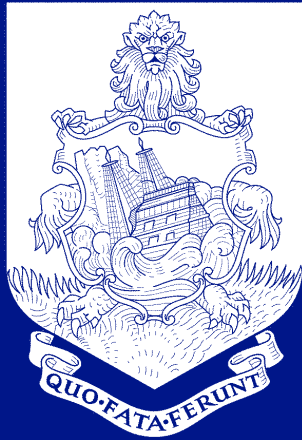


GOVERNMENT  
OF  
BERMUDA



**APPROVED  
ESTIMATES  
OF  
REVENUE AND  
EXPENDITURE  
FOR THE YEAR  
2017/18**

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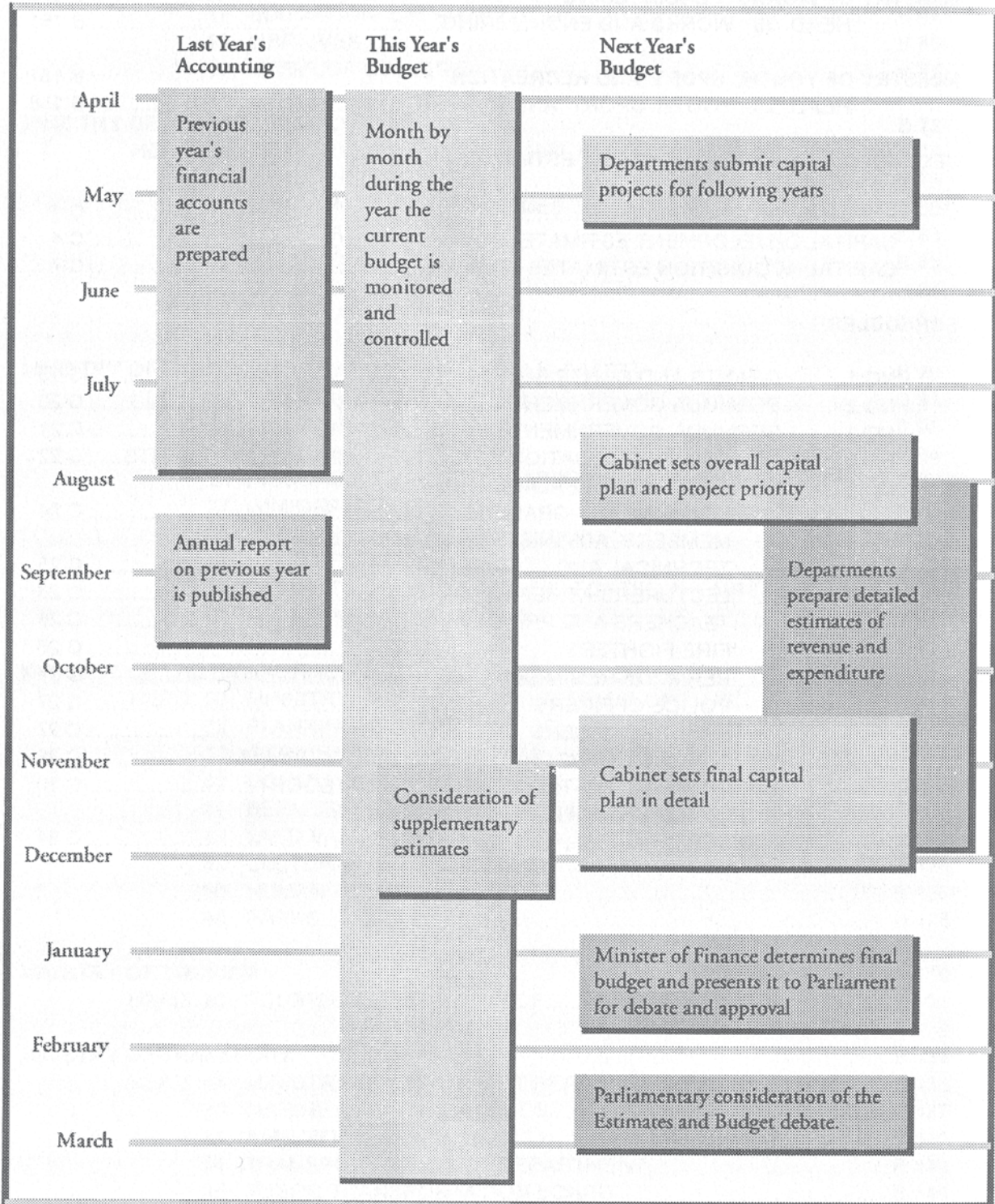
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# Financial Timetable

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





**GOVERNMENT  
OF  
BERMUDA**

**SUMMARY OF  
CONSOLIDATED FUND  
ESTIMATES FOR 2016/17 TO 2019/20**

<b>ACTUAL 2015/16 \$000</b>		<b>ORIGINAL ESTIMATE 2016/17 \$000</b>	<b>REVISED ESTIMATE 2016/17 \$000</b>	<b>ESTIMATE 2017/18 \$000</b>	<b>ESTIMATE 2018/19 \$000</b>	<b>ESTIMATE 2019/20 \$000</b>
<b>Revenue and Expenditure Estimates</b>						
953,614	1 Revenue	996,935	985,298	1,042,349	1,110,102	1,146,397
902,060	2 Current Account Expenditure(excl.debt & s/fund)	921,643	932,052	923,491	905,021	909,546
51,554	3 Current Account Balance(excl.debt & s/fund)	75,292	53,246	118,858	205,081	236,851
116,217	4 Interest on Debt	129,050	121,500	124,000	126,000	115,000
(64,663)		(53,758)	(68,254)	(5,142)	79,081	121,851
52,250	5 Sinking Fund Contribution	58,375	58,375	62,085	65,460	66,119
(116,913)	6 Surplus Available for Capital Expenditure	(112,133)	(126,629)	(67,227)	13,621	55,732
43,725	7 Capital Expenditure (See line 20 below)	87,260	85,540	67,451	40,000	50,000
(160,638)	8 Budget Surplus (Deficit)	(199,393)	(212,169)	(134,678)	(26,379)	5,732
<b>Sources of Financing</b>						
10,638	9 Consolidated Fund	0	63,234	0	0	0
150,000	10 Borrowing	199,393	148,935	134,678	26,379	(5,732)
160,638	11 Total Financing	199,393	212,169	134,678	26,379	(5,732)
<b>Capital Appropriations</b>						
68,734	12 Appropriations in Original Estimates	87,260	85,540	67,451	40,000	50,000
522	13 Supplementary Appropriations	0	0	0	0	0
69,256	14 Appropriated During the Year	87,260	85,540	67,451	40,000	50,000
0	15 Appropriations Frozen	0	0	0	0	0
(20,275)	16 Appropriations Lapsed	0	0	0	0	0
48,981	17 Net Appropriations	87,260	85,540	67,451	40,000	50,000
497	18 Unspent Appropriations from Prior Year	0	5,753	0	0	0
49,478	19 Appropriations to Meet Spending	87,260	91,293	67,451	40,000	50,000
43,725	20 Capital Spending	87,260	85,540	67,451	40,000	50,000
5,753	21 Unspent Appropriations Carried Forward	0	5,753	0	0	0
<b>Consolidated Fund Balance (March 31)</b>						
1,000	22 Contingency Fund	1,000	1,000	1,000	1,000	1,000
5,753	23 Unspent Capital Appropriations	0	5,753	0	0	0
(2,645,630)	24 Undesignated Surplus (Deficit)	(2,839,270)	(2,857,799)	(2,986,724)	(3,013,103)	(3,007,371)
<b>(2,638,877)</b>	<b>25 Consolidated Fund Surplus (Deficit)</b>	<b>(2,838,270)</b>	<b>(2,851,046)</b>	<b>(2,985,724)</b>	<b>(3,012,103)</b>	<b>(3,006,371)</b>

<b>TYPE</b>	<b>DESCRIPTIONS</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Revenue	Growth, Tax Reform and Rate Increases	3.3%	4.6%	6.5%	3.3%
Expenditure	Spending Reductions	3.3%	+0.2%	2.0%	+0.5%
Debt Repayment	Senior Notes Due	\$90M			\$180M

# SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT REVENUE

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
01	GOVERNOR & STAFF	1	0	0	0	0	0
02	LEGISLATURE	1	0	0	0	0	0
05	OFFICE OF THE AUDITOR	1,211	700	700	1,196	496	71
63	PARLIAMENTARY REGISTRAR	358	330	330	358	28	8
92	INTERNAL AUDIT	1	0	0	0	0	0
		<b>1,572</b>	<b>1,030</b>	<b>1,030</b>	<b>1,554</b>	<b>524</b>	<b>51</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
14	STATISTICS	1	0	0	0	0	0
		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	58	0	0	0	0	0
03	JUDICIAL DEPARTMENT	7,967	8,288	7,912	8,288	0	0
04	ATTORNEY GENERAL'S CHAMBERS	100	0	0	0	0	0
74	DEPARTMENT OF COURT SERVICES	1	0	0	0	0	0
		<b>8,126</b>	<b>8,288</b>	<b>7,912</b>	<b>8,288</b>	<b>0</b>	<b>0</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	2,012	1,846	1,300	188	(1,658)	(90)
11	ACCOUNTANT GENERAL	3,448	406	527	404	(2)	(0)
12	CUSTOMS	196,238	213,075	207,843	228,095	15,020	7
38	OFFICE OF THE TAX COMMISSIONER	527,966	554,946	553,498	593,582	38,636	7
		<b>729,664</b>	<b>770,273</b>	<b>763,168</b>	<b>822,269</b>	<b>51,996</b>	<b>7</b>
<b>MINISTRY OF EDUCATION</b>							
17	DEPT. OF EDUCATION	150	230	230	230	0	0
		<b>150</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>0</b>
<b>MINISTRY OF HEALTH &amp; SENIORS</b>							
21	MIN. OF HEALTH & SENIORS HQ	128	50	146	50	0	0
22	DEPT. OF HEALTH	3,503	3,453	3,330	3,516	63	2
69	CONSERVATION SERVICES	492	0	0	0	0	0
72	ENVIRONMENTAL PROTECTION	1,247	0	0	0	0	0
91	HEALTH INSURANCE	7	0	0	0	0	0
		<b>5,377</b>	<b>3,503</b>	<b>3,476</b>	<b>3,566</b>	<b>63</b>	<b>2</b>
<b>MINISTRY OF THE ENVIRONMENT</b>							
32	DEPT. OF PLANNING	1,196	1,125	1,207	1,205	80	7
68	PARKS	150	59	83	68	9	15
79	ENVIRONMENT AND NATURAL RESOURCES	0	1,755	1,755	1,755	0	0
		<b>1,346</b>	<b>2,939</b>	<b>3,045</b>	<b>3,028</b>	<b>89</b>	<b>3</b>
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>							
48	MIN. OF TOURISM, TRANSPORT & MUNIC. HQ	405	0	18,371	18,653	18,653	0
30	MARINE AND PORTS	5,529	5,551	5,513	6,303	752	14
31	AIRPORT OPERATIONS	12,637	18,015	17,872	0	(18,015)	(100)
34	TRANSPORT CONTROL DEPARTMENT	29,152	28,051	28,770	29,033	982	4
35	PUBLIC TRANSPORTATION	8,807	8,763	7,513	8,763	0	0
57	CIVIL AVIATION	25,893	17,000	0	0	(17,000)	(100)
73	MARITIME ADMINISTRATION	4,849	500	3,357	0	(500)	(100)
		<b>87,272</b>	<b>77,880</b>	<b>81,396</b>	<b>62,752</b>	<b>(15,128)</b>	<b>(19)</b>



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

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	30	106	21	31	(75)	(71)
49	LAND VALUATION	1	6	1	6	0	0
81	PUBLIC LANDS & BUILDINGS	1,533	4,900	3,054	5,545	645	13
82	WORKS & ENGINEERING	10,462	14,319	10,796	16,532	2,213	15
97	LAND TITLE & REGISTRATION	0	1,144	0	501	(643)	(56)
		<b>12,026</b>	<b>20,475</b>	<b>13,872</b>	<b>22,615</b>	<b>2,140</b>	<b>10</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>							
18	LIBRARIES	14	16	16	15	(1)	(6)
19	ARCHIVES	2	2	2	2	0	0
20	YOUTH, SPORT & RECREATION	637	587	587	621	34	6
23	CHILD & FAMILY SERVICES	169	192	192	192	0	0
52	COMMUNITY & CULTURAL AFFAIRS	66	86	86	89	3	3
		<b>888</b>	<b>883</b>	<b>883</b>	<b>919</b>	<b>36</b>	<b>4</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
06	DEFENCE	2	0	0	0	0	0
07	POLICE	1,217	350	350	350	0	0
13	POST OFFICE	4,438	4,467	4,534	4,550	83	2
45	FIRE SERVICES	668	8	110	180	172	2,150
88	NATIONAL DRUG CONTROL	1	6	0	0	(6)	(100)
		<b>6,326</b>	<b>4,831</b>	<b>4,994</b>	<b>5,080</b>	<b>249</b>	<b>5</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	1,011	614	944	500	(114)	(19)
27	IMMIGRATION	22,123	20,549	19,174	21,020	471	2
29	REGISTRY GENERAL	2,085	1,910	1,694	1,679	(231)	(12)
60	WORKFORCE DEVELOPMENT	2	10	2	28	18	180
		<b>25,221</b>	<b>23,083</b>	<b>21,814</b>	<b>23,227</b>	<b>144</b>	<b>1</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>							
39	REGISTRAR OF COMPANIES	64,055	70,054	70,012	74,071	4,017	6
46	TELECOMMUNICATIONS	11,590	13,466	13,466	0	(13,466)	(100)
67	DEPT. OF INFORMATION & COMM. TECH.	0	0	0	14,750		
		<b>75,645</b>	<b>83,520</b>	<b>83,478</b>	<b>88,821</b>	<b>5,301</b>	<b>6</b>
		<b>953,614</b>	<b>996,935</b>	<b>985,298</b>	<b>1,042,349</b>	<b>45,414</b>	<b>5</b>

# ANALYSIS OF CURRENT ACCOUNT REVENUE

HEAD (1)	REVENUE DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>TAXES &amp; DUTIES</b>							
12	CUSTOMS DUTY	192,593	209,484	204,000	223,716	14,232	7
27	SALE OF LAND TO NON-BERMUDIANS	6,915	9,000	4,457	6,000	(3,000)	(33)
29	TIMESHARING TAX	173	20	20	20	0	0
38	PASSENGER TAXES	40,794	43,166	42,100	22,345	(20,821)	(48)
38	STAMP DUTIES	25,216	24,159	22,032	20,986	(3,173)	(13)
38	BETTING TAX	1,638	1,375	1,411	1,700	325	24
38	LAND TAX	67,068	63,186	63,186	63,186	0	0
38	FOREIGN CURRENCY PURCHASE TAX	19,628	21,000	20,064	22,000	1,000	5
38	PAYROLL TAX	361,136	390,000	394,000	439,000	49,000	13
38	HOTEL OCCUPANCY	10,337	11,000	10,000	11,500	500	5
38	CORPORATE SERVICE TAX	5,919	5,750	5,395	5,900	150	3
38	FINANCIAL SERVICES TAX	0	0	0	11,390	11,390	0
<b>FEES, PERMITS &amp; LICENCES</b>							
03	LIQUOR LICENCES	385	320	290	320	0	0
12	OTHER CUSTOMS FEES & CHARGES	1,804	2,077	1,905	2,321	244	12
12	WHARFAGE	730	750	745	800	50	7
13	POST OFFICE	4,466	4,541	4,623	4,343	(198)	(4)
27	IMMIGRATION RECEIPTS	15,056	11,429	14,707	15,000	3,571	31
29	TRADE & SERVICE MARK	1,818	1,624	1,492	1,401	(223)	(14)
30	FERRY SERVICES	1,315	1,538	1,297	2,038	500	33
30	SERVICES TO SEABORNE SHIPPING	2,885	2,693	2,951	3,000	307	11
31	AIR TERMINAL AND AVIATION	12,508	17,895	17,752	0	(17,895)	(100)
32	PLANNING FEES AND SEARCHES	993	970	1,052	1,052	82	8
34	VEHICLE LICENCES AND REGISTRATION	29,031	28,047	28,773	29,029	982	4
35	BUS REVENUES	8,742	8,750	7,500	9,044	294	3
36	SOLID WASTE	4,551	3,849	5,054	5,050	1,201	31
36	WATER	3,901	2,888	3,733	3,901	1,013	35
36	RENTALS	1,655	2,096	3,188	2,709	613	29
39	COMPANIES - INTERNATIONAL	60,074	66,063	66,063	69,965	3,902	6
39	COMPANIES LOCAL	2,787	2,800	2,647	2,800	0	0
39	COMPANIES LICENCES	660	635	817	700	65	10
46	TELECOMMUNICATIONS RECEIPTS	11,542	13,366	13,366	14,750	1,384	10
48	CIVIL AVIATION RECEIPTS	0	0	17,750	18,000	18,000	0
57	AIRCRAFT REGISTRATION	25,872	17,000	0	0	(17,000)	(100)
72	PLANT PRODUCTION & MARKETING CTRE	196	200	200	200	0	0
73	REGISTRATION OF SHIPPING	4,612	501	3,242	1	(500)	(100)
<b>OTHER RECEIPTS</b>							
03	FINES AND FORFEITURES	3,394	2,982	2,637	2,982	0	0
11	INTEREST ON DEPOSITS	912	406	529	406	0	0
81	ASSET SALES	0	3,000	0	3,000	0	0
	OTHER REVENUE	22,308	22,375	16,320	21,794	(581)	(3)
		<b>953,614</b>	<b>996,935</b>	<b>985,298</b>	<b>1,042,349</b>	<b>45,414</b>	<b>5</b>

## SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
01	GOVERNOR & STAFF	1,437	1,395	1,395	1,395	0	0
02	LEGISLATURE	4,771	5,051	5,051	5,166	115	2
05	OFFICE OF THE AUDITOR	3,066	3,572	3,572	4,083	511	14
56	HUMAN RIGHTS COMMISSION	1,274	1,268	1,268	1,269	1	0
63	PARLIAMENTARY REGISTRAR	1,006	1,502	1,830	2,502	1,000	67
85	OMBUDSMAN'S OFFICE	845	910	910	910	0	0
92	INTERNAL AUDIT	1,260	1,504	1,504	1,574	70	5
98	INFORMATION COMMISSIONER'S OFFICE	509	864	864	957	93	11
101	PRIVACY COMMISSIONER'S OFFICE	0	0	0	867	867	0
		<b>14,168</b>	<b>16,066</b>	<b>16,394</b>	<b>18,723</b>	<b>2,657</b>	<b>17</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	5,892	7,070	7,759	6,912	(158)	(2)
14	DEPT. OF STATISTICS	2,167	4,137	3,101	2,493	(1,644)	(40)
26	DEPT. OF HUMAN RESOURCES	2,944	3,657	3,657	3,846	189	5
43	DEPT. OF INFORMATION & DIGITAL TECH.	5,818	6,142	6,142	6,976	834	14
51	DEPT. OF COMMUNICATIONS	2,216	2,318	2,256	2,945	627	27
80	PROJECT MANAGEMENT & PROCUREMENT	669	852	852	773	(79)	(9)
84	E-GOVERNMENT	822	872	872	0	(872)	(100)
96	SUSTAINABLE DEVELOPMENT	389	0	0	0	0	0
		<b>20,917</b>	<b>25,048</b>	<b>24,639</b>	<b>23,945</b>	<b>(1,103)</b>	<b>(4)</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	5,823	6,113	6,112	6,203	90	1
03	JUDICIAL DEPARTMENT	7,485	8,161	8,161	8,361	200	2
04	ATTORNEY GENERAL'S CHAMBERS	4,210	4,554	4,554	4,808	254	6
74	DEPT. OF COURT SERVICES	3,888	4,266	4,267	4,318	52	1
75	DEPT. OF PUBLIC PROSECUTIONS	2,785	3,156	3,156	3,389	233	7
		<b>24,191</b>	<b>26,250</b>	<b>26,250</b>	<b>27,079</b>	<b>829</b>	<b>3</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	4,404	4,297	4,297	4,297	0	0
11	ACCOUNTANT GENERAL	74,434	86,817	85,817	86,637	(180)	(0)
28	SOCIAL INSURANCE	6,774	6,100	6,600	6,009	(91)	(1)
38	OFFICE OF THE TAX COMMISSIONER	2,872	3,181	3,527	3,451	270	8
58	INTEREST ON DEBT	116,217	129,000	121,500	124,000	(5,000)	(4)
59	SINKING FUND CONTRIBUTION	52,250	58,375	58,375	62,085	3,710	6
		<b>256,951</b>	<b>287,770</b>	<b>280,116</b>	<b>286,479</b>	<b>(1,291)</b>	<b>(0)</b>
<b>MINISTRY OF EDUCATION</b>							
16	MIN. OF EDUCATION HQ	1,954	2,287	2,392	2,414	127	6
17	DEPT. OF EDUCATION	107,923	107,085	110,338	109,096	2,011	2
41	BERMUDA COLLEGE	16,008	15,528	15,528	15,481	(47)	(0)
		<b>125,885</b>	<b>124,900</b>	<b>128,258</b>	<b>126,991</b>	<b>2,091</b>	<b>2</b>

# SUMMARY BY DEPARTMENT OF CURRENT ACCOUNT EXPENDITURE

- continued

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>MINISTRY OF HEALTH &amp; SENIORS</b>							
21	MIN. OF HEALTH & SENIORS HQ	12,872	9,732	9,428	11,186	1,454	15
22	DEPT. OF HEALTH	23,230	26,966	25,653	27,339	373	1
24	HOSPITALS	147,995	145,674	143,674	120,200	(25,474)	(17)
69	CONSERVATION SERVICES	4,422	0	0	0	0	0
72	ENVIRONMENTAL PROTECTION	3,341	0	0	0	0	0
91	HEALTH INSURANCE	1,042	3,995	6,990	3,995	0	0
		<b>192,902</b>	<b>186,367</b>	<b>185,745</b>	<b>162,720</b>	<b>(23,647)</b>	<b>(13)</b>
<b>MINISTRY OF THE ENVIRONMENT</b>							
50	MIN. OF THE ENVIRONMENT HQ	0	0	112	1,314	1,314	0
32	DEPT. OF PLANNING	2,673	3,202	3,202	3,304	102	3
68	PARKS	9,036	9,845	8,016	10,002	157	2
79	ENVIRONMENT AND NATURAL RESOURCES	0	8,038	8,038	8,221	183	2
		<b>11,709</b>	<b>21,085</b>	<b>19,368</b>	<b>22,841</b>	<b>1,756</b>	<b>8</b>
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>							
48	MIN. OF TOURISM, TRANSPORT & MUNIC. HQ	25,652	24,798	27,362	39,467	14,669	59
30	MARINE & PORTS	19,734	19,900	20,906	20,097	197	1
31	AIRPORT OPERATIONS	21,032	19,959	20,267	0	(19,959)	(100)
34	TRANSPORT CONTROL DEPARTMENT	5,467	5,350	5,350	5,350	0	0
35	PUBLIC TRANSPORTATION	19,893	19,200	20,908	21,615	2,415	13
57	CIVIL AVIATION	7,292	0	4,233	0	0	0
73	MARITIME ADMINISTRATION	2,938	0	2,432	0	0	0
		<b>102,008</b>	<b>89,207</b>	<b>101,458</b>	<b>86,529</b>	<b>(2,678)</b>	<b>(3)</b>
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	10,107	5,425	8,129	5,186	(239)	(4)
49	LAND VALUATION	706	795	674	791	(4)	(1)
53	BERMUDA HOUSING CORP	6,050	6,050	6,050	6,050	0	0
81	PUBLIC LANDS & BUILDINGS	19,209	20,799	17,025	19,641	(1,158)	(6)
82	WORKS & ENGINEERING	29,143	31,426	30,638	32,279	853	3
97	LAND TITLE & REGISTRATION	1,154	1,050	906	1,069	19	2
		<b>66,369</b>	<b>65,545</b>	<b>63,422</b>	<b>65,016</b>	<b>(529)</b>	<b>(1)</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>							
71	MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ	2,241	2,970	2,719	2,457	(513)	(17)
18	LIBRARIES	1,748	1,861	1,861	1,926	65	3
19	ARCHIVES	1,196	1,294	1,294	1,296	2	0
20	YOUTH, SPORT & RECREATION	9,105	9,055	9,055	9,388	333	4
23	CHILD & FAMILY SERVICES	13,291	15,907	15,907	15,634	(273)	(2)
52	COMMUNITY & CULTURAL AFFAIRS	2,503	2,939	2,939	3,011	72	2
55	FINANCIAL ASSISTANCE	54,559	54,561	54,136	53,555	(1,006)	(2)
		<b>84,643</b>	<b>88,587</b>	<b>87,911</b>	<b>87,267</b>	<b>(1,320)</b>	<b>(1)</b>

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

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>MINISTRY OF NATIONAL SECURITY</b>							
83	MIN. OF NATIONAL SECURITY HQ	1,340	1,297	1,297	1,497	200	15
06	DEFENCE	7,111	7,086	7,299	7,272	186	3
07	POLICE	65,067	64,595	64,595	67,241	2,646	4
12	CUSTOMS	16,463	17,112	17,112	17,112	0	0
13	POST OFFICE	9,921	10,677	10,588	10,677	0	0
25	DEPT. OF CORRECTIONS	24,591	25,337	25,337	25,337	0	0
45	FIRE SERVICES	13,191	12,506	12,506	13,261	755	6
88	NATIONAL DRUG CONTROL	3,556	4,179	4,179	4,179	0	0
		<b>141,240</b>	<b>142,789</b>	<b>142,913</b>	<b>146,576</b>	<b>3,787</b>	<b>3</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	4,075	4,562	4,562	4,132	(430)	(9)
27	IMMIGRATION	4,139	4,633	4,633	4,754	121	3
29	REGISTRY GENERAL	1,375	1,750	1,750	1,870	120	7
60	WORKFORCE DEVELOPMENT	3,949	4,557	4,557	4,478	(79)	(2)
		<b>13,538</b>	<b>15,502</b>	<b>15,502</b>	<b>15,234</b>	<b>(268)</b>	<b>(2)</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>							
95	MIN. OF ECONOMIC DEV. HQ	11,467	13,727	13,727	35,059	21,332	155
39	REGISTRAR OF COMPANIES	1,856	2,712	2,712	2,587	(125)	(5)
46	TELECOMMUNICATIONS	940	1,033	1,033	0	(1,033)	(100)
67	DEPT. OF INFORMATION & COMM. TECH.	885	1,537	1,537	1,631	94	6
89	ENERGY	859	943	943	899	(44)	(5)
		<b>16,007</b>	<b>19,952</b>	<b>19,952</b>	<b>40,176</b>	<b>20,224</b>	<b>101</b>
		<b>1,070,528</b>	<b>1,109,068</b>	<b>1,111,928</b>	<b>1,109,576</b>	<b>508</b>	<b>0</b>

# ANALYSIS OF CURRENT ACCOUNT EXPENDITURE BY OBJECT ACCOUNT

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	2016/17 vs 2017/18		
(1)	(3)	(4)	(5)	(6)	(\$000)	%	
(2)					(7)	(8)	
SALARIES	295,881	317,916	316,972	321,230	3,314	1	
WAGES	75,910	68,605	65,521	69,141	536	1	
EMPLOYER OVERHEAD	69,157	78,511	77,514	78,588	77	0	
OTHER PERSONNEL COSTS	5,238	6,240	6,887	6,368	128	2	
TRAINING	1,867	3,005	2,737	3,304	299	10	
TRANSPORT	3,625	1,862	5,303	5,153	3,291	177	
TRAVEL	2,620	3,026	3,135	3,010	(16)	(1)	
COMMUNICATIONS	6,458	7,362	7,490	7,097	(265)	(4)	
ADVERTISING & PROMOTION	2,813	3,535	2,164	2,389	(1,146)	(32)	
PROFESSIONAL SERVICES	58,949	56,168	58,697	49,985	(6,183)	(11)	
RENTALS	13,665	13,767	14,511	12,755	(1,012)	(7)	
REPAIR & MAINTENANCE	17,046	19,611	18,591	19,411	(200)	(1)	
INSURANCE	11,731	9,559	10,534	9,121	(438)	(5)	
ENERGY	16,140	19,888	18,343	16,608	(3,280)	(16)	
CLOTHING & UNIFORMS	786	1,075	1,122	1,146	71	7	
MATERIALS & SUPPLIES	17,008	23,437	23,387	23,928	491	2	
EQUIPMENT	2,568	567	564	563	(4)	(1)	
OTHER EXPENSES	2,391	3,055	6,604	3,488	433	14	
RECEIPTS CREDITED TO PROG	0	(16,501)	(16,952)	(21,272)	(4,771)	29	
TRANSFER TO OTHER FUNDS	52,250	58,375	58,375	62,085	3,710	6	
GRANTS & CONTRIBUTIONS	298,204	300,955	308,879	311,428	10,473	3	
PUBLIC DEBT CHARGES	116,221	129,050	121,550	124,050	(5,000)	(4)	
	<b>1,070,528</b>	<b>1,109,068</b>	<b>1,111,928</b>	<b>1,109,576</b>	<b>508</b>	<b>0</b>	

# SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)
<b>NON-MINISTRY DEPARTMENTS</b>					
01	GOVERNOR AND STAFF	0	0	16	1,000
02	LEGISLATURE	99	600	965	2,128
05	OFFICE OF THE AUDITOR	15	6	7	22
56	HUMAN RIGHTS COMMISSION	13	15	18	0
63	PARLIAMENTARY REGISTRAR	4	0	16	4
85	OMBUDSMAN'S OFFICE	1	0	0	11
92	INTERNAL AUDIT	15	0	0	0
98	INFORMATION COMMISSIONER'S OFFICE	17	0	27	3
101	PRIVACY COMMISSIONER'S OFFICE	0	0	0	97
		<b>164</b>	<b>621</b>	<b>1,049</b>	<b>3,265</b>
<b>CABINET OFFICE DEPARTMENTS</b>					
09	CABINET OFFICE	0	506	1,006	500
14	DEPT. OF STATISTICS	0	17	0	0
26	DEPT. OF HUMAN RESOURCES	33	0	0	0
43	DEPT. OF INFORMATION & DIGITAL TECH.	1,724	2,115	1,750	1,905
51	DEPT. OF COMMUNICATIONS	562	429	400	288
80	PROJECT MANAGEMENT & PROCUREMENT	0	67	0	150
		<b>2,319</b>	<b>3,134</b>	<b>3,156</b>	<b>2,843</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>					
87	MIN. OF LEGAL AFFAIRS HQ	33	90	51	122
03	JUDICIAL DEPARTMENT	279	185	86	102
04	ATTORNEY GENERAL'S CHAMBERS	21	2	22	26
74	DEPT. OF COURT SERVICES	41	0	0	18
75	DEPT. OF PUBLIC PROSECUTIONS	18	0	4	40
		<b>392</b>	<b>277</b>	<b>163</b>	<b>308</b>
<b>MINISTRY OF FINANCE</b>					
10	MIN. OF FINANCE HQ	30	773	773	1,330
11	ACCOUNTANT GENERAL	58	300	300	500
38	OFFICE OF THE TAX COMMISSIONER	522	521	766	500
		<b>610</b>	<b>1,594</b>	<b>1,839</b>	<b>2,330</b>
<b>MINISTRY OF EDUCATION</b>					
17	DEPT. OF EDUCATION	1,818	2,564	2,687	3,276
41	BERMUDA COLLEGE	0	0	0	850
		<b>1,818</b>	<b>2,564</b>	<b>2,687</b>	<b>4,126</b>
<b>MINISTRY OF HEALTH &amp; SENIORS</b>					
21	MINISTRY OF HEALTH & SENIORS HQ	18	0	0	0
22	DEPT. OF HEALTH	107	213	100	146
24	HOSPITALS	120	120	120	120
91	HEALTH INSURANCE	8	5	0	0
		<b>253</b>	<b>338</b>	<b>220</b>	<b>266</b>
<b>MINISTRY OF THE ENVIRONMENT</b>					
50	MINISTRY OF THE ENVIRONMENT HQ	400	0	0	0
32	DEPT. OF PLANNING	242	350	295	435
68	PARKS	642	1,435	230	900
79	ENVIRONMENT AND NATURAL RESOURCES	445	445	662	670
		<b>1,729</b>	<b>2,230</b>	<b>1,187</b>	<b>2,005</b>



# SUMMARY BY DEPARTMENT OF CAPITAL ACCOUNT EXPENDITURE

- continued

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>					
48	MIN. OF TOURISM, TRANSPORT & MUNIC. HQ	0	0	5,033	0
30	MARINE & PORTS SERVICES	1,176	680	1,562	919
31	AIRPORT OPERATIONS	3,075	7,828	5,108	0
34	TRANSPORT CONTROL DEPARTMENT	0	0	0	48
35	PUBLIC TRANSPORTATION	964	2,507	857	2,670
57	CIVIL AVIATION	90	0	648	0
73	MARITIME ADMINISTRATION	22	0	650	0
		<b>5,327</b>	<b>11,015</b>	<b>13,858</b>	<b>3,637</b>
<b>MINISTRY OF PUBLIC WORKS</b>					
36	MIN. OF PUBLIC WORKS HQ	1,548	3,824	3,512	7,256
49	LAND VALUATION	33	0	0	0
53	BERMUDA HOUSING CORPORATION	2,160	4,800	4,800	4,800
81	PUBLIC LANDS & BUILDINGS	5,748	7,817	11,925	7,948
82	WORKS & ENGINEERING	13,759	29,638	21,880	21,549
97	LAND TITLE & REGISTRATION	23	42	54	0
		<b>23,271</b>	<b>46,121</b>	<b>42,171</b>	<b>41,553</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>					
71	MINISTRY OF SOCIAL DEVELOPMENT & SPORTS HQ	0	0	2	0
18	LIBRARIES	80	0	0	12
19	ARCHIVES	42	0	0	27
20	YOUTH, SPORT & RECREATION	70	0	10	90
23	CHILD & FAMILY SERVICES	7	638	310	363
52	COMMUNITY & CULTURAL AFFAIRS	0	0	0	3
55	FINANCIAL ASSISTANCE	44	62	20	20
		<b>243</b>	<b>700</b>	<b>342</b>	<b>515</b>
<b>MINISTRY OF NATIONAL SECURITY</b>					
06	DEFENCE	194	60	60	300
07	POLICE	1,008	1,165	970	520
12	CUSTOMS	294	196	150	240
13	POST OFFICE	104	27	277	102
25	DEPT. OF CORRECTIONS	646	629	659	669
45	FIRE SERVICES	130	0	451	823
88	NATIONAL DRUG CONTROL	46	4	52	20
		<b>2,422</b>	<b>2,081</b>	<b>2,619</b>	<b>2,674</b>
<b>MINISTRY OF HOME AFFAIRS</b>					
93	MIN. OF HOME AFFAIRS HQ	0	0	0	14
27	IMMIGRATION	158	396	300	1,001
29	REGISTRY GENERAL	10	17	27	200
60	WORKFORCE DEVELOPMENT	135	0	0	24
		<b>303</b>	<b>413</b>	<b>327</b>	<b>1,239</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>					
95	MIN. OF ECONOMIC DEV. HQ	0	250	0	1,000
39	REGISTRAR OF COMPANIES	0	175	175	400
67	DEPT. OF INFORMATION & COMM. TECH.	4,874	15,747	15,747	1,290
		<b>4,874</b>	<b>16,172</b>	<b>15,922</b>	<b>2,690</b>
		<b>43,725</b>	<b>87,260</b>	<b>85,540</b>	<b>67,451</b>

## EMPLOYMENT SUMMARY BY DEPARTMENT

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

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE	
						2016/17 vs 2017/18 (7)	% (8)
<b>NON-MINISTRY DEPARTMENTS</b>							
01	GOVERNOR & STAFF	13	13	13	13	0	0
02	LEGISLATURE	55	55	55	55	0	0
05	AUDIT	25	26	27	27	1	4
56	HUMAN RIGHTS COMMISSION	6	8	7	8	0	0
63	PARLIAMENTARY REGISTRAR	4	5	5	7	2	40
85	OMBUDSMAN'S OFFICE	6	6	6	6	0	0
92	INTERNAL AUDIT	10	12	12	13	1	8
98	INFORMATION COMMISSIONER'S OFFICE	3	5	5	5	0	0
101	PRIVACY COMMISSIONER'S OFFICE	0	0	0	3	3	0
		<b>122</b>	<b>130</b>	<b>130</b>	<b>137</b>	<b>7</b>	<b>5</b>
<b>CABINET OFFICE DEPARTMENTS</b>							
09	CABINET OFFICE	33	33	33	30	(3)	(9)
14	DEPT. OF STATISTICS	25	24	24	24	0	0
26	DEPT. OF HUMAN RESOURCES	27	27	27	26	(1)	(4)
43	DEPT. OF INFORMATION & DIGITAL TECH.	35	36	35	41	5	14
51	DEPT. OF COMMUNICATIONS	25	24	23	30	6	25
80	PROJECT MANAGEMENT & PROCUREMENT	8	8	7	7	(1)	(13)
84	E-GOVERNMENT	7	7	7	0	(7)	(100)
96	SUSTAINABLE DEVELOPMENT	4	0	0	0	0	0
		<b>164</b>	<b>159</b>	<b>156</b>	<b>158</b>	<b>(1)</b>	<b>(1)</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>							
87	MIN. OF LEGAL AFFAIRS HQ	14	13	13	13	0	0
03	JUDICIAL DEPARTMENT	66	65	65	69	4	6
04	ATTORNEY GENERAL'S CHAMBERS	34	34	33	33	(1)	(3)
74	DEPT. OF COURT SERVICES	38	38	38	38	0	0
75	DEPT. OF PUBLIC PROSECUTIONS	24	24	25	25	1	4
		<b>176</b>	<b>174</b>	<b>174</b>	<b>178</b>	<b>4</b>	<b>2</b>
<b>MINISTRY OF FINANCE</b>							
10	MIN. OF FINANCE HQ	14	15	15	15	0	0
11	ACCOUNTANT GENERAL	53	65	53	61	(4)	(6)
28	SOCIAL INSURANCE	20	21	22	23	2	10
38	OFFICE OF THE TAX COMMISSIONER	25	29	29	29	0	0
		<b>112</b>	<b>130</b>	<b>119</b>	<b>128</b>	<b>(2)</b>	<b>(2)</b>
<b>MINISTRY OF EDUCATION</b>							
16	MIN. OF EDUCATION HQ	3	3	3	3	0	0
17	DEPT. OF EDUCATION	1,097	1,124	1,118	1,130	6	1
		<b>1,100</b>	<b>1,127</b>	<b>1,121</b>	<b>1,133</b>	<b>6</b>	<b>1</b>
<b>MINISTRY OF HEALTH &amp; SENIORS</b>							
21	MINISTRY OF HEALTH & SENIORS HQ	45	44	45	45	1	2
22	DEPT. OF HEALTH	263	263	261	261	(2)	(1)
69	CONSERVATION SERVICES	50	0	0	0	0	0
72	ENVIRONMENTAL PROTECTION	29	0	0	0	0	0
91	HEALTH INSURANCE	19	19	19	19	0	0
		<b>406</b>	<b>326</b>	<b>325</b>	<b>325</b>	<b>(1)</b>	<b>(0)</b>
<b>MINISTRY OF THE ENVIRONMENT</b>							
50	MINISTRY OF THE ENVIRONMENT HQ	0	0	1	1	1	0
32	DEPT. OF PLANNING	28	34	34	34	0	0
68	PARKS	120	143	129	143	0	0
79	ENVIRONMENT AND NATURAL RESOURCES	0	75	75	79	4	5
		<b>148</b>	<b>252</b>	<b>239</b>	<b>257</b>	<b>5</b>	<b>2</b>

## EMPLOYMENT SUMMARY BY DEPARTMENT - continued

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE	
						2016/17 vs 2017/18 (7)	% (8)
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>							
48	MIN. OF TOURISM, TRANSPORT & MUNIC. HQ	8	8	8	8	0	0
30	MARINE & PORTS	153	153	154	155	2	1
31	AIRPORT OPERATIONS	36	42	34	0	(42)	(100)
34	TRANSPORT CONTROL DEPARTMENT	33	36	34	33	(3)	(8)
35	PUBLIC TRANSPORTATION	213	227	227	234	7	3
57	CIVIL AVIATION	27	0	14	0	0	0
73	MARITIME ADMINISTRATION	17	0	9	0	0	0
		<b>487</b>	<b>466</b>	<b>480</b>	<b>430</b>	<b>(36)</b>	<b>(8)</b>
<b>MINISTRY OF PUBLIC WORKS</b>							
36	MIN. OF PUBLIC WORKS HQ	37	49	38	46	(3)	(6)
49	LAND VALUATION	7	8	7	8	0	0
81	PUBLIC LANDS & BUILDINGS	143	161	138	155	(6)	(4)
82	WORKS & ENGINEERING	300	341	292	341	0	0
97	LAND TITLE & REGISTRATION	9	7	6	7	0	0
		<b>496</b>	<b>566</b>	<b>481</b>	<b>557</b>	<b>(9)</b>	<b>(2)</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>							
71	MINISTRY OF SOCIAL DEVELOPMENT & SPORTS HQ	16	18	18	18	0	0
18	LIBRARIES	17	18	17	19	1	6
19	ARCHIVES	8	9	7	9	0	0
20	YOUTH, SPORT & RECREATION	101	98	98	95	(3)	(3)
23	CHILD & FAMILY SERVICES	95	95	97	97	2	2
52	COMMUNITY & CULTURAL AFFAIRS	15	15	15	15	0	0
55	FINANCIAL ASSISTANCE	33	41	33	34	(7)	(17)
		<b>285</b>	<b>294</b>	<b>285</b>	<b>287</b>	<b>(7)</b>	<b>(2)</b>
<b>MINISTRY OF NATIONAL SECURITY</b>							
83	MIN. OF NATIONAL SECURITY HQ	7	7	7	7	0	0
06	DEFENCE	30	30	30	30	0	0
07	POLICE	535	529	524	518	(11)	(2)
12	CUSTOMS	190	195	192	192	(3)	(2)
13	POST OFFICE	150	152	152	152	0	0
25	DEPT. OF CORRECTIONS	210	244	244	230	(14)	(6)
45	FIRE SERVICES	125	128	128	128	0	0
88	NATIONAL DRUG CONTROL	27	27	27	27	0	0
		<b>1,274</b>	<b>1,312</b>	<b>1,304</b>	<b>1,284</b>	<b>(28)</b>	<b>(2)</b>
<b>MINISTRY OF HOME AFFAIRS</b>							
93	MIN. OF HOME AFFAIRS HQ	14	14	14	14	0	0
27	IMMIGRATION	38	50	50	50	0	0
29	REGISTRY GENERAL	18	19	20	19	0	0
60	WORKFORCE DEVELOPMENT	18	21	21	21	0	0
		<b>88</b>	<b>104</b>	<b>105</b>	<b>104</b>	<b>0</b>	<b>0</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>							
95	MIN. OF ECONOMIC DEV. HQ	8	8	8	11	3	38
39	REGISTRAR OF COMPANIES	23	18	18	18	0	0
46	TELECOMMUNICATIONS	4	5	4	0	(5)	(100)
67	DEPT. OF INFORMATION & COMM. TECH.	3	4	3	7	3	75
89	ENERGY	3	3	3	3	0	0
		<b>41</b>	<b>38</b>	<b>36</b>	<b>39</b>	<b>1</b>	<b>3</b>
<b>TOTAL</b>		<b>4,899</b>	<b>5,078</b>	<b>4,955</b>	<b>5,017</b>	<b>(61)</b>	<b>(1)</b>

## EXPLANATORY NOTES

## CURRENT ACCOUNT EXPENDITURE

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

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

## EXPLANATORY NOTES - continued

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

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

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

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

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

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

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

## **EXPLANATORY NOTES - continued**

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

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

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

#### **EMPLOYEE COSTS**

##### **4005 SALARIES**

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

##### **4250 WAGES**

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

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

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

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

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

##### **4900 TRAINING**

Provision for training Government employees and potential employees.

# **EXPLANATORY NOTES – continued**

## **OTHER OPERATIONAL EXPENSES**

### **5001 TRANSPORT**

Transport of goods, hire of vehicles and freight costs.

### **5050 TRAVEL**

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

### **5100 COMMUNICATIONS**

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

### **5180 ADVERTISING AND PROMOTION**

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

### **5250 PROFESSIONAL SERVICES**

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

### **5450 RENTALS**

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

### **5500 REPAIR AND MAINTENANCE**

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

## **DEFINITIONS OF EXPENDITURE OBJECT ACCOUNTS**

### **5650 INSURANCE**

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

### **5700 ENERGY**

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

### **5750 CLOTHING AND UNIFORMS**

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

### **5800 MATERIALS AND SUPPLIES**

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



## **EXPLANATORY NOTES – continued**

### **6050 EQUIPMENT\***

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

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

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

### **6450 OTHER EXPENSES**

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

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

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

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

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

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

Contributions to funds other than the Consolidated Fund.

## **GRANTS AND CONTRIBUTIONS**

### **6810 GRANTS AND CONTRIBUTIONS**

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

## **PUBLIC DEBT**

### **7105 PUBLIC DEBT CHARGES**

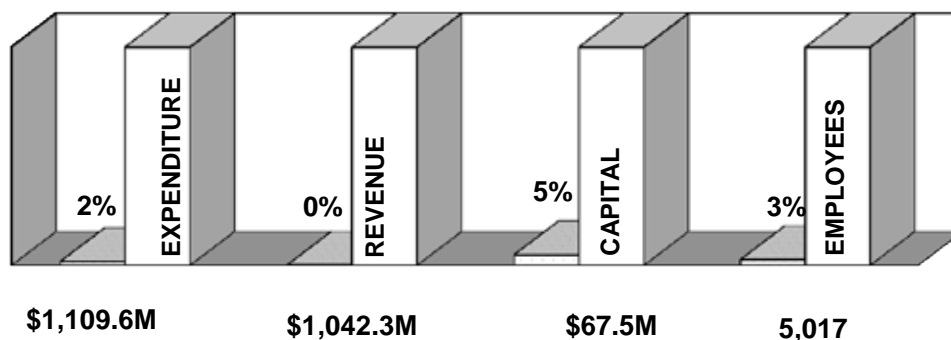
Includes principal and interest payments to service Bermuda Government loan debt.

