATE | DIFFERENCE | |
|---------------|-------------------------------------|---------------|---------------|---------------------|---------------|------------------|
| PROG | | 2018/19 | 2019/20 | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | ACTUAL | ORIGINAL | REVISED | vs | |
| | | (\$000) | (\$000) | (\$000) | 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (7) | (8) |
| 8206 | WATER & SEWAGE | | | | | |
| | 92025 WATER & SEWAGE ADMINISTRATION | 827 | 1,056 | 911 | 1,001 | (55) (5) |
| | 92026 WATER SUPPLY & TREATMENT | 3,508 | 2,771 | 2,358 | 2,683 | (88) (3) |
| | 92027 WATER SEWAGE & DISTRIBUTION | 415 | 919 | 519 | 782 | (137) (15) |
| | 92028 SEWAGE COLLECTION | 375 | 428 | 506 | 560 | 132 31 |
| | | 5,125 | 5,174 | 4,294 | 5,026 | (148) (3) |
| | TOTAL | 34,327 | 29,647 | 28,113 | 29,299 | (348) (1) |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | 2020/21 ESTIMATE | DIFFERENCE | |
|-------------|------------------------------|---------------|---------------|---------------------|---------------|------------------|
| OBJECT CODE | DESCRIPTION | 2018/19 | 2019/20 | | 2019/20 | |
| | | ACTUAL | ORIGINAL | REVISED | vs | |
| | | (\$000) | (\$000) | (\$000) | 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (7) | (8) |
| | SALARIES | 6,505 | 6,397 | 6,332 | 6,564 | 167 3 |
| | WAGES | 16,905 | 15,880 | 13,807 | 16,182 | 302 2 |
| | OTHER PERSONNEL COSTS | 13 | 15 | 6 | 0 | (15) (100) |
| | TRAINING | 140 | 307 | 196 | 309 | 2 1 |
| | TRANSPORT | 1,307 | 3,598 | 2,348 | 2,824 | (774) (22) |
| | TRAVEL | 5 | 14 | 14 | 36 | 22 157 |
| | COMMUNICATIONS | 36 | 71 | 62 | 73 | 2 3 |
| | ADVERTISING & PROMOTION | 6 | 13 | 16 | 28 | 15 115 |
| | PROFESSIONAL SERVICES | 4,991 | 6,002 | 5,404 | 6,323 | 321 5 |
| | REPAIR AND MAINTENANCE | 111 | 341 | 282 | 648 | 307 90 |
| | ENERGY | 1,599 | 1,913 | 1,541 | 1,673 | (240) (13) |
| | CLOTHING, UNIFORMS & LAUNDRY | 8 | 23 | 17 | 16 | (7) (30) |
| | MATERIALS & SUPPLIES | 4,700 | 5,400 | 4,266 | 5,494 | 94 2 |
| | EQUIPT. (MINOR CAPITAL) | 16 | 24 | 15 | 34 | 10 42 |
| | OTHER EXPENSES | 673 | 7 | 7 | 5 | (2) (29) |
| | RECEIPTS CREDITED TO PROG. | (2,688) | (10,358) | (6,200) | (10,910) | (552) 5 |
| | TOTAL | 34,327 | 29,647 | 28,113 | 29,299 | (348) (1) |

HEAD 82 WORKS & ENGINEERING - continued

REVENUE SUMMARY

| REVENUE SOURCE | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| | | | | | (\$000) | % |
| (1) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8409 Waste Collection & Disposal | 5,372 | 5,473 | 5,301 | 5,568 | 95 | 2 |
| 8519 Trench Permits | 11 | 15 | 7 | 15 | 0 | 0 |
| 8615 General | 0 | 0 | 0 | 1 | 1 | 0 |
| 8655 Electricity | 3,455 | 5,000 | 4,000 | 4,300 | (700) | (14) |
| 8657 Recyclables | 70 | 44 | 192 | 100 | 56 | 127 |
| 8659 Water Sales | 1,527 | 1,627 | 1,153 | 1,233 | (394) | (24) |
| 8805 Concessions | 13 | 1 | 4 | 0 | (1) | (100) |
| 8877 Reimbursements | 84 | 0 | 14 | 0 | 0 | 0 |
| 8895 Recharges - Other | 1,885 | 1,900 | 3,800 | 3,800 | 1,900 | 100 |
| 8897 Standing Charge Water | 164 | 165 | 167 | 165 | 0 | 0 |
| | 12,581 | 14,225 | 14,638 | 15,182 | 957 | 7 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| COST CENTRE | DESCRIPTION | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------------------|-------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| | | | | | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 92000 ADMINISTRATION | | 1 | 1 | 1 | 1 | 0 | 0 |
| 92001 ELECTRICAL/MECHANICAL | | 4 | 9 | 8 | 9 | 0 | 0 |
| 92003 STRUCTURES | | 3 | 6 | 3 | 5 | (1) | (17) |
| 92004 MANAGEMENT | | 7 | 9 | 8 | 9 | 0 | 0 |
| 92005 ROADS ASPHALT & SIGNS | | 16 | 17 | 16 | 17 | 0 | 0 |
| 92006 ROADS MAINTENANCE | | 23 | 25 | 23 | 25 | 0 | 0 |
| 92007 ROADS CLEANING | | 20 | 25 | 19 | 25 | 0 | 0 |
| 92009 MANAGEMENT | | 3 | 3 | 3 | 3 | 0 | 0 |
| 92011 RECYCLING | | 7 | 5 | 5 | 5 | 0 | 0 |
| 92012 AIRPORT DISPOSAL FACILITY | | 5 | 6 | 5 | 6 | 0 | 0 |
| 92013 COMPOSTING OPERATIONS | | 8 | 10 | 9 | 10 | 0 | 0 |
| 92014 SPECIAL/HAZARDOUS WASTE | | 5 | 6 | 5 | 6 | 0 | 0 |
| 92015 MATERIAL RECOVERY FACILITY | | 0 | 1 | 0 | 1 | 0 | 0 |
| 92016 TYNES BAY ADMINISTRATION | | 5 | 5 | 4 | 5 | 0 | 0 |
| 92017 TYNES BAY OPERATIONS | | 26 | 31 | 26 | 31 | 0 | 0 |
| 92018 TYNES BAY MAINTENANCE | | 15 | 14 | 12 | 14 | 0 | 0 |
| 92019 ADMINISTRATION | | 2 | 2 | 2 | 2 | 0 | 0 |
| 92020 VEHICLES & EQPT. OPS. | | 26 | 32 | 27 | 32 | 0 | 0 |
| 92021 VEHICLES & EQPT. MAINT. | | 49 | 49 | 46 | 50 | 1 | 2 |
| 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 | 6 | 7 | 0 | 0 |
| 92027 WATER SEWAGE & DISTRIBUTION | | 8 | 9 | 8 | 9 | 0 | 0 |
| 92028 SEWAGE COLLECTION | | 0 | 1 | 1 | 1 | 0 | 0 |
| 92029 SOLID WASTE COLLECTION | | 45 | 59 | 43 | 59 | 0 | 0 |
| TOTAL | | 293 | 344 | 290 | 344 | 0 | 0 |

HEAD 82 WORKS & ENGINEERING - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 92000 Administration | | | | |
| 1) Accident frequency rate for lost time across department. LTR = (incidents x 200000)/total staff hours for year | 2.4 | <5 | 2.7 | <5 |
| 2) Average Number of training days per managerial staff in the department in the year. | 6 | 5 | 8 | 5 |
| BUSINESS UNIT: 92001 Electrical/Mechanical | | | | |
| 1) Percentage of managerial hours billed to other Government Departments in the year. | 22.5% | 15% | 17.5% | 10% |
| 2) Number of communications received from the public, relating to street lighting maintenance per year. | 108 | 50 | 88 | 120 |
| BUSINESS UNIT: 92002 Electrical Support | | | | |
| 1) Average number of street lights out per month. | 3% | 4% | 1.00% | 3% |
| 2) Number of new street lights installed per year. | 9 | 50 | 10 | 10 |
| BUSINESS UNIT: 92003 Structures | | | | |
| 1) Number of Bridges that have had an inspection (general or principal) during the year. | 8 | 6 | 8 | 4 |
| 2) Number of Public Docks that have been inspected during the year. | 20 | 20 | 20 | 10 |
| BUSINESS UNIT: 92004 Highways Management | | | | |
| 1) Number of communications received by members of the public during the year. | 1,420 | 1,500 | 1,500 | 1,500 |
| 2) Accident Frequency Rate achieved by section during the year. | 2.5 | <4 | 3 | <4 |
| BUSINESS UNIT: 92005 Roads Asphalt & Signs | | | | |
| 1) Amount of road centre line marked out during the year. | 12.2 | 25km | 12 | 30 |
| 2) Amount of public road resurfaced during year. | 4.4 | 10km | 5 | 10 |
| 3) Percentage of public roads that have not been resurfaced in 20 years compared to the overall total. | 32.00% | 32.00% | 32.0% | 31.00% |
| BUSINESS UNIT: 92006 Roads Maintenance | | | | |
| 1) Number of Bus shelters built during the year. | 0 | 4 | 1 | 4 |
| 2) Amount of Sidewalks built during the year. | 200ft | 500ft | 200ft | 500ft |
| 3) Amount of wooden fencing installed during the year. | 350ft | 1,000ft | 700ft | 1200ft |
| BUSINESS UNIT: 92007 Roads Cleaning | | | | |
| 1) Amount of road cleaned by mechanical means in km during the year. | 3550km | 15,000km | 4,000 | 7,000 |
| 2) Number of emergency call outs. | 16 | 20 | 20 | 20 |
| BUSINESS UNIT: 92008 Private Roads | | | | |
| 1) Number of Private Roads on waiting list. | 36 | 36 | 36 | 36 |
| 2) Number of private roads completed during year. | 0 | 0 | 0 | 0 |
| BUSINESS UNIT: 92009 Solid Waste Management | | | | |
| 1) Number of Educational lectures given during year. | 35 | 35 | 5 | 20 |
| 2) Number of adverts placed during year. (Radio) | 500 | 700 | 100 | 100 |
| 3) Number of print ads placed per year. | 30 | 30 | 10 | 20 |

* New Measures for 2020/21

HEAD 82 WORKS & ENGINEERING - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 92011 Recycling | | | | |
| 1) Average amount of recycling materials expressed in tons picked up in a month. | 60 | 75 | 70 | 80 |
| 2) Amount of e-waste material expressed in tons picked up during the year. | 20 | 30 | 80 | 80 |
| BUSINESS UNIT: 92012 Airport Disposal Facility | | | | |
| 1) Average amount of materials expressed in loads received per year. | 27,238 | 27,000 | 27,000 | 27,000 |
| 2) Number of scrapped vehicles received during the year. | 10,482 | 1,500 | 1,500 | 5,000 |
| BUSINESS UNIT: 92013 Composting Operations | | | | |
| 1) Total amount of horticultural waste material expressed in loads delivered to Marsh Folly composting facility during year. | 23,790 | 25,000 | 25,000 | 25,000 |
| 2) Number of hot spots observed and treated during year. | 7 | <10 | 8 | <10 |
| BUSINESS UNIT: 92014 Special/Hazardous Waste | | | | |
| 1) Number of 20 foot containers of hazardous waste exported overseas during the year. | 50 | 50 | 45 | 50 |
| 2) Amount of asbestos expressed in tons received during the year. | 30 | 30 | 30 | 30 |
| BUSINESS UNIT: 92016 Tynes Bay Administration | | | | |
| 1) Number of tours conducted per year. | 25 | 20 | 14 | 20 |
| 2) Number of complaints from the public drop off received during year. | 0 | <5 | 2 | <5 |
| 3) Number of qualified power engineers employed during the year. | 16 | 20 | 17 | 18 |
| BUSINESS UNIT: 92017 Tynes Bay Operations | | | | |
| 1) Amount of solid waste incinerated during the year. (Tonnes) | 69,000 | 70,000 | 67,000 | 69,000 |
| 2) Amount of megawatt-hours of electricity generated and sold to Belco in a year. | 18,674 | 32,000 | 19,561 | 32,000 |
| 3) Amount of ash concrete in cubic yards produced during the year. (Tonnes) | 7,074 | 7,000 | 3,744 | 7,000 |
| BUSINESS UNIT: 92018 Tynes Bay Maintenance | | | | |
| 1) Amount of availability for stream 1 during the year. | 98% | 90% | 90% | 90% |
| 2) Amount of availability for stream 2 during the year. | 89% | 90% | 90% | 90% |
| 3) Amount of availability for Turbine during the year. | 98% | 95% | 90% | 95% |
| BUSINESS UNIT: 92019 Quarry Administration | | | | |
| 1) Amount of customer complaints during the year. | 8 | 2 | 9 | <10 |
| 2) Accident Frequency rate | 2.5 | 4 | 3 | <4 |
| BUSINESS UNIT: 92020 Quarry Vehicle & Equipment Operation | | | | |
| 1) Percentage of planned vehicle maintenance work (calculated by planned work man-hours / unplanned + planned man-hours)* | | | | 30% |
| 2) Average Number of training days per employee during the year. | 1.4 | 2 | 0 | 2 |

* New Measures for 2020/21

HEAD 82 WORKS & ENGINEERING - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 92021 Quarry Vehicle & Equipment Maint | | | | |
| 1) Average number of services per Government vehicles per year | 2 | 2 | 2 | 2 |
| 2) Average time in hours to carry out a full service on a Government fleet vehicle during the year. | 5 (Truck) & 3.5(Car) | 4 (Truck) & 2(Car) | 5 (Truck) & 3.5(Car) | 4 (Truck) & 3(Car) |
| BUSINESS UNIT: 92023 Asphalt Plant | | | | |
| 1) Amount of asphalt produced in the year ton | 5,896 | 10,000 | 9,988 | 13,200 |
| 2) Amount of unplanned downtime of asphalt plant in the year in hours. | 20 | 100 | 100 | 80 |
| BUSINESS UNIT: 92025 Water & Sewage Administration | | | | |
| 1) Customer enquiries responded to within 24 hours expressed in percentage. | 95 | 95 | 95 | 95 |
| 2) Total number of metered customers. | | Discontinued | | |
| 3) New total number of active domestic customers. | New | 905 | 885 | 920 |
| BUSINESS UNIT: 92026 Water Supply & Treatment | | | | |
| 1) Total amount of production of Water per year in Millions of Imperial gallons. | 271 | 260 | 245 | 260 |
| 2) Total amount of water extracted from the central lenses in Millions of Imperial gallons expressed in gallons per year. | 521 | 500 | 469 | 500 |
| 3) Weekly bacterial tests complying to DOH standards expressed in percentage. | 98 | 97 | 99 | 98 |
| BUSINESS UNIT: 92027 Water Storage & Distribution | | | | |
| 1) Average Main Break Loss of Service Time - From Notification to Correction. (expressed in hours). | 24 | 24 | 24 | 24 |
| 2) Total number of pipeline breaks repaired in year. | 22 | 21 | 30 | 20 |
| BUSINESS UNIT: 92028 Sewage Collection | | | | |
| 1) Total amount of time septage plant is fully operational during year expressed in percentage. | 97 | 98 | 94 | 98 |
| 2) Total Number of Blockage Incidents in Sewer Collection Mains cleared in year. | 13 | 10 | 30 | 20 |
| BUSINESS UNIT: 92029 Solid Waste Collection | | | | |
| 1) Average amount of residential waste expressed in tons picked up per week. | 357 | 360 | 360 | 370 |
| 2) Average number of working garbage trucks available for work each week. | 8 | 9 | 8 | 11 |

* New Measures for 2020/21

HEAD 97 LAND TITLE & REGISTRATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Guaranteeing land titles, simplifying property transactions and using digital technology to maintain data security.

DEPARTMENT OBJECTIVES

- To create and maintain an electronic register of legal estates and interest in land so providing legal security for owners and third parties
- To publish as much of our data as possible in a way that is easy to access
- Maximize the use of our data for the benefit of wider society and drive innovation in the digital economy
- To use digital technology to reduce the time needed to receive, process and deliver services to our customers, making them instant wherever possible.
- To continue to reassess our processes, using technology to make them as simple as possible for customers and colleagues alike, using continuous improvement and new technology to ensure our systems are as efficient as possible.
- To create and maintain the index map
- To Maintain the Deeds Registry and ensure transfer notice are complete with in 10 days of receiving complete application.

GENERAL SUMMARY

| EXPENDITURE PROG | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| (1) | (2) | | | | | | |
| 9701 | ADMINISTRATION | | | | | | |
| | 107000 ADMINISTRATION | 272 | 265 | 0 | 0 | (265) | (100) |
| | | 272 | 265 | 0 | 0 | (265) | (100) |
| 9702 | LAND TITLE | | | | | | |
| | 107030 LAND TITLE MANAGEMENT | 937 | 1,133 | 1,383 | 1,463 | 330 | 29 |
| | | 937 | 1,133 | 1,383 | 1,463 | 330 | 29 |
| | TOTAL | 1,209 | 1,398 | 1,383 | 1,463 | 65 | 5 |

HEAD 97 LAND TITLE & REGISTRATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 565 | 956 | 596 | 1,068 | 112 12 |
| | WAGES | 27 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 0 | 0 | 0 | 2 | 2 0 |
| | TRAINING | 1 | 4 | 4 | 3 | (1) (25) |
| | TRAVEL | 0 | 4 | 4 | 5 | 1 0 |
| | COMMUNICATIONS | 1 | 2 | 2 | 2 | 0 0 |
| | ADVERTISING & PROMOTION | 22 | 40 | 40 | 5 | (35) (88) |
| | PROFESSIONAL SERVICES | 293 | 87 | 460 | 86 | (1) (1) |
| | RENTALS | 217 | 200 | 171 | 171 | (29) (15) |
| | REPAIR AND MAINTENANCE | 49 | 55 | 55 | 65 | 10 18 |
| | INSURANCE | 25 | 25 | 25 | 30 | 5 20 |
| | CLOTHING, UNIFORMS & LAUNDRY | 1 | 1 | 1 | 1 | 0 0 |
| | MATERIALS & SUPPLIES | 8 | 14 | 15 | 15 | 1 7 |
| | OTHER EXPENSES | 0 | 10 | 10 | 10 | 0 0 |
| | TOTAL | 1,209 | 1,398 | 1,383 | 1,463 | 65 5 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|---|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8294.01 Appl. For 1st Reg. - Freehold | 188 | 300 | 377 | 375 | 75 25 |
| | 8294.02 Appl. For 1st Reg. - Leasehold | 31 | 48 | 78 | 78 | 30 63 |
| | 8294.03 Appl. - Change of Owner | 1 | 26 | 4 | 4 | (22) (85) |
| | 8294.04 Appl. - No Change of Owner | 1 | 20 | 9 | 9 | (11) (55) |
| | 8294.05 Appl. For Caution | 3 | 50 | 1 | 3 | (47) (94) |
| | 8294.06 Appl For Copy of Reg. or Map | 0 | 6 | 2 | 2 | (4) (67) |
| | 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 | 0 | (3) (100) |
| | 8294.11 Appl. For Search - Non-Priority | 0 | 15 | 0 | 0 | (15) (100) |
| | 8294.21 Deeds Registry Fees | 7 | 15 | 1 | 3 | (12) (80) |
| | 8294.22 Inspect/Copy/Index/Register | 21 | 23 | 22 | 30 | 7 30 |
| | 8294.23 Search by Public Officer | 0 | 0 | 0 | 3 | 3 0 |
| | 8294.24 Cert. & Seal Copy of Doc. 1st Pg. | 0 | 1 | 0 | 3 | 2 200 |
| | 8294.25 Additional Page Certified | 0 | 0 | 0 | 3 | 3 0 |
| | 8294.26 Recording of Doc 1st pg | 0 | 0 | 0 | 75 | 75 0 |
| | 8294.27 Recording Additional Pages | 0 | 1 | 0 | 30 | 29 2,900 |
| | 8294.28 Copy of First Page | 66 | 61 | 29 | 30 | (31) (51) |
| | 8294.29 Additional Pages | 22 | 17 | 9 | 15 | (2) (12) |
| | 8294.31 Prepare Doc for Register | 3 | 5 | 3 | 4 | (1) (20) |
| | TOTAL | 343 | 625 | 535 | 701 | 76 12 |

HEAD 97 LAND TITLE & REGISTRATION - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT (1) | DESCRIPTION (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 % | |
|------------------------------|--------------------|--------------------------|----------------------------|---------------------------|----------------------------|---|----------|
| | | | | | | (7) | (8) |
| 107030 LAND TITLE MANAGEMENT | | 5 | 10 | 6 | 10 | 0 | 0 |
| | TOTAL | 5 | 10 | 6 | 10 | 0 | 0 |

HEAD 97 LAND TITLE & REGISTRATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: Administration (107000) | | | | |
| The Expenditure will be used by the Department for its day to day functions. | 100% | 100% | 98% | 0% |
| 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% | 85% | 0% |
| BUSINESS UNIT: Land Title Management (107030) | | | | |
| To maintain the registering of Mortgages, Alien Register, Land Transfer Notices to within 10 days of receipt of notice in the office. | 30% | 95% | 30% | 50% |
| All completed applications received to register land shall be registered within 50 days of receipt. | 55% | 100% | 45% | 50% |
| Increase digital data pertaining to land ownership* | | | | 50% |
| Increase public / stakeholders use of LTRO IT technology* | | | | 50% |

* New Measures for 2020/21

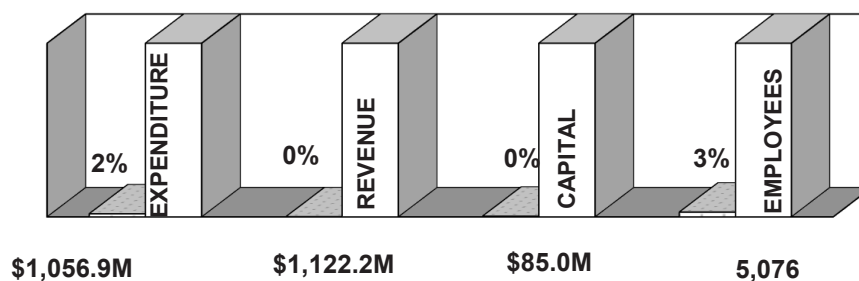
MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS



TO DEVELOP AND CELEBRATE OUR PEOPLE

The Hon. Lovita Foggo, JP, MP

| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|------------------------------------|--|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 71 | MIN. OF LABOUR COMM. AFFS. & SPORTS HQ | 2,533 | 2,218 | 2,368 | 2,191 | (27) | (1) |
| 20 | YOUTH, SPORT & RECREATION | 9,642 | 10,109 | 10,102 | 10,109 | 0 | 0 |
| 52 | COMMUNITY & CULTURAL AFFAIRS | 1,817 | 2,242 | 2,118 | 2,083 | (159) | (7) |
| 60 | WORKFORCE DEVELOPMENT | 3,273 | 4,296 | 4,271 | 4,295 | (1) | (0) |
| | | 17,265 | 18,865 | 18,859 | 18,678 | (187) | (1) |
| REVENUE (\$000) | | | | | | | |
| 20 | YOUTH, SPORT & RECREATION | 637 | 597 | 602 | 670 | 73 | 12 |
| 52 | COMMUNITY & CULTURAL AFFAIRS | 4 | 4 | 4 | 2 | (2) | (50) |
| 60 | WORKFORCE DEVELOPMENT | 14 | 28 | 28 | 29 | 1 | 4 |
| | | 655 | 629 | 634 | 701 | 72 | 11 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 145 | 56 | 52 | 80 | | |
| | DEVELOPMENT | 1,020 | 0 | 487 | 250 | | |
| | | 1,165 | 56 | 539 | 330 | | |
| EMPLOYEE NUMBERS | | 142 | 142 | 139 | 139 | (3) | (2) |



Ministry Estimates compared with total Government Estimates

HEAD 71 MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS HQ

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To develop policy & provide guidance for the ministry while promoting stability within the labour force.

DEPARTMENT OBJECTIVES

To formulate and implement policies for the:

- Development and Implementation of policies that enhance the lives of the people of Bermuda.
- The fair treatment of employees and employers.
- To ensure that the Departments within the Ministry deliver on their objectives and comply with relevant legislation, policies and procedures.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 7101 | GENERAL | | | | | | |
| | 81000 ADMINISTRATION | 1,686 | 1,530 | 1,680 | 1,444 | (86) | (6) |
| | 81020 THE MIRRORS PROGRAMME | 847 | 0 | 0 | 0 | 0 | 0 |
| | 81040 LABOUR RELATIONS | 0 | 688 | 688 | 747 | 59 | 9 |
| | TOTAL | 2,533 | 2,218 | 2,368 | 2,191 | (27) | (1) |

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

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 1,515 | 1,792 | 1,794 | 1,593 | (199) (11) |
| | WAGES | 1 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 3 | 7 | 7 | 4 | (3) 0 |
| | TRAINING | 103 | 42 | 44 | 22 | (20) (48) |
| | TRAVEL | 60 | 60 | 89 | 49 | (11) (18) |
| | COMMUNICATIONS | 27 | 24 | 25 | 24 | 0 0 |
| | ADVERTISING & PROMOTION | 11 | 9 | 17 | 0 | (9) (100) |
| | PROFESSIONAL SERVICES | 254 | 149 | 309 | 369 | 220 148 |
| | RENTALS | 28 | 0 | 12 | 0 | 0 0 |
| | REPAIR AND MAINTENANCE | 11 | 18 | 18 | 19 | 1 6 |
| | ENERGY | 0 | 6 | 6 | 5 | (1) (17) |
| | MATERIALS & SUPPLIES | 35 | 32 | 39 | 25 | (7) (22) |
| | EQPMT. (MINOR CAPITAL) | 1 | 0 | 0 | 0 | 0 0 |
| | OTHER EXPENSES | 2 | 1 | 1 | 5 | 4 400 |
| | GRANTS AND CONTRIBUTIONS | 482 | 78 | 7 | 76 | (2) (3) |
| | TOTAL | 2,533 | 2,218 | 2,368 | 2,191 | (27) (1) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|------------------------|-------------------|---------------------|--------------------|---------------------|-------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 81000 ADMINISTRATION | 12 | 12 | 11 | 10 | (2) (17) |
| | 81040 LABOUR RELATIONS | 6 | 6 | 5 | 6 | 0 0 |
| | TOTAL | 18 | 18 | 16 | 16 | (2) (11) |

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

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 81000 ADMINISTRATION | | | | |
| 1. Achieve full payment of invoices across the ministry within 21 days of the invoice date | 100% | 100% | 100% | Discontinued |
| 2. Complete performance appraisals for staff in all departments within the ministry on-time | 100% | 100% | 100% | Discontinued |
| 3. Percentage variation of actual current account expenditure compared to approved estimate for ministry as a whole | +/-1% | +/-1% | +/-1% | Discontinued |
| 4. Number of Internal compliance reviews for heads within the Ministry for the year.* | | | | 3 |
| 5. Number of Financial Guidance or Compliance training sessions for the year.* | | | | 4 |
| 6. Percentage of payments accurately processed within the relevant deadlines.* | 0% | 0% | 0% | 100% |
| BUSINESS UNIT: 81040 - Labour Relations | | | | |
| 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 | Discontinued |
| 2. File Clients' information on a daily basis | 1 working day | 1 working day | 1 working day | Discontinued |
| 3. Prepare Case files for Tribunal hearings within 5 working days of referrals | 5 working days | 5 working days | 5 working day | Discontinued |
| 4. Number of investigations | 163 | 130 | 145 | Discontinued |
| 5. Number of Employment Tribunals | 39 | 30 | 34 | Discontinued |
| 6. Average Cost of Tribunal Hearings | \$2,000 | \$2,000 | \$2,000 | Discontinued |
| 7. Number of Arbitrations | 10 | 20 | 16 | Discontinued |
| 8. Average Cost of Arbitration hearing | \$1,570 | \$1,570 | \$1,570 | Discontinued |
| 9. Number of resolved disputes by agreement through conciliation and mediation | 55 | 80 | 58 | Discontinued |
| 10. Percentage of cases resolved through conciliation and mediation | 34% | 62% | 40% | Discontinued |
| 11. Number of outreach presentations for the year* | | | | 5 presentations |
| 12. Number of days to prepare Case files for Tribunal hearings* | | | | 5 working days |

* New Measures for 2020/21

MISSION STATEMENT

To develop Youth, Sport and Recreation through our services and to celebrate the accomplishments of our people.

DEPARTMENT OBJECTIVES

- Modernize policies and procedures, enforcing industry standards.
- Provide guidance to ensure that all National Sports Governing Bodies (NSGB's) develop sustainable Long-Term Athlete Development (LTAD) / Strategic Plans.
- Develop and implement curriculum guidelines to ensure accreditation standards are maintained.