# NON-MINISTRY DEPARTMENTS



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

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
01	GOVERNOR & STAFF	1,437	1,395	1,395	1,395	0	0
02	LEGISLATURE	4,771	5,051	5,051	5,166	115	2
05	OFFICE OF THE AUDITOR	3,066	3,572	3,572	4,083	511	14
56	HUMAN RIGHTS COMMISSION	1,274	1,268	1,268	1,269	1	0
63	PARLIAMENTARY REGISTRAR	1,006	1,502	1,830	2,502	1,000	67
85	OMBUDSMAN'S OFFICE	845	910	910	910	0	0
92	INTERNAL AUDIT	1,260	1,504	1,504	1,574	70	5
98	INFORMATION COMMISSIONER'S OFFICE	509	864	864	957	93	11
101	PRIVACY COMMISSIONER'S OFFICE	0	0	0	867	867	0
		<b>14,168</b>	<b>16,066</b>	<b>16,394</b>	<b>18,723</b>	<b>2,657</b>	<b>17</b>
<b>REVENUE (\$000)</b>							
01	GOVERNOR & STAFF	1	0	0	0	0	0
02	LEGISLATURE	1	0	0	0	0	0
05	OFFICE OF THE AUDITOR	1,211	700	700	1,196	496	71
63	PARLIAMENTARY REGISTRAR	358	330	330	358	28	8
92	INTERNAL AUDIT	1	0	0	0	0	0
		<b>1,572</b>	<b>1,030</b>	<b>1,030</b>	<b>1,554</b>	<b>524</b>	<b>51</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	64	121	106	265	<b>FOR DETAILS OF SCHEMES SEE</b>	
	DEVELOPMENT	100	500	943	3,000	<b>SEC C PAGES 4 - 15</b>	
		<b>164</b>	<b>621</b>	<b>1,049</b>	<b>3,265</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>122</b>	<b>130</b>	<b>130</b>	<b>137</b>	<b>7</b>	<b>5</b>



Ministry Estimates compared with total Government Estimates

# HEAD 01 GOVERNOR AND STAFF

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
0101	<b>GENERAL</b>						
	11000 GOVERNOR'S OFFICE	1,045	1,060	1,060	1,116	56	(17)
	11010 DEPUTY GOVERNOR'S OFFICE	392	335	335	279	(56)	0
	<b>TOTAL</b>	<b>1,437</b>	<b>1,395</b>	<b>1,395</b>	<b>1,395</b>	<b>0</b>	<b>0</b>

## HEAD 01 GOVERNOR AND STAFF - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	938	880	880	828	(52)	(6)
	WAGES	231	235	235	237	2	1
	OTHER PERSONNEL COSTS	9	11	11	11	0	0
	TRAINING	1	1	1	3	2	200
	TRAVEL	3	4	4	4	0	0
	COMMUNICATIONS	27	25	25	25	0	0
	ADVERTISING & PROMOTIONS	1	1	1	1	0	0
	PROFESSIONAL SERVICES	7	4	4	7	3	75
	RENTALS	4	14	14	15	1	7
	REPAIR AND MAINTENANCE	36	35	31	73	38	109
	ENERGY	82	96	98	102	6	6
	CLOTHING, UNIFORMS & LAUNDRY	1	8	10	0	(8)	(100)
	MATERIALS & SUPPLIES	25	20	21	24	4	20
	EQUIPT. (MINOR CAPITAL)	6	12	12	12	0	0
	OTHER EXPENSES	66	49	48	53	4	8
	<b>TOTAL</b>	<b>1,437</b>	<b>1,395</b>	<b>1,395</b>	<b>1,395</b>	<b>0</b>	<b>0</b>

### REVENUE SUMMARY

REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
REVENUE SOURCE		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17 vs 2017/18	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
BUSINESS UNIT		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17 vs 2017/18	
(1)	DESCRIPTION	(3)	(4)	(5)	(6)	(7)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	11000 GOVERNOR'S OFFICE	10	10	10	10	0	0
	11010 DEPUTY GOVERNOR'S OFFICE	3	3	3	3	0	0
	<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>0</b>

## HEAD 01 GOVERNOR AND STAFF - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 11000 - Governor's Office</b>				
Meets with Premier weekly	16	52	39	52
Monthly meetings with Commanding Officer of Bermuda Regiment	11	12	12	12
Hosted various Major Social events	4	4	4	4
Weekly meetings with Senior Staff of the Bermuda Police Service	39	52	45	52
Bi-Weekly meetings with Commissioner of Bermuda Police Service	18	26	22	26
Monthly meetings with The Director of Public Prosecutions	7	12	10	12
Sign off all public service appointments within 48 hours	100%	100%	100%	100%
Monthly meetings with The Auditor General	8	12	11	12
Periodic Meetings with Director of Civil Aviation	8	8	8	8
Periodic Meetings with Ombudsman	4	8	8	8
<b>BUSINESS UNIT: 11010 - Deputy Governor's Office</b>				
Process official documents within 2 days of receipt	100%	100%	100%	100%
Ensure timely delivery of UK diplomatic mail to and from Bermuda	100%	100%	100%	100%
Attends the Emergency Measures Organization Meetings	4	Ad-Hoc	2	Ad-Hoc
Chair Meetings of BSSC	4	4	4	4
Attend meetings of the Defence Board	4	4	4	4
Act as secretary to National Security Council meetings	Committee Inactive	Committee Inactive	Committee Inactive	Committee Inactive
Chair National Aviation Security Meeting	1	2	2	2

# HEAD 02 LEGISLATURE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2016/17	
BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>0201</b>	<b>GENERAL</b>						
	12000 ADMINISTRATION	965	1,222	1,222	1,318	96	8
	12002 YOUTH PARLIAMENT	14	15	15	14	(1)	(7)
	12010 MINISTERS AND MEMBERS	3,674	3,694	3,694	3,714	20	1
	12015 OPPOSITION LEADER'S OFFICE	118	120	120	120	0	0
	<b>TOTAL</b>	<b>4,771</b>	<b>5,051</b>	<b>5,051</b>	<b>5,166</b>	<b>115</b>	<b>2</b>

## HEAD 02 LEGISLATURE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,925	4,030	4,029	4,163	133	3
	WAGES	56	45	45	45	0	0
	OTHER PERSONNEL COSTS	47	91	62	83	(8)	(9)
	TRAINING	0	22	22	44	22	100
	TRANSPORT	0	1	1	0	(1)	(100)
	TRAVEL	97	14	14	13	(1)	(7)
	COMMUNICATIONS	52	55	57	128	73	133
	ADVERTISING & PROMOTION	18	24	24	24	0	0
	PROFESSIONAL SERVICES	292	286	217	325	39	14
	RENTALS	2	151	151	100	(51)	(34)
	REPAIR AND MAINTENANCE	29	31	128	38	7	23
	ENERGY	17	50	50	30	(20)	(40)
	MATERIALS & SUPPLIES	12	25	25	19	(6)	(24)
	EQUIPT. (MINOR CAPITAL)	4	5	5	4	(1)	(20)
	OTHER EXPENSES	0	1	1	3	2	200
	GRANTS & CONTRIBUTIONS	220	220	220	147	(73)	(33)
	<b>TOTAL</b>	<b>4,771</b>	<b>5,051</b>	<b>5,051</b>	<b>5,166</b>	<b>115</b>	<b>2</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	12000 ADMINISTRATION	7	7	7	7	0	0
	12010 MINISTERS AND MEMBERS	47	47	47	47	0	0
	12015 OPPOSITION LEADER'S OFFICE	1	1	1	1	0	0
	<b>TOTAL</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>0</b>	<b>0</b>



## HEAD 02 LEGISLATURE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 12000 - Administration</b>				
<b>Parliamentary Committee Meetings Held:-</b>				
House & Grounds	5	8	12	12
Public Accounts	11	18	15	18
Audit Office Committee	4	5	5	6
Private Bills	2	3	3	3
Rules & Privileges	0	1	2	1
<b>Number of visits to the House of Assembly:-</b>				
Visitors	550	500	400	600
Tours	45	50	40	50
Students	210	200	175	200
Percentage of staff undertaking training and professional development	100%	100%	100%	100%
All invoices to be paid within 30 days	85%	95%	95%	95%
All preparation for the House of Assembly shall be completed no less than 1 hour before convening	96%	95%	97%	95%
All preparation for the Senate shall be completed no less than 1 hour before convening	99%	100%	99%	99%
All requests for information on procedural advice and research shall be responded to within 48 hours	90%	90%	90%	90%
Completion of the Senate Hansard project	-	-	pending relocation of the Senate to Sessions House	pending relocation of the Senate to Sessions House
Audio Streaming of live proceedings through parliament website	Activated for House in 2012	-	Activation for Senate TBD	Activation for Senate TBD
Video Streaming of live proceedings through parliament website	N/A	N/A	N/A	TBD
To set up parliament.bm email addresses for parliamentarians.	Completed in July 2013	-	E-mail policy to be reviewed	Policy Review for Implementation
<b>BUSINESS UNIT: 12002 - Youth Parliament</b>				
Number of Youth Parliament meetings	25	20	25	25
Major Debates on parochial issues Eg. Youth Unemployment	3	2	3	3
Participation in two International forums	2	2	2	2
Debates and convening of Youth Parliament recorded and publicly broadcast by CITV	1	1	1	1

## HEAD 02 LEGISLATURE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 12010 - Ministers and Members</b>				
Subsidiary legislative items processed through the Legislature	27	contingent upon Government's legislative agenda.	contingent upon Government's legislative agenda.	contingent upon Government's legislative agenda.
Average Attendance - Government Senators	98%	98%	98%	98%
Average Attendance - Opposition Senators	95%	98%	98%	98%
Average Attendance - Government House Members	97%	98%	98%	98%
Average Attendance - Opposition House Members	91%	98%	98%	98%
Average Attendance - Independent House Members	N/A	N/A	N/A	N/A
Members participation in Commonwealth Parliamentary Association Conferences and activities	6	8	14	8
Number of House of Assembly Meetings held	26	30	30	pending Government's legislative agenda
Number of Senate Meetings Held	22	26	24	pending Government's legislative agenda
Number of Public Bills passed.	57	45	45	pending Government's legislative agenda
Number of Private Bills passed.	3	3	3	3
<b>Publications and Reports:-</b>				
Standing Orders & Priviledges	0	1	2	2
House & Grounds	0	1	1	1
Private Bills Reports	2	2	2	2
Public Accounts Committee	0	2	2	2
House Journals	0	2	0	0
Senate Journals	0	1	0	0
Joint Select Committees	2	2	3	3
<b>BUSINESS UNIT: 12015 - The Opposition Leader's Office</b>				
To receive and review semi-annual reports on the use of funds granted to the Opposition Leader's office.	2	2	2	2

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

- To conduct financial attest audits in a timely and efficient manner.
- To examine and report, through performance audits, whether government programs are effective and are carried out economically and efficiently.
- To provide observations and value-added recommendations to Management to improve the stewardship and use of public resources.
- To provide an Annual Report to the House of Assembly on the work of the Office of the Auditor General as per the Audit Act 1990.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG						2016/17	
BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
0501	GENERAL						
	15000 AUDIT	3,066	3,572	3,572	4,083	511	14
	<b>TOTAL</b>	<b>3,066</b>	<b>3,572</b>	<b>3,572</b>	<b>4,083</b>	<b>511</b>	<b>14</b>

# HEAD 05 OFFICE OF THE AUDITOR GENERAL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,395	2,867	2,867	2,949	82	3
	OTHER PERSONNEL COSTS	3	5	5	5	0	0
	TRAINING	5	20	20	25	5	25
	TRAVEL	18	15	15	15	0	0
	COMMUNICATIONS	46	51	51	50	(1)	(2)
	ADVERTISING & PROMOTIONS	3	10	10	5	(5)	(50)
	PROFESSIONAL SERVICES	286	264	264	740	476	180
	RENTALS	196	184	184	184	0	0
	REPAIR & MAINTENANCE	64	99	99	52	(47)	(47)
	ENERGY	32	36	36	36	0	0
	MATERIALS & SUPPLIES	17	20	20	21	1	5
	OTHER EXPENSES	1	1	1	1	0	0
	<b>TOTAL</b>	<b>3,066</b>	<b>3,572</b>	<b>3,572</b>	<b>4,083</b>	<b>511</b>	<b>14</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8317 Audit Fees	1,211	700	700	1,196	496	71
	<b>TOTAL</b>	<b>1,211</b>	<b>700</b>	<b>700</b>	<b>1,196</b>	<b>496</b>	<b>71</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	15000 AUDIT	25	26	27	27	1	4
	<b>TOTAL</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>1</b>	<b>4</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 15000 Audit</b>				
Number of Financial Statement Audits Completed	69	130	130	90
Annual Report Released (due by March 31 of the following fiscal year)	-	2015-16	2010-2015	2015-16
% of staff time allocated to the annual Consolidated Fund Audit	45%	50%	50%	-
% of staff time allocated to other audits	40%	35%	35%	-
% team members who met minimum CPD requirements	-	-	-	100%
Number of performance audits completed	-	-	-	2

# HEAD 56 HUMAN RIGHTS COMMISSION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

- To conduct inquiries into and to investigate complaints of Human Rights discrimination.
- To resolve Human Rights complaints through conciliation and mediation.
- To administer Human Rights Tribunals.
- To educate the community on Human Rights, Inclusion and Equality.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>5601</b>	<b>GENERAL</b>						
	66000 ADMINISTRATION	381	0	0	0	0	0
	66020 HRC ADMINISTRATION	893	1,268	1,268	1,269	1	0
	<b>TOTAL</b>	<b>1,274</b>	<b>1,268</b>	<b>1,268</b>	<b>1,269</b>	<b>1</b>	<b>0</b>

**HEAD 56 HUMAN RIGHTS COMMISSION - continued**

**CURRENT  
ACCOUNT  
ESTIMATES**

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	697	738	584	748	10	1
	WAGES	67	0	34	0	0	0
	TRAINING	0	5	5	5	0	0
	TRAVEL	0	0	5	12	12	0
	COMMUNICATIONS	13	10	11	13	3	30
	ADVERTISING & PROMOTION	2	8	13	13	5	63
	PROFESSIONAL SERVICES	239	230	371	287	57	25
	RENTALS	199	184	169	125	(59)	(32)
	REPAIR AND MAINTENANCE	24	65	41	29	(36)	(55)
	ENERGY	7	0	0	0	0	0
	MATERIALS & SUPPLIES	26	25	27	29	4	16
	EQUIPMT.(MINOR CAPITAL)	0	3	7	7	4	133
	OTHER EXPENSES	0	0	1	1	1	0
	<b>TOTAL</b>	<b>1,274</b>	<b>1,268</b>	<b>1,268</b>	<b>1,269</b>	<b>1</b>	<b>0</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	% (8)
		(3)	(4)	(5)	(6)	(7)	(8)
	66020 HRC ADMINISTRATION	6	8	7	8	0	0
	<b>TOTAL</b>	<b>6</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>0</b>

**HEAD 56 HUMAN RIGHTS COMMISSION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 66020 HRC Administration</b>				
Number of complaints resolved through Conciliation/Mediation	4	5	8	6
Number of complaints referred to a Human Rights Tribunal	3	8	7	7
Tribunal Decisions Registered in Supreme Court	4	7	4	7
Number of policies reviewed, documented with recommended improvements	7	5	6	8
Number of community educational/public forums/workshops	50	30	25	30
Process 100% of Applications received for assistance by persons appearing before a Human Rights Tribunal within 21 days of receipt	100%	100%	100%	Discontinued



# HEAD 63 PARLIAMENTARY REGISTRAR

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	2016/17 vs 2017/18 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>6301</b>	<b>PARLIAMENTARY REGISTRAR</b>						
73000	ADMINISTRATION	859	1,030	1,028	1,082	52	5
73005	BOUNDARIES COMMISSION	39	93	93	50	(43)	(46)
73010	GENERAL & BYE ELECTIONS	26	257	143	981	724	282
73015	MUNICIPALITIES ELECTIONS	82	46	46	69	23	50
73016	REFERENDUM	0	0	351	0	0	0
73017	ALTERNATIVE VOTING RESEARCH	0	76	169	320	244	321
		<b>1,006</b>	<b>1,502</b>	<b>1,830</b>	<b>2,502</b>	<b>1,000</b>	<b>67</b>

# HEAD 63 PARLIAMENTARY REGISTRAR - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	366	467	478	552	85	18
	WAGES	6	15	10	114	99	660
	TRAINING	3	6	6	13	7	117
	TRAVEL	14	26	46	53	27	104
	COMMUNICATIONS	7	12	16	12	0	0
	ADVERTISING & PROMOTION	43	253	293	494	241	95
	PROFESSIONAL SERVICES	379	425	475	648	223	52
	RENTALS	97	112	131	116	4	4
	REPAIR AND MAINTENANCE	44	64	76	52	(12)	(19)
	ENERGY	0	3	3	3	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	0	7	15	15	0
	MATERIALS & SUPPLIES	42	61	152	211	150	246
	EQUIPMT. (MINOR CAPITAL)	2	3	3	2	(1)	(33)
	OTHER EXPENSES	3	50	130	134	84	168
	CAPITAL RECHARGES	0	5	4	83	78	1,560
	<b>TOTAL</b>	<b>1,006</b>	<b>1,502</b>	<b>1,830</b>	<b>2,502</b>	<b>1,000</b>	<b>67</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8440 Apostille Fees	358	330	330	358	28	8
	<b>TOTAL</b>	<b>358</b>	<b>330</b>	<b>330</b>	<b>358</b>	<b>28</b>	<b>8</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	73000 ADMINISTRATION	4	5	5	7	2	40
	<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>40</b>

**HEAD 63 PARLIAMENTARY REGISTRAR - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 73000 - Administration</b>				
New registrations and changes to registrations shall be actioned within the same business day and completed within two business days.	75%	75%	measure discontinued	measure discontinued
Pay all invoices within 3 days receipt of service	90%	90%	90%	90%
Number of processed Apostilles	7,152	measure discontinued	measure discontinued	measure discontinued
Number of <b>new</b> voter registration forms processed:- Form 1 (New Registrations)	929	2,000	1,300	1,300
Form 2 ( Change Registrations)	1,756	3,000	2,500	2,500
Number of registered voters	44,519	44,500	44,550	44,550
The Parliamentary Registry will continue to review its legislation with the view to strengthen and modernize the Legislation to accommodate technological advances and efficient administrative processes.	Amendments to the act are being drafted for submission	complete analysis of the act and submit suggested changes to cabinet	Amendments are expected to be sent to cabinet by end of December 2016	Accepted amendments are expected to be in operation by the end of 2017.
Parliamentary Registry will employ nine Field Registration officers that will visit 75% of this total number of households on the island to ensure registration details on the parliamentary registry are current between January to December.	To date 32 constituencies have been completed	complete review of all constituencies and collate data collected	It is expected that all constituencies will be completed by February 2017.	To be able to use the data collected to assist with GE preparations.
<b>BUSINESS UNIT: 73005 - Boundaries Commission</b>				
The Boundaries Commission meets not less than three nor more than seven years from the date on which the previous Commission submitted its report in accordance with the constitution . The date of the last report was January 15, 2010	The Boundaries Commission's work is ongoing	n/a	The boundaries commission is expected to complete its work by the end of 2017.	Commission's report submitted to the House of Assembly for approval .
<b>BUSINESS UNIT: 73010 - General/Bye Elections</b>				
The office of the Parliamentary Registrar will begin preparations (i.e. administrative, procurement of equipment and supplies, upgrade to systems and web applications) for the next general election (GE).	GE prep has begun and is ongoing	Complete all tasks in preparation for next general election.	GE prep will continue throughout the year.	75% of all tasks associated with the next GE will be completed.

HEAD 63 PARLIAMENTARY REGISTRAR - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 73015 - Municipalities Elections</b>				
Ensure the Parliamentary Registry has all administrative and operational processes finished in accordance with the changes to the Municipalities (Election) Order by 2015	To date there have been no extraordinary elections needed for either of the Municipal areas	Prepare for any extraordinary elections that may occur as a result of resignation	n/a	The next ordinary municipal election is scheduled for May 2018.
<b>BUSINESS UNIT: 73017- Alternative Voting Research</b>				
The office of the Parliamentary Registrar is expected to produce an alternative method of voting , that will allow students studying overseas and those who are receiving medical treatment overseas, who are eligible to vote, to vote as absentee voters in the next General Election .	new	n/a	n/a	To have a fully operational alternative solution that will allow absentee voting for those eligible.

# HEAD 85 OMBUDSMAN'S OFFICE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)					(\$000) (7)	% (8)
8501 GENERAL							
95000 ADMINISTRATION		845	910	910	910	0	0
	<b>TOTAL</b>	<b>845</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>0</b>	<b>0</b>

# HEAD 85 OMBUDSMAN'S OFFICE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	587	634	634	650	16	3
	TRAINING	28	25	25	17	(8)	(32)
	TRAVEL	29	39	38	32	(7)	(18)
	COMMUNICATIONS	11	12	12	12	0	0
	ADVERTISING & PROMOTIONS	0	1	1	1	0	0
	PROFESSIONAL SERVICES	88	88	88	88	0	0
	RENTALS	52	50	50	50	0	0
	REPAIR & MAINTENANCE	29	29	29	28	(1)	(3)
	ENERGY	8	9	9	9	0	0
	MATERIALS & SUPPLIES	11	21	21	21	0	0
	EQUIPMT. (MINOR CAPITAL)	0	1	1	1	0	0
	OTHER EXPENSES	2	1	2	1	0	0
	<b>TOTAL</b>	<b>845</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
95000	ADMINISTRATION	6	6	6	6	0	0
	<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 95000 ADMINISTRATION</b>				
Please note the indicators stated are dependent on complexity, responsiveness of authorities and office priorities and may be adversely skewed during times of transition of administration, training of new staff, revision of complaint procedures and systemic investigations.				
Further note we have been reviewing our policies, procedures and performance measures with a view to handling complaints more efficiently. As such, we have removed redundant steps from our complaint handling process. The steps that have been removed have N/A in the actual outcome column.				
<b>Effective and efficient complaint-handling</b>				
Immediate acknowledgement of electronic complaints	100%	100%	100%	100%
Within 3 days of receipt of complaint, schedule initial interview (to be held within 10 days)	N/A	100%	N/A	N/A
Within 5 days of receipt of complaint, resolve verbally, decline or add value (such as researching and giving information to complainant; sounding board; schedule appointments with or accompany complainant to authority) for those suitable for early resolution	75%	100%	83%	95%
Within 7-10 days begin preliminary inquiries for complaints to be investigated	75%	80%	60%	80%
Within 20 days comprehensive formal written complaint history (with timelines; relevant law; fact-checking; confirmed and further information)	N/A	80%	N/A	N/A
Within 6 months complete investigations and recommend resolution	40%	70%	50%	70%
Within 5 days follow-up on statutory responses to recommendations	100%	100%	100%	100%
Within 3 days make initial contact and request additional information	N/A	100%	N/A	N/A
Schedule initial interview meeting within 5-7 days	N/A	100%	N/A	N/A
Within 3 days resolve verbally or decline	N/A	100%	N/A	N/A
Within 5-7 days, add value (such as researching and giving information to complainant, sounding board; schedule appointments with or accompany complaint to authority)	92%	100%	86%	95%
Within 7-10 days resolve by referral	88%	90%	50%	90%
Statutory Annual Report of operations within 6 months of calendar year-end	Completion within 6 months of Year End	Completion within 6 months of Year End	Completion within 6 months of Year End	Completion within 6 months of Year End

## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 95000 ADMINISTRATION cont.</b>				
<b>Effective and efficient complaint-handling</b>				
Begin preparation for annual independent audit within 3 months of closure of year-end accounts by Accountant General	Prepared for annual audit within 3 months of closure of Year End Accounts	Preparation for annual audit within 3 months of closure of Year End Accounts	Preparation for annual audit within 3 months of closure of Year End Accounts	Preparation for annual audit within 3 months of closure of Year End Accounts
<b>BUSINESS UNIT: 95010 CONTRACTORS (SYSTEMIC INVESTIGATIONS)</b>				
Submission to Parliament of Special Reports pursuant to a systemic investigation (Each systemic investigation is unique and it is not possible to pre-determine parameters and measures)	No systemic investigations conducted in 2015/16	Impossible to predetermine	None have been announced	Not possible to predetermine
<b>BUSINESS UNIT: 95030 CONFERENCES, TRAINING &amp; PROJECTS</b>				
<b>Public education</b>				
Public education focusing on principles of good governance to Government, community bodies and media (at least 10 per year)	Five public educations.	Ten public educations to be done	Ten public educations to be done	Ten public educations to be done
Roll-out of ½ day complaint handling workshop developed by Ombudsman to Government departments and boards – to improve public sector knowledge	No 1/2 day workshops done	Two 1/2 day workshops to be done	Two 1/2 day workshops to be done	Two 1/2 day workshops to be done
<b>International</b>				
<b>Ombudsman Training:</b>				
International Ombudsman Association Conference (April), Courses and Webinars	No webinars completed	To complete courses and/or attend conference	Webinars to be completed	To complete courses and/or attend conference
Caribbean Ombudsman Association Conference (May)	Conference attended	N/A - Next meeting in 2017/18	N/A - Next meeting in 2017/18	To attend
Forum of Canadian Ombudsman Course and Conference (May)	Conference attended	To attend	Could not attend due to work commitment	To attend
Public Administration International course (June)	Course completed	To complete or alternative	To complete or alternative	To complete or alternative
US Ombudsman Association Course and Conference (October)	Conference attended	To attend or alternative	To attend IOI Conference as alternative	To attend or alternative
Sharpening Your Teeth Investigation Course (January)	Course dates rescheduled for 2016	To complete or alternative	To complete or alternative	To complete or alternative



## HEAD 85 OMBUDSMAN'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 95030 CONFERENCES, TRAINING &amp; PROJECTS - cont.</b>				
<b>International</b>				
<b>Ombudsman Training:</b> Governance & Management Services International Course (March)	Training held locally in January 2016 - customised for Bermuda Ombudsman Office	To complete or alternative	To complete or alternative	To complete or alternative
<b>International</b>				
<b>Investigations Team training:</b> International Ombudsman Association Conference (April), Courses and Webinars	No courses completed	To be completed by all Ombudsman staff	Courses to be completed	To complete courses and/or attend conference
Forum of Canadian Ombudsman Conference (May)	Attended by Deputy Ombudsman	Investigations Officer to attend or alternative	Could not attend due to work commitment	Investigations Officer to attend or alternative
Harvard Law School - Mediating Disputes (June)	Completed by Deputy Ombudsman	Investigations Officer to complete or alternative	Could not attend due to work commitment	Investigations Officer to complete or alternative
Sharpening Your Teeth Investigation Course (January)	N/A	Complaint Intake Officer to complete or alternative	Complaint Intake Officer to complete in January 2017	Complaint Intake Officer to complete or alternative
How to Investigate: Fundamentals of Fact Finding (February)	Completed by Deputy Ombudsman	Deputy Ombudsman to complete	Completed by Deputy Ombudsman	Investigations Officer to complete or alternative
Investigative Interviewing (December)	Completed by Deputy Ombudsman	Deputy Ombudsman to complete	Completed by Deputy Ombudsman	Investigations Officer to complete or alternative
Forum of Canadian Ombudsman "The Osgoode / FCO Certificate Essentials for Ombuds" (September)	Completed by Investigations Officer	Complaint Intake Officer to complete or alternative	Completed by Complaint Intake Officer	Deputy Ombudsman to complete or alternative
Monthly internal education re principles, best practices and methodologies	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports	Informal and ongoing basis. Review of overseas meetings and reports

# HEAD 92 INTERNAL AUDIT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
9201	GENERAL						
	102000 ADMINISTRATION	1,260	1,504	1,504	1,574	70	5
	<b>TOTAL</b>	<b>1,260</b>	<b>1,504</b>	<b>1,504</b>	<b>1,574</b>	<b>70</b>	<b>5</b>

# HEAD 92 INTERNAL AUDIT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,033	1,074	1,074	1,279	205	19
	TRAINING	4	36	36	5	(31)	(86)
	TRAVEL	5	36	36	8	(28)	(78)
	COMMUNICATIONS	10	16	16	11	(5)	(31)
	ADVERTISING & PROMOTIONS	0	1	1	1	0	0
	PROFESSIONAL SERVICES	0	17	17	39	22	129
	RENTALS	170	172	160	160	(12)	(7)
	REPAIR & MAINTENANCE	9	57	69	25	(32)	(56)
	ENERGY	24	40	40	30	(10)	(25)
	MATERIALS & SUPPLIES	5	20	19	11	(9)	(45)
	EQUIPMT. (MINOR CAPITAL)	0	35	35	3	(32)	(91)
	OTHER EXPENSES	0	0	1	2	2	0
	<b>TOTAL</b>	<b>1,260</b>	<b>1,504</b>	<b>1,504</b>	<b>1,574</b>	<b>70</b>	<b>5</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	102000 ADMINISTRATION	10	12	12	13	1	0
	<b>TOTAL</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>1</b>	<b>0</b>

## HEAD 92 INTERNAL AUDIT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 102000 Administration</b>				
85% of draft reports issued by the date included in the assignment terms of reference	Achieved	85%	85%	85%
An average of 40 hours of continuing professional development per auditor	Achieved	100%	100%	100%
Submit communciations to the Internal Audit Chairperson within 10 days of the previous quarter	Achieved	100%	100%	100%
Target of 80% of satisfied/or very satisfied on customer satisfaction rating on Post Audit Questionnaire	Achieved	TBD	80%	80%
95% of staff level met utilization	Achieved	100%	100%	100%
Number of management recommendations issued	247	TBD	330	330
Number of management agreed actions implemented by agreed date	TBD	TBD	264	200
Number of Surprise Compliance to Financial Instuctions reports issued for Cash /Purchase Orders	4	30	30	12

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

- Promote positive cultural change within the public and public authorities in response to the new rights created by the PATI Act
- Promote the effective and responsible use of PATI rights through public awareness and education for the public.
- Encourage and enable public authorities to develop and achieve best practices in their PATI Act policies, procedures, and practices through a combination of oversight, advice, and assistance
- 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		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>9801</b>	<b>GENERAL</b>						
	108000 ADMINISTRATION	509	734	739	751	17	2
	108010 APPLICATIONS (APPEALS)	0	75	74	75	0	0
	108020 COMPLIANCE/BEST PRACTICES	0	14	14	96	82	586
	108030 PUBLIC AWARENESS	0	41	37	35	(6)	(15)
	<b>TOTAL</b>	<b>509</b>	<b>864</b>	<b>864</b>	<b>957</b>	<b>93</b>	<b>11</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2015/16	2016/17	2016/17	2017/18	2016/17	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	298	602	602	599	(3)	(0)
	WAGES	38	0	0	0	0	0
	TRAINING	0	10	15	15	5	50
	TRAVEL	2	22	25	34	12	55
	COMMUNICATIONS	4	12	13	11	(1)	(8)
	ADVERTISING & PROMOTIONS	3	30	30	22	(8)	(27)
	PROFESSIONAL SERVICES	79	101	98	204	103	102
	RENTALS	19	0	5	3	3	0
	REPAIR AND MAINTENANCE	1	42	40	35	(7)	(17)
	ENERGY	3	20	6	8	(12)	(60)
	MATERIALS & SUPPLIES	28	20	20	19	(1)	(5)
	EQUIPMT. (MINOR CAPITAL)	34	2	6	3	1	50
	OTHER EXPENSES	0	3	4	4	1	33
	<b>TOTAL</b>	<b>509</b>	<b>864</b>	<b>864</b>	<b>957</b>	<b>93</b>	<b>11</b>

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
108000	ADMINISTRATION	3	5	5	5	0	0
	<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 108000 ADMINISTRATION</b>				
Publish and file with the Legislature the ICO's s.58 Annual Report by 31 March 2017	New Measure	Lay before Parliament by 31 March 2017	Lay before Parliament by 31 March 2017	Lay before Parliament by 31 March 2018
Complete yearly review of internal guides, procedures, and policy manuals and publish revised editions by 31 December 2016	New Measure	Complete by 31 December 2016	31 March 2017	31 March 2018
Information Commissioner to attend 3 overseas training/conferences/meetings per year <ul style="list-style-type: none"> <li>· Records Management Training/Conference</li> <li>· Information rights law conference</li> <li>· Management/information rights training</li> </ul>	New Measure	To be completed or attended before year end	31 March 2017	31 March 2018
Operational staff to attend one overseas training/conference/meeting per year <ul style="list-style-type: none"> <li>· Information rights training</li> <li>· Records Management Training</li> <li>· Mediation/investigation training</li> <li>· Information rights law conference</li> </ul>	New Measure	To be completed or attended before year end	31 March 2017	31 March 2018
ICO to host 3 volunteers, interns, and/or work shadow candidates per year	New Measure	3	10	1
Complete electronic and security audit by 31 September 2016	New Measure	Complete by 31 September 2016	Moved to next fiscal year after new IT infrastructure is in place	Complete by 31 March 2018
Conduct monthly internal education sessions on best practices, information rights principles, or other professional development topics	New Measure	12	12	12
<b>BUSINESS UNIT: 108010 APPLICATIONS (APPEALS)</b>				
Requesters make appeals to the Information Commissioner of negative decisions by the heads of authority	New Measure	60%	60%	60%
Acknowledge receipt of applications for review within 5 days	New Measure	100%	90%	100%
Complete validation of applications for review within 3 weeks	New Measure	95%	45% - Not fully staffed	95% - All posts will be filled by 31 December 2017
Compete and close valid applications within 4 months	New Measure	95%	45% - Not fully staffed	95% - All posts will be filled by 31 December 2017
Publish Information Commissioner's decisions on www.ico.bm website within 10 days of being issued	New Measure	100%	90%	90%
Number of judicial review cases appealed against decisions by the Information Commissioner	New Measure	10% of total IC decisions	10% of total IC decisions	10% of total IC decisions
Reduce the number of invalid applications submitted to the Information Commissioner	New Measure	50% reduction	50% reduction	50% reduction
Maintain strict confidentiality with respect to the ICO's work on reviews and comply with statutory confidentiality obligations	New Measure	100%	100%	100%



## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 108020 COMPLIANCE/BEST PRACTICE</b>				
Publish all current 2016 Information Statements in publicly available database on www.ico.bm website by 1 August 2016	New Measure	100%	100%	100%
Conduct audit review for compliance of Information Statements by 28 February 2017	New Measure	95%	95%	95%
Complete investigations under s.57 within 4 months	New Measure	95%	45% - Not fully staffed	95% - All posts will be filled by 31 December 2017
Complete project plan for the ICO's s.57(1) report on two-year review and investigation into general operation of the PATI Act across public authorities by 31 September 2016	New Measure	Complete by 31 September 2016	31 March 2016	N/A to fiscal year 2017/18
Begin ICO's review and investigation into general operation of the PATI Act across public authorities as required by s. 57(1) two years after Act comes into operation	New Measure	New Measure	New Measure	1
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 2017	New Measure	Complete by 31 March 2017	Complete by 31 March 2017	Complete by 31 March 2018
Organise and deliver quarterly best practice, leadership, and/or good governance events for public authorities	New Measure	4	1 - Not fully staffed	4
Conduct and complete a voluntary compliance audit of 1 public authority	New Measure	Complete 1 by 31 August 2016	Complete 1 by 31 March 2017	N/A measure captured below
Develop self-assessment tool for public authorities to improve their Information Statements	New Measure	New Measure	New Measure	Publish by 31 March 2018
Respond to enquiries from public authorities on general questions about the PATI Act and its provisions	New Measure	100	100	100
Provide official comment on any draft Bills which impact/impede PATI Act provisions	New Measure	Ongoing	Ongoing	N/A measure captured below
Provide official comment or consultation on draft legislation, statutory provisions and practice codes which impact PATI Act or Regulations, or the right to access public records	New Measure	Ongoing	Ongoing	Ongoing
Propose beneficial legislative amendments to strengthen the PATI Act and Regulations	New Measure	Ongoing	Ongoing	Ongoing

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 108030 PUBLIC AWARENESS</b>				
Conduct general public education sessions on using the PATI Act (outside of Right to Know Day activities)	New Measure	4 by 31 March 2017	2 by 31 March 2017 - Not fully staffed	2
Conduct targeted education sessions to interest groups	New Measure	22 by 31 March 2017	22 by 31 March 2017	15
Collaborate with local charities/advocacy organisations to co-sponsor public awareness event on information rights	New Measure	1 by 31 March 2017	1 by 31 March 2017	1
Feedback from education sessions rated good or excellent	New Measure	80%	80%	80%
Conduct public educational events to commemorate Right to Know Day on 28 September through 1 October 2016	New Measure	3	4	4
Conduct media interviews to commemorate Right to Know Day on 28 September through 1 October 2016	New Measure	2	4	4
Sponsor secondary school essay, photo, or video contest for Right to Know Day	New Measure	1	0 - Not fully staffed	1
Engage in media interviews by Information Commissioner to promote awareness of PATI Act	New Measure	20 by 31 March 2017	20	20
Social media ad campaigns outreach	New Measure	30,000 people by December 2016	60,000 people	60,000 people
Social media ad post engagements	New Measure	750 people by 31 December 2016	2,000 engagements	2000 engagements
Unique visitors to our website, www.ico.bm	New Measure	300 by 31 December 2016	2500 users	Discontinue
Number of Google analytic sessions on ICO website	New Measure	New Measure	New Measure	3500
Average duration of Google analytic sessions on ICO website	New Measure	New Measure	New Measure	2:30 minutes

## HEAD 98 INFORMATION COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 108030 PUBLIC AWARENESS - cont.</b>				
Offer late opening hours at least 1 day per week	New Measure	100%	95%	95%
Translate our public guides and flyers into Portuguese	New Measure	Ongoing	Ongoing	Ongoing
Increase number of PATI requests year-over-year	New Measure	↑ 30% by 31 December 2016	↑ 30% by 31 December 2016	Discontinue
Conduct annual research survey of public's awareness of PATI rights	New Measure	New Measure	1	1
Respond to enquiries from the public on questions concerning the PATI Act and their rights	New Measure	250	250	250
Develop and produce public awareness videos on PATI rights	New Measure	2	1	1
Develop and publish educational materials on information rights for primary, middle, and secondary school students (with a set of learning materials for each age grouping)	New Measure	Ongoing	Ongoing	Ongoing

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

**GENERAL SUMMARY**

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	2016/17 vs 2017/18 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
0101	GENERAL						
	111000 ADMINISTRATION	0	0	0	867	867	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>867</b>	<b>867</b>	<b>0</b>

*Note: Effective 01 April 2017 the Privacy Commissioner's Office will be set up as its own Department under the Non-Ministry section.*

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	0	0	0	414	414	0
	TRAINING	0	0	0	5	5	0
	TRAVEL	0	0	0	26	26	0
	COMMUNICATIONS	0	0	0	61	61	0
	ADVERTISING & PROMOTIONS	0	0	0	26	26	0
	PROFESSIONAL SERVICES	0	0	0	219	219	0
	RENTALS	0	0	0	73	73	0
	REPAIR AND MAINTENANCE	0	0	0	9	9	0
	INSURANCE	0	0	0	3	3	0
	ENERGY	0	0	0	11	11	0
	MATERIALS & SUPPLIES	0	0	0	16	16	0
	OTHER EXPENSES	0	0	0	4	4	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>867</b>	<b>867</b>	<b>0</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
111000	ADMINISTRATION	0	0	0	3	3	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>

## HEAD 101 PRIVACY COMMISSIONER'S OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 111000 ADMINISTRATION</b>				
Ensure the Office is set up and operational and that staff are hired and trained as required.	N/A	N/A	N/A	100%
Create a website for organisations and the public to access information related to the PIPA.	N/A	N/A	N/A	100%
Provide opportunities for staff to attend relevant conferences, workshops, etc. to keep up to date on privacy developments.	N/A	N/A	N/A	100%

# CABINET OFFICE DEPARTMENTS

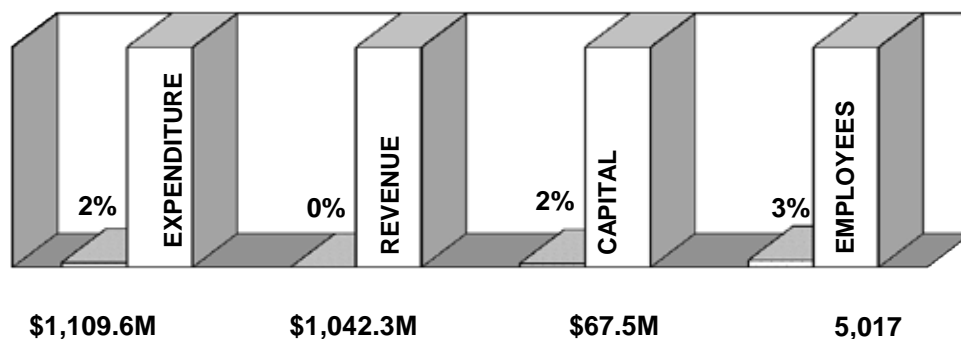


THE CABINET OFFICE IS AT THE HEART OF GOVERNMENT, PROVIDING SERVICES TO CABINET, THE PREMIER, AND MINISTERS OF GOVERNMENT. THE CABINET OFFICE ALSO CO-ORDINATES INITIATIVES ON CROSS CUTTING ISSUES; AND ACTS AS THE CORPORATE HEADQUARTERS FOR THE CIVIL SERVICE PROVIDING SERVICES, ADVICE, AND GUIDANCE FOR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

The Hon. Michael Dunkley, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
09	CABINET OFFICE	5,892	7,070	7,759	6,912	(158)	(2)
14	DEPT. OF STATISTICS	2,167	4,137	3,101	2,493	(1,644)	(40)
26	DEPT. OF HUMAN RESOURCES	2,944	3,657	3,657	3,846	189	5
43	DEPT. OF INFORMATION & DIGITAL TECH.	5,818	6,142	6,142	6,976	834	14
51	DEPT. OF COMMUNICATIONS	2,216	2,318	2,256	2,945	627	27
80	PROJECT MGMT & PROCUREMENT	669	852	852	773	(79)	(9)
84	E-GOVERNMENT	822	872	872	0	(872)	(100)
96	SUSTAINABLE DEVELOPMENT	389	0	0	0	0	0
		<b>20,917</b>	<b>25,048</b>	<b>24,639</b>	<b>23,945</b>	<b>(1,103)</b>	<b>(4)</b>
<b>REVENUE (\$000)</b>							
14	DEPT. OF STATISTICS	1	0	0	0	0	0
		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
ACQUISITIONS		2,319	2,633	2,156	2,343		
DEVELOPMENT		0	500	1,000	500		
		<b>2,319</b>	<b>3,133</b>	<b>3,156</b>	<b>2,843</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>164</b>	<b>159</b>	<b>156</b>	<b>158</b>	<b>(1)</b>	<b>(1)</b>

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

# HEAD 09 CABINET OFFICE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>0901</b>	<b>GENERAL</b>						
	19000 GENERAL ADMINISTRATION	2,848	2,720	2,798	3,191	471	17
	19005 PROF. DEV. & TRAVEL	127	128	128	138	10	8
	19010 PROTOCOL & HOSPITALITY	402	382	418	553	171	45
	19015 POLICY & STRATEGY	410	938	937	836	(102)	(11)
	19050 PUBLIC ACCESS TO INFORMATION	112	142	142	142	0	0
	19055 MANAGEMENT SERVICES	678	728	728	809	81	11
	19060 COMMISSION OF INQUIRY	0	480	1,169	0	(480)	(100)
		<b>4,577</b>	<b>5,518</b>	<b>6,320</b>	<b>5,669</b>	<b>151</b>	<b>3</b>
<b>0902</b>	<b>ECONOMIC POLICY &amp; FOREIGN AFFAIRS</b>						
	19035 LONDON OFFICE	863	1,032	1,032	1,037	5	0
	19045 WASHINGTON DC OFFICE	452	520	407	206	(314)	(60)
		<b>1,315</b>	<b>1,552</b>	<b>1,439</b>	<b>1,243</b>	<b>(309)</b>	<b>(20)</b>
	<b>TOTAL</b>	<b>5,892</b>	<b>7,070</b>	<b>7,759</b>	<b>6,912</b>	<b>(158)</b>	<b>(2)</b>



## HEAD 09 CABINET OFFICE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,035	3,532	3,489	3,409	(123)	(3)
	WAGES	69	82	82	93	11	13
	OTHER PERSONNEL COSTS	1	1	0	0	(1)	(100)
	TRAINING	1	15	15	34	19	127
	TRANSPORT	2	3	2	3	0	0
	TRAVEL	155	177	272	187	10	6
	COMMUNICATIONS	87	113	130	116	3	3
	ADVERTISING & PROMOTION	82	114	112	116	2	2
	PROFESSIONAL SERVICES	1,016	1,398	2,055	1,208	(190)	(14)
	RENTALS	1,003	1,075	985	1,041	(34)	(3)
	REPAIR AND MAINTENANCE	121	163	161	167	4	2
	INSURANCE	10	11	8	11	0	0
	ENERGY	99	110	106	114	4	4
	MATERIALS & SUPPLIES	93	140	171	205	65	46
	OTHER EXPENSES	118	86	121	158	72	84
	GRANTS AND CONTRIBUTIONS	0	50	50	50	0	0
	<b>TOTAL</b>	<b>5,892</b>	<b>7,070</b>	<b>7,759</b>	<b>6,912</b>	<b>(158)</b>	<b>(2)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	19000 GENERAL ADMINISTRATION	13	12	12	12	0	0
	19010 PROTOCOL & HOSPITALITY	2	2	2	2	0	0
	19015 POLICY & STRATEGY	7	8	8	7	(1)	(13)
	19035 LONDON OFFICE	3	3	3	3	0	0
	19045 WASHINGTON DC OFFICE	2	2	2	0	(2)	(100)
	19055 MANAGEMENT SERVICES	6	6	6	6	0	0
	<b>TOTAL</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>30</b>	<b>(3)</b>	<b>(9)</b>

## HEAD 09 CABINET OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 19000 General Administration</b>				
Public Service Reform initiatives to be implemented.	Achieved	1	1	1
Gross Misconduct cases will be adjudicated within an eight-week period.	Not Achieved	90%	80%	90%
The number of temporary relief employees will be reduced.	Achieved	2%	2%	2%
3 day turn-around of Cabinet Conclusions 90% of time.	Achieved	100%	100%	100%
2 day turn-around response to written public queries/concerns.	Not Achieved	95%	95%	95%
<b>BUSINESS UNIT: 19010 Protocol Office</b>				
To complete review of all official events within 7 days of the event occurrence.	75%	100%	80%	90%
<b>BUSINESS UNIT: 19015 Policy &amp; Strategy</b>				
Respond to requests for policy advice within 5 days	100%	100%	100%	100%
Upon soliciting feedback, receive a score of at least four out of five from departments or Ministries on the quality and usefulness of policy advice and service requested from the Policy and Strategy Section.	100%	100%	100%	100%
Liaise with departments and Ministries to increase their uptake of advice and service at the initial stages of policy development	n/a	10 % of all Government Departments	10%	25%
Respond within 3 days with an analysis of Cabinet Memoranda, as requested by the Secretary to the Cabinet	n/a	100%	n/a	NA
Respond within 5 working days to requests for assistance with administrative and legal aspects of Public Access to Information	100%	100%	100%	100%
Number of policy, programme and project decisions that are subject to sustainability impact assessments	80%	10	n/a	NA
Number of public presentations on SD including the SD Roundtable outreach (including interviews, written articles, school and civic presentations/talks etc.)	n/a	10	n/a	NA
Production of a set of SD Indicators	1	1	n/a	NA
Embed SD principles into government policies and programmes	n/a	TBD	n/a	NA

## HEAD 09 CABINET OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 19035 London Office - cont.</b>				
Provide assistance to Bermudians living in the UK (including Bermudian students) who seek assistance from the London Office	Achieved	100% - Intend to have all posts filled by new fiscal year	100% On target for appointment of posts	100%
Provide information to private, public sector bodies and UK general public on all matters of interest regarding Bermuda	Achieved	100%	100%	100%
<b>BUSINESS UNIT: 19045 Washington DC Office</b>				
Maintain Contact with Key members of the US Congress/ Staff - Attend meetings and functions	0	12	0	0
Develop a first response capability to emerging US policy/legislative measures that may have a negative economic and/or financial consequence for Bermuda	0	50% of risk review complete	0	0
Identify and develop key contacts to help inform thought leaders in the US using the following methods:	0%	0%	0	0
- Publish articles	0	0	0	0
- Attend meetings with the diplomatic community, private sector and industry leaders	0	24	0	0
- Give speeches	0	0	0	0
Arrange and hold functions to promote Bermuda as an international financial centre and leisure destination	0	2	0	0
Attend functions to promote Bermuda	0	24	0	0
<b>BUSINESS UNIT: 19055 Management Services</b>				
To complete 80% of request for preparation and/or review of Cabinet Memoranda.	Achieved	100%	100%	100%
To evaluate 85% of departments job description packages within one month of date of receipt.	Achieved	100%	100%	100%
Project/report recommendations that identify cost savings.	\$1,199,035	\$750,000	\$812,000	\$750,000
Identify performance measures that will improve service delivery and performance.	128	50	50	50