HEAD 20 YOUTH, SPORT & RECREATION

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|--|-------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2001 ADMINISTRATION & SPORTS | | | | | | | |
| 30045 GENERAL ADMINISTRATION | | 1,537 | 1,606 | 1,603 | 1,616 | 10 | 1 |
| | | 1,537 | 1,606 | 1,603 | 1,616 | 10 | 1 |
| 2002 SPORT DEVELOPMENT | | | | | | | |
| 30055 SPORTS PROGRAMMES | | 1,802 | 1,801 | 1,818 | 1,781 | (20) | (1) |
| | | 1,802 | 1,801 | 1,818 | 1,781 | (20) | (1) |
| 2003 SPORTS INCENTIVES & AWARDS | | | | | | | |
| 30030 ATHLETIC AWARDS | | 146 | 200 | 195 | 200 | 0 | 0 |
| | | 146 | 200 | 195 | 200 | 0 | 0 |
| 2004 SPORTS FACILITIES MANAGEMENT | | | | | | | |
| 30060 SPORTS FACILITIES | | 931 | 1,284 | 1,286 | 1,285 | 1 | 0 |
| 30075 WMC PREECE SOFTBALL PARK | | 140 | 153 | 153 | 153 | 0 | 0 |
| 30080 WER JOELL TENNIS STADIUM | | 351 | 392 | 400 | 397 | 5 | 1 |
| 30090 MOTORSPORT PARK | | 6 | 48 | 14 | 19 | (29) | (60) |
| 30390 SPORTS COMMUNITY FIELDS | | 57 | 43 | 53 | 43 | 0 | 0 |
| | | 1,485 | 1,920 | 1,906 | 1,897 | (23) | (1) |
| 2005 YOUTH DEVELOPMENT | | | | | | | |
| 30210 YOUTH DEVELOPMENT ADMIN | | 259 | 293 | 292 | 292 | (1) | (0) |
| 30350 YOUTH GRANTS | | 167 | 200 | 200 | 200 | 0 | 0 |
| | | 426 | 493 | 492 | 492 | (1) | (0) |
| 2006 COMMUNITY CENTRES | | | | | | | |
| 30120 S. W. CENTRAL ZONE COMM. CENTRE | | 538 | 509 | 509 | 532 | 23 | 5 |
| 30130 EASTERN ZONE COMM. CENTRE | | 458 | 451 | 451 | 471 | 20 | 4 |
| 30146 WESTERN ZONE COMM. CENTRE | | 438 | 469 | 469 | 481 | 12 | 3 |
| | | 1,434 | 1,429 | 1,429 | 1,484 | 55 | 4 |
| 2007 CAMPING | | | | | | | |
| 30148 CAMPING ADMINISTRATION | | 11 | 69 | 72 | 70 | 1 | 1 |
| 30150 CAMPING AT DARRELL'S ISLAND | | 300 | 336 | 337 | 363 | 27 | 8 |
| 30155 CAMPING AT MESSINA HOUSE | | 260 | 257 | 94 | 0 | (257) | (100) |
| 30160 CAMPING AT PAGET ISLAND | | 278 | 271 | 271 | 302 | 31 | 11 |
| 30165 CAMPING AT PORTS ISLAND | | 123 | 120 | 121 | 135 | 15 | 13 |
| 30170 CAMPING AT WHITE'S ISLAND | | 83 | 83 | 84 | 91 | 8 | 10 |
| | | 1,055 | 1,136 | 979 | 961 | (175) | (15) |
| 2008 SCHOOL AGE ACTIVITIES | | | | | | | |
| 30180 SUMMER DAY CAMP | | 732 | 583 | 739 | 733 | 150 | 26 |
| | | 732 | 583 | 739 | 733 | 150 | 26 |

HEAD 20 YOUTH, SPORT & RECREATION - continued

GENERAL SUMMARY - continued

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2009 AFTER SCHOOL PROGRAMMES | | | | | | | |
| 30125 | AFTERSCHOOL PROGRAMMES & CLUBS | 1,025 | 941 | 941 | 945 | 4 | 0 |
| | | 1,025 | 941 | 941 | 945 | 4 | 0 |
| | TOTAL | 9,642 | 10,109 | 10,102 | 10,109 | 0 | 0 |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|-------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | OBJECT CODE DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 2,385 | 2,585 | 2,585 | 2,623 | 38 | 1 |
| | WAGES | 3,022 | 2,529 | 2,678 | 2,730 | 201 | 8 |
| | OTHER PERSONNEL COSTS | 91 | 96 | 96 | 62 | (34) | (35) |
| | TRAINING | 14 | 14 | 16 | 13 | (1) | (7) |
| | TRANSPORT | 6 | 10 | 10 | 7 | (3) | (30) |
| | TRAVEL | 48 | 66 | 80 | 81 | 15 | 23 |
| | COMMUNICATIONS | 73 | 89 | 94 | 96 | 7 | 8 |
| | ADVERTISING & PROMOTION | 21 | 27 | 28 | 28 | 1 | 4 |
| | PROFESSIONAL SERVICES | 193 | 209 | 204 | 173 | (36) | (17) |
| | RENTALS | 413 | 463 | 278 | 276 | (187) | (40) |
| | REPAIR AND MAINTENANCE | 174 | 227 | 238 | 228 | 1 | 0 |
| | INSURANCE | 19 | 29 | 29 | 30 | 1 | 3 |
| | ENERGY | 164 | 224 | 217 | 214 | (10) | (4) |
| | CLOTHING, UNIFORMS & LAUNDRY | 10 | 20 | 21 | 24 | 4 | 20 |
| | MATERIALS & SUPPLIES | 177 | 215 | 224 | 221 | 6 | 3 |
| | EQUIPMT. (MAJOR/MINOR CAP) | 15 | 24 | 21 | 16 | (8) | (33) |
| | OTHER EXPENSES | 47 | 57 | 53 | 52 | (5) | (9) |
| | GRANTS & CONTRIBUTIONS | | | | | 10 | 0 |
| | TOTAL | 9,642 | 10,109 | 10,102 | 10,109 | 0 | 0 |

HEAD 20 YOUTH, SPORT & RECREATION - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|----------------|----------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8251 Camping Fees | 26 | 37 | 37 | 26 | (11) | (30) |
| | 8255 Court Fees | 14 | 18 | 18 | 15 | (3) | (17) |
| | 8315 Registration | 143 | 100 | 100 | 125 | 25 | 25 |
| | 8425 Course Fees | 3 | 0 | 0 | 7 | 7 | 0 |
| | 8615 General | 1 | 2 | 2 | 2 | 0 | 0 |
| | 8665 After School Vouchers | 408 | 400 | 400 | 450 | 50 | 13 |
| | 8765 Boats | 23 | 15 | 20 | 14 | (1) | (7) |
| | 8801 Facilities | 16 | 23 | 23 | 28 | 5 | 22 |
| | 8803 Equipment | 3 | 2 | 2 | 3 | 1 | 50 |
| | TOTAL | 637 | 597 | 602 | 670 | 73 | 12 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|------------------------------|-----------------------------------|-------------------|---------------------|--------------------|---------------------|---|------------|
| (1) | (2) | (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 | 10 | 10 | 9 | 9 | (1) | (10) |
| | 2008 SCHOOL AGE ACTIVITIES | 16 | 16 | 16 | 16 | 0 | 0 |
| | 2009 AFTER SCHOOL PROGRAMME | 26 | 26 | 26 | 26 | 0 | 0 |
| | TOTAL | 96 | 96 | 95 | 95 | (1) | (1) |

HEAD 20 YOUTH, SPORT & RECREATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 30030 Athletic Awards | | | | |
| Sponsored Grants awarded to Junior Athletes via National Sports Governing Bodies (NSGB's) | 27 | 16 | 30 | 30 |
| Average amount awarded per Junior athlete | \$3,518 | \$3,125 | \$2,857 | \$2,857 |
| Number of Elite Athlete sponsorships awarded | 32 | 16 | 35 | 35 |
| Number of Elite Athletes who received sponsorship* | | | | 15 |
| BUSINESS UNIT: 30055 Sports Programme | | | | |
| Number of registered National Sports Governing Bodies | 30 | 30 | 30 | 24 |
| Number of Grants issued to Sporting Bodies with initiatives geared toward Sports Development | 18 | 15 | 19 | 20 |
| Number of Sports awards presented to individuals | 40 | 35 | 40 | 40 |
| Number of National Sport Governing bodies who nominated athletes | 18 | 20 | 20 | Discontinued |
| Number of nominations received by the public | 25 | 30 | 28 | Discontinued |
| BUSINESS UNIT: 30075 WMC Preece Softball Park | | | | |
| Average number of persons using the facility per month | 250 | 450 | 300 | 300 |
| Average number of sporting events held at facility per month | 15 | 20 | 15 | 20 |
| % of clients using the facility who rank it satisfactory or better | 70% | 95% | 80% | 85% |
| BUSINESS UNIT: 30080 WER Joell Tennis Stadium | | | | |
| Average number of individuals who use the facility per month | 350 | 600 | 400 | 450 |
| Average number of events held at facility per month | 4 | 6 | 5 | 5 |
| % of clients using the facility who rank it satisfactory or better | 90% | 100% | 95% | 100% |
| BUSINESS UNIT: 30090 Motorsport Park | | | | |
| Average number of individuals who use the facility monthly | 250 | 250 | 250 | 250 |
| Average number of events held at the facility per month | 4 | 4 | 4 | 4 |
| % of clients using the facility who rank it satisfactory or better | 90% | 90% | 90% | 95% |

* New Measures for 2020/21

HEAD 20 YOUTH, SPORT & RECREATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 30120 / 30130 / 30146 Community Centres | | | | |
| Projected number of attendees per annum | 55,000 | 60,000 | 55,000 | 55,000 |
| Projected number of programmes run per annum* | | | | 48 |
| Produce quarterly statistical reports on programme engagement | 3 | 4 | 3 | 3 |
| Host informational seminars to provide social awareness and aid | 6 | 9 | 8 | Discontinued |
| Initiate partnerships with neighboring sports clubs to facilitate intramurals | 6 | 6 | 7 | Discontinued |
| BUSINESS UNIT: 30125 Afterschool Programmes & Clubs | | | | |
| Average number of participants per annum | 460 | 450 | 420 | 450 |
| Partner with National Sport Governing Bodies to expose clients to the fundamentals of varied sports | 8 | 8 | 8 | 10 |
| Number of ASP site observations conducted to ensure adherence of department policies and procedures | 27 | 26 | 30 | Discontinued |
| BUSINESS UNIT: 30150/30155/30160/30165 Camping Facilities | | | | |
| Number of Campers using facilities | 9,353 | 9,500 | 7,500 | 8,000 |
| Number of Overseas groups using facilities | 2 | 2 | 2 | Discontinued |
| % of users who found overall experience satisfactory | 100% | 95% | 100% | 95% |
| % of users who found the cleanliness of the sites satisfactory | 100% | 95% | 79% | 85% |
| % of users who use the department ferry to be transported to facilities | 100% | 95% | 100% | 85% |

* New Measures for 2020/21

HEAD 20 YOUTH, SPORT & RECREATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 30180 Summer Camps | | | | |
| Number of participants per year | 1,518 | 1,500 | 1,831 | 1,500 |
| % of users who found overall experience satisfactory* | | | | 95% |
| % of users who are likely to use the SDC programme again* | | | | 95% |
| BUSINESS UNIT: 30210 Youth Development Administration | | | | |
| Conduct programme evaluations at the end of term to enhance the delivery of programmes* | | | | 100% |
| BUSINESS UNIT: 30350 Youth Grants | | | | |
| Provide grants to organizations with Youth Development programme initiatives geared toward increasing youth engagement in sport and recreation | 19 | 21 | 21 | 25 |
| Consulatative meeting with awardees to assess programme and assist with creation and/or development of initiatives | 85% | 100% | 90% | 100% |

* New Measures for 2020/21

MISSION STATEMENT

To develop our creatives, preserve our heritage and celebrate our people.

DEPARTMENT OBJECTIVES

- To support Bermuda's cultural, heritage and artistic communities and institutions through developmental programmes and partnerships.
- To preserve our heritage by promoting an understanding of Bermuda's cultural identity through education, research, publication and enrichment programmes.
- To celebrate our people and the development of our national identity by curating cultural festivals, public discussions, and educational programmes.
- To serve as stewards of Bermuda's cultural heritage.

HEAD 52 COMMUNITY & CULTURAL AFFAIRS

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 5202 | CULTURAL AFFAIRS | | | | | | |
| | 62000 GRANTS TO ORGANISATIONS | 144 | 229 | 229 | 229 | 0 | 0 |
| | 62001 ADMINISTRATION | 817 | 846 | 849 | 836 | (10) | (1) |
| | 62010 EMANCIPATION & CULT. FESTIVALS | 20 | 62 | 52 | 77 | 15 | 24 |
| | 62020 HERITAGE CELEBRATIONS | 220 | 262 | 262 | 274 | 12 | 5 |
| | 62030 CULTURAL EDUCATION PROGRAM. | 20 | 32 | 17 | 62 | 30 | 94 |
| | 62050 NATIONAL HEROES DAY | 15 | 61 | 21 | 62 | 1 | 2 |
| | 62060 PROMOTION OF THE ARTS | 24 | 44 | 44 | 76 | 32 | 73 |
| | 62070 FOLKLIFE BERMUDA | 98 | 143 | 143 | 106 | (37) | (26) |
| | 62080 RESEARCH AND PUBLICATION | 57 | 62 | 60 | 56 | (6) | (10) |
| | 62180 SPECIAL PROJECTS | 53 | 88 | 28 | 41 | (47) | (53) |
| | 62210 GOMBAY FESTIVAL | 98 | 161 | 161 | 98 | (63) | (39) |
| | | 1,566 | 1,990 | 1,866 | 1,917 | (73) | (4) |
| 5203 | COMMUNITY SERVICES | | | | | | |
| | 62100 UNCOVER THE ARTS | 215 | 189 | 189 | 133 | (56) | (30) |
| | 62130 SENIOR CITIZEN PROJECTS | 36 | 63 | 63 | 33 | (30) | (48) |
| | | 251 | 252 | 252 | 166 | (86) | (34) |
| | TOTAL | 1,817 | 2,242 | 2,118 | 2,083 | (159) | (7) |

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 716 | 785 | 751 | 746 | (39) (5) |
| | OTHER PERSONNEL COSTS | 4 | 4 | 4 | 4 | 0 0 |
| | TRAINING | 1 | 3 | 3 | 3 | 0 0 |
| | TRANSPORT | 1 | 1 | 1 | 1 | 0 0 |
| | TRAVEL | 24 | 146 | 70 | 5 | (141) (97) |
| | COMMUNICATIONS | 17 | 17 | 17 | 18 | 1 6 |
| | ADVERTISING & PROMOTION | 55 | 68 | 63 | 87 | 19 28 |
| | PROFESSIONAL SERVICES | 494 | 569 | 524 | 520 | (49) (9) |
| | RENTALS | 95 | 155 | 154 | 100 | (55) (35) |
| | REPAIR AND MAINTENANCE | 6 | 9 | 9 | 9 | 0 0 |
| | MATERIALS & SUPPLIES | 90 | 136 | 120 | 109 | (27) (20) |
| | EQPMT. (MINOR CAPITAL) | 0 | 2 | 2 | 2 | 0 0 |
| | OTHER EXPENSES | 0 | 1 | 1 | 9 | 8 800 |
| | GRANTS AND CONTRIBUTIONS | 314 | 346 | 399 | 470 | 124 36 |
| | TOTAL | 1,817 | 2,242 | 2,118 | 2,083 | (159) (7) |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|-------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8253 Admissions | 0 | 1 | 1 | 1 | 0 0 |
| | 8615 General | 2 | 0 | 1 | 0 | 0 0 |
| | 8617 Publications | 2 | 2 | 1 | 1 | (1) (50) |
| | 8681 Tickets | 0 | 1 | 1 | 0 | (1) (100) |
| | TOTAL | 4 | 4 | 4 | 2 | (2) (50) |

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|----------------|----------|----------|----------|----------|------------|----------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 | vs |
| (1) | (2) | (3) | (4) | (5) | (6) | 2020/21 | % |
| | | | | | | (7) | (8) |
| 62001 | ADMINISTRATION | 8 | 8 | 8 | 8 | 0 | 0 |
| | TOTAL | 8 | 8 | 8 | 8 | 0 | 0 |

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|---|---|---|--|
| BUSINESS UNIT: 62000 - Grants to Organisations | | | | |
| 1. Provide grants to organisations that support cultural heritage development | 5 | 5 | 5 | 5 |
| 2. Provide grants to organisations that support the arts | 4 | 4 | 4 | 1 (merged with grant to Bermuda Arts Council) |
| 3. Provide a grant to the Bermuda Arts Council * | | | | Achieved |
| 4. Ensure that the grant process is completed accurately and timely; applications are received and vetted, grantees are chosen and contracts are signed for fiscal year * | | | | Achieved |
| 5. 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 | Merged into one measure for Bermuda Arts Council |
| 6. 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 | Merged into one measure for Bermuda Arts Council |
| 7. 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 | Merged with grant to Bermuda Arts Council |
| BUSINESS UNIT: 62001 - Administration | | | | |
| 1. Provided public presentations on art/culture/heritage * | | | | 15 |
| 2. Responded to requests for feedback on artistic/culture/heritage proposals and initiatives * | | | | 200 |
| 3. Provided strategic advice and expertise to individuals and organisations as cultural curators and stewards * | | | | 250 |
| 4. Produce cultural pamphlets | 2,500 | 2,500 | 2,500 | Discontinued |
| 5. Produce 500 cultural education posters | 500 | 500 | 1,000 | Discontinued |
| 6. Produce a digital/electronic newsletter monthly | 0 | 12 | 0 | Discontinued |
| 7. Organize and host talk shows on aspects of Bermudian identity (Proud to Be Bermudian) | 4 | 4 | Discontinued | Discontinued |

* New Measures for 2020/21

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--|--|
| BUSINESS UNIT: 62010 - Cultural Festivals & Celebration | | | | |
| 1. Support research projects on Bermuda's "root" cultures * | | | | 2 |
| 2. Support festivals, events and publications celebrating Bermuda's diverse cultural heritage * | | | | 2 festivals and 1 publication |
| 3. Host or sponsor an event commemorating Emancipation | 1 | 2 | Hosted 3 research presentations, Sponsored 8 Mary Prince tours, co- sponsored 4 Sally Bassett performances | Host a research project and presentation |
| BUSINESS UNIT: 62020 - Heritage Celebrations | | | | |
| 1. Public meetings preparing participants for Bermuda Day Parade* | | | | 10 |
| 2. Schools, community groups and businesses courted to participate in the Bermuda Day Parade* | | | | 500 |
| 3. Number of participating organisations in the Bermuda Day Parade* | | | | 35 |
| 4. Identify, support and collaborate with cultural partners on events celebrating Bermuda's heritage | 6 | 5 | Achieved | Achieved |
| 5. Sponsor annual conference of cultural, heritage and arts stakeholders* | | | | 1 conference |
| 6. Number of groups in the Bermuda Day Parade | 42 | 30 | 34 | Discontinued |
| 7. Number of floats in the Bermuda Day Parade | 12 | 8 | 12 | Discontinued |
| BUSINESS UNIT: 62030 - Cultural Education Program | | | | |
| 1. Produce oral history transcripts | 18 | 0 | 6 | 8 |
| 2. Produce educational materials | 2 | 3 | 2 | 4 materials |
| 3. Disseminate educational materials to schools* | | | | 41 schools |
| 4. Support art/culture/heritage educational initiatives by community stakeholders* | | | | According to application |
| 5. Produce and/or support film on Bermuda's art/culture/heritage* | | | | 2 films |

* New Measures for 2020/21

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|--|
| BUSINESS UNIT: 62050 - National Heroes' Day | | | | |
| 1. Have 400 attendees at National Heroes' Day Event | No new National Hero | 400 | 180 | Discontinued measurement |
| 2. Hold 1 educational event | 0 | 1 | 0 | Discontinued measurement |
| 3. Organize and display 7 Banners | 8 | 8 | 8 | Discontinued measurement |
| 4. Promote National Heroes via at least three (3) media formats | 4 | 4 | 2 | Discontinued measurement |
| 5. Organise annual event marking significance of national heroes* | | | | Achieved |
| 6. Foster national pride through educational campaigns celebrating national heroes* | | | | 8 radio campaigns, 1 household mailer campaign, 1 print ad campaign, 2 digital campaigns, 1 public banner campaign |
| BUSINESS UNIT: 62060 - Promotion of the Arts | | | | |
| 1. Host annual developmental programme featuring Master Artist | 1 | 1 | One four-week workshop | One 3-week workshop, 2 student workshops, 1 public performance |
| 2. Hold two (2) mini-workshops for public schools | 2 | 2 | Cancelled due to storm | Discontinued measurement |
| 3. Hold one (1) public event with a Master Artist | 1 | 1 | 1 | Discontinued measurement |
| 4. Support community initiatives that promote the arts* | | | | According to application |
| 5. Annual showcase of exceptional Bermudian talent* | | | | 1 showcase |
| 6. Organize Premier's concert to include 8 to 10 performances | 11 | 10 | 10 | Discontinued measurement |
| BUSINESS UNIT: 62070 - Folklife Bermuda | | | | |
| 1. Produce Bermudian Heartbeats lectures | 12 | 12 | 10 | Discontinued measurement |
| 2. Host regular art/culture/heritage lectures and events* | | | | 6 lectures/events |
| 3. Produce Folklife Documentaries | 2 | 1 | 1 | transferred to 62030 |
| 4. Support community folklife initiatives* | | | | According to application |
| 5. Sponsor annual cultural apprenticeship programme | 5 apprentices | 3 | 5 apprentices | 5 apprentices |

* New Measures for 2020/21

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--|------------------------------|
| BUSINESS UNIT: 62080 - Research and Publication | | | | |
| 1. Support Historical/Cultural Research | 1 Mary Prince Project | 1 | 3 projects: Mary Prince, Portuguese History, Rafael Kid Corbin | 2 research projects |
| 2. Cultural Symposium/Workshop | 1 | 1 | 0 | Discontinued |
| 3. Produce/support publication on Bermuda's art/culture/heritage | 1 publication | 1 | 1 | 1 publication |
| BUSINESS UNIT: 62100 - Uncover the Arts | | | | |
| 1. Sponsor or host events showcasing and supporting the development of performing artists * | | | | 10 events |
| 2. Provide resources, programmes and workshops for artists' development and portfolio building * | | | | Quarterly |
| 3. Encourage, support and sponsor artistic competitions designed to develop national identity and pride * | | | | 2 competitions |
| 4. Make cache of cultural/historical materials available to the public * | | | | Achieved |
| 5. Coordinate cultural/historical certification * | | | | Achieved |
| 6. Provide contributions to cultural activities relating to traditional, historical and performing artists * | | | | According to application |
| 7. Hold 110 guided walking tours for the season | 130 | 130 | 130 | Discontinued |
| 8. Hold 110 performances weekly | 110 | 110 | 110 | Discontinued |
| 9. Host 220 demonstrations | 220 | 220 | 220 | Discontinued |
| 10. Hold 88 lectures weekly | 70 | 88 | 88 | Discontinued |
| BUSINESS UNIT: 62130 - Senior Citizens Projects | | | | |
| 1. Organise educational and cultural seniors events | 3 | 3 | 3 | 1 workshop, 2 events |
| 2. Organise intergenerational projects allowing for youth and senior engagements | 0 | 1 | 0 | Discontinued |
| 3. Produce a publication that reflects lives and accomplishments of Bermudian seniors | 1 | 1 | 1 | 1 publication |
| 4. Print 1000 copies | 0 | 700 | 700 | Discontinued |
| 5. Organise community lunch for seniors | 1 lunch | 1 | 1 | 1 lunch |
| BUSINESS UNIT: 62180 - Special Projects | | | | |
| 1. Implement cultural policy initiatives * | | | | Achieved |
| 2. Identify and support creative and cultural industries projects | | 3 | Achieved | Discontinued |

* New Measures for 2020/21

HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--|--|
| BUSINESS UNIT: 62180 - Special Projects | | | | |
| 3. Host consultations with stakeholders for an artists' registry | | 3 | Achieved - 6 | Discontinued |
| 4. Develop website for artists' registry | | 1 | Achieved | Discontinued |
| BUSINESS UNIT: 62210 - Gombey Festival | | | | |
| 1. Showcase and honour Bermudian Gombey troupes' contributions to Bermuda's culture | | 6 | Achieved - 5 troupes | Achieved |
| 2. Sponsor or host Gombey art and/or cultural project | | | 1 mural, 1 open mic | 1 mural, 1 open mic |
| 3. Host or sponsor Gombey festival educational component | | 1 | 1 essay and art competition, 1 panel discussion, 1 movie night | 1 student competition, 1 lecture/panel |
| 4. Invite performers from similar root cultures to participate in the Gombey festival | | 1 | 4 Bermuda-based groups participated | 3 groups |

* New Measures for 2020/21

MISSION STATEMENT

To develop a resilient workforce, to provide a sustainable and stable community.

DEPARTMENT OBJECTIVES

- To create the National Workforce Development Board and sub-committees.
- To increase the number of training programmes and apprenticeships to align with the National Workforce Development Operational Plan.
- To increase the number of scholarships aligned with industry needs.
- To enhance synergies with the Department of Immigration to align with the National Certification Work Permit Policy.
- To implement a Work Readiness Training Certification programme recognized by industry stakeholders.

HEAD 60 WORKFORCE DEVELOPMENT

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE | |
|-------------|----------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| PROG | BUSINESS UNIT | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | 2019/20 vs 2020/21 (\$000) (7) | % (8) |
| | DESCRIPTION (2) | | | | | | |
| 6001 | GENERAL ADMINISTRATION | | | | | | |
| 70000 | ADMINISTRATION | 563 | 651 | 630 | 667 | 16 | 2 |
| | | 563 | 651 | 630 | 667 | 16 | 2 |
| 6003 | CAREER DEVELOPMENT | | | | | | |
| 70300 | CAREER DEVELOPMENT ADMIN | 267 | 443 | 443 | 433 | (10) | (2) |
| 70400 | CAREER DEVELOPMENT | 326 | 914 | 960 | 964 | 50 | 5 |
| | | 593 | 1,357 | 1,403 | 1,397 | 40 | 3 |
| 6004 | TRAINING | | | | | | |
| 70014 | TRAINING ADMINISTRATION | 190 | 283 | 283 | 282 | (1) | (0) |
| 70015 | CERTIFICATION | 367 | 616 | 582 | 509 | (107) | (17) |
| 70016 | APPRENTICESHIP/PROFESSIONAL DEV. | 1,560 | 1,389 | 1,373 | 1,440 | 51 | 4 |
| | | 2,117 | 2,288 | 2,238 | 2,231 | (57) | (2) |
| | TOTAL | 3,273 | 4,296 | 4,271 | 4,295 | (1) | (0) |

HEAD 60 WORKFORCE DEVELOPMENT - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 1,548 | 1,841 | 1,843 | 1,837 | (4) (0) |
| | WAGES | 95 | 0 | 400 | 500 | 500 0 |
| | TRAINING | 17 | 20 | 27 | 15 | (5) (25) |
| | TRANSPORT | 2 | 2 | 2 | 0 | (2) 0 |
| | TRAVEL | 8 | 29 | 27 | 14 | (15) (52) |
| | COMMUNICATIONS | 13 | 18 | 12 | 11 | (7) (39) |
| | ADVERTISING & PROMOTION | 8 | 40 | 23 | 24 | (16) (40) |
| | PROFESSIONAL SERVICES | 58 | 220 | 163 | 134 | (86) (39) |
| | RENTALS | 41 | 5 | 7 | 6 | 1 20 |
| | REPAIR AND MAINTENANCE | 81 | 101 | 105 | 145 | 44 44 |
| | ENERGY | 33 | 41 | 41 | 42 | 1 2 |
| | MATERIALS & SUPPLIES | 35 | 74 | 74 | 62 | (12) (16) |
| | OTHER EXPENSES | 5 | 2 | 6 | 0 | (2) (100) |
| | GRANTS AND CONTRIBUTIONS | 1,329 | 1,903 | 1,541 | 1,505 | (398) (21) |
| | TOTAL | 3,273 | 4,296 | 4,271 | 4,295 | (1) (0) |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|-----------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | 8435 Application Fees-NTB | 12 | 1 | 28 | 2 | 1 100 |
| | 8436 Certification Fees-NTB | 2 | 27 | 0 | 27 | 0 0 |
| | TOTAL | 14 | 28 | 28 | 29 | 1 4 |

HEAD 60 WORKFORCE DEVELOPMENT - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|--|-------------------|---------------------|--------------------|---------------------|--|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | % (8) |
| | 70000 ADMINISTRATION | 3 | 4 | 4 | 4 | 0 | 0 |
| | 70014 TRAINING ADMINISTRATION | 3 | 3 | 3 | 3 | 0 | 0 |
| | 70015 CERTIFICATION | 2 | 2 | 2 | 2 | 0 | 0 |
| | 70016 APPRENTICESHIP/PROFESSIONAL DEV. | 3 | 3 | 3 | 3 | 0 | 0 |
| | 70300 CAREER DEVELOPMENT ADMIN | 6 | 5 | 5 | 5 | 0 | 0 |
| | 70400 CAREER DEVELOPMENT | 3 | 3 | 3 | 3 | 0 | 0 |
| | TOTAL | 20 | 20 | 20 | 20 | 0 | 0 |

HEAD 60 WORKFORCE DEVELOPMENT - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 70000 - Administration | | | | |
| To ensure bills are paid in a timely manner | 2 working days | 2 working days | 5 working days | discontinued |
| 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 | discontinued |
| To support the operations of the department to ensure the accounting processes, policy and procedures align with Financial Instructions.* | | | | 3 business days |
| BUSINESS UNIT: 70014 - Training Administration | | | | |
| Input initial client's case data into the Career Information Development System within 2 working days of receipt | 5 working days | 5 working days | 3 working days | discontinued |
| To ensure arrangements of monthly Board and Committee meetings | 8 meetings annually | 10 meetings annually | 7 meetings annually | discontinued |
| File clients information contained in a physical file on a weekly basis | Weekly | Weekly | Daily | discontinued |
| Provide quarterly reports of Bermudians in industry driven occupations* | | | | Quarterly |
| Provide required reports and information for the National Training Board and Committees* | | | | Monthly |
| To accurately record and input clients data for training programmes* | | | | Monthly |
| BUSINESS UNIT: 70015 - Certification | | | | |
| Number of persons sponsored for training | 100 | 100 | 110 | discontinued |
| Average sponsorship per person | \$1,600 | \$1,000 | \$1,800 | discontinued |
| Number of certifications | 248 | 100 | 150 | N/A |
| Number of enforcement investigations | 5 | 7 | 7 | 14 |
| Number of individuals sponsored for industry certification training courses* | | | | 200 |
| Number of certifications awarded* | | | | 350 |
| Number of designated trade occupations* | | | | 5 |

* New Measures for 2020/21

HEAD 60 WORKFORCE DEVELOPMENT - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 70016 - Apprenticeship/Professional Dev. | | | | |
| Number of persons sponsored for training (local and overseas) | 134 | 131 | 131 | 150 |
| Number of sponsored trainees - Local | 52 | 38 | 77 | 100 |
| Number of sponsored trainees - Overseas | 12 | 20 | 20 | 30 |
| Number of persons awarded scholarships for training - Local | 58 | 53 | 53 | 68 |
| Number of persons awarded scholarships for training - Overseas | 12 | 20 | 20 | 45 |
| Number of apprenticeship | 33 | 37 | 37 | 45 |
| Average sponsorship cost per person | N/A | 10,000 | 10,000 | discontinued |
| BUSINESS UNIT: 70300 - Career Development Admin. | | | | |
| Input initial client's case data into the case management system within 2 working days of receipt | 3 working days | 1 working day | 2 working days | 1 working day |
| Record Clients information on a daily basis | 3 working days | 1 working day | 1 working day | 1 working day |
| BUSINESS UNIT: 70400 - Career Development | | | | |
| Number of persons assessed for career, skills and aptitude | 364 | 500 | 400 | 400 |
| Number of persons participated in employability skills training | 416 | 500 | 400 | 500 |
| Number of candidate registrants on electronic job board | 15,222 | 16,500 | 16,500 | 17,500 |
| Number of Employers registered on electronic job board | 2,134 | 2,200 | 2,200 | 2,350 |
| To increase the number of job referrals | -18% | 15% | 10% | discontinued* |
| To increase number of job postings on electronic job board | 5% | discontinued | discontinued | discontinued* |
| To increase number of employers listing vacancies on job board | 13% | 10% | 10% | discontinued* |
| Number of persons registered | 1,499 | 1,650 | 1,500 | 1,450 |
| Number of new registrants on internal data base | 327 | 300 | 300 | 300 |
| Number of persons placed | 192 | 150 | 150 | 150 |
| Number of individuals hired through the Job Board | 2,647 | 2,800 | 2,800 | 3,500 |
| To increase the number of job applicants by 10% | 41% | 20% | 15% | discontinued* |

NB: Bermuda National Occupation Certificate is valid for a period of five (5) years from the date that a tradesman's name is published in the Official Gazette. The Bermuda National Standard of welders is the CSA 46.1.W. This standard requires that welders retest every two years.

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.

* New Measures for 2020/21

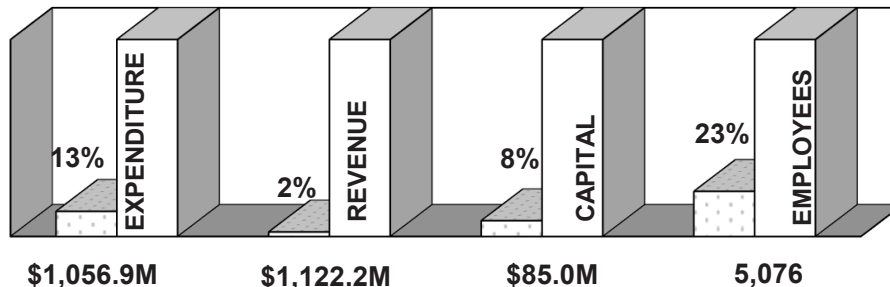
MINISTRY OF NATIONAL SECURITY



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 | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|------------------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 83 | MIN. OF NATIONAL SECURITY HQ | 1,407 | 2,060 | 2,060 | 2,372 | 312 | 15 |
| 06 | DEFENCE | 6,634 | 7,209 | 7,243 | 7,959 | 750 | 10 |
| 07 | POLICE | 66,359 | 65,802 | 65,802 | 61,802 | (4,000) | (6) |
| 12 | CUSTOMS | 17,683 | 16,945 | 16,945 | 17,195 | 250 | 1 |
| 25 | DEPT. OF CORRECTIONS | 24,435 | 25,082 | 25,082 | 25,582 | 500 | 2 |
| 27 | IMMIGRATION | 4,747 | 4,754 | 4,800 | 5,504 | 750 | 16 |
| 45 | FIRE SERVICES | 15,257 | 13,127 | 13,127 | 14,377 | 1,250 | 10 |
| | | 136,522 | 134,979 | 135,059 | 134,791 | (188) | (0) |
| REVENUE (\$000) | | | | | | | |
| 06 | DEFENCE | 4 | 0 | 0 | 0 | 0 | 0 |
| 07 | POLICE | 1,067 | 677 | 428 | 697 | 20 | 3 |
| 27 | IMMIGRATION | 19,697 | 21,835 | 20,969 | 23,947 | 2,112 | 10 |
| 45 | FIRE SERVICES | 346 | 257 | 237 | 400 | 143 | 56 |
| | | 21,114 | 22,769 | 21,634 | 25,044 | 2,275 | 10 |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 1,359 | 7,405 | 6,911 | 4,995 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 203 | 400 | 520 | 1,800 | | |
| | | 1,562 | 7,805 | 7,431 | 6,795 | | |
| EMPLOYEE NUMBERS | | 1,077 | 1,160 | 1,154 | 1,164 | 4 | 0 |



Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

Working together to keep you safe.