# HEAD 14 DEPARTMENT OF STATISTICS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1401</b>	<b>MONTHLY TO ANNUAL SURVEYS</b>						
	24015 ADMINISTRATION	596	698	698	708	10	1
	24020 CORE STATISTICS & PUBLICATIONS	640	765	765	766	1	0
	24025 CORE ANNUAL SURVEYS	570	614	614	659	45	7
		<b>1,806</b>	<b>2,077</b>	<b>2,077</b>	<b>2,133</b>	<b>56</b>	<b>3</b>
<b>1402</b>	<b>NON-ANNUAL SURVEYS</b>						
	24055 CENSUS & SURVEY RES. UNIT	361	360	360	360	0	0
	24075 2016 CENSUS	0	1,700	664	0	(1,700)	(100)
		<b>361</b>	<b>2,060</b>	<b>1,024</b>	<b>360</b>	<b>(1,700)</b>	<b>(83)</b>
	<b>TOTAL</b>	<b>2,167</b>	<b>4,137</b>	<b>3,101</b>	<b>2,493</b>	<b>(1,644)</b>	<b>(40)</b>

# HEAD 14 DEPARTMENT OF STATISTICS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,842	2,089	2,091	2,018	(71)	(3)
	WAGES	0	197	165	0	(197)	(100)
	TRAINING	3	1	3	1	0	0
	TRAVEL	5	8	4	8	0	0
	COMMUNICATIONS	1	5	3	5	0	0
	ADVERTISING & PROMOTION	2	399	111	10	(389)	(97)
	PROFESSIONAL SERVICES	17	870	278	80	(790)	(91)
	RENTALS	166	294	169	172	(122)	(41)
	REPAIR AND MAINTENANCE	38	37	49	37	0	0
	ENERGY	42	90	90	90	0	0
	MATERIALS & SUPPLIES	49	138	129	67	(71)	(51)
	EQUIPMT.(MINOR CAPITAL)	0	4	4	0	(4)	(100)
	OTHER EXPENSES	2	5	5	5	0	0
	<b>TOTAL</b>	<b>2,167</b>	<b>4,137</b>	<b>3,101</b>	<b>2,493</b>	<b>(1,644)</b>	<b>(40)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	24015 ADMINISTRATION	4	4	4	4	0	0
	24020 CORE STATISTICS & PUBLICATIONS	10	9	9	9	0	0
	24025 CORE ANNUAL SURVEYS	7	7	7	7	0	0
	24055 CENSUS & SURVEY RES. UNIT	4	4	4	4	0	0
	<b>TOTAL</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>

**HEAD 14 DEPARTMENT OF STATISTICS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 24015 - Administration</b>				
Monitor usage of Department of Statistics' web pages on the Government of Bermuda's website.	New	New	Total of 15,000 unique page views	Total of 15,000 unique page views
Number of documents on the website allow easier and wider accessibility of publications and reduces printing cost.	Achieved 44 documents posted	At least 40 documents posted during the year	At least 40 documents posted during the year	At least 40 documents posted during the year
Number of presentations to private organizations, schools and the government for greater awareness, understanding, use and interpretation of statistical data and information.	Achieved 5 presentations for education and promotion	At least 4 presentations for education and promotion	At least 4 presentations for education and promotion	At least 4 presentations for education and promotion
<b>BUSINESS UNIT: 24020 - Core Statistics &amp; Publications</b>				
Timely release of statistics that measure gross retail sales performance in the retail sector.	Achieved	Retail Sales Index released 6 weeks after reference month	Retail Sales Index released 6 weeks after reference month	Retail Sales Index released 6 weeks after reference month
Timely release of statistics measuring the rate of increase in the price of goods and services in the economy.	Achieved	Rate of Inflation released 4 weeks after reference month	Rate of Inflation released 4 weeks after reference month	Rate of Inflation released 4 weeks after reference month
<b>BUSINESS UNIT: 24025 - Core Annual Surveys</b>				
Timely release of statistics relating to the current job market for informed decision-making.	Achieved	Release of Employment Brief in May 2016	Release of Employment Brief in June 2016	Release of Employment Brief in May 2017
Heighten number of survey returns to Economic Activity Survey from businesses for increased confidence in accuracy of annual Gross Domestic Product (GDP) estimates.	Achieved an 87% response rate	A minimum of 80% response rate	A minimum of 80% response rate	A minimum of 80% response rate
Conduct annual Labour Force Survey for delivery of more and timely unemployment measures.	Achieved	Unemployment rate pending completion of 2016 Census	Unemployment rate pending completion of 2016 Census	Release unemployment rate semi-annually, July 2017 and January 2018
<b>BUSINESS UNIT: 24055 - Census &amp; Survey Research Unit</b>				
Use of technology during conduct of household surveys for greater efficiency in data collection and reduced cost in processing survey data.	Population and Housing Census was postponed until 2016/17	A minimum of 10% for E-Census questionnaire submission	A minimum of 30% for E-Census questionnaire submission	To be determined
Indicators for measuring economic growth.	Achieved	Quarterly GDP estimates released 16 weeks after the reference quarter	Quarterly GDP estimates released 16 weeks after the reference quarter	Quarterly GDP estimates released 16 weeks after the reference quarter

# HEAD 26 DEPARTMENT OF HUMAN RESOURCES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

# HEAD 26 DEPARTMENT OF HUMAN RESOURCES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2601</b>	<b>ADMINISTRATION</b>						
	36000 CORPORATE ADMIN	1,146	1,234	1,226	1,438	204	17
	36100 POLICY DEVELOPMENT	108	122	122	122	0	0
	36140 PUBLIC SERVICE COMMISSION	60	81	82	81	0	0
		<b>1,314</b>	<b>1,437</b>	<b>1,430</b>	<b>1,641</b>	<b>204</b>	<b>14</b>
<b>2602</b>	<b>LEARNING AND DEVELOPMENT</b>						
	36030 LEARNING & DEVELOPMENT ADMIN	506	576	576	552	(24)	(4)
	36050 TRAINING COURSES	78	121	115	132	11	9
	36060 PROF & TECH TRAINEE SCHEME	0	10	10	10	0	0
	36110 PUBLIC SERVICE BURSARY	37	240	240	240	0	0
	36120 SUCCESSION PLANNING	5	7	3	3	(4)	(57)
		<b>626</b>	<b>954</b>	<b>944</b>	<b>937</b>	<b>(17)</b>	<b>(2)</b>
<b>2603</b>	<b>OPERATIONAL HUMAN RESOURCES</b>						
	36010 HUMAN RESOURCE ADMIN	934	1,175	1,182	1,192	17	1
	36080 RECRUITMENT	70	91	101	76	(15)	(16)
		<b>1,004</b>	<b>1,266</b>	<b>1,283</b>	<b>1,268</b>	<b>2</b>	<b>0</b>
	<b>TOTAL</b>	<b>2,944</b>	<b>3,657</b>	<b>3,657</b>	<b>3,846</b>	<b>189</b>	<b>5</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,910	2,268	2,330	2,276	8	0
	WAGES	13	96	25	95	(1)	(1)
	OTHER PERSONNEL COSTS	0	0	8	3	3	0
	TRAINING	34	167	170	174	7	4
	TRANSPORT	21	20	27	14	(6)	(30)
	TRAVEL	27	44	47	35	(9)	(20)
	COMMUNICATIONS	10	13	11	13	0	0
	ADVERTISING & PROMOTION	18	25	30	17	(8)	(32)
	PROFESSIONAL SERVICES	97	97	126	301	204	210
	RENTALS	469	475	477	477	2	0
	REPAIR AND MAINTENANCE	206	274	227	272	(2)	(1)
	ENERGY	58	84	84	84	0	0
	MATERIALS & SUPPLIES	62	74	76	65	(9)	(12)
	EQUIPMT. (MINOR CAPITAL)	12	9	9	9	0	0
	OTHER EXPENSES	7	11	10	11	0	0
	<b>TOTAL</b>	<b>2,944</b>	<b>3,657</b>	<b>3,657</b>	<b>3,846</b>	<b>189</b>	<b>5</b>



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

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
	36000 CORPORATE ADMIN	4	4	4	4	0	0
	36010 HUMAN RESOURCE ADMIN	16	16	16	15	(1)	(6)
	36030 LEARNING & DEVELOPMENT ADMIN	6	6	6	6	0	0
	36100 POLICY DEVELOPMENT	1	1	1	1	0	0
	<b>TOTAL</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>(1)</b>	<b>(4)</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 36000 Corporate Administration</b>				
To agree and establish leadership competencies for Government of Bermuda to ensure it is equipped with strategically-focused leaders to achieve the organization's objectives	Not achieved by 31st March 2016	Not Applicable	31st August 2016	Not Applicable
To ensure 100% of submissions are handled in accordance with the Public Service Commission Regulations 2001, Public Service (Delegation of Powers) Regulations 2001 and subsequent amendments.	NEW	100% compliance	100% compliance	100% compliance
The full implementation of a centralized Government HR operating model by 31st March 2017	NEW	Implementation by 31st March 2017	Not Applicable	Partial implementation by 31st March 2018
<b>BUSINESS UNIT: 36100 Policy Development</b>				
To complete 100% of Phase 1 from the Human Resource Policy Suite to reform Government-wide human resource policies including the formalization of a succession planning policy	Not Applicable	31st March 2017	50% of Phase 1 policies will be drafted by 31st March 2017	at least 60% of Phase 1 policies will be drafted by 31st March 2018
To complete 100% of Phase 2 from the Human Resource Policy suite to reform Government-wide human resource policies	Not Applicable	10% by 31st March 2017	5% of Phase 2 policies will be drafted by 31st March 2017	10% of Phase 2 policies will be drafted by 31st March 2018
<b>BUSINESS UNIT: 36030 Learning and Development Administration</b>				
The number of professional and technical trainees appointed to substantive posts that are difficult to fill and/or held by contract officers between April and March	2	2	1	9
To communicate the Government of Bermuda's leadership competencies to 100% of the organization's leaders (executive, senior management, middle management and first line).	Not Applicable	100% of the organization's leaders will be aware of the leadership competencies by 31st December 2016	Not Applicable	100% of the organization's leaders will be aware of the leadership competencies by 31st December 2017

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 36050 Training Courses</b>				
To decrease the use of consultants in the facilitation of courses from 44% to 10% in order to reduce expenditure and increase the subject-matter expertise among Training Managers	Achieved	Not Applicable	Not Applicable	Not Applicable
To conduct briefing awareness sessions to ensure participants are knowledgeable on the established leadership competencies	Not Applicable	Conduct 6 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies between January 2017 and March 2017	Not Applicable	Conduct 6 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2018
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, 2017	Meet with 2 client ministries and/or departments per quarter by March 31, 2017	Meet with 3 client ministries and/or departments per quarter by March 31, 2018
<b>BUSINESS UNIT: 36060 Professional and Technical Trainee Scheme</b>				
90% of trainee development plans will be reviewed annually by the respective Training Manager to monitor progress toward the agreed outcomes to ensure that the trainees are suitably qualified to be appointed to substantive posts that are difficult to fill and/or held by contract officers	100%	100%	100%	100%
<b>BUSINESS UNIT: 36110 Public Service Bursary</b>				
To ensure there is a cadre of suitably trained Bermudians to meet Departments' human capital needs for posts that are difficult to fill and/or held by contract officers, 90% of bursary recipients who successfully complete their course of study will be appointed to a post	57%	100%	67%	100%
<b>BUSINESS UNIT: 36120 Succession Planning</b>				
To communicate the Government of Bermuda's succession planning framework to ensure that there is a consistent approach across the organization	Not Applicable	by March 31, 2017	to draft a framework for approval by March 31, 2017	to communicate framework by March 31, 2018

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 36010 Human Resource Administration</b>				
To conduct briefing awareness sessions to ensure participants are knowledgeable on the established leadership competencies	Not Applicable	Conduct 6 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies between January 2017 and March 2017	Not Applicable	Conduct 6 briefing awareness sessions resulting in 100% of participants being knowledgeable on the established leadership competencies by 31st March 2018
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, 2017	Meet with 2 client ministries and/or departments per quarter by March 31, 2017	Meet with 3 client ministries and/or departments per quarter by March 31, 2018
<b>BUSINESS UNIT: 36080 Recruitment</b>				
To improve the recruitment and selection process for posts represented by the Bermuda Public Services Union by reducing the time to hire on average from 20 weeks to 10 weeks for local recruitment and from 24 weeks to 12 weeks for overseas recruitment to ensure the organization acquires the best talent	65% average reduction in time to hire	a 50% average reduction in time to hire	a 50% average reduction in time to hire	a 50% average reduction in time to hire
The turnaround time to prepare employment contracts will be reduced on average by 50% (from 10 working days to 5 working days) to improve efficiency for the recruitment process	86% average turnaround time to prepare employment contracts	a 50% average turnaround time to prepare employment contracts	a 50% average turnaround time to prepare employment contracts	a 70% average turnaround time to prepare employment contracts

# HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>4301</b>	<b>GENERAL</b>						
	53000 ADMIN & MGMT	1,262	1,357	1,362	1,306	(51)	(4)
	53030 DEVICE SUPPORT	338	347	336	346	(1)	(0)
	53035 NETWORK SUPPORT	1,786	1,756	1,765	1,799	43	2
	53040 SERVICE SUPPORT	300	316	308	244	(72)	(23)
	53050 DIGITAL SERVICES	34	0	0	656	656	0
	53060 BUSINESS SYSTEMS SUPPORT	613	568	568	644	76	13
	53070 SYSTEMS SUPPORT	1,260	1,440	1,446	1,699	259	18
	53080 TRAINING	101	151	150	75	(76)	(50)
	53090 SECURITY	124	207	207	207	0	0
	<b>TOTAL</b>	<b>5,818</b>	<b>6,142</b>	<b>6,142</b>	<b>6,976</b>	<b>834</b>	<b>14</b>

## HEAD 43 INFORMATION & DIGITAL TECHNOLOGIES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,168	3,282	3,284	3,964	682	21
	WAGES	10	0	0	0	0	0
	OTHER PERSONNEL COSTS	62	60	60	60	0	0
	TRAINING	9	30	4	27	(3)	(10)
	TRANSPORT	3	0	0	0	0	0
	TRAVEL	0	0	0	7	7	0
	COMMUNICATIONS	1,385	1,370	1,385	1,280	(90)	(7)
	PROFESSIONAL SERVICES	65	76	44	101	25	33
	RENTALS	877	793	993	998	205	26
	REPAIR AND MAINTENANCE	223	513	349	487	(26)	(5)
	ENERGY	0	5	5	5	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	1	0	1	0	0
	MATERIALS & SUPPLIES	14	11	16	44	33	300
	OTHER EXPENSES	2	1	2	2	1	100
	<b>TOTAL</b>	<b>5,818</b>	<b>6,142</b>	<b>6,142</b>	<b>6,976</b>	<b>834</b>	<b>14</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	53000 ADMIN & MGMT	7	8	8	7	(1)	(13)
	53030 DEVICE SUPPORT	4	4	4	4	0	0
	53035 NETWORK SUPPORT	4	4	4	5	1	25
	53040 SERVICE SUPPORT	4	4	4	3	(1)	(25)
	53050 DIGITAL SERVICES	0	0	0	5	5	0
	53060 BUSINESS SYSTEMS SUPPORT	5	5	5	6	1	20
	53070 SYSTEMS SUPPORT	7	7	7	8	1	14
	53080 TRAINING	2	2	1	1	(1)	(50)
	53090 SECURITY	2	2	2	2	0	0
	<b>TOTAL</b>	<b>35</b>	<b>36</b>	<b>35</b>	<b>41</b>	<b>5</b>	<b>14</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 53000 - Admin &amp; Mgmt</b>				
Reception desk staffed between 8:30 a.m. and 5:00 p.m.	99%	100%	98%	100%
Process invoices within 14 working days.	98%	99%	97%	99%
<b>BUSINESS UNIT: 53030 - Device Support</b>				
Resolve Repair Tickets within Service Level Targets.	60%	75%	68%	75%
Resolve Service Tickets within Service Level Targets.	79%	85%	78%	85%
<b>BUSINESS UNIT: 53035 - Network Support</b>				
Network locations monitored.	95%	100%	100%	100%
Resolve Repair Tickets within Service Level Targets.	57%	70%	70%	70%
Resolve Service Tickets within Service Level Targets.	83%	85%	85%	85%
<b>BUSINESS UNIT: 53040 - Service Support</b>				
Manage Tickets to Service Level Level Targets.	80%	80%	75%	80%
Resolve Account Administration Tickets within Service Level Targets.	87%	90%	95%	95%
Service Desk manned from 8:00 a.m. to 5:00 p.m.	98%	98%	95%	95%

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

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2015/16</b>	<b>ORIGINAL FORECAST 2016/17</b>	<b>REVISED FORECAST 2016/17</b>	<b>TARGET OUTCOME 2017/18</b>
<b>BUSINESS UNIT: 53060 - Business Systems Support</b>				
Routine monthly Service Level Review meetings with Key Departments.	55%	80%	80%	80%
Annual Service Level Review Meeting with Departments.	43%	60%	50%	70%
Manage Application Support Tickets within Service Level Targets.	85%	90%	80%	85%
<b>BUSINESS UNIT: 53070- Systems Support</b>				
Servers monitored	95%	95%	95%	98%
Resolve Repair Tickets within Service Level Targets.	85%	85%	85%	85%
Resolve Service Tickets within Service Level Targets.	89%	90%	90%	90%
<b>BUSINESS UNIT: 53080 - Training</b>				
Training courses delivered with Evaluation grade of Good or Higher.	90%	90%	88%	90%
Training Service tickets resolved according to Service Level Targets.	85%	85%	80%	85%
<b>BUSINESS UNIT: 53090 - Security</b>				
Disaster Recovery Exercises planned and executed.	50%	50%	50%	50%
Servers checked on a monthly basis.	71%	90%	90%	90%



# HEAD 51 DEPARTMENT OF COMMUNICATIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2016/17	
BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5101</b>	<b>COMMUNICATION SERVICES</b>						
	61000 ADMINISTRATION	405	465	417	459	(6)	(1)
	61030 COMMUNICATIONS	487	598	598	687	89	15
	61040 GOVT. TELEVISION STATION	646	669	655	582	(87)	(13)
	61050 CREATIVE SERVICES	678	586	586	586	0	0
	61060 PORTALS MANAGEMENT	0	0	0	478	478	0
	61070 TELEPHONE CUSTOMER SVC. REP.	0	0	0	153	153	0
	<b>TOTAL</b>	<b>2,216</b>	<b>2,318</b>	<b>2,256</b>	<b>2,945</b>	<b>627</b>	<b>27</b>

## HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,848	2,015	1,966	2,469	454	23
	WAGES	144	0	0	0	0	0
	TRAINING	3	9	9	23	14	156
	TRANSPORT	1	2	2	2	0	0
	TRAVEL	0	0	0	4	4	0
	COMMUNICATIONS	45	50	50	54	4	8
	ADVERTISING & PROMOTION	37	29	29	29	0	0
	PROFESSIONAL SERVICES	29	40	40	40	0	0
	REPAIR AND MAINTENANCE	16	64	64	137	73	114
	INSURANCE	12	13	0	0	(13)	(100)
	ENERGY	36	44	44	44	0	0
	MATERIALS & SUPPLIES	27	37	37	42	5	14
	EQUIPT. (MINOR CAPITAL)	16	11	11	97	86	782
	OTHER EXPENSES	2	4	4	4	0	0
	<b>TOTAL</b>	<b>2,216</b>	<b>2,318</b>	<b>2,256</b>	<b>2,945</b>	<b>627</b>	<b>27</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	61000 ADMINISTRATION	4	4	4	3	(1)	(25)
	61030 COMMUNICATIONS	6	6	6	7	1	17
	61040 GOVT. TELEVISION STATION	7	7	6	6	(1)	(14)
	61050 CREATIVE SERVICES	8	7	7	7	0	0
	61060 PORTALS MANAGEMENT	0	0	0	4	4	0
	61070 TELEPHONE CUSTOMER SVC. REPS.	0	0	0	3	3	0
		<b>25</b>	<b>24</b>	<b>23</b>	<b>30</b>	<b>6</b>	<b>25</b>

## HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 61000 Administration</b>				
Vendors paid within 3 working days	100%	100%	100%	100%
Information inputted to E1 within 2 working days	100%	100%	100%	100%
Administrative support provided to Director, Assistant Director Creative Services, Assistant Director Communications, Assistant Director Portals and General Manager, CITV	100%	100%	100%	100%
Increase customer satisfaction with administration services.*	N/A	N/A	N/A	5%
<b>BUSINESS UNIT: 61030 Communications</b>				
Average number of Government related press releases, announcements and advisories issued per month	84	100	108	108
Average number of Government related public/community appearances by Ministers monthly	72	120	128	128
Average number of social media/online uploads monthly	40	35	40	40
Number of communications plans monthly	5	6	6	0
Government employees with computer access to visit the Intranet at least three times a week.*	N/A	N/A	N/A	40%
Increase customers' satisfaction with communications services*	N/A	N/A	N/A	5%
<b>BUSINESS UNIT: 61040 Government Television Station</b>				
Number of 30 minute programmes produced and aired	111	90	70	95
Number of 60 minute programmes produced and aired	38	60	22	40
Number of 90 minute programmes produced and aired	7	35	6	10
Number of 120 minute programmes produces and aired*	5	0	12	13
Number of public service announcements produced and aired	32	50	42	50
Number of radio spots produced	12	35	30	20
% of fixed deadlines (e.g. Throne Speech, Budget) met	100%	100%	100%	100%
% of defined deadlines met on assignments	100%	100%	100%	100%
Number of video files posted to DCI website and Youtube Page	39	50	90	60
Reduce the costs to produce and air 60 minute programmes.*	N/A	N/A	N/A	5%
Reduce the costs to produce and air 30 minute programmes.*	N/A	N/A	N/A	5%
Increase viewers' satisfaction with CITV.*	N/A	N/A	N/A	5%
<b>BUSINESS UNIT: 61050 Creative Services</b>				
Number of design and photo jobs completed	2,592	1,350	2,014	2,220
24-hour response time to assign all work requests	100%	98%	98%	N/A
% of content for ads and publications edited/copy-edited to meet professional standards	100%	98%	98%	98%
Production schedules prepared for annual photo/print projects	100%	98%	98%	98%
% of defined deadlines met on photo assignments	100%	100%	100%	100%
% of fixed deadlines (e.g. ads, Throne Speech, annual reports) met	100%	100%	100%	100%
% of assets catalogued in searchable database (329,758 items)	100%	100%	100%	100%
Reduce the cost to create clients' collateral material.*	N/A	N/A	N/A	10%
Increase the Net Promoter Score for Creative Services.*	N/A	N/A	N/A	5%

\* New Measures for 2017/18

**HEAD 51 DEPARTMENT OF COMMUNICATIONS - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2015/16</b>	<b>ORIGINAL FORECAST 2016/17</b>	<b>REVISED FORECAST 2016/17</b>	<b>TARGET OUTCOME 2017/18</b>
<b>BUSINESS UNIT: 61060 Portals Management</b>				
Number of reported portal errors (portal errors are predicted to increase due to the aging portal platform).	80	10	8	0
Speed of gov.bm page loading (external test)	0:08:00	0	0	6 seconds
Average portal team response time to actioning publishing requests from departments	4 hours	N/A	4 hours	0
% population (or bermuda-based visitors) accessing government websites via gov.bm	60%	75%	57%	60%
Number of visits to gov.bm a year	140,000	140,000	660,000	700,000
New visitor percentage	55%	55%	48%	0
Returning Bermuda visitor per centation	45%	45%	50%	60%
Average pages viewed per visitor per session (indicates each user is finding relevant content)	1.45 pages	3 pages	2.67 pages	3 pages
Average time spent on the portal per session	0:01:20	0:02:30	0:02:36	0:02:40
Improve the satisfaction level of the Government portal users.*	N/A	N/A	N/A	10%
Increase the satisfaction level of Intranet users*	N/A	N/A	N/A	10%
<b>BUSINESS UNIT: 61070 Customer Service Representatives</b>				
Increase the rating on the quarterly survey by 10% by year end		5%	5%	5%
Increase the satisfaction level of those who call the government operators*	N/A	N/A	N/A	5%

\* New Measures for 2017/18

# HEAD 80 PROJECT MANAGEMENT & PROCUREMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>8000</b>	<b>PROJECT MGMT. &amp; PROCUREMENT</b>						
	90000 ADMINISTRATION	658	852	852	773	(79)	(9)
	90002 AD&C ARCHITECT SUPPORT SERV.	11	0	0	0	0	0
	<b>TOTAL</b>	<b>669</b>	<b>852</b>	<b>852</b>	<b>773</b>	<b>(79)</b>	<b>(9)</b>

# HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	641	811	810	724	(87)	(11)
	OTHER PERSONNEL COSTS	3	3	3	3	0	0
	TRAINING	5	6	5	8	2	33
	TRAVEL	1	3	3	7	4	133
	COMMUNICATIONS	5	6	7	7	1	17
	RENTALS	1	0	0	0	0	0
	REPAIR AND MAINTENANCE	0	3	3	3	0	0
	MATERIALS & SUPPLIES	13	20	21	21	1	5
	<b>TOTAL</b>	<b>669</b>	<b>852</b>	<b>852</b>	<b>773</b>	<b>(79)</b>	<b>(9)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	90000 ADMINISTRATION	8	8	7	7	(1)	(13)
	<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>(1)</b>	<b>(13)</b>

## HEAD 80 PROJECT MANAGEMENT & PROCUREMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 90000 ADMINISTRATION</b>				
Number of compliance audits on projects	1	4	4	Discontinued
Number of compliance audits on the procurement process	1	6	6	Discontinued
Number of compliance audits on contracts	3	12	12	Discontinued
Cabinet memoranda, contracts and requests for proposals received by the Department will be vetted within five working days of receipt	90%	100%	100%	90%
Assist public authorities to save, reduce or avoid costs in managing capital projects	New target for 2017/18	New target for 2017/18	New target for 2017/18	5%
Deliver to the responsible Minister a report on the operation of the Department during the preceding year	New target for 2017/18	New target for 2017/18	New target for 2017/18	Within 3 months after the calendar year
Provide training to public authorities on project management and procurement best practices	New target for 2017/18	New target for 2017/18	New target for 2017/18	5
Perform project management, procurement and contract compliance audits on capital projects	New target for 2017/18	New target for 2017/18	New target for 2017/18	5
Assist public authorities to achieve cost savings by implementing procurement strategies that leverage the Government's purchasing power	New target for 2017/18	New target for 2017/18	New target for 2017/18	5%

# HEAD 84 E-GOVERNMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>8401 E-GOVERNMENT</b>							
94000	ADMINISTRATION	72	79	80	0	(79)	(100)
94005	E-GOVERNMENT PORTAL	420	370	369	0	(370)	(100)
94015	E-GOVERNMENT PROJECTS	330	423	423	0	(423)	(100)
<b>TOTAL</b>		<b>822</b>	<b>872</b>	<b>872</b>	<b>0</b>	<b>(872)</b>	<b>(100)</b>

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



## HEAD 84 E-GOVERNMENT - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	658	665	666	0	(665)	(100)
	TRAINING	0	2	2	0	(2)	(100)
	TRAVEL	0	7	7	0	(7)	(100)
	COMMUNICATIONS	2	8	8	0	(8)	(100)
	PROFESSIONAL SERVICES	0	28	28	0	(28)	(100)
	REPAIR AND MAINTENANCE	159	76	75	0	(76)	(100)
	MATERIALS & SUPPLIES	3	33	33	0	(33)	(100)
	EQUIPMT. (MINOR CAPITAL)	0	52	52	0	(52)	(100)
	OTHER EXPENSES	0	1	1	0	(1)	(100)
	<b>TOTAL</b>	<b>822</b>	<b>872</b>	<b>872</b>	<b>0</b>	<b>(872)</b>	<b>(100)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	94000 ADMINISTRATION	1	1	1	0	(1)	(100)
	94005 E-GOVERNMENT PORTAL	3	3	3	0	(3)	(100)
	94015 E-GOVERNMENT PROJECT	3	3	3	0	(3)	(100)
	<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>(7)</b>	<b>(100)</b>

# HEAD 96 SUSTAINABLE DEVELOPMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To facilitate integrated and holistic decision making that sustains and improves the quality of life for current and future generations.*

## DEPARTMENT OBJECTIVES

- Maintain an education and awareness campaign aimed at a cross-section of residents containing key SD content.
- Foster and maintain working relationships with stakeholders to find ways to embed SD principles into their operational planning.
- Facilitate and monitor the delivery of our Sustainable Development Plan.
- Introduce SD compatible policy proposals.
- Produce an annual report card of Sustainability Indicators.
- Conduct Sustainability Impact Assessments on proposed projects, policies and programmes.
- Act as Secretariat to the Sustainable Development Roundtable in support of its efforts to meet its mandate.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>9601</b>	<b>GENERAL ADMINISTRATION</b>						
106000	SUSTAINABLE DEVELOPMENT	389	0	0	0	0	0
	<b>TOTAL</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Note: Head 96 Sustainable Development has been abolished and its function have been merged with the Central Policy Unit under a new name the Policy and Strategy section within Head 09 Cabinet Office.*

# HEAD 96 SUSTAINABLE DEVELOPMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	366	0	0	0	0	0
	PROFESSIONAL SERVICES	18	0	0	0	0	0
	REPAIR AND MAINTENANCE	2	0	0	0	0	0
	MATERIALS & SUPPLIES	3	0	0	0	0	0
	<b>TOTAL</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
106000	SUSTAINABLE DEVELOPMENT	4	0	0	0	0	0
	<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

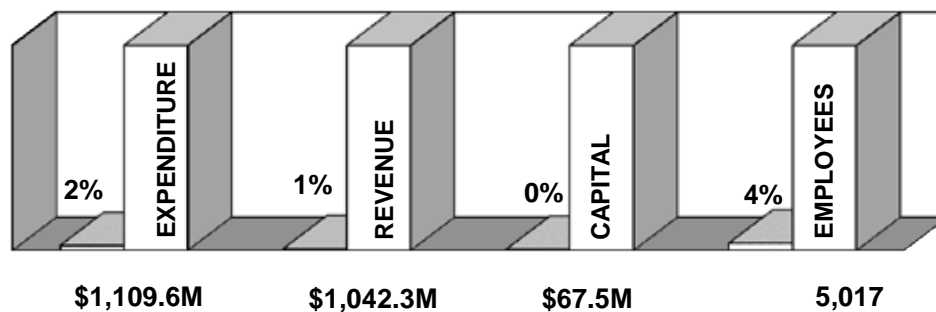
# MINISTRY OF LEGAL AFFAIRS



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

The Hon. Trevor Moniz, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
87	MIN. OF LEGAL AFFAIRS HQ	5,823	6,113	6,112	6,203	90	1
03	JUDICIAL DEPARTMENT	7,485	8,161	8,161	8,361	200	2
04	ATTORNEY GENERAL'S CHAMBERS	4,210	4,554	4,554	4,808	254	6
74	DEPT. OF COURT SERVICES	3,888	4,266	4,267	4,318	52	1
75	DEPT. OF PUBLIC PROSECUTIONS	2,785	3,156	3,156	3,389	233	7
		<b>24,191</b>	<b>26,250</b>	<b>26,250</b>	<b>27,079</b>	<b>829</b>	<b>3</b>
<b>REVENUE (\$000)</b>							
87	MIN. OF LEGAL AFFAIRS HQ	58	0	0	0	0	0
03	JUDICIAL DEPARTMENT	7,967	8,288	7,912	8,288	0	0
04	ATTORNEY GENERAL'S CHAMBERS	100	0	0	0	0	0
74	DEPT. OF COURT SERVICES	1	0	0	0	0	0
		<b>8,126</b>	<b>8,288</b>	<b>7,912</b>	<b>8,288</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	392	277	163	308		
		<b>392</b>	<b>277</b>	<b>163</b>	<b>308</b>		
							<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>
<b>EMPLOYEE NUMBERS</b>							
		<b>176</b>	<b>174</b>	<b>174</b>	<b>178</b>	<b>4</b>	<b>2</b>



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8701</b>	<b>GENERAL</b>						
97000	ADMINISTRATION	648	680	679	733	53	8
97010	FINANCIAL INTELLIGENCE UNIT	1,500	1,500	1,500	1,600	100	7
97030	LEGAL AID	2,969	2,892	2,892	2,753	(139)	(5)
97040	NAMLC	401	590	590	666	76	13
97070	JUSTICE PROTECTION PROGRAM	305	451	451	451	0	0
	<b>TOTAL</b>	<b>5,823</b>	<b>6,113</b>	<b>6,112</b>	<b>6,203</b>	<b>90</b>	<b>1</b>

## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	
		(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	SALARIES	1,203	1,441	1,440	1,458	17	1
	WAGES	16	0	0	0	0	0
	OTHER PERSONNEL COSTS	0	0	4	4	4	0
	TRAINING	7	41	45	50	9	22
	TRAVEL	39	44	36	75	31	70
	COMMUNICATIONS	45	49	51	51	2	4
	PROFESSIONAL SERVICES	2,835	2,696	2,693	2,605	(91)	(3)
	RENTALS	86	194	197	198	4	2
	REPAIR & MAINTENANCE	11	29	27	24	(5)	(17)
	ENERGY	0	1	1	1	0	0
	MATERIALS & SUPPLIES	35	65	65	57	(8)	(12)
	OTHER EXPENSES	11	15	15	23	8	53
	GRANTS & CONTRIBUTIONS	1,535	1,538	1,538	1,657	119	8
	<b>TOTAL</b>	<b>5,823</b>	<b>6,113</b>	<b>6,112</b>	<b>6,203</b>	<b>90</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	
		(3)	(4)	(5)	(6)	(\$000)	%
						(7)	(8)
	8877 Reimbursements	58	0	0	0	0	0
	<b>TOTAL</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
97000	ADMINISTRATION	6	5	5	5	0	0
97030	LEGAL AID	5	5	5	5	0	0
97040	NAMLC	3	3	3	3	0	0
<b>TOTAL</b>		<b>14</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>0</b>

## HEAD 87 MINISTRY OF LEGAL AFFAIRS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 97030 - Legal Aid</b>				
Average time to grant Legal Aid Certificate	10 working days	14 working days	12 working days	10 working days
Average time to grant Temporary Certificate	6 working days	2 working days	6 working days	4 working days
Average time to pay Legal Aid invoices	30 working days	30 working days	30 working days	30 working days
Number of Cases (Civil, Matrimonial, Criminal)	278	N/A	416	422



## MISSION STATEMENT

*The Judiciary is established by the Constitution as a separate and independent branch of Government. Its task is to adjudicate charges of criminal conduct, uphold the rights and freedoms of all individuals and to preserve the rule of law. Its mission is to carry out its task fairly, justly and expeditiously. The Judiciary is mandated to abide by the requirement of the Judicial Oath: "...to do right by all manner of people, without fear or favour, affection or ill will." The mission of the administrative section of the Judiciary is to provide the services and support necessary to enable the Judiciary to achieve its mission and to facilitate the public's access to justice.*

## DEPARTMENT OBJECTIVES

- To obtain adequate funding and support for the Judicial Department to relocate the Registry and Supreme Court #3 from its current outdated location at 113 Front Street which continues to cause grave health and safety concerns.
- To make full use of all departmental electronics and technological resources and to obtain any like supplemental resources needed to enable court records and Registry documents to be electronically accessed internally and externally for litigants in Court proceedings. This is aimed to reduce the volume of paper purchased and stored in the Registry which causes excessive expenditures, use of storage and occupational hazards in its 113 Front Street location.
- To resume exclusive possession and control of a Judicial Website separate and distinct from the Government Portal. To establish further public revenue by way of annual subscriptions to the website and to increase the public's access to Judicial judgments, forms, notices, accessible records and developments. To make audio recordings of Court hearings available online to members of the Bermuda Bar and general public. To allow search praecipes requests and Cause book searches to be administered online. To make Wi-Fi more accessible in Court to all litigants who wish to access the Judicial website for reference to Bermuda reported cases.
- To put in place a more detailed and reliable system of performance measuring for the better statistical tracking of cases audio recorded in Court and the tracking of trials, orders, rulings and judgments.
- To obtain increased funding and support for additional administrative staff such as Listing Officers who will be responsible for inputting Court fixtures in the Court calendars and producing lists of Court fixtures for public access.
- To list all trials, hearings and appeals in an efficient and timely manner.
- To standardize practices through the use of forms in order to establish a unified efficient procedure and approach to Judicial administration.

# HEAD 03 JUDICIAL DEPARTMENT

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0302</b>	<b>SUPREME/APPEAL COURTS</b>						
	13000 CRIMINAL INJURIES	75	300	301	324	24	8
	13010 SUPREME COURT	722	807	839	907	100	12
	13015 COURTROOMS AND CHAMBERS	2,157	2,191	2,181	2,284	93	4
	13020 COURT OF APPEAL	560	673	673	673	0	0
	13025 COURT TECHNOLOGY	492	544	522	552	8	1
		<b>4,006</b>	<b>4,515</b>	<b>4,516</b>	<b>4,740</b>	<b>225</b>	<b>5</b>
<b>0304</b>	<b>MAGISTRATES COURT</b>						
	13040 COURT ADJUDICATION	1,166	997	997	865	(132)	(13)
	13050 CIVIL	162	178	178	231	53	30
	13060 FAMILY & CHILD SUPPORT	371	463	463	459	(4)	(1)
	13070 ADMINISTRATION	1,048	1,132	1,131	1,192	60	5
	13080 CRIMINAL & TRAFFIC	330	332	332	388	56	17
	13090 SERVICE & EXECUTION	402	544	544	486	(58)	(11)
		<b>3,479</b>	<b>3,646</b>	<b>3,645</b>	<b>3,621</b>	<b>(25)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>7,485</b>	<b>8,161</b>	<b>8,161</b>	<b>8,361</b>	<b>200</b>	<b>2</b>

## HEAD 03 JUDICIAL DEPARTMENT - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	4,966	5,520	5,498	5,640	120	2
	WAGES	215	0	0	0	0	0
	OTHER PERSONNEL COSTS	453	585	585	585	0	0
	TRAINING	9	15	15	15	0	0
	TRAVEL	136	187	187	187	0	0
	COMMUNICATIONS	38	81	76	76	(5)	(6)
	PROFESSIONAL SERVICES	793	856	846	856	0	0
	RENTALS	3	4	4	4	0	0
	REPAIR & MAINTENANCE	301	336	378	366	30	9
	ENERGY	63	77	77	102	25	32
	CLOTHING, UNIFORMS & LAUNDRY	3	3	3	3	0	0
	MATERIALS & SUPPLIES	142	146	136	146	0	0
	EQUIPMT.(MINOR CAPITAL)	1	2	2	2	0	0
	OTHER EXPENSES	362	349	354	379	30	9
	<b>TOTAL</b>	<b>7,485</b>	<b>8,161</b>	<b>8,161</b>	<b>8,361</b>	<b>200</b>	<b>2</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8059 Deceased Estates	3,943	4,710	4,710	4,710	0	0
	8353 Certified Copies	28	30	30	30	0	0
	8401 Court Fees & Charges	161	70	70	70	0	0
	8403 Bailiff Fees	3	1	1	1	0	0
	8405 Civil Fees	224	250	250	250	0	0
	8489 Liquor Licences	385	320	290	320	0	0
	8491 Pedlars Licences	9	12	11	12	0	0
	8869 Moving Traffic Fines	2,706	2,260	1,915	2,260	0	0
	8871 Parking Fines	205	240	240	240	0	0
	8873 Criminal Fines	295	390	390	390	0	0
	8877 Reimbursements	8	5	5	5	0	0
		<b>7,967</b>	<b>8,288</b>	<b>7,912</b>	<b>8,288</b>	<b>0</b>	<b>0</b>

**HEAD 03 JUDICIAL DEPARTMENT - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
	13010 SUPREME COURT	7	7	7	9	2	29
	13015 COURTROOMS AND CHAMBERS	19	18	18	20	2	11
	13020 COURT OF APPEAL	2	2	2	2	0	0
	13025 COURT TECHONOLGY	3	3	3	3	0	0
	13040 COURT ADJUDICATION	5	6	6	5	(1)	(17)
	13050 CIVIL	4	4	4	4	0	0
	13060 FAMILY & CHILD SUPPORT	6	6	6	6	0	0
	13070 ADMINISTRATION	6	6	6	6	0	0
	13080 CRIMINAL & TRAFFIC	7	6	6	7	1	17
	13090 SERVICE & EXECUTION	7	7	7	7	0	0
	<b>TOTAL</b>	<b>66</b>	<b>65</b>	<b>65</b>	<b>69</b>	<b>4</b>	<b>6</b>

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015	FORECASTED OUTCOME 2016
<b>BUSINESS UNIT: 13000 Criminal Injuries</b>		
Number of time board meets	4	3
Number of claims that are heard/processed by the board	18	19
Number of claims that were filed	39	21
Average value of claim	\$16,727.91	\$14,681.26
Value of Awards Paid Out	\$301,102.41	\$278,944.00
<b>BUSINESS UNIT: 13010 Supreme Court</b>		
Number of Probate Applications Filed	160	145
Number of all Grants of Probate, Letters of Administration and Certificates in Lieu of Grant issued	167	125
Number of Caveats Processed	38	27
Number of Divorces Filed	165	123
Number of Civil Cases Filed	513	370
Number of Incoming Documents	15,018	11,176
Number of Incoming Faxes	824	675
<b>BUSINESS UNIT: 13015 Courtrooms and Chambers</b>		
Number of new indictments	42	35
Number of Indictments Carried Over	11	11
Number of Jury Trials	26	10
Number of Cases Carried Forward	10	16
Number of Guilty Pleas	19	11
Number of Guilty Verdicts	12	6
Number of Acquittals	14	4
Number Discontinued	5	3
Civil & Criminal Cases from Magistrates's Court Filed	39	58
Civil & Criminal Cases from Magistrates's Court Allowed	14	17
Civil & Criminal Cases from Magistrates's Court Dismissed	6	16
Civil & Criminal Cases from Magistrates's Court Abandoned	8	9
Civil & Criminal Cases from Magistrates's Court Pending	38	40

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

*Actual Outcome 2015 represents Actual for January - December 2015  
Original Forecast 2016 represents Actual January - September 2016*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015	FORECASTED OUTCOME 2016
<b>BUSINESS UNIT: 13020 Court of Appeal</b>		
Total dollar value and FTE's spent on delivering this program	Not measured	Not measured
Total Criminal Appeals Filed	19	10
Total Criminal Appeals Disposed	22	19
Total Criminal Appeals Pending	10	16
Total Civil Appeals Filed	25	15
Total Civil Appeals Disposed	19	11
Total Civil Appeals Pending	12	19
Number of Sessions Heard	3 Sessions per year 3 weeks per session	3 Sessions per year 3 weeks per session
Number of cases heard at each session	13	12
Average Cost per Appeal Session	Not Measured	Not Measured
Number of reserved judgments	0	0
Number of Withdrawals/Abandonments	7	5
<b>BUSINESS UNIT: 13025 Court Technology</b>		
Ensure the availability of the system is provided in every Courtroom and Chambers		
Supreme Court	Yes	Yes
Magistrates' Court	Yes (courtrooms)	Yes (courtrooms)
Court of Appeals	Yes (courtrooms)	Yes (courtrooms)
Total % of cases captured in the Court System:		
Supreme Court	95% (approx.)	95% (approx.)
Magistrates' Court	Not Measured	Not Measured
Court of Appeals	Not Measured	Not Measured
Total staff trained on Court System		
Supreme Court	All Judges, court associates and Judge's assistants	All Judges, court associates and Judge's assistants
Magistrates' Court	N/A	N/A
Court of Appeals	All Judges, court associates and Judge's assistants	All Judges, court associates and Judge's assistants

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

*Actual Outcome 2015 represents Actual for January - December 2015  
Original Forecast 2016 represents Actual January - September 2016*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015	FORECASTED OUTCOME 2016
<b>BUSINESS UNIT: 13040 Court Adjudication</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$788,716 & 7 FTE's	\$788,716 & 7 FTE's
Total number of criminal convictions	492	312
Total number of criminal acquittals/dismissed	183	117
Total number of Traffic convictions	6,660	6,708
Total number of Traffic acquittals/dismissed	383	406
Total number of Special Procedure Orders issued	115	63
Total number of Firearm Search Warrants issued	14	29
Total number of MDA Search Warrants issued.	44	54
Total number of Applications for Freezing of Funds Proceeds of Crime.	0	0
Total number of Applications for Continued Detention of Seized Cash.	20	70
Total number of Special Procedure Warrants Section 8/Section 15 of the PACE Act issued.	26	11
Total number of Revenue Act Search Warrants.	0	2
Total number of Criminal Evidence Act Warrants (Criminal Code 464)	0	0
Total number of Production Orders Revenue Act 1989 Customs.	1	0
Total number of Coroners Cases.	67	64
Total number of child support payments collected.	\$3,635,443.00	\$3,517,105.10
<b>BUSINESS UNIT: 13050 Civil</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$210,296 & 4 FTE's	\$259,457 & 4 FTE's
Total amount of new civil cases	2,324	2,172
Total amount of new evictions executed	10	24
<b>BUSINESS UNIT: 13060 Family &amp; Child Support</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$321,990 & 7 FTE'S	\$335,977 & 6 FTE'S
Total number of new applications that were heard	236	119
Total dollar amount for child support collected	\$3,635,443	\$3,120,461
Total amount of payments processed for child support payments	16,911	14,377

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

*Actual Outcome 2015 represents Actual for January - December 2015  
Original Forecast 2016 represents Actual January - September 2016*

## HEAD 03 JUDICIAL DEPARTMENT- continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015	FORECASTED OUTCOME 2016
<b>BUSINESS UNIT: 13070 Administration</b>		
Total dollar amount and number of FTE's that were spent on delivering this program	\$421,491 & 6 FTE's	\$421,491 & 6 FTE's
Total number of Pedlar's Licenses issued	123	N/A
Total number of Liquor License issued	540	490
Total number of Form E Reports produced	67	64
Total amount collected by the Cashiers	\$6,773,272	\$5,884,860
Total amount of payments processed in total by the Cashiers	45,411	32,344
<b>BUSINESS UNIT: 13080 Criminal &amp; Traffic</b>		
Total \$ amount and # of FTE's that were spent on delivering this program	\$328,873 & 6 FTE's	\$335,110 & 6 FTE's
Total number of outstanding warrants	9,451	10,332
<b>BUSINESS UNIT: 13090 Service &amp; Execution</b>		
Total \$ amount and # of FTE's that were spent on delivering this program	\$515,153 & 7 FTE's	\$515,153 & 7 FTE's
Total number of summons served	892	446
Total number of domestic violence orders served	27	47
Total number of evictions executed	10	24
Total number of Writs of Execution Orders executed	18	21
Total number of foreign documents served	23	35

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

*Actual Outcome 2015 represents Actual for January - December 2015*

*Original Forecast 2016 represents Actual January - September 2016*



# HEAD 04 ATTORNEY GENERAL'S CHAMBERS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>0401</b>	<b>GENERAL</b>						
	14010 ADMINISTRATION	349	361	358	410	49	14
	14020 ADVISORY	1,700	1,966	1,946	1,929	(37)	(2)
	14030 LEGISLATIVE DRAFTING	1,614	1,693	1,709	1,897	204	12
	14040 REVISED LAWS OF BERMUDA	118	126	128	133	7	6
	14050 DEBT COLLECTION	314	308	309	315	7	2
	14060 LAW LIBRARY	115	100	104	124	24	24
	<b>TOTAL</b>	<b>4,210</b>	<b>4,554</b>	<b>4,554</b>	<b>4,808</b>	<b>254</b>	<b>6</b>

# HEAD 04 ATTORNEY GENERAL'S CHAMBERS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,378	4,009	3,676	3,992	(17)	(0)
	WAGES	103	0	0	0	0	0
	OTHER PERSONNEL COSTS	0	0	0	7	7	0
	TRAINING	9	29	31	42	13	45
	TRAVEL	10	0	0	0	0	0
	COMMUNICATIONS	20	22	22	24	2	9
	PROFESSIONAL SERVICES	357	148	473	308	160	108
	REPAIR AND MAINTENANCE	172	193	191	210	17	9
	ENERGY	0	0	0	1	1	0
	MATERIALS & SUPPLIES	161	153	161	224	71	46
	<b>TOTAL</b>	<b>4,210</b>	<b>4,554</b>	<b>4,554</b>	<b>4,808</b>	<b>254</b>	<b>6</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8877 Reimbursements	100	0	0	0	0	0
	<b>TOTAL</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	% (8)
		(3)	(4)	(5)	(6)		
	14010 ADMINISTRATION	4	4	4	4	0	0
	14020 ADVISORY	14	14	13	13	(1)	(7)
	14030 LEGISLATIVE DRAFTING	13	13	13	13	0	0
	14050 DEBT COLLECTION	3	3	3	3	0	0
	<b>TOTAL</b>	<b>34</b>	<b>34</b>	<b>33</b>	<b>33</b>	<b>(1)</b>	<b>(3)</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 14020 Advisory</b>				
The Number of days taken to process a Mutual Legal Assistance request	10	10	10	10
<b>BUSINESS UNIT: 14030 Legislative Drafting</b>				
Number of Bills drafted and passed by Legislature to give effect to Government's Legislative Agenda	58	50	50	50
Number of statutory instruments drafted and made to give effect to Government's Legislative Agenda	118	90	90	90
<b>BUSINESS UNIT: 14040 Revised Laws of Bermuda</b>				
New legislation to be posted in annual files on database within one to two weeks	90%	90%	90%	90%
Consolidated files (consisting of 468 Acts and 724 statutory instruments) on database updated within 2-4 weeks	85%	85%	85%	85%
<b>BUSINESS UNIT: 14050 Debt Collection</b>				
The percentage of Debt Collection matters in which proceeding were instituted after receiving instructions, against the number received per year	90%	90%	90%	90%
<b>BUSINESS UNIT: 14060 Law Library</b>				
Access to books, periodicals and electronic subscriptions as required by Counsel (within budgetary limitations) to enable the best legal advice to be given in a timely fashion	ongoing	ongoing	ongoing	ongoing

# HEAD 74 DEPARTMENT OF COURT SERVICES

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>7401</b>	<b>CASE MANAGEMENT</b>						
	84010 PROBATION SERVICES	440	491	491	491	0	0
	84020 PAROLE SERVICES	382	381	381	381	0	0
	84080 DRUG TREATMENT CT PROG.	389	427	427	430	3	1
		<b>1,211</b>	<b>1,299</b>	<b>1,299</b>	<b>1,302</b>	<b>3</b>	<b>0</b>
<b>7402</b>	<b>ADMINISTRATION</b>						
	84070 COURT SERVICES ADMINISTRATION	936	1,122	1,123	1,154	32	3
		<b>936</b>	<b>1,122</b>	<b>1,123</b>	<b>1,154</b>	<b>32</b>	<b>3</b>
<b>7403</b>	<b>ASSESSMENT &amp; TREATMENT</b>						
	84030 COMMUNITY SERVICE ORDERS	319	319	319	322	3	1
	84040 COMMUNITY OFFENDERS PROG.	467	476	476	476	0	0
	84060 ASSESSMENTS	955	1,050	1,050	1,064	14	1
		<b>1,741</b>	<b>1,845</b>	<b>1,845</b>	<b>1,862</b>	<b>17</b>	<b>1</b>
	<b>TOTAL</b>	<b>3,888</b>	<b>4,266</b>	<b>4,267</b>	<b>4,318</b>	<b>52</b>	<b>1</b>

# HEAD 74 DEPARTMENT OF COURT SERVICES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	3,419	3,672	3,672	3,695	23	1
	WAGES	71	0	0	0	0	0
	TRAINING	24	35	36	65	30	86
	TRANSPORT	5	4	4	4	0	0
	TRAVEL	6	15	15	15	0	0
	COMMUNICATIONS	54	76	76	73	(3)	(4)
	ADVERTISING & PROMOTION	1	6	6	6	0	0
	PROFESSIONAL SERVICES	158	219	219	219	0	0
	RENTALS	1	0	0	0	0	0
	REPAIR AND MAINTENANCE	58	122	122	122	0	0
	ENERGY	0	8	8	8	0	0
	MATERIALS & SUPPLIES	91	109	109	111	2	2
	<b>TOTAL</b>	<b>3,888</b>	<b>4,266</b>	<b>4,267</b>	<b>4,318</b>	<b>52</b>	<b>1</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8877 Reimbursements	1	0	0	0	0	0
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	84010 PROBATION SERVICES	5	5	5	5	0	0
	84020 PAROLE SERVICES	4	4	4	4	0	0
	84030 COMMUNITY SERVICE ORDERS	3	3	3	3	0	0
	84040 COMMUNITY OFFENDERS PROG.	4	4	4	4	0	0
	84060 ASSESSMENTS	11	11	11	11	0	0
	84070 COURT SERVICES ADMINISTRATION	7	7	7	7	0	0
	84080 DRUG TREATMENT CT PROG.	4	4	4	4	0	0
	<b>TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>0</b>	<b>0</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 84010 Probation Services</b>				
Percentage of cases receiving a final risk assessment during the final month of supervision**	37.36%	60%	50%	60%
Percentage of clients referred for additional intervention following a positive urinalysis		70%	70%	70%
Percentage of case reviews for newly sentenced repeat offenders	38.30%	60%	40%	60%
<b>BUSINESS UNIT: 84020 Parole Services</b>				
Percentage of cases receiving a final risk assessment during the final month of supervision **	62%	75%	75%	60%
Number of home visits conducted per month *	6.86	15	10	15
<b>BUSINESS UNIT: 84030 Community Service Orders</b>				
Percentage of clients helped who have gang affiliations/involvement which restricts their movement.	100%	100%	100%	100%
Percentage of white collar offenders who are appropriately placed in C.S. within 30 days.	100%	100%	100%	100%
To determine the percentage of mental health clients in active treatment.	100%	100%	100%	100%
Determine the percentage of mental health clients referred to pilot program.	100.00%	100.00%	100.00%	100.00%
<b>BUSINESS UNIT: 84040 Community Offenders Prog.</b>				
Number of additional trainers trained to deliver V.O.P. & S.O.P. programs.	5	4	2	2
Percentage of groups reconfigured to include pre and post testing.	100%	100%	100%	100%
<b>BUSINESS UNIT: 84060 Assessments</b>				
Percentage of reports utilizing risk assessment tools	100%	100%	100%	100%
Percentage of SIR and BARC reports submitted by the requested date.	95%	100%	100%	100%
Percentage of clients referred to Motivational group	80%	100%	90%	100%
<b>BUSINESS UNIT: 84070 Court Services Administration</b>				
Percentage of Administrative deadlines met.	96%	95%	95%	Discontinued
Percentage of total Electronic Monitoring Devices utilized by the Department of Court Services.	New	New	70%	70%
Number of MOUs with partner agencies	4	New	4	4
<b>BUSINESS UNIT: 84080 Drug Treatment Court Prog.</b>				
Percentage of clients failing drug testing	18%	4%	4%	10%
Percentage of clients re-offending	0%	5%	5%	5%

# HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

# HEAD 75 DEPARTMENT OF PUBLIC PROSECUTIONS

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>0401</b>	<b>GENERAL</b>						
	85010 PUBLIC PROSECUTIONS	2,635	3,002	3,002	3,237	235	8
	85020 WITNESS CARE UNIT	150	154	154	152	(2)	(1)
	<b>TOTAL</b>	<b>2,785</b>	<b>3,156</b>	<b>3,156</b>	<b>3,389</b>	<b>233</b>	<b>7</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,453	2,774	2,723	2,761	(13)	(0)
	OTHER PERSONNEL COSTS	5	30	30	30	0	0
	TRAINING	33	21	21	51	30	143
	TRAVEL	24	20	20	20	0	0
	COMMUNICATIONS	17	16	16	26	10	63
	PROFESSIONAL SERVICES	190	214	265	415	201	94
	RENTALS	7	8	8	8	0	0
	REPAIR AND MAINTENANCE	14	15	15	15	0	0
	MATERIALS & SUPPLIES	39	55	55	60	5	9
	OTHER EXPENSES	3	3	3	3	0	0
	<b>TOTAL</b>	<b>2,785</b>	<b>3,156</b>	<b>3,156</b>	<b>3,389</b>	<b>233</b>	<b>7</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2015/16 ACTUAL	2016/17 ORIGINAL	2016/17 REVISED	2017/18 ESTIMATE	DIFFERENCE 2016/17 vs 2017/18 %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	85010 PUBLIC PROSECUTIONS	22	22	23	23	1	5
	85020 WITNESS CARE UNIT	2	2	2	2	0	0
	<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>1</b>	<b>5</b>



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

**Performance Measures**

	<b>ACTUAL OUTCOME 2015/16</b>	<b>ORIGINAL FORECAST 2016/17</b>	<b>REVISED FORECAST 2016/17</b>	<b>TARGET OUTCOME 2017/18</b>
<b>BUSINESS UNIT: 85010 Public Prosecutions</b>				
<b>MAGISTRATE'S COURT:</b>				
<b><i>Criminal Matters</i></b>				
Total number of cases completed	1,024	1,000	1,100	1,200
<b><i>Traffic Matters</i></b>				
Total number of cases completed	9,252	7,000	8,000	8,000
<b>SUPREME COURT</b>				
Total number of jury trials completed	26	15	15	24
Number of indictments filed	33	35	40	40
Number of indictments carried over from previous year	44	44	40	40
Total number of cases disposed of	37	50	40	50
Number of cases carried forward to the following year	40	29	40	30
<b><i>Court of Appeal</i></b>				
Number of appeals disposed of	16	29	25	30
Number of appeals carried forward to the following year	23	10	15	10
<b><i>Promotion of Good Relations Between Prosecutors, Other Agencies in the Criminal Justice System</i></b>				
Number of workshops/conferences held in collobration with agents within the Criminal Justice System	0	2	2	2
<b>BUSINESS UNIT: 85020 Witness Care Unit</b>				
Percent of victims/witnesses contacted who appeared in Magistrate's court	90%	95%	95%	95%
Number of victim impact statements	100	100	100	100

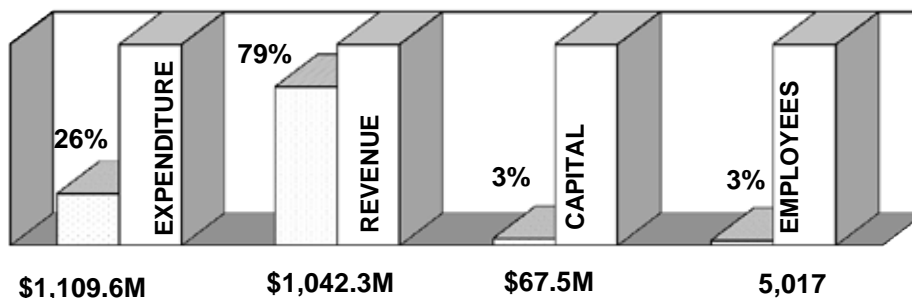
# MINISTRY OF FINANCE



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

The Hon. E.T. Richards, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18					
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)				
<b>CURRENT EXPENDITURE (\$000)</b>											
10	MIN. OF FINANCE HQ	4,404	4,297	4,297	4,297	0	0				
11	ACCOUNTANT GENERAL	74,434	86,817	85,817	86,637	(180)	(0)				
28	SOCIAL INSURANCE	6,774	6,100	6,600	6,009	(91)	(1)				
38	OFFICE OF THE TAX COMMISSIONER	2,872	3,181	3,527	3,451	270	8				
58	INTEREST ON DEBT	116,217	129,000	121,500	124,000	(5,000)	(4)				
59	SINKING FUND CONTRIBUTION	52,250	58,375	58,375	62,085	3,710	6				
		<b>256,951</b>	<b>287,770</b>	<b>280,116</b>	<b>286,479</b>	<b>(1,291)</b>	<b>(0)</b>				
<b>REVENUE (\$000)</b>											
10	MIN. OF FINANCE HQ	2,012	1,846	1,300	188	(1,658)	(90)				
11	ACCOUNTANT GENERAL	3,448	406	527	404	(2)	(0)				
12	CUSTOMS	196,238	213,075	207,843	228,095	15,020	7				
38	OFFICE OF THE TAX COMMISSIONER	527,966	554,946	553,498	593,582	38,636	7				
		<b>729,664</b>	<b>770,273</b>	<b>763,168</b>	<b>822,269</b>	<b>51,996</b>	<b>7</b>				
<b>CAPITAL EXPENDITURE (\$000)</b>											
ACQUISITIONS						610	1,594	1,839	2,330	<b>FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15</b>	
						<b>610</b>	<b>1,594</b>	<b>1,839</b>	<b>2,330</b>		
<b>EMPLOYEE NUMBERS</b>						<b>112</b>	<b>130</b>	<b>119</b>	<b>128</b>	<b>(2)</b>	<b>(2)</b>



Ministry Estimates compared with total Government Estimates

# HEAD 10 MINISTRY OF FINANCE HQ

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG						DIFFERENCE	
BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	2016/17	
DESCRIPTION		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1001</b>	<b>POLICY ADMINISTRATION</b>						
	20000 POLICY PLANNING & MGMT.	1,893	1,441	1,441	1,441	0	0
	20010 FISCAL PLANNING & CONTROL	469	497	497	497	0	0
	20020 BUSINESS REGULATORY	262	319	319	319	0	0
	20030 ECONOMIC & FINAN. INTELLIGENCE	359	471	471	471	0	0
	20040 TREATY MANAGEMENT	471	594	594	594	0	0
		<b>3,454</b>	<b>3,322</b>	<b>3,322</b>	<b>3,322</b>	<b>0</b>	<b>0</b>
<b>1002</b>	<b>GRANTS</b>						
	20070 NATIONAL PENSIONS COMMISSION	950	975	975	975	0	0
		<b>950</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>4,404</b>	<b>4,297</b>	<b>4,297</b>	<b>4,297</b>	<b>0</b>	<b>0</b>

# HEAD 10 MINISTRY OF FINANCE HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,536	1,787	1,787	1,787	0	0
	WAGES	45	0	0	0	0	0
	TRAINING	1	15	15	15	0	0
	TRAVEL	81	136	136	136	0	0
	COMMUNICATIONS	23	36	36	36	0	0
	ADVERTISING & PROMOTION	7	8	8	8	0	0
	PROFESSIONAL SERVICES	1,233	1,070	1,070	1,070	0	0
	RENTALS	9	12	12	12	0	0
	INSURANCE	188	0	0	0	0	0
	MATERIALS & SUPPLIES	84	105	105	101	(4)	(4)
	OTHER EXPENSES	247	153	153	157	4	3
	GRANTS AND CONTRIBUTIONS	950	975	975	975	0	0
	<b>TOTAL</b>	<b>4,404</b>	<b>4,297</b>	<b>4,297</b>	<b>4,297</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8104 BNTB Guarantee Fee	2,012	1,846	1,300	188	(1,658)	(90)
	<b>TOTAL</b>	<b>2,012</b>	<b>1,846</b>	<b>1,300</b>	<b>188</b>	<b>(1,658)</b>	<b>(90)</b>

## HEAD 10 MINISTRY OF FINANCE HQ - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
	20000 POLICY PLANNING & MGMT	4	4	4	4	0	0
	20010 FISCAL PLANNING & CONTROL	4	4	4	4	0	0
	20020 BUSINESS REGULATORY	2	2	2	2	0	0
	20030 ECONOMIC & FINAN. INTELLIGENCE	2	2	2	2	0	0
	20040 TREATY MANAGEMENT	2	3	3	3	0	0
	<b>TOTAL</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0</b>

## HEAD 10 MINISTRY OF FINANCE HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 20000; 20010; 20030</b>				
<b>INTERNAL</b>				
Percentage variation of actual current account expenditure outturns compared to total approved estimates.	-1%	+/- 2%	1.0%	+/- 2%
Percentage of Consolidated Fund departments whose actual expenditure outturns are at or below approved estimates.	73%	90%	80%	90%
Actual revenue vs. Original Estimate	2.4%	+/- 2%	-0.5%	+/- 2%
Actual current & capital expenditure vs. Original Estimate	-3%	+/- 2%	-0.1%	+/- 2%
GDP:	0.6%	1.5% to 2.5%	1.0%	1.5% to 2.5%
<b>GOVERNMENT NET DEBT/GDP</b>				
Bermuda	37.4%	38.0%	39.1%	38.0%
Developing Countries rated similar to Bermuda (mean)	29%	28%	30%	28%
<b>GOVERNMENT NET DEBT/REVENUE</b>				
Bermuda	234.0%	238.0%	240.5%	238.0%
Developing Countries rated similar to Bermuda (mean)	139.3%	123.0%	146.9%	123.0%
<b>INTEREST/REVENUE</b>				
Bermuda	12.3%	13.0%	12.9%	12.0%
Developing Countries rated similar to Bermuda (mean)	4.6%	4.5%	4.9%	4.5%
<b>EXTERNAL</b>				
Bermuda Omnibus Survey				
Consumer Confidence Index - 2nd Quarter (post-Budget)	94 (2015)	90	n/a (2016)	90
<b>Credit Ratings:</b>				
Standard & Poors	A+	A+	A+	A+
Fitch				
Moody's	A2	A1	A2	A1

# HEAD 11 ACCOUNTANT GENERAL

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1101</b>	<b>CONSOLIDATED FUND</b>						
	21000 POLICY PLANNING & MGMT.	938	1,396	1,396	1,572	176	13
	21001 FINANCIAL REPORTING	347	531	531	571	40	8
	21002 COMPENSATION	537	669	669	616	(53)	(8)
	21003 COMPLIANCE & DISBURSEMENTS	203	378	378	395	17	4
	21004 REVENUE RECEIPTING	970	1,009	1,009	978	(31)	(3)
	21005 TREASURY MANAGEMENT	228	1,147	1,147	984	(163)	(14)
	21007 BANK RECONCILIATIONS	512	662	662	533	(129)	(19)
	21008 FINANCIAL SYSTEMS	1,169	1,397	1,397	1,347	(50)	(4)
	21900 MANAGEMENT ACCT. TRAINEES	372	344	344	354	10	3
		<b>5,276</b>	<b>7,533</b>	<b>7,533</b>	<b>7,350</b>	<b>(183)</b>	<b>(2)</b>
<b>1102</b>	<b>FUND ADMINISTRATION</b>						
	21010 SUPERANNUATION FUND	23,866	29,348	28,348	29,032	(316)	(1)
	21020 CONTRIBUTORY PENSION	7,733	8,100	8,100	8,100	0	0
	21030 GOVT EMPLOYEE HEALTH INS	36,662	40,596	40,596	40,915	319	1
	21040 MINISTERS & MEMBERS PENSION	897	1,240	1,240	1,240	0	0
		<b>69,158</b>	<b>79,284</b>	<b>78,284</b>	<b>79,287</b>	<b>3</b>	<b>0</b>
	<b>TOTAL</b>	<b>74,434</b>	<b>86,817</b>	<b>85,817</b>	<b>86,637</b>	<b>(180)</b>	<b>(0)</b>

## HEAD 11 ACCOUNTANT GENERAL - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,869	5,259	5,257	4,987	(272)	(5)
	WAGES	102	0	0	0	0	0
	EMPLOYER OVERHEAD	69,158	78,481	77,483	78,551	70	0
	COMPENSATED ABSENCES	945	0	0	0	0	0
	OTHER PERSONNEL COSTS	466	816	816	816	0	0
	TRAINING	28	116	116	116	0	0
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	18	44	44	44	0	0
	COMMUNICATIONS	66	131	131	131	0	0
	ADVERTISING & PROMOTION	0	3	3	3	0	0
	PROFESSIONAL SERVICES	476	818	818	869	51	6
	RENTALS	350	370	370	421	51	14
	REPAIR AND MAINTENANCE	740	703	703	773	70	10
	ENERGY	89	100	100	100	0	0
	MATERIALS & SUPPLIES	45	130	130	130	0	0
	EQUIPMT.(MINOR CAPITAL)	7	12	12	12	0	0
	OTHER EXPENSES	432	1,441	1,441	1,291	(150)	(10)
	RECEIPTS CREDITED TO PROGRAMME	(1,366)	(1,664)	(1,664)	(1,664)	0	0
	GRANTS AND CONTRIBUTIONS	6	6	6	6	0	0
	DEBT CHARGES	3	50	50	50	0	0
	<b>TOTAL</b>	<b>74,434</b>	<b>86,817</b>	<b>85,817</b>	<b>86,637</b>	<b>(180)</b>	<b>(0)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8863 Interest on Sinking Fund	912	406	527	404	(2)	(0)
	8865 Interest on Fund Balances	2,528	0	0	0	0	0
	8877 Reimbursements	8	0	0	0	0	0
	<b>TOTAL</b>	<b>3,448</b>	<b>406</b>	<b>527</b>	<b>404</b>	<b>(2)</b>	<b>(0)</b>



**HEAD 11 ACCOUNTANT GENERAL - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		(7)	% (8)
	21000 POLICY PLANNING & MGMT.	6	6	6	6	0	0
	21001 FINANCIAL REPORTING	2	5	2	5	0	0
	21002 COMPENSATION	8	9	7	9	0	0
	21003 COMPLIANCE & DISBURSEMENTS	2	5	4	5	0	0
	21004 REVENUE RECEIPTING	5	6	5	6	0	0
	21005 TREASURY MANAGEMENT	3	3	3	3	0	0
	21007 BANK RECONCILIATIONS	6	7	4	5	(2)	(29)
	21008 FINANCIAL SYSTEMS	6	8	7	7	(1)	(13)
	21030 GOVT EMPLOYEE HEALTH INS	6	7	6	7	0	0
	21200 BENEFITS	4	4	4	4	0	0
	21900 MANAGEMENT ACCT. TRAINEES	5	5	5	4	(1)	(20)
	<b>TOTAL</b>	<b>53</b>	<b>65</b>	<b>53</b>	<b>61</b>	<b>(4)</b>	<b>(6)</b>

## HEAD 11 ACCOUNTANT GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT : 21000 POLICY PLANNING AND MANAGEMENT</b>				
Provision of Governance Reporting to the Ministry of Finance by the 30th of the subsequent month	0	4	0	0
<b>BUSINESS UNIT : 21001 FINANCIAL REPORTING</b>				
Provision of quarterly financial(mgmt) reports by the end of the subsequent month	3	3	3	3
Financial Instructions updated annually	Not Achieved	Achieved	Partially Achieved	Achieved
Provision of audited annual financial statements of the Consolidated Fund by 30- Sep	Not Achieved	Not Achieved	Not Achieved	Achieved
# of Public Funds year-end files FS completed within 60 days of respective fiscal year ends	9	9	7	3
Provision of Financial Instructions training as required	5	6	5	3
Preparation of AcG Report within 60 days of Auditor's Report	Not Achieved	Achieved	Not Achieved	Achieved
<b>BUSINESS UNIT : 21002 COMPENSATION</b>				
The number of payroll payments processed for monthly employees for the year.	44,873	45,600	44,000	44,000
The number of payroll payments processed for weekly employees for the year.	67,057	70,000	67,000	66,000
Salaries and wages paid timely and accurately	100%	100%	100%	100%
<b>BUSINESS UNIT : 21003 COMPLIANCE &amp; DISBURSEMENTS</b>				
Payments by electronic transfer as a % of total payments made - target 90%	Achieved	Achieved	Achieved	Achieved
Turn around of new vendors and vendor changes	5 days	5 days	7 days	7 days
Turn around time of payments of approved EDI batches - target 3 days	Not Achieved (5 days)	Not Achieved (5 days)	Not Achieved (7 days)	Achieved (3 days)
Total number of payments - local & foreign	76,059	75,000	69,000	76,000
Total dollar value of payments - local & foreign	\$726,097,509	\$536,462,336	\$520,000,000	\$560,000,000

## HEAD 11 ACCOUNTANT GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT : 21004 REVENUE RECEIPTING</b>				
Revenues deposited within 2 working days of receipt	99%	100%	99%	100%
Revenues recorded and posted within 5 working days of receipt	75%	100%	100%	100%
Percentage of debt collected out of total debt referred by government departments	15%	25%	25%	25%
Payment plans established for referred debtors	55%	70%	70%	70%
<b>BUSINESS UNIT : 21005 TREASURY MANAGEMENT</b>				
Provision of the monthly cash flow report by the 20th of the subsequent month	Achieved	Achieved	Achieved	Achieved
Recording of monthly investment transactions within 10 days of receipt of investment information	Not Achieved (60%)	Achieved	Not Achieved (goal - 80%)	Achieved
Recording of daily cash transfer activity within 2 days of instruction to banks	Achieved	Achieved	Achieved	Achieved
Government payables accounts sufficiently funded daily to meet expenditure requirements/avoidance of bank overdrafts	Achieved	Achieved	Achieved	Achieved
<b>BUSINESS UNIT : 21007 BANK RECONCILIATIONS</b>				
Low volume accounts reconciled within 30 days. High volume accounts reconciled within 45 days.	98%	90%	95%	98%
March 31 bank reconciliations for all accounts completed within 60 days	94%	100%	95%	95%
<b>BUSINESS UNIT : 21008 FINANCIAL SYSTEMS</b>				
Enhancements and additions to the E1 ERP System	4	4	5	6
Online Banking and E1 user access review completed every six months	Not Achieved	Achieved	Not Achieved	Achieved
Integrity and access control processes and procedures established.	75%	80%	80%	100%
Complete module process-owner training and handover.	0	6	13	As needed only
Complete documentation of process and procedure for modules in use (12)	4	6	4	8

**HEAD 11 ACCOUNTANT GENERAL - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2015/16</b>	<b>ORIGINAL FORECAST 2016/17</b>	<b>REVISED FORECAST 2016/17</b>	<b>TARGET OUTCOME 2017/18</b>
<b>BUSINESS UNIT : 21030 GOVT EMPLO HEALTH INS</b>				
Percentage of manual claims paid within 30 days	50%	100%	85%	100%
Percentage of EDI ( Electronic data interchange) paid within 30 days	100%	100%	100%	100%
The number of claims processed and paid within 30 days	204,848	217,347	218,000	239,800
Dollar value of local claims processed	\$45,315,252	\$71,195,580	\$49,850,000	\$54,835,000
Dollar value of overseas claims processed	\$20,048,006	\$31,033,355	\$22,100,000	\$24,310,000
<b>BUSINESS UNIT : 21200 BENEFITS</b>				
The number of pension payments processed for the year	30,349	29,500	31,000	31,000
The number of pension refunds processed for the year	249	450	225	250
<b>BUSINESS UNIT : 21900 MANAGEMENT ACCT. TRAINEES</b>				
Percentage of Trainees meeting annual benchmarks	75%	50%	80%	90%
<b>BUSINESS UNIT : 21100 CONSOLIDATED REPORTING</b>				
Preparation of summary financial statements of the Bermuda Government	Not Achieved	Not Achieved	Not Achieved	Not Achieved
Reconciliation of amounts due to and due from Quangos and the Consolidated Fund annually	1	1	1	1

## HEAD 12 CUSTOMS

### REVENUE SUMMARY

(1)	(2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
8007 Customs Duty		191,783	208,675	203,225	222,941	14,266	7
8009 Customs Duty -G.P.O.		810	809	775	775	(34)	(4)
8053 Yacht Arrival		85	34	103	103	69	203
8107 Srvs to Ships (Customs)		327	348	393	393	45	13
8109 Queens Warehouse Storage		0	0	4	4	4	0
8111 Wharfage		730	750	745	800	50	7
8113 Container Fees		913	1,020	883	705	(315)	(31)
8114 Permit Fee		0	0	0	64	64	0
8115 Customs Service Charges		483	379	628	1,223	844	223
8117 Courier Package Fees		693	633	669	669	36	6
8179 Light Dues		170	178	224	224	46	26
8457 Licence General		128	102	0	0	(102)	(100)
8881 Penalties		55	86	174	174	88	102
8889 Sundry Receipts		61	61	20	20	(41)	(67)
		<b>196,238</b>	<b>213,075</b>	<b>207,843</b>	<b>228,095</b>	<b>15,020</b>	<b>7</b>

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

# HEAD 28 SOCIAL INSURANCE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
2801	<b>CONTRIBUTORY PENSION</b>						
	38010 WAR PENSIONS AND GRATS.	6,774	6,100	6,600	6,009	(91)	(1)
		<b>6,774</b>	<b>6,100</b>	<b>6,600</b>	<b>6,009</b>	<b>(91)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>6,774</b>	<b>6,100</b>	<b>6,600</b>	<b>6,009</b>	<b>(91)</b>	<b>(1)</b>

## HEAD 28 SOCIAL INSURANCE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,430	1,606	1,606	1,823	217	14
	OTHER PERSONNEL COSTS	4	18	18	18	0	0
	TRAINING	6	65	65	51	(14)	(22)
	TRANSPORT	0	2	2	2	0	0
	TRAVEL	2	43	43	44	1	2
	COMMUNICATIONS	40	46	46	48	2	4
	ADVERTISING & PROMOTION	0	143	143	141	(2)	(1)
	PROFESSIONAL SERVICES	7,304	7,651	8,151	7,459	(192)	(3)
	REPAIR AND MAINTENANCE	63	98	98	94	(4)	(4)
	INSURANCE	0	1	1	1	0	0
	MATERIALS & SUPPLIES	64	121	121	136	15	12
	EQUIPT. (MINOR CAPITAL)	24	75	75	71	(4)	(5)
	OTHER EXPENSES	1	9	9	13	4	44
	RECEIPTS CREDITED TO PROGRAMME	(2,164)	(3,778)	(3,778)	(3,892)	(114)	3
	<b>TOTAL</b>	<b>6,774</b>	<b>6,100</b>	<b>6,600</b>	<b>6,009</b>	<b>(91)</b>	<b>(1)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	38000 SENIOR MANAGEMENT & ADMIN	3	3	4	5	2	67
	38010 WAR PENSIONS AND GRATS.	2	2	2	2	0	0
	38025 BENEFITS	3	3	4	4	1	33
	38040 COMPLIANCE	6	6	6	6	0	0
	38045 CONTRIBUTIONS	6	7	6	6	(1)	(14)
	<b>TOTAL</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>2</b>	<b>10</b>

**HEAD 28 SOCIAL INSURANCE - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 38000 Senior Management &amp; Administration</b>				
Summarize financial transactions and input into QuickBooks within 45 days after the end of each month (Revised)	Achieved	30 days	30 days	30 days
Prepare bank reconciliations for 11 CPF accounts within 45 days after the end of each month	Achieved	30 days	30 days	30 days
<b>BUSINESS UNIT: 38010 War Pensions &amp; Gratuities</b>				
Average monthly amount of war pension claims processed per month	\$555,284	\$467,056	\$547,794	\$581,794
Average number of days for processing of new war pension applications upon receipt	1-2 days	1-2 days	1-2 days	1-2 days
<b>BUSINESS UNIT: 38025 Benefits</b>				
Average monthly benefits paid from the CPF	\$11,927,826	\$12,103,978	\$12,670,885	\$13,051,011
Average number of new beneficiaries per month	594	612	612	630
Average processing time for new beneficiaries	30-60 days	30-60 days	30-60 days	30-60 days
<b>BUSINESS UNIT: 38040 Compliance</b>				
Average percentage of receivables over 90 days	73%	50%	50%	50%
Number of installment plans outstanding	227	200	250	250
Average number of completed inspections per month	219	210	210	210
Average \$ yield per Inspector per month	\$61,474	\$100,000	\$100,000	\$100,000
Average number of compliance issue enquiries via walk-ins per month	59	70	70	70
<b>BUSINESS UNIT: 38045 Contributions</b>				
Average number of Social Insurance applications processed per month	152	130	140	140
Average processing time of new employer registrations per month	7 days	2 days	7 days	2 days
Average monthly contribution income for CPF	\$7,334,024	\$8,456,986	\$7,554,045	\$7,931,747



# HEAD 38 OFFICE OF THE TAX COMMISSIONER

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3801</b>	<b>TAX COLLECTION ADMINISTRATION</b>						
	48000 ADMINISTRATION	786	918	911	931	13	1
	48050 STAMP DUTIES	346	403	404	416	13	3
	48070 COMPLIANCE	651	767	768	760	(7)	(1)
	48080 OPERATIONS	1,089	1,093	1,444	1,344	251	23
	<b>TOTAL</b>	<b>2,872</b>	<b>3,181</b>	<b>3,527</b>	<b>3,451</b>	<b>270</b>	<b>8</b>

# HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,262	2,499	2,499	2,494	(5)	(0)
	WAGES	4	4	0	0	(4)	(100)
	OTHER PERSONNEL COSTS	0	4	4	4	0	0
	TRAINING	8	10	10	10	0	0
	TRAVEL	7	10	10	10	0	0
	COMMUNICATIONS	7	14	14	14	0	0
	ADVERTISING & PROMOTION	11	55	55	75	20	36
	PROFESSIONAL SERVICES	109	83	83	92	9	11
	RENTALS	362	371	371	371	0	0
	REPAIR AND MAINTENANCE	31	44	44	44	0	0
	MATERIALS & SUPPLIES	62	81	81	81	0	0
	EQUIPT. (MINOR CAPITAL)	4	0	0	0	0	0
	OTHER EXPENSES	5	6	356	256	250	4,167
	<b>TOTAL</b>	<b>2,872</b>	<b>3,181</b>	<b>3,527</b>	<b>3,451</b>	<b>270</b>	<b>8</b>

## HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	
		(3)	(4)	(5)	(6)	(7)	(8)
	8017 Payroll Tax	361,136	390,000	394,000	439,000	49,000	13
	8018 Bank Services Tax	0	0	0	4,400	4,400	0
	8019 Corporate Services Tax	5,919	5,750	5,395	5,900	150	3
	8020 Insurance Services Tax	0	0	0	4,900	4,900	0
	8022 Money Services Business Tax	0	0	0	2,090	2,090	0
	8023 Betting Tax-Turf	1,638	1,250	1,286	1,575	325	26
	8025 Betting Tax-Pools	0	125	125	125	0	0
	8027 Land Tax	67,068	63,186	63,186	63,186	0	0
	8029 Foreign Currency Purchase Tax	19,628	21,000	20,064	22,000	1,000	5
	8033 Hotel Occupancy Tax	10,337	11,000	10,000	11,500	500	5
	8049 Cruise Ship Departure	18,820	19,867	19,867	18,180	(1,687)	(8)
	8051 Airport Departure	18,521	18,945	17,879	0	(18,945)	(100)
	8055 Passenger Cabin Tax	3,453	4,354	4,354	4,165	(189)	(4)
	8060 Primary Fam. Home Application	7	8	8	8	0	0
	8061 Land Conveyance on Sale	14,445	13,825	11,671	10,000	(3,825)	(28)
	8062 Primary Fam. Home Cert. Re-issue	1	1	1	1	0	0
	8063 Other Conveyance on Sale	318	400	200	200	(200)	(50)
	8065 Rentals/Leases	2	20	5	20	0	0
	8067 Mortgages	1,360	1,050	1,700	1,750	700	67
	8069 Ajudications	40	40	30	40	0	0
	8071 Other Heads	1,405	1,600	1,600	1,750	150	9
	8073 Revenue Stamps	1,599	1,500	1,500	1,500	0	0
	8075 Voluntary Land Conveyance	315	500	500	500	0	0
	8077 Voluntary Other Conveyance	1,776	500	100	500	0	0
	8079 Penalties	5	5	7	7	2	40
	8081 Timeshare Services	165	15	15	15	0	0
	8083 Timeshare Occupancy	8	5	5	5	0	0
	8190 Charter Fee	0	0	0	265	265	0
	<b>TOTAL</b>	<b>527,966</b>	<b>554,946</b>	<b>553,498</b>	<b>593,582</b>	<b>38,636</b>	<b>7</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
		(3)	(4)	(5)	(6)	2017/18	
		(3)	(4)	(5)	(6)	(7)	(8)
	48000 ADMINISTRATION	2	3	3	3	0	0
	48050 STAMP DUTIES	4	5	5	5	0	0
	48070 COMPLIANCE	6	8	8	8	0	0
	48080 OPERATIONS	13	13	13	13	0	0
	<b>TOTAL</b>	<b>25</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>0</b>	<b>0</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 48000 Administration</b>				
Respond to taxpayer correspondence within 10 days of receipt	40%	75%	50%	75%
Provide adhoc revenue, accounts receivable and other reports to MoF within 24 hours of request	50%	60%	50%	60%
Process Schemes for approval within 30 days of application	25%	80%	20%	50%
<b>BUSINESS UNIT: 48050 Stamp Duties</b>				
<b>Primary Family Homestead Designation</b>				
Reduce processing time of all applications received.	36 months	discontinued	discontinued	discontinued
<b>Stamp Duty Adjudication</b>				
Reduce processing time for stamping instruments (excluding Mortgages) that are being stamped out of time.	4 days - 7 months	discontinued	discontinued	discontinued
Reduce processing time for stamping Mortgage instruments that are being stamped out of time.	3 days - 6 months	discontinued	discontinued	discontinued
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	New	80%	50%	60%
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	New	90%	50%	70%
<b>BUSINESS UNIT: 48070 Compliance</b>				
To increase the number of audits/assessments conducted by each Tax Examiner/Inspector by reducing the time taken to complete each audit (Avg # of Days)	15	20	20	30
To increase the number of persons currently brought before the courts for non-compliance to tax legislation by developing the methodology/process to enact the summary offences in legislation	0	3	3	3
<b>BUSINESS UNIT: 48080 Operations</b>				
<b>Effective Processing of Tax returns</b>				
Returns processed within Target of five weeks from filing deadline	100.0%	100.0%	discontinued	discontinued
Returns processed within Target of four weeks from filing deadline	New	New	100.0%	100% within 3 weeks of filing deadline
<b>Taxpayer Acceptance of Electronic Filing and Payment</b>				
Percentage of Total Payroll Tax Returns e-Filed	35.1%	50.0%	50.0%	70.0%
Percentage of Total Land Tax Payments e-Paid	26.4%	50.0%	30.0%	35.0%
<b>Effectiveness of Collection Process</b>				
Reduction in total Tax debt percentage (decrease)/increase	-15.4%	-5.0%	-10.0%	-10.0%

# HEAD 58 INTEREST ON DEBT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
5801	INTEREST ON DEBT						
68000	INTEREST ON DEBT	116,217	129,000	121,500	124,000	(5,000)	(4)
	<b>TOTAL</b>	<b>116,217</b>	<b>129,000</b>	<b>121,500</b>	<b>124,000</b>	<b>(5,000)</b>	<b>(4)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	DEBT CHARGES	116,217	129,000	121,500	124,000	(5,000)	(4)
	<b>TOTAL</b>	<b>116,217</b>	<b>129,000</b>	<b>121,500</b>	<b>124,000</b>	<b>(5,000)</b>	<b>(4)</b>

# HEAD 59 SINKING FUND

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## GENERAL SUMMARY

EXPENDITURE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
PROG	2016/17 vs 2017/18					(\$000)	%
BUSINESS UNIT	DESCRIPTION	(3)	(4)	(5)	(6)	(7)	(8)
5901	SINKING FUND CONTRIBUTION						
69000	SINKING FUND CONTRIBUTION	52,250	58,375	58,375	62,085	3,710	6
	<b>TOTAL</b>	<b>52,250</b>	<b>58,375</b>	<b>58,375</b>	<b>62,085</b>	<b>3,710</b>	<b>6</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
OBJECT CODE	DESCRIPTION					2016/17 vs 2017/18	(\$000)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	TRANSFERS & OTHER FEES	52,250	58,375	58,375	62,085	3,710	6
	<b>TOTAL</b>	<b>52,250</b>	<b>58,375</b>	<b>58,375</b>	<b>62,085</b>	<b>3,710</b>	<b>6</b>

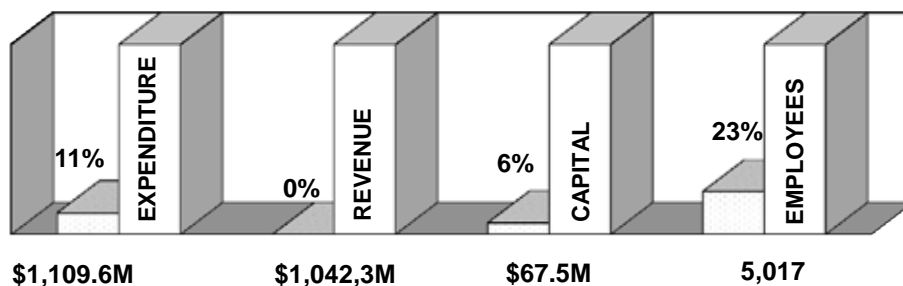
# MINISTRY OF EDUCATION



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

The Hon. Nelson Cole Simons, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE ( \$000)</b>							
16	MIN. OF EDUCATION HQ	1,954	2,287	2,392	2,414	127	6
17	DEPT. OF EDUCATION	107,923	107,085	110,338	109,096	2,011	2
41	BERMUDA COLLEGE	16,008	15,528	15,528	15,481	(47)	(0)
		<b>125,885</b>	<b>124,900</b>	<b>128,258</b>	<b>126,991</b>	<b>2,091</b>	<b>2</b>
<b>REVENUE (\$000)</b>							
17	DEPT. OF EDUCATION	150	230	230	230	0	0
		<b>150</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	972	1,324	1,314	1,128		
	DEVELOPMENT	846	1,240	1,373	2,998		
		<b>1,818</b>	<b>2,564</b>	<b>2,687</b>	<b>4,126</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>1,100</b>	<b>1,127</b>	<b>1,121</b>	<b>1,133</b>	<b>6</b>	<b>1</b>



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

- To develop strategic policy for the public school education system that improves teaching and learning in the classroom.
- To implement policies focused on enhancing parental and community involvement and participation in the education system.
- To support schools by ensuring that the range of diverse services needed are provided across the education system.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>1601 GENERAL</b>							
26000 GENERAL ADMINISTRATION		460	430	535	557	127	30
26080 GRANTS TO EXTERNAL BODIES		424	637	637	637	0	0
26090 SCHOLARSHIPS & AWARDS		1,070	1,220	1,220	1,220	0	0
<b>TOTAL</b>		<b>1,954</b>	<b>2,287</b>	<b>2,392</b>	<b>2,414</b>	<b>127</b>	<b>6</b>



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

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
	SALARIES	419	399	399	369	(30)	(8)
	OTHER PERSONNEL COSTS	1	5	5	0	(5)	(100)
	TRAVEL	28	3	8	15	12	400
	COMMUNICATIONS	5	5	7	5	0	0
	ADVERTISING & PROMOTION	4	10	8	7	(3)	(30)
	PROFESSIONAL SERVICES	17	114	214	254	140	123
	RENTALS	0	2	2	2	0	0
	MATERIALS & SUPPLIES	3	7	7	17	10	143
	OTHER EXPENSES	3	5	5	8	3	60
	GRANTS AND CONTRIBUTIONS	1,474	1,737	1,737	1,737	0	0
	<b>TOTAL</b>	<b>1,954</b>	<b>2,287</b>	<b>2,392</b>	<b>2,414</b>	<b>127</b>	<b>6</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	26000 GENERAL ADMINISTRATION	3	3	3	3	0	0
	<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>

## HEAD 16 MINISTRY OF EDUCATION HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 26000 General Administration</b>				
Consultation with key stakeholders during the development of policy initiatives geared to enhance the public education system	ACHIEVED	100% of the time	100% of the time	100% of the time
<b>BUSINESS UNIT: 26080 Grants to External Bodies</b>				
Satisfaction from key stakeholders, i.e. students, teachers, and parents on students' learning experiences and acquired skills from external programmes that received a grant	ACHIEVED	A Net Promoter Score (NPS) of at least 80%	A Net Promoter Score (NPS) of at least 80%	A Net Promoter Score (NPS) of at least 80%
<b>BUSINESS UNIT: 26090 Scholarships &amp; Awards</b>				
Scholarship and Awards Committee makes recommendations of recipients to the Minister by June 30	ACHIEVED IN JULY	100% completion by June 30	100% completion by July	100% completion by July
Management of scholarships and awards to ensure disbursements of monies to students studying in different geographical regions, such as USA, UK, Canada, and other, by specified timeframes	ACHIEVED	100% disbursement for all regions within preset deadlines	100% disbursement for all regions October	100% disbursement for all regions October

**MISSION STATEMENT**

The Bermuda Public School System will deliver a rigorous curriculum customized to meet the needs of individual students, using challenging learning experiences, appropriate assessments, and efficient support that holds all accountable for a quality education in the 21st Century.

Vision: To deliver a first class education of global standards ensuring students reach their full potential.

**DEPARTMENT OBJECTIVES**

- To provide comprehensive student services, curriculum, and school support for interventions so that student academic and behavioural needs are identified and supported.
- To support schools in improving the quality of teaching and learning in order that students reach their highest potential.
- To provide leadership expertise and capacity building opportunities for system and school leaders in order to improve student outcomes.