DEPARTMENT OBJECTIVES

- To finalize the Strategic Plan for the Ministry.
- To execute comprehensive Immigration reform.
- To reallocate and realign financial resources within the Ministry.
- To launch first phase of the Coast Guard as a joint venture between the Royal Bermuda Regiment and the Bermuda Police Service
- To implement a Ministry-wide succession planning approach.
- To formalize and enhance collaboration and team environment between the Ministry's heads of department.
- To build frameworks and legislation for the Disaster Risk Reduction and Mitigation Unit and Cyber Security.

GENERAL SUMMARY

| EXPENDITURE PROG | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------|---------------------------------|------------------------------|--------------------------------|-------------------------------|---------------------|--|-----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8301 | GENERAL | | | | | | |
| 93000 | ADMINISTRATION | 1,275 | 1,716 | 1,129 | 1,405 | (311) | (18) |
| 93002 | PAROLE BOARD | 104 | 122 | 122 | 122 | 0 | 0 |
| 93003 | TREATMENT OF OFFENDERS | 18 | 28 | 28 | 27 | (1) | (4) |
| 93004 | POLICE COMPLAINTS AUTHORITY | 10 | 21 | 21 | 21 | 0 | 0 |
| 93007 | DISASTER RISK REDUCE & MITIGAT. | 0 | 173 | 159 | 95 | (78) | (45) |
| 93008 | GANG VIOLENCE REDUCTION PROG | 0 | 0 | 576 | 580 | 580 | 0 |
| 93009 | IMMIGRATION APPEALS TRIBUNAL | 0 | 0 | 25 | 122 | 122 | 0 |
| TOTAL | | 1,407 | 2,060 | 2,060 | 2,372 | 312 | 15 |

HEAD 83 MINISTRY OF NATIONAL SECURITY HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 595 | 718 | 718 | 670 | (48) (7) |
| | WAGES | 70 | 0 | 0 | 0 | 0 0 |
| | TRAINING | 1 | 36 | 61 | 16 | (20) (56) |
| | TRANSPORT | 0 | 1 | 0 | 1 | 0 0 |
| | TRAVEL | 64 | 45 | 98 | 104 | 59 131 |
| | COMMUNICATIONS | 12 | 11 | 24 | 24 | 13 118 |
| | ADVERTISING & PROMOTION | 9 | 34 | 31 | 31 | (3) (9) |
| | PROFESSIONAL SERVICES | 625 | 1,119 | 965 | 1,267 | 148 13 |
| | REPAIR AND MAINTENANCE | 1 | 1 | 1 | 1 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 0 | 0 | 4 | 0 | 0 0 |
| | MATERIALS & SUPPLIES | 14 | 24 | 42 | 48 | 24 100 |
| | OTHER EXPENSES | 16 | 71 | 116 | 210 | 139 196 |
| | TOTAL | 1,407 | 2,060 | 2,060 | 2,372 | 312 15 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|----------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) % (8) |
| | 93000 ADMINISTRATION | 7 | 7 | 7 | 7 | 0 0 |
| | TOTAL | 7 | 7 | 7 | 7 | 0 0 |

HEAD 83 MINISTRY OF NATIONAL SECURITY HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 93000 ADMINISTRATION | | | | |
| Percentage(%) of Information Systems Risk Management Programme Policies approved* | | | 10% | 95% |
| Percentage (%) of meetings held and attended with a quorum of Heads of Departments and in alignment with the Ministry strategic objectives* | | | 60% | 80% |
| BUSINESS UNIT: 93007 DISASTER RISK REDUCTION & MITIGATION | | | | |
| Percentage (%) of Disaster Risk Management Plans approved and implemented* | | | 25% | 95% |
| BUSINESS UNIT: 93008 GANG VIOLENCE REDUCTION PROGRAM | | | | |
| Percentage (%) survey questionnaire data showing improvement in knowledge and skills development among at-risk-youth participants of prevention programs* | | | 90% | 85% |

* New Measures for 2020/21

MISSION STATEMENT

To Protect Bermuda's Interests.

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 PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0601 DEFENCE SERVICES | | | | | | | |
| 16000 FINANCE | | 527 | 264 | 264 | 268 | 4 | 2 |
| 16005 RECRUITMENT | | 147 | 312 | 229 | 229 | (83) | (27) |
| | | 674 | 576 | 493 | 497 | (79) | (14) |
| 0602 BERMUDA REGIMENT | | | | | | | |
| 16010 REGIMENT HEADQUARTERS | | 743 | 1,059 | 898 | 898 | (161) | (15) |
| 16020 QUARTERMASTER (HQ) | | 2,578 | 2,638 | 2,530 | 2,543 | (95) | (4) |
| 16030 CEREMONIAL (HADR) | | 400 | 656 | 646 | 517 | (139) | (21) |
| 16040 INTERNAL SECURITY (MACA) | | 1,920 | 382 | 357 | 315 | (67) | (18) |
| 16060 BERMUDA CADET CORP | | 7 | 179 | 139 | 148 | (31) | (17) |
| 16075 OVERSEAS CAMP | | 228 | 895 | 1,196 | 812 | (83) | (9) |
| 16080 TRAINING & VALIDATION | | 84 | 824 | 785 | 733 | (91) | (11) |
| 16085 MARINE OPERATIONS | | 0 | 0 | 0 | 1,496 | 1,496 | 0 |
| 16999 HURRICANE RELIEF | | 0 | 0 | 199 | 0 | 0 | 0 |
| | | 5,960 | 6,633 | 6,750 | 7,462 | 829 | 12 |
| TOTAL | | 6,634 | 7,209 | 7,243 | 7,959 | 750 | 10 |

HEAD 06 DEFENCE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 3,087 | 3,165 | 2,963 | 3,609 | 444 14 |
| | WAGES | 1,897 | 2,024 | 2,150 | 1,720 | (304) (15) |
| | EMPLOYER OVERHEAD | 27 | 21 | 23 | 37 | 16 76 |
| | OTHER PERSONNEL COSTS | 35 | 41 | 46 | 44 | 3 7 |
| | TRAINING | 47 | 55 | 77 | 77 | 22 40 |
| | TRANSPORT | 5 | 36 | 56 | 27 | (9) (25) |
| | TRAVEL | 183 | 447 | 654 | 351 | (96) (21) |
| | COMMUNICATIONS | 66 | 59 | 53 | 54 | (5) (8) |
| | ADVERTISING & PROMOTION | 93 | 60 | 60 | 62 | 2 3 |
| | PROFESSIONAL SERVICES | 28 | 84 | 69 | 78 | (6) (7) |
| | RENTALS | 50 | 55 | 67 | 120 | 65 118 |
| | REPAIR AND MAINTENANCE | 288 | 249 | 261 | 565 | 316 127 |
| | INSURANCE | 26 | 53 | 53 | 53 | 0 0 |
| | ENERGY | 190 | 191 | 226 | 424 | 233 122 |
| | CLOTHING, UNIFORMS & LAUNDRY | 266 | 227 | 128 | 236 | 9 4 |
| | MATERIALS & SUPPLIES | 335 | 432 | 349 | 494 | 62 14 |
| | OTHER EXPENSES | 1 | 0 | 0 | 0 | 0 0 |
| | GRANTS AND CONTRIBUTIONS | 10 | 10 | 8 | 8 | (2) (20) |
| | TOTAL | 6,634 | 7,209 | 7,243 | 7,959 | 750 10 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | DIFFERENCE | |
|----------------|----------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8881 Penalties | 4 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 4 | 0 | 0 | 0 | 0 0 |

HEAD 06 DEFENCE - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT (1) | DESCRIPTION (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 % (7) (8) | |
|----------------------|--------------------------------|--------------------------|----------------------------|---------------------------|----------------------------|--|-----------|
| | | | | | | | |
| | 16000 FINANCE/RECRUITMENT | 3 | 3 | 3 | 3 | 0 | 0 |
| | 16005 RECRUITMENT | 0 | 0 | 1 | 1 | 1 | 0 |
| | 16010 REGIMENT HEADQUARTERS | 8 | 8 | 8 | 7 | (1) | (13) |
| | 16020 QUARTERMASTER (HQ) | 11 | 11 | 11 | 11 | 0 | 0 |
| | 16030 CEREMONIAL (HADR) | 3 | 3 | 3 | 3 | 0 | 0 |
| | 16040 INTERNAL SECURITY (MACA) | 6 | 6 | 1 | 1 | (5) | (83) |
| | 16060 BERMUDA CADET CORP | 0 | 0 | 1 | 1 | 1 | 0 |
| | 16080 TRAINING & VALIDATION | 0 | 0 | 3 | 3 | 3 | 0 |
| | 16085 MARINE OPERATIONS | 0 | 0 | 0 | 9 | 9 | 0 |
| | TOTAL | 31 | 31 | 31 | 39 | 8 | 26 |

HEAD 06 DEFENCE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 16000 Finance/Recruitment | | | | |
| 1. Number of volunteers for service in Royal Bermuda Regiment. | 48 | 60 | 20 | 44 |
| BUSINESS UNIT: 16010 Regiment Headquarters | | | | |
| 1. Number of promotions each year. | 40 | 40 | 37 | 30 |
| 2. The operational strength of the Regiment as a percentage against the Regiment establishment of 420. | 76% | 85% | 75% | 75% |
| BUSINESS UNIT: 16020, 16030, 16040, 16075 Training & Support | | | | |
| 1. Percentage of Soldiers serving past their period of mandatory service. (inclusive of Long Stay Nucleus) | 46% | 75% | 50% | 55% |
| 2. Number of Soldiers listed as Long Term Absentees. | 0 | 0 | 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) | 50% | 70% | 65% | 65% |
| 4. Percentage of soldiers meeting their annual training requirement. a. 85% attendance of required training events (Drills) b. Attendance at Annual Camps (AC) | 70% 95% | 75% 95% | 75% 90% | 75% 90% |
| BUSINESS UNIT: 16060 Junior Leaders | | | | |
| 1. Number of Junior Leaders maintaining a regular attendance. | 18 | 40 | 25 | 30 |
| 2. Number of Junior Leaders receiving promotions and in the STAR Award programme. | 15 | 20 | 20 | 25 |
| BUSINESS UNIT: 16080 Training & Validation | | | | |
| 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

- Maintain the confidence of the community
- Treat all persons fairly, with dignity and respect
- Protect vulnerable victims
- Reduce crime, particularly focusing on serious crime and gang related criminality
- Reduce anti-social behaviour
- Enhance road safety

HEAD 07 POLICE

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|---|-----------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 0701 COMMISSIONER'S OFFICE | | | | | | | |
| 17000 | COMMISSIONER'S OFFICE | 49,734 | 47,275 | 47,310 | 46,073 | (1,202) | (3) |
| | | 49,734 | 47,275 | 47,310 | 46,073 | (1,202) | (3) |
| 0702 CORPORATE SERVICES DIVISION | | | | | | | |
| 17005 | PROFESSIONAL CONDUCT UNIT | 1 | 76 | 76 | 77 | 1 | 1 |
| 17010 | HUMAN RESOURCES | 2,127 | 1,552 | 1,592 | 1,536 | (16) | (1) |
| 17020 | FINANCE & ADMINISTRATION | 1,408 | 1,224 | 1,269 | 1,330 | 106 | 9 |
| 17025 | INFORMATION MANAGEMENT SERVICES | 4,189 | 4,661 | 4,661 | 2,646 | (2,015) | (43) |
| 17190 | TRAINING & DEVELOPMENT DEPARTMENT | 668 | 946 | 886 | 765 | (181) | (19) |
| 17300 | VEHICLE STORES | 98 | 0 | 0 | 0 | 0 | 0 |
| 17310 | UNIFORM STORES | 329 | 270 | 270 | 300 | 30 | 11 |
| | | 8,820 | 8,729 | 8,754 | 6,654 | (2,075) | (24) |
| 0703 COMMUNITY POLICING DIVISION | | | | | | | |
| 17040 | CENTRAL AREA COMMAND | 707 | 940 | 935 | 862 | (78) | (8) |
| 17041 | EASTERN AREA COMMAND | 968 | 1,164 | 1,164 | 1,115 | (49) | (4) |
| 17042 | WESTERN AREA COMMAND | 265 | 353 | 353 | 367 | 14 | 4 |
| | | 1,940 | 2,457 | 2,452 | 2,344 | (113) | (5) |
| 0704 SUPPORT SERVICES DIVISION | | | | | | | |
| 17055 | TAPE TRANSCRIBING | 107 | 186 | 186 | 186 | 0 | 0 |
| 17090 | OPERATIONAL SUPPORT DEPARTMENT | 844 | 1,025 | 1,025 | 1,049 | 24 | 2 |
| 17120 | MARINE & ROAD POLICING UNIT | 359 | 475 | 475 | 422 | (53) | (11) |
| 17130 | GARAGE AND WORKSHOP | 1,432 | 1,555 | 1,555 | 1,589 | 34 | 2 |
| 17160 | FORENSIC SUPPORT | 590 | 1,003 | 928 | 863 | (140) | (14) |
| | | 3,332 | 4,244 | 4,169 | 4,109 | (135) | (3) |
| 0708 SERIOUS CRIME DIVISIONS | | | | | | | |
| 17105 | POLICE SUPPORT UNIT | 11 | 37 | 37 | 37 | 0 | 0 |
| 17140 | SPECIAL INVESTIGATIONS DEPT. | 1,171 | 1,153 | 1,153 | 870 | (283) | (25) |
| 17150 | DRUGS & FINANCIAL CRIME DEPT | 437 | 624 | 624 | 661 | 37 | 6 |
| 17170 | INTELLIGENCE DIVISION | 698 | 760 | 780 | 758 | (2) | (0) |
| | | 2,317 | 2,574 | 2,594 | 2,326 | (248) | (10) |
| 0710 BERMUDA RESERVE POLICE | | | | | | | |
| 17220 | BERMUDA RESERVE POLICE | 216 | 523 | 523 | 296 | (227) | (43) |
| | | 216 | 523 | 523 | 296 | (227) | (43) |
| TOTAL | | 66,359 | 65,802 | 65,802 | 61,802 | (4,000) | (6) |

HEAD 07 POLICE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 50,073 | 48,189 | 48,189 | 47,312 | (877) (2) |
| | WAGES | 541 | 633 | 633 | 643 | 10 2 |
| | OTHER PERSONNEL COSTS | 3,513 | 2,911 | 2,911 | 2,654 | (257) (9) |
| | TRAINING | 259 | 503 | 443 | 328 | (175) (35) |
| | TRAVEL | 212 | 312 | 347 | 312 | 0 0 |
| | COMMUNICATIONS | 1,001 | 1,213 | 1,220 | 1,063 | (150) (12) |
| | ADVERTISING & PROMOTION | 47 | 66 | 66 | 26 | (40) (61) |
| | PROFESSIONAL SERVICES | 3,167 | 3,761 | 3,726 | 2,537 | (1,224) (33) |
| | RENTALS | 745 | 954 | 959 | 989 | 35 4 |
| | REPAIR AND MAINTENANCE | 3,430 | 3,514 | 3,549 | 2,250 | (1,264) (36) |
| | INSURANCE | 117 | 116 | 116 | 116 | 0 0 |
| | ENERGY | 1,369 | 1,188 | 1,188 | 1,188 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 362 | 163 | 163 | 135 | (28) (17) |
| | MATERIALS & SUPPLIES | 1,463 | 2,107 | 2,080 | 2,107 | 0 0 |
| | EQPMT. (MINOR CAPITAL) | 32 | 63 | 83 | 43 | (20) (32) |
| | OTHER EXPENSES | 28 | 109 | 129 | 99 | (10) (9) |
| | TOTAL | 66,359 | 65,802 | 65,802 | 61,802 | (4,000) (6) |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|----------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8457 Licence General | 16 | 5 | 11 | 6 | 1 20 |
| | 8521 Firearms | 16 | 18 | 18 | 19 | 1 6 |
| | 8523 Explosives | 15 | 1 | 10 | 1 | 0 0 |
| | 8525 Security Guards | 165 | 103 | 39 | 108 | 5 5 |
| | 8617 Publications | 365 | 350 | 250 | 358 | 8 2 |
| | 8801 Facilities | 216 | 200 | 100 | 205 | 5 3 |
| | 8877 Reimbursements | 85 | 0 | 0 | 0 | 0 0 |
| | 8889 Sundry Receipts | 189 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 1,067 | 677 | 428 | 697 | 20 3 |

HEAD 07 POLICE - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|-----------------------------------|------------|------------|------------|------------|--------------------------|------------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 vs 2020/21 | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 17000 | COMMISSIONER'S OFFICE | 420 | 431 | 431 | 430 | (1) | (0) |
| 17005 | PROFESSIONAL CONDUCT UNIT | 0 | 1 | 1 | 1 | 0 | 0 |
| 17010 | HUMAN RESOURCES | 5 | 8 | 8 | 8 | 0 | 0 |
| 17020 | FINANCE & ADMINISTRATION | 10 | 11 | 11 | 11 | 0 | 0 |
| 17025 | INFORMATION MANAGEMENT SERVICES | 4 | 7 | 7 | 6 | (1) | (14) |
| 17040 | CENTRAL AREA COMMAND | 7 | 9 | 9 | 8 | (1) | (11) |
| 17041 | EASTERN AREA COMMAND | 7 | 10 | 10 | 10 | 0 | 0 |
| 17042 | WESTERN AREA COMMAND | 3 | 4 | 4 | 4 | 0 | 0 |
| 17055 | TAPE TRANSCRIBING | 0 | 1 | 1 | 1 | 0 | 0 |
| 17090 | OPERATIONAL SUPPORT DEPARTMENT | 10 | 12 | 12 | 12 | 0 | 0 |
| 17130 | GARAGE AND WORKSHOP | 5 | 8 | 8 | 9 | 1 | 13 |
| 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 | 9 | 9 | 9 | 0 | 0 |
| 17190 | TRAINING & DEVELOPMENT DEPARTMENT | 2 | 2 | 2 | 2 | 0 | 0 |
| TOTAL | | 486 | 520 | 520 | 518 | (2) | (0) |

HEAD 07 POLICE - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| Bermuda Police Service | | | | |
| Percent change in community satisfaction with the Bermuda Police Service | | * | | 3% |
| Percent change in the public's perceptions about how fairly the BPS treats all citizens | | * | | 3% |
| Percent change in the public's perceptions about the Bermuda Police Services' response to crime and anti-social behaviour | | * | | 3% |
| Percent change in the public's perceptions of safety about Bermuda's roads | | * | | 3% |

* Record system is currently unavailable

HEAD 12 CUSTOMS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Protecting Bermuda's border and promoting economic development.

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 | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 1201 | GENERAL | | | | | | |
| | 22030 AIRPORT ARRIVALS - TRAVELLERS | 2,352 | 2,049 | 4,168 | 4,168 | 2,119 | 103 |
| | 22040 AIRPORT SHIFT B | 2,121 | 2,120 | 0 | 0 | (2,120) | (100) |
| | 22050 INVESTIGATIONS/AUDIT | 933 | 973 | 973 | 973 | 0 | 0 |
| | 22070 HAMILTON COMMERCIAL OPS | 1,028 | 926 | 926 | 926 | 0 | 0 |
| | 22080 ADMINISTRATION | 4,832 | 4,578 | 4,579 | 4,829 | 251 | 5 |
| | 22090 VESSEL CLEARANCE | 1,427 | 1,323 | 1,323 | 1,323 | 0 | 0 |
| | 22100 INTERDICTION | 4,132 | 4,108 | 4,108 | 4,108 | 0 | 0 |
| | 22110 SEAPORT ENFORCEMENT TEAM | 858 | 868 | 868 | 868 | 0 | 0 |
| | TOTAL | 17,683 | 16,945 | 16,945 | 17,195 | 250 | 1 |

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 | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 14,845 | 14,775 | 14,775 | 14,775 | 0 0 |
| | WAGES | 164 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 163 | 166 | 166 | 166 | 0 0 |
| | TRAINING | 6 | 6 | 6 | 6 | 0 0 |
| | TRANSPORT | 6 | 0 | 0 | 0 | 0 0 |
| | TRAVEL | 21 | 22 | 22 | 22 | 0 0 |
| | COMMUNICATIONS | 127 | 128 | 128 | 128 | 0 0 |
| | PROFESSIONAL SERVICES | 165 | 106 | 106 | 106 | 0 0 |
| | RENTALS | 615 | 487 | 487 | 487 | 0 0 |
| | REPAIR AND MAINTENANCE | 820 | 795 | 795 | 895 | 100 13 |
| | INSURANCE | 3 | 0 | 0 | 0 | 0 0 |
| | ENERGY | 138 | 140 | 140 | 140 | 0 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 78 | 94 | 94 | 194 | 100 106 |
| | MATERIALS & SUPPLIES | 257 | 226 | 226 | 276 | 50 22 |
| | EQUIPMT. (MINOR CAPITAL) | 2 | 0 | 0 | 0 | 0 0 |
| | OTHER EXPENSES | 273 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 17,683 | 16,945 | 16,945 | 17,195 | 250 1 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | DIFFERENCE | |
|---------------|-------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 22030 AIRPORT ARRIVALS - TRAVELLERS | 26 | 27 | 60 | 60 | 33 122 |
| | 22040 AIRPORT SHIFT B | 24 | 29 | 0 | 0 | (29) (100) |
| | 22050 INVESTIGATIONS/AUDIT | 12 | 13 | 13 | 13 | 0 0 |
| | 22070 HAMILTON COMMERCIAL OPS | 12 | 12 | 13 | 13 | 1 8 |
| | 22080 ADMINISTRATION | 30 | 31 | 31 | 31 | 0 0 |
| | 22090 VESSEL CLEARANCE | 16 | 16 | 13 | 13 | (3) (19) |
| | 22100 INTERDICTION | 52 | 53 | 49 | 49 | (4) (8) |
| | 22110 SEAPORT ENFORCEMENT TEAM | 12 | 12 | 13 | 13 | 1 8 |
| | TOTAL | 184 | 193 | 192 | 192 | (1) (1) |

HEAD 12 CUSTOMS - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 22020 AIRPORT COMMERCIAL | | | | |
| 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 |
| BUSINESS UNIT: 22030 AIRPORT ARRIVALS - TRAVELLERS | | | | |
| Collect forced duty (duty arising from incorrect declarations or imports not declared) in excess of \$15,000 | 77,705 | 60,000 | 70,000 | 50,000 |
| Seizures of illicit items to exceed 40 | 158 | 10 | 150 | 100 |
| BUSINESS UNIT: 22040 AIRPORT SHIFT "B" | | | | |
| Collect forced duty (duty arising from incorrect declarations or imports not declared) in excess of \$15,000 | 0 | 40,000 | 0 | 0 |
| Seizures of illicit items to exceed 40 | 0 | 60 | 0 | 0 |
| BUSINESS UNIT: 22050 INVESTIGATIONS/AUDIT | | | | |
| Number of cases dealt with to be greater than 100 | 50 | 100 | 50 | 100 |
| Additional duty collected is to be greater than \$20,000 | 16,248 | 20,000 | 16,248 | 20,000 |
| BUSINESS UNIT: 22070 HAMILTON COMMERCIAL OPS | | | | |
| Maintenance of prescribed service levels to client base 90% of the time measured by percentage adherence to published Quality Service Levels (QSL) | 95% | 98% | 90% | 90% |
| Authorising the release of imported goods measured by volumes of declarations processed | 53,000 | 50,000 | 60,000 | 60,000 |
| BUSINESS UNIT: 22080 ADMINISTRATION | | | | |
| 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

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 22090 VESSEL CLEARANCE | | | | |
| 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 | 1,162,484 | 1,500,000 | 960,805 | 1,000,000 |
| BUSINESS UNIT: 22100 INTERDICTION | | | | |
| Total number of seizures of all types to exceed 75 | 284 | 100 | 325 | 175 |
| Percentage of positive search and detentions from total search and detentions undertaken to exceed 50% | 88% | 60% | 87% | 60% |
| BUSINESS UNIT: 22110 SEAPORT ENFORCEMENT TEAM | | | | |
| The percentage of import cargo manifests inspected and reviewed to exceed 90% | 94 | 94 | 96 | 96 |
| The number of imported containers scanned by the Hamilton Docks Gantry X-ray Scanner to exceed 60% | 100 | 96 | 100 | 100 |

HEAD 25 DEPARTMENT OF CORRECTIONS

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To protect the public and provide rehabilitative services.

DEPARTMENT OBJECTIVES

- The department will strive to maintain high standards of security as this is essential to the safe operation of our facilities.
- The department will 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.
- The department aims to have robust and disciplined regimes and systems in place in order to achieve operation efficiency at all levels.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 2501 | FACILITIES | | | | | | |
| | 35000 HEADQUARTERS & O.T.S. | 1,702 | 3,759 | 3,857 | 4,393 | 634 | 17 |
| | 35020 FARM FACILITY | 4,258 | 3,427 | 3,426 | 3,288 | (139) | (4) |
| | 35030 COEDUCATIONAL FACILITY | 3,543 | 2,988 | 2,992 | 2,694 | (294) | (10) |
| | 35060 WESTGATE CORRECTIONAL FAC. | 10,628 | 10,092 | 10,027 | 10,480 | 388 | 4 |
| | 35090 THERAPEUTIC COMMUNITY CTR | 1,492 | 1,311 | 1,307 | 1,287 | (24) | (2) |
| | | 21,623 | 21,577 | 21,609 | 22,142 | 565 | 3 |
| 2502 | INMATE SERVICES | | | | | | |
| | 35105 PSYCHOLOGICAL SERVICES | 257 | 433 | 433 | 444 | 11 | 3 |
| | 35106 SOCIAL SERVICES & CASE MGMT | 647 | 728 | 728 | 859 | 131 | 18 |
| | 35107 HEALTH SERVICES | 1,383 | 1,653 | 1,653 | 1,476 | (177) | (11) |
| | 35108 EDUCATIONAL SERVICES | 188 | 300 | 298 | 252 | (48) | (16) |
| | 35109 VOCATIONAL SERVICES | 269 | 301 | 271 | 319 | 18 | 6 |
| | 35110 RECREATIONAL SERVICES | 29 | 49 | 49 | 49 | 0 | 0 |
| | 35111 CHAPLAINCY | 39 | 41 | 41 | 41 | 0 | 0 |
| | | 2,812 | 3,505 | 3,473 | 3,440 | (65) | (2) |
| | TOTAL | 24,435 | 25,082 | 25,082 | 25,582 | 500 | 2 |

HEAD 25 DEPARTMENT OF CORRECTIONS - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| OBJECT CODE | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 17,813 | 18,388 | 18,136 | 19,005 | 617 | 3 |
| | WAGES | 266 | 112 | 112 | 114 | 2 | 2 |
| | OTHER PERSONNEL COSTS | 254 | 331 | 329 | 331 | 0 | 0 |
| | TRAINING | 20 | 51 | 77 | 112 | 61 | 120 |
| | TRANSPORT | 17 | 0 | 0 | 0 | 0 | 0 |
| | TRAVEL | 4 | 12 | 15 | 12 | 0 | 0 |
| | COMMUNICATIONS | 157 | 224 | 231 | 224 | 0 | 0 |
| | PROFESSIONAL SERVICES | 2,052 | 1,964 | 2,178 | 2,151 | 187 | 10 |
| | RENTALS | 335 | 366 | 366 | 384 | 18 | 5 |
| | REPAIR AND MAINTENANCE | 461 | 553 | 571 | 628 | 75 | 14 |
| | INSURANCE | 4 | 500 | 500 | 200 | (300) | (60) |
| | ENERGY | 665 | 786 | 779 | 778 | (8) | (1) |
| | CLOTHING, UNIFORMS & LAUNDRY | 186 | 0 | 0 | 0 | 0 | 0 |
| | MATERIALS & SUPPLIES | 2,161 | 1,683 | 1,672 | 1,519 | (164) | (10) |
| | EQUIPMT.(MINOR CAPITAL) | 1 | 15 | 19 | 21 | 6 | 40 |
| | OTHER EXPENSES | 35 | 92 | 92 | 98 | 6 | 7 |
| | GRANTS AND CONTRIBUTIONS | 4 | 5 | 5 | 5 | 0 | 0 |
| TOTAL | | 24,435 | 25,082 | 25,082 | 25,582 | 500 | 2 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|-----------------------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | % | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 35000 | HEADQUARTERS & O.T.S | 22 | 16 | 21 | 21 | 5 | 31 |
| 35020 | FARM FACILITY | 37 | 38 | 37 | 37 | (1) | (3) |
| 35030 | COEDUCATIONAL FACILITY | 32 | 35 | 31 | 31 | (4) | (11) |
| 35060 | WESTGATE CORRECTIONAL FAC. | 97 | 119 | 115 | 125 | 6 | 5 |
| 35090 | THERAPEUTIC COMMUNITY CTR | 4 | 5 | 4 | 4 | (1) | (20) |
| 35105 | PSYCHOLOGICAL SERVICES | 1 | 3 | 3 | 3 | 0 | 0 |
| 35106 | SOCIAL SERVICES & CASE MGMT | 6 | 7 | 7 | 7 | 0 | 0 |
| 35107 | HEALTH SERVICES | 5 | 6 | 6 | 6 | 0 | 0 |
| 35108 | EDUCATIONAL SERVICES | 1 | 1 | 1 | 1 | 0 | 0 |
| 35109 | VOCATIONAL SERVICES | 1 | 1 | 1 | 1 | 0 | 0 |
| TOTAL | | 206 | 231 | 226 | 236 | 5 | 2 |

HEAD 25 DEPARTMENT OF CORRECTIONS - continued

Performance Measures

| MEASURE/INDICATOR | | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 35000 Headquarters & O.T.S. | | | | | |
| 1 (a) | Average total cost of incarceration per inmate per annum based on maximum capacity <i>(Total expenditure divided by capacity - 372)</i> | 69,296 | 72,229 | 71,080 | 70,188 |
| (b) | Average daily number of inmates | 174 | 194 | 185 | 180 |
| (c) | Total admissions for year | 258 | 221 | 235 | 247 |
| (d) | Total new admissions (first time incarcerated) | 56 | 57 | 59 | 57 |
| (e) | Total discharges | 223 | 243 | 230 | 227 |
| 2 | Total number of inmates released on parole | 23 | 20 | 21 | 22 |
| 3 | Number of inmate/inmate assaults | | | | |
| | Major | 0 | 0 | 0 | 0 |
| | Minor | 3 | 2 | 2 | 3 |
| 4 | Number of trainee/inmate assaults | 0 | 0 | 0 | 0 |
| 5 | Number of inmate/officer assaults | | | | |
| | Major | 0 | 2 | 1 | 1 |
| | Minor | 2 | 2 | 2 | 2 |
| 6 (a) | % of Inmates enrolled in development and/or treatment programmes* | | | | 75% |
| (b) | Number of inmates obtaining General Education Diplomas | 0 | 3 | 1 | 1 |
| (c) | % of eligible inmates participating in work programmes | 0 | 0 | 0 | 65% |
| 7 | Average overall recidivism numbers and percentage rate (Year 3) | 48 | 45 | 51 | 49 |
| | | 22.00% | 18.74% | 21.00% | 22.00% |
| 8 | Total recidivism rate - Year 1 (# of inmates) | 28 | | | |
| | | 13.00% | | | |
| | Total recidivism rate - Year 2 (# of inmates) | 39 | | | |
| | | 17.00% | | | |
| ** 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. | | | | | |

* New Measures for 2020/21

HEAD 27 IMMIGRATION

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Facilitate economic growth for the benefit of Bermudians, residents and visitors while protecting our borders

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 | | | | | 2020/21 ESTIMATE | DIFFERENCE | |
|---------------------|-------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|-----------|
| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | | 2019/20 vs 2020/21 | |
| (1) | DESCRIPTION (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) (7) | % (8) |
| 2702 | OPERATIONS DIVISON | | | | | | |
| 37010 | CORPORATE SERVICES | 759 | 736 | 736 | 736 | 0 | 0 |
| 37020 | PERSONAL SERVICES | 1,269 | 1,170 | 1,170 | 1,270 | 100 | 9 |
| 37030 | COMPLIANCE | 1,609 | 1,481 | 1,485 | 1,988 | 507 | 34 |
| | | 3,637 | 3,387 | 3,391 | 3,994 | 607 | 18 |
| 2703 | FINANCE/ADMINISTRATION | | | | | | |
| 37040 | FINANCE & ADMINISTRATION | 1,110 | 1,367 | 1,409 | 1,510 | 143 | 10 |
| | | 1,110 | 1,367 | 1,409 | 1,510 | 143 | 10 |
| | TOTAL | 4,747 | 4,754 | 4,800 | 5,504 | 750 | 16 |

HEAD 27 IMMIGRATION - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | SALARIES | 3,310 | 3,750 | 3,750 | 3,780 | 30 1 |
| | WAGES | 404 | 0 | 0 | 0 | 0 0 |
| | OTHER PERSONNEL COSTS | 18 | 0 | 0 | 0 | 0 0 |
| | TRAINING | 0 | 6 | 0 | 6 | 0 0 |
| | COMMUNICATIONS | 229 | 209 | 213 | 310 | 101 48 |
| | ADVERTISING & PROMOTION | 6 | 3 | 0 | 3 | 0 0 |
| | PROFESSIONAL SERVICES | 221 | 158 | 169 | 169 | 11 7 |
| | RENTALS | 86 | 24 | 89 | 98 | 74 308 |
| | REPAIR AND MAINTENANCE | 307 | 439 | 300 | 819 | 380 87 |
| | CLOTHING, UNIFORMS & LAUNDRY | 1 | 1 | 1 | 1 | 0 0 |
| | MATERIALS & SUPPLIES | 105 | 73 | 121 | 167 | 94 129 |
| | EQUIPMT. (MINOR CAPITAL) | 0 | 2 | 2 | 2 | 0 0 |
| | OTHER EXPENSES | 60 | 89 | 155 | 149 | 60 67 |
| | TOTAL | 4,747 | 4,754 | 4,800 | 5,504 | 750 16 |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|--|------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) (8) |
| | 8275 Entry Clearance | 63 | 38 | 39 | 39 | 1 3 |
| | 8277 Passport Issuance | 917 | 705 | 950 | 998 | 293 42 |
| | 8281 Work Permits - Full/Part Time | 9,576 | 10,619 | 10,199 | 10,708 | 89 1 |
| | 8283 Work Permits - Temporary/Periodic | 3,070 | 2,897 | 3,300 | 3,465 | 568 20 |
| | 8285 Work Permits - Work & Reside | 1,764 | 759 | 1,500 | 1,575 | 816 108 |
| | 8286 Work Permits - Appeals | 100 | 69 | 100 | 105 | 36 52 |
| | 8287 Work Permits - General | 331 | 347 | 314 | 331 | (16) (5) |
| | 8291 Land Acquisition Fees | 2,783 | 5,500 | 3,440 | 5,500 | 0 0 |
| | 8293 Residence Fees | 118 | 51 | 115 | 121 | 70 137 |
| | 8297 Bermudian Status | 123 | 100 | 130 | 137 | 37 37 |
| | 8299 Nationality | 161 | 65 | 170 | 179 | 114 175 |
| | 8301 Status & Naturalisation-Other | 597 | 650 | 675 | 709 | 59 9 |
| | 8877 Reimbursements | 0 | 0 | 30 | 0 | 0 0 |
| | 8881 Penalties | 94 | 35 | 7 | 80 | 45 129 |
| | TOTAL | 19,697 | 21,835 | 20,969 | 23,947 | 2,112 10 |

HEAD 27 IMMIGRATION - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | DIFFERENCE | |
|---------------|--------------------------|---------|----------|---------|----------|------------|------|
| DESCRIPTION | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2019/20 | vs |
| (1) | (2) | (3) | (4) | (5) | (6) | 2020/21 | % |
| | | | | | | (7) | (8) |
| 37010 | CORPORATE SERVICES | 10 | 10 | 10 | 10 | 0 | 0 |
| 37020 | PERSONAL SERVICES | 14 | 14 | 14 | 11 | (3) | (21) |
| 37030 | COMPLIANCE | 17 | 17 | 17 | 14 | (3) | (18) |
| 37040 | FINANCE & ADMINISTRATION | 9 | 9 | 9 | 9 | 0 | 0 |
| TOTAL | | 50 | 50 | 50 | 44 | (6) | (12) |

HEAD 27 IMMIGRATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 37010 CORPORATE SERVICES | | | | |
| Number of days for the vetting step of bulk work permit applications* | | | | 2 work days |
| Percentage reduction of customer inquiries for application updates in the Corporate Services Section (work permit application processes)* | | | | 100% |
| 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 |
| Time to Process Emergency Permit | 48 hours | 48 hours | 48 hours | 48 hours |
| BUSINESS UNIT: 37020 PERSONAL SERVICES | | | | |
| Percentage of the administrative tasks automated for resident-type applications (Bermudian status, Permanent Resident's Certificates)* | | | | 25% |
| Percentage reduction of customer inquiries for application updates by in the Personal Services Section* | | | | 50% |
| Time to process 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-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 |

* New Measures for 2020/21

HEAD 27 IMMIGRATION - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 37020 PERSONAL SERVICES - cont. | | | | |
| 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 |
| 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 |
| BUSINESS UNIT: 37030 COMPLIANCE | | | | |
| Percentage of passengers and employees satisfied with the new border management system* | | | | 80% |
| Percentage of all Senior Immigration Inspectors trained in safety measures that will assist them in carrying out the duties of their role effectively and efficiently* | | | | 100% |
| Average process time-investigating illegal worker | 3-6 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 |
| BUSINESS UNIT: 37040 FINANCE & ADMINISTRATION | | | | |
| Number of vacant and funded positions filled the period December 1, 2019 and March 31, 2020* | | | | 2 |
| Number of key positions identified that require a succession plan; i.e. hard to fill positions, prepare development plan for each position, and effect the succession plan for oversight and monitoring* | | | | 2 |

* New Measures for 2020/21

HEAD 45 FIRE SERVICES

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To Serve and Protect.

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 | | | | | | DIFFERENCE | |
|---------------------|---------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------------|-----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | 2019/20 vs 2020/21 (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 4501 | FIRE PROTECTION SERVICES | | | | | | |
| 55000 | ADVICE | 0 | 0 | 145 | 0 | 0 | 0 |
| 55030 | FIRE PREVENTION TRAINING | 11 | 15 | 15 | 25 | 10 | 67 |
| 55060 | CENTRAL EMERGENCY FIRE SERVICE | 6,345 | 6,240 | 6,131 | 6,595 | 355 | 6 |
| 55070 | EMERGENCY MEDICAL SERVICES | 167 | 161 | 161 | 0 | (161) | (100) |
| 55080 | OTHER SERVICES CENTRAL | 299 | 267 | 267 | 868 | 601 | 225 |
| 55090 | ST GEO EMERGENCY FIRE SERVICES | 1,835 | 1,412 | 1,433 | 69 | (1,343) | (95) |
| 55100 | EMERGENCY MEDICAL SVCS | 47 | 50 | 50 | 55 | 5 | 10 |
| 55110 | EASTERN VOLUNTEER DIVISION | 0 | 7 | 7 | 0 | (7) | (100) |
| 55120 | WEST END EMERGENCY FIRE SERVICE | 752 | 973 | 964 | 64 | (909) | (93) |
| 55150 | TRAINING | 76 | 113 | 113 | 302 | 189 | 167 |
| 55170 | GENERAL ADMINISTRATION | 2,286 | 920 | 990 | 3,089 | 2,169 | 236 |
| 55190 | EMERGENCY DISPATCH | 934 | 640 | 639 | 762 | 122 | 19 |
| 55200 | AIRPORT FIRE RESCUE | 2,505 | 2,329 | 2,212 | 2,548 | 219 | 9 |
| | TOTAL | 15,257 | 13,127 | 13,127 | 14,377 | 1,250 | 10 |

HEAD 45 FIRE SERVICES - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------------------|------------------------------|---------|----------|---------|---------|------------|-------|
| OBJECT CODE DESCRIPTION | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2019/20 | |
| | | ACTUAL | ORIGINAL | REVISED | | ESTIMATE | vs |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | 2020/21 | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 13,360 | 11,056 | 11,017 | 11,692 | 636 | 6 |
| | WAGES | 46 | 0 | 0 | 56 | 56 | 0 |
| | OTHER PERSONNEL COSTS | 153 | 149 | 130 | 128 | (21) | (14) |
| | TRAINING | 173 | 200 | 194 | 283 | 83 | 42 |
| | TRANSPORT | 34 | 30 | 30 | 33 | 3 | 10 |
| | TRAVEL | 94 | 92 | 92 | 51 | (41) | (45) |
| | COMMUNICATIONS | 209 | 200 | 270 | 337 | 137 | 69 |
| | PROFESSIONAL SERVICES | 28 | 0 | 47 | 53 | 53 | 0 |
| | RENTALS | 10 | 11 | 5 | 0 | (11) | (100) |
| | REPAIR AND MAINTENANCE | 494 | 567 | 458 | 666 | 99 | 17 |
| | INSURANCE | 174 | 160 | 160 | 323 | 163 | 102 |
| | ENERGY | 292 | 406 | 443 | 413 | 7 | 2 |
| | CLOTHING, UNIFORMS & LAUNDRY | 33 | 68 | 68 | 68 | 0 | 0 |
| | MATERIALS & SUPPLIES | 157 | 188 | 204 | 265 | 77 | 41 |
| | OTHER EXPENSES | 0 | 0 | 9 | 9 | 9 | 0 |
| | TOTAL | 15,257 | 13,127 | 13,127 | 14,377 | 1,250 | 10 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|---------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----|
| (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | | |
| 8877 Reimbursements | | | | | 400 | 143 | 56 |
| TOTAL | | | | | 400 | 143 | 56 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------------------------|------------------------------|--------------------------------|-------------------------------|---------|--------------------------------|--|-----|
| DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | (\$000) | | % | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 55060 CENTRAL EMERGENCY FIRE SERVICES | 53 | 56 | 73 | 73 | 17 | 30 | |
| 55070 EMERGENCY MEDICAL SERVICES | 1 | 1 | 0 | 0 | (1) | (100) | |
| 55080 OTHER SERVICES CENTRAL | 4 | 4 | 5 | 5 | 1 | 25 | |
| 55090 ST GEO EMERGENCY FIRE SERVICES | 17 | 13 | 0 | 0 | (13) | (100) | |
| 55120 WEST END EMERGENCY FIRE SERVICE | 6 | 9 | 0 | 0 | (9) | (100) | |
| 55170 GENERAL ADMINISTRATION | 6 | 7 | 21 | 21 | 14 | 200 | |
| 55190 EMERGENCY DISPATCH | 9 | 14 | 12 | 12 | (2) | (14) | |
| 55200 AIRPORT FIRE RESCUE | 17 | 24 | 17 | 17 | (7) | (29) | |
| TOTAL | 113 | 128 | 128 | 128 | 0 | 0 | |

HEAD 45 FIRE SERVICES - continued

Performance Measures

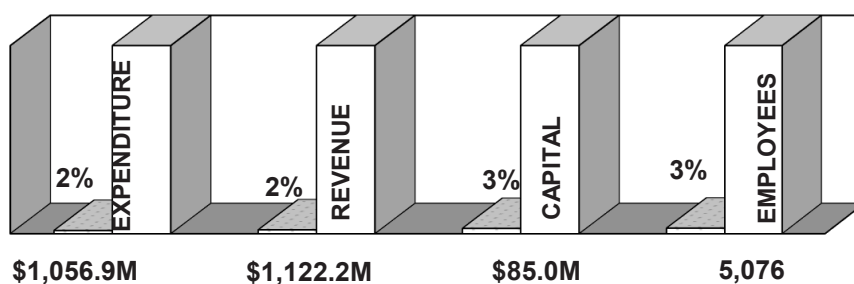
| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 55060 Central Emergency Fire Service | | | | |
| Percentage of incidents in the city from the total number of calls. | 41% | 35% | 35% | 42% |
| Percentage of road traffic accidents from total number of calls. | 25% | 30% | 20% | 25% |
| Average response time per call. | 8 mins | 7 mins | 7 mins | 8 mins |
| BUSINESS UNIT: 55090 St. Geo Emergency Fire Service | | | | |
| Percentage of road traffic from total number of calls. | 6% | 12% | 10% | 8% |
| Percentage of emergency medical calls from the total number of calls. | 61% | 70% | 75% | 63% |
| BUSINESS UNIT: 55120 West End Emergency Fire Service | | | | |
| Percentage of road traffic accidents from total number of calls. | 15% | 25% | 10% | 12% |
| Percentage of emergency medical calls from the total number of calls. | 72% | 70% | 70% | 72% |
| BUSINESS UNIT: 55190 Emergency Dispatch | | | | |
| Percentage of emergency medical dispatches from the total number of calls. | 56% | 55% | 55% | 55% |
| Percentage of fire dispatches from the total number of calls. | 44% | 40% | 45% | 45% |
| BUSINESS UNIT: 55200 Airport Fire Rescue | | | | |
| Percentage of aircraft refueling calls from the total number of calls. | 12% | 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) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % (7) (8) | |
|------------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|------------|
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 93 | MIN. OF HOME AFFAIRS HQ | 2,317 | 3,723 | 3,708 | 3,575 | (148) | (4) |
| 29 | REGISTRY GENERAL | 1,744 | 1,832 | 1,832 | 1,820 | (12) | (1) |
| 32 | PLANNING | 2,878 | 3,376 | 3,376 | 3,348 | (28) | (1) |
| 79 | ENVIRONMENT AND NATURAL RESOURCES | 8,255 | 8,352 | 8,375 | 8,352 | 0 | 0 |
| 89 | ENERGY | 591 | 880 | 880 | 880 | 0 | 0 |
| | | 15,785 | 18,163 | 18,171 | 17,975 | (188) | (1) |
| REVENUE (\$000) | | | | | | | |
| 93 | MIN. OF HOME AFFAIRS HQ | 86 | 5 | 5 | 6 | 1 | 20 |
| 29 | REGISTRY GENERAL | 1,957 | 2,116 | 1,945 | 1,757 | (359) | (17) |
| 32 | DEPT. OF PLANNING | 1,553 | 1,360 | 1,377 | 1,471 | 111 | 8 |
| 79 | ENVIRONMENT AND NATURAL RESOURCES | 1,425 | 1,493 | 1,383 | 1,509 | 16 | 1 |
| 89 | ENERGY | 198 | 17,885 | 17,885 | 18,076 | 191 | 1 |
| | | 5,219 | 22,859 | 22,595 | 22,819 | (40) | (0) |
| CAPITAL EXPENDITURE (\$000) | | | | | | | |
| | ACQUISITIONS | 598 | 652 | 789 | 360 | FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 16 | |
| | DEVELOPMENT | 623 | 550 | 609 | 2,000 | | |
| | | 1,221 | 1,202 | 1,398 | 2,360 | | |
| EMPLOYEE NUMBERS | | | | | | | |
| | | 142 | 151 | 149 | 149 | (2) | (1) |



Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

We protect Bermuda's Resources.

DEPARTMENT OBJECTIVES

- To fulfil the Ministry's mandate via collaboration/consultation with various Government Departments and public sector stakeholder groups.
- To provide logistical, financial and administrative support to the Ministry H.Q. and its constituent Departments.
- To eliminate unfair debt collection practices.
- To ensure that landlords and tenants receive fair and equitable treatment.
- To ensure consumer protection through education, fair practices and legislation.

HEAD 93 MINISTRY OF HOME AFFAIRS HQ

CURRENT ACCOUNT ESTIMATES

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|--------------------------|--------------|--------------|--------------|--------------|--------------|------------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| 9301 | GENERAL | | | | | | |
| 103000 | ADMINISTRATION | 1,091 | 2,902 | 2,887 | 2,745 | (157) | (5) |
| 103010 | CONSUMER AFFAIRS - ADMIN | 695 | 821 | 821 | 830 | 9 | 1 |
| 103020 | LABOUR RELATIONS | 531 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | | 2,317 | 3,723 | 3,708 | 3,575 | (148) | (4) |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|--------------|--------------------------|--------------|--------------|--------------|--------------|--------------|------------|
| | | | | | | 2019/20 | |
| OBJECT CODE | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 1,610 | 1,632 | 1,635 | 1,434 | (198) | (12) |
| | WAGES | 93 | 0 | 0 | 0 | 0 | 0 |
| | TRAINING | 2 | 15 | 15 | 15 | 0 | 0 |
| | TRANSPORT | 0 | 1 | 1 | 1 | 0 | 0 |
| | TRAVEL | 54 | 111 | 101 | 112 | 1 | 1 |
| | COMMUNICATIONS | 9 | 36 | 42 | 41 | 5 | 14 |
| | ADVERTISING & PROMOTION | 86 | 20 | 19 | 38 | 18 | 90 |
| | PROFESSIONAL SERVICES | 274 | 1,443 | 1,448 | 1,628 | 185 | 13 |
| | RENTALS | 60 | 80 | 80 | 80 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 25 | 48 | 38 | 49 | 1 | 2 |
| | ENERGY | 8 | 9 | 9 | 9 | 0 | 0 |
| | MATERIALS & SUPPLIES | 29 | 85 | 62 | 86 | 1 | 1 |
| | EQUIPMT. (MINOR CAPITAL) | 1 | 6 | 14 | 5 | (1) | (17) |
| | OTHER EXPENSES | 1 | 7 | 37 | 7 | 0 | 0 |
| | GRANT AND CONTRIBUTIONS | 65 | 230 | 207 | 70 | (160) | (70) |
| TOTAL | | 2,317 | 3,723 | 3,708 | 3,575 | (148) | (4) |

HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|----------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|-----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) (7) | % (8) |
| | 8119 Planning Appeals | 6 | 5 | 5 | 6 | 1 | 20 |
| | 8288 Work Permit Exemption Fee | 80 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 86 | 5 | 5 | 6 | 1 | 20 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--|------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | % (8) |
| 103000 | ADMINISTRATION | 7 | 9 | 8 | 8 | (1) | (11) |
| 103010 | CONSUMER AFFAIRS - ADMIN | 6 | 7 | 7 | 7 | 0 | 0 |
| 103020 | LABOUR RELATIONS | 4 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL | 17 | 16 | 15 | 15 | (1) | (6) |

HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 103000 Administration | | | | |
| Percentage of Throne Speech initiatives completed within the fiscal year | 80% | 90% | 75% | 100% |
| Acknowledge all appeals within 5 working days* | | | 100% | 100% |
| Arrange for independent review of planning appeals within 30 days* | | | 80% | 100% |
| Communicate decision of all planning appeals within 30 days from the receipt of the Inspector's Report* | | | 80% | 100% |
| Communicate decision within 30 days from date of receipt of appeal.* | | | 75% | 100% |
| Percentage of 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% |
| BUSINESS UNIT: 103010 Consumer Affairs | | | | |
| Product Recalls- enforced and removed from shelves* | | | 15 | 20 |
| Case Investigations | 896 | 1,000 | 970 | 980 |
| Legislative Initiative | 3 | 3 | 3 | 2 |
| Responded to Clients within 48 hours | 80% | 90% | 65% | 100% |
| Number of rent inspections | 270 | 300 | 300 | 350 |
| Number of clients seen | 3,120 | 750 | 3,050 | 4,000 |
| Appeals Review Panel Adjudication | 1 | 0 | 1 | 1 |
| Vacation Rentals Inspections and issue of certificates | 298 | 0 | 215 | 310 |

* New Measures for 2020/21

HEAD 29 REGISTRY GENERAL

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Preservation of vital and general records, and the protection of Intellectual Property rights.

DEPARTMENT OBJECTIVES

- Ensure access to accurate vital records.
- Ensure the protection of Intellectual Property rights.
- Ensure accountability, efficiency and transparency when registering professional bodies, charitable organizations and trade unions.

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|----------------------------|--------------|--------------|--------------|--------------|-------------|------------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| 2901 | REGISTRY GENERAL | | | | | | |
| 39000 | ADMINISTRATION | 834 | 819 | 829 | 847 | 28 | 3 |
| 39010 | INTELLECTUAL PROPERTY REG | 490 | 640 | 634 | 625 | (15) | (2) |
| 39020 | PROPERTY, PROF & ORGAN REG | 116 | 65 | 65 | 65 | 0 | 0 |
| 39030 | BIRTHS, MARRIAGES & DEATHS | 304 | 308 | 304 | 283 | (25) | (8) |
| | TOTAL | 1,744 | 1,832 | 1,832 | 1,820 | (12) | (1) |

HEAD 29 REGISTRY GENERAL - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|-------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| OBJECT CODE DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 1,263 | 1,509 | 1,509 | 1,509 | 0 0 |
| | WAGES | 165 | 0 | 0 | 0 | 0 0 |
| | TRAINING | 1 | 5 | 7 | 12 | 7 140 |
| | TRANSPORT | 0 | 0 | 1 | 2 | 2 0 |
| | TRAVEL | 30 | 53 | 56 | 29 | (24) (45) |
| | COMMUNICATIONS | 6 | 6 | 7 | 6 | 0 0 |
| | ADVERTISING & PROMOTION | 64 | 53 | 37 | 10 | (43) (81) |
| | PROFESSIONAL SERVICES | 68 | 43 | 28 | 36 | (7) (16) |
| | RENTALS | 0 | 1 | 1 | 0 | (1) (100) |
| | REPAIR AND MAINTENANCE | 93 | 104 | 111 | 160 | 56 54 |
| | MATERIALS & SUPPLIES | 39 | 35 | 52 | 33 | (2) (6) |
| | OTHER EXPENSES | 15 | 23 | 23 | 23 | 0 0 |
| | TOTAL | 1,744 | 1,832 | 1,832 | 1,820 | (12) (1) |

HEAD 29 REGISTRY GENERAL - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|----------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8315 Registration Fees | 69 | 66 | 70 | 70 | 4 | 6 |
| | 8323 Trade Mark Application | 200 | 250 | 200 | 200 | (50) | (20) |
| | 8324 Assignments | 19 | 25 | 20 | 20 | (5) | (20) |
| | 8325 Trade Mark Registration | 119 | 235 | 100 | 100 | (135) | (57) |
| | 8326 IP Certificates | 68 | 75 | 70 | 65 | (10) | (13) |
| | 8327 Trade Mark-Other | 77 | 75 | 70 | 70 | (5) | (7) |
| | 8328 Trade Mark Renewals | 374 | 390 | 334 | 298 | (92) | (24) |
| | 8335 Patent Fees | 6 | 4 | 3 | 3 | (1) | (25) |
| | 8336 Domain Names | 215 | 220 | 200 | 190 | (30) | (14) |
| | 8337 Design Fees | 1 | 0 | 1 | 1 | 1 | 0 |
| | 8339 Arch. & Prof. Eng. Fees | 5 | 2 | 2 | 2 | 0 | 0 |
| | 8345 Public Search Facility | 6 | 65 | 20 | 10 | (55) | (85) |
| | 8347 Property Reg. Fees | 62 | 60 | 67 | 60 | 0 | 0 |
| | 8353 Certified Copies | 5 | 4 | 5 | 5 | 1 | 25 |
| | 8359 Birth Certificates | 208 | 150 | 190 | 165 | 15 | 10 |
| | 8361 Other Fees-Births | 7 | 4 | 6 | 5 | 1 | 25 |
| | 8363 Marriage Licence Fees | 158 | 155 | 175 | 140 | (15) | (10) |
| | 8364 Maritime Marriage Licence | 150 | 145 | 170 | 140 | (5) | (3) |
| | 8365 Marriage Ceremony Fees | 23 | 28 | 40 | 30 | 2 | 7 |
| | 8367 Marriage Certificate Fees | 73 | 50 | 75 | 65 | 15 | 30 |
| | 8368 Maritime Marriage Cert Fee | 28 | 25 | 35 | 35 | 10 | 40 |
| | 8369 Marriage Special Licence | 5 | 4 | 4 | 3 | (1) | (25) |
| | 8371 Other Fees-Marriages | 8 | 5 | 5 | 5 | 0 | 0 |
| | 8372 Maritime Marriage Other Fees | 0 | 1 | 0 | 1 | 0 | 0 |
| | 8375 Death Certificates | 70 | 60 | 70 | 65 | 5 | 8 |
| | 8377 Other Fees-Death | 0 | 0 | 1 | 1 | 1 | 0 |
| | 8379 Affidavits | 0 | 1 | 1 | 1 | 0 | 0 |
| | 8441 Domestic Partnership | 1 | 17 | 11 | 7 | (10) | (59) |
| | TOTAL | 1,957 | 2,116 | 1,945 | 1,757 | (359) | (17) |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|----------------------------------|-------------------|---------------------|--------------------|---------------------|---|------------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 39000 ADMINISTRATION | 6 | 7 | 7 | 7 | 0 | 0 |
| | 39010 INTELLECTUAL PROPERTY | 4 | 7 | 6 | 6 | (1) | (14) |
| | 39020 PROPERTY, PROF & ORGAN REG | 2 | 1 | 1 | 1 | 0 | 0 |
| | 39030 BIRTHS, MARRIAGES & DEATHS | 4 | 4 | 4 | 4 | 0 | 0 |
| | TOTAL | 16 | 19 | 18 | 18 | (1) | (5) |

HEAD 29 REGISTRY GENERAL - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 39010 - Intellectual Property Reg. | | | | |
| Trademark, patent and design applications received are processed within 4 - 6 months of the date of receipt. | 75% | 100% | 90% | 100% |
| IP correspondence are responded to in a timely manner and the information provided is accurate. | 85% | 100% | 100% | 100% |
| Applications for a Bermuda Country Code Top Level Domain Name [BM] registration or modification are completed within two to five days of the receipt of application. | 80% | 100% | 90% | 100% |
| BUSINESS UNIT: 39020 - Property, Prof & Organ Reg. | | | | |
| Maintain the registering of charitable organizations to within 7 days of receipt of the Charity Commissioner's decision. | 100% | 100% | 100% | 100% |
| Maintain the registering of professional bodies to within 3 days of receipt of approval notice from the relevant board and committee. | 100% | 100% | 100% | 100% |
| 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% |
| BUSINESS UNIT: 39030 - Births, Marriages & Deaths | | | | |
| Maintain the registration of all births, domestic partnerships, marriages and deaths to within 10 days of receipt of the notice forms in 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

Ensure the sustainable management of the natural and built environment.

DEPARTMENT OBJECTIVES

- Balance the need for development with protecting the natural environment.
- Manage the development of land to ensure its efficient use.
- Ensure policies and processes are streamlined, transparent and consistently implemented.
- Ensure developments are constructed in compliance with required standards to ensure the health, safety and welfare of the community.
- Engage with, educate and be responsive to the needs of the public.

HEAD 32 DEPARTMENT OF PLANNING - continued

GENERAL SUMMARY

| EXPENDITURE | | | | | | DIFFERENCE | |
|---------------|--------------------------------|--------------|--------------|--------------|--------------|-------------|-------------|
| PROG | | | | | | 2019/20 | |
| BUSINESS UNIT | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| 3203 | ADMINISTRATION | | | | | | |
| | 42000 GENERAL ADMINISTRATION | 526 | 701 | 701 | 624 | (77) | (11) |
| | | 526 | 701 | 701 | 624 | (77) | (11) |
| 3204 | FORWARD PLANNING | | | | | | |
| | 42060 FORWARD PLANNING | 417 | 571 | 568 | 582 | 11 | 2 |
| | | 417 | 571 | 568 | 582 | 11 | 2 |
| 3205 | DEVELOPMENT MANAGEMENT | | | | | | |
| | 42020 FRONT DESK OPERATION | 295 | 284 | 284 | 284 | 0 | 0 |
| | 42050 ENFORCEMENT & SEARCHES | 289 | 304 | 304 | 312 | 8 | 3 |
| | 42070 DEVELOPMENT APPLICATIONS | 647 | 742 | 742 | 738 | (4) | (1) |
| | | 1,231 | 1,330 | 1,330 | 1,334 | 4 | 0 |
| 3206 | BUILDING CONTROL | | | | | | |
| | 42080 BUILDING PERMITS | 159 | 156 | 156 | 189 | 33 | 21 |
| | 42090 INSPECTIONS | 545 | 618 | 621 | 619 | 1 | 0 |
| | | 704 | 774 | 777 | 808 | 34 | 4 |
| | TOTAL | 2,878 | 3,376 | 3,376 | 3,348 | (28) | (1) |

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | | DIFFERENCE | |
|-------------|------------------------------|--------------|--------------|--------------|--------------|-------------|------------|
| | | | | | | 2019/20 | |
| OBJECT CODE | DESCRIPTION | 2018/19 | 2019/20 | 2019/20 | 2020/21 | vs | |
| | | ACTUAL | ORIGINAL | REVISED | ESTIMATE | 2020/21 | |
| (1) | (2) | (\$000) | (\$000) | (\$000) | (\$000) | (\$000) | % |
| | | (3) | (4) | (5) | (6) | (7) | (8) |
| | SALARIES | 2,745 | 3,216 | 3,069 | 3,156 | (60) | (2) |
| | WAGES | 16 | 0 | 0 | 0 | 0 | 0 |
| | OTHER PERSONNEL COSTS | 0 | 1 | 1 | 1 | 0 | 0 |
| | TRAINING | 6 | 6 | 8 | 7 | 1 | 17 |
| | TRAVEL | 17 | 17 | 17 | 18 | 1 | 6 |
| | COMMUNICATIONS | 0 | 2 | 2 | 2 | 0 | 0 |
| | ADVERTISING & PROMOTION | 6 | 3 | 6 | 3 | 0 | 0 |
| | PROFESSIONAL SERVICES | 46 | 29 | 172 | 56 | 27 | 93 |
| | RENTALS | 0 | 1 | 1 | 1 | 0 | 0 |
| | REPAIR AND MAINTENANCE | 3 | 55 | 57 | 55 | 0 | 0 |
| | INSURANCE | 1 | 1 | 1 | 1 | 0 | 0 |
| | CLOTHING, UNIFORMS & LAUNDRY | 1 | 1 | 4 | 1 | 0 | 0 |
| | MATERIALS & SUPPLIES | 32 | 38 | 31 | 34 | (4) | (11) |
| | OTHER EXPENSES | 0 | 1 | 2 | 3 | 2 | 0 |
| | GRANTS AND CONTRIBUTIONS | 5 | 5 | 5 | 10 | 5 | 100 |
| | TOTAL | 2,878 | 3,376 | 3,376 | 3,348 | (28) | (1) |

HEAD 32 DEPARTMENT OF PLANNING - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|----------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 8123 Planning Application Fees | 532 | 370 | 300 | 385 | 15 | 4 |
| | 8125 Subdivision Fees | 54 | 34 | 70 | 70 | 36 | 106 |
| | 8127 Building Permit Fees | 562 | 575 | 575 | 575 | 0 | 0 |
| | 8128 Condominium Registrations | 0 | 0 | 1 | 1 | 1 | 0 |
| | 8133 Searches | 155 | 131 | 130 | 139 | 8 | 6 |
| | 8517 Elevator Licences | 249 | 250 | 300 | 301 | 51 | 20 |
| | 8617 Publications | 1 | 0 | 1 | 0 | 0 | 0 |
| | TOTAL | 1,553 | 1,360 | 1,377 | 1,471 | 111 | 8 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 % | |
|---------------|--------------------------------|-------------------|---------------------|--------------------|---------------------|---|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | 42000 GENERAL ADMINISTRATION | 3 | 5 | 5 | 5 | 0 | 0 |
| | 42020 FRONT DESK OPERATION | 4 | 4 | 4 | 4 | 0 | 0 |
| | 42050 ENFORCEMENT & SEARCHES | 3 | 3 | 3 | 3 | 0 | 0 |
| | 42060 FORWARD PLANNING | 5 | 5 | 5 | 5 | 0 | 0 |
| | 42070 DEVELOPMENT APPLICATIONS | 7 | 7 | 7 | 7 | 0 | 0 |
| | 42080 BUILDING PERMITS | 2 | 2 | 2 | 2 | 0 | 0 |
| | 42090 INSPECTIONS | 6 | 7 | 7 | 7 | 0 | 0 |
| | TOTAL | 30 | 33 | 33 | 33 | 0 | 0 |

HEAD 32 DEPARTMENT OF PLANNING - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|---|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: GENERAL ADMINISTRATION | | | | |
| Engagement (workshops and meetings) with industry partners (contractors, architectural firms etc.) on quarterly basis * | | | | 100% |
| Conduct customer feedback satisfaction survey annually* | | | | 100% |
| BUSINESS UNIT: ENFORCEMENT & SEARCHES | | | | |
| Percentage of planning searches completed within twenty-eight (28) days of receipt of request | 90% | 90% | 100% | 100% |
| Percentage of all complaints received determined as valid (development that has occurred without the benefit of planning permission and/or a building permit).* | | | | 50% |
| Percentage of valid complaints investigated by Enforcement Officer within fourteen business (14) days of receipt.* | | | | 95% |
| Percentage of enforcement cases that result in a civil penalty being issued.* | | | | 40% |
| BUSINESS UNIT: FORWARD PLANNING | | | | |
| Percentage completion of Draft Bermuda Plan 2018 | 75% | 100% | 85% | 100% |
| Meet with all Parish Councils to get better understanding of the community's needs* | | | | 100% |
| Hold information forum on quarterly basis for the general public* | | | | 100% |
| BUSINESS UNIT: DEVELOPMENT APPLICATIONS | | | | |
| Number of planning applications received/ and percentage of determined within ten (10) weeks* | | | | 80% |
| Number of applications for Certificate of Lawfulness received/ and the percentage granted within ten (10) weeks.* | | | | 80% |
| Number of pre-consultations for new development proposals/ and percentage completed within four (4) weeks.* | | | | 90% |
| Number of planning revisions received/ and percentage processed within three (3) working days* | | | | 90% |

* New Measures for 2020/21

HEAD 32 DEPARTMENT OF PLANNING - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: BUILDING PERMITS | | | | |
| Number of building permit applications received/ and percentage processed within four (4) weeks of registration | | | | |
| Residential* | | | | 80% |
| Commercial* | | | | 80% |
| Number of building revisions received/ and percentage processed within (5) working days* | | | | 90% |
| Number of Permitted Development permits (Minor Works) received/ and percentage processed within five (5) working days following receipt* | | | | 90% |
| BUSINESS UNIT: INSPECTIONS | | | | |
| Number of requested building and electrical inspections received/ and percentage conducted within seventy-two (72) hours of request | 96% | 96% | 96% | 96% |
| Number of Certificate of Completion and Occupancy requests/ and percentage issued within ten (10) working days.* | | | | 75% |
| Average number of elevator inspections per week (context: 342 sites with devices requiring licensing, total number of devices approx. 600) | 7 sites | 7 sites | 7 sites | 7 sites |

* New Measures for 2020/21

MISSION STATEMENT

To protect Bermuda's environment and responsibly manage 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 reduce negative impacts to Bermuda's natural environment, biodiversity, natural resources and marine heritage.
- To increase the island's food security and local food production.
- To better ensure the survival of threatened species and habitats.
- To improve humane care and protection of animals.
- To improve the quality of Bermuda's ambient air and water quality.
- To improve care and appreciation of Bermuda's natural environment and marine cultural heritage.