# HEAD 17 DEPARTMENT OF EDUCATION

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>1701 CENTRAL ADMINISTRATION</b>							
27000	GENERAL ADMINISTRATION	313	517	518	513	(4)	(1)
27001	OFFICE OF THE COMMISSIONER	664	718	738	718	0	0
27030	HUMAN RESOURCES	660	929	929	970	41	4
27031	SCHOOL IMPROVEMENT	769	652	652	520	(132)	(20)
27090	EDUCATIONAL STANDARDS	934	846	846	621	(225)	(27)
27095	SCHOOL ATTENDANCE	420	426	426	335	(91)	(21)
27160	SUBSTITUTES	2,295	500	2,881	2,100	1,600	320
		<b>6,055</b>	<b>4,588</b>	<b>6,990</b>	<b>5,777</b>	<b>1,189</b>	<b>26</b>
<b>1702 STUDENT SERVICES</b>							
27061	BEHAVIOUR MANAGEMENT	821	961	959	966	5	1
27063	SCHOOL PSYCHOLOGY	693	790	796	810	20	3
27064	ADAPTED PHYSICAL EDUCATION	288	289	289	282	(7)	(2)
27065	HEARING	312	317	317	295	(22)	(7)
27066	VISION	279	292	292	196	(96)	(33)
27069	GIFTED AND TALENTED	103	131	131	123	(8)	(6)
27071	OFFICE SUPPORT	486	474	474	526	52	11
27072	COUNSELLING	2,845	2,800	2,800	2,814	14	1
27073	SUMMER PROGRAMME	273	295	319	0	(295)	(100)
27074	LEARNING SUPPORT	3,850	4,389	4,358	4,283	(106)	(2)
27076	EARLY CHILDHOOD EDUCATION	112	109	109	236	127	117
27079	PARAPROFESSIONALS	5,217	3,600	4,100	4,108	508	14
27083	AUTISM SPECTRUM DISORDER	613	683	683	667	(16)	(2)
27084	ALTERN. EDUC. & OUT OF SCHOOL SUSP.	1,343	1,330	1,332	1,340	10	1
		<b>17,235</b>	<b>16,460</b>	<b>16,959</b>	<b>16,646</b>	<b>186</b>	<b>1</b>
<b>1703 FINANCE AND CORPORATE</b>							
27002	FINANCE & CORPORATE SERVICES	612	739	739	711	(28)	(4)
27003	OFFICE ACCOMMODATION	724	809	809	809	0	0
27040	EDUCATIONAL STORES	505	559	559	613	54	10
27041	SCHOOL TRANSPORT	414	423	423	423	0	0
27042	BUILDINGS, GROUNDS & EQUIP.	948	972	972	952	(20)	(2)
27050	IT SUPPORT	1,813	2,553	2,553	2,514	(39)	(2)
		<b>5,016</b>	<b>6,055</b>	<b>6,055</b>	<b>6,022</b>	<b>(33)</b>	<b>(1)</b>

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1704</b>	<b>PRESCHOOLS</b>						
27190	SOUTHAMPTON PRESCHOOL	423	431	431	432	1	0
27200	ST.GEORGE'S PRESCHOOL	319	339	339	342	3	1
27210	LYCEUM PRESCHOOL	301	404	404	403	(1)	(0)
27220	ST.PAUL'S PRESCHOOL	338	345	345	346	1	0
27230	WARWICK PRESCHOOL	920	744	744	816	72	10
27240	PROSPECT PRESCHOOL	544	531	531	611	80	15
27250	ST.JOHN'S PRESCHOOL	617	576	576	487	(89)	(15)
27260	LAGOON PARK PRESCHOOL	342	434	434	435	1	0
27270	ST.DAVID'S PRESCHOOL	228	239	239	237	(2)	(1)
27280	DEVONSHIRE PRESCHOOL	524	510	510	587	77	15
		<b>4,556</b>	<b>4,553</b>	<b>4,553</b>	<b>4,696</b>	<b>143</b>	<b>3</b>
<b>1705</b>	<b>PRIMARY SCHOOLS</b>						
27320	ST. GEORGE'S PREPARATORY	1,797	1,724	1,724	1,723	(1)	(0)
27330	EAST END PRIMARY	1,143	1,112	1,112	1,201	89	8
27340	ST. DAVID'S SCHOOL	1,068	1,059	1,059	1,057	(2)	(0)
27350	FRANCIS PATTON SCHOOL	1,577	1,446	1,446	1,642	196	14
27360	HARRINGTON SOUND SCHOOL	2,311	2,272	2,272	2,291	19	1
27370	ELLIOT SCHOOL	2,063	2,102	2,102	2,199	97	5
27380	PROSPECT SCHOOL	1,513	1,520	1,520	1,526	6	0
27390	VICTOR SCOTT SCHOOL	1,422	1,419	1,419	1,302	(117)	(8)
27400	NORTHLANDS PRIMARY	2,202	2,241	2,241	2,109	(132)	(6)
27410	WEST PEMBROKE SCHOOL	2,020	2,077	2,077	2,073	(4)	(0)
27420	GILBERT SCHOOL	1,309	1,371	1,371	1,363	(8)	(1)
27430	PAGET SCHOOL	1,874	1,928	1,928	1,918	(10)	(1)
27440	PURVIS SCHOOL	2,124	2,161	2,161	2,094	(67)	(3)
27450	HERON BAY SCHOOL	1,130	1,163	1,163	1,261	98	8
27460	PORT ROYAL SCHOOL	1,251	1,265	1,265	1,256	(9)	(1)
27470	DALTON E. TUCKER	1,276	1,259	1,259	1,376	117	9
27480	WEST END	1,571	1,567	1,567	1,484	(83)	(5)
27490	SOMERSET SCHOOL	1,631	1,714	1,714	1,691	(23)	(1)
		<b>29,282</b>	<b>29,400</b>	<b>29,400</b>	<b>29,566</b>	<b>166</b>	<b>1</b>
<b>1706</b>	<b>SPECIAL SCHOOLS</b>						
27120	DAME MARJORIE BEAN ACADEMY	512	586	586	588	2	0
		<b>512</b>	<b>586</b>	<b>586</b>	<b>588</b>	<b>2</b>	<b>0</b>

# HEAD 17 DEPARTMENT OF EDUCATION - continued

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000) (7)	% (8)
(1)	(2)						
<b>1707 MIDDLE SCHOOLS</b>							
27530 CLEARWATER		2,950	3,008	3,008	2,996	(12)	(0)
27540 WHITNEY INSTITUTE		3,956	3,942	3,942	3,946	4	0
27560 DELLWOOD MIDDLE SCHOOL		3,099	3,264	3,264	3,304	40	1
27590 T. N. TATEM		3,039	2,958	2,958	2,991	33	1
27600 SANDYS SECONDARY		3,719	3,713	3,713	3,718	5	0
		<b>16,763</b>	<b>16,885</b>	<b>16,885</b>	<b>16,955</b>	<b>70</b>	<b>0</b>
<b>1708 SENIOR SECONDARY SCHOOLS</b>							
27570 BERKELEY INSTITUTE		12,166	11,451	11,927	11,451	0	0
27640 CEDARBRIDGE ACADEMY		12,884	12,823	12,823	12,916	93	1
		<b>25,050</b>	<b>24,274</b>	<b>24,750</b>	<b>24,367</b>	<b>93</b>	<b>0</b>
<b>1709 CURRICULUM, ASSESSMENT</b>							
27010 LITERACY INITIATIVE		0	100	0	25	(75)	(75)
27020 ASSESSMENT & EVALUATION		408	509	509	448	(61)	(12)
27520 DESIGN, DEVELOPMENT & IMPLEMEN.		1,222	1,735	1,711	1,831	96	6
27524 EARLY COLLEGE & CAREER PATHWAY		220	234	234	335	101	43
		<b>1,850</b>	<b>2,578</b>	<b>2,454</b>	<b>2,639</b>	<b>61</b>	<b>2</b>
<b>1712 EARLY CHILDHOOD EDUCATION</b>							
27175 CHILD DEVELOPMENT		1,462	1,496	1,496	1,632	136	9
27700 AFTER PRESCHOOL CARE		142	210	210	208	(2)	(1)
		<b>1,604</b>	<b>1,706</b>	<b>1,706</b>	<b>1,840</b>	<b>134</b>	<b>8</b>
<b>TOTAL</b>		<b>107,923</b>	<b>107,085</b>	<b>110,338</b>	<b>109,096</b>	<b>2,011</b>	<b>2</b>

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	69,457	68,531	71,413	70,650	2,119	3
	WAGES	5,553	3,361	3,361	3,570	209	6
	OTHER PERSONNEL COSTS	367	218	198	262	44	20
	TRAINING	286	227	212	292	65	29
	TRANSPORT	55	81	81	74	(7)	(9)
	TRAVEL	112	136	165	147	11	8
	COMMUNICATIONS	701	925	949	708	(217)	(23)
	ADVERTISING & PROMOTION	97	34	35	60	26	76
	PROFESSIONAL SERVICES	1,244	1,449	1,441	1,474	25	2
	RENTALS	805	777	805	761	(16)	(2)
	REPAIR AND MAINTENANCE	1,342	1,688	1,706	1,642	(46)	(3)
	INSURANCE	13	13	13	13	0	0
	ENERGY	1,162	1,458	1,390	1,321	(137)	(9)
	CLOTHING, UNIFORMS & LAUNDRY	0	32	32	32	0	0
	MATERIALS & SUPPLIES	1,349	1,976	1,878	1,823	(153)	(8)
	EQUIPT. (MINOR CAPITAL)	22	12	12	11	(1)	(8)
	OTHER EXPENSES	76	14	18	15	1	7
	GRANTS AND CONTRIBUTIONS	25,282	26,153	26,629	26,241	88	0
	<b>TOTAL</b>	<b>107,923</b>	<b>107,085</b>	<b>110,338</b>	<b>109,096</b>	<b>2,011</b>	<b>2</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8421 Special Education Programme	29	0	0	0	0	0
	8665 Afer School Vouchers	11	0	0	0	0	0
	8667 Pre School Vouchers	78	90	90	90	0	0
	8675 Other retail sales	22	85	85	85	0	0
	8801 Facilities	3	55	55	55	0	0
	8877 Reimbursements	7	0	0	0	0	0
	<b>TOTAL</b>	<b>150</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>0</b>

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
27001	OFFICE OF THE COMMISSIONER	3	4	4	4	0	0
27002	FINANCE & CORPORATE SERVICES	8	10	10	10	0	0
27003	OFFICE ACCOMMODATION	1	1	1	1	0	0
27020	ASSESSMENT & EVALUATION	1	1	1	1	0	0
27030	HUMAN RESOURCES	5	5	5	6	1	20
27031	SCHOOL IMPROVEMENT	4	4	4	4	0	0
27040	EDUCATIONAL STORES	6	6	6	7	1	17
27041	SCHOOL TRANSPORT	7	8	8	8	0	0
27042	BUILDINGS, GROUNDS & EQUIP.	1	1	1	1	0	0
27050	IT SUPPORT	8	10	10	11	1	10
27061	BEHAVIOUR MANAGEMENT	9	10	10	10	0	0
27063	SCHOOL PSYCHOLOGY	5	7	6	7	0	0
27064	ADAPTED PHYSICAL EDUCATION	3	3	3	3	0	0
27065	HEARING	3	3	3	3	0	0
27066	VISION	3	3	2	2	(1)	(33)
27069	GIFTED AND TALENTED	1	1	1	1	0	0
27071	OFFICE SUPPORT	5	5	5	6	1	20
27072	COUNSELLING	27	27	27	27	0	0
27074	LEARNING SUPPORT	40	44	44	43	(1)	(2)
27076	EARLY CHILDHOOD EDUCATION	1	1	1	1	0	0
27079	PARAPROFESSIONALS	86	92	92	91	(1)	(1)
27083	AUTISM SPECTRUM DISORDER	8	8	8	8	0	0
27084	ALTERN. EDUC. & OUT OF SCHOOL SUSP.	12	12	12	12	0	0
27090	EDUCATIONAL STANDARDS	7	7	7	7	0	0
27095	SCHOOL ATTENDANCE	6	6	5	5	(1)	(17)
27120	DAME MARJORIE BEAN ACADEMY	5	6	6	6	0	0
27160	SUBSTITUTES	64	45	45	44	(1)	(2)



**HEAD 17 DEPARTMENT OF EDUCATION - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
27175	CHILD DEVELOPMENT	15	16	16	18	2	13
27190	SOUTHAMPTON PRESCHOOL	5	5	5	5	0	0
27200	ST. GEORGE'S PRESCHOOL	4	4	4	4	0	0
27210	LYCEUM PRESCHOOL	2	4	4	4	0	0
27220	ST. PAUL'S PRESCHOOL	3	3	3	3	0	0
27230	WARWICK PRESCHOOL	7	8	8	9	1	13
27240	PROSPECT PRESCHOOL	6	6	6	7	1	17
27250	ST. JOHN'S PRESCHOOL	5	6	6	5	(1)	(17)
27260	LAGOON PARK PRESCHOOL	4	5	5	5	0	0
27270	ST. DAVID'S PRESCHOOL	3	3	3	3	0	0
27280	DEVONSHIRE PRESCHOOL	6	6	6	7	1	17
27320	ST. GEORGE'S PREPARATORY	15	15	15	15	0	0
27330	EAST END PRIMARY	11	12	12	13	1	8
27340	ST. DAVID'S SCHOOL	11	11	11	11	0	0
27350	FRANCIS PATTON SCHOOL	17	17	17	19	2	12
27360	HARRINGTON SOUND SCHOOL	26	26	26	26	0	0
27370	ELLIOT SCHOOL	25	25	25	26	1	4
27380	PROSPECT SCHOOL	18	18	18	18	0	0
27390	VICTOR SCOTT SCHOOL	18	18	17	17	(1)	(6)
27400	NORTHLANDS PRIMARY	26	26	26	24	(2)	(8)
27410	WEST PEMBROKE SCHOOL	23	24	24	24	0	0
27420	GILBERT SCHOOL	14	16	16	16	0	0
27430	PAGET SCHOOL	22	22	22	22	0	0
27440	PURVIS SCHOOL	24	25	25	25	0	0
27450	HERON BAY SCHOOL	14	14	14	15	1	7
27460	PORT ROYAL SCHOOL	15	15	15	15	0	0
27470	DALTON E. TUCKER	13	15	15	16	1	7
27480	WEST END	18	18	18	17	(1)	(6)
27490	SOMERSET SCHOOL	19	21	21	20	(1)	(5)
27520	DESIGN, DEVELOPMENT & IMPLEMEN.	12	13	12	15	2	15
27524	EARLY COLLEGE & CAREER PATHWAY	2	2	2	2	0	0
27530	CLEARWATER	32	33	33	33	0	0
27540	WHITNEY INSTITUTE SCHOOL	32	34	34	34	0	0
27560	DELLWOOD MIDDLE SCHOOL	33	35	35	37	2	6
27570	BERKELEY INSTITUTE	33	92	92	92	0	0
27590	T. N. TATEM	92	32	32	33	1	3
27600	SANDYS SECONDARY	32	31	31	31	0	0
27640	CEDARBRIDGE ACADEMY	93	99	98	96	(3)	(3)
27700	AFTER PRESCHOOL CARE	18	19	19	19	0	0
<b>TOTAL</b>		<b>1,097</b>	<b>1,124</b>	<b>1,118</b>	<b>1,130</b>	<b>6</b>	<b>1</b>

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 1701 Central Administration</b>				
Percentage of examinees who attain the International General Certificate of Secondary Education (IGCSE) or other external certification compared to a target of 80%. Percentage of examinees achieving a score at or above level 3 in Primary 6 and Middle 3 Checkpoint compared to a target of 80%.		Discontinued		
Percentage of examinees who attain the International General Certificate of Secondary Education (IGCSE) or other external certification.	90%	90%	90%	90%
Percentage of school improvement plans that meet identified targeted standards for school effectiveness.	100%	100%	100%	100%
Percentage of teachers who were coached, mentored, and/or were provided class demonstrations compared to a target of 80%.		Discontinued		
Percentage of secondary school students who graduate with an external/international certification compared to a target of 100%.		Discontinued		
<b>BUSINESS UNIT: 1702 Student Services</b>				
Implementation of foundational components needed for a Multi-tiered System of Support (MTSS) framework to provide academic and behaviour and intervention strategies across the public school system	80%	50%	80%	80%
The percentage of students receiving special education programming and services based on appropriate diagnosis	75%	75%	75%	75%
<b>BUSINESS UNIT: 1703 Finance and Corporate Services</b>				
Efficiency in financial governance reflected by findings of ad hoc undertakings of financial audits as conducted by internal audit agency resulting in full compliance with financial instructions.	No evidence of non-compliance	No evidence of non-compliance	No evidence of non-compliance	No evidence of non-compliance
All teaching posts are advertised by October 31 of each year. 90% of staffing processes within the Ministry's control are completed within the timelines established by the Human Resources section.		Discontinued		

## HEAD 17 DEPARTMENT OF EDUCATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 1704 Preschools</b>				
Percentage of preschoolers who meet the Primary 1 readiness assessments of early literacy and numeracy skills compared to a target of 75%		Discontinued		
Percentage of preschoolers who meet the curriculum expectations in the social, emotional, physical and cognitive development areas	95%	97%	97%	97%
<b>BUSINESS UNIT: 1705 Primary Schools</b>				
Percentage of schools that have made progress towards or achieved their school improvement plan compared to a target of 75%. Percentage of teachers who have implemented rubrics compared to a target of 60%.		Discontinued		
Percentage of P6 students who achieve a score of 3.0 or higher in the Cambridge Checkpoint core subjects - English, Math and Science.	English 75% Math 55% Science 75%	English 75% Math 55% Science 75%	English 75% Math 55% Science 75%	English 75% Math 55% Science 75%
Trend of the average number of classroom observations performed per school to ensure quality instruction.		Discontinued		
<b>BUSINESS UNIT: 1706 Special Schools</b>				
Percentage of student Individualized Education Plans that meet compliance standards for quality instruction and related services.	100%	100%	100%	100%
Percentage of student Individualized Learning Plans that meet compliance standards for quality academic, behaviour and career development.	20%	20%	20%	20%
<b>BUSINESS UNIT: 1707 Middle Schools</b>				
Percentage of schools that have made progress towards or achieved their school improvement plan compared to a target of 75%. Percentage of teachers who have implemented rubrics compared to a target of 60%.		Discontinued		
Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment	70%	80%	70%	70%
Trend of the average number of classroom observations performed per school to ensure quality instruction.		Discontinued		
Percentage of M3 students who achieve a score of 3.0 or higher in the Cambridge Checkpoint core subjects - English, Math and Science.	English 55% Math 65% Science 75%	English 55% Math 65% Science 75%	English 55% Math 65% Science 75%	English 55% Math 65% Science 75%

**HEAD 17 DEPARTMENT OF EDUCATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 1708 Senior Secondary Schools</b>				
Percentage of schools that have made progress towards or achieved their school improvement plan compared to a target of 75%. Percentage of teachers who have implemented rubrics compared to a target of 60%.		Discontinued		
Percentage of classroom lessons demonstrating proficiency in areas such as planning, instruction and environment	36%	100%	45%	56%
Percentage of students who graduate with a Bermuda School Diploma (BSD) achieving a Grade Point Average (GPA) of 2.0 or higher	95%	95%	95%	95%
Trend of the average number of classroom observations performed per school to ensure quality instruction.		Discontinued		
Increase the percentage of scores achieved for IGCSE passes of A* to C grades by 10% each year to align with international standard of 60%.	60%	60%	60%	60%
<b>BUSINESS UNIT: 1709 Curriculum, Assessment</b>				
Percentage of examinees who attain the International General Certificate of Secondary Education (IGCSE) or other external graduation certification compared to a target of 80%. Percentage of examinees achieving a score at or above level 3 in Primary 6 and Middle 3 Checkpoint compared to a target of 80%.		Discontinued		
The percentage of students who demonstrate proficiency in problem solving and reasoning at P5, M2 and S1	60%	60%	60%	60%
The percentage of students who demonstrate proficiency in writing at P5, M2 and S1	60%	60%	60%	60%
Progress assessments in English, Science and Mathematics of students at each middle and senior level indicate an improvement from the previous year of between 7 and 10 percentage points towards the Cambridge 75% Predicted Performance Range.		Discontinued		
Implementation of National Strategy in Mathematics and Literacy across all schools in the public school system	100%	100%	100%	100%
<b>BUSINESS UNIT: 1712 Early Childhood Education</b>				
Improvement in the standards of services as evidenced through the international accreditation of the Child Development Programme.		Discontinued		

# HEAD 41 BERMUDA COLLEGE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
4101	GENERAL						
	51000 BDA COLLEGE OPERATING GRANT	16,008	15,528	15,528	15,481	(47)	(0)
	<b>TOTAL</b>	<b>16,008</b>	<b>15,528</b>	<b>15,528</b>	<b>15,481</b>	<b>(47)</b>	<b>(0)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	GRANTS AND CONTRIBUTIONS	16,008	15,528	15,528	15,481	(47)	(0)
	<b>TOTAL</b>	<b>16,008</b>	<b>15,528</b>	<b>15,528</b>	<b>15,481</b>	<b>(47)</b>	<b>(0)</b>

# MINISTRY OF HEALTH & SENIORS

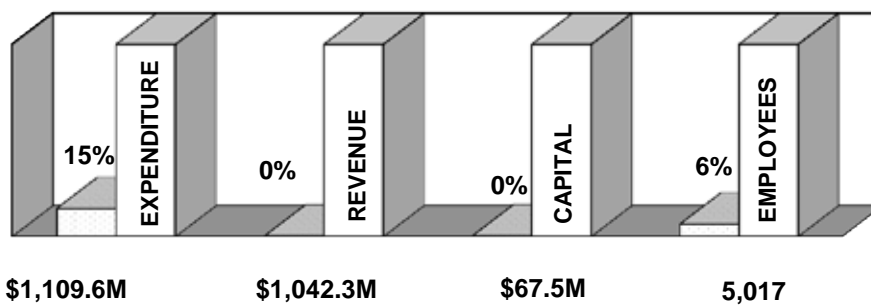


TO ENSURE HEALTHY PEOPLE IN HEALTHY COMMUNITIES.

The Hon. Jeanne J. Atherden, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
21	MIN. OF HEALTH & SENIORS HQ	12,872	9,732	9,428	11,186	1,454	15
22	DEPT. OF HEALTH	23,230	26,966	25,653	27,339	373	1
24	HOSPITALS	147,995	145,674	143,674	120,200	(25,474)	(17)
69	CONSERVATION SERVICES	4,422	0	0	0	0	0
72	ENVIRONMENTAL PROTECTION	3,341	0	0	0	0	0
91	HEALTH INSURANCE	1,042	3,995	6,990	3,995	0	0
		<b>192,902</b>	<b>186,367</b>	<b>185,745</b>	<b>162,720</b>	<b>(23,647)</b>	<b>(13)</b>
<b>REVENUE (\$000)</b>							
21	MIN. OF HEALTH & SENIORS HQ	128	50	146	50	0	0
22	DEPT. OF HEALTH	3,503	3,453	3,330	3,516	63	2
69	CONSERVATION SERVICES	492	0	0	0	0	0
72	ENVIRONMENTAL PROTECTION	1,247	0	0	0	0	0
91	HEALTH INSURANCE	7	0	0	0	0	0
		<b>5,377</b>	<b>3,503</b>	<b>3,476</b>	<b>3,566</b>	<b>63</b>	<b>2</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	59	38	0	21		
	DEVELOPMENT	194	300	220	245		
		<b>253</b>	<b>338</b>	<b>220</b>	<b>266</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>406</b>	<b>326</b>	<b>325</b>	<b>325</b>	<b>(1)</b>	<b>(0)</b>

FOR DETAILS OF  
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Ministry Estimates compared with total Government Estimates

MISSION STATEMENT

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

DEPARTMENT OBJECTIVES

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

GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2101</b>	<b>GENERAL</b>						
	31000 GENERAL ADMINISTRATION	5,576	1,602	1,387	1,557	(45)	(3)
	31015 GRANTS ADMINISTRATION	4,139	3,958	4,638	5,342	1,384	35
	31020 CORPORATE SERVICES	240	311	293	516	205	66
		<b>9,955</b>	<b>5,871</b>	<b>6,318</b>	<b>7,415</b>	<b>1,544</b>	<b>26</b>
<b>2102</b>	<b>OFFICE OF CHIEF MEDICAL OFFICER</b>						
	31030 HEALTHCARE REGISTRATION & REG.	521	581	578	589	8	1
	31040 EPIDEMIOLOGY & SURVEILLANCE	272	295	288	299	4	1
		<b>793</b>	<b>876</b>	<b>866</b>	<b>888</b>	<b>12</b>	<b>1</b>
<b>2103</b>	<b>NAT'L OFF. OF SENIORS/PHYS. CHALL.</b>						
	31135 AGEING & DISABILITY SERVICES	1	1,022	772	1,016	(6)	(1)
	31140 OFFICE OF THE PHYSICAL CHALL.	179	0	0	0	0	0
	31145 NATIONAL OFFICE FOR SENIORS	254	0	0	0	0	0
	31150 ORANGE VALLEY CENTRE	813	0	0	0	0	0
	31155 OPPORTUNITY WORKSHOP	865	0	0	0	0	0
	31160 K. MARGARET CARTER CENTRE	12	1,963	1,472	1,867	(96)	(5)
		<b>2,124</b>	<b>2,985</b>	<b>2,244</b>	<b>2,883</b>	<b>(102)</b>	<b>(3)</b>
	<b>TOTAL</b>	<b>12,872</b>	<b>9,732</b>	<b>9,428</b>	<b>11,186</b>	<b>1,454</b>	<b>15</b>

## HEAD 21 MINISTRY OF HEALTH & SENIORS HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,803	3,533	3,117	3,602	69	2
	WAGES	340	402	308	402	0	0
	TRAINING	0	21	16	21	0	0
	TRANSPORT	23	40	43	39	(1)	(3)
	TRAVEL	19	49	12	48	(1)	(2)
	COMMUNICATIONS	125	219	236	221	2	1
	ADVERTISING & PROMOTION	21	64	2	47	(17)	(27)
	PROFESSIONAL SERVICES	4,745	505	379	486	(19)	(4)
	RENTALS	416	466	431	466	0	0
	REPAIR AND MAINTENANCE	96	98	36	137	39	40
	INSURANCE	90	113	111	113	0	0
	ENERGY	23	57	26	57	0	0
	CLOTHING, UNIFORMS & LAUNDRY	4	1	0	1	0	0
	MATERIALS & SUPPLIES	96	237	115	235	(2)	(1)
	EQUIPMT.(MINOR CAPITAL)	7	11	8	11	0	0
	OTHER EXPENSES	4	37	30	37	0	0
	GRANTS AND CONTRIBUTIONS	4,060	3,879	4,558	5,263	1,384	36
	<b>TOTAL</b>	<b>12,872</b>	<b>9,732</b>	<b>9,428</b>	<b>11,186</b>	<b>1,454</b>	<b>15</b>

### REVENUE SUMMARY

REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	2016/17 vs 2017/18	
		(3)	(4)	(5)	(6)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8151 Registration-Doctors	25	6	110	6	0	0
	8153 Registration-Allied Health	14	4	6	4	0	0
	8155 Registration-Nurses	82	20	25	20	0	0
	8757 Rentals-General	7	20	5	20	0	0
	<b>TOTAL</b>	<b>128</b>	<b>50</b>	<b>146</b>	<b>50</b>	<b>0</b>	<b>0</b>



## HEAD 21 MINISTRY OF HEALTH & SENIORS HQ - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2016/17 vs 2017/18 (7)	% (8)
31000	GENERAL ADMINISTRATION	8	8	7	7	(1)	(13)
31020	CORPORATE SERVICES	2	2	4	4	2	100
31030	HEALTHCARE REGISTRATION & REG.	3	3	3	3	0	0
31040	EPIDEMIOLOGY & SURVEILLANCE	3	3	3	3	0	0
31135	AGEING & DISABILITY SERVICES	0	9	9	9	0	0
31140	OFFICE OF THE PHYSICAL CHALL.	3	0	0	0	0	0
31045	NATIONAL OFFICE FOR SENIORS	4	0	0	0	0	0
31150	ORANGE VALLEY CENTRE	12	0	0	0	0	0
31155	OPPORTUNITY WORKSHOP	10	0	0	0	0	0
31160	K. MARGARET CARTER CENTRE	0	19	19	19	0	0
<b>TOTAL</b>		<b>45</b>	<b>44</b>	<b>45</b>	<b>45</b>	<b>1</b>	<b>2</b>

## HEAD 21 THE MINISTRY OF HEALTH & SENIORS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 31000 General Administration</b>				
Ensure health insurance rates and medical fees are legislated by 1st April each fiscal year	29-Jun-15	1-Apr-16	1-Apr-16	1-Apr-17
Receipts are deposited into the bank within 72 hrs of intake	72 hrs	72 hrs	72 hrs	72 hrs
<b>BUSINESS UNIT: 31015 Grants Administration</b>				
The grant process is completed accurately and timely; applications are received and vetted, grantees are chosen and contracts are signed for fiscal year	Discontinued and Revised	100% complete	Discontinued and Revised	Discontinued and Revised
Number of Grants awarded and total grant amounts given by 31 January	Revision	Revision	Revision	11 grant recipients totaling \$5.31 million
Grantees submitted up to date financials and annual reports by September following fiscal year end	Revision	Revision	Revision	100%
Number of public health scholarships awarded and total funds granted	9 awards totaling \$70,000	Up to 10 successful candidates to receive a total of 72k in funding	11 awards totaling \$72,000	10 awards totaling \$72,000
Increase number of applicants to Barbara Ball Public Health Scholarship in priority areas (nursing, OT/PT/SLP and social work) by 5%	New	New	New	Increase from 21 (out of 59 applicants)
<b>BUSINESS UNIT: 31020 Corporate Services</b>				
Bermuda Health Strategy	Discontinued and Revised	Continue phased implementation	Discontinued and Revised	Discontinued and Revised
Implement Bermuda Health Strategy initiatives to reduce Standard Premium Rate and Per Capita Health Expenditure	Revision	Revision	Revision	Reduce from: SPR \$338.07 p/c HE \$11,188
Number of PATI requests closed, out of total received, processed within legislated timelines	New	New	New	100%
<b>BUSINESS UNIT: 31030 Healthcare Registration &amp; Regulation</b>				
% of complete and accurate healthcare professional registration files (internal audit)	(61/88) 80%	85%	85%	90%
% of professional healthcare Registers published as per legislation	(12/17) 70 %	80%	80%	90%
% of complaints against healthcare professional resolved by professional statutory body within the year	(8/8) 100%	80%	80%	90%
% of International Health Regulations Core Capacity Components obtained	(16/23) 69%	70%	70%	75%

## HEAD 21 THE MINISTRY OF HEALTH & SENIORS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 31040 Epidemiology &amp; Surveillance</b>				
Sentinel site reporting rate - average rate (and number) of sentinel sites reporting disease surveillance information within established timeframes	95% (40/42)	95% (40/42)	95%	95%
Percentage (and number) of communicable disease investigations (including outbreaks) initiated within established timeframes	94.2% (688/730)	95%	95%	95%
Percentage (and number) of epidemiological reports distributed within agreed upon timeframe	90.4% (113/125)	90%	90%	90%
<b>BUSINESS UNIT: 31135 Ageing &amp; Disability Services</b>				
Number of presentations delivered to inform or keep informed persons with disabilities on current trends relevant to their disability and improved quality of life	10	12	10	12
Number of buildings assessed for accessibility	50	42	45	50
Number of awareness events developed or participated in	13	12	15	18
Number of strategic initiatives developed	3	6	4	6
Number of senior abuse allegations submitted to the Registrar	36	20	25	30
Number of abuse allegations substantiated/unsubstantiated	23/13	14/14	18/18	16/16
Number of complaints against residential homes received	18	15	18	16
Number of residential home complaints substantiated/unsubstantiated	13/5	15/15	16/16	18/18
Number of cases managed	216	235	225	230
Number of elder care facilities inspections	63	60	63	66
Total number of clients served	301	310	305	310
<b>BUSINESS UNIT: 31160 K. Margaret Carter Centre</b>				
Number and percentage of clients who met their target goals, and achieved satisfactory or better in:				
i. functional	80%	90%	85%	92%
ii. communicative and	74%	85%	75%	85%
iii. social skills	75%	90%	80%	90%
Number and percentage of clients able to effectively use communication devices.	72%	80%	75%	80%

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

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2015/16</b>	<b>ORIGINAL FORECAST 2016/17</b>	<b>REVISED FORECAST 2016/17</b>	<b>TARGET OUTCOME 2017/18</b>
<b>BUSINESS UNIT: 31160 K. Margaret Carter Centre - cont.</b>				
Number of clients receiving coordinating OT/PT services	11	15	12	15
Number of clients involved in fitness exercise programs	22	20	23	25
Number of clients participating in Vocational Skills training programs (and the % demonstrating satisfactory or better skills):				
i. community-based work	10/12 (83%)	87%	85%	87%
ii. in-house work	12/18 (67%)	75%	70%	75%
Number of clients participating in the production of in-house contract work (and the % demonstrating satisfactory or better skills)	13/18 (72%)	75%	70%	75%
Number of clients participating in the production of food and crafts (and the % demonstrating satisfactory or better skills)	6/8 (75%)	80%	80%	85%
Number of clients participating in training and employment (and the % demonstrating satisfactory or better skills)	10/12 (83%)	85%	85%	87%
Number of clients participating in the wellness/exercise program (and the % demonstrating satisfactory or better skills)	10/14 (71%)	75%	73%	77%
Number of clients participating in tuck shop/grocery store program utilizing money management and organizational skills (and the % demonstrating satisfactory or better skills)	5/12 (42%)	52%	45%	47%
Number of clients participating in greenhouse/gardening program (and the % demonstrating satisfactory or better skills)	39/57 (68%)	70%	70%	73%
Number of clients participating in music program (and the % demonstrating satisfactory or better skills)	43/57 (76%)	80%	75%	80%

# HEAD 22 DEPARTMENT OF HEALTH

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2201</b>	<b>COMMUNITY HEALTH</b>						
32000	LEFROY CARE COMMUNITY	4,392	4,727	4,579	4,774	47	1
32010	COMMUNITY HEALTH ADMIN	909	1,017	1,004	1,020	3	0
32015	SYLVIA RICHARDSON CARE FAC.	4,785	5,449	5,211	5,208	(241)	(4)
32020	HEALTH EDUCATION	4	5	5	5	0	0
32030	CHILD HEALTH	1,489	1,735	1,736	1,739	4	0
32040	MATERNAL HEALTH	521	505	539	509	4	1
32050	COMMUNICABLE DISEASE	320	403	405	406	3	1
32060	COMMUNITY HEALTH	1,534	1,906	1,906	1,911	5	0
32080	PHYSIOTHERAPY	867	1,070	892	1,078	8	1
32090	CLINICAL LABORATORY	262	276	276	276	0	0
32100	SPEECH AND LANGUAGE	1,404	1,545	1,545	1,555	10	1
32110	NUTRITION	178	189	189	189	0	0
32120	OCCUPATIONAL THERAPY	705	931	816	931	0	0
32130	ADULT HEALTH	399	353	353	464	111	31
32143	OPPORTUNITY WORKSHOP	4	0	0	0	0	0
		<b>17,773</b>	<b>20,111</b>	<b>19,456</b>	<b>20,065</b>	<b>(46)</b>	<b>(0)</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2202</b>	<b>ORAL HEALTH</b>						
32150	ORAL HEALTH CONTROL	385	595	570	630	35	6
32155	ORAL HEALTH ADMIN.	219	228	230	228	0	0
32160	ORAL HEALTH PREVENTION	553	669	451	635	(34)	(5)
		<b>1,157</b>	<b>1,492</b>	<b>1,251</b>	<b>1,493</b>	<b>1</b>	<b>0</b>
<b>2203</b>	<b>ENVIRONMENTAL HEALTH</b>						
32170	INSTITUTIONAL HYGIENE	445	617	617	615	(2)	(0)
32171	PUBLIC HEALTH NUIS., POLL.	20	29	29	28	(1)	(3)
32172	FOOD & BEVERAGE SAFETY	16	41	41	41	0	0
32173	WATER & SANITARY ENG. CTRL.	0	5	5	5	0	0
32175	ENVIRONMENTAL HLTH. ADMIN.	569	810	722	811	1	0
32180	HOUSING CONDITIONS	1	2	2	2	0	0
32190	VECTOR CONTROL	1,378	1,492	1,399	1,435	(57)	(4)
32270	OCCUPATIONAL SAFETY & HEALTH	225	238	184	240	2	1
		<b>2,654</b>	<b>3,234</b>	<b>2,999</b>	<b>3,177</b>	<b>(57)</b>	<b>(2)</b>
<b>2204</b>	<b>CENTRAL LABORATORY</b>						
32200	FORENSIC ANALYSIS	499	666	593	673	7	1
32210	URINE DRUG TESTING	72	98	99	98	0	0
32220	WATER AND FOOD ANALYSIS	381	453	434	429	(24)	(5)
		<b>952</b>	<b>1,217</b>	<b>1,126</b>	<b>1,200</b>	<b>(17)</b>	<b>(1)</b>
<b>2205</b>	<b>ADMINISTRATION</b>						
32230	ADMINISTRATION	377	472	431	946	474	100
32240	HEALTH PROMOTION	317	329	329	329	0	0
32265	COMPREHENSIVE SCHOOL HEALTH	0	111	61	129	18	16
		<b>694</b>	<b>912</b>	<b>821</b>	<b>1,404</b>	<b>492</b>	<b>54</b>
	<b>TOTAL</b>	<b>23,230</b>	<b>26,966</b>	<b>25,653</b>	<b>27,339</b>	<b>373</b>	<b>1</b>

## HEAD 22 DEPARTMENT OF HEALTH - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	15,196	18,485	18,005	18,510	25	0
	WAGES	3,773	2,841	2,771	2,632	(209)	(7)
	OTHER PERSONNEL COSTS	136	607	643	658	51	8
	TRAINING	31	47	36	47	0	0
	TRANSPORT	3	1	0	2	1	100
	TRAVEL	67	85	75	84	(1)	(1)
	COMMUNICATIONS	131	139	151	142	3	2
	ADVERTISING & PROMOTION	33	48	39	53	5	10
	PROFESSIONAL SERVICES	270	325	269	844	519	160
	RENTALS	315	381	352	394	13	3
	REPAIR AND MAINTENANCE	873	1,040	743	1,084	44	4
	INSURANCE	81	100	94	100	0	0
	ENERGY	597	822	713	822	0	0
	CLOTHING, UNIFORMS & LAUNDRY	37	54	47	55	1	2
	MATERIALS & SUPPLIES	1,610	1,945	1,671	1,867	(78)	(4)
	EQUIPMT.(MINOR CAPITAL)	63	40	25	39	(1)	(3)
	OTHER EXPENSES	12	6	19	6	0	0
	GRANTS AND CONTRIBUTIONS	2	0	0	0	0	0
	<b>TOTAL</b>	<b>23,230</b>	<b>26,966</b>	<b>25,653</b>	<b>27,339</b>	<b>373</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8147 Dental Fees-Children	38	40	32	40	0	0
	8152 Tobacco Distributor Fees	0	0	0	20		
	8157 Registration-Day Care	1	3	10	3	0	0
	8163 Patient Fees	2,699	2,742	2,437	2,742	0	0
	8167 Testing Fees	77	60	88	60	0	0
	8425 Course Fees	8	8	14	8	0	0
	8457 Licence General	379	361	438	399	38	11
	8511 Nursery Schools	7	0	18	0	0	0
	8542 Derat	2	9	2	2	(7)	(78)
	8543 Bait Boxes	14	4	23	15	11	275
	8544 Snap Traps	0	0	1	1	1	0
	8669 Medication	278	226	267	226	0	0
	<b>TOTAL</b>	<b>3,503</b>	<b>3,453</b>	<b>3,330</b>	<b>3,516</b>	<b>63</b>	<b>2</b>

**HEAD 22 DEPARTMENT OF HEALTH - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
32000	LEFROY CARE COMMUNITY	58	58	58	58	0	0
32010	COMMUNITY HEALTH ADMIN	6	6	6	6	0	0
32015	SYLVIA RICHARDSON CARE FAC.	48	48	47	47	(1)	(2)
32030	CHILD HEALTH	15	15	15	15	0	0
32040	MATERNAL HEALTH	5	5	5	5	0	0
32050	COMMUNICABLE DISEASE	4	4	4	4	0	0
32060	COMMUNITY HEALTH	22	22	22	22	0	0
32080	PHYSIOTHERAPY	10	10	10	10	0	0
32090	CLINICAL LABORATORY	2	2	2	2	0	0
32100	SPEECH AND LANGUAGE	15	15	15	15	0	0
32110	NUTRITION	2	2	2	2	0	0
32120	OCCUPATIONAL THERAPY	9	9	9	9	0	0
32130	ADULT HEALTH	2	2	2	2	0	0
32150	ORAL HEALTH CONTROL	6	6	6	6	0	0
32155	ORAL HEALTH ADMIN.	2	2	2	2	0	0
32160	ORAL HEALTH PREVENTION	8	8	8	8	0	0
32170	INSTITUTIONAL HYGIENE	6	6	6	6	0	0
32175	ENVIRONMENTAL HLTH. ADMIN.	6	6	6	6	0	0
32190	VECTOR CONTROL	21	21	20	20	(1)	(5)
32200	FORENSIC ANALYSIS	4	4	4	4	0	0
32220	WATER AND FOOD ANALYSIS	3	3	3	3	0	0
32230	ADMINISTRATION	4	4	4	4	0	0
32240	HEALTH PROMOTION	2	2	2	2	0	0
32265	COMPREHENSIVE SCHOOL HEALTH	1	1	1	1	0	0
32270	OCCUPATIONAL SAFETY & HEALTH	2	2	2	2	0	0
<b>TOTAL</b>		<b>263</b>	<b>263</b>	<b>261</b>	<b>261</b>	<b>(2)</b>	<b>(1)</b>



**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32000 LEFROY CARE COMMUNITY</b>				
Number of falls sustained by elders	27	24	30	25
Number of incidents (not fall related) or errors resulting in harm or injury to elder	5	2	3	3
Number of elders with pressure sores	3	1	1	0
Percentage of elders receiving full medical review annually	100%	100%	100%	100%
<b>BUSINESS UNIT: 32010 COMMUNITY HEALTH ADMIN</b>				
% Return rate of Performance Appraisals and Forward Job Plans to the Department of Human Resources by the specified due date.	91%	100%	95%	100%
Average number of Categories of Need per CSW/Client/Case	5	2	5	5
Percentage of new cases that achieve "closure"	44%	35%	44%	50%
<b>BUSINESS UNIT: 32015 SYLVIA RICHARDSON CARE FACILITY</b>				
Number of falls sustained by elders	31	24	30	24
Number of incidents (not fall related) or errors resulting in harm or injury to elder	5	8	7	8
Number of elders with pressure sores	5	5	5	5
Percentage of elders receiving full medical review annually	95%	90%	100%	100%
<b>BUSINESS UNIT: 32030 CHILD HEALTH</b>				
Percentage of infants and children aged 0-24 months appropriately immunized for age.	89%	95%	95%	95%
Incidence &/or absence of vaccine preventable diseases.	29	25	25	25
Percentage of 5 year old students assessed for health parameters and developmental milestones.	60%	70%	70%	70%
Number of Travel Health Consultations	1,084	1,200	1,200	1,100
<b>BUSINESS UNIT: 32040 MATERNAL HEALTH</b>				
Number of clients receiving emergency contraception for pregnancy prevention	374	370	378	382
% of women with an abnormal pap needing referral to a gynecologist	5%	6%	5%	4%
% of babies born with a birth weight of 5lbs or above	94%	94%	95%	95%
Number of family planning visits	2,403	2,300	2,500	2,550

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32050 COMMUNICABLE DISEASE</b>				
# of clients screened for Sexually Transmitted Infections	2,103	2,500	2,200	2,700
# of Health Promotion Activities held	2	50	2	2
% Persons with HIV infection receiving highly active antiretroviral therapy (HAART)	97%	100%	97%	97%
<b>BUSINESS UNIT: 32060 COMMUNITY HEALTH</b>				
Percentage of new mothers contacted by a Health Visitor or Community Health Nurse within 72 hours of discharge from hospital	94%	95%	93%	95%
Percentage of new mothers visited by the Health Visitor within 14 days of delivery	94%	95%	93%	95%
Percentage of clients visited within 48 hours of referral for nursing care ( includes disabled, seniors, chronic non-communicable diseases)	93%	94%	95%	97%
<b>BUSINESS UNIT: 32080 PHYSIOTHERAPY</b>				
Percentage of referrals assessed within established time-frames:				
- Early Intervention (15 working days from date of intake)	75%	90%	90%	90%
- School Health (20 working days from date of intake)	85%	95%	95%	95%
- Seniors/Adults (7 working days from date of intake)	75%	95%	95%	95%
*Number and percentage of clients demonstrating progress toward functional goals following the first review period				
- Early Intervention (0-4 year old)	80%	85%	85%	85%
- School Health (4 - 18 year old)	80%	85%	85%	85%
- Seniors / Adults	80%	85%	85%	85%
<b>BUSINESS UNIT: 32090 CLINICAL LABORATORY</b>				
Tests performed for 1) Communicable diseases	8,940	8,000	8,500	8,900
2) Non-communicable conditions	599	900	750	900
Number of Clients receiving services	92	80	86	80
Number of Antenatal Lab screening tests	1,288	1,120	1,200	1,120
*Proportion of Lab Proficiency Testing that meet Quality standards	97%	>95%	>95%	>95%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32100 SPEECH AND LANGUAGE</b>				
Percentage of clients referred for assessment who received an assessment within the programme's established time-frame:				
- school-based clients - within 35 days from receipt of referral	19/19 - 100%	95%	95%	95%
- pre-school clients - within 3 months from receipt of referral	65/124 - 52%	55%	50%	55%
Number and Percentage of referred clients assessed as needing therapy, who received therapy	368/473 78%	80%	75%	80%
Number and percentage of clients who were seen for reassessment, whose severity rating improved	63/202 - 31% data - 90% of SLPs (3 vacant posts this yr)	45%	35%	45%
<b>BUSINESS UNIT: 32110 NUTRITION</b>				
Proportion of Well Bermuda Partners who adopt and utilize the Eat Well Bermuda Plate	55%	100%	75%	100%
Proportion compliant with the School Nutrition Policy:				
- all government and private primary, middle and high schools	74% (23/31)	100%	85%	100%
- all schools <b>including pre-schools</b>	83% (33/40)	100%	85%	100%
Compliance with MNT (Medical Nutrition Therapy diets) at:				
- Rest Homes	88% (16/18)	80%	95%	100%
- Correctional Facilities	67% (2/3)	100%	100%	100%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32120 OCCUPATIONAL THERAPY</b>				
Percentage of referrals assessed within established time-frames: - Early Intervention (15 working days from date of intake) - School Health (20 working days from date of intake) - Seniors/Adults (7 working days from date of intake)	75% 80% 80%	90% 90% 95%	90% 90% 95%	90% 90% 95%
*Number and percentage of clients demonstrating progress toward functional goals following the first review period" - Early Intervention (0-4 year old) - School Health (4 - 18 year old) - Seniors / Adults	80% 80% 80%	85% 85% 85%	85% 85% 85%	85% 85% 85%
<b>BUSINESS UNIT: 32130 ADULT HEALTH</b>				
Number of Westgate Correctional inmate-physician consultations	N/A	1,000	Dept of Corrections unable to provide information due to staff shortages	N/A
Percent of all inmates received in Correctional institutions who receive an initial medical evaluation	97.50%	>95%	95%	95%
Total Number of Forensic Medicine Call-outs outside of regular work	96	82	125	120
Number of after-hours Call-outs for medical assessment detainees at Hamilton Police Station	77	60	95	100
Number of medical services to uniformed officers: - Police/Fire/Prison officer Recruitment medicals performed - Police/Fire - physician consultations	12 (Apr-Nov 2015) 85 (Apr-Sep 2015)	50 150	36 230	35 150
<b>BUSINESS UNIT: 32150 ORAL HEALTH CONTROL</b>				
Total number of visits per sub-programme (target population) Seniors Children Prisoners Special Patients	626 1,844 152 24	250 910 85 25	250 1,000 85 25	250 1,000 85 25
Proportion of patients who demonstrate an improved oral hygiene status at recall.	82%	>50%	>50%	>80%
<b>BUSINESS UNIT: 32155 ORAL HEALTH ADMINISTRATION</b>				
>Percentage of P5 (≈10yo) children who can demonstrate good oral hygiene technique	93%	80%	> 80%	> 80%
> DMFT (decayed, missing, filled teeth) index for school children compared to international guidelines.	n/a no schools middle screened due to no dentists	Next reporting will be the results of the 17-18 school year	n/a no schools middle screened due to no dentists	<1

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32160 ORAL HEALTH PREVENTION</b>				
Percentage of targeted group receiving oral health instruction (i.e. percentage of classes completed.)	100%	100%	100%	100%
Participation levels in the Fluoride Programme.	86.70%	>85%	>85%	>85%
Participation levels in the Screen & Seal Programme.	0% No dentists	75%	0%	50%
<b>BUSINESS UNIT: 32171 PUBLIC HEALTH NUISANCES</b>				
Number of nuisances by type:				
air quality	15	15	15	13
noise vibration	45	50	50	50
beach pollution	5	0	4	2
<b>BUSINESS UNIT: 32172 FOOD &amp; BEVERAGE SAFETY</b>				
Percentage of food and beverage premises rated compliant with health, hygiene, and safety standards.	90%	65%	100%	100%
Percentage of food & beverage samples compliant with standards or guidelines	95%	80%	100%	100%
<b>BUSINESS UNIT: 32173 WATER &amp; SANITARY ENG CONTROL</b>				
Percentage of beaches monitored that meet the EPA recreational seawater criteria of less than 35 Enterococci / 100 ml as a rolling geometric mean calculated over a 30 day period.	100%	100%	100%	100%
Percentage of drinking water samples compliant with standards	75%	75%	75%	75%
Percentage compliance of building applications with standards:				
at design stage (Health review through Planning Dept)	90%	90%	90%	90%
at building stage (plumbing inspections)	90%	90%	90%	90%
<b>BUSINESS UNIT: 32175 ENVIRONMENTAL HEALTH ADMINISTRATION</b>				
Percentage of customers satisfied with service (new)	N/A	N/A	N/A	N/A