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|---------------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-------------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 7901 | GENERAL ADMINISTRATION | | | | | | |
| | 89000 ADMINISTRATION | 1,594 | 1,662 | 1,666 | 1,403 | (259) | (16) |
| | | 1,594 | 1,662 | 1,666 | 1,403 | (259) | (16) |
| 7902 | MARINE MANAGEMENT | | | | | | |
| | 89010 MARINE RESOURCES | 377 | 378 | 378 | 408 | 30 | 8 |
| | 89020 MARINE CONSERVATION | 165 | 292 | 292 | 292 | 0 | 0 |
| | 89030 MARINE HERITAGE & HEALTH | 123 | 128 | 128 | 128 | 0 | 0 |
| | 89040 MARINE ENFORCEMENT | 447 | 445 | 446 | 448 | 3 | 1 |
| | | 1,112 | 1,243 | 1,244 | 1,276 | 33 | 3 |
| 7903 | TERRESTRIAL CONSERVATION | | | | | | |
| | 89050 TERRESTRIAL CONSERVATION | 503 | 540 | 540 | 540 | 0 | 0 |
| | | 503 | 540 | 540 | 540 | 0 | 0 |
| 7904 | ANIMAL MANAGEMENT | | | | | | |
| | 89060 VETERINARY SERVICES | 213 | 323 | 314 | 320 | (3) | (1) |
| | 89070 ANIMAL CONTROL | 248 | 303 | 303 | 304 | 1 | 0 |
| | | 461 | 626 | 617 | 624 | (2) | (0) |
| 7905 | PLANT MANAGEMENT | | | | | | |
| | 89080 PLANT PROTECTION | 407 | 400 | 400 | 403 | 3 | 1 |
| | 89090 AGRONOMY | 596 | 615 | 616 | 595 | (20) | (3) |
| | | 1,003 | 1,015 | 1,016 | 998 | (17) | (2) |
| 7906 | POLLUTION CONTROL | | | | | | |
| | 89100 POLLUTION CONTROL | 867 | 608 | 633 | 611 | 3 | 0 |
| | | 867 | 608 | 633 | 611 | 3 | 0 |
| 7907 | BDA AQUARIUM, MUSEUM & ZOO | | | | | | |
| | 89110 BAMZ ADMINISTRATION | 188 | 172 | 172 | 409 | 237 | 138 |
| | 89120 AQUARIUM & ZOO | 2,209 | 2,171 | 2,171 | 2,175 | 4 | 0 |
| | 89130 MUSEUM | 318 | 315 | 316 | 316 | 1 | 0 |
| | | 2,715 | 2,658 | 2,659 | 2,900 | 242 | 9 |
| | TOTAL | 8,255 | 8,352 | 8,375 | 8,352 | 0 | 0 |

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | DIFFERENCE | |
|-------------------------|------------------------------|-------------------------------------|---------------------------------------|--------------------------------------|----------------------------|--------------|
| OBJECT CODE DESCRIPTION | | | | 2020/21 | 2019/20 vs 2020/21 | |
| (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | ESTIMATE (\$000) (6) | (7) % (8) |
| | SALARIES | 5,074 | 5,328 | 5,329 | 5,294 | (34) (1) |
| | WAGES | 1,272 | 1,273 | 1,273 | 1,315 | 42 3 |
| | OTHER PERSONNEL EXPENSES | 1 | 0 | 0 | 0 | 0 0 |
| | TRAINING | 11 | 5 | 9 | 5 | 0 0 |
| | TRANSPORT | 22 | 20 | 20 | 20 | 0 0 |
| | TRAVEL | 13 | 17 | 23 | 17 | 0 0 |
| | COMMUNICATIONS | 116 | 69 | 109 | 109 | 40 58 |
| | ADVERTISING & PROMOTIONS | 14 | 22 | 19 | 19 | (3) (14) |
| | PROFESSIONAL SERVICES | 138 | 164 | 148 | 156 | (8) (5) |
| | RENTALS | 6 | 10 | 10 | 10 | 0 0 |
| | REPAIR AND MAINTENANCE | 130 | 142 | 132 | 159 | 17 12 |
| | INSURANCE | 12 | 5 | 5 | 5 | 0 0 |
| | ENERGY | 374 | 428 | 405 | 398 | (30) (7) |
| | CLOTHING, UNIFORMS & LAUNDRY | 6 | 12 | 11 | 11 | (1) (8) |
| | MATERIALS & SUPPLIES | 531 | 596 | 616 | 570 | (26) (4) |
| | EQPMT. (MINOR CAPITAL) | 7 | 1 | 3 | 2 | 1 100 |
| | OTHER EXPENSES | 18 | 7 | 10 | 7 | 0 0 |
| | GRANTS AND CONTRIBUTIONS | 510 | 253 | 253 | 255 | 2 1 |
| | TOTAL | 8,255 | 8,352 | 8,375 | 8,352 | 0 0 |

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

REVENUE SUMMARY

| REVENUE SOURCE | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|----------------|-------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8243 | Dog Reclamation/Collection | 0 | 2 | 0 | 2 | 0 | 0 |
| 8249 | Artificial Insemination | 0 | 2 | 0 | 2 | 0 | 0 |
| 8253 | Admissions | 471 | 449 | 450 | 449 | 0 | 0 |
| 8438 | Plant Inspection Fee | 31 | 21 | 21 | 21 | 0 | 0 |
| 8457 | Licence General | 176 | 50 | 50 | 50 | 0 | 0 |
| 8487 | Well Licences | 98 | 120 | 120 | 120 | 0 | 0 |
| 8488 | Chemical Permits | 1 | 5 | 5 | 5 | 0 | 0 |
| 8493 | Dog Licences | 71 | 263 | 186 | 263 | 0 | 0 |
| 8495 | BPO - Dog Licences | 58 | 70 | 32 | 70 | 0 | 0 |
| 8499 | Breeder Licence | 31 | 28 | 20 | 28 | 0 | 0 |
| 8501 | Broker Licence | 1 | 1 | 0 | 1 | 0 | 0 |
| 8503 | Boarder Licence | 2 | 1 | 1 | 1 | 0 | 0 |
| 8507 | Commercial Stable | 0 | 1 | 1 | 1 | 0 | 0 |
| 8509 | Veterinary Licences | 5 | 0 | 2 | 1 | 1 | 0 |
| 8531 | Fishermen | 8 | 8 | 8 | 8 | 0 | 0 |
| 8533 | Lobster Divers Licence | 68 | 103 | 103 | 103 | 0 | 0 |
| 8534 | Commerical Lobster Lic Traps | 47 | 52 | 52 | 52 | 0 | 0 |
| 8535 | Local Vessels | 81 | 84 | 84 | 84 | 0 | 0 |
| 8539 | Other Fisheries Licences | 15 | 13 | 13 | 13 | 0 | 0 |
| 8541 | Lost Lobster Traps | 5 | 6 | 6 | 6 | 0 | 0 |
| 8548 | Agricultural Import Permit | 4 | 3 | 3 | 3 | 0 | 0 |
| 8549 | Pesticides Import Certificate | 5 | 5 | 5 | 5 | 0 | 0 |
| 8551 | Pesticides BCD Verification | 17 | 15 | 15 | 15 | 0 | 0 |
| 8617 | Publications | 1 | 2 | 1 | 2 | 0 | 0 |
| 8649 | Agricultural Produce | 21 | 42 | 0 | 42 | 0 | 0 |
| 8651 | Horticultural Products | 0 | 0 | 14 | 0 | 0 | 0 |
| 8658 | Storage fee (revenue) | 14 | 10 | 22 | 15 | 5 | 50 |
| 8695 | Sales of Ice | 41 | 30 | 37 | 37 | 7 | 23 |
| 8697 | Banana Ripening fees | 6 | 3 | 3 | 3 | 0 | 0 |
| 8701 | Sales of Chemicals | 29 | 24 | 29 | 27 | 3 | 13 |
| 8703 | Sales of Boxes | 118 | 80 | 100 | 80 | 0 | 0 |
| TOTAL | | 1,425 | 1,493 | 1,383 | 1,509 | 16 | 1 |

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|--------------------------|-------------------|---------------------|--------------------|---------------------|--|----------|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | % (8) |
| 89000 | ADMINISTRATION | 14 | 14 | 14 | 14 | 0 | 0 |
| 89010 | MARINE RESOURCES | 3 | 3 | 3 | 3 | 0 | 0 |
| 89020 | MARINE CONSERVATION | 1 | 3 | 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 | 6 | 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 | 1 | 1 | 1 | 0 | 0 |
| 89120 | AQUARIUM & ZOO | 26 | 26 | 26 | 26 | 0 | 0 |
| 89130 | MUSEUM | 3 | 3 | 3 | 3 | 0 | 0 |
| TOTAL | | 76 | 79 | 79 | 79 | 0 | 0 |

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 89000 ADMINISTRATION | | | | |
| Number of protected species license and permit applications received / and percentage processed within 5 working days. | 13/92% | 20/100% | 10/100% | 10/100% |
| Number of public outreach activities (inclusive of scientific papers, articles and presentations) undertaken to improve appreciation of Bermuda's natural environment and marine cultural heritage.* | | | | 25 |
| Number of feral animals removed. | 10,815 | 6,000 | 10,000 | 6,000 |
| BUSINESS UNIT: 89010 MARINE RESOURCES | | | | |
| Number of monitoring and technical fisheries reports and scientific papers completed e.g. annual lobster report* | | | | 4 |
| Number of scientific research permits applications received / and percentage processed within 10 working days.* | | | | 40/100% |
| Number of informational communication pieces/events; schools/college, media and organizations undertaken to increase food security and appreciation of Bermuda's natural environment.* | | | | 25 |
| % success with timely submission of required reportings to international resource management bodies e.g. ICCAT* | | | | 2/100% |
| BUSINESS UNIT: 89020 MARINE CONSERVATION | | | | |
| Number of marine conservation consultations received /and the percentage responded to within 20 working days. | 25/85% | 25/85% | 25/85% | 25/100% |
| Number of marine habitat assessments completed to better ensure survival of threatened species and habitats. | 35 | 20 | 45 | 50 |
| Number of public outreach activities (inclusive of scientific papers, articles and presentations) undertaken to improve appreciation of Bermuda's natural environment. | 5 | 5 | 6 | 6 |
| BUSINESS UNIT: 89030 MARINE HERITAGE & HEALTH | | | | |
| Number of marine heritage consultations received/and the percentage responded to within 20 working days. | 0/100% | 10/100% | 9/100% | 10/100% |
| Number of protected dive sites moorings /and the percentage in place at the beginning of the Summer season. | 34/80% | 40/100% | 42/85% | 42/100% |
| Number of information requests received/and the percentage responded to within 20 working days. | 80/100% | 100/100% | 60/100% | 100/100% |
| Number of public outreach activities (scientific papers/ tv news stories/articles/presentations). | 12 | 5 | 24 | 10 |
| Number of shipwreck sites reported and the percentage assessed within 60 days. | 17/70% | 20/100% | 32/93% | 20/100% |
| Number of shipwrecks sites surveyed for current condition | 3 | 3 | 6 | 3 |

* New Measures for 2020/21

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 89040 MARINE ENFORCEMENT | | | | |
| Number of vessels searched at sea to improve compliance with fisheries legislation. | 345 | 450 | 450 | 450 |
| Number of case files submitted for prosecution. | 8 | 10 | 10 | 10 |
| Number of illegal fish traps/lobster/guinea chick traps recovered. | 16 | 18 | 15 | 15 |
| BUSINESS UNIT: 89050 TERRESTRIAL CONSERVATION | | | | |
| Number of terrestrial conservation consultations received /and percentage responded to within 20 working days. | 145/78% | 135/85% | 135/100% | 135/100% |
| Number of invasive plant species removed from protected areas managed by the department. | 14,440 | 12,500 | 13,500 | 14,000 |
| Number of native and endemic plants planted in protected areas managed by the department. | 524 | 600 | 550 | 600 |
| Number of nature tours of protected areas managed by the department. | 63 | 55 | 55 | 55 |
| BUSINESS UNIT: 89060 VETERINARY SERVICES | | | | |
| Number of farm visits for animal health. | 7 | 20 | 10 | 20 |
| Number of disease response plans in place. | 1 | 2 | 1 | 2 |
| Number of CITES permits issued for import or export of listed protected species. | 16 | 10 | 10 | 12 |
| Number of inspections of Customs interdictions. | 7 | 6 | 6 | 6 |
| BUSINESS UNIT: 89070 ANIMAL CONTROL | | | | |
| Number of dogs licenced. | 4,303 | 4,600 | 4,300 | 4,600 |
| Number of dogs licenced as a % of eligible population. | 48% | 60% | 45% | 60% |
| Total incidents and complaints to which wardens responded. | 692 | 600 | 700 | 600 |
| Time taken for the initial response to complaints or incidents (mean). | 0.6 days | 0.5 days | 0.5 days | 0.5 days |
| BUSINESS UNIT: 89080 PLANT PROTECTION | | | | |
| Total number of items inspected for plant pests and diseases/ percentage items found to be infested. | 1,268,392/7% | 1,225,768/15% | 1,290,027/7% | 1,275,167/7% |
| No. of individual documented services provided (documents issued, diagnostics, pesticide and customs entries and group presentations). | 2,343 | 2,511 | 2,367 | 2,381 |

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 89090 AGRONOMY | | | | |
| Number of economic embargoes for locally grown vegetables implemented and notices sent, respectively. | 132:112 | 130:115 | 125:115 | 130:120 |
| Value of produce, goods and services provided by or handled by the Agriculture Service Centre. | \$230,000 | \$210,000 | \$205,000 | \$210,000 |
| Value of spoilage and condemned goods (target less than 2% of value noted above). | <\$5000 | <\$5000 | <\$5000 | <\$5000 |
| Total number of customers served at the Agriculture Service Centre. | 1,925 | 2,300 | 2,100 | 2,200 |
| BUSINESS UNIT: 89100 POLLUTION CONTROL | | | | |
| Number of Dept. of Planning Consultations reviewed / Percentage responded to Dept. of Planning within 10 working days.* | | | | 50 / 100% |
| Volume of Central Freshwater Lens abstracted for supply of potable water (thousand gallons per day) / Percentage of allocated abstraction from the lens. | new | 1395 / 100% | 649 / 46% | 1395 / 100% |
| Volume of Somerset Lens abstracted for supply of distributed potable water (thousand gallons per day) / Percentage of allocated abstraction from the lens. | new | 120 / 100% | 0 / 0 % | 120 / 100% |
| Volume of Port Royal Lens abstracted for supply of distributed potable water (thousand gallons per day) / Percentage of allocated abstraction from the lens. | new | 280 / 100% | 76 / 27% | 280 / 100% |
| 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 | 100 / 100% | 144 / 144% | 100 / 100% |
| BUSINESS UNIT: 89110 BAMZ ADMINISTRATION | | | | |
| Maintaining accreditation and modern zoological standards as per those established by the Association of Zoos and Aquariums. | 100% | 100% | 100% | 100% |
| Total number of visitors to BAMZ. | 74,019 | 75,000 | 74,000 | 74,000 |
| Average cost of operating per visitor. | \$38 | \$35 | \$38 | \$38 |
| Number of students involved in BAMZ offerings. | 8,665 | 8,250 | 8,000 | 8,000 |

* New Measures for 2020/21

HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 89120 AQUARIUM & ZOO | | | | |
| Number of animals receiving preventative veterinary care. | 302 | 300 | 300 | 300 |
| Number of collected aquatic and terrestrial specimens. | 872 | 1,200 | 1,000 | 1,000 |
| Number of animal and bird strandings dealt with. | 119 | 150 | 125 | 125 |
| Use of BAMZ bus (double round trip for student groups). | 454 | 375 | 350 | 350 |
| BUSINESS UNIT: 89130 MUSEUM | | | | |
| Number of specimens, images, bibliographic data added to NHM databases. | 274 | 300 | 300 | 350 |
| Access by scientists, students and lay persons to the collections, database and library. | 510 | 500 | 500 | 500 |
| Number of lectures, seminars and field trips provided. | 23 | 30 | 30 | 35 |

* New Measures for 2020/21

HEAD 89 ENERGY

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

We promote, advocate and develop policy & legislation for the Space, Energy and Telecommunications industries.

DEPARTMENT OBJECTIVES

- To reduce reliance on fossil fuel imports while balancing the security, sustainability, and affordability of energy in Bermuda.
- To provide education, advice and guidance on policy and regulation for the energy and telecommunications sectors.
- To facilitate the growth of industry and businesses in Bermuda through robust space, satellite, telecommunications, and energy infrastructure.

GENERAL SUMMARY

| EXPENDITURE PROG BUSINESS UNIT | | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 (\$000) % | |
|--------------------------------------|--------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|---|-----|
| (1) | DESCRIPTION (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 8901 GENERAL | | | | | | | |
| 99000 ADMINISTRATION | | 591 | 880 | 880 | 880 | 0 | 0 |
| | TOTAL | 591 | 880 | 880 | 880 | 0 | 0 |

HEAD 89 ENERGY - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

| EXPENDITURE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|--------------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| OBJECT CODE DESCRIPTION (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| SALARIES | | 385 | 465 | 465 | 465 | 0 | 0 |
| TRAINING | | 0 | 5 | 5 | 5 | 0 | 0 |
| TRAVEL | | 6 | 10 | 10 | 10 | 0 | 0 |
| COMMUNICATIONS | | 4 | 5 | 5 | 5 | 0 | 0 |
| ADVERTISING & PROMOTION | | 44 | 50 | 90 | 64 | 14 | 28 |
| PROFESSIONAL SERVICES | | 149 | 335 | 295 | 320 | (15) | (4) |
| REPAIR AND MAINTENANCE | | 0 | 1 | 1 | 3 | 2 | 200 |
| MATERIALS & SUPPLIES | | 3 | 9 | 9 | 8 | (1) | (11) |
| TOTAL | | 591 | 880 | 880 | 880 | 0 | 0 |

REVENUE SUMMARY

| REVENUE SOURCE | | | | | 2020/21 ESTIMATE (\$000) (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------|-----|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|--|----------|
| (1) | (2) | 2018/19 ACTUAL (\$000) (3) | 2019/20 ORIGINAL (\$000) (4) | 2019/20 REVISED (\$000) (5) | | (\$000) (7) | % (8) |
| 8431 General Fees | | 0 | 15,055 | 15,055 | 15,224 | 169 | 1 |
| 8432 Commercial Fees | | 0 | 121 | 121 | 123 | 2 | 2 |
| 8433 Mass Media Fees | | 0 | 29 | 29 | 29 | 0 | 0 |
| 8434 Spectrum Band Fees | | 0 | 2,480 | 2,480 | 2,500 | 20 | 1 |
| 8655 Electricity | | 198 | 200 | 200 | 200 | 0 | 0 |
| TOTAL | | 198 | 17,885 | 17,885 | 18,076 | 191 | 1 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| BUSINESS UNIT | | | | | 2020/21 ESTIMATE (6) | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------|--------------------|--------------------------|----------------------------|---------------------------|----------------------------|--|----------|
| (1) | DESCRIPTION (2) | 2018/19 ACTUAL (3) | 2019/20 ORIGINAL (4) | 2019/20 REVISED (5) | | (7) | % (8) |
| 99000 | ADMINISTRATION | 3 | 4 | 4 | 4 | 0 | 0 |
| TOTAL | | 3 | 4 | 4 | 4 | 0 | 0 |

HEAD 89 ENERGY - continued

Performance Measures

| MEASURE/INDICATOR | ACTUAL OUTCOME 2018/19 | ORIGINAL FORECAST 2019/20 | REVISED FORECAST 2019/20 | TARGET OUTCOME 2020/21 |
|--|------------------------------|---------------------------------|--------------------------------|------------------------------|
| BUSINESS UNIT: 99000 - Administration | | | | |
| Percentage of queries resolved within 2 days of receipt* | | | | 100% |
| Number of public information sessions on energy and telecommunication matters* | | | | 6 |
| Number of attendees to the Biennial Energy Summit* | | | | 150 |

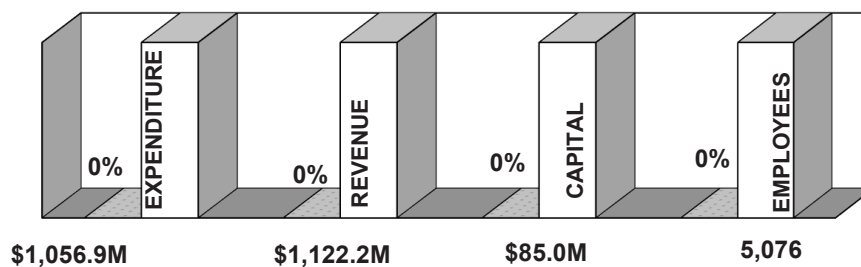
* New Measures for 2020/21

MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM

TO PROMOTE AND STRENGTHEN ECONOMIC DEVELOPMENT ON ISLAND.



| HEAD | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | DIFFERENCE 2019/20 vs 2020/21 | |
|-------------------------------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| (1) | (2) | (3) | (4) | (5) | (6) | (\$000) (7) | % (8) |
| CURRENT EXPENDITURE (\$000) | | | | | | | |
| 95 | MIN OF ECONOMIC DEV. & TOURISM HQ | 32,502 | 0 | 0 | 0 | 0 | 0 |
| | | 32,502 | 0 | 0 | 0 | 0 | 0 |
| REVENUE (\$000) | | | | | | | |
| 95 | MIN OF ECONOMIC DEV. & TOURISM HQ | 671 | 0 | 0 | 0 | 0 | 0 |
| | | 671 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE NUMBERS | | | | | | | |
| | | 5 | 0 | 0 | 0 | 0 | 0 |



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 | | | | | | DIFFERENCE 2019/20 vs 2020/21 | |
|---------------------------------------|-------------|------------------------------|--------------------------------|-------------------------------|--------------------------------|--|----------|
| BUSINESS UNIT | DESCRIPTION | 2018/19 ACTUAL (\$000) | 2019/20 ORIGINAL (\$000) | 2019/20 REVISED (\$000) | 2020/21 ESTIMATE (\$000) | (\$000) | % |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| 9501 POLICY AND ADMINISTRATION | | | | | | | |
| 105000 ADMINISTRATION | | 2,894 | 0 | 0 | 0 | 0 | 0 |
| | | 2,894 | 0 | 0 | 0 | 0 | 0 |
| 9502 BUSINESS DEVELOPMENT | | | | | | | |
| 105020 BUSINESS DEV. & REG. UNIT | | 63 | 0 | 0 | 0 | 0 | 0 |
| | | 63 | 0 | 0 | 0 | 0 | 0 |
| 9503 GRANTS | | | | | | | |
| 105030 GRANTS | | 29,298 | 0 | 0 | 0 | 0 | 0 |
| | | 29,298 | 0 | 0 | 0 | 0 | 0 |
| 9506 HOTEL INSPECTIONS | | | | | | | |
| 105080 HOTEL INSPECTIONS | | 247 | 0 | 0 | 0 | 0 | 0 |
| | | 247 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | | 32,502 | 0 | 0 | 0 | 0 | 0 |

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 | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | SALARIES | 740 | 0 | 0 | 0 | 0 0 |
| | TRAINING | 2 | 0 | 0 | 0 | 0 0 |
| | TRAVEL | 10 | 0 | 0 | 0 | 0 0 |
| | COMMUNICATIONS | 6 | 0 | 0 | 0 | 0 0 |
| | PROFESSIONAL SERVICES | 82 | 0 | 0 | 0 | 0 0 |
| | REPAIR AND MAINTENANCE | 9 | 0 | 0 | 0 | 0 0 |
| | MATERIALS & SUPPLIES | 13 | 0 | 0 | 0 | 0 0 |
| | OTHER EXPENSES | 1 | 0 | 0 | 0 | 0 0 |
| | GRANTS AND CONTRIBUTIONS | 31,639 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 32,502 | 0 | 0 | 0 | 0 0 |

REVENUE SUMMARY

| REVENUE SUMMARY | | | | | DIFFERENCE | |
|-----------------|----------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| REVENUE SOURCE | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) | (\$000) % (7) (8) |
| | 8513 Hotel Licences | 37 | 0 | 0 | 0 | 0 0 |
| | 8521 Cruise Ship Casino Licences | 631 | 0 | 0 | 0 | 0 0 |
| | 8861 Interest on Debts | 3 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 671 | 0 | 0 | 0 | 0 0 |

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

| EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS) | | | | | DIFFERENCE | |
|--|----------------------------------|-------------------|---------------------|--------------------|---------------------|--------------------------|
| BUSINESS UNIT DESCRIPTION | | 2018/19 ACTUAL | 2019/20 ORIGINAL | 2019/20 REVISED | 2020/21 ESTIMATE | 2019/20 vs 2020/21 |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) % (8) |
| | 105000 ADMINISTRATION | 4 | 0 | 0 | 0 | 0 0 |
| | 105020 BUSINESS DEV. & REG. UNIT | 1 | 0 | 0 | 0 | 0 0 |
| | TOTAL | 5 | 0 | 0 | 0 | 0 0 |

EXPLANATORY NOTES

CAPITAL ACCOUNT ESTIMATES

1. The Appropriation Act 2020, 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 2019/20 estimates or subsequent Supplementary Estimates.
 - CC - A completed project, either in the 2018/19 financial year or anticipated in 2019/20 year.
 - R - The Total Authorised Figure (T.A.F.) is revised in these estimates from the figure which was last reported in either the 2018/19 estimates or a subsequent Supplementary Estimate.
 - S - The T.A.F. was established or revised pending approval of Supplementary Estimates for 2018/19 or 2019/20.
- 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 2018/19 this covered:-

| | (\$000) |
|------------------------------------|----------------|
| Keep Bermuda Beautiful (KBB) Grant | 60 |
| Special Waste Cleanup | 34 |
| Somerset Cricket Club Wall Repair | 3 |
| Fort St. Catherine Cleanup | 3 |
| TOTAL | 100 |

CAPITAL ACCOUNT ESTIMATES

CAPITAL DEVELOPMENT

SCHEDULE B

HEAD 65 - COMPLETED, NEW & CONTINUED PROJECTS

| BUSINESS UNIT | MINISTRY/PROJECT/NOTE | | TAF (\$000) | ACTUAL TO 31/3/19 (\$000) | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|-----------------------------------|---------------------------------------|-----|---------------|---------------------------|------------------------|-----------------------------------|----------------------------------|--------------------------|
| (1) | (2) | | (3) | (4) | (5) | (6) | (7) | (8) |
| NON-MINISTRY DEPARTMENTS | | | | | | | | |
| GOVERNOR & STAFF | | | | | | | | |
| 75340 | Government House Improvements | B | 2,900 | 481 | 157 | 220 | 252 | 500 |
| | | | 2,900 | 481 | 157 | 220 | 252 | 500 |
| LEGISLATURE | | | | | | | | |
| 75230 | Parliament Bldg. Refurb./Crts. Reloc. | R/A | 8,000 | 2,081 | 190 | 800 | 842 | 3,200 |
| | | | 8,000 | 2,081 | 190 | 800 | 842 | 3,200 |
| | | | 10,900 | 2,562 | 347 | 1,020 | 1,094 | 3,700 |
| CABINET OFFICE DEPARTMENTS | | | | | | | | |
| CABINET OFFICE | | | | | | | | |
| 75214 | Cabinet Bldg. Services | CC | 0 | 2,369 | 155 | 0 | 0 | 0 |
| 75281 | Shoreside Facilities - Marginal Wharf | D | 1,500 | 4 | 0 | 0 | 0 | 370 |
| 75348 | BEDC - Capital Grant | N | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| 75349 | Comm Clubs & Comm Invest Grant | N | 1,500 | 0 | 0 | 0 | 0 | 500 |
| | | | 4,000 | 2,373 | 155 | 0 | 0 | 1,870 |
| | | | 4,000 | 2,373 | 155 | 0 | 0 | 1,870 |
| MINISTRY OF LEGAL AFFAIRS | | | | | | | | |
| CHILD & FAMILY SERVICES | | | | | | | | |
| 75020 | Halfway House | N | 2,500 | 0 | 0 | 0 | 0 | 500 |
| | | | 2,500 | 0 | 0 | 0 | 0 | 500 |
| | | | 2,500 | 0 | 0 | 0 | 0 | 500 |
| MINISTRY OF FINANCE | | | | | | | | |
| MIN. OF FINANCE HQ | | | | | | | | |
| 75343 | Bda. Infrastructure Fund | E | 3,000 | 1,000 | 500 | 500 | 500 | 0 |
| | | | 3,000 | 1,000 | 500 | 500 | 500 | 0 |
| | | | 3,000 | 1,000 | 500 | 500 | 500 | 0 |
| MINISTRY OF EDUCATION | | | | | | | | |
| DEPARTMENT OF EDUCATION | | | | | | | | |
| 75008 | Education Minor Works | E | 1,000 | 434 | 434 | 500 | 847 | 500 |
| 75152 | School Safety | A | 9,200 | 8,975 | 194 | 200 | 150 | 200 |
| 75239 | Driveway Refurbishments - Schools | A | 1,000 | 202 | 1 | 90 | 3 | 25 |
| 75242 | Improvement of School Fields | A | 2,000 | 90 | 0 | 30 | 0 | 30 |