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32180 HOUSING CONDITIONS</b>				
Percentage of rooming houses rated compliant with health, hygiene, and safety standards:	20%	0%	20%	70%
Percentage of tourism properties rated compliant with health, hygiene, and safety standards:	100%	100%	100%	100%
<b>BUSINESS UNIT: 32190 VECTOR CONTROL</b>				
Percentage of positive mosquito traps	7%	7%	15%	8%
Number of service cells performed by type:-				
(i) Mosquitos	17,000	17,000	18,500	17,500
(ii) Rodents	16,000	16,000	20,000	19,000
<b>BUSINESS UNIT: 32200 FORENSIC ANALYSIS</b>				
Number of seized drugs cases analyzed	589	450	622	550
Percentage of cases completed in 3 month (Revised months)	8%	95%	30%	80%
No. of Toxicology analyses	90	60	52	68
Percentage of cases completed in 3 month (not met due to lab relocation) (Revised months)	3%	90%	11%	80%
No. of Chemistry analyses	2	4	2	2
Percentage of cases completed in one month	0%	100%	100%	100%
No. of Biology analyses	6	5	10	7
Percentage of cases completed in one month	0%	90%	3%	50%
Percentage of staff successfully completing proficiency testing according to SWGDRUG (scientific working group for the analyses of seized drugs)	100%	100%	100%	100%
<b>BUSINESS UNIT: 32210 URINE DRUG TESTING</b>				
Number of urine tests conducted:				
i) urine screens	3,193	3,000	3,000	3,000
ii) urine confirmations	163	150	150	150
Quality of service: Revised Days				
i) % urine screen results provided within 3 working days (aim 90%)	(3 working days) 99%	(3 working days) 95%	(3 working days) 95%	(5 working days) 95%
ii) % urine confirmation results provided within 7 working days (aim 75%)	(7 working days) 9%	(7 working days) 50%	(7 working days) 70%	(1 month) 75%

## HEAD 22 DEPARTMENT OF HEALTH - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32220 WATER AND FOOD ANALYSIS</b>				
Number of water samples analysed and the % of results for routine analyses provided within 5 working days:	3, 314 (99%)	3,000 (99%)	3,200 (99%)	3,000 (99%)
Number of dairy samples analysed and the % of results for routine analyses provided within 5 working days:	72 (99%)	120 (95%)	200 (95%)	120 (95%)
Number of food samples analyses and the % of results provided within 10 working days:	1 (100%)	10 (80%)	15 (80%)	10 (80%)
<b>BUSINESS UNIT: 32230 ADMINISTRATION</b>				
Percentage return rate of Performance Appraisals and Forward Job Plans to the Department of Human Resources by the specified due date.	71%	75%	85%	90%
<b>BUSINESS UNIT: 32240 HEALTH PROMOTION</b>				
Proportion of action plans developed as part of the national health promotion strategy: Well Bermuda.	83% (15/18)	94% (17/18)	88% (16/18)	100% (18/18)
Proportion of public aware of media (radio, television, Facebook, website) campaign and public health messages.	45%	55%	55%	60%
Proportion of public aware of the programmes and services offered by the Department of Health.	64%	55%	60%	65%
Proportion of the public who report increasing their activity level due to the Move More Bermuda campaign.	Discontinue	50%	Discontinue	Discontinue
<b>BUSINESS UNIT: 32265 COMPREHENSIVE SCHOOL HEALTH</b>				
Percentage and #, of schools taking part in Healthy Schools Programme	94% (31/33) and include 9 govt preschool	94% (31/33) and include 9 govt preschool	97% (32/33) and include 9 govt preschools	97%
Proportion of public and private schools that achieve health-related improvements due to Healthy Schools interventions	90% and include 9 govt preschools	90%and include 9 govt. preschools	90% and include 9 govt preschools	90% and include 9 govt. preschools
Proportion of wellness clubs/extracurricular activities that demonstrate improved nutrition and time spent in physical activity	96%	96%	96%	96%

**HEAD 22 DEPARTMENT OF HEALTH - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 32270 OCCUPATIONAL SAFETY &amp; HEALTH</b>				
<b>Total no. of workplace accidents</b>	194	30	250	230
•Falls	67			70
•Falling Objects	12			75
•Contact With Machinery	5	Discontinue	Discontinue	Discontinue
•Fatality	0		1	0
•Dangerous Occurrences	75	Discontinue	Discontinue	Discontinue
•Faulty Equipment	30			80
•Vehicles	0	Discontinue	Discontinue	Discontinue
•Burns	3			3
•Chemicals	2	Discontinue	Discontinue	Discontinue
•Insect Bite	0	Discontinue	Discontinue	Discontinue
•Physical Assault	0	Discontinue	Discontinue	Discontinue
Percentage of workplaces inspected that have Safety & Health Committees functioning according to statutory requirements	70%	80%	75%	85%
Total workplace Inspections Completed:	610	450	550	630
Number of and Percentage of Radiation inspections performed	New	New	New	300 (100%)
Number and Percentage of Asbestos Inspections performed	New	New	New	450 (100%)
Number and Percentage of Mold Inspections performed	New	New	New	250 (80%)
Number and Percentage of School Inspections	New	New	New	50 (75%)
Number and Percentage of Rest Home inspections	New	New	New	50 (85%)
Number of Dangerous Occurrences	Revision	Revision	Revision	160



# HEAD 24 HOSPITALS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2401</b>	<b>GENERAL</b>						
	34000 KING EDWARD VII MEMORIAL	110,651	108,330	106,330	82,856	(25,474)	(24)
	34010 MID-ATLANTIC WELLNESS INSTIT.	37,344	37,344	37,344	37,344	0	0
	<b>TOTAL</b>	<b>147,995</b>	<b>145,674</b>	<b>143,674</b>	<b>120,200</b>	<b>(25,474)</b>	<b>(17)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
		2015/16	2016/17	2016/17	2017/18	2016/17	
OBJECT CODE	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	GOVT GRANTS & CONTRIBUTIONS	147,995	145,674	143,674	120,200	(25,474)	(17)
	<b>TOTAL</b>	<b>147,995</b>	<b>145,674</b>	<b>143,674</b>	<b>120,200</b>	<b>(25,474)</b>	<b>(17)</b>

## HEAD 24 HOSPITALS - continued

NOTE: FOR THE FISCAL YEAR 2017/18 IT IS ESTIMATED THAT THE CATEGORIES FOR CLAIMS WHICH WILL BE APPROVED UNDER PATIENT SUBSIDIES, WILL BE AS FOLLOWS:-

	2016/17		2017/2018
	ORIGINAL ESTIMATE \$	REVISED ESTIMATE \$	SUBSIDY ESTIMATE \$
INDIGENT	3,559,936	3,487,528	2,722,813
AGED	34,249,584	33,552,961	26,195,758
YOUTH	7,696,881	7,540,330	5,886,952
GERIATRIC	<u>10,000,000</u>	<u>10,000,000</u>	<u>7,648,489</u>
TOTAL INPATIENT SUBSIDY	55,506,401	54,580,819	42,454,012
INDIGENT	2,968,281	2,907,907	2,270,286
AGED	39,147,120	38,350,883	29,941,633
YOUTH	<u>8,127,113</u>	<u>\$ 7,961,810</u>	<u>\$ 6,216,014</u>
TOTAL OUTPATIENT SUBSIDY	50,242,513	49,220,601	38,427,933
CLINIC	2,581,448	2,528,943	1,974,418
	<u><u>\$ 108,330,364</u></u>	<u><u>106,330,364</u></u>	<u><u>82,856,363</u></u>

**MISSION STATEMENT**

*To conserve and promote Bermuda's natural and marine heritage through research, education, advocacy and restoration.*

**DEPARTMENT OBJECTIVES**

- To research, promote and conserve Bermuda's terrestrial and marine biodiversity, protected species, threatened habitats and marine cultural heritage.
- To manage and improve the Bermuda Aquarium, Museum & Zoo for the education and enjoyment of visitors and locals alike.
- To manage and care for the animal collections and their exhibits, as well as provide wildlife rehabilitation at the Bermuda Aquarium, Museum and Zoo.
- To maintain and develop the Bermuda natural history collection and library to support environmental education and research.
- To produce and deliver compelling educational materials, exhibits and outreach programs to promote the appreciation of Bermuda's natural environment and marine cultural heritage.
- To provide advice, scientific assessment and policy on the status of Bermuda's ecology and biodiversity; in order to maintain and restore Bermuda's natural beauty.
- To manage, improve and provide interpretation of the Government Nature Reserves.
- To develop and implement restoration techniques, management and recovery plans for protected species and threatened habitats.
- To develop and implement management plans for the control of invasive species.

# HEAD 69 CONSERVATION SERVICES - continued

## GENERAL SUMMARY

EXPENDITURE					DIFFERENCE		
PROG		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>6901</b>	<b>GENERAL</b>						
	79000 ADMINISTRATION	989	0	0	0	0	0
		<b>989</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6902</b>	<b>BERMUDA AQUARIUM, MUSEUM &amp; ZOO</b>						
	79020 BAMZ ADMINISTRATION	209	0	0	0	0	0
	79030 AQUARIUM & ZOO	2,067	0	0	0	0	0
	79040 MUSEUM	303	0	0	0	0	0
		<b>2,579</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6903</b>	<b>CONSERVATION</b>						
	79050 MARINE ECOLOGY	205	0	0	0	0	0
	79070 MARINE HERITAGE & HEALTH	123	0	0	0	0	0
	79090 TERRESTRIAL ECOLOGY	526	0	0	0	0	0
		<b>854</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>4,422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE					DIFFERENCE		
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,999	0	0	0	0	0
	WAGES	765	0	0	0	0	0
	TRAINING	2	0	0	0	0	0
	TRANSPORT	13	0	0	0	0	0
	COMMUNICATIONS	54	0	0	0	0	0
	ADVERTISING & PROMOTIONS	14	0	0	0	0	0
	PROFESSIONAL SERVICES	68	0	0	0	0	0
	REPAIR AND MAINTENANCE	66	0	0	0	0	0
	INSURANCE	19	0	0	0	0	0
	ENERGY	214	0	0	0	0	0
	CLOTHING, UNIFORMS & LAUNDRY	9	0	0	0	0	0
	MATERIALS & SUPPLIES	185	0	0	0	0	0
	OTHER EXPENSES	14	0	0	0	0	0
	<b>TOTAL</b>	<b>4,422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Effective 01 April, 2016 Heads 69 Conservation Services and Head 72 Environmental Protection will merge to form a new Head 79 Environment and Natural Resources.

## HEAD 69 CONSERVATION SERVICES - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8253 Admissions	382	0	0	0	0	0
	8615 General	11	0	0	0	0	0
	8889 Sundry Receipts	99	0	0	0	0	0
	<b>TOTAL</b>	<b>492</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(3)	(4)	(5)	(6)	2017/18	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	79000 ADMINISTRATION	8	0	0	0	0	0
	79020 BAMZ ADMINISTRATION	2	0	0	0	0	0
	79030 AQUARIUM & ZOO	27	0	0	0	0	0
	79040 MUSEUM	3	0	0	0	0	0
	79050 MARINE ECOLOGY	3	0	0	0	0	0
	79070 MARINE HERITAGE & HEALTH	1	0	0	0	0	0
	79090 TERRESTRIAL ECOLOGY	6	0	0	0	0	0
	<b>TOTAL</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 72 ENVIRONMENTAL PROTECTION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

- Provide central direction and management in the formulation and implementation of environmental protection policy.
- Review and where necessary introduce new legislation and standards to protect Bermuda's environment.
- Conduct research and monitor environmental quality.
- Provide extension services to commercial animal husbandry, horticulture, and fisheries sectors.

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>7201</b>	<b>GENERAL ADMINISTRATION</b>						
	82000 FINANCIAL ADMINISTRATION	201	0	0	0	0	0
		<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7202</b>	<b>STANDARDS AND MONITORING DIVISION</b>						
	82020 MARINE RESOURCES	331	0	0	0	0	0
	82035 ENVIRONMENTAL ENGINEERING	657	0	0	0	0	0
		<b>988</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7203</b>	<b>ENFORCEMENT</b>						
	82070 MARINE ENFORCEMENT	407	0	0	0	0	0
	82080 ANIMAL CONTROL	665	0	0	0	0	0
		<b>1,072</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7204</b>	<b>AGRICULTURE</b>						
	82040 PLANT PROTECTION	303	0	0	0	0	0
	82060 VETERINARY SERVICES	198	0	0	0	0	0
	82090 AGRONOMY	579	0	0	0	0	0
		<b>1,080</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>3,341</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Effective 01 April, 2016 Heads 69 Conservation Services and Head 72 Environmental Protection will merge to form a new Head 79 Environment and Natural Resources.

# HEAD 72 ENVIRONMENTAL PROTECTION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,714	0	0	0	0	0
	WAGES	410	0	0	0	0	0
	OTHER PERSONNEL COSTS	12	0	0	0	0	0
	TRAINING	5	0	0	0	0	0
	TRANSPORT	7	0	0	0	0	0
	TRAVEL	6	0	0	0	0	0
	COMMUNICATIONS	59	0	0	0	0	0
	PROFESSIONAL SERVICES	57	0	0	0	0	0
	RENTALS	14	0	0	0	0	0
	REPAIR AND MAINTENANCE	90	0	0	0	0	0
	INSURANCE	7	0	0	0	0	0
	ENERGY	126	0	0	0	0	0
	CLOTHING, UNIFORMS & LAUNDRY	2	0	0	0	0	0
	MATERIALS & SUPPLIES	405	0	0	0	0	0
	EQPMT. (MINOR CAPITAL)	28	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	399	0	0	0	0	0
	<b>TOTAL</b>	<b>3,341</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 72 ENVIRONMENTAL PROTECTION - continued

## REVENUE SUMMARY

REVENUE SOURCE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	8438 Plant Inspection Fee	16	0	0	0	0	0
	8457 Licence General	47	0	0	0	0	0
	8487 Well Licences	139	0	0	0	0	0
	8488 Chemical Permits	10	0	0	0	0	0
	8493 Dog Licences	478	0	0	0	0	0
	8495 BPO - Dog Licenses	71	0	0	0	0	0
	8499 Breeder Licence	22	0	0	0	0	0
	8503 Boarder Licence	1	0	0	0	0	0
	8509 Veterinary Licences	1	0	0	0	0	0
	8531 Fishermen	7	0	0	0	0	0
	8533 Sport Lobster Divers	107	0	0	0	0	0
	8534 Commerical Lobster Lic Traps	48	0	0	0	0	0
	8535 Local Vessels	77	0	0	0	0	0
	8539 Other Fisheries Licences	8	0	0	0	0	0
	8541 Lobster Traps	10	0	0	0	0	0
	8548 Agricultural Import Permit	4	0	0	0	0	0
	8549 Pesticides Import Certificates	8	0	0	0	0	0
	8551 Pesticides BCD Verification	7	0	0	0	0	0
	8649 Agriculture Produce	30	0	0	0	0	0
	8695 Sales of Ice	29	0	0	0	0	0
	8697 Banana Ripening Fees	2	0	0	0	0	0
	8701 Sales of Chemicals	21	0	0	0	0	0
	8703 Sales of Boxes	104	0	0	0	0	0
	<b>TOTAL</b>	<b>1,247</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# HEAD 72 ENVIRONMENTAL PROTECTION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2016/17 vs 2017/18 (7)	% (8)
	82000 FINANCIAL ADMINISTRATION	6	0	0	0	0	0
	82020 MARINE RESOURCES	3	0	0	0	0	0
	82035 ENVIRONMENTAL ENGINEERING	3	0	0	0	0	0
	82040 PLANT PROTECTION	3	0	0	0	0	0
	82060 VETERINARY SERVICES	2	0	0	0	0	0
	82070 MARINE ENFORCEMENT	5	0	0	0	0	0
	82080 ANIMAL CONTROL	4	0	0	0	0	0
	82090 AGRONOMY	3	0	0	0	0	0
	<b>TOTAL</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 91 HEALTH INSURANCE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2016/17	
BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>9101</b>	<b>HEALTH INSURANCE ADMINISTRATION</b>						
	101000 GENERAL ADMINISTRATION	1,042	3,995	6,990	3,995	0	0
		<b>1,042</b>	<b>3,995</b>	<b>6,990</b>	<b>3,995</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>1,042</b>	<b>3,995</b>	<b>6,990</b>	<b>3,995</b>	<b>0</b>	<b>0</b>

# HEAD 91 HEALTH INSURANCE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	475	1,502	1,496	1,497	(5)	(0)
	TRAINING	0	7	7	1	(6)	(86)
	COMMUNICATIONS	19	24	24	26	2	8
	ADVERTISING & PROMOTION	1	1	1	1	0	0
	PROFESSIONAL SERVICES	496	432	432	432	0	0
	RENTALS	12	0	16	16	16	0
	REPAIR AND MAINTENANCE	39	15	10	18	3	20
	MATERIALS & SUPPLIES	0	10	3,000	0	(10)	(100)
	RECEIPTS CREDITED TO PROG.	0	(1,991)	(1,991)	(1,991)	0	0
	GRANTS & CONTRIBUTIONS	0	3,995	3,995	3,995	0	0
	<b>TOTAL</b>	<b>1,042</b>	<b>3,995</b>	<b>6,990</b>	<b>3,995</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8457 Licence General	7	0	0	0	0	0
	<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	101000 GENERAL ADMINISTRATION	19	19	19	19	0	0
	<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>0</b>

## HEAD 91 HEALTH INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>HIP</b>				
Administrative Expense Ratio for the Health Insurance Plan (HIP) ( <i>Administrative Expenses by Premiums expressed as a percentage.</i> )	11.0%	18.0%	10.0%	10.0%
Administrative Expense per Policyholder	\$546	\$800	\$531	\$514
Medical Loss Ratio for HIP ( <i>Claims Expenses by Premiums and given as a percentage.</i> )	178.1%	198.0%	166.0%	169.9%
Total Claims for HIP	\$28,294,632	\$30,165,745	\$29,227,730	\$30,191,600
Headcount of HIP Policyholders	3,201	3,405	3,307	3,417
Claims per Policyholder ( <i>total claims divided by headcount</i> )	\$8,839	\$8,859	\$8,837	\$8,836
Volume of claims	65,903	61,522	70,383	75,168
Percentage claims increase vs. previous year for HIP	5.3%	8.0%	3.3%	3.3%
<b>FCF</b>				
Administrative Expense Ratio for the Future Care Fund (FCF) ( <i>Administrative Expenses by Premiums expressed as a percentage</i> )	8.2%	13.0%	7.6%	7.6%
Administrative Expense per Policyholder	\$462	\$725	\$447	\$431
Medical Loss Ratio for FCF ( <i>Claims Expenses by Premiums and given as a percentage</i> )	105.0%	126.0%	111.8%	121.6%
Total Claims for FCF	\$22,529,529	\$26,208,930	\$26,001,102	\$30,007,610
Headcount of FCF Policyholders	3,786	3,760	3,929	4,078
Claims per Policyholder ( <i>total claims divided by headcount</i> )	\$5,951	\$6,970	\$6,618	\$7,359
Volume of claims	185,343	157,416	218,970	258,698
Percentage claims increase vs. previous year for FCF	-0.17%	8.0%	15.4%	15.4%
<b>MRF</b>				
Administrative Expense Ratio for the Mutual Reinsurance Fund (MRF) ( <i>Administrative Expenses by Premiums expressed as a percentage</i> )	1.0%	1.2%	0.7%	0.7%
Medical Loss Ratio for MRF	na	1%	0.7%	1.5%
Total Claims for MRF	na	\$300,000	\$300,000	\$600,000
Percentage claims increase vs. previous year for MRF	na	100%	100.0%	100.0%

## HEAD 91 HEALTH INSURANCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BHB Subsidy</b>				
Medical Loss Ratio for Hospital Subsidy (Claims expenses by the amount budgeted for Subsidy expressed as a percentage.)	100.0%	100.0%	100%	91%
Total Claims for Hospital Subsidy	\$107,000,000	\$107,000,000	107,000,000	97,000,000
No. of Participants for Hospital Subsidy	34,200	32,000	34,190	34,200
Claims per Participant (total claims divided by participants)	\$3,129	\$3,344	\$3,130	\$2,836
Volume of claims	216,130	200,000	230,520	245,868
Percentage claims increase vs. previous year for Hospital Subsidy	-1.71%	1.6%	6.66%	6.66%
Number of cases under case management/ care coordination	73	100	100	100
Claims Turn-Around-Time (TAT) except overseas claims (in days)	98% in 14 Days	99% in 14 days	98% in 14 Days	98% in 14 Days
Claims accuracy as a percentage (all products)	99.00%	98.00%	99.00%	99.00%
New Enrolment administration TAT (in days)	99% in 2 Days	99% in 2 days	99% in 2 Days	99% in 2 Days
New Enrolment administration accuracy (%)	98.00%	98.00%	98.00%	98.00%
Eligibility changes & adjustments TAT (in days)	98% in 2 Days	99% in 2 days	98% in 2 Days	98% in 2 Days
Eligibility changes & adjustments accuracy (%)	98.00%	98.00%	98.00%	98.00%

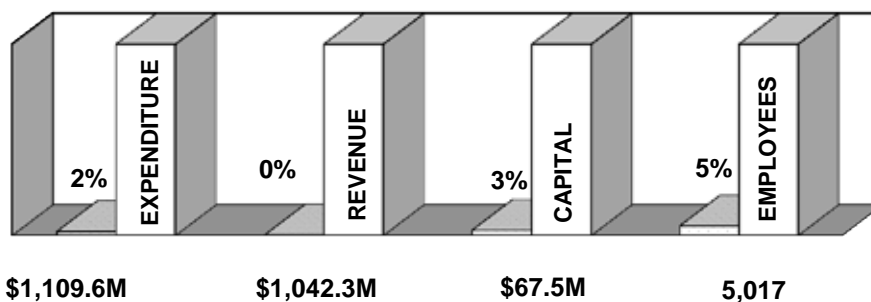
# MINISTRY OF THE ENVIRONMENT



The Hon. Sylvan Richards, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
50	MIN. OF THE ENVIRONMENT HQ	0	0	112	1,314	1,314	0
32	PLANNING	2,673	3,202	3,202	3,304	102	3
68	PARKS	9,036	9,845	8,016	10,002	157	2
79	ENVIRONMENT AND NATURAL RESOURCES	0	8,038	8,038	8,221	183	2
		<b>11,709</b>	<b>21,085</b>	<b>19,368</b>	<b>22,841</b>	<b>1,756</b>	<b>8</b>
<b>REVENUE (\$000)</b>							
32	PLANNING	1,196	1,125	1,207	1,205	80	7
68	PARKS	150	59	83	68	9	15
79	ENVIRONMENT AND NATURAL RESOURCES	0	1,755	1,755	1,755	0	0
		<b>1,346</b>	<b>2,939</b>	<b>3,045</b>	<b>3,028</b>	<b>89</b>	<b>3</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	457	545	422	755		
	DEVELOPMENT	1,272	1,685	765	1,250		
		<b>1,729</b>	<b>2,230</b>	<b>1,187</b>	<b>2,005</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>148</b>	<b>252</b>	<b>239</b>	<b>257</b>	<b>5</b>	<b>2</b>

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



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5001</b>	<b>GENERAL</b>						
	60000 GENERAL ADMINISTRATION	0	0	112	1,314	1,314	0
		<b>0</b>	<b>0</b>	<b>112</b>	<b>1,314</b>	<b>1,314</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>112</b>	<b>1,314</b>	<b>1,314</b>	<b>0</b>

# HEAD 50 MINISTRY OF THE ENVIRONMENT HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	0	0	112	184	184	0
	TRAINING	0	0	0	1	1	0
	TRAVEL	0	0	0	55	55	0
	COMMUNICATIONS	0	0	0	11	11	0
	ADVERTISING & PROMOTION	0	0	0	1	1	0
	PROFESSIONAL SERVICES	0	0	0	83	83	0
	REPAIR AND MAINTENANCE	0	0	0	3	3	0
	ENERGY	0	0	0	5	5	0
	MATERIALS & SUPPLIES	0	0	0	20	20	0
	OTHER EXPENSES	0	0	0	1	1	0
	GRANTS AND CONTRIBUTIONS	0	0	0	950	950	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>112</b>	<b>1,314</b>	<b>1,314</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	60000 GENERAL ADMINISTRATION	0	0	1	1	1	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>



**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

# HEAD 32 DEPARTMENT OF PLANNING - continued

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3203</b>	<b>ADMINISTRATION</b>						
	42000 GENERAL ADMINISTRATION	822	712	712	801	89	13
		<b>822</b>	<b>712</b>	<b>712</b>	<b>801</b>	<b>89</b>	<b>13</b>
<b>3204</b>	<b>FORWARD PLANNING</b>						
	42060 FORWARD PLANNING	340	546	546	533	(13)	(2)
		<b>340</b>	<b>546</b>	<b>546</b>	<b>533</b>	<b>(13)</b>	<b>(2)</b>
<b>3205</b>	<b>DEVELOPMENT MANAGEMENT</b>						
	42020 FRONT DESK OPERATION	198	256	256	260	4	2
	42050 ENFORCEMENT & SEARCHES	175	291	291	291	0	0
	42070 DEVELOPMENT APPLICATIONS	493	684	684	685	1	0
		<b>866</b>	<b>1,231</b>	<b>1,231</b>	<b>1,236</b>	<b>5</b>	<b>0</b>
<b>3206</b>	<b>BUILDING CONTROL</b>						
	42080 BUILDING PERMITS	141	147	147	149	2	1
	42090 INSPECTIONS	504	566	566	585	19	3
		<b>645</b>	<b>713</b>	<b>713</b>	<b>734</b>	<b>21</b>	<b>3</b>
	<b>TOTAL</b>	<b>2,673</b>	<b>3,202</b>	<b>3,202</b>	<b>3,304</b>	<b>102</b>	<b>3</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,405	3,060	3,060	3,075	15	0
	WAGES	48	0	0	0	0	0
	OTHER PERSONNEL COSTS	1	1	1	1	0	0
	TRAINING	0	0	0	3	3	0
	TRAVEL	10	11	11	11	0	0
	COMMUNICATIONS	1	2	2	2	0	0
	ADVERTISING & PROMOTION	11	18	18	18	0	0
	PROFESSIONAL SERVICES	131	28	28	30	2	7
	RENTALS	1	0	0	0	0	0
	REPAIR AND MAINTENANCE	25	46	46	118	72	157
	INSURANCE	1	0	0	0	0	0
	ENERGY	1	0	0	0	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	1	1	1	0	0
	MATERIALS & SUPPLIES	26	25	25	35	10	40
	EQPMT. (MINOR CAPITAL)	4	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	8	10	10	10	0	0
	<b>TOTAL</b>	<b>2,673</b>	<b>3,202</b>	<b>3,202</b>	<b>3,304</b>	<b>102</b>	<b>3</b>

## HEAD 32 DEPARTMENT OF PLANNING - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8123 Planning Application Fees	384	375	375	375	0	0
	8125 Subdivision Fees	44	40	40	30	(10)	(25)
	8127 Building Permit Fees	424	450	532	542	92	20
	8128 Condominium Registrations	1	1	1	1	0	0
	8133 Searches	141	105	105	105	0	0
	8149 Inspection Fees	0	2	2	1	(1)	(50)
	8517 Elevator Licences	201	150	150	150	0	0
	8615 General	1	1	1	0	(1)	0
	8617 Publications	0	1	1	1	0	0
	<b>TOTAL</b>	<b>1,196</b>	<b>1,125</b>	<b>1,207</b>	<b>1,205</b>	<b>80</b>	<b>7</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(3)	(4)	(5)	(6)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	42000 GENERAL ADMINISTRATION	7	6	7	6	0	0
	42020 FRONT DESK OPERATION	3	4	4	4	0	0
	42050 ENFORCEMENT & SEARCHES	2	3	3	3	0	0
	42060 FORWARD PLANNING	4	5	5	5	0	0
	42070 DEVELOPMENT APPLICATIONS	5	7	6	7	0	0
	42080 BUILDING PERMITS	1	2	2	2	0	0
	42090 INSPECTIONS	6	7	7	7	0	0
	<b>TOTAL</b>	<b>28</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>0</b>	<b>0</b>

## HEAD 32 DEPARTMENT OF PLANNING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: GENERAL ADMINISTRATION</b>				
Percentage of planning objections acknowledged and applicants/agent notified within one (1) day following receipt of objection	95%	100%	90%	95%
Percentage of correspondence acknowledged within three (3) working days following receipt	90%	90%	90%	90%
<b>BUSINESS UNIT: FRONT DESK OPERATION</b>				
Percentage of valid applications inputted into database within eight (8) working days	99%	100%	99%	100%
Percentage of clients contacted regarding the need for additional information within five (5) working days	100%	100%	N/A	N/A
<b>BUSINESS UNIT: ENFORCEMENT &amp; SEARCHES</b>				
Percentage of search requests entered into database within (10) days of receipt of request (Revised)	85%	95%	75%	95%
Percentage of planning searches completed within twenty-eight (28) days of receipt of request	90%	90%	70%	90%
Percentage of complaints acknowledged by Technical Officer within fourteen business (14) days of receipt	80%	95%	70%	90%
Percentage of complaints actioned by Technical Officer within 20 days of receipt	N/A	N/A	N/A	60%
<b>BUSINESS UNIT: FORWARD PLANNING</b>				
Percentage completion of Draft Local Plan for North East Hamilton	N/A	100%	80%	100%
Percentage completion of resolved objections by Objections Tribunal and final approval of North East Hamilton Local Plan	N/A	100%	0%	100%
Percentage implementation of the new EnerGov permitting and land management application	N/A	N/A	N/A	100%
Percentage completion of Draft Bermuda Plan 2017	N/A	N/A	N/A	80%
Percentage completion of community engagement with Parish Councils and initiation of community action plans	N/A	N/A	N/A	80%
Percentage of Listed Building and Historic Area related applications processed within (6) weeks	80%	80%	80%	80%

**HEAD 32 DEPARTMENT OF PLANNING - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: DEVELOPMENT APPLICATIONS</b>				
Percentage of applications determined within twelve (12) weeks	75%	75%	75%	80%
Percentage of Revisions processed within ten (10) working days				
Development Applications	80%	80%	85%	90%
Building Control	77%	80%	80%	90%
<b>BUSINESS UNIT: BUILDING PERMITS</b>				
Percentage of building permit applications screened within seven (7) working days	100%	100%	100%	100%
Percentage of building permit applications processed within six (6) weeks of registration				
Residential	53%	70%	65%	70%
Commercial	64%	70%	65%	70%
Percentage of Permitted Development permits (Minor Works) processed within six (6) working days following receipt (Revised)	76%	80%	60%	80%
<b>BUSINESS UNIT: INSPECTIONS</b>				
Percentage of requested inspections completed within twenty-four (24) hours of request	97%	95%	98%	98%
Average number of elevator inspections per week	7	7	7	7

# HEAD 68 PARKS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

# HEAD 68 PARKS

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>6801</b>	<b>PARK SERVICE</b>						
78000	PARK RANGER SERVICE	480	429	415	469	40	9
		<b>480</b>	<b>429</b>	<b>415</b>	<b>469</b>	<b>40</b>	<b>9</b>
<b>6802</b>	<b>LIFEGUARD SERVICE</b>						
78010	LIFEGUARD SERVICE	458	547	408	590	43	8
		<b>458</b>	<b>547</b>	<b>408</b>	<b>590</b>	<b>43</b>	<b>8</b>
<b>6803</b>	<b>PARK MAINTENANCE</b>						
78015	GOVERNMENT HSE & CAMDEN	287	295	224	304	9	3
78020	MAINTENANCE & DEVELOPMENT	935	956	773	959	3	0
78030	EASTERN PARKS	895	937	778	963	26	3
78035	TREE SERVICE	534	529	503	554	25	5
78040	WESTERN PARKS	1,160	1,268	1,010	1,389	121	10
78045	SCHOOL GROUNDS	473	542	586	538	(4)	(1)
78055	TULO VALLEY	423	526	367	436	(90)	(17)
78065	BOTANICAL GARDENS	1,666	1,727	1,636	1,662	(65)	(4)
78100	RAILWAY TRAIL	211	425	80	320	(105)	(25)
		<b>6,584</b>	<b>7,205</b>	<b>5,957</b>	<b>7,125</b>	<b>(80)</b>	<b>(1)</b>
<b>6804</b>	<b>ADMINISTRATION</b>						
78050	ADMINISTRATION & PLANNING	1,110	1,252	800	1,411	159	13
78110	ANNUAL EXHIBITION	0	0	75	0	0	0
		<b>1,110</b>	<b>1,252</b>	<b>875</b>	<b>1,411</b>	<b>159</b>	<b>13</b>
<b>6805</b>	<b>FORTS</b>						
78080	FORTS & HISTORICAL SITES	404	412	361	407	(5)	(1)
		<b>404</b>	<b>412</b>	<b>361</b>	<b>407</b>	<b>(5)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>9,036</b>	<b>9,845</b>	<b>8,016</b>	<b>10,002</b>	<b>157</b>	<b>2</b>

# HEAD 68 PARKS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,604	1,774	1,313	1,738	(36)	(2)
	WAGES	6,403	6,595	5,874	6,723	128	2
	TRAINING	27	25	18	25	0	0
	TRANSPORT	15	36	6	26	(10)	(28)
	TRAVEL	12	18	9	20	2	11
	COMMUNICATIONS	54	45	45	62	17	38
	ADVERTISING & PROMOTION	20	28	20	29	1	4
	PROFESSIONAL SERVICES	96	82	85	299	217	265
	RENTALS	70	70	37	70	0	0
	REPAIR AND MAINTENANCE	332	578	190	457	(121)	(21)
	ENERGY	78	143	98	120	(23)	(16)
	CLOTHING, UNIFORMS & LAUNDRY	22	35	10	27	(8)	(23)
	MATERIALS & SUPPLIES	299	414	308	401	(13)	(3)
	EQPMT. (MINOR CAPITAL)	2	1	0	1	0	0
	OTHER EXPENSES	2	1	3	4	3	300
	<b>TOTAL</b>	<b>9,036</b>	<b>9,845</b>	<b>8,016</b>	<b>10,002</b>	<b>157</b>	<b>2</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8191 Service Fees	0	1	0	0	(1)	(100)
	8251 Camping Fees	26	12	25	20	8	67
	8253 Admissions	35	34	38	35	1	3
	8615 General	66	0	0	0	0	0
	8651 Horticultural Produce	13	5	10	5	0	0
	8675 Other Retail Sales	0	0	5	1	1	0
	8801 Facilities	6	4	4	4	0	0
	8805 Concessions	4	3	1	3	0	0
	<b>TOTAL</b>	<b>150</b>	<b>59</b>	<b>83</b>	<b>68</b>	<b>9</b>	<b>15</b>



## HEAD 68 PARKS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
	78000 PARK RANGER SERVICE	5	8	8	7	(1)	(13)
	78010 LIFEGUARD SERVICE	2	12	14	12	0	0
	78015 GOVERNMENT HSE & CAMDEN	4	5	4	5	0	0
	78020 MAINTENANCE & DEVELOPMENT	13	15	12	15	0	0
	78030 EASTERN PARKS	14	15	13	15	0	0
	78035 TREE SERVICE	9	9	9	9	0	0
	78040 WESTERN PARKS	17	21	17	22	1	5
	78045 SCHOOL GROUNDS	9	9	8	9	0	0
	78050 ADMINISTRATION & PLANNING	7	9	6	11	2	22
	78055 TULO VALLEY	6	7	6	6	(1)	(14)
	78065 BOTANICAL GARDENS	28	28	26	27	(1)	(4)
	78080 FORTS & HISTORICAL SITES	5	5	5	5	0	0
	78110 ANNUAL EXHIBITION	1	0	1	0	0	0
	<b>TOTAL</b>	<b>120</b>	<b>143</b>	<b>129</b>	<b>143</b>	<b>0</b>	<b>0</b>

## HEAD 68 PARKS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: Park Ranger Service - 78000</b>				
1. Total number of camping and special permits issued.		600	600	300
2. Total number of incidents reported and managed.		120	95	120
3. Total number of interpretive tours conducted.		15	10	30
4. Total tonnage of trash collected.		15	15	N/A
<b>BUSINESS UNIT: Lifeguard Service - 78010</b>				
1. Total number of beaches patrolled.		6	5	6
2. Total number of rescues.	N/A	N/A	N/A	N/A
3. Total number of visitor assists.	N/A	N/A	N/A	N/A
4. Total number of Preventative Actions.	N/A	N/A	N/A	N/A
5. Total number of safety courses facilitated per year.	N/A	N/A	N/A	10
<b>BUSINESS UNIT: Government House &amp; Camden - 78015</b>				
1. Total number of bedding displays installed per year.		3	3	4
2. Total number of plants installed.		7,000	5,000	N/A
3. Total number of maintenance rotation per annum.		50	50	N/A
<b>BUSINESS UNIT: Maintenance &amp; Development - 78020</b>				
1. Total number of maintenance visits per toilet cabana.		150	140	N/A
2. Total number of completed projects.		40	55	N/A
3. Total number of native and endemic plants installed.		300	250	300
4. Total number of roundabout display rotations per annum.	N/A	N/A	N/A	50
<b>BUSINESS UNIT: Eastern Parks - 78030</b>				
1. Total number of maintenance site visits per year.		22	18	N/A
2. Total number of plants installed.		5,000	100	N/A
3. Total Number of Sports Field mowings per year		32	26	32
4. Total number of maintenance rotations per year.	N/A	N/A	N/A	26
<b>BUSINESS UNIT: Tree Service - 78035</b>				
1. Total number of trees felled.		200	50	200
2. Total number of trees pruned.		100	100	N/A
3. Total number of woodchip truck loads supplied to schools, playgrounds and Botanical Gardens.		200	75	N/A
4. Total number of sites culled of invasive plants per month.	N/A	N/A	N/A	2
<b>BUSINESS UNIT: Western Parks - 78040</b>				
1. Total number of maintenance site visits per year.		20	18	26
2. Total number of plants installed.		400	50	400
3. Total Number of Sports Field mowings per year.		36	30	36
<b>BUSINESS UNIT: School Grounds - 78045</b>				
1. Total number of maintenance visits to school grounds.		18	18	N/A
2. Total number of maintenance visits to Government residences.		24	24	26

## HEAD 68 PARKS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: Administration &amp; Planning - 78050</b>				
1. Total amount of payments to vendors processed within a week.		75	60	75
2. Total number of events in the Botanical Gardens.		60	50	N/A
3. Total number of tours and persons attending Botanical Gardens.		100/800	50/500	100/800
4. Total number of Park Projects completed per annum.		14	5	14
<b>BUSINESS UNIT: Tulo Valley - 78055</b>				
1. Total number of bedding plants produced.		30,000	20,000	N/A
2. Total number of 1 gallon plants; 3-5 gallon plants; 15 gallon plants.		5,000	3,000	N/A
3. Total number of plants supplied to general public under the Ministry of the Environment Plant Voucher scheme for new development.		10	20	25
4. Total number of plants sold per year.	N/A	N/A	N/A	120
5. Total number of decorative plant pots provided for events.	N/A	N/A	N/A	40
<b>BUSINESS UNIT: Botanical Gardens - 78065</b>				
1. Total number of seasonal bedding displays developed.		40	25	30
2. Total number of plants installed at Botanical Gardens and Arboretum - annuals & perennials.		45,500	20,000	N/A
3. Total number of interpretive tours conducted.		80	60	100
<b>BUSINESS UNIT: Forts &amp; Historical Sites - 78080</b>				
1. Total number of Adult admissions.		3,000	3,300	N/A
2. Total number of Children admissions.		1,000	900	N/A
3. Total number of school or senior tours.		40	50	N/A
4. Total number of interpretive tours conducted.		200	150	200
5. Total number of admissions.	N/A	N/A	N/A	4500
<b>BUSINESS UNIT: Railway Trail - 78100</b>				
1. Total number of acres maintained per annum.		70	60	N/A
2. Total monthly maintenance rotations.		24	2	24
3. Total number of capital works completed.		2	0	2

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>7901</b>	<b>GENERAL ADMINISTRATION</b>						
	89000 ADMINISTRATION	0	1,659	1,658	1,673	14	0
		<b>0</b>	<b>1,659</b>	<b>1,658</b>	<b>1,673</b>	<b>14</b>	<b>0</b>
<b>7902</b>	<b>MARINE MANAGEMENT</b>						
	89010 MARINE RESOURCES	0	357	357	360	3	0
	89020 MARINE CONSERVATION	0	227	227	225	(2)	0
	89030 MARINE HERITAGE & HEALTH	0	122	122	122	0	0
	89040 MARINE ENFORCEMENT	0	394	394	391	(3)	0
		<b>0</b>	<b>1,100</b>	<b>1,100</b>	<b>1,098</b>	<b>(2)</b>	<b>0</b>
<b>7903</b>	<b>TERRESTRIAL CONSERVATION</b>						
	89050 TERRESTRIAL CONSERVATION	0	521	521	521	0	0
		<b>0</b>	<b>521</b>	<b>521</b>	<b>521</b>	<b>0</b>	<b>0</b>
<b>7904</b>	<b>ANIMAL MANAGEMENT</b>						
	89060 VETERINARY SERVICES	0	215	215	311	96	0
	89070 ANIMAL CONTROL	0	284	284	286	2	0
		<b>0</b>	<b>499</b>	<b>499</b>	<b>597</b>	<b>98</b>	<b>0</b>
<b>7905</b>	<b>PLANT MANAGEMENT</b>						
	89080 PLANT PROTECTION	0	307	307	382	75	0
	89090 AGRONOMY	0	590	590	586	(4)	0
		<b>0</b>	<b>897</b>	<b>897</b>	<b>968</b>	<b>71</b>	<b>0</b>
<b>7906</b>	<b>POLLUTION CONTROL</b>						
	89100 POLLUTION CONTROL	0	731	731	738	731	0
		<b>0</b>	<b>731</b>	<b>731</b>	<b>738</b>	<b>7</b>	<b>0</b>
<b>7907</b>	<b>BDA AQUARIUM, MUSEUM &amp; ZOO</b>						
	89110 BAMZ ADMINISTRATION	0	220	222	221	1	0
	89120 AQUARIUM & ZOO	0	2,107	2,106	2,101	(6)	0
	89130 MUSEUM	0	304	304	304	0	0
		<b>0</b>	<b>2,631</b>	<b>2,632</b>	<b>2,626</b>	<b>(5)</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>8,038</b>	<b>8,038</b>	<b>8,221</b>	<b>183</b>	<b>0</b>

Note: Effective 01 April, 2016 Heads 69 Conservation Services and Head 72 Environmental Protection will merge to form a new Head 79 Environment and Natural Resources.

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	0	4,917	4,891	5,093	176	0
	WAGES	0	1,148	1,148	1,152	4	0
	TRAINING	0	9	8	9	0	0
	TRANSPORT	0	22	21	20	(2)	0
	TRAVEL	0	7	20	7	0	0
	COMMUNICATIONS	0	129	126	129	0	0
	ADVERTISING & PROMOTIONS	0	23	23	24	1	0
	PROFESSIONAL SERVICES	0	158	158	158	0	0
	RENTALS	0	14	14	14	0	0
	REPAIR AND MAINTENANCE	0	150	157	150	0	0
	INSURANCE	0	13	13	13	0	0
	ENERGY	0	449	445	446	(3)	0
	CLOTHING, UNIFORMS & LAUNDRY	0	16	18	17	1	0
	MATERIALS & SUPPLIES	0	576	588	575	(1)	0
	EQPMT. (MINOR CAPITAL)	0	2	2	2	0	0
	OTHER EXPENSES	0	6	7	9	3	0
	GRANTS AND CONTRIBUTIONS	0	399	399	403	4	0
	<b>TOTAL</b>	<b>0</b>	<b>8,038</b>	<b>8,038</b>	<b>8,221</b>	<b>183</b>	<b>0</b>

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## REVENUE SUMMARY

REVENUE SOURCE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
8243	Dog Reclamation/Collection	0	2	2	2	0	0
8249	Artificial Insemination	0	2	2	2	0	0
8253	Admissions	0	510	510	510	0	0
8438	Plant Inspection Fee	0	17	17	17	0	0
8457	Licence General	0	40	40	40	0	0
8487	Well Licences	0	120	120	120	0	0
8488	Chemical Permits	0	5	5	5	0	0
8493	Dog Licences	0	550	550	550	0	0
8499	Breeder Licence	0	7	7	7	0	0
8501	Broker Licence	0	1	1	1	0	0
8503	Boarder Licence	0	1	1	1	0	0
8507	Commercial Stable	0	1	1	1	0	0
8531	Fishermen	0	8	8	8	0	0
8533	Lobster Divers Licence	0	103	103	103	0	0
8534	Commerical Lobster Lic Traps	0	53	53	53	0	0
8535	Local Vessels	0	84	84	84	0	0
8539	Other Fisheries Licences	0	13	13	13	0	0
8541	Lost Lobster Traps	0	6	6	6	0	0
8548	Agricultural Import Permit	0	2	2	2	0	0
8549	Pesticides Import Certificate	0	17	17	17	0	0
8551	Pesticides BCD Verification	0	13	13	13	0	0
8651	Horticultural Produce	0	42	42	42	0	0
8658	Storage fee (revenue)	0	7	7	7	0	0
8695	Sales of Ice	0	30	30	30	0	0
8697	Banana Ripening fees	0	2	2	2	0	0
8701	Sales of Chemicals	0	35	35	35	0	0
8703	Sales of Boxes	0	84	84	84	0	0
<b>TOTAL</b>		<b>0</b>	<b>1,755</b>	<b>1,755</b>	<b>1,755</b>	<b>0</b>	<b>0</b>

# HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
89000	ADMINSTRATION	0	13	13	14	1	100
89010	MARINE RESOURCES	0	3	3	3	0	0
89020	MARINE CONSERVATION	0	2	2	2	0	0
89030	MARINE HERITAGE & HEALTH	0	1	1	1	0	0
89040	MARINE ENFORCEMENT	0	5	5	5	0	0
89050	TERRESTRIAL CONSERVATION	0	6	6	6	0	0
89060	VETERINARY SERVICES	0	2	2	3	1	0
89070	ANIMAL CONTROL	0	4	4	4	0	0
89080	PLANT PROTECTION	0	3	3	4	1	0
89090	AGRONOMY	0	3	3	3	0	0
89100	POLLUTION CONTROL	0	3	3	3	0	0
89110	BAMZ ADMINISTRATION	0	2	2	2	0	0
89120	AQUARIUM & ZOO	0	25	25	26	1	0
89130	MUSEUM	0	3	3	3	0	0
<b>TOTAL</b>		<b>0</b>	<b>75</b>	<b>75</b>	<b>79</b>	<b>4</b>	<b>0</b>



## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 89000 ADMINISTRATION</b>				
Number of visit hits to the Department's website (Conservation Services)	37,737	150,000	40,000	50,000
Number of GIS mapping/project requests.	123	120	120	120
Number of protected species licenses & permits issued.	20	20	30	25
Number of protected species licenses and permits issued (within 5 working days)	100%	100%	100%	100%
Number of feral animal requests received.	168	300	200	200
Number of feral animals removed.	7,000	7,000	6,600	7,000
Progress on Agriculture Strategy (AS)	100%	100%	100%	100%
Number of PATI requests received.	2	0	Unknown	Unknown
Percentage of PATI requests responded to within 28 days.	N/A	100%	100%	100%
% of total no. of licence holding clients whose accounts are current	75%	80%	80%	80%
<b>BUSINESS UNIT: 89010 MARINE RESOURCES</b>				
% annual fisheries strategy objectives completed to plan	75%	85%	85%	85%
Number of monitoring and technical reports	6	5	5	5
Number of informational communication pieces/events; schools/college, media and organizations	31	30	25	25
% success with timely submission of required reportings to (a) administration & Ministry, (b) partner agencies and (c) international resource management bodies	100%	100%	90%	100%
<b>BUSINESS UNIT: 89100 POLLUTION CONTROL</b>				
Dept of Planning Consultation Applications Reviewed and Requirements Provided	33	40	40	To review all pertinent Planning applications sent to DEP
Percentage of Responses to Dept of Planning <10 working days	100%	100%	100%	100%
Pollution Remediation Reports Reviewed that meet RBCA requirements	4	10	8	All
Number of Exceedances of Clean Air Regulations 1993	23	6	6	0
Number of Water Rights for Wells and Boreholes issued (5-year)	4,023	All Wells and Boreholes to have Water Rights	All Wells and Boreholes to have Water Rights	All Wells and Boreholes to have Water Rights
Number of Operating Licences issued (1-year)	556	All Controlled Plants to be Licenced	All Controlled Plants to be Licenced	All Controlled Plants to be Licenced
Fuel Storage Tanks - Registered	100%	All fuel storage tanks to be registered	All fuel storage tanks to be registered	All fuel storage tanks to be registered
Central Freshwater Lens Volume - Hamilton. (Percentage of Sustainable Target @ 6.5 million cubic metres)	Lenses not measured in 2015/2016	100%	100%	100%
Somerset Freshwater Lens Volume (Percentage of Sustainable Target @ 0.8 million cu. metres)	Lenses not measured in 2015/2016	100%	100%	100%
Port Royal Freshwater Lens Volume (Percentage of Sustainable Target @ 0.4 million cu. metres)	Lenses not measured in 2015/2016	100%	100%	100%

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 89100 POLLUTION CONTROL - cont'd</b>				
St George's Freshwater Lens Volume (Percentage of Sustainable Target @ 0.15 million cu. metres)	Lenses Not measured in 2015/2016	100%	100%	100%
Major Waste Water Treatment Plants Licenced	18	100%	100%	Discontinue
<b>BUSINESS UNIT: 89080 PLANT PROTECTION</b>				
Total number of items inspected	1,309,128	1,575,902	1,307,998	1,900,968
Total infested items intercepted (plant/fruit)	236,831	166,641	285,338	265,584
Infested items as a % of total items inspected	18%	10%	22%	19%
No. of individual documented services provided (documents issued, diagnostics, pesticide and customs entries and group presentations)	2,689	2,475	2,689	2,572
<b>BUSINESS UNIT: 89060 VETERINARY SERVICES</b>				
Number of farm visits	20	50	20	20
Disease/Response plans in place	1	2	2	2
Contacts/Meetings with Dept. of Health	7	7	5	5
Port inspections & crate sealings	66	20	30	30
CITES permits issued	20	10	10	10
Inspections of Customs interdictions	13	15	10	10
Import permit applications received	907	900	900	900
<b>BUSINESS UNIT: 89040 MARINE ENFORCEMENT</b>				
Number of vessels searched at sea	435	500	500	500
Number of call in fish tips that result in the discovery of fisheries offences	22	n/a	20	n/a
Number of case files submitted	4	10	8	10
Number of illegal fish traps/lobster/guinea chick traps recovered	18	n/a	15	15
<b>BUSINESS UNIT: 89070 ANIMAL CONTROL</b>				
Dogs licenced	4,080	4,100	4,100	4,100
Dogs licenced as a % of eligible	49%	55%	53%	53%
Total incidents and complaints to which wardens responded	706	730	720	720
Time taken for the initial response to complaints or incidents (mean)	0.7 days	1 day	0.75 days	0.75 days
<b>BUSINESS UNIT: 89090 AGRONOMY</b>				
Number of embargoes implemented and notices sent, respectively	127;104	135;85	110;100	120;110
Value of produce, goods and services provided by or handled by the Marketing Centre	186K	220K	195K	200K
Value of spoilage and condemned goods (target less than 2% of value noted above)	<5k	<5K	<5k	<5k
Total number of customers served at the Marketing Centre	1,411	1,700	1,200	1,250
Number of formal complaints regarding the embargo system (target set at less than 5)	<5	<5	<5	<5

## HEAD 79 ENVIRONMENT AND NATURAL RESOURCES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 89110 BAMZ ADMINISTRATION</b>				
Maintaining accreditation with the Aquarium & Zoo Association.	100%	100%	100%	100%
Total number of visitors to BAMZ.	69,016	85,000	75,000	85,000
Average cost of operating per visitor.	\$39	\$32	\$36	\$32
Students involved in BAMZ offerings.	7,189	6,800	7,000	7,000
<b>BUSINESS UNIT: 89120 AQUARIUM &amp; ZOO</b>				
Number of animals receiving preventative veterinary care.	254	250	250	250
Number of collected aquatic and terrestrial specimens.	1704	1,000	1,000	1,000
Number of animal and bird strandings dealt with.	154	150	150	150
Use of BAMZ bus (for student groups).	281	330	330	330
<b>BUSINESS UNIT: 89130 MUSEUM</b>				
Number of specimens, images, bibliographic data added to NHM databases.	523	700	850	600
Access by scientists, students and lay persons to the collections, database and library.	284	200	250	200
Number of lectures, seminars and field trips provided.	39	45	45	45
<b>BUSINESS UNIT: 89020 MARINE CONSERVATION</b>				
Number of marine conservation consultations.	28	20	40	20
Marine conservation consultation responses (within 20 working days).	85%	85%	85%	85%
Marine habitat assessments completed.	200	225	190	200
Number of public outreach activities (inclusive of scientific papers, articles and presentations).	3	3	3	3
<b>BUSINESS UNIT: 89030 MARINE HERITAGE &amp; HEALTH</b>				
Marine Heritage consultations & information requests received.	100	150	130	200
Marine Heritage consultations completions (within 20 working days).	90%	90%	90%	90%
Ocean Human Health research projects.	3	5	3	3
Percentage of moorings in place at the beginning of the season.	85%	100%	75%	100%
<b>BUSINESS UNIT: 89050 TERRESTRIAL CONSERVATION</b>				
Number of terrestrial conservation consultations.	98	145	194	100
Terrestrial conservation consultations (within 20 working days).	75%	90%	80%	75%
Number of invasive plant species removed.	12,869	20,000	15,000	18,000
Number of native and endemic plants planted.	680	1,250	750	1,000
Number of nature tours provided.	64	50	61	55

# MINISTRY OF TOURISM, TRANSPORT & MUNICIPALITIES

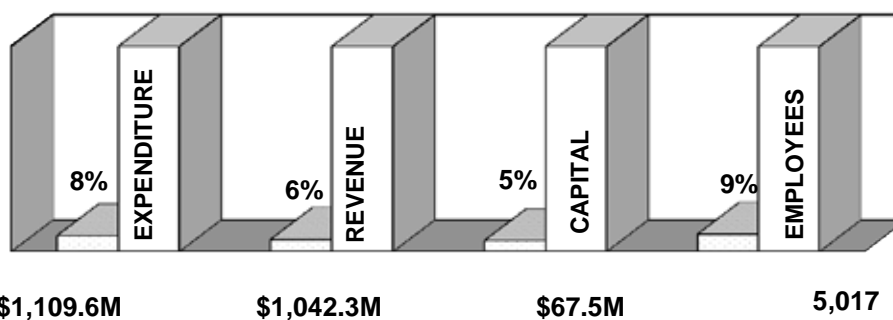


TO ENSURE THAT BERMUDA HAS A SAFE, ACCESSIBLE, COURTEOUS, ENVIRONMENTALLY RESPONSIBLE AND EFFICIENT TRANSPORTATION SYSTEM THAT MEETS ITS NATIONAL INTEREST. TO PROVIDE FINANCIAL OVERSIGHT AND SUPPORT TO THE BERMUDA TOURISM AUTHORITY.

The Hon. Michael Fahy, JP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18		
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		(\$000) (7)	% (8)	
<b>CURRENT EXPENDITURE (\$000)</b>								
48	MIN. OF TOURISM, TRANSPORT & MUNIC. HQ	25,652	24,798	27,362	39,467	14,669	59	
30	MARINE & PORTS	19,734	19,900	20,906	20,097	197	1	
31	AIRPORT OPERATIONS	21,032	19,959	20,267	0	(19,959)	(100)	
34	TRANSPORT CONTROL DEPARTMENT	5,467	5,350	5,350	5,350	0	0	
35	PUBLIC TRANSPORTATION	19,893	19,200	20,908	21,615	2,415	13	
57	CIVIL AVIATION	7,292	0	4,233	0	0	0	
73	MARITIME ADMINISTRATION	2,938	0	2,432	0	0	0	
		<b>102,008</b>	<b>89,207</b>	<b>101,458</b>	<b>86,529</b>	<b>(2,678)</b>	<b>(3)</b>	
<b>REVENUE (\$000)</b>								
48	MIN. OF TOURISM, TRANSPORT & MUNIC. HQ	405	0	18,371	18,653	18,653	0	
30	MARINE & PORTS	5,529	5,551	5,513	6,303	752	14	
31	AIRPORT OPERATIONS	12,637	18,015	17,872	0	(18,015)	(100)	
34	TRANSPORT CONTROL DEPARTMENT	29,152	28,051	28,770	29,033	982	4	
35	PUBLIC TRANSPORTATION	8,807	8,763	7,513	8,763	0	0	
57	CIVIL AVIATION	25,893	17,000	0	0	(17,000)	(100)	
73	MARITIME ADMINISTRATION	4,849	500	3,357	0	(500)	(100)	
		<b>87,272</b>	<b>77,880</b>	<b>81,396</b>	<b>62,752</b>	<b>(15,128)</b>	<b>(19)</b>	
<b>CAPITAL EXPENDITURE (\$000)</b>								
	ACQUISITIONS	2,274	3,725	2,667	3,637			
	DEVELOPMENT	3,053	7,291	11,191	0			
		<b>5,327</b>	<b>11,016</b>	<b>13,858</b>	<b>3,637</b>			
<b>EMPLOYEE NUMBERS</b>								
		<b>487</b>	<b>466</b>	<b>480</b>	<b>430</b>	<b>(36)</b>	<b>(8)</b>	

FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

**HEAD 48 MINISTRY OF TOURISM, TRANSPORT & MUNICIPALITIES HQ**

**CURRENT ACCOUNT ESTIMATES**

**MISSION STATEMENT**

*To develop an effective Government Transportation policy and to effectively supervise transportation systems in Bermuda, including marine, air, and road systems. To oversee a safe, courteous, accessible and efficient public transportation system. To provide oversight and financial support to the Bermuda Tourism Authority.*

**DEPARTMENT OBJECTIVES**

- Priority objectives include:
- To develop and direct Government transportation policies and programs.
  - To undertake a leadership role in ensuring that all facets of the transportation system work together effectively and in concert with Bermuda's Tourism product.
  - To ensure the cooperation of other Government Ministries impacted by Tourism and Transport initiatives.
  - To provide research assistance to internal departments so Bermuda's public transport system can remain modern, efficient and world-class.

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>4801</b>	<b>ADMINISTRATION</b>						
	58000 ADMINISTRATION	25,282	24,412	26,997	39,088	14,676	60
	58010 TRANSPORTATION PLANNING TEAM	135	149	133	144	(5)	(3)
		<b>25,417</b>	<b>24,561</b>	<b>27,130</b>	<b>39,232</b>	<b>14,671</b>	<b>60</b>
<b>4802</b>	<b>REGULATORY &amp; POLI/HOTEL ADMIN</b>						
	58020 REGULATORY & POLI/HOTEL ADMIN	235	237	232	235	(2)	(1)
		<b>235</b>	<b>237</b>	<b>232</b>	<b>235</b>	<b>(2)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>25,652</b>	<b>24,798</b>	<b>27,362</b>	<b>39,467</b>	<b>14,669</b>	<b>59</b>

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

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
(1)	OBJECT CODE DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		ESTIMATE (\$000) (6)	(\$000) (7)
	SALARIES	720	775	772	774	(1)	(0)
	WAGES	0	30	30	30	0	0
	TRAINING	1	6	6	7	1	17
	TRAVEL	68	108	110	124	16	15
	COMMUNICATIONS	15	22	27	28	6	27
	ADVERTISING & PROMOTION	1	2	2	1	(1)	(50)
	PROFESSIONAL SERVICES	182	154	26	144	(10)	(6)
	RENTALS	10	12	13	15	3	25
	REPAIR AND MAINTENANCE	1	11	12	13	2	18
	ENERGY	2	2	2	2	0	0
	MATERIALS & SUPPLIES	14	19	10	19	0	0
	EQUIPMT. (MINOR CAPITAL)	5	5	5	5	0	0
	OTHER EXPENSES	45	2	2	5	3	150
	GRANTS AND CONTRIBUTIONS	24,588	23,650	26,345	38,300	14,650	62
	<b>TOTAL</b>	<b>25,652</b>	<b>24,798</b>	<b>27,362</b>	<b>39,467</b>	<b>14,669</b>	<b>59</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
(1)	(2)	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)		ESTIMATE (\$000) (6)	(\$000) (7)
	8108 Civil Aviation Receipts	0	0	17,750	18,000	18,000	0
	8513 Hotel Licences	0	0	35	38	38	0
	8521 Cruise Ship Casino Licences	373	0	586	615	615	0
	8889 Sundry Receipts	32	0	0	0	0	0
	<b>TOTAL</b>	<b>405</b>	<b>0</b>	<b>18,371</b>	<b>18,653</b>	<b>18,653</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
(1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		ESTIMATE (6)	(7)
	58000 ADMINISTRATION	4	4	4	4	0	0
	58010 TRANSPORTATION PLANN. TEAM	1	1	1	1	0	0
	58020 REGULATORY & POLI/HOTEL ADMIN	3	3	3	3	0	0
	<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>

# HEAD 30 MARINE & PORTS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>3006</b>	<b>WEST END (DOCKYARD)</b>						
	40040 NAVIGATIONAL AIDS	367	671	757	680	9	1
	40140 TUG SERVICE	1,667	1,348	1,348	1,384	36	3
	40210 TENDER SERVICE	401	380	380	385	5	1
	40260 DOCKYARD MAINTENANCE	2,865	2,847	3,712	2,902	55	2
		<b>5,300</b>	<b>5,246</b>	<b>6,197</b>	<b>5,351</b>	<b>105</b>	<b>2</b>
<b>3007</b>	<b>CENTRAL (HAMILTON OFFICE)</b>						
	40090 FERRY SERVICE	8,296	8,434	8,489	8,434	0	0
	40150 MOORING & BOAT REG.	271	265	265	260	(5)	(2)
	40220 ADMINISTRATION	1,954	2,138	2,138	2,148	10	0
		<b>10,521</b>	<b>10,837</b>	<b>10,892</b>	<b>10,842</b>	<b>5</b>	<b>0</b>
<b>3008</b>	<b>EAST END (FORT GEORGE)</b>						
	40100 MARITIME SAFETY & SECURITY	1,993	2,005	2,005	2,095	90	4
	40180 PILOTAGE SER. OFFSHORE	1,920	1,812	1,812	1,809	(3)	(0)
		<b>3,913</b>	<b>3,817</b>	<b>3,817</b>	<b>3,904</b>	<b>87</b>	<b>2</b>
	<b>TOTAL</b>	<b>19,734</b>	<b>19,900</b>	<b>20,906</b>	<b>20,097</b>	<b>197</b>	<b>1</b>

## HEAD 30 MARINE & PORTS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,191	3,110	3,109	3,298	188	6
	WAGES	7,937	7,988	8,082	8,307	319	4
	OTHER PERSONNEL COSTS	109	27	27	27	0	0
	TRAINING	87	60	60	100	40	67
	TRANSPORT	69	35	35	35	0	0
	TRAVEL	45	53	53	63	10	19
	COMMUNICATIONS	91	130	130	122	(8)	(6)
	PROFESSIONAL SERVICES	207	246	246	246	0	0
	RENTALS	2,175	1,473	2,323	1,659	186	13
	REPAIR AND MAINTENANCE	1,834	1,925	1,705	2,038	113	6
	INSURANCE	745	772	772	772	0	0
	ENERGY	1,920	3,063	2,488	2,423	(640)	(21)
	CLOTHING, UNIFORMS & LAUNDRY	78	85	85	85	0	0
	MATERIALS & SUPPLIES	1,208	914	1,772	903	(11)	(1)
	OTHER EXPENSES	20	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	18	19	19	19	0	0
	<b>TOTAL</b>	<b>19,734</b>	<b>19,900</b>	<b>20,906</b>	<b>20,097</b>	<b>197</b>	<b>1</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8169 Boats-Private	525	520	520	520	0	0
	8171 Boats-Charter	87	87	87	87	0	0
	8173 Boats-Moorings	822	820	820	820	0	0
	8174 Boats-Haulage	12	19	10	10	(9)	(47)
	8177 Local Cruises	51	45	45	45	0	0
	8181 Light House Fees	16	0	0	0	0	0
	8183 Port Dues	589	519	584	584	65	13
	8185 Pilotage Fees	925	853	853	853	0	0
	8186 Pilot Detention Fees	100	36	36	36	0	0
	8187 Ferry Receipts	1,215	1,538	1,261	2,002	464	30
	8188 Seaport Security Passes	0	2	2	2	0	0
	8457 Licence General	20	22	20	20	(2)	(9)
	8763 Tug	1,164	1,090	1,275	1,324	234	21
	8877 Reimbursements	3	0	0	0	0	0
	<b>TOTAL</b>	<b>5,529</b>	<b>5,551</b>	<b>5,513</b>	<b>6,303</b>	<b>752</b>	<b>14</b>



## HEAD 30 MARINE & PORTS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	2016/17 vs 2017/18 (7)	% (8)
	40040 NAVIGATIONAL AIDS	9	9	9	9	0	0
	40090 FERRY SERVICE	65	65	68	68	3	5
	40100 MARITIME SAFETY & SECURITY	10	10	9	9	(1)	(10)
	40140 TUG SERVICE	15	15	15	15	0	0
	40150 MOORING & BOAT REG.	3	3	3	3	0	0
	40180 PILOTAGE SERV. OFFSHORE	18	18	18	18	0	0
	40210 TENDER SERVICE	4	4	4	4	0	0
	40220 ADMINISTRATION	8	8	8	8	0	0
	40260 DOCKYARD MAINTENANCE	21	21	20	21	0	0
	<b>TOTAL</b>	<b>153</b>	<b>153</b>	<b>154</b>	<b>155</b>	<b>2</b>	<b>1</b>

## HEAD 30 MARINE & PORTS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: Navigational Aids - 40040</b>				
<b>International Standards set by IALA.</b>				
Major Lighthouses need to be working 99.8% of the time	99.73%	100% Expected to Achieve	99.82% expected to achieve	100% Expected to Achieve
Other lights, Buoys and Beacons need to be working 99% of the time	99.61% Achieved	100% Expected to Achieve	99.74% Expected to Achieve	100% Expected to Achieve
Availability of Buoys - on Station, need to be 97% of the time	99.83% Achieved	100% Expected to Achieve	99.83% Expected to Achieve	100% Expected to Achieve
Overall performance level required to be 98.6%	99.71% Achieved	100% Expected to Achieve	99.80% Expected to Achieve	100% Expected to Achieve
<b>BUSINESS UNIT: Ferry Service - 40090</b>				
Ferries to operate to the published ferry schedule number of trips 95%	85%	87%	90%	90%
Interrupted services due to mechanical issues (data indicator)	10%	12%	10%	10%
Interrupted services due to inclement weather (data indicator)	3%	3%	3%	3%
Interrupted services due to staff shortage or BIU meetings (data indicator)	2%	2%	2%	2%
<b>BUSINESS UNIT: Maritime Safety &amp; Security - 40100</b>				
Engage non-Government (private sector) vessel use for non-life threatening marine incidents 25% of the time	100%	100%	100%	100%
Reduce the number of emergency satellite beacon false alerts from Bermuda registered vessels and aircraft worldwide by 10%	10%	10%	50%	70%
Decrease the period of time to issue a registration for 406 MHz Beacons from 20 to 14 days	14days	14days	100%	100%
<b>BUSINESS UNIT: Tug Service - 40140</b>				
97% availability for service as required by the shipping industry		95% Not Expected to Achieve	98%	98% Expected to Achieve
<b>BUSINESS UNIT: Moorings &amp; Boat Regulations - 40150</b>				
Remove 50% of illegal, unregistered moorings by year end	70%	80%	70%	40%
Resolve 90% of mooring disputes within 30 days	70%	discontinue	80%	discontinue
80% of all moorings re-licensed within the May 31st deadline. The remaining 20% re-licensed within 3 months of the May 31st deadline	70%	80%	80%	80%
Regularize all unlicensed in-water boats	added for 2016/17	30%	30%	10%

## HEAD 30 MARINE & PORTS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: Pilotage Ser. Offshore - 40180</b>				
International Standards set by:  International Maritime Pilot's Association.				
Availability of pilot boats for arriving and departing ships, aim 100%	98%	99%	98%	99%
Success, on scheduled berthing and unberthing of ships, aim 100%	97%	99%	97%	97%
Overall performance of Pilot Service	98%	99%	99%	99%
<b>BUSINESS UNIT: Tender Service - 40210</b>				
100% Availability for service as required by shipping industry	98%	100% expected to achieve	100%	100% Expected to Achieve
<b>BUSINESS UNIT: Administration - 40220</b>				
To ensure all accounts payables are paid to meet monthly deadlines		95%	95%	95%
100% of required staff CPR/First Aid trained (per Safety and Health regulations)	91%	100%	100%	100%
100% of required staff trained in fire safety (per Safety and Health regulations) (days taken)	80%	100%	95%	100%
<b>BUSINESS UNIT: Dockyard Maintenance - 40260</b>				
1. 100% compliance with Lloyd's Register Survey milestones for dry-docking and machinery surveys	98%	100% Expected to Achieve	98%	100% Expected to Achieve
2. Undertake the slipping and bottom cleaning of Department vessels at least once during the year	100%	Expected to Achieve 100%	100%	Expected to Achieve 100%

# HEAD 31 AIRPORT OPERATIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

Priority objectives include:

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3101</b>	<b>TERMINAL OPERATIONS</b>						
	41010 BAGGAGE HANDLING	262	263	263	0	(263)	(100)
	41040 SAFETY AND QUALITY MGMT.	509	522	522	0	(522)	(100)
	41050 AIR TERMINAL	3,628	3,157	2,117	0	(3,157)	(100)
		<b>4,399</b>	<b>3,942</b>	<b>2,902</b>	<b>0</b>	<b>(3,942)</b>	<b>(100)</b>
<b>3102</b>	<b>AIR OPERATIONS</b>						
	41060 AIR TRAFFIC CONTROL	1,014	1,014	547	0	(1,014)	(100)
	41070 METEOROLOGY	2,405	2,405	1,408	0	(2,405)	(100)
	41090 GROUND ELECTRONICS	1,105	1,103	687	0	(1,103)	(100)
	41160 AIRSIDE OPERATIONS	351	409	273	0	(409)	(100)
	41210 SECURITY	4,793	4,823	4,981	0	(4,823)	(100)
		<b>9,668</b>	<b>9,754</b>	<b>7,896</b>	<b>0</b>	<b>(9,754)</b>	<b>(100)</b>
<b>3103</b>	<b>MAINTENANCE</b>						
	41150 MAINTENANCE & ENGINEER	3,426	2,184	5,070	0	(2,184)	(100)
		<b>3,426</b>	<b>2,184</b>	<b>5,070</b>	<b>0</b>	<b>(2,184)</b>	<b>(100)</b>
<b>3104</b>	<b>FINANCE &amp; ADMINISTRATION</b>						
	41190 FINANCE & ADMINISTRATION	3,539	4,079	4,399	0	(4,079)	(100)
		<b>3,539</b>	<b>4,079</b>	<b>4,399</b>	<b>0</b>	<b>(4,079)</b>	<b>(100)</b>
	<b>TOTAL</b>	<b>21,032</b>	<b>19,959</b>	<b>20,267</b>	<b>0</b>	<b>(19,959)</b>	<b>(100)</b>

Note: Effective 01 April 2017 Head 31 - Airport Operations will be established as the Bermuda Airport Authority under Head 48 Ministry Headquarters.

## HEAD 31 AIRPORT OPERATIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,370	2,762	2,636	0	(2,762)	(100)
	WAGES	592	529	509	0	(529)	(100)
	OTHER PERSONNEL COSTS	59	35	672	0	(35)	(100)
	TRAINING	21	36	23	0	(36)	(100)
	TRANSPORT	1	8	8	0	(8)	(100)
	TRAVEL	51	55	50	0	(55)	(100)
	COMMUNICATIONS	134	149	138	0	(149)	(100)
	ADVERTISING & PROMOTIONS	1,663	1,044	0	0	(1,044)	(100)
	PROFESSIONAL SERVICES	11,277	9,777	11,050	0	(9,777)	(100)
	RENTALS	895	924	889	0	(924)	(100)
	REPAIR AND MAINTENANCE	1,181	1,355	1,284	0	(1,355)	(100)
	INSURANCE	265	409	309	0	(409)	(100)
	ENERGY	2,310	2,620	2,441	0	(2,620)	(100)
	CLOTHING, UNIFORMS & LAUNDRY	9	14	14	0	(14)	(100)
	MATERIALS & SUPPLIES	188	213	215	0	(213)	(100)
	EQUIPMT. (MINOR CAPITAL)	4	10	10	0	(10)	(100)
	OTHER EXPENSES	12	19	19	0	(19)	(100)
	<b>TOTAL</b>	<b>21,032</b>	<b>19,959</b>	<b>20,267</b>	<b>0</b>	<b>(19,959)</b>	<b>(100)</b>

## HEAD 31 AIRPORT OPERATIONS - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8105 Aviation Security Fees	1,851	3,088	2,779	0	(3,088)	(100)
	8106 Airport Improvement Fees	2,230	6,160	6,160	0	(6,160)	(100)
	8199 Commercial Passenger	1,426	1,458	1,458	0	(1,458)	(100)
	8201 Commercial Aircraft	317	330	330	0	(330)	(100)
	8203 Gen. Aviation Passenger	6	10	10	0	(10)	(100)
	8205 Gen. Aviation Aircraft	167	172	172	0	(172)	(100)
	8209 Landing Fees Commercial	2,445	2,560	2,560	0	(2,560)	(100)
	8211 Landing Fees Gen. Aviation	683	654	700	0	(654)	(100)
	8219 Vehicle Parking	308	258	310	0	(258)	(100)
	8221 Electricity Service Charge	359	360	360	0	(360)	(100)
	8229 Aircraft Parking	29	29	29	0	(29)	(100)
	8769 Air Terminal Building	10	95	7	0	(95)	(100)
	8777 Specialty Retail	32	60	60	0	(60)	(100)
	8779 Food & Beverage	301	250	340	0	(250)	(100)
	8781 Advertising	121	86	120	0	(86)	(100)
	8785 Executive Lounge	33	36	36	0	(36)	(100)
	8787 Duty Free Sales	461	505	505	0	(505)	(100)
	8789 Fuel	370	400	400	0	(400)	(100)
	8791 Other	140	79	200	0	(79)	(100)
	8809 Air Terminal	185	192	192	0	(192)	(100)
	8811 Freight/Transport Offices	176	198	198	0	(198)	(100)
	8813 Office Space	529	640	480	0	(640)	(100)
	8815 Fixed Base Operator	186	135	202	0	(135)	(100)
	8817 Hangar	143	140	144	0	(140)	(100)
	8889 Sundry Receipts	129	120	120	0	(120)	(100)
	<b>TOTAL</b>	<b>12,637</b>	<b>18,015</b>	<b>17,872</b>	<b>0</b>	<b>(18,015)</b>	<b>(100)</b>

## HEAD 31 AIRPORT OPERATIONS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
	41010 BAGGAGE HANDLING	5	5	5	0	(5)	(100)
	41040 SAFETY AND QUALITY MGMT.	5	6	6	0	(6)	(100)
	41050 AIR TERMINAL	7	8	7	0	(8)	(100)
	41150 MAINTENANCE & ENGINEER	8	11	6	0	(11)	(100)
	41160 AIRSIDE OPERATIONS	2	2	2	0	(2)	(100)
	41190 FINANCE & ADMINISTRATION	7	8	6	0	(8)	(100)
	41210 SECURITY	2	2	2	0	(2)	(100)
	<b>TOTAL</b>	<b>36</b>	<b>42</b>	<b>34</b>	<b>0</b>	<b>(42)</b>	<b>(100)</b>

## HEAD 31 AIRPORT OPERATIONS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17
<b>BUSINESS UNIT: 41010 - BAGGAGE HANDLING</b>			
1. Complaints (baggage) per 100,000 passengers < 1 per year	<4	<4	<4
2. Availability baggage carts/trolleys =3.79 (prev yr =3.75) as per Airport Council International Survey (Lowest rating 0 highest 5)	N/A	N/A	N/A
<b>BUSINESS UNIT: 41050 - AIR TERMINAL</b>			
1. Passenger overall satisfaction with the airport >=3.85 (prev yr >=3.75) as per Airport Council International Survey (Lowest rating 0 to highest 5)	N/A	N/A	N/A
2. Ambience of airport >=3.75 (prev yr >=3.65) as per Airport Council International Survey (Lowest rating 0 highest 5)	N/A	N/A	N/A
3. Concession revenue per enplaned passenger*	\$3.31	\$3.05	\$3.44
4. Concession revenue per square foot*	\$5.31	\$5.04	\$5.80
5. Complaints per 100,000 passengers is <1 per calendar year	<2	<2	<2
<b>BUSINESS UNIT: 41060 - AIR TRAFFIC CONTROL</b>			
1. Annual external and internal audits do not identify any air traffic control deficiencies that restrict aviation operations	Achieved	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits.	Achieved	Compliance	Compliance
3. The number of formally reported incidents involving air traffic control services does not exceed 2 per year	0	0	0
4. The actual cost of providing air traffic control services does not exceed the planned cost as identified in the contract for the provision of air traffic control services	Achieved	Compliance	Compliance
<b>BUSINESS UNIT: 41070 - METEOROLOGY</b>			
1. Annual external and internal audits do not identify no more than 3 deficiencies in meteorology operations that restrict aviation operations	Achieved	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits	Achieved	Compliance	Compliance
3. The actual cost of providing meteorological services does not exceed the planned costs as identified in the contract for the provision of weather services	Achieved	Compliance	Compliance

\* excludes Fuel Concession only



## HEAD 31 AIRPORT OPERATIONS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17
<b>BUSINESS UNIT: 41090 - GROUND ELECTRONICS</b>			
1. Annual external and internal audits identify no more than 5 deficiencies in navigation, communications and electronic systems that restrict aviation operations.	Achieved	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits.	Achieved	Compliance	Compliance
3. The actual cost of providing ground electronics services does not exceed the planned cost as identified in the contract for the provision of ground electronics services.	Achieved	Compliance	Compliance
<b>BUSINESS UNIT: 41150 - MAINTENANCE &amp; ENGINEERING</b>			
1. Number of outstanding maintenance related audit items, identified in regular audits conducted by International Agencies and Carrier Inspectors is <=2	Achieved	Achieved (1)	Achieve (2)
2. The annual budget cost of terminal maintenance per square foot.	\$6.82	\$6.82	\$6.82
<b>BUSINESS UNIT: 41160 - AIRSIDE OPERATIONS</b>			
1. Annual external and internal audits do not identify any deficiencies that restrict aviation operations.	Achieved	Compliance	Compliance
2. No outstanding corrective action items or audit observations from previous audits or airside operations.	Achieved	Compliance	Compliance
3. The number of airfield vehicle incidents is <=4 per year	1	0	1
4. The participation rate of agency personnel (non-DAO) in the airfield litter program averages 3 per agency.	40	20	20
<b>BUSINESS UNIT: 41190 - FINANCE &amp; ADMINISTRATION</b>			
1. Operating cost per passenger/movement	\$25.61	\$26.35	\$24.79
2. Aeronautical revenue per passenger/movement	\$36.22	\$44.89	\$44.49
3. Non-aeronautical revenue per passenger/movement	\$4.12	\$4.21	\$4.22

## HEAD 31 AIRPORT OPERATIONS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17
<b>BUSINESS UNIT: 41210 - SECURITY</b>			
1. Maintain or reduce the number of security incidents year over year (By audit or inspection)	Achieved (0 vs 2)	Compliance (0 vs 0)	Compliance (2 vs 0)
2. Maintain the level of compliance with international standards based on results from mock exercises, table tops and workshops.	Achieved (3 )	Compliance	Compliance (3 )
3. Annual external and internal audits identify no more than 3 deficiencies of the airport security police against requirements of the contract.	Achieved (2 )	Compliance	Compliance
4. Satisfy recommendations and observations highlighted in any audit or inspection by regulatory agencies within the required time given.	Achieved	Compliance	Compliance
<b>BUSINESS UNIT: 41040 - SAFETY AND QUALITY MANAGEMENT</b>			
1. Annual external and internal audits identify no more than five (5) minor findings and zero (0) in Safety and Quality with local and international aviation regulations surrounding aprons, runway, taxiways and infrastructure	Achieved	Compliance	Compliance
2. Resolution of all safety and quality related issues from tenant and contracted service providers	50%	80%	80%

# HEAD 34 TRANSPORT CONTROL DEPARTMENT

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2016/17	
BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>3401</b>	<b>GENERAL</b>						
	44000 EXAMINATION	610	550	550	550	0	0
	44040 REGISTRATION	1,041	760	856	792	32	4
	44090 ROAD SAFETY	147	148	148	148	0	0
	44110 TRAFFIC CONTROL	518	593	593	752	159	27
	44210 ADMINISTRATION	3,151	3,299	3,203	3,108	(191)	(6)
	<b>TOTAL</b>	<b>5,467</b>	<b>5,350</b>	<b>5,350</b>	<b>5,350</b>	<b>0</b>	<b>0</b>

# HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,441	2,289	2,381	2,381	92	4
	TRAINING	61	61	61	61	0	0
	TRANSPORT	14	0	0	0	0	0
	TRAVEL	2	8	8	8	0	0
	COMMUNICATIONS	64	83	83	83	0	0
	ADVERTISING & PROMOTION	4	3	3	3	0	0
	PROFESSIONAL SERVICES	2,175	2,315	2,226	2,223	(92)	(4)
	RENTALS	21	7	7	7	0	0
	REPAIR AND MAINTENANCE	109	194	194	194	0	0
	INSURANCE	2	5	5	5	0	0
	ENERGY	113	150	150	150	0	0
	CLOTHING, UNIFORMS & LAUNDRY	3	10	7	10	0	0
	MATERIALS & SUPPLIES	178	148	148	148	0	0
	OTHER EXPENSES	276	66	66	66	0	0
	GRANTS AND CONTRIBUTIONS	4	11	11	11	0	0
	<b>TOTAL</b>	<b>5,467</b>	<b>5,350</b>	<b>5,350</b>	<b>5,350</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	0	4	4	4	0	0
	8385 Vehicles-Four Wheel	338	288	288	339	51	18
	8389 Exam Fees-2 wheel	600	618	618	600	(18)	(3)
	8391 Exam Fees-4 wheel	994	1,020	1,020	994	(26)	(3)
	8395 Certificate of Competency	183	157	157	183	26	17
	8465 Auxiliary Cycle	281	284	284	280	(4)	(1)
	8467 Motor Cycle	1,634	1,529	1,529	1,634	105	7
	8471 Private Car	17,832	18,128	18,846	17,831	(297)	(2)
	8473 Commercial Vehicle	4,741	4,120	4,120	4,741	621	15
	8475 Trailer	108	124	124	108	(16)	(13)
	8477 Miscellaneous Vehicles	6	5	5	5	0	0
	8479 Licence Plate & Stickers	179	136	136	179	43	32
	8480 Truck Permit Fees	598	335	335	598	263	79
	8481 Driving Permits	613	531	531	613	82	15
	8483 Photo.Drivers Licence	924	772	773	924	152	20
	8889 Sundry Receipts	121	0	0	0	0	0
	<b>TOTAL</b>	<b>29,152</b>	<b>28,051</b>	<b>28,770</b>	<b>29,033</b>	<b>982</b>	<b>4</b>

**HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued**

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

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE	
						2016/17 vs 2017/18 (7)	% (8)
	44000 EXAMINATION	7	7	7	7	0	0
	44040 REGISTRATION	12	13	13	13	0	0
	44090 ROAD SAFETY	1	1	1	1	0	0
	44110 TRAFFIC CONTROL	7	9	7	7	(2)	(22)
	44210 ADMINISTRATION	6	6	6	5	(1)	(17)
	<b>TOTAL</b>	<b>33</b>	<b>36</b>	<b>34</b>	<b>33</b>	<b>(3)</b>	<b>(8)</b>

## HEAD 34 TRANSPORT CONTROL DEPARTMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 44090 ROAD SAFETY</b>				
To maintain the pass rate for project ride students at 90%	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44110 TRAFFIC CONTROL</b>				
To keep response time to abandoned vehicle reports to under 10 business days	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44000 EXAMINATION</b>				
To provide a driving test appointment within 10 business days of requested date. Target 90% of requests	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
To conduct a minimum of 10 random vehicle inspection audits per week and ensure corrective measures taken	Not Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44040 REGISTRATION</b>				
To serve 75% of all customers within 30 mins	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
<b>BUSINESS UNIT: 44210 ADMINISTRATION</b>				
To answer 60% of all incoming calls to the Call Centre within 5 minutes	Not Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
To process invoices for accounts receivables within 5 business days	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve
To process accounts payables within 5 business day of receiving invoice	Achieved	Expected to Achieve	Expected to Achieve	Expected to Achieve

# HEAD 35 PUBLIC TRANSPORTATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide safe, reliable, comfortable and cost effective public transportation for residents and visitors.*

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3501</b>	<b>TRANSPORTATION</b>						
	45000 AUXILIARY BUS SERVICES	146	138	138	151	13	9
	45010 BUS OPERATIONS	11,571	9,754	10,316	10,896	1,142	12
		<b>11,717</b>	<b>9,892</b>	<b>10,454</b>	<b>11,047</b>	<b>1,155</b>	<b>12</b>
<b>3502</b>	<b>MAINTENANCE</b>						
	45090 REPAIR SERVICING	4,502	4,603	5,349	5,494	891	19
	45115 INVENTORY MANAGEMENT	1,993	1,957	2,457	1,996	39	2
		<b>6,495</b>	<b>6,560</b>	<b>7,806</b>	<b>7,490</b>	<b>930</b>	<b>14</b>
<b>3503</b>	<b>ADMINISTRATION</b>						
	45120 ADMINISTRATION	942	1,945	1,845	2,287	342	18
	45200 MANAGEMENT SUPPORT	739	803	803	791	(12)	(1)
		<b>1,681</b>	<b>2,748</b>	<b>2,648</b>	<b>3,078</b>	<b>330</b>	<b>12</b>
	<b>TOTAL</b>	<b>19,893</b>	<b>19,200</b>	<b>20,908</b>	<b>21,615</b>	<b>2,415</b>	<b>13</b>

# HEAD 35 PUBLIC TRANSPORTATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,374	2,420	2,345	2,904	484	20
	WAGES	12,561	11,356	12,639	12,875	1,519	13
	TRAINING	38	156	56	25	(131)	(84)
	TRANSPORT	70	5	5	65	60	1,200
	TRAVEL	2	15	15	15	0	0
	COMMUNICATIONS	70	72	72	72	0	0
	ADVERTISING & PROMOTION	11	12	12	5	(7)	(58)
	PROFESSIONAL SERVICES	268	300	300	595	295	98
	RENTALS	194	196	196	202	6	3
	REPAIR AND MAINTENANCE	443	398	498	508	110	28
	INSURANCE	201	220	220	200	(20)	(9)
	ENERGY	1,729	2,115	2,115	2,110	(5)	(0)
	CLOTHING, UNIFORMS & LAUNDRY	38	40	70	40	0	0
	MATERIALS & SUPPLIES	1,826	1,858	2,328	1,933	75	4
	EQUIPMT. (MINOR CAPITAL)	16	5	5	5	0	0
	OTHER EXPENSES	52	32	32	61	29	91
	<b>TOTAL</b>	<b>19,893</b>	<b>19,200</b>	<b>20,908</b>	<b>21,615</b>	<b>2,415</b>	<b>13</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8679 Passes	4,272	4,679	3,429	4,679	0	0
	8681 Tickets	992	900	900	900	0	0
	8683 Tokens	533	365	365	365	0	0
	8685 Cash	1,553	1,500	1,500	1,500	0	0
	8687 Charter	398	1,000	1,000	1,000	0	0
	8689 Sightseeing	407	0	0	0	0	0
	8691 Passes - Post Offices	268	158	158	158	0	0
	8693 Tickets - Post Offices	314	148	148	148	0	0
	8699 Advertising	70	13	13	13	0	0
	<b>TOTAL</b>	<b>8,807</b>	<b>8,763</b>	<b>7,513</b>	<b>8,763</b>	<b>0</b>	<b>0</b>



## HEAD 35 PUBLIC TRANSPORTATION - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
						(7)	% (8)
	45000 AUXILIARY BUS SERVICES	2	2	2	2	0	0
	45010 BUS OPERATIONS	153	163	163	166	3	2
	45090 REPAIR SERVICING	41	43	43	47	4	9
	45115 INVENTORY MANAGEMENT	3	3	3	2	(1)	(33)
	45120 ADMINISTRATION	3	3	3	4	1	33
	45200 MANAGEMENT SUPPORT	11	13	13	13	0	0
	<b>TOTAL</b>	<b>213</b>	<b>227</b>	<b>227</b>	<b>234</b>	<b>7</b>	<b>3</b>

## HEAD 35 PUBLIC TRANSPORTATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 45010 Bus Operations</b>				
Achieve a target of less than 5 accidents per month.	9	N/A	N/A	N/A
Minimize accidents per month to less than:	N/A	8	8	8
Achieve a target of less than 3 complaints per month.	3	N/A	N/A	N/A
Achieve a target of less than 3 staff complaints per month.	N/A	3	3	3
Reduce the number cancelled trips per week to 10.	29	N/A	N/A	N/A
Reduce the number cancelled trips due to operator deployment per week to 10.	N/A	10	10	10
Maintain charter/sightseeing bookings at approximately 1,400 charters per annum.	853	N/A	N/A	N/A
<b>BUSINESS UNIT: 45090 - Repair Servicing</b>				
Maintain the number of buses in service daily at 85% of the total fleet.	65%	N/A	N/A	N/A
Maintain the number of buses in service daily at 80% of the total fleet.	N/A	80%	80%	80%
Reduce the number of road calls to less than 1 per week.	12	N/A	N/A	N/A
Respond to road calls within 1 hour	N/A	1 hr	1 hr	1 hr
Ensure that 100% of the fleet completes the full preventative maintenance as scheduled.	60%	N/A	N/A	N/A
Service every bus every 90 days	N/A	100%	100%	100%
<b>BUSINESS UNIT: 45115 - Inventory Management</b>				
Maintain inventory loss due to shrinkage of less than 3% per annum.	3%	N/A	N/A	N/A
Ensure stock out of any part is less than or equal to 5%	5%	N/A	N/A	N/A
Complete 4 rolling counts of inventory per annum	N/A	4	2	4
Procurement process time from requisition to order target:	N/A	2 days	2 days	2 days
<b>BUSINESS UNIT: 45120 - Administration</b>				
Maintain a weighted average age of the bus fleet of <7 years	N/A	≤7 years	≤10 years	≤7 years
Maintain a revenue to expense ratio of 40% or greater.	40%	N/A	N/A	N/A
Decrease total operational expense per revenue mile to <\$12.75.	<\$12.75.	N/A	N/A	N/A

**HEAD 35 PUBLIC TRANSPORTATION - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 45200 - Management Support</b>				
Receipt and deposit all cash from fares and sale of fare media daily.	100%	100%	100%	100%
Prepare weekly and monthly payroll register with 100% accuracy.	100%	100%	100%	100%
Prepare 100% of vendor invoices for payment within 2 days of receipt.	100%	100%	100%	100%
Produce detailed performance reports each month by the 12th	80%	100%	100%	100%

# HEAD 57 CIVIL AVIATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5701</b>	<b>ADMINISTRATION &amp; REGULATION</b>						
	67000 AIRWORTHINESS	4,020	0	4,233	0	0	0
	67010 POLICY & ADMINISTRATION	2,313	0	0	0	0	0
	67020 OPERATIONS	781	0	0	0	0	0
	67030 REGISTRATIONS	178	0	0	0	0	0
	<b>TOTAL</b>	<b>7,292</b>	<b>0</b>	<b>4,233</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: The Bermuda Civil Aviation Authority set up was delayed until 01 October 2016.

# HEAD 57 CIVIL AVIATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,458	0	0	0	0	0
	WAGES	98	0	0	0	0	0
	OTHER PERSONNEL COSTS	58	0	0	0	0	0
	TRAINING	82	0	0	0	0	0
	TRAVEL	303	0	0	0	0	0
	COMMUNICATIONS	161	0	0	0	0	0
	ADVERTISING & PROMOTION	51	0	0	0	0	0
	PROFESSIONAL SERVICES	3,385	0	0	0	0	0
	RENTALS	242	0	0	0	0	0
	REPAIR AND MAINTENANCE	160	0	0	0	0	0
	INSURANCE	221	0	0	0	0	0
	MATERIALS & SUPPLIES	39	0	0	0	0	0
	EQUIPMT. (MINOR CAPITAL)	4	0	0	0	0	0
	OTHER EXPENSES	30	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	0	0	4,233	0	0	0
	<b>TOTAL</b>	<b>7,292</b>	<b>0</b>	<b>4,233</b>	<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8225 Regulatory Inspection Fees	997	0	0	0	0	0
	8227 Regulatory Fees-Other	24,875	17,000	0	0	(17,000)	(100)
	8239 Register of Mortgages	21	0	0	0	0	0
	<b>TOTAL</b>	<b>25,893</b>	<b>17,000</b>	<b>0</b>	<b>0</b>	<b>(17,000)</b>	<b>(100)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	67000 AIRWORTHINESS	10	0	5	0	0	0
	67010 POLICY & ADMINISTRATION	8	0	4	0	0	0
	67020 OPERATIONS	7	0	4	0	0	0
	67030 REGISTRATIONS	2	0	1	0	0	0
	<b>TOTAL</b>	<b>27</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HEAD 73 MARITIME ADMINISTRATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>7301 GENERAL</b>							
83000 REGISTRATION OF SHIPS		2,938	0	2,432	0	0	0
<b>TOTAL</b>		<b>2,938</b>	<b>0</b>	<b>2,432</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: The Bermuda Shipping & Maritime Authority set was delayed until 01 October 2016.