CAPITAL DEVELOPMENT
SCHEDULE B - continued

| BUSINESS UNIT | | MINISTRY/PROJECT/NOTE | | TAF (\$000) | ACTUAL TO 31/3/19 (\$000) | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|--|--|-----------------------|-----|---------------|---------------------------|------------------------|-----------------------------------|----------------------------------|--------------------------|
| (1) | | (2) | | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF EDUCATION - cont. | | | | | | | | | |
| DEPARTMENT OF EDUCATION | | | | | | | | | |
| 75284 | School Bathroom Renovations | | A | 4,000 | 3,111 | 246 | 150 | 150 | 150 |
| 75310 | Cedarbridge Academy Works | | A | 9,100 | 6,603 | 631 | 250 | 250 | 400 |
| 75350 | Whitney Institute Works | | N | 1,000 | 0 | 0 | 0 | 0 | 350 |
| | | | | 27,300 | 19,415 | 1,506 | 1,220 | 1,400 | 1,655 |
| BERMUDA COLLEGE | | | | | | | | | |
| 75285 | Bda College Capital Grant | | E | 3,000 | 1,350 | 500 | 200 | 200 | 0 |
| | | | | 3,000 | 1,350 | 500 | 200 | 200 | 0 |
| | | | | 30,300 | 20,765 | 2,006 | 1,420 | 1,600 | 1,655 |
| MINISTRY OF HEALTH | | | | | | | | | |
| HEALTH | | | | | | | | | |
| 75248 | Lefroy House Refurbishment | | A | 19,000 | 2,145 | 34 | 250 | 50 | 400 |
| 75347 | Parish Clinics Refurbishment | | B | 1,000 | 0 | 0 | 250 | 50 | 100 |
| | | | | 20,000 | 2,145 | 34 | 500 | 100 | 500 |
| HOSPITALS | | | | | | | | | |
| 75021 | M.W.I. Minor Works | | E | 120 | 120 | 120 | 120 | 120 | 120 |
| 75022 | M.W. I. Infrastructure Upgrades | | N | 7,280 | 0 | 0 | 4,500 | 4,500 | 1,400 |
| | | | | 7,400 | 120 | 120 | 4,620 | 4,620 | 1,520 |
| | | | | 27,400 | 2,265 | 154 | 5,120 | 4,720 | 2,020 |
| MINISTRY OF TOURISM & TRANSPORT | | | | | | | | | |
| MIN. OF TOURISM & TRANSPORT HQ | | | | | | | | | |
| 75342 | Bermuda Airport Authority Capital Grant | | R/E | 15,000 | 4,687 | 2,500 | 2,500 | 2,230 | 2,500 |
| | | | | 15,000 | 4,687 | 2,500 | 2,500 | 2,230 | 2,500 |
| MARINE & PORTS | | | | | | | | | |
| 75037 | Floating Docks Refits | | N | 1,200 | 0 | 0 | 0 | 0 | 400 |
| 75351 | Workshop Renovations | | N | 2,750 | 0 | 0 | 0 | 0 | 1,654 |
| 75352 | Ferry Bow Loading Relocation - St. Georges | | N | 200 | 0 | 0 | 0 | 0 | 200 |
| 75353 | Fuel System Replacement - Hamilton | | N | 100 | 0 | 0 | 0 | 0 | 40 |
| | | | | 4,250 | 0 | 0 | 0 | 0 | 2,294 |
| PUBLIC TRANSPORTATION | | | | | | | | | |
| 75354 | Facilities & Infrastructure | | N | 1,500 | 0 | 0 | 0 | 0 | 354 |
| | | | | 1,500 | 0 | 0 | 0 | 0 | 354 |
| | | | | 20,750 | 4,687 | 2,500 | 2,500 | 2,230 | 5,148 |
| MINISTRY OF PUBLIC WORKS | | | | | | | | | |
| MIN. OF PUBLIC WORKS HQ | | | | | | | | | |
| 75050 | Minor Works | | E | 200 | 45 | 45 | 0 | 0 | 0 |
| 75053 | Miscellaneous Small Projects | | E | 750 | 100 | 100 | 150 | 235 | 200 |

SCHEDULE B - continued
CAPITAL DEVELOPMENT

| BUSINESS UNIT | MINISTRY/PROJECT/NOTE | | TAF (\$000) | ACTUAL TO 31/3/19 (\$000) | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|---|-------------------------------------|-----|----------------|---------------------------|------------------------|-----------------------------------|----------------------------------|--------------------------|
| (1) | (2) | | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF PUBLIC WORKS - cont. | | | | | | | | |
| MIN. OF PUBLIC WORKS HQ - cont. | | | | | | | | |
| 75054 | WEDCO Capital Grant | E | 25,000 | 9,306 | 1,106 | 1,973 | 1,973 | 1,973 |
| 75099 | Office Relocations/Alterations | A | 35,000 | 25,900 | 798 | 1,000 | 2,169 | 1,925 |
| 75306 | Golf Courses Improvement | R/A | 10,000 | 400 | 0 | 0 | 1,870 | 1,150 |
| 75334 | WEDCO - South Basin Land Reclaim | E | 39,000 | 6,300 | 6,300 | 4,819 | 4,819 | 4,819 |
| | | | 109,950 | 42,051 | 8,349 | 7,942 | 11,066 | 10,067 |
| BERMUDA HOUSING CORPORATION | | | | | | | | |
| 75332 | BHC Capital Grant | R/E | 33,300 | 5,800 | 5,800 | 4,800 | 4,800 | 6,300 |
| 75320 | Homeless Shelter | N | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| | | | 34,300 | 5,800 | 5,800 | 4,800 | 4,800 | 7,300 |
| PARKS | | | | | | | | |
| 75101 | Park Improvements | E | 2,000 | 174 | 174 | 200 | 130 | 150 |
| 75234 | Parks Maintenance Yard Facility | A | 5,800 | 1,382 | 1 | 300 | 12 | 250 |
| | | | 7,800 | 1,556 | 175 | 500 | 142 | 400 |
| PUBLIC LANDS & BUILDINGS | | | | | | | | |
| 75112 | Major Building Upgrade Projects | R/A | 60,000 | 45,143 | 3,001 | 2,000 | 1,784 | 3,050 |
| 75173 | Teucer House | N | 3,000 | 2 | 0 | 0 | 0 | 0 |
| 75298 | GAB/GPO - Bathroom Upgrades | A | 1,300 | 69 | 0 | 165 | 165 | 0 |
| 75309 | All Schools Maintenance | R/A | 50,000 | 29,789 | 4,284 | 3,000 | 3,079 | 3,000 |
| 75326 | Sandys 360 | E | 6,000 | 0 | 0 | 0 | 0 | 1,000 |
| 75327 | Horseshoe Bay Beach | A | 6,000 | 4,165 | 61 | 200 | 23 | 0 |
| 75330 | Allenhurst - Old Police Station | N | 4,700 | 3 | 0 | 250 | 250 | 0 |
| 75331 | Devon Spring Plant Redevelopment | A | 4,000 | 96 | 31 | 0 | 524 | 0 |
| | | | 135,000 | 79,267 | 7,377 | 5,615 | 5,825 | 7,050 |
| WORKS & ENGINEERING | | | | | | | | |
| 75042 | Road Works | E | 5,000 | 3,034 | 3,034 | 1,500 | 1,000 | 2,820 |
| 75043 | Solid Waste Capital Maintenance | E | 2,400 | 455 | 455 | 400 | 416 | 450 |
| 75044 | Water Projects | R/E | 1,500 | 786 | 786 | 270 | 708 | 1,050 |
| 75046 | Improvements St Lighting | R/E | 600 | 609 | 609 | 560 | 600 | 560 |
| 75048 | Bus Shelters | E | 200 | 45 | 45 | 0 | 4 | 30 |
| 75051 | Private Rd. St Lighting & Imp | E | 25 | 14 | 14 | 25 | 14 | 0 |
| 75061 | St. Georges Sewage Plant | D | 5,000 | 347 | 5 | 500 | 120 | 530 |
| 75064 | Asbestos Disposal | B | 15,000 | 2,132 | 359 | 500 | 456 | 1,750 |
| 75096 | Swing Bridge Refurbishments | B | 25,000 | 2,012 | 182 | 2,500 | 992 | 1,750 |
| 75116 | Structural Refurbishmt of Bridges | R/A | 11,800 | 3,767 | 2,395 | 500 | 1,454 | 850 |
| 75117 | Refurb Ferry Docks & Public Land'gs | A | 90,000 | 49,351 | 155 | 1,850 | 1,911 | 0 |
| 75127 | Reconstruction Retaining Walls | E | 500 | 31 | 31 | 0 | 33 | 0 |
| 75142 | Stabilize Road Side Rock Cut | E | 200 | 76 | 76 | 200 | 26 | 0 |

SCHEDULE B - continued
CAPITAL DEVELOPMENT

| BUSINESS UNIT | MINISTRY/PROJECT/NOTE | | TAF (\$000) | ACTUAL TO 31/3/19 (\$000) | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|--|--------------------------------------|-----|----------------|---------------------------|------------------------|-----------------------------------|----------------------------------|--------------------------|
| (1) | (2) | | (3) | (4) | (5) | (6) | (7) | (8) |
| MINISTRY OF PUBLIC WORKS - cont. | | | | | | | | |
| WORKS & ENGINEERING | | | | | | | | |
| 75144 | Foreshore Protection Works | A | 17,800 | 7,881 | 5 | 500 | 0 | 500 |
| 75180 | Indoor Air Quality/Environment | A | 3,500 | 2,847 | 48 | 250 | 250 | 250 |
| 75207 | Causeway Refurbishment | D | 65,300 | 2,605 | 0 | 500 | 0 | 0 |
| 75209 | Middle Road - Warwick Sidewalk Sch. | A | 3,500 | 277 | 0 | 0 | 0 | 0 |
| 75210 | Tynes Bay Waste Trtmt Expansion | A | 136,100 | 46,769 | 89 | 100 | 188 | 0 |
| 75258 | Dangerous Walls and Rock Cuts | A | 8,156 | 6,100 | 848 | 250 | 275 | 100 |
| 75264 | Quarry Refurbishment | R/A | 9,000 | 3,846 | 3,193 | 100 | 842 | 1,046 |
| 75293 | Pembroke Canal Upgrading | A | 6,490 | 2,957 | 0 | 150 | 12 | 0 |
| 75294 | RO Plants - Electrical Systems | A | 1,500 | 517 | 202 | 250 | 190 | 293 |
| 75308 | Tynes Bay - Capital Maintenance | A | 68,000 | 59,002 | 1,904 | 1,000 | 1,293 | 2,480 |
| 75324 | Morgan's Point Remediation | A | 38,000 | 16,451 | 1 | 50 | 11 | 200 |
| 75345 | Water/Sewage Capital Maintenance | N | 450 | 0 | 0 | 447 | 107 | 342 |
| 75346 | WEDCO - King's Wharf | N | 15,000 | 0 | 0 | 1,329 | 1,329 | 1,329 |
| | | | 530,021 | 211,911 | 14,436 | 13,731 | 12,231 | 16,330 |
| | | | 817,071 | 340,585 | 36,137 | 32,588 | 34,064 | 41,147 |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORT | | | | | | | | |
| MIN. OF LABOUR, COMMUNITY AFFAIRS & SPORT | | | | | | | | |
| 75128 | National Sports Centre Capital Grant | R/E | 5,000 | 1,020 | 1,020 | 0 | 487 | 250 |
| | | | 5,000 | 1,020 | 1,020 | 0 | 487 | 250 |
| | | | 5,000 | 1,020 | 1,020 | 0 | 487 | 250 |
| MINISTRY OF NATIONAL SECURITY | | | | | | | | |
| POLICE | | | | | | | | |
| 75103 | Police Headquarters Prospect | D | 70,000 | 1,468 | 59 | 200 | 200 | 250 |
| | | | 70,000 | 1,468 | 59 | 200 | 200 | 250 |
| CORRECTIONS | | | | | | | | |
| 75027 | Prisons Minor Works | E | 700 | 144 | 144 | 200 | 320 | 400 |
| 75227 | Prisons Refurbishment | N | 3,000 | 0 | 0 | 0 | 0 | 800 |
| | | | 3,700 | 144 | 144 | 200 | 320 | 1,200 |
| FIRE SERVICES | | | | | | | | |
| 75355 | Building Remediation Works - Airport | N | 1,000 | 0 | 0 | 0 | 0 | 350 |
| | | | 1,000 | 0 | 0 | 0 | 0 | 350 |
| | | | 74,700 | 1,612 | 203 | 400 | 520 | 1,800 |

SCHEDULE B - continued
CAPITAL DEVELOPMENT

| BUSINESS UNIT | MINISTRY/PROJECT/NOTE | | TAF (\$000) (3) | ACTUAL TO | ACTUAL | ORIGINAL | REVISED | ESTIMATE |
|--|--|-----|-----------------------|---------------------------|---------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| | | | | 31/3/19 (\$000) (4) | 2018/19 (\$000) (5) | ESTIMATE 2019/20 (\$000) (6) | ESTIMATE 2019/20 (\$000) (7) | ESTIMATE 2020/21 (\$000) (8) |
| (1) | (2) | | | | | | | |
| MINISTRY OF HOME AFFAIRS | | | | | | | | |
| MIN. OF HOME AFFAIRS HQ | | | | | | | | |
| 75003 | Corporation of St. George's Grant | R/E | 3,500 | 1,840 | 0 | 0 | 0 | 1,000 |
| 75034 | Open Spaces/ Environ Improvements | E | 11,100 | 0 | 0 | 0 | 0 | 150 |
| | | | 14,600 | 1,840 | 0 | 0 | 0 | 1,150 |
| ENVIRONMENT & NATURAL RESOURCES | | | | | | | | |
| 75191 | Tudor Farm Upgrades | B | 1,611 | 138 | 0 | 0 | 0 | 0 |
| 75236 | Aquarium Refurbishment | A | 4,500 | 3,453 | 97 | 100 | 100 | 100 |
| 75271 | Minor Works - Environ and Natural Res. | E | 500 | 142 | 142 | 250 | 190 | 500 |
| | | | 6,611 | 3,733 | 239 | 350 | 290 | 600 |
| ENERGY | | | | | | | | |
| 75269 | Satellite Orbital Slots | A | 3,750 | 3,238 | 4 | 150 | 150 | 250 |
| 75344 | Solar Photavoltiac (PV) | A | 650 | 379 | 380 | 50 | 169 | 0 |
| | | | 4,400 | 3,617 | 384 | 200 | 319 | 250 |
| | | | 25,611 | 9,190 | 623 | 550 | 609 | 2,000 |
| TOTAL ALL CAPITAL DEVELOPMENT | | | | | | | | |
| | | | 1,021,232 | 386,059 | 43,645 | 44,098 | 45,824 | 60,090 |

**CAPITAL ACCOUNT ESTIMATES
SCHEDULE C**

CAPITAL ACQUISITIONS

| BUSINESS UNIT | DEPARTMENT/PROJECT/NOTE | | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|-----------------------------------|---------------------------|-----|------------------------------|--|---|--------------------------------|
| (1) | (2) | | (3) | (4) | (5) | (6) |
| NON-MINISTRY DEPARTMENTS | | | | | | |
| GOVERNOR AND STAFF | | | | | | |
| 76843 | COMPUTER EQUIPMENT | N | 0 | 0 | 0 | 1 |
| 76904 | HARNESS | U | 0 | 0 | 0 | 11 |
| | | | 0 | 0 | 0 | 12 |
| LEGISLATURE | | | | | | |
| 76715 | SECURITY SYSTEM | N | 16 | 0 | 0 | 0 |
| 76879 | OFFICE FURNITURE & EQPMT. | N | 16 | 0 | 0 | 0 |
| | | | 32 | 0 | 0 | 0 |
| OFFICE OF THE AUDITOR | | | | | | |
| 76605 | COMPUTER EQUIPMENT | R | 0 | 23 | 23 | 0 |
| | | | 0 | 23 | 23 | 0 |
| HUMAN RIGHTS COMMISSION | | | | | | |
| 76428 | OFFICE FURNITURE | M | 0 | 4 | 4 | 0 |
| 76429 | OFFICE EQUIPMENT | N | 13 | 0 | 0 | 0 |
| | | | 13 | 4 | 4 | 0 |
| PARLIAMENTARY REGISTRAR | | | | | | |
| 76844 | OFFICE FURNITURE & EQPMT. | R | 0 | 21 | 21 | 0 |
| | | | 0 | 21 | 21 | 0 |
| OMBUDSMAN'S OFFICE | | | | | | |
| 76725 | OFFICE FURNITURE & EQPMT. | R | 15 | 0 | 0 | 6 |
| 76726 | PHOTOCOPIER | R | 0 | 4 | 4 | 3 |
| 76773 | COMPUTER EQUIPMENT | R | 0 | 1 | 1 | 0 |
| | | | 15 | 5 | 5 | 9 |
| INFORMATION COMMISSIONER'S OFFICE | | | | | | |
| 76873 | FURNITURE | N | 0 | 10 | 0 | 0 |
| 76874 | COMPUTER SOFTWARE | U | 0 | 0 | 0 | 6 |
| 76875 | COMPUTER HARDWARE | N | 13 | 0 | 0 | 0 |
| 76898 | TELEPHONE SYSTEM | R | 0 | 9 | 0 | 0 |
| | | | 13 | 19 | 0 | 6 |
| | | | 73 | 72 | 53 | 27 |
| CABINET OFFICE DEPARTMENTS | | | | | | |
| CABINET OFFICE | | | | | | |
| 76340 | PHOTOCOPIER | R | 0 | 0 | 2 | 0 |
| 76553 | OFFICE FURNITURE & EQPMT. | N | 0 | 0 | 0 | 4 |
| | | | 0 | 0 | 2 | 4 |
| POST OFFICE | | | | | | |
| 76010 | CANCELLING MACHINES | R | 0 | 20 | 0 | 21 |
| 76013 | CYCLES | R | 12 | 0 | 20 | 0 |
| 76014 | VAN | R | 0 | 0 | 60 | 0 |
| 76663 | COMPUTER EQUIPMENT | R/N | 4 | 24 | 0 | 7 |
| | | | 16 | 44 | 80 | 28 |
| DEPT. OF STATISTICS | | | | | | |
| 76664 | DESKTOP PC | N | 0 | 6 | 0 | 1 |
| | | | 0 | 6 | 0 | 1 |
| DEPT. OF HUMAN RESOURCES | | | | | | |
| 76484 | OFFICE EQUIPMENT | N | 0 | 0 | 0 | 8 |
| 76781 | OFFICE FURNITURE & EQPMT. | N | 9 | 7 | 7 | 0 |
| | | | 9 | 7 | 7 | 8 |

CAPITAL ACQUISITIONS
SCHEDULE C - continued

| BUSINESS UNIT | DEPARTMENT/PROJECT/NOTE | | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|---|-------------------------------|-----|------------------------------|--|---|--------------------------------|
| (1) | (2) | | (3) | (4) | (5) | (6) |
| CABINET OFFICE DEPARTMENTS - cont. | | | | | | |
| INFORMATION & DIGITAL TECHNOLOGIES | | | | | | |
| 76074 | INFRASTRUCTURE COMPUTER | M | 373 | 475 | 475 | 375 |
| 76075 | DEVELOPMENT PROJECTS | N | 0 | 0 | 0 | 2,000 |
| 76169 | NETWORK UPGRADE | N | 505 | 500 | 500 | 500 |
| 76172 | ISERIES SYSTEMS/SERVERS | R | 345 | 400 | 615 | 400 |
| 76639 | E-GOVERNMENT INITIATIVES | N | 470 | 300 | 300 | 300 |
| 76866 | IT SECURITY | N | 200 | 200 | 50 | 0 |
| | | | 1,893 | 1,875 | 1,940 | 3,575 |
| DEPT. OF COMMUNICATIONS | | | | | | |
| 76426 | COMPUTER HARDWARE | R | 0 | 22 | 22 | 11 |
| 76451 | REPLACEMENT VAN | R | 0 | 0 | 0 | 22 |
| 76580 | PHOTOCOPIER | R | 0 | 14 | 25 | 0 |
| 76591 | GOV'T PORTAL/WEBSITE | U | 214 | 300 | 185 | 400 |
| 76757 | EQUIPMENT | R | 0 | 1 | 1 | 0 |
| 76776 | TV STATION EQUIPMENT | R | 26 | 3 | 4 | 10 |
| | | | 240 | 340 | 237 | 443 |
| PROJECT MGMT. & PROCUREMENT OFFICE | | | | | | |
| 76831 | DESKTOP PCS | N | 0 | 0 | 0 | 1 |
| | | | 0 | 0 | 0 | 1 |
| ECONOMIC DEVELOPMENT | | | | | | |
| 76771 | COMPUTER EQUIPMENT | N | 0 | 0 | 0 | 22 |
| | | | 0 | 0 | 0 | 22 |
| | | | 2,158 | 2,272 | 2,266 | 4,082 |
| MINISTRY OF LEGAL AFFAIRS | | | | | | |
| MIN. OF LEGAL AFFAIRS HQ | | | | | | |
| 76764 | OFFICE FURNITURE | N | 20 | 5 | 5 | 24 |
| 76774 | COMPUTER EQUIPMENT | N | 8 | 6 | 6 | 1 |
| 76809 | VIDEO CONFERENCING | N | 7 | 249 | 0 | 249 |
| 76853 | LEGAL AID CASE MGMT./NEW OFF. | N | 13 | 0 | 0 | 0 |
| | | | 48 | 260 | 11 | 274 |
| JUDICIAL | | | | | | |
| 76527 | COURT REPORTING | N | 4 | 267 | 0 | 267 |
| 76654 | COMPUTER EQUIPMENT | M | 0 | 14 | 14 | 0 |
| | | | 4 | 281 | 14 | 267 |
| ATTORNEY GENERAL'S CHAMBERS | | | | | | |
| 76467 | FURNITURE & FITTINGS | R | 2 | 0 | 0 | 0 |
| 76604 | COMPUTER EQUIPMENT | M | 0 | 5 | 5 | 16 |
| | | | 2 | 5 | 5 | 16 |
| CHILD & FAMILY SERVICES | | | | | | |
| 76028 | RESIDENTIAL EQUIPMENT | M | 34 | 0 | 0 | 54 |
| 76116 | PHOTOCOPIER | R/N | 23 | 29 | 9 | 0 |
| 76117 | COMPUTER EQUIPMENT | R/N | 0 | 0 | 0 | 14 |
| 76481 | OFFICE EQUIPMENT | M | 3 | 0 | 0 | 0 |
| 76482 | VEHICLES | N | 64 | 0 | 47 | 0 |
| 76601 | SECURITY SYSTEM | R/N | 0 | 0 | 19 | 0 |
| 76854 | HUMAN SERVICES SOFTWARE SYS. | N | 362 | 0 | 0 | 0 |
| | | | 486 | 29 | 75 | 68 |

SCHEDULE C - continued
CAPITAL ACQUISITIONS

| BUSINESS UNIT | DEPARTMENT/PROJECT/NOTE | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|--|-------------------------------|---|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | | |
| MINISTRY OF LEGAL AFFAIRS - cont. | | | | | | |
| DEPT. OF COURT SERVICES | | | | | | |
| 76687 | PHOTOCOPIER/PRINTER | R | 0 | 0 | 0 | 35 |
| | | | 0 | 0 | 0 | 35 |
| DEPT. OF PUBLIC PROSECUTIONS | | | | | | |
| 76706 | COMPUTER EQUIPMENT | U | 0 | 6 | 0 | 0 |
| 76718 | OFFICE FURNITURE | R | 0 | 5 | 5 | 0 |
| | | | 0 | 11 | 5 | 0 |
| NATIONAL DRUG CONTROL | | | | | | |
| 76789 | OFFICE FURNITURE & EQPMT. | R | 0 | 0 | 0 | 1 |
| 76824 | FURNITURE | N | 0 | 5 | 5 | 0 |
| 76825 | DESKTOP PC AND PRINTER | M | 0 | 0 | 0 | 4 |
| 76861 | DATA MANAGEMENT SYSTEM | N | 15 | 0 | 0 | 0 |
| 76905 | RESIDENTIAL EQUIPMENT | R | 0 | 0 | 0 | 1 |
| | | | 15 | 5 | 5 | 6 |
| | | | 555 | 591 | 115 | 666 |
| MINISTRY OF FINANCE | | | | | | |
| MIN. OF FINANCE HQ | | | | | | |
| 76072 | MISC. FURN. & EQPMT. | M | 14 | 0 | 200 | 0 |
| 76152 | NATIONAL TRUST ACQUISITION | R | 25 | 25 | 25 | 25 |
| 76153 | NATIONAL TRUST MAINT. FUND | N | 5 | 5 | 5 | 5 |
| 76867 | OECD COMMON REPORTING | N | 89 | 150 | 150 | 326 |
| | | | 133 | 180 | 380 | 356 |
| ACCOUNTANT GENERAL | | | | | | |
| 76662 | DESKTOP PC AND PRINTER | N | 0 | 0 | 0 | 6 |
| 76805 | JD EDWARDS ENTERPRISE ONE | U | 790 | 0 | 250 | 200 |
| | | | 790 | 0 | 250 | 206 |
| SOCIAL INSURANCE | | | | | | |
| 76461 | COMPUTER HARDWARE | R | 0 | 12 | 12 | 6 |
| | | | 0 | 12 | 12 | 6 |
| OFFICE OF THE TAX COMMISSIONER | | | | | | |
| 76333 | TAX ADMIN MODERNIZATION PRG. | N | 0 | 0 | 0 | 541 |
| 76399 | DIGITAL AIR REPORT & ANALYSIS | N | 0 | 0 | 0 | 135 |
| 76547 | TAX COMM. - E-FILING | N | 387 | 300 | 465 | 0 |
| | | | 387 | 300 | 465 | 676 |

CAPITAL ACQUISITIONS
SCHEDULE C - continued

| BUSINESS DEPARTMENT/PROJECT/NOTE UNIT | | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|---------------------------------------|------------------------------|-----|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | | |
| MINISTRY OF FINANCE - cont. | | | | | | |
| REGISTRAR OF COMPANIES | | | | | | |
| 76182 | E-INITIATIVE | N | 760 | 2,067 | 1,800 | 1,000 |
| 76821 | DESKTOP PC AND PRINTER | N | 0 | 0 | 0 | 20 |
| 76906 | COMPUTER EQUIPMENT | N | 0 | 0 | 0 | 1 |
| | | | 760 | 2,067 | 1,800 | 1,021 |
| | | | | | | |
| | | | 2,070 | 2,559 | 2,907 | 2,265 |
| MINISTRY OF EDUCATION | | | | | | |
| EDUCATION | | | | | | |
| 76016 | VEHICLES | R | 136 | 74 | 0 | 48 |
| 76077 | SCHOOL EQUIPMENT | M | 125 | 150 | 84 | 150 |
| 76081 | COMPUTERS | R | 240 | 500 | 600 | 500 |
| 76509 | BERKELEY INST. FURN. & EQPT. | R | 100 | 126 | 126 | 59 |
| 76640 | IT EQUIP AT CEDAR BRIDGE | U | 200 | 200 | 200 | 200 |
| 76836 | BERKELEY INSTITUTE IT | R | 98 | 190 | 190 | 158 |
| 76903 | WHITNEY INSTITUTE IT | U | 0 | 0 | 0 | 40 |
| | | | 899 | 1,240 | 1,200 | 1,155 |
| LIBRARIES & ARCHIVES | | | | | | |
| 76453 | OFFICE FURNITURE & EQPT. | R | 9 | 0 | 0 | 0 |
| 76899 | FIRE ALARM SYSTEM | U | 0 | 27 | 27 | 0 |
| | | | 9 | 27 | 27 | 0 |
| | | | | | | |
| | | | 908 | 1,267 | 1,227 | 1,155 |
| MINISTRY OF HEALTH | | | | | | |
| MIN. OF HEALTH HQ | | | | | | |
| 76258 | PHOTOCOPIER | R/N | 0 | 0 | 0 | 10 |
| 76326 | HF&S IT DEVELOPMENTS | N | 21 | 0 | 65 | 0 |
| 76667 | COMPUTER EQUIPMENT | R | 0 | 0 | 0 | 3 |
| 76907 | LIFTING DEVICE | N | 0 | 0 | 0 | 5 |
| | | | 21 | 0 | 65 | 18 |
| DEPT. OF HEALTH | | | | | | |
| 76025 | VEHICLE | R | 0 | 0 | 0 | 21 |
| 76027 | SECURITY SYSTEM | R | 55 | 0 | 0 | 0 |
| 76095 | LEFROY HOUSE BUS | R | 0 | 0 | 47 | 0 |
| 76115 | BIOLOGICAL SAFETY CABINET | R | 3 | 0 | 0 | 0 |
| 76264 | REPLACEMENT VEHICLES | R | 136 | 0 | 126 | 0 |
| 76478 | X-RAY SYSTEM | R | 0 | 18 | 18 | 0 |
| 76480 | OFFICE FURNITURE & EQPT. | R | 66 | 0 | 26 | 0 |
| 76555 | VACCINE FRIGERATOR/FREEZER | R | 0 | 9 | 2 | 0 |
| 76647 | COMPUTERS | R/N | 3 | 10 | 10 | 20 |
| 76890 | PORTABLE DOPPLER | N | 4 | 0 | 0 | 0 |
| | | | 267 | 37 | 229 | 41 |

SCHEDULE C - continued
CAPITAL ACQUISITIONS

| BUSINESS UNIT | DEPARTMENT/PROJECT/NOTE | | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|--|-----------------------------|-----|------------------------------|--|---|--------------------------------|
| (1) | (2) | | (3) | (4) | (5) | (6) |
| MINISTRY OF HEALTH - cont. | | | | | | |
| FINANCIAL ASSISTANCE | | | | | | |
| 76427 | OFFICE FURNITURE & EQPT. | R | 33 | 0 | 0 | 0 |
| 76696 | FINANCIAL ASSISTANCE - IT | M | 38 | 0 | 0 | 0 |
| 76827 | COMPUTER EQUIPMENT | R/N | 0 | 0 | 0 | 6 |
| 76908 | SECURITY SYSTEM | U | 0 | 0 | 0 | 13 |
| 76909 | AIR CLEANING SYSTEM | R | 0 | 0 | 0 | 11 |
| | | | 71 | 0 | 0 | 30 |
| HEALTH INSURANCE | | | | | | |
| 76900 | OFFICE FURNITURE & EQPT. | R | 0 | 16 | 16 | 0 |
| | | | 0 | 16 | 16 | 0 |
| | | | | | | |
| | | | 359 | 53 | 310 | 89 |
| MINISTRY OF TOURISM & TRANSPORT | | | | | | |
| MIN. OF TOURISM & TRANSPORT HQ | | | | | | |
| 76534 | OFFICE EQUIPMENT | N | 9 | 0 | 0 | 0 |
| 76911 | AUTOMATIC PASSENGER COUNTER | N | 0 | 0 | 0 | 256 |
| | | | 9 | 0 | 0 | 256 |
| MARINE & PORTS | | | | | | |
| 76083 | NAVIGATION AIDS | R | 223 | 276 | 276 | 250 |
| 76126 | TRUCK | R | 23 | 0 | 0 | 0 |
| 76294 | VTMS SYSTEM | R | 615 | 200 | 254 | 350 |
| 76485 | REPL. OFFICE FURNITURE | R | 1 | 0 | 0 | 0 |
| 76540 | NEW FERRIES | U | 0 | 0 | 0 | 2,000 |
| 76750 | SECURITY EQUIPMENT | R | 64 | 0 | 0 | 0 |
| 76845 | COMPUTER EQUIPMENT | R | 0 | 0 | 0 | 8 |
| 76893 | RADAR SAFETY WALKWAY | R | 11 | 0 | 0 | 0 |
| | | | 937 | 476 | 530 | 2,608 |
| TRANSPORT CONTROL DEPARTMENT | | | | | | |
| 76134 | OFFICE FURNISHINGS | R | 14 | 0 | 10 | 0 |
| 76360 | TESTING EQUIPMENT | R | 0 | 500 | 500 | 0 |
| 76489 | OFFICE EQUIPMENT | R | 0 | 0 | 0 | 35 |
| | | | 14 | 500 | 510 | 35 |
| PUBLIC TRANSPORTATION | | | | | | |
| 76137 | SURVEILLANCE CAMERAS | N | 26 | 0 | 0 | 0 |
| 76293 | BUSES | M | 2,862 | 1,500 | 2,300 | 4,440 |
| 76448 | REPL BUS WASH | R | 0 | 0 | 0 | 250 |
| 76541 | REPL RECOVERY VEHICLE | R | 0 | 0 | 225 | 0 |
| 76611 | COMPUTER EQUIPMENT | R/N | 0 | 6 | 6 | 21 |
| 76895 | SECURITY ACCESS SYSTEM | N | 0 | 14 | 14 | 0 |
| 76912 | DIGITAL FARE MEDIA | N | 0 | 0 | 0 | 165 |
| | | | 2,888 | 1,520 | 2,545 | 4,876 |
| | | | | | | |
| | | | 3,848 | 2,496 | 3,585 | 7,775 |

CAPITAL ACQUISITIONS
SCHEDULE C - continued

| BUSINESS UNIT | | DEPARTMENT/PROJECT/NOTE | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|---|-------------------------------|-------------------------|------------------------------|--|---|--------------------------------|
| (1) | | (2) | (3) | (4) | (5) | (6) |
| MINISTRY OF PUBLIC WORKS | | | | | | |
| MIN. OF PUBLIC WORKS HQ | | | | | | |
| 76495 | VEHICLES & EQUIPMENT | M | 2,519 | 2,000 | 1,500 | 2,745 |
| 76648 | COMPUTERS | R | 17 | 0 | 0 | 0 |
| 76868 | COMMUNICATIONS EQUIPMENT | R | 271 | 783 | 183 | 679 |
| | | | 2,807 | 2,783 | 1,683 | 3,424 |
| LAND VALUATION | | | | | | |
| 76550 | LAND VALUATION G.I.S. | U | 35 | 0 | 0 | 0 |
| | | | 35 | 0 | 0 | 0 |
| PARKS | | | | | | |
| 76474 | VEHICLES | R | (1) | 400 | 400 | 0 |
| | | | (1) | 400 | 400 | 0 |
| PUBLIC LANDS & BUILDINGS | | | | | | |
| 76852 | DESKTOP PCS | R | 0 | 11 | 11 | 0 |
| | | | 0 | 11 | 11 | 0 |
| WORKS & ENGINEERING | | | | | | |
| 76892 | PHOTOCOPIER | R | 12 | 0 | 0 | 0 |
| | | | 12 | 0 | 0 | 0 |
| | | | 2,853 | 3,194 | 2,094 | 3,424 |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS | | | | | | |
| MIN. OF LABOUR, COMMUNITY AFFS. & SPORTS HQ | | | | | | |
| 76797 | OFFICE EQUIPMENT | R | 0 | 19 | 19 | 19 |
| 76822 | DESKTOP PC AND PRINTER | R | 0 | 1 | 1 | 0 |
| | | | 0 | 20 | 20 | 19 |
| YOUTH, SPORT & RECREATION | | | | | | |
| 76019 | PHOTOCOPIER | R | 15 | 0 | 0 | 0 |
| 76164 | MOWER | R | 0 | 24 | 24 | 0 |
| 76254 | REPLACEMENT ENGINE | R | 22 | 0 | 0 | 0 |
| 76346 | FLOOD LIGHTS | R | 33 | 0 | 0 | 0 |
| 76347 | REVERSE OSMOSIS PAGET ISLAND | R | 0 | 0 | 0 | 39 |
| 76412 | FURNITURE/EQUIPMENT | R | 9 | 4 | 4 | 0 |
| 76450 | REPLACEMENT PARTS & EQUIPMENT | R | 18 | 0 | 0 | 0 |
| 76512 | MOTOR VEHICLES | R | 5 | 0 | 0 | 0 |
| 76666 | DESKTOP PC | R | 0 | 4 | 4 | 0 |
| 76802 | W.E.R. JOELL TENNIS STADIUM | R | 10 | 0 | 0 | 0 |
| | | | 112 | 32 | 32 | 39 |
| COMMUNITY & CULTURAL AFFAIRS | | | | | | |
| 76784 | OFFICE FURNITURE & EQUIPMENT | R | 2 | 4 | 0 | 0 |
| | | | 2 | 4 | 0 | 0 |
| DEPT. OF WORKFORCE DEVELOPMENT | | | | | | |
| 76459 | AUDIO VISUAL EQUIPMENT | R | 0 | 0 | 0 | 19 |
| 76721 | COMPUTER EQUIPMENT | N | 5 | 0 | 0 | 3 |
| 76783 | OFFICE FURNITURE & EQPT. | R | 15 | 0 | 0 | 0 |
| 76818 | NTB TRAINING MGMT. SYS. | N | 11 | 0 | 0 | 0 |
| | | | 31 | 0 | 0 | 22 |
| | | | 145 | 56 | 52 | 80 |

SCHEDULE C - continued
CAPITAL ACQUISITIONS

| BUSINESS UNIT | DEPARTMENT/PROJECT/NOTE | | ACTUAL 2018/19 (\$000) | ORIGINAL ESTIMATE 2019/20 (\$000) | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|--------------------------------------|--------------------------------|-----|---------------------------------------|--|---|---|
| (1) | (2) | | (3) | (4) | (5) | (6) |
| MINISTRY OF NATIONAL SECURITY | | | | | | |
| MINISTRY OF NATIONAL SECURITY HQ | | | | | | |
| 76901 | EMERGENCY BROADCAST | U | 0 | 12 | 0 | 0 |
| 76902 | PUBLIC SAFETY COMM. SYSTEM | N | 0 | 3,100 | 3,100 | 1,074 |
| | | | 0 | 3,112 | 3,100 | 1,074 |
| DEFENCE | | | | | | |
| 76000 | MOTOR VEHICLES | R | 235 | 200 | 200 | 0 |
| 76002 | OFFICE FURNITURE | R | 0 | 24 | 23 | 0 |
| 76468 | EQUIPMENT | R | 39 | 8 | 8 | 0 |
| 76779 | COMPUTER EQUIPMENT | N | 0 | 16 | 16 | 4 |
| 76887 | BOATS/VESSELS | R | 0 | 0 | 0 | 47 |
| | | | 274 | 248 | 247 | 51 |
| POLICE | | | | | | |
| 76078 | VEHICLES | R | 136 | 150 | 150 | 150 |
| 76244 | GENERATOR | R | 0 | 84 | 55 | 0 |
| 76505 | POLICE COMP SYS UPDATE | M | 188 | 200 | 200 | 150 |
| | | | 324 | 434 | 405 | 300 |
| CUSTOMS | | | | | | |
| 76009 | COMPUTER EQUIPMENT | R | 4 | 14 | 14 | 15 |
| 76107 | X-RAY INSPECTION EQUIPMENT | N | 62 | 0 | 0 | 0 |
| 76296 | VEHICLES | R | 0 | 43 | 43 | 43 |
| | | | 66 | 57 | 57 | 58 |
| DEPT. OF CORRECTIONS | | | | | | |
| 76032 | RESIDENTIAL FURNIT. & EQPMT. | R | 39 | 29 | 29 | 0 |
| 76120 | COMPUTERS | R/N | 0 | 9 | 9 | 15 |
| 76201 | VEHICLES | R | 66 | 145 | 75 | 117 |
| 76595 | SECURITY - FIRE ALARMS | U | 40 | 0 | 0 | 0 |
| 76597 | SECURITY - CC TV SYSTEMS | U | 378 | 200 | 200 | 200 |
| | | | 523 | 383 | 313 | 332 |
| IMMIGRATION | | | | | | |
| 76122 | OFFICE FURNITURE & EQPT. | R | 52 | 0 | 0 | 35 |
| 76607 | COMPUTER EQUIPMENT | R | 4 | 0 | 0 | 0 |
| 76740 | BORDER CONTROL SYSTEMS | N | 0 | 1,927 | 1,727 | 2,000 |
| | | | 56 | 1,927 | 1,727 | 2,035 |
| FIRE SERVICES | | | | | | |
| 76147 | BREATHING APPARATUS | N | 0 | 669 | 669 | 0 |
| 76167 | EMERGENCY RECORDING SYSTEM | R | 0 | 26 | 26 | 0 |
| 76377 | VEHICLE | R | 64 | 0 | 0 | 0 |
| 76383 | TURNTABLE LADDER | R | 0 | 345 | 295 | 345 |
| 76442 | APPLIANCE | N | 0 | 0 | 0 | 458 |
| 76507 | FIRE EMERGENCY OPERATOR | R | 0 | 72 | 72 | 0 |
| 76569 | REPL. HOSE LAYER | N | 38 | 0 | 0 | 0 |
| 76630 | REPL. NOZZLES & ATTACHMENTS | R | 0 | 0 | 0 | 40 |
| 76649 | DESKTOP PC | R | 0 | 10 | 0 | 0 |
| 76680 | OPERATIONAL RESCUE EQUIP | N | 0 | 0 | 0 | 5 |
| 76733 | PORTABLE WATER PUMP | N | 14 | 0 | 0 | 0 |
| 76766 | AMBULANCE | N | 0 | 122 | 0 | 244 |
| 76910 | EXTINGUISHING MATERIALS | R | 0 | 0 | 0 | 53 |
| | | | 116 | 1,244 | 1,062 | 1,145 |
| | | | 1,359 | 7,405 | 6,911 | 4,995 |

SCHEDULE C - continued
CAPITAL ACQUISITIONS

| BUSINESS UNIT | DEPARTMENT/PROJECT/NOTE | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|-----------------------------------|--------------------------------|-----|---|--|---|---|
| (1) | (2) | | | | | |
| MINISTRY OF HOME AFFAIRS | | | | | | |
| MIN. OF HOME AFFAIRS HQ | | | | | | |
| 76880 | OFFICE FURNITURE & EQPT. | R | 0 | 0 | 14 | 0 |
| | | | 0 | 0 | 14 | 0 |
| REGISTRY GENERAL | | | | | | |
| 76274 | OFFICE FURNITURE | U | 0 | 0 | 0 | 24 |
| 76826 | CC TLD REGISTRATION | N | 0 | 0 | 32 | 0 |
| | | | 0 | 0 | 32 | 24 |
| PLANNING | | | | | | |
| 76392 | PLANNING DEVELOPMENT | N | 358 | 402 | 443 | 200 |
| 76669 | COMPUTER EQUIPMENT | N | 3 | 0 | 0 | 0 |
| | | | 361 | 402 | 443 | 200 |
| ENVIRONMENT AND NATURAL RESOURCES | | | | | | |
| 76587 | FISHERIES OUTBOARD ENGINE | R | 0 | 0 | 0 | 26 |
| 76652 | COMPUTER EQUIPMENT | R | 1 | 0 | 0 | 0 |
| 76676 | DESKTOP PC AND PRINTER | R/N | 0 | 0 | 2 | 10 |
| 76683 | REPLACEMENT TRUCK | R | 43 | 0 | 0 | 0 |
| 76730 | PATROL VESSEL | R | 91 | 0 | 0 | 0 |
| 76813 | FURNITURE | R | 21 | 0 | 0 | 0 |
| 76896 | CONSERVATION EQUIPMENT | R | 16 | 0 | 48 | 0 |
| 76897 | BAMZ - MEDICAL EQUIPMENT | N | 35 | 0 | 0 | 0 |
| | | | 207 | 0 | 50 | 36 |
| ENERGY | | | | | | |
| 76889 | ENERGY REBATE | | 30 | 250 | 250 | 100 |
| | | | 30 | 250 | 250 | 100 |
| | | | 598 | 652 | 789 | 360 |
| TOTAL CAPITAL ACQUISITIONS | | | | | | |
| | | | 14,926 | 20,617 | 20,309 | 24,918 |

SCHEDULE 1

GRANTS & CONTRIBUTIONS

| DEPARTMENT/EXPLANATORY NOTES | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|-----------------------------------|--------------------------------------|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| NON-MINISTRY DEPARTMENTS | | | | | |
| LEGISLATURE | | | | | |
| | 6812 Annual Membership Fee CPA | 100 | 100 | 100 | 100 |
| | 7065 Opposition Leader Grant | 75 | 75 | 75 | 75 |
| | | 175 | 175 | 175 | 175 |
| | | 175 | 175 | 175 | 175 |
| CABINET OFFICE DEPARTMENTS | | | | | |
| CABINET OFFICE | | | | | |
| | 6830 Grant to Youth Organizations | 0 | 25 | 25 | 25 |
| | 6840 Hurricane Relief Overseas | 0 | 50 | 50 | 50 |
| | 6985 Bda Business Development Agency | 5,125 | 5,125 | 5,125 | 4,200 |
| | 7000 BEDC Operational Grant | 0 | 2,564 | 2,564 | 2,564 |
| | | 5,125 | 7,764 | 7,764 | 6,839 |
| | | 5,125 | 7,764 | 7,764 | 6,839 |
| MINISTRY OF LEGAL AFFAIRS | | | | | |
| MIN. OF LEGAL AFFAIRS HQ | | | | | |
| | 6932 Centre Against Abuse | 0 | 0 | 0 | 150 |
| | 7082 Financial Intelligence Agency | 1,805 | 1,805 | 1,805 | 1,805 |
| | | 1,805 | 1,805 | 1,805 | 1,955 |
| CHILD & FAMILY SERVICES | | | | | |
| | 6900 Foster Fees | 551 | 600 | 600 | 650 |
| | 6920 Grant to YHED | 175 | 375 | 375 | 375 |
| | 7073 Cross Ministry Initiative | 71 | 75 | 75 | 75 |
| | | 797 | 1,050 | 1,050 | 1,100 |
| 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 | 300 | 300 | 300 | 300 |
| | 7087 BACB-Bda Addict Cert Board | 100 | 100 | 100 | 100 |
| | | 783 | 783 | 783 | 783 |
| | | 3,385 | 3,638 | 3,638 | 3,838 |
| MINISTRY OF FINANCE | | | | | |
| MIN. OF FINANCE HQ | | | | | |
| | 6869 Grants to External Bodies | 275 | 0 | 0 | 0 |
| | 6875 Bda Public Accountability Board | 0 | 0 | 0 | 350 |
| | 6965 Gaming Commission | 0 | 500 | 500 | 0 |
| | 7062 Pensions Commission | 1,000 | 1,000 | 1,000 | 850 |
| | 7066 C.F.A.T.F. Contribution | 57 | 57 | 57 | 68 |
| | | 1,332 | 1,557 | 1,557 | 1,268 |
| | | 1,332 | 1,557 | 1,557 | 1,268 |

SCHEDULE 1
GRANTS & CONTRIBUTIONS

| DEPARTMENT/EXPLANATORY NOTES | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|------------------------------|---|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| MINISTRY OF EDUCATION | | | | | |
| MIN. OF EDUCATION HQ | | | | | |
| | 6864 Teacher Training Awards | 102 | 100 | 100 | 100 |
| | 6865 Other Scholarships | 236 | 395 | 395 | 348 |
| | 6866 Government Scholarships | 437 | 440 | 440 | 440 |
| | 6867 Mature Student Award | 100 | 160 | 160 | 160 |
| | 6868 Further Education Awards | 297 | 300 | 300 | 347 |
| | 6869 Grants to External Bodies | 500 | 1,016 | 1,016 | 823 |
| | | 1,672 | 2,411 | 2,411 | 2,218 |
| DEPT. OF EDUCATION | | | | | |
| | 6854 Primary Schools | 350 | 350 | 350 | 200 |
| | 6856 Aided Schools - Secondary | 27,447 | 26,537 | 26,837 | 26,037 |
| | 6858 Aided Schools - Middle | 1,597 | 1,597 | 1,612 | 1,597 |
| | | 29,394 | 28,484 | 28,799 | 27,834 |
| BERMUDA COLLEGE | | | | | |
| | 6988 Bda. College Operating Grant | 15,906 | 15,906 | 15,906 | 15,906 |
| | | 15,906 | 15,906 | 15,906 | 15,906 |
| | | 46,972 | 46,801 | 47,116 | 45,958 |
| MINISTRY OF HEALTH | | | | | |
| MIN. OF HEALTH HQ | | | | | |
| | 6869 Grants to External Bodies | 728 | 0 | 0 | 0 |
| | 6892 LCCA Medical Care Overseas | 1,875 | 2,862 | 2,862 | 2,502 |
| | 6894 Nursing Council | 83 | 125 | 125 | 125 |
| | 6895 Health Council | 818 | 800 | 1,100 | 1,000 |
| | 6898 Age Concern | 38 | 38 | 38 | 15 |
| | 6912 Rest Homes | 753 | 753 | 1,050 | 1,050 |
| | 6982 Admiralty House | 42 | 42 | 21 | 0 |
| | 7052 Summerhaven | 600 | 300 | 600 | 600 |
| | 7056 Packwood Rest Home | 300 | 300 | 300 | 300 |
| | 7088 SART - Sexual Assault Resource | 9 | 10 | 10 | 10 |
| | 7089 Public Health Scholarships | 100 | 100 | 100 | 100 |
| | 7093 Tomorrows Voices | 13 | 13 | 13 | 13 |
| | | 5,359 | 5,343 | 6,219 | 5,715 |
| HOSPITALS | | | | | |
| | 6934 Statutory Hospital Patient Subsidy | 110,030 | 108,330 | 116,170 | 108,330 |
| | 6946 Mid-Atlantic Wellness Institute | 37,694 | 37,344 | 37,344 | 38,921 |
| | | 147,724 | 145,674 | 153,514 | 147,251 |

SCHEDULE 1 - continued
GRANTS & CONTRIBUTIONS

| DEPARTMENT/EXPLANATORY NOTES | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|--|-------------------------------------|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| MINISTRY OF HEALTH - cont. | | | | | |
| FINANCIAL ASSISTANCE | | | | | |
| | 7038 Care of the Blind | 30 | 30 | 30 | 15 |
| | 7040 Meals of Wheels | 48 | 48 | 48 | 48 |
| | 7042 Social Assistance | 45,698 | 44,466 | 44,434 | 44,848 |
| | 7043 Child Day Care Allowance | 2,106 | 3,400 | 3,400 | 2,084 |
| | 7048 Salvation Army Shelters | 400 | 400 | 400 | 550 |
| | | 48,282 | 48,344 | 48,312 | 47,545 |
| HEALTH INSURANCE | | | | | |
| | 6950 Reimbursement of H I Fund | 3,000 | 3,930 | 3,930 | 3,755 |
| | | 3,000 | 3,930 | 3,930 | 3,755 |
| | | 204,365 | 203,291 | 211,975 | 204,266 |
| MINISTRY OF TOURISM & TRANSPORT | | | | | |
| MIN. OF TOURISM & TRANSPORT HQ | | | | | |
| | 6835 Tourism Authority Grant | 0 | 22,500 | 22,500 | 22,500 |
| | 7092 Golf Courses | 0 | 0 | 301 | 0 |
| | 7099 Bermuda Airport Authority | 13,300 | 13,300 | 16,300 | 14,508 |
| | 7099 World Triathlon Series | 0 | 2,070 | 2,070 | 443 |
| | 7099 Grants to External Bodies | 0 | 205 | 205 | 146 |
| | | 13,300 | 38,075 | 41,376 | 37,597 |
| MARINE AND PORTS | | | | | |
| | 6954 Intl. Assoc. Lighthouse Keeper | 19 | 19 | 19 | 19 |
| | | 19 | 19 | 19 | 19 |
| TRANSPORT CONTROL DEPARTMENT | | | | | |
| | 6962 Road Safety Council | 24 | 60 | 60 | 310 |
| | | 24 | 60 | 60 | 310 |
| | | 13,343 | 38,154 | 41,455 | 37,926 |
| MINISTRY OF PUBLIC WORKS | | | | | |
| MIN. OF PUBLIC WORKS HQ | | | | | |
| | 7079 National Museum of Bermuda | 30 | 0 | 0 | 0 |
| | 7092 Golf Courses | 1,250 | 950 | 1,250 | 950 |
| | | 1,280 | 950 | 1,250 | 950 |
| BERMUDA HOUSING CORPORATION | | | | | |
| | 7032 Rental Assistance Grant | 6,050 | 6,050 | 6,050 | 6,050 |
| | | 6,050 | 6,050 | 6,050 | 6,050 |
| | | 7,330 | 7,000 | 7,300 | 7,000 |

GRANTS & CONTRIBUTIONS
SCHEDULE 1 - continued

| DEPARTMENT/EXPLANATORY NOTES | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|---|--|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| MINISTRY OF LABOUR, COMMUNITY AFFAIRS & SPORTS | | | | | |
| MIN. OF LABOUR, COMM. AFFS. & SPORTS HQ | | | | | |
| | 6869 Grants to External Bodies | 454 | 60 | 7 | 60 |
| | 6882 Voluntary Youth Organization | 28 | 18 | 0 | 16 |
| | | 482 | 78 | 7 | 76 |
| YOUTH, SPORT & RECREATION | | | | | |
| | 6869 Grants to External Bodies | 31 | 0 | 10 | 10 |
| | 6878 Contrib. to Sports Development | 1,647 | 1,700 | 1,695 | 1,700 |
| | 6880 Elite Athlete Assistance | 100 | 100 | 100 | 100 |
| | 6882 Voluntary Youth Organization | 167 | 200 | 200 | 200 |
| | 6884 National Stadium Trustees | 800 | 1,200 | 1,200 | 1,200 |
| | 6886 Bermuda Swimming Association | 25 | 25 | 25 | 25 |
| | | 2,770 | 3,225 | 3,230 | 3,235 |
| COMMUNITY & CULTURAL AFFAIRS | | | | | |
| | 6872 Bermuda Historical Society | 0 | 6 | 6 | 10 |
| | 6873 Cultural Legacy Fund | 0 | 25 | 25 | 0 |
| | 6874 St. George's Historical Society | 4 | 4 | 4 | 10 |
| | 6876 St. George Preservation Authority | 8 | 8 | 8 | 10 |
| | 6881 Contrib to Cultural Activity | 144 | 117 | 170 | 241 |
| | 7010 Grant to the Bda. Arts Council | 100 | 100 | 100 | 131 |
| | 7012 Bermuda National Gallery | 40 | 46 | 46 | 48 |
| | 7030 Bermuda Heritage Association | 8 | 30 | 30 | 10 |
| | 7075 St. Georges Foundation | 10 | 10 | 10 | 10 |
| | | 314 | 346 | 399 | 470 |
| DEPT. OF WORKFORCE DEVELOPMENT | | | | | |
| | 6866 Scholarships | 576 | 525 | 525 | 550 |
| | 7095 Apprenticeship Scheme | 147 | 446 | 424 | 471 |
| | 7096 Sponsorship - Trainees | 107 | 114 | 114 | 114 |
| | 7097 National Certification Training | 154 | 378 | 344 | 290 |
| | 7098 Summer Student Programme | 345 | 440 | 134 | 80 |
| | | 1,329 | 1,903 | 1,541 | 1,505 |
| | | 4,895 | 5,552 | 5,177 | 5,286 |

GRANTS & CONTRIBUTIONS
SCHEDULE 1 - continued

| DEPARTMENT/EXPLANATORY NOTES | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|--------------------------------------|-------------------------------------|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| MINISTRY OF NATIONAL SECURITY | | | | | |
| DEFENCE | | | | | |
| | 6814 Grant to Regimental Messes | 10 | 10 | 8 | 8 |
| | | 10 | 10 | 8 | 8 |
| DEPT. OF CORRECTIONS | | | | | |
| | 6948 PO Benevolent Fund,PO Mess | 4 | 5 | 5 | 5 |
| | | 4 | 5 | 5 | 5 |
| | | | | | |
| | | 14 | 15 | 13 | 13 |
| MINISTRY OF HOME AFFAIRS | | | | | |
| MIN. OF HOME AFFAIRS HQ | | | | | |
| | 6883 Contrib to Environmental Proj. | 50 | 160 | 77 | 30 |
| | 6918 Parish Council Commitments | 15 | 70 | 130 | 40 |
| | | 65 | 230 | 207 | 70 |
| PLANNING | | | | | |
| | 7026 Heritage Fund | 5 | 5 | 5 | 10 |
| | | 5 | 5 | 5 | 10 |
| ENVIRONMENT AND NATURAL RESOURCE | | | | | |
| | 6970 S.P.C.A. | 0 | 10 | 10 | 10 |
| | 7004 BIOS - Environmental Study | 220 | 0 | 0 | 0 |
| | 7006 BIOS - Air/Water Qual.Study | 247 | 200 | 230 | 230 |
| | 7007 Bermuda Amphibian Research | 43 | 43 | 13 | 15 |
| | | 510 | 253 | 253 | 255 |
| | | 580 | 488 | 465 | 335 |

GRANTS & CONTRIBUTIONS

SCHEDULE 1 - continued

| DEPARTMENT/EXPLANATORY NOTES | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|---|-----|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| MINISTRY OF ECONOMIC DEVELOPMENT & TOURISM | | | | | |
| MIN. OF ECONOMIC DEVELOPMENT & TOURISM HQ | | | | | |
| 6835 Tourism Authority Grant | | 26,000 | 0 | 0 | 0 |
| 7000 BEDC Operational Grant | | 2,564 | 0 | 0 | 0 |
| 7011 BHW Grant | | 258 | 0 | 0 | 0 |
| 7013 Economic Development Grants | | 476 | 0 | 0 | 0 |
| 7099 World Triathlon Series | | 2,341 | 0 | 0 | 0 |
| | | 31,639 | 0 | 0 | 0 |
| | | 31,639 | 0 | 0 | 0 |
| SUBTOTAL CURRENT ACCOUNT | | 319,155 | 314,435 | 326,635 | 312,904 |
| CAPITAL ACCOUNT | | | | | |
| 75003 Corporation of St. George's | | 0 | 0 | 0 | 1,000 |
| 75022 Mid-Atlantic Infrastructure Upgrades | | 0 | 4,500 | 4,500 | 1,400 |
| 75054 WEDCO - Capital Grant | | 1,106 | 1,973 | 1,973 | 1,973 |
| 75128 National Sports Centre Grant | | 1,020 | 0 | 487 | 250 |
| 75285 Bda. College Capital Grant | | 500 | 200 | 200 | 0 |
| 75332 BHC Capital Grant | | 5,800 | 4,800 | 4,800 | 6,300 |
| 75334 WEDCO - South Basin Land Reclaim | | 6,300 | 4,819 | 4,819 | 4,819 |
| 75342 Bda. Airport Authority Capital Grant | | 2,500 | 2,500 | 2,230 | 2,500 |
| 75346 WEDCO - King's Wharf | | 0 | 1,329 | 1,329 | 1,329 |
| 75348 BEDC Capital Grant | | 0 | 0 | 0 | 1,000 |
| 75349 Comm Clubs & Comm Invest Grant | | 0 | 0 | 0 | 500 |
| 76152 National Trust Acquisition | | 25 | 25 | 25 | 25 |
| 76153 National Trust Maint. Fund | | 5 | 5 | 5 | 5 |
| | | 17,256 | 20,151 | 20,368 | 21,101 |
| SUBTOTAL CAPITAL ACCOUNT | | 17,256 | 20,151 | 20,368 | 21,101 |
| TOTAL OF ALL GRANTS AND CONTRIBUTIONS | | 336,411 | 334,586 | 347,003 | 334,005 |

GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2018/19 ACTUAL EXPENDITURE DETAIL

| CONTRIBUTION TO SPORTS DEVELOPMENT | (\$000) |
|---|----------------|
| Bermuda Amateur Swimming Association | 25 |
| Bermuda Basketball Association | 15 |
| Bermuda Bicycle Association | 40 |
| Bermuda Boxing Federation | 10 |
| Bermuda Chess Association | 5 |
| Bermuda Cricket Board | 100 |
| Bermuda Equestrian | 10 |
| Bermuda Football Association | 300 |
| Bermuda Golf Association | 2 |
| Bermuda Hockey Federation | 35 |
| Bermuda National Athletic Association | 105 |
| Bermuda Netball Association | 15 |
| Bermuda Olympic Association (Operational) | 170 |
| Bermuda Paralympic Association | 20 |
| Bermuda Rowing Association | 10 |
| Bermuda Sailing Association | 20 |
| Bermuda Special Olympics | 25 |
| Bermuda Sport Anti Doping Association | 650 |
| Bermuda Squash Racquets Association | 4 |
| Bermuda Table Tennis Association | 10 |
| Bermuda Triathlon Association | 10 |
| Boccia Bermuda | 8 |
| Clarien Bank Iron Kids | 5 |
| Kappa Alpha Psi Fraternity Inc. | 5 |
| National Junior Sponsorship Programme | 44 |
| World Antidoping Agency | 4 |
| ELITE ATHLETE ASSISTANCE | |
| Bermuda Olympic Association | 100 |

GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2018/19 ACTUAL EXPENDITURE DETAIL - continued

| | (\$000) |
|---|--------------|
| VOLUNTARY YOUTH ORGANIZATIONS | |
| Bermuda Alumnae Chapter - Delta Sigma | 15 |
| Bermuda Badminton Association | 7 |
| Bermuda National Gallery | 5 |
| Bermuda Overseas Missions | 10 |
| Bermuda Riding For The Disabled/Windreach | 10 |
| Bermuda Sea Cadet | 20 |
| Bermuda Sloop Foundation | 10 |
| Bermuda Volleyball Association | 8 |
| Big Brother/Big Sister | 10 |
| Epsilon Theta Lambda/Alpha Phi Alpha | 10 |
| Gino Productions | 21 |
| Grotto Bay Tennis Club | 8 |
| Raleigh International | 20 |
| Troika | 3 |
| Youth Net | 7 |
| Youthvision Promotions | 3 |
| TOTAL | 1,914 |

SCHEDULE 2**PROFESSIONAL SERVICES**

| ACCOUNT DESCRIPTION | | ACTUAL 2018/19 (\$000) (3) | ORIGINAL ESTIMATE 2019/20 (\$000) (4) | REVISED ESTIMATE 2019/20 (\$000) (5) | ESTIMATE 2020/21 (\$000) (6) |
|--------------------------------|-----|-------------------------------------|---|--|---------------------------------------|
| (1) | (2) | | | | |
| 5260 Local Consultants | | 9,203 | 10,035 | 12,298 | 14,017 |
| 5265 Overseas Consultants | | 5,323 | 5,903 | 7,449 | 6,937 |
| 5270 Contractors | | 16,261 | 13,799 | 26,025 | 12,453 |
| 5275 Medical | | 4,705 | 5,009 | 5,022 | 5,295 |
| 5280 Optical Services | | 20 | 34 | 34 | 34 |
| 5285 Educational Services | | 60 | 162 | 145 | 194 |
| 5290 Chiropodist Services | | 3 | 6 | 3 | 6 |
| 5295 Psychological Services | | 15 | 20 | 60 | 20 |
| 5300 Dental Services | | 41 | 71 | 71 | 71 |
| 5305 War Pension Award | | 1,428 | 1,053 | 1,245 | 1,596 |
| 5310 Counselling Services | | 345 | 278 | 308 | 361 |
| 5315 Child Care Services | | 137 | 155 | 177 | 190 |
| 5320 Recreational Services | | 262 | 278 | 270 | 276 |
| 5325 Legal Services | | 2,727 | 2,821 | 3,379 | 3,342 |
| 5330 Liquidation Fees | | (43) | 40 | 40 | 50 |
| 5340 Membership Fees - Govt. | | 278 | 406 | 337 | 427 |
| 5345 Forensic/Lab Services | | 303 | 688 | 609 | 564 |
| 5350 Forensic/lab accounting | | 65 | 157 | 157 | 157 |
| 5355 Security Services | | 1,118 | 1,301 | 1,229 | 1,351 |
| 5360 Conservation Services | | (30) | 32 | 32 | 32 |
| 5365 Animal Control Services | | 25 | 28 | 28 | 28 |
| 5370 Board & Comm. Fees | | 789 | 972 | 952 | 1,208 |
| 5375 ID Parade - Police | | 10 | 30 | 30 | 20 |
| 5380 Jury & Witness Fees | | 127 | 115 | 118 | 115 |
| 5385 Court Costs | | 108 | 108 | 105 | 106 |
| 5390 Audit Fees | | 63 | 55 | 25 | 55 |
| 5395 Examination Fees | | 358 | 450 | 450 | 450 |
| 5415 Research Related Expenses | | 258 | 0 | 80 | 14 |
| | | 43,959 | 44,006 | 60,678 | 49,369 |

SCHEDULE 3

GOVERNMENT DEPARTMENT ACCOMMODATION RENTAL

| HEAD # | DEPARTMENT | LOCATION | REVISED ESTIMATE 2019/20 | ESTIMATE 2020/21 |
|--------|---------------------------|---|--------------------------------|---------------------|
| 02 | Legislature | Opposition Leader's Office | 14,021 | 14,022 |
| | | Veritas Place, 3rd Floor - Temp. House of Assembly | 0 | 84,840 |
| | | Veritas Place, 4th Floor - Legislature Offices | 0 | 98,980 |
| 03 | Judicial | Cedar House | 85,857 | 80,920 |
| 05 | Auditor General | Reid Hall, Reid Street | 184,416 | 222,200 |
| 07 | Police | Southside Police Station - 2 Stokes Road | 253,457 | 253,458 |
| | | Commercial Crime - St. Andrews, 51 Church Street | 266,202 | 183,717 |
| | | Police Stn/Marine Police - 2 Sally Point Rd, Dockyard | 78,636 | 78,636 |
| | | Marine Police Berth Pier 41, Dockyard | 22,400 | 22,400 |
| | | Serious Crime Unit - 129 Front Street | 144,160 | 144,160 |
| 09 | Cabinet Office | Head of Public Service - Swan Building, Victoria Street | 36,924 | 36,924 |
| | | Washington DC Office | 229,040 | 229,040 |
| | | London Office | 294,032 | 294,032 |
| | | Brussels Office | 62,118 | 62,118 |
| 11 | Accountant General | St Andrew's Place, 51 Church Street | 380,448 | 380,448 |
| 12 | Customs | Customs House - 131 Front Street | 455,008 | 447,809 |
| | | Dockyard Cruise Ship Station | 6,300 | 6,300 |
| | | Queen's Warehouse, #6 Shed | 51,654 | 49,195 |
| | | 3 Cahow Lane, St. George's | 8,400 | 8,400 |
| 13 | Post Office | Perot's Post Office, Queen Street | 27,000 | 27,000 |
| | | New Venture House | 304,938 | 417,886 |
| 14 | Statistics | Cedar Park Building, Cedar Avenue | 162,729 | 162,729 |
| 17 | Education | Unit 19 Southside Stores | 66,974 | 66,974 |
| | | Davidson Bldg., Ferry Reach, St George's | 0 | 92,906 |
| | | Northlands Playing Field | 100 | 100 |
| | | St. Paul's Pre-School | 42,000 | 42,600 |
| | | Education Headquarters - 44 Church Street | 307,365 | 307,365 |
| | | Clearwater Middle School, Southside | 37,887 | 37,887 |
| 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 | 287,736 |
| 20 | Youth, Sport & Recreation | Sailing Centre, Dockyard | 31,764 | 31,764 |
| | | Craig Appin House | 279,916 | 279,916 |
| | | Craig Appin House - Storage | 10,890 | 10,890 |

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

| HEAD # | DEPARTMENT | LOCATION | REVISED ESTIMATE 2019/20 | ESTIMATE 2020/21 |
|--------|----------------------------------|---|--|---|
| 21 | Health HQ | Continental Building, 25 Church Street Central Lab Building 332 - Southside | 408,618 109,056 | 408,618 109,056 |
| 22 | Health | Alexander Road Devonshire Storage Metro Building | 12,000 140,000 | 12,000 140,000 |
| 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 | 499,680 | 499,680 |
| 30 | Marine & Ports | Ferry Terminal, Hamilton Pilot Station Ordnance Island, St. George's Camber, Sandy's Bldgs 17B & C, D & E Camber, Winch Slip Great Wharf, Sandy's Rockaway Ferry Stop, Southampton | 16,649 14,095 563,163 6,641 282,532 0 | 16,649 14,095 563,161 6,641 282,532 33 |
| 34 | Transport Control | St. David's Testing Centre Rockaway Testing Centre | 100,000 80,000 | 89,118 57,709 |
| 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 | 394,736 | 504,238 |
| 45 | Fire Services | Hamilton Fire Station, King Street | 1 | 1 |
| 48 | Tourism & Transport HQ | CTERM (Duty Free Shop), Sandy's | 14,230 | 14,230 |
| 56 | Human Rights Commission | Milner Place | 114,000 | 114,000 |
| 63 | Parliamentary Registrar | Cumberland House, Victoria Street | 20,275 | 20,275 |
| 79 | Env. & Natural Resources | Dockyard Fisheries Office | 8,050 | 8,568 |

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

| HEAD # | DEPARTMENT | LOCATION | REVISED ESTIMATE 2019/20 | ESTIMATE 2020/21 |
|--------|---------------------------|---|--------------------------------|---------------------|
| 81 | Public Lands & Buildings | Tudor Hill Water Facility, Southampton | 0 | 5,000 |
| | | Heavy Equip. Shop, Unit 20 Southside | 66,516 | 66,516 |
| | | Sally Port Hazardous Waste Site | 12,000 | 12,000 |
| 85 | Ombudsman's Office | Suite 102, 14 Dundonald Street | 64,368 | 78,368 |
| 88 | National Drug Control | Suites 303 & 304 & 306, Melbourne House | 76,450 | 76,450 |
| | | Nelson Bascome Centre, 3 Cockburn Road | 24,000 | 25,608 |
| 91 | Health Insurance | Sofia House, Church Street | 141,848 | 141,848 |
| 92 | Internal Audit | Wessex House, Reid Street | 171,990 | 65,626 |
| 93 | Home Affairs HQ | Rego Building, 75 Reid Street | 51,000 | 51,075 |
| 97 | Land Title & Registration | Milner Place, 2nd Floor & Basement | 199,980 | 170,550 |
| | | | 9,077,392 | 9,375,874 |

SCHEDULE 4

GOVERNMENT DEBT TRANSACTIONS & AMOUNTS OUTSTANDING 2009/10 TO 2022/23

| YEAR | GROSS BORROWING | REPAYMENTS | NET BORROWING (REPAYMENTS) | GROSS DEBT OUTSTANDING | MEMORANDA INTEREST ON DEBT |
|--------------------|--------------------|----------------|----------------------------------|------------------------------|----------------------------------|
| (1) | (\$000) (2) | (\$000) (3) | (\$000) (4) | (\$000) (5) | (\$000) (6) |
| 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 | 620,000 | 508,935 | 111,065 | 2,680,000 | 124,031 |
| 2019/20 (Rev)(iii) | 196,976 | 180,000 | 16,976 | 2,696,976 | (iii) 119,200 |
| 2020/21 (Est)(iii) | 19,803 | 0 | 19,803 | 2,716,779 | (iii) 121,400 |
| 2021/22 (Est)(ii) | (7,693) | (3,846) | (3,847) | 2,712,932 | 122,000 |
| 2022/23 (Est)(ii) | (21,136) | (10,568) | (10,568) | 2,702,364 | 122,000 |

(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

(iii) In 2019/20 Gross Debt includes \$182.4M borrowing in relation to Morgan's Points/Caroline Bay Loan Guarantee commitments, along with \$3.8M interest incurred on this borrowing

SCHEDULE 5
BERMUDA GOVERNMENT
DEBT AND LOAN GUARANTEES

UTILISATION OF STATUTORY BORROWING POWERS

| ACTUAL 2018/19 (\$000) | DETAILS | REVISED ESTIMATE 2019/20 (\$000) | ESTIMATE 2020/21 (\$000) |
|---------------------------------------|---|---|---|
| | DEBT & LOAN GUARANTEES OUTSTANDING AS OF MARCH 31 | | |
| 2,680,000 | BORROWINGS UNDER LOAN FACILITIES (GOVT) | 2,696,976 | 2,716,779 |
| 2,680,000 | TOTAL DEBT OUTSTANDING (GOVT) | 2,696,976 | 2,716,779 |
| 218,913 | Less: SINKING FUND CONTRIBUTIONS (i) | 38,913 | 39,163 |
| | NET CUMULATIVE GOVERNMENT | | |
| 2,461,087 | DEBT & GUARANTEES OUTSTANDING (ii) | 2,658,063 | 2,677,616 |

- (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 July, 2019, the statutory debt limit was increased to \$2.75 billion.

- (ii) The Government has the following guarantees:
 Bermuda Housing Corporation - \$29.3M;
 West End Development Corporation - \$71.8M;
 Bda Economic Development Corporation - \$1.2M;
 Bermuda Hospitals Board - \$276.8M;
 Morgan's Point - \$165M;
 Bermuda Tourism Authority - \$10M;
 Bermuda Casino Gaming Commission - \$1.2M and
 Hotel Bermuda Holdings Ltd.- \$25M.

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 1.7.19 |
|-------------|------------------|
| | \$ |

| | |
|----------------------------------|--------|
| 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 1.7.19 |
|-------------|------------------|
| | \$ |

| | |
|---|---------|
| 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 |

* Where the Deputy Premier is also the Minister of Finance, the additional salary shall be \$121,010

PUBLIC OFFICERS SALARIES

SCHEDULE 6 - continued

SCHOOL PRINCIPALS

| STEP | SALARY 1.4.18 \$ | STEP | SALARY 1.4.18 \$ |
|------|------------------------|------|------------------------|
| 1 | 123,674 | A1 | 56,252 |
| 2 | 127,694 | A2 | 57,791 |
| 3 | 133,307 | A3 | 59,381 |
| 4 | 139,200 | A4 | 61,012 |
| | | A5 | 62,969 |
| | | A6 | 64,712 |
| | | A7 | 69,762 |
| | | A8 | 71,713 |

TEACHERS SALARY SCALE

| STEP | SALARY 1.4.18 \$ | STEP | SALARY 1.4.18 \$ |
|------|------------------------|------|------------------------|
| A9 | 73,701 | P8 | 92,846 |
| P1 | 70,555 | P9 | 96,559 |
| P2 | 73,377 | P10 | 100,422 |
| P3 | 76,312 | P11 | 104,439 |
| P4 | 79,365 | P12 | 108,616 |
| P5 | 82,539 | P13 | 112,961 |
| P6 | 85,841 | P14 | 117,479 |
| P7 | 89,275 | P15 | 122,178 |

**FIRE FIGHTERS
SALARY SCALE**

| RANK | STEP | SALARY 1.4.18 \$ |
|-------------|--------|------------------------|
| MECHANIC | FSA 01 | 62,786 |
| | FSA 02 | 71,325 |
| | FSA 03 | 79,865 |
| FIREFIGHTER | FSA 07 | 70,204 |
| | FSA 08 | 72,714 |
| | FSA 09 | 75,227 |
| | FSA 10 | 77,736 |
| | FSA 11 | 80,247 |
| SERGEANT | FSA 12 | 82,759 |
| | FSA 13 | 89,130 |
| | FSA 14 | 91,398 |
| | FSA 15 | 93,665 |
| LIEUTENANT | FSA 16 | 95,933 |
| | FSA 18 | 100,911 |
| | FSA 19 | 103,763 |
| | FSA 20 | 106,616 |
| | FSA 21 | 109,468 |
| <hr/> | | |
| | STEP | SALARY 1.4.18 \$ |

| | | |
|-------------------------|----|--------|
| CUSTOMER SERV. REPS. | 12 | 53,277 |
| | 13 | 54,350 |
| | 14 | 56,049 |
| PRIVATE SECRETARY | 13 | 54,350 |
| | 14 | 56,049 |
| | 15 | 57,931 |
| SEN. CLERK | 14 | 56,049 |
| | 15 | 57,931 |
| | 16 | 59,768 |

**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 |
| DAY COOK | 10 | 49,581 |
| 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 |

SCHEDULE 6 - continued**PUBLIC OFFICERS SALARIES****LECTURERS - BERMUDA COLLEGE - 1.8.10****FACULTY SALARY MATRIX**

| | A | B | C | D | E | F | G | H | I | J |
|-------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Step | | | | | | | | | | |
| 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

| RANK | STEP | 1.4.18 \$ |
|---------------------|-------------|----------------------|
| PRISON OFFICER | 1 | 66,856 |
| | 2 | 69,840 |
| | 3 | 72,821 |
| | 4 | 75,806 |
| | 5 | 77,300 |
| DIVISIONAL OFFICER | 6 | 82,075 |
| | 7 | 85,059 |
| | 8 | 88,044 |
| PRINCIPAL OFFICER | 9 | 89,537 |
| | 10 | 97,595 |
| | 11 | 100,881 |
| CHIEF OFFICER | 12 | 113,366 |
| | 13 | 117,355 |
| ASST. COMMISSIONER | 14 | 130,683 |
| | 15 | 135,373 |
| PRISON NURSE | 30 | 89,537 |
| | 31 | 94,313 |
| | 32 | 97,595 |
| SENIOR NURSING OFF. | 34 | 104,460 |
| | 35 | 112,219 |
| VOCATIONAL OFF. | 37 | 98,420 |
| | 38 | 101,913 |

BERMUDA REGIMENT SALARIES

| RANK | PS EQUIV. | 1.10.12 \$ |
|-------------|----------------------|-----------------------|
| PRIVATE B | 1 | 52,033 |
| | 2 | 53,337 |
| | 3 | 55,089 |
| | 4 | 56,729 |
| | 5 | 58,108 |

BERMUDA REGIMENT SALARIES - cont.

| RANK | PS EQUIV. | 1.10.12 \$ |
|---------------------|----------------------|-----------------------|
| 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 |
| | 20 | 96,059 |
| WARRANT OFF. II - B | 21 | 98,793 |
| | 22 | 101,305 |
| | 23 | 104,070 |
| | 24 | 106,774 |
| OCDT | 25 | 109,786 |
| | 26 | 112,798 |
| | 27 | 115,948 |
| | 13 | 76,848 |
| LIEUTENANT II - B | 22 | 101,305 |
| | 23 | 104,070 |
| | 24 | 106,774 |
| CAPTAIN - B | 25 | 109,786 |
| | 27 | 115,948 |
| | 28 | 119,380 |
| MAJOR - B | 30 | 129,088 |
| | 31 | 132,776 |
| LT. COLONEL | 41 | 155,353 |

POLICE OFFICERS SALARIES

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

Consolidated Fund Receipts - Ten Year Summary 2011/12 - 2020/21

| | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 | 2016/17 \$000 | 2017/18 \$000 | 2018/19 \$000 | REVISED ESTIMATE 2019/20 \$000 | ESTIMATE 2020/21 \$000 | ESTIMATE 2020/21 % | 2020/21 AS % OF 2011/12 % |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---|---------------------------|-----------------------|------------------------------------|
| CUSTOMS DUTIES | 180,697 | 169,693 | 174,951 | 171,470 | 192,593 | 211,087 | 223,003 | 226,055 | 233,500 | 235,000 | 20.94 | 130 |
| PAYROLL TAX | 344,702 | 328,023 | 330,848 | 333,860 | 361,136 | 401,755 | 456,736 | 467,486 | 472,266 | 467,000 | 41.62 | 135 |
| INTL. CO. TAXES | 60,587 | 62,178 | 62,474 | 62,776 | 60,074 | 62,607 | 63,353 | 64,444 | 66,340 | 66,490 | 5.93 | 110 |
| LOCAL COMPANY FEES | 2,779 | 2,809 | 2,809 | 2,666 | 2,787 | 2,715 | 2,653 | 2,805 | 2,750 | 2,750 | 0.25 | 99 |
| FOREIGN CUR. PURC.TX | 23,107 | 22,072 | 20,823 | 20,069 | 19,628 | 20,310 | 20,896 | 21,937 | 25,906 | 26,250 | 2.34 | 114 |
| LAND TAX | 52,313 | 55,845 | 60,477 | 61,101 | 67,068 | 62,422 | 62,846 | 79,745 | 85,375 | 85,500 | 7.62 | 163 |
| HOTEL OCCUPANCY TAX | 10,907 | 10,002 | 9,195 | 9,187 | 10,337 | 7,951 | 11,991 | 9,193 | 9,573 | 10,000 | 0.89 | 92 |
| VEHICLE LICENCES & REGISTRATION | 26,672 | 26,031 | 26,665 | 28,435 | 29,031 | 29,364 | 29,291 | 31,001 | 30,984 | 31,060 | 2.77 | 116 |
| PASSENGER TAX | 35,069 | 34,578 | 33,921 | 32,908 | 40,794 | 41,025 | 22,177 | 24,096 | 31,886 | 25,200 | 2.25 | 72 |
| TRANSPORT. INFRASTRUCT. TAX | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,100 | 0.99 | 0 |
| STAMP DUTY | 25,113 | 18,754 | 21,379 | 23,885 | 25,216 | 23,125 | 26,714 | 25,697 | 22,168 | 24,567 | 2.19 | 98 |
| ALL OTHER RECEIPTS (i) | 152,236 | 136,593 | 140,373 | 134,051 | 144,950 | 125,633 | 139,217 | 137,818 | 130,186 | 137,254 | 12.23 | 90 |
| TOTAL | 914,182 | 866,578 | 883,915 | 880,408 | 953,614 | 987,994 | 1,058,877 | 1,090,277 | 1,110,934 | 1,122,171 | 100.00 | 123 |
| YEAR ON YEAR INCREASE | -7.73 | -5.21 | 2.00 | -0.40 | 8.32 | 3.61 | 7.17 | 2.97 | 1.89 | 1.01 | | |

(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 2011/12 - 2020/21

| MINISTRY | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 | 2016/17 \$000 | 2017/18 \$000 | 2018/19 \$000 | Revised Estimate 2019/20 \$000 | ESTIMATE 2020/21 \$000 | % | 2020/21 as % of 2011/12 % |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---|---------------------------|--------|------------------------------------|
| CURRENT ACCOUNT: | | | | | | | | | | | | |
| Non-Ministry | 16,361 | 16,421 | 15,361 | 15,074 | 14,168 | 15,092 | 15,233 | 15,637 | 17,873 | 18,347 | 1.96 | 112 |
| Cabinet Office | 27,338 | 26,879 | 24,733 | 23,217 | 20,917 | 31,395 | 31,335 | 40,717 | 45,993 | 48,245 | 5.16 | 176 |
| Legal Affairs | 25,077 | 24,116 | 25,914 | 24,802 | 24,191 | 24,291 | 42,500 | 45,913 | 49,071 | 50,136 | 5.36 | 200 |
| Finance (Excl Debt & Sinking Fund) | 107,297 | 68,594 | 94,910 | 92,411 | 88,484 | 99,121 | 97,760 | 101,741 | 104,228 | 105,092 | 11.23 | 98 |
| Education | 141,992 | 137,203 | 132,713 | 128,165 | 125,885 | 133,212 | 132,052 | 135,358 | 136,950 | 137,462 | 14.69 | 97 |
| Health | 196,166 | 202,938 | 201,816 | 187,950 | 185,139 | 185,653 | 212,450 | 241,232 | 249,345 | 243,272 | 26.00 | 124 |
| Environment | 23,352 | 24,039 | 22,784 | 19,593 | 19,472 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0 |
| Tourism & Transport | 111,133 | 117,627 | 114,122 | 105,616 | 102,008 | 100,623 | 93,003 | 61,328 | 91,497 | 88,309 | 9.44 | 79 |
| Public Works | 83,890 | 84,690 | 77,086 | 77,213 | 66,369 | 79,620 | 72,577 | 77,204 | 73,169 | 73,259 | 7.83 | 87 |
| Labour, Community Affairs & Sports | 75,755 | 81,622 | 83,852 | 86,501 | 84,643 | 84,676 | 17,760 | 17,265 | 18,859 | 18,678 | 2.00 | 25 |
| National Security | 145,013 | 142,743 | 149,150 | 146,225 | 141,240 | 127,818 | 132,482 | 136,522 | 135,059 | 134,791 | 14.41 | 93 |
| Home Affairs | 26,730 | 28,796 | 17,232 | 14,555 | 13,538 | 19,322 | 15,668 | 15,785 | 18,171 | 17,975 | 1.92 | 67 |
| Economic Development & Tourism | 10,042 | 12,144 | 11,460 | 13,771 | 16,007 | 13,526 | 30,045 | 32,502 | 0 | 0 | 0.00 | 0 |
| Subtotal | 990,146 | 967,812 | 971,133 | 935,093 | 902,061 | 914,349 | 892,865 | 921,204 | 940,215 | 935,566 | 100.00 | 94 |
| % Increase Year on Year | -4.80 | -2.26 | 0.34 | -3.71 | -3.53 | 1.36 | -2.35 | 3.17 | 2.06 | -0.49 | | |
| Current Account Expenditure | 990,146 | 967,812 | 971,133 | 935,093 | 902,061 | 914,349 | 892,865 | 921,204 | 940,215 | 935,566 | | 94 |
| Capital Account Expenditure | 59,489 | 63,474 | 65,357 | 49,753 | 43,721 | 76,702 | 56,596 | 58,571 | 66,134 | 85,008 | | 143 |
| Interest on Debt | 67,592 | 30,440 | 109,245 | 113,223 | 116,217 | 120,620 | 117,723 | 124,031 | 119,200 | 121,400 | | 180 |
| Sinking Fund Contribution | 25,726 | 30,750 | 37,625 | 47,669 | 52,250 | 58,375 | 62,098 | 64,223 | 0 | 0 | | 0 |
| Total | 1,142,953 | 1,092,476 | 1,183,360 | 1,145,738 | 1,114,249 | 1,170,046 | 1,129,282 | 1,168,029 | 1,125,549 | 1,141,974 | | 100 |

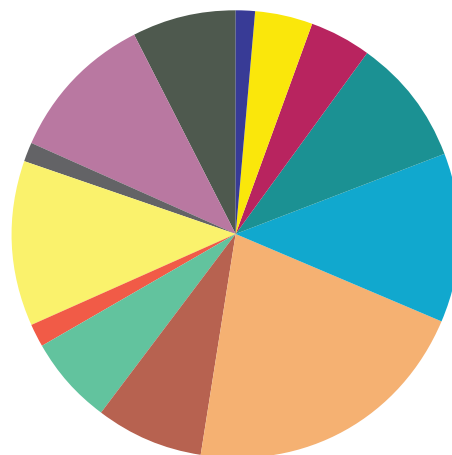
Where ministerial portfolios have been reallocated and changed over the period of this schedule, all prior years figures have been restated to maintain comparability.

Consolidated Fund Expenditure by Type - Ten Year Summary 2011/12 - 2020/21

| | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 | 2016/17 \$000 | 2017/18 \$000 | 2018/19 \$000 | REVISED ESTIMATE 2019/20 \$000 | ESTIMATE 2020/21 \$000 | 2020/21 AS % OF 2011/12 % | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---|---------------------------|------------------------------------|-----|
| SALARIES | 307,768 | 321,173 | 309,981 | 301,988 | 295,881 | 287,833 | 292,060 | 306,056 | 326,448 | 336,705 | 31.86 | 109 |
| WAGES | 85,288 | 84,133 | 83,382 | 81,260 | 75,910 | 78,709 | 77,644 | 79,659 | 68,772 | 69,407 | 6.57 | 81 |
| EMPLOYER OVERHEAD | 73,259 | 42,480 | 72,664 | 71,474 | 69,157 | 76,866 | 75,881 | 78,061 | 79,408 | 79,012 | 7.48 | 108 |
| OTHER PERSONNEL COSTS | 1,552 | 5,563 | 5,645 | 5,460 | 5,238 | 5,356 | 4,722 | 5,779 | 5,773 | 5,458 | 0.52 | 352 |
| TRAINING | 3,825 | 2,307 | 2,491 | 2,104 | 1,867 | 1,665 | 2,492 | 2,046 | 3,365 | 3,752 | 0.35 | 98 |
| TRANSPORT | 5,611 | 3,977 | 4,534 | 4,757 | 3,625 | 5,209 | 2,390 | 2,185 | 3,035 | 3,571 | 0.34 | 64 |
| TRAVEL | 3,619 | 3,418 | 3,311 | 2,818 | 2,620 | 2,325 | 2,043 | 2,126 | 3,836 | 3,416 | 0.32 | 94 |
| COMMUNICATIONS | 10,039 | 9,181 | 8,404 | 7,171 | 6,458 | 6,581 | 6,250 | 6,562 | 7,421 | 7,218 | 0.68 | 72 |
| ADVERTISING & PROMOTION | 15,664 | 18,136 | 16,968 | 3,554 | 2,813 | 2,076 | 24,646 | 1,381 | 2,280 | 1,991 | 0.19 | 13 |
| PROFESSIONAL SERVICES | 99,198 | 95,944 | 81,469 | 68,784 | 58,949 | 57,067 | 41,184 | 43,959 | 60,678 | 49,369 | 4.67 | 50 |
| RENTALS | 17,766 | 16,794 | 16,696 | 15,507 | 13,665 | 13,424 | 11,639 | 11,470 | 11,768 | 11,973 | 1.13 | 67 |
| REPAIR AND MAINTENANCE | 18,344 | 17,614 | 16,908 | 18,342 | 17,046 | 16,396 | 16,417 | 16,534 | 18,823 | 19,757 | 1.87 | 108 |
| INSURANCE | 13,029 | 12,499 | 11,984 | 9,020 | 11,731 | 10,948 | 8,003 | 6,796 | 10,364 | 9,063 | 0.86 | 70 |
| ENERGY | 20,657 | 20,573 | 20,120 | 18,064 | 16,140 | 16,676 | 14,513 | 14,592 | 16,015 | 16,611 | 1.57 | 80 |
| CLOTHING, UNIFORMS, LAUNDRY | 1,500 | 1,576 | 1,858 | 1,703 | 786 | 1,266 | 1,486 | 1,363 | 968 | 1,163 | 0.11 | 78 |
| MATERIALS & SUPPLIES | 30,987 | 26,947 | 23,060 | 24,191 | 17,008 | 21,767 | 19,969 | 18,654 | 21,868 | 23,316 | 2.21 | 75 |
| EQUIPMENT PURCHASES | 780 | 1,197 | 869 | 628 | 2,568 | 1,961 | 778 | 334 | 660 | 547 | 0.05 | 70 |
| OTHER EXPENSES | 3,528 | 4,200 | 3,368 | 1,878 | 2,391 | 7,305 | 5,262 | 4,492 | 3,088 | 3,387 | 0.32 | 96 |
| RECEIPTS TO CREDITED TO PROGRAM | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (31,440) | (23,149) | -2.19 | 0 |
| TRANSFERS & OTHER FUNDS | 25,726 | 30,750 | 37,625 | 47,669 | 52,250 | 58,375 | 62,098 | 64,223 | 0 | 0 | 0 | 0 |
| GOVT. GRANTS & CONTRIBUTIONS | 274,258 | 277,385 | 286,962 | 296,390 | 298,204 | 300,899 | 285,298 | 319,155 | 326,635 | 312,904 | 29.60 | 114 |
| DEBT CHARGES | 71,067 | 33,155 | 109,704 | 113,223 | 116,221 | 120,640 | 117,911 | 124,031 | 119,650 | 121,495 | 11.49 | 171 |
| TOTAL | 1,083,465 | 1,029,002 | 1,118,003 | 1,095,985 | 1,070,528 | 1,093,344 | 1,072,686 | 1,109,458 | 1,059,415 | 1,056,966 | 100.00 | 98 |
| YEAR ON YEAR INCREASE | -3.62 | -5.03 | 8.65 | -1.97 | -2.32 | 2.13 | -1.89 | 3.43 | -4.51 | -0.23 | | |

Estimated Expenditure 2020/21 in BD\$ Millions

| | |
|--|-------|
| Non-Ministry..... | 18.3 |
| Cabinet Office Departments..... | 48.2 |
| Legal Affairs..... | 50.1 |
| Finance..... | 105.1 |
| Education | 137.5 |
| Health | 243.3 |
| Tourism & Transport | 88.3 |
| Public Works | 73.3 |
| Labour, Community Affairs & Sports | 18.7 |
| National Security..... | 134.8 |
| Home Affairs | 18.0 |
| Interest | 121.4 |
| Capital Estimate..... | 85.0 |



Categories of expenditure expressed as a percentage of total estimated expenditure for 2020/21 of \$1,142.0 million

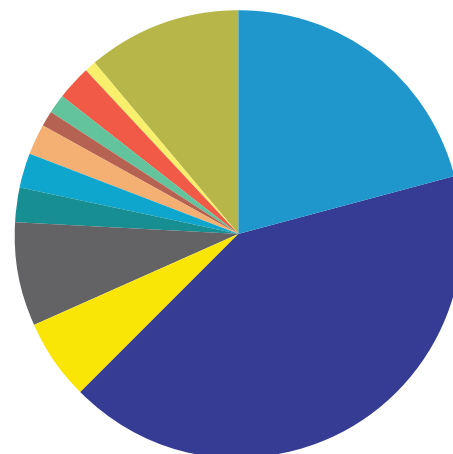


| | |
|--|------|
| Non-Ministry..... | 1.6 |
| Cabinet Office Departments..... | 4.2 |
| Legal Affairs..... | 4.4 |
| Finance..... | 9.2 |
| Education | 12.0 |
| Health | 21.3 |
| Tourism & Transport | 7.7 |
| Public Works | 6.4 |
| Labour, Community Affairs & Sports | 1.6 |
| National Security..... | 11.8 |
| Home Affairs | 1.6 |
| Interest | 10.6 |
| Capital Estimate..... | 7.4 |

Estimated Revenue 2020/21 in BD\$ Millions

Total Revenue \$1,122.2 million

| | |
|-----------------------------------|-------|
| Customs | 235.0 |
| Payroll Tax | 467.0 |
| Companies Fees | 66.5 |
| Land Tax..... | 85.5 |
| Passenger Tax | 25.2 |
| Vehicle Licences..... | 31.1 |
| Stamp Duties..... | 24.6 |
| Hotel Occupancy..... | 10.0 |
| Immigration | 18.4 |
| Foreign Currency..... | 26.3 |
| Transport Infrastructure Tax..... | 11.1 |
| All Other..... | 121.6 |



Categories of revenue expressed as a percentage of total estimated revenue for 2020/21 of \$1,122.2 million



| | |
|-----------------------------------|------|
| Customs | 20.9 |
| Payroll Tax..... | 41.6 |
| Companies Fees | 5.9 |
| Land Tax | 7.6 |
| Passenger Tax..... | 2.2 |
| Vehicle Licences | 2.8 |
| Stamp Duties..... | 2.2 |
| Hotel Occupancy | 0.9 |
| Immigration | 1.6 |
| Foreign Currency..... | 2.3 |
| Transport Infrastructure Tax..... | 1.0 |
| All Other..... | 10.8 |