# HEAD 73 MARITIME ADMINISTRATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	762	0	0	0	0	0
	WAGES	82	0	0	0	0	0
	TRANSPORT	11	0	0	0	0	0
	TRAVEL	224	0	0	0	0	0
	COMMUNICATIONS	159	0	0	0	0	0
	ADVERTISING & PROMOTION	6	0	0	0	0	0
	PROFESSIONAL SERVICES	1,577	0	0	0	0	0
	REPAIR AND MAINTENANCE	4	0	0	0	0	0
	INSURANCE	101	0	0	0	0	0
	MATERIALS & SUPPLIES	0	0	0	0	0	0
	EQUIPT. (MINOR CAPITAL)	3	0	0	0	0	0
	OTHER EXPENSES	9	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	0	0	2,432	0	0	0
	<b>TOTAL</b>	<b>2,938</b>	<b>0</b>	<b>2,432</b>	<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8189 Shipping Registration Fees	100	0	194	0	0	0
	8191 Service Fees	1,203	0	344	0	0	0
	8193 Annual Tonnage Fees	2,015	500	1,872	0	(500)	(100)
	8195 Survey Fees	1,294	0	832	0	0	0
	8877 Reimbursements	237	0	115	0	0	0
	<b>TOTAL</b>	<b>4,849</b>	<b>500</b>	<b>3,357</b>	<b>0</b>	<b>(500)</b>	<b>(100)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	83000 REGISTRATION OF SHIPS	17	0	9	0	0	0
	<b>TOTAL</b>	<b>17</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>

# MINISTRY OF PUBLIC WORKS

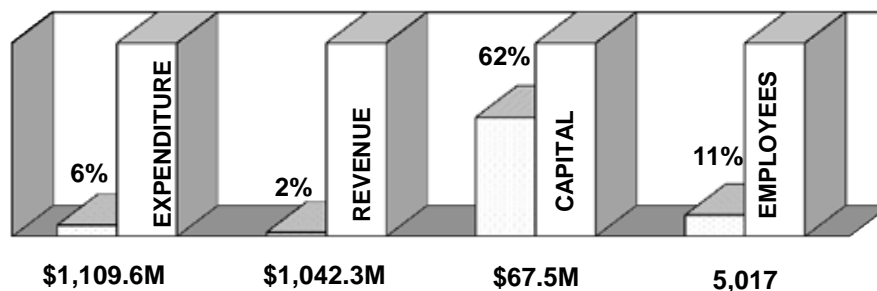


TO MANAGE ALL PUBLIC WORKS AND AMENITIES.

The Hon. L. Craig Cannonier, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18 (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
36	MIN. OF PUBLIC WORKS HQ	10,107	5,425	8,129	5,186	(239)	(4)
49	LAND VALUATION	706	795	674	791	(4)	(1)
53	BERMUDA HOUSING CORP	6,050	6,050	6,050	6,050	0	0
81	PUBLIC LANDS & BUILDINGS	19,209	20,799	17,025	19,641	(1,158)	(6)
82	WORKS & ENGINEERING	29,143	31,426	30,638	32,279	853	3
97	LAND TITLE & REGISTRATION	1,154	1,050	906	1,069	19	2
		<b>66,369</b>	<b>65,545</b>	<b>63,422</b>	<b>65,016</b>	<b>(529)</b>	<b>(1)</b>
<b>REVENUE (\$000)</b>							
36	MIN. OF PUBLIC WORKS HQ	30	106	21	31	(75)	(71)
49	LAND VALUATION	1	6	1	6	0	0
81	PUBLIC LANDS & BUILDINGS	1,533	4,900	3,054	5,545	645	13
82	WORKS & ENGINEERING	10,462	14,319	10,796	16,532	2,213	15
97	LAND TITLE & REGISTRATION	0	1,144	0	501	(643)	(56)
		<b>12,026</b>	<b>20,475</b>	<b>13,872</b>	<b>22,615</b>	<b>2,140</b>	<b>10</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,107	742	1,092	4,415		
	DEVELOPMENT	22,164	45,379	41,079	37,138		
		<b>23,271</b>	<b>46,121</b>	<b>42,171</b>	<b>41,553</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>496</b>	<b>566</b>	<b>481</b>	<b>557</b>	<b>(9)</b>	<b>(2)</b>

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



**MISSION STATEMENT**

*The Ministry of Public Works Headquarters is committed to providing Financial and Administration services to the operational sections of The Ministry. The major support services that are required are centralized within the Public Works Headquarters with a view to ensure compliance and that a consistent method of operation is applied.*

**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 achieved information
- To manage an effective Supply Chain Management System to support all Ministry of Public Works operations and projects.
- To manage and maintain Government wide and Ministry of Public Works specific telecommunication system including related Infrastructure and Inventory.
- To manage and maintain the Safety and Health Management system for all Ministry of Public Works departments and projects by providing periodic risk assessments and reporting
- To provide architectural and design services required to support the delivery of Government projects with the percentage of cost applied by 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	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18 (\$000) % (7) (8)	
(1)	(2)						
<b>3601 HEAD OFFICE ADMINISTRATION</b>							
46111	ADMINISTRATION	6,481	951	3,677	899	(52)	(5)
46112	CENTRAL FILING	177	232	200	238	6	3
46998	HURRICAN RELIEF - PW HQ	93	0	0	0	0	0
		<b>6,751</b>	<b>1,183</b>	<b>3,877</b>	<b>1,137</b>	<b>(46)</b>	<b>(4)</b>
<b>3610 ACCOUNTS</b>							
46030	FINANCE MGMT	847	939	918	918	(21)	(2)
		<b>847</b>	<b>939</b>	<b>918</b>	<b>918</b>	<b>(21)</b>	<b>(2)</b>
<b>3611 PURCHASING</b>							
46113	PURCHASING ADMINISTRATION	1,422	490	324	483	(7)	(1)
46114	SUPPLY STORES	(877)	755	789	758	3	0
		<b>545</b>	<b>1,245</b>	<b>1,113</b>	<b>1,241</b>	<b>(4)</b>	<b>(0)</b>
<b>3612 TELECOMMUNICATIONS</b>							
46065	TELEPHONE OPERATIONS	144	155	155	0	(155)	(100)
46115	TELEPHONE MAINTENANCE	802	1,035	1,012	1,021	(14)	(1)
		<b>946</b>	<b>1,190</b>	<b>1,167</b>	<b>1,021</b>	<b>(169)</b>	<b>(14)</b>
<b>3613 HUMAN RESOURCES</b>							
46116	HUMAN RESOURCES ADMIN.	394	415	412	416	1	0
46117	RECRUITMENT	6	32	16	24	(8)	(25)
46118	TRAINING & DEVELOPMENT	170	163	157	166	3	2
		<b>570</b>	<b>610</b>	<b>585</b>	<b>606</b>	<b>(4)</b>	<b>(1)</b>
<b>3614 ARCHITECT &amp; DESIGN</b>							
46040	ARCHITECT & DESIGN	448	258	469	263	5	2
		<b>448</b>	<b>258</b>	<b>469</b>	<b>263</b>	<b>5</b>	<b>2</b>
<b>TOTAL</b>		<b>10,107</b>	<b>5,425</b>	<b>8,129</b>	<b>5,186</b>	<b>(239)</b>	<b>(4)</b>

# HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,394	2,663	2,591	2,451	(212)	(8)
	WAGES	1,107	749	889	774	25	3
	OTHER PERSONNEL COSTS	1	9	3	5	(4)	(44)
	TRAINING	111	134	112	131	(3)	(2)
	TRANSPORT	48	207	280	207	0	0
	TRAVEL	6	35	26	49	14	40
	COMMUNICATIONS	383	500	496	500	0	0
	ADVERTISING & PROMOTION	15	27	20	23	(4)	(15)
	PROFESSIONAL SERVICES	165	737	713	680	(57)	(8)
	REPAIR AND MAINTENANCE	65	67	63	69	2	3
	INSURANCE	3,625	0	2,668	0	0	0
	MATERIALS & SUPPLIES	2,151	228	218	237	9	4
	EQUIPT. (MINOR CAPITAL)	0	5	5	1	(4)	(80)
	OTHER EXPENSES	36	63	45	59	(4)	(6)
	RECEIPTS CREDITED TO PROG.	0	1	0	0	(1)	(100)
	<b>TOTAL</b>	<b>10,107</b>	<b>5,425</b>	<b>8,129</b>	<b>5,186</b>	<b>(239)</b>	<b>(4)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8615 General	22	100	15	25	(75)	(75)
	8877 Reimbursements	1	0	0	0	0	0
	9102 Car Park Monthly Rentals	7	6	6	6	0	0
	<b>TOTAL</b>	<b>30</b>	<b>106</b>	<b>21</b>	<b>31</b>	<b>(75)</b>	<b>(71)</b>

# HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
46030	FINANCE MGMT	9	11	9	11	0	0
46040	ARCHITECT & DESIGN	3	7	3	7	0	0
46065	TELEPHONE OPERATIONS	2	3	3	0	(3)	(100)
46111	HEADQUARTERS	3	4	3	4	0	0
46112	CENTRAL FILING	2	3	2	3	0	0
46113	PURCHASING ADMINISTRATION	4	6	4	6	0	0
46114	SUPPLY STORES	8	9	8	9	0	0
46116	HUMAN RESOURCES ADMIN.	5	5	5	5	0	0
46118	TRAINING AND DEVELOPMENT	1	1	1	1	0	0
<b>TOTAL</b>		<b>37</b>	<b>49</b>	<b>38</b>	<b>46</b>	<b>(3)</b>	<b>(6)</b>

## HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 46111 Administration</b>				
Safety and Health Accident Reporting to management team	12	12	12	12
Perform Safety and Health Audits and corrective action plans for the operational areas	4	6	4	4
Provide Safety and Health training for Ministry employees	20	20	20	20
<b>BUSINESS UNIT: 46112 Central Filing</b>				
Ensure employee files are completed within six weeks of the start date	87%	95%	95%	100%
Ensure Completeness of project files-Specifically Contracts and Change Orders	81%	95%	95%	95%
Reduction in the downtime of Head Office Equipment - equipment back in service next day except for delayed delivery of parts	95%	95%	90%	100%
<b>BUSINESS UNIT: 46030 Finance Management</b>				
Produce detailed reports on all operational and capital actual verses budgeted expenditures each month by the 10th	97%	100%	98%	100%
Reduction of Water Debt by:	2% increase	10%	2%	10%
<b>BUSINESS UNIT: 46113 Purchasing Administration</b>				
Meet the expected delivery deadline for overseas goods order by the operational areas.	79%	81%	82%	82%
Improve the Procurement cycle time from Requisition to creation of Purchase Order to two days	86%	89%	85%	85%
<b>BUSINESS UNIT: 46114 Supply Stores</b>				
Decrease the inventory discrepancies for year end by	14%	18%	18%	18%
Meeting demand of our customers for maintenance / service items by:	84%	85%	85%	85%
<b>BUSINESS UNIT: 46065 Telephone Operations</b>				
	Functions moved to another department			
<b>BUSINESS UNIT: 46115 Telephone Maintenance</b>				
	Functions moved to another department			

HEAD 36 MINISTRY OF PUBLIC WORKS HQ - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 46116 Human Resource Admin</b>				
Communication - Ministry newsletter published and distributed to the department	2	4	3	4
* Policy Development - The number of Ministry-specific human resource policies developed	1	1	1	2
* Performance management - Forward Job Plans & Performance Appraisals 100% completed and returned to the DHR deadline.	95%PA 96%FJP	100%PA 100%FJP	95%PA 95%FJP	100%PA 100%FJP
<b>BUSINESS UNIT: 46117 Recruitment</b>				
Complete recruitment of difficult to fill posts	avg 6 difficult to fill posts vacant	avg 2 difficult to fill posts vacant	avg 5 difficult to fill posts vacant	4
On time completion and submission of vacancy files to DHR	85%	90%	85%	100%
<b>BUSINESS UNIT: 46118 Training &amp; Development</b>				
Complete lunch and learns for industrial staff for the year	5	5	5	5
Host seminar for employees eligible to retire annually	1	1	1	1
BeFAST(Basic Employee,Foreman and Supertindent Training)	5	2	2	2
Career Outreach	4	3	3	3
<b>BUSINESS UNIT: 46040 Architect &amp; Design</b>				
Clients serviced during the current year express satisfaction with the architect design service offered and the operational needs of the client have been met.	N/A	N/A	N/A	90%
Cost of services offered by the Architect Section shall be 60% of the cost of the same service offered by the Private Sector.	N/A	N/A	N/A	100%
Project records reflect the professional management of projects and conform to industry standards. Project files audited by an independent body shall result in an unqualified report.	N/A	N/A	N/A	100%

# HEAD 49 LAND VALUATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
	DESCRIPTION	(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
4901	LAND VALUATION						
	59080 VALUATION	706	795	674	791	(4)	(1)
	<b>TOTAL</b>	<b>706</b>	<b>795</b>	<b>674</b>	<b>791</b>	<b>(4)</b>	<b>(1)</b>

# HEAD 49 LAND VALUATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	638	727	621	734	7	1
	TRAINING	0	1	0	1	0	0
	TRAVEL	2	2	1	2	0	0
	ADVERTISING & PROMOTION	0	4	5	0	(4)	(100)
	PROFESSIONAL SERVICES	9	36	2	30	(6)	(17)
	REPAIR AND MAINTENANCE	47	18	34	18	0	0
	CLOTHING, UNIFORMS & LAUNDRY	2	0	0	0	0	0
	MATERIALS & SUPPLIES	8	7	11	6	(1)	(14)
	<b>TOTAL</b>	<b>706</b>	<b>795</b>	<b>674</b>	<b>791</b>	<b>(4)</b>	<b>(1)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8135 Appeals Trib Hearing Fee	1	6	1	6	0	0
	<b>TOTAL</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	59080 VALUATION	7	8	7	8	0	0
	<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>0</b>



## HEAD 49 LAND VALUATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 59080 Valuation</b>				
Amend the Valuation List for all changes within 20 working days of receiving notification of a change to a property.	71% by year end	70%	50%	60%
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.	92%	65%	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.	None Received	70%	70%	70%

# HEAD 53 BERMUDA HOUSING CORPORATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*RENTAL AND MORTGAGE ASSISTANCE.*

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
5301	GENERAL						
	63010 RENTAL ASSISTANCE GRANT	6,050	6,050	6,050	6,050	0	0
	<b>TOTAL</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>0</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	OBJECT CODE DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	GRANTS & CONTRIBUTIONS	6,050	6,050	6,050	6,050	0	0
	<b>TOTAL</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>0</b>	<b>0</b>

# HEAD 81 PUBLIC LANDS & BUILDINGS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2016/17 vs 2017/18	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>8100</b>	<b>ADMINISTRATION</b>						
	91000 ADMINISTRATION	298	172	190	170	(2)	(1)
	91001 TRAINING & APPRENTICESHIP	224	309	177	434	125	40
		<b>522</b>	<b>481</b>	<b>367</b>	<b>604</b>	<b>123</b>	<b>26</b>
<b>8101</b>	<b>BUILDINGS</b>						
	91002 SERVICES MANAGEMENT	1,501	1,071	557	1,010	(61)	(6)
	91003 MAINTENANCE	8,271	8,496	7,170	8,177	(319)	(4)
		<b>9,772</b>	<b>9,567</b>	<b>7,727</b>	<b>9,187</b>	<b>(380)</b>	<b>(4)</b>
<b>8102</b>	<b>ESTATES</b>						
	91004 PROPERTY ASSET MANAGEMENT	3,273	3,881	3,396	3,676	(205)	(5)
	91005 INSURANCE	5,635	6,603	5,272	5,886	(717)	(11)
	91006 GOVERNMENTAL RENTALS	7	0	6	0	0	0
		<b>8,915</b>	<b>10,484</b>	<b>8,674</b>	<b>9,562</b>	<b>(922)</b>	<b>(9)</b>
<b>8103</b>	<b>LAND SURVEYS</b>						
	91007 LAND SURVEYS MANAGEMENT	0	267	257	288	21	8
		<b>0</b>	<b>267</b>	<b>257</b>	<b>288</b>	<b>21</b>	<b>8</b>
	<b>TOTAL</b>	<b>19,209</b>	<b>20,799</b>	<b>17,025</b>	<b>19,641</b>	<b>(1,158)</b>	<b>(6)</b>

## HEAD 81 PUBLIC LANDS & BUILDINGS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,268	2,451	2,234	2,265	(186)	(8)
	WAGES	7,117	8,425	6,003	8,567	142	2
	OTHER PERSONNEL COSTS	17	25	5	25	0	0
	TRAINING	23	55	15	55	0	0
	TRANSPORT	192	125	135	125	0	0
	TRAVEL	0	2	0	3	1	50
	COMMUNICATIONS	39	42	25	43	1	2
	PROFESSIONAL SERVICES	1,302	1,010	1,153	1,120	110	11
	RENTALS	0	104	68	73	(31)	(30)
	REPAIR AND MAINTENANCE	892	843	666	859	16	2
	INSURANCE	5,635	6,603	5,272	6,603	0	0
	ENERGY	1,839	2,100	2,000	2,100	0	0
	CLOTHING, UNIFORMS & LAUNDRY	2	4	3	4	0	0
	MATERIALS & SUPPLIES	1,429	1,193	1,532	1,192	(1)	(0)
	EQUIPT. (MINOR CAPITAL)	4	11	6	11	0	0
	OTHER EXPENSES	3	6	5	12	6	100
	RECEIPTS CREDITED TO PROG.	(1,553)	(2,200)	(2,097)	(3,416)	(1,216)	55
	<b>TOTAL</b>	<b>19,209</b>	<b>20,799</b>	<b>17,025</b>	<b>19,641</b>	<b>(1,158)</b>	<b>(6)</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8615 General	21	0	45	45	45	0
	8705 Asset Sales	0	3,000	0	3,000	0	0
	8795 W&E Property Rentals	1,293	1,900	3,009	2,500	600	32
	8877 Reimbursements	1	0	0	0	0	0
	9171 Accomodation Rental	218	0	0	0	0	0
	<b>TOTAL</b>	<b>1,533</b>	<b>4,900</b>	<b>3,054</b>	<b>5,545</b>	<b>645</b>	<b>13</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	91000 ADMINISTRATION	4	1	4	1	0	0
	91001 TRAINING & APPRENTICESHIP	0	6	0	8	2	0
	91002 SERVICES MANAGEMENT	8	14	8	12	(2)	(14)
	91003 MAINTENANCE	117	123	110	118	(5)	(4)
	91004 PROPERTY ASSET MANAGEMENT	14	14	13	13	(1)	(7)
	91007 LAND SURVEYS MANAGEMENT	0	3	3	3	0	0
	<b>TOTAL</b>	<b>143</b>	<b>161</b>	<b>138</b>	<b>155</b>	<b>(6)</b>	<b>(4)</b>

## HEAD 81 PUBLIC LANDS & BUILDINGS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNITS: 91000 - 91001</b>				
Prepare a property asset management plan for the Minister's approval by end of the financial year.	N/A	100%	100%	100%
Number of vacant Government owned buildings inspected and reports presented to the Minister on the options for the properties.	1	8	6	8
<b>BUSINESS UNIT: 91002 - 91003</b>				
Number of schools to be completely cleaned and painted as part of the Department's summer schools painting program.	5	5	7	7
Number of capital projects to be tendered to the private sector.	10	10	24	20
Number of Government owned facilities to be sealed removing the potential for water ingress, future mold and mildew.	2	2	11	10
Number of installs of heating, air conditioning and ventilation plants within Government owned school auditoriums.	1	1	Discontinued	Discontinued
Percentage of inspections and specifications reports for reported building defects within 30 days of receiving the record of the defect.	100%	75%	75%	100%
Percentage of responses to advise the reporter of the defect within seven days of inspection of what remedial works will be undertaken and the proposed time line for those works.	100%	50%	55%	100%
Number of Government owned buildings to have a schedule of condition and maintenance plan completed	N/A	N/A	N/A	6
<b>BUSINESS UNIT: 91004 - 91006</b>				
Percentage of contact with Government departments renting from the private sector at least six months prior to their lease expiry to provide advice on options for moving in to Government owned property, other rental options or to negotiate the lease renewal.	100%	100%	100%	100%
Number of seabed leases issued for docks encroaching on the foreshore.	30	12	10	15
Percentage of Government owned properties (non Quango) inspected to ensure their proper use, maintenance and that they are adequately insured.	100%	100%	100%	100%
<b>BUSINESS UNIT: 91007</b>				
Maintain the global positioning (GPS) bas 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%
Performa Land suverys for infrastructure projects (Engineering, Topographic, Cadastral or Hydrographic)	100%	100%	100%	100%
Produce maps for GIS projects using GIS services and data	100%	100%	100%	100%

# HEAD 82 WORKS & ENGINEERING

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

# HEAD 82 WORKS & ENGINEERING

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>8200</b>	<b>ADMINISTRATION</b>						
92000	ADMINISTRATION	105	161	135	248	87	54
		<b>105</b>	<b>161</b>	<b>135</b>	<b>248</b>	<b>87</b>	<b>54</b>
<b>8201</b>	<b>ENGINEERING</b>						
92001	ELECTRICAL/MECHANICAL	377	461	419	547	86	19
92002	ELECTRICAL SUPPORT	1,099	1,216	695	916	(300)	(25)
92003	STRUCTURES	214	597	399	632	35	6
		<b>1,690</b>	<b>2,274</b>	<b>1,513</b>	<b>2,095</b>	<b>(179)</b>	<b>(8)</b>
<b>8202</b>	<b>HIGHWAYS</b>						
92004	MANAGEMENT	641	537	679	574	37	7
92005	ROADS ASPHALT & SIGNS	1,165	830	1,298	1,084	254	31
92006	ROADS MAINTENANCE	747	821	1,060	831	10	1
92007	ROADS CLEANING	1,459	1,797	1,422	1,818	21	1
		<b>4,012</b>	<b>3,985</b>	<b>4,459</b>	<b>4,307</b>	<b>322</b>	<b>8</b>
<b>8203</b>	<b>WASTE MANAGEMENT</b>						
92009	MANAGEMENT	340	373	225	364	(9)	(2)
92011	RECYCLING	891	839	825	1,292	453	54
92012	AIRPORT DISPOSAL FACILITY	1,000	1,304	932	1,344	40	3
92013	COMPOSTING OPERATIONS	1,549	1,745	1,630	1,960	215	12
92014	SPECIAL/HAZARDOUS WASTE	1,056	1,314	1,426	1,480	166	13
92016	TYNES BAY ADMINISTRATION	553	529	524	530	1	0
92017	TYNES BAY OPERATIONS	1,674	4,491	5,510	4,938	447	10
92018	TYNES BAY MAINTENANCE	2,018	2,291	2,174	2,337	46	2
92029	SOLID WASTE COLLECTION	4,428	4,895	4,110	4,524	(371)	(8)
		<b>13,509</b>	<b>17,781</b>	<b>17,356</b>	<b>18,769</b>	<b>988</b>	<b>6</b>
<b>8204</b>	<b>QUARRY TRANSPORT</b>						
92019	ADMINISTRATION	450	591	578	616	25	4
92020	VEHICLES & EQPT. OPS.	2,631	2,644	2,579	2,757	113	4
92021	VEHICLES & EQPT. MAINT.	3,679	4,689	4,696	4,873	184	4
92034	QUARRY RECEIPTS	(2,948)	(5,200)	(5,200)	(5,500)	(300)	6
		<b>3,812</b>	<b>2,724</b>	<b>2,653</b>	<b>2,746</b>	<b>22</b>	<b>1</b>
<b>8205</b>	<b>QUARRY PRODUCTS</b>						
92022	PRODUCTS	114	0	0	0	0	0
92023	ASPHALT PLANT	1,044	2,140	1,045	2,184	44	2
92024	QUARRY RECEIPTS	(582)	(2,640)	(1,361)	(3,140)	(500)	19
		<b>576</b>	<b>(500)</b>	<b>(316)</b>	<b>(956)</b>	<b>(456)</b>	<b>91</b>

## HEAD 82 WORKS & ENGINEERING - continued

### GENERAL SUMMARY - continued

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8206</b>	<b>WATER &amp; SEWAGE</b>						
	92025 WATER & SEWAGE ADMINISTRATION	624	968	877	993	25	3
	92026 WATER SUPPLY & TREATMENT	3,806	2,877	2,661	2,825	(52)	(2)
	92027 WATER SEWAGE & DISTRIBUTION	751	830	919	837	7	1
	92028 SEWAGE COLLECTION	258	326	381	415	89	27
		<b>5,439</b>	<b>5,001</b>	<b>4,838</b>	<b>5,070</b>	<b>69</b>	<b>1</b>
	<b>TOTAL</b>	<b>29,143</b>	<b>31,426</b>	<b>30,638</b>	<b>32,279</b>	<b>853</b>	<b>3</b>

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	5,717	6,100	5,775	6,057	(43)	(1)
	WAGES	14,413	16,833	15,952	16,812	(21)	(0)
	OTHER PERSONNEL COSTS	0	0	10	18	18	0
	TRAINING	56	98	46	218	120	122
	TRANSPORT	2,898	3,632	4,404	4,352	720	20
	TRAVEL	11	14	8	14	0	0
	COMMUNICATIONS	22	72	50	70	(2)	(3)
	ADVERTISING & PROMOTION	50	58	32	56	(2)	(3)
	PROFESSIONAL SERVICES	4,577	5,844	5,604	6,353	509	9
	RENTALS	14	12	12	12	0	0
	REPAIR AND MAINTENANCE	207	310	204	491	181	58
	ENERGY	2,145	2,498	1,936	2,353	(145)	(6)
	CLOTHING, UNIFORMS & LAUNDRY	5	22	12	24	2	9
	MATERIALS & SUPPLIES	3,593	5,403	3,990	5,729	326	6
	EQUIPT. (MINOR CAPITAL)	12	32	22	22	(10)	(31)
	OTHER EXPENSES	3	7	3	7	0	0
	RECEIPTS CREDITED TO PROG.	(4,580)	(9,509)	(7,422)	(10,309)	(800)	8
	<b>TOTAL</b>	<b>29,143</b>	<b>31,426</b>	<b>30,638</b>	<b>32,279</b>	<b>853</b>	<b>3</b>



## HEAD 82 WORKS & ENGINEERING - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8409 Waste Collection & Disposal	4,551	3,849	5,054	5,050	1,201	31
	8519 Trench Permits	9	9	9	9	0	0
	8615 General	4	0	0	0	0	0
	8655 Electricity	1,909	7,499	2,000	7,500	1	0
	8657 Recyclables	85	74	0	74	0	0
	8659 Water Sales	3,738	2,794	3,571	3,732	938	34
	8877 Reimbursements	3	0	0	0	0	0
	8897 Standing Charge Water	163	94	162	167	73	78
		<b>10,462</b>	<b>14,319</b>	<b>10,796</b>	<b>16,532</b>	<b>2,213</b>	<b>15</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
(1)	(2)	(3)	(4)	(5)	(6)	(7)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	92000 ADMINISTRATION	0	1	1	2	1	100
	92001 ELECTRICAL/MECHANICAL	4	6	4	7	1	17
	92003 STRUCTURES	3	7	2	6	(1)	(14)
	92004 MANAGEMENT	8	9	7	9	0	0
	92005 ROADS ASPHALT & SIGNS	17	17	15	17	0	0
	92006 ROADS MAINTENANCE	19	25	19	25	0	0
	92007 ROADS CLEANING	22	25	21	25	0	0
	92009 MANAGEMENT	2	3	2	3	0	0
	92011 RECYCLING	7	5	7	5	0	0
	92012 AIRPORT DISPOSAL FACILITY	5	6	5	6	0	0
	92013 COMPOSTING OPERATIONS	8	9	8	9	0	0
	92014 SPECIAL/HAZARDOUS WASTE	6	6	6	6	0	0
	92015 MATERIAL RECOVERY FACILITY	0	0	0	1	1	0
	92016 TYNES BAY ADMINISTRATION	5	5	5	5	0	0
	92017 TYNES BAY OPERATIONS	29	31	29	31	0	0
	92018 TYNES BAY MAINTENANCE	15	16	15	16	0	0
	92019 ADMINISTRATION	2	2	2	2	0	0
	92020 VEHICLES & EQPT. OPS.	28	32	28	32	0	0
	92021 VEHICLES & EQPT. MAINT.	48	49	47	47	(2)	(4)
	92023 ASPHALT PLANT	6	7	6	7	0	0
	92025 WATER & SEWAGE ADMINISTRATION	3	5	4	5	0	0
	92026 WATER SUPPLY & TREATMENT	5	8	5	8	0	0
	92027 WATER SEWAGE & DISTRIBUTION	9	8	9	8	0	0
	92028 SEWAGE COLLECTION	0	1	0	1	0	0
	92029 SOLID WASTE COLLECTION	49	58	45	58	0	0
	<b>TOTAL</b>	<b>300</b>	<b>341</b>	<b>292</b>	<b>341</b>	<b>0</b>	<b>0</b>

## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 92000 Administration</b>				
1) Accident frequency rate for lost time across department. LTR = (incidents x 200000)/total staff hours for year	6.2	<5	5	<5
2) Average Number of training days per managerial staff in the department in the year.	6	5	3	5
<b>BUSINESS UNIT: 92001 Electrical/Mechanical</b>				
1) Percentage of managerial hours billed to other Government Departments in the year.	8.5%	30%	22%	25%
2) Number of communications received from the public, relating to street lighting maintenance per year.	354	350	325	250
<b>BUSINESS UNIT: 92002 Electrical Support</b>				
1) Average number of street lights out per month.	4%	<5%	4.00%	5%
2) Number of new street lights installed per year.	24	30	24	30
<b>BUSINESS UNIT: 92003 Structures</b>				
1) Number of Bridges that have had an inspection (general or principal) during the year.	6	6	6	6
2) Number of Public Docks that have been inspected during the year.	14	15	14	14
<b>BUSINESS UNIT: 92004 Highways Management</b>				
1) Number of communications received by members of the public during the year.	1,420	1,500	1,472	1,500
2) Accident Frequency Rate achieved by section during the year.	<1	<4	<1	0
<b>BUSINESS UNIT: 92005 Roads Asphalt &amp; Signs</b>				
1) Amount of road centre line marked out during the year.	13.95km	27 km	8.2km	22km
2) Amount of public road resurfaced during year.	3.3km	10 km	8km	10km
3) Percentage of public roads that have not been resurfaced in 20 years compared to the overall total.	34.40%	34.3	34%	33.90%
<b>BUSINESS UNIT: 92006 Roads Maintenance</b>				
1) Number of Bus shelters built during the year.	1	3	1	2
2) Amount of Sidewalks built during the year.	395ft	500ft	208ft	300ft
3) Amount of wooden fencing installed during the year.	736ft	150ft	3,112ft	1,000ft
<b>BUSINESS UNIT: 92007 Roads Cleaning</b>				
1) Amount of road cleaned by mechanical means in km during the year.	4,856km	15,000	4631.8km	11,000km
2) Number of emergency call outs.	20	20	11	20
<b>BUSINESS UNIT: 92008 Private Roads</b>				
1) Number of Private Roads on waiting list.	37	37	37	37
2) Number of private roads completed during year.	0	0	0	37
<b>BUSINESS UNIT: 92009 Solid Waste Management</b>				
1) Number of Educational lectures given during year.	53	55	55	55
2) Number of adverts placed during year.	1,207	1,500 radio	1,500	1500
3) Number of print ads placed per year.	147	40	40	40

## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 92011 Recycling</b>				
1) Average amount of recycling materials expressed in tons picked up in a month.	57	100	85	80
2) Amount of e-waste material expressed in tons picked up during the year.	50	50	50	30
<b>BUSINESS UNIT: 92012 Airport Disposal Facility</b>				
1) Average amount of materials expressed in loads received per year.	18,576	20,000	20,000	20,000
2) Number of scrapped vehicles received during the year.	1625	800	1600	1500
<b>BUSINESS UNIT: 92013 Composting Operations</b>				
1) Total amount of horticultural waste material expressed in loads delivered to Marsh Folly composting facility during year.	21,280	17,500	17,500	17,500
2) Number of hot spots observed and treated during year.	0	<10	0	<10
<b>BUSINESS UNIT: 92014 Special/Hazardous Waste</b>				
1) Number of 20 foot containers of hazardous waste exported overseas during the year.	42	50	45	50
2) Amount of asbestos expressed in tons received during the year.	80	50	75	75
<b>BUSINESS UNIT: 92016 Tynes Bay Administration</b>				
1) Number of tours conducted per year.	15	30	11	15
2) Number of complaints from the public drop off received during year.	0	<5	0	<5
3) Number of qualified power engineers employed during the year.	19	20	19	20
<b>BUSINESS UNIT: 92017 Tynes Bay Operations</b>				
1) Amount of solid waste incinerated during the year. (Tonnes)	53,987	55,000	58,000	68,000
2) Amount of megawatt-hours of electricity generated and sold to Belco in a year.	12,854	42,000	22,500	40,000
3) Amount of ash concrete in cubic yards produced during the year. (Tonnes)	8,000	5,500	5,500	5,500
<b>BUSINESS UNIT: 92018 Tynes Bay Maintenance</b>				
1) Amount of availability for stream 1 during the year.	82%	90%	93%	90%
2) Amount of availability for stream 2 during the year.	90%	75%	69%	90%
3) Amount of availability for Turbine during the year.	99%	95%	95%	95%
<b>BUSINESS UNIT: 92019 Quarry Administration</b>				
1) Amount of customer complaints during the year.	15	<10	1	<10
2) Accident Frequency rate for quarry personnel for year.	13	<4	2	<4
<b>BUSINESS UNIT: 92020 Quarry Vehicle &amp; Equipment Operation</b>				
1) Average amount of vehicles of the Government fleet, expressed in percentage per week, not operational.	11.6%	10%	18.0%	10%
2) Average Number of training days per employee during the year.	2	2	1	2

## HEAD 82 WORKS & ENGINEERING - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 92021 Quarry Vehicle &amp; Equipment Maint</b>				
1) Average number of services per Government vehicles per year	1.5	2.0	1.0	2
2) Average time in hours to carry out a full service on a Government fleet vehicle during the year.	7	8	4	4
<b>BUSINESS UNIT: 92023 Asphalt Plant</b>				
1) Amount of asphalt produced in the year.	4,000	11,000	8,000	5,000
2) Amount of unplanned downtime of asphalt plant in the year in hours.	960	120	420	300
<b>BUSINESS UNIT: 92025 Water &amp; Sewage Administration</b>				
1) Customer enquiries responded to within 24 hours expressed in percentage.	90	80	98	97
2) Total number of metered customers.	990	980	1008	1028
<b>BUSINESS UNIT: 92026 Water Supply &amp; Treatment</b>				
1) Total amount of production of Water per year in Millions of Imperial gallons.	210	250	220	250
2) Total amount of water extracted from the central lenses in Millions of Imperial gallons expressed in gallons per year.	410	450	410	450
3) Weekly bacterial tests complying to DOH standards expressed in percentage.	91	98	96	97
<b>BUSINESS UNIT: 92027 Water Storage &amp; Distribution</b>				
1) Non revenue water. (% volume of the water calculated using the difference between System Input Volume and Billed Authorized Consumption).	33	Discontinued	Discontinued	Discontinued
2) Total number of pipeline installed in year expressed in linear feet.	7	Discontinued	Discontinued	Discontinued
3) Average Main Break Loss of Service Time - From Notification to Correction. (expressed in hours).	New	48	48	48
4) Total number of pipeline breaks repaired in year.	New	10	6	10
<b>BUSINESS UNIT: 92028 Sewage Collection</b>				
1) Total amount of sewage expressed in tons deposited at Tynes bay facility (1 load equivalent to 1/2 ton).	1,146	Discontinued	Discontinued	Discontinued
2) Total amount of time septage plant is fully operational during year expressed in percentage.	92	96	96	96
3) Total Number of Blockage Incidents in Sewer Collection Mains cleared in year.	New	10	15	15
<b>BUSINESS UNIT: 92029 Solid Waste Collection</b>				
1) Average amount of residential waste expressed in tons picked up per week.	536	400	500	500
2) Average number of working garbage trucks available for work each week.	7	12	7	12

# HEAD 97 LAND TITLE AND REGISTRATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>9701</b>	<b>ADMINISTRATION</b>						
	107000 ADMINISTRATION	258	265	261	263	(2)	(1)
	107010 LAND SURVEYS MANAGEMENT	258	0	0	0	0	0
		<b>516</b>	<b>265</b>	<b>261</b>	<b>263</b>	<b>(2)</b>	<b>(1)</b>
<b>9702</b>	<b>LAND TITLE</b>						
	107030 LAND TITLE MANAGEMENT	638	785	645	806	21	3
		<b>638</b>	<b>785</b>	<b>645</b>	<b>806</b>	<b>21</b>	<b>3</b>
	<b>TOTAL</b>	<b>1,154</b>	<b>1,050</b>	<b>906</b>	<b>1,069</b>	<b>19</b>	<b>2</b>

# HEAD 97 LAND TITLE & REGISTRATION - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
(1)	OBJECT CODE DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	891	733	611	663	(70)	(10)
	TRAINING	0	2	2	3	1	50
	TRAVEL	2	0	0	9	9	0
	COMMUNICATIONS	2	4	4	3	(1)	(25)
	ADVERTISING & PROMOTION	0	20	5	40	20	100
	PROFESSIONAL SERVICES	1	3	16	62	59	1,967
	RENTALS	200	200	200	200	0	0
	REPAIR AND MAINTENANCE	53	55	41	55	0	0
	INSURANCE	0	25	25	25	0	0
	MATERIALS & SUPPLIES	5	8	2	9	1	13
	<b>TOTAL</b>	<b>1,154</b>	<b>1,050</b>	<b>906</b>	<b>1,069</b>	<b>19</b>	<b>2</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
(1)	(2)	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	8294.01 Appl. For 1st Reg. - Freehold	0	905	0	299	(606)	(67)
	8294.02 Appl. For 1st Reg. - Leasehold	0	85	0	48	(37)	(44)
	8294.03 Appl. - Change of Owner	0	26	0	26	0	0
	8294.04 Appl. - No Change of Owner	0	20	0	20	0	0
	8294.05 Appl. For Caution	0	50	0	50	0	0
	8294.06 Appl For Copy of Reg. or Map	0	6	0	6	0	0
	8294.07 Appl. For Copy of Documents	0	6	0	6	0	0
	8294.08 Appl. To Inspect The Register	0	3	0	3	0	0
	8294.09 Access to PAM License	0	25	0	25	0	0
	8294.10 Appl. For Search - Priority	0	3	0	3	0	0
	8294.11 Appl. For Search - Non-Priority	0	15	0	15	0	0
	<b>TOTAL</b>	<b>0</b>	<b>1,144</b>	<b>0</b>	<b>501</b>	<b>(643)</b>	<b>(56)</b>

# HEAD 97 LAND TITLE & REGISTRATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
						(7)	% (8)
107010 LAND SURVEYS MANAGEMENT		3	0	0	0	0	0
107030 LAND TITLE MANAGEMENT		6	7	6	7	0	0
	<b>TOTAL</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>0</b>

## HEAD 97 LAND TITLE & REGISTRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: Administration (107000)</b>				
The Expenditure will be used by the Department for its day to day functions.	90%	90%	80%	100%
The Department will be capable of providing a broad range of information on private and public land. Information on private and public land.	50%	50%	50%	80%
<b>BUSINESS UNIT: Land Title Management (107030)</b>				
All routine addresses to be assigned within two weeks of receipt of request.	100%	100%	100%	100%
All applications received to register land shall be registered within 50 days of receipt.	100%	100%	100%	100%



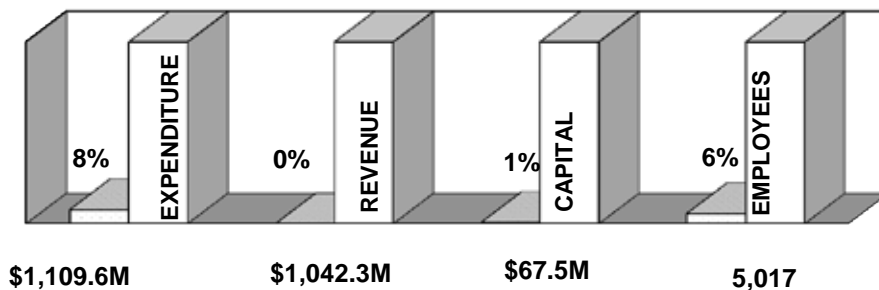
# MINISTRY OF SOCIAL DEVELOPMENT & SPORTS



The Hon. Nandi Outerbridge, JP, MP

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

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
71	MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ	2,241	2,970	2,719	2,457	(513)	(17)
18	LIBRARIES	1,748	1,861	1,861	1,926	65	3
19	ARCHIVES	1,196	1,294	1,294	1,296	2	0
20	YOUTH, SPORT & RECREATION	9,105	9,055	9,055	9,388	333	4
23	CHILD & FAMILY SERVICES	13,291	15,907	15,907	15,634	(273)	(2)
52	COMMUNITY & CULTURAL AFFAIRS	2,503	2,939	2,939	3,011	72	2
55	FINANCIAL ASSISTANCE	54,559	54,561	54,136	53,555	(1,006)	(2)
		<b>84,643</b>	<b>88,587</b>	<b>87,911</b>	<b>87,267</b>	<b>(1,320)</b>	<b>(1)</b>
<b>REVENUE (\$000)</b>							
18	LIBRARIES	14	16	16	15	(1)	(6)
19	ARCHIVES	2	2	2	2	0	0
20	YOUTH, SPORT & RECREATION	637	587	587	621	34	6
23	CHILD & FAMILY SERVICES	169	192	192	192	0	0
52	COMMUNITY & CULTURAL AFFAIRS	66	86	86	89	3	3
		<b>888</b>	<b>883</b>	<b>883</b>	<b>919</b>	<b>36</b>	<b>4</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	243	700	342	515		
	DEVELOPMENT	0	0	0	0		
		<b>243</b>	<b>700</b>	<b>342</b>	<b>515</b>		
<b>EMPLOYEE NUMBERS</b>		<b>285</b>	<b>294</b>	<b>285</b>	<b>287</b>	<b>(7)</b>	<b>(2)</b>



Ministry Estimates compared with total Government Estimates

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

**CURRENT  
ACCOUNT  
ESTIMATES**

**MISSION STATEMENT**

To provide social and cultural support services to the community in order to safeguard our heritage and human rights, maintain and improve our quality of life and develop and protect our youth and families.

**DEPARTMENT OBJECTIVES**

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

- Preservation of family life and the advancement of our children and youth.
- Encouragement of excellence in amateur sports locally and internationally.
- Facilitation of empowerment of our people through social programs and initiatives.
- Protection of human rights and promotion of gender equality.

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>7101 GENERAL</b>							
81000 ADMINISTRATION		1,598	2,039	1,799	1,524	(515)	(25)
81020 THE MIRRORS PROGRAMME		643	931	920	933	2	0
<b>TOTAL</b>		<b>2,241</b>	<b>2,970</b>	<b>2,719</b>	<b>2,457</b>	<b>(513)</b>	<b>(17)</b>

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

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	1,361	1,654	1,655	1,693	39	2
	OTHER PERSONNEL COSTS	2	0	0	0	0	0
	TRAINING	71	224	213	283	59	26
	TRAVEL	24	63	93	75	12	19
	COMMUNICATIONS	17	21	28	21	0	0
	ADVERTISING & PROMOTION	3	11	15	16	5	45
	PROFESSIONAL SERVICES	143	303	286	224	(79)	(26)
	RENTALS	0	57	27	10	(47)	(82)
	REPAIR AND MAINTENANCE	14	25	25	28	3	12
	ENERGY	2	9	9	10	1	11
	MATERIALS & SUPPLIES	24	48	54	45	(3)	(6)
	EQPMT. (MINOR CAPITAL)	1	1	1	1	0	0
	OTHER EXPENSES	0	1	1	1	0	0
	GRANTS AND CONTRIBUTIONS	579	553	312	50	(503)	(91)
	<b>TOTAL</b>	<b>2,241</b>	<b>2,970</b>	<b>2,719</b>	<b>2,457</b>	<b>(513)</b>	<b>(17)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	(7)	% (8)
	81000 ADMINISTRATION	10	12	12	12	0	0
	81020 THE MIRRORS PROGRAMME	6	6	6	6	0	0
	<b>TOTAL</b>	<b>16</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>

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

## Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 81000 ADMINISTRATION</b>				
1. Achieve full payment of invoices across the ministry within 21 days of the invoice date	100%	100%	100%	100%
2. Complete performance appraisals for staff in all departments within the ministry on-time	100%	100%	100%	100%
3. Percentage variation of actual current account expenditure compared to approved estimate for ministry as a whole	-3%	+/-1%	+/-1%	+/-1%
4. Hold four Women's Council meetings (one per quarter)	0	0	0	0
<b>BUSINESS UNIT: 81020 THE MIRRORS PROGRAMME</b>				
1 (a) Hold one (1) personal transformation Intensive Intervention Residential each year	1	1	(1) 6 Day Course	1
1 (b) Total youth serviced	19	40	50	50
1 (c) 2 year post programming education status (% graduated or enrolled)	81%	80%	80%	80%
1 (d) 2 year post programming offending status (% not offended)	92%	90%	90%	90%
1 (e) 2 year post programming employment status (% employed)	41%	45%	45%	50%
1 (f) Number of volunteers trained	84	100	60	95
1 (g) Volunteer positive evaluation of training experience	100%	95%	95%	95%
1 (h) Volunteer positive evaluation of training content	100%	95%	95%	95%
1 (i) Hold one parent workshop	1	1	1	2
1 (j) Number of parents serviced	22	1	45	90
2 (a) Hold Middle School Workshops (Goals in Action)	5	5	5	5
2 (b) Total youth serviced	318	350	300	300
2 (c) Percent completion rate	100%	100%	100%	100%
2 (d) Percentage of youth that pass with grade 60% and above at 4th marking period	N/A	N/A	N/A	N/A
2 (e) Number of volunteers trained	0	50	0	0
2 (f) Student positive evaluation of training experience	89%	95%	98%	95%
2 (g) Student positive evaluation of training content	87%	95%	96%	95%
2 (h) Number of one off workshops/groups provided	3	2	5	5
2 (i) Number of students serviced	314	40	60	100

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 81020 THE MIRRORS PROGRAMME - cont.</b>				
3 (a) Hold 6 day "SuperCamp" Trainings for middle school students	0	0	0	2
3 (b) Number of students serviced	0	0	0	100
3 (c) 6 day camp completion rate	0%	0%	0%	95%
3 (d) Participants positive evaluation of training content	0%	0%	0%	95%
3 (e) Participants positive evaluation of training experience	0%	0%	0%	95%
3 (f) Number of youth serviced in continuation programme	0	0	0	0
4 (a) Primary school prevention programming	0	0	1	1
4 (b) Number of youth serviced	0	0	30	40
4 (c) Number of youth matched	0	0	0	0
5 (a) Hold community professional development trainings	2	4	0	1
5 (b) Number of adults serviced	34	180	0	45
5 (c) Percentage completion rates per training	94%	95%	0%	95%
5 (d) Participant positive evaluation of training experience	100%	95%	0%	95%
5 (e) Participant positive evaluation of training content	94%	95%	0%	95%
5 (f) Hold 1 MVP Volunteer training	0	0	0	0
5 (g) Number of MVP's enrolled for 1 years service	0	0	0	0

## MISSION STATEMENT

*The Bermuda National Library guarantees patron satisfaction through the organization and dissemination of information in a professional, courteous and enthusiastic manner. We are committed to conserve and preserve the printed history and culture of Bermuda for present and future generations. We will provide for the current and potential educational and recreational needs of our diverse community. We pledge to do this in a nurturing environment promoting mutual respect and ensuring positive growth, enjoyment and success for all.*

## DEPARTMENT OBJECTIVES

- To provide access to current technologies to expand the services offered.
- To increase community awareness by promoting the library and its services.
- To provide a safe and clean environment for staff and public.
- To develop confident, knowledgeable and healthy staff who are prepared to meet the needs of our customers.
- To guide and direct staff in different departments in a fair and visionary way.
- To provide continuous, relevant, coordinated and planned programming for our diverse public.
- To restructure the budget to prioritize the needs of the library.

# HEAD 18 LIBRARIES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1801</b>	<b>LIBRARIES</b>						
28000	COLLECTION MANAGEMENT	591	577	588	586	9	2
28060	ADULT SERVICES	430	434	437	500	66	15
28110	YOUTH SERVICES	417	421	422	425	4	1
28130	ADMINISTRATION	310	429	414	415	(14)	(3)
	<b>TOTAL</b>	<b>1,748</b>	<b>1,861</b>	<b>1,861</b>	<b>1,926</b>	<b>65</b>	<b>3</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2015/16	2016/17	2016/17	2017/18	DIFFERENCE 2016/17 vs 2017/18	
(1)	OBJECT CODE DESCRIPTION	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,272	1,329	1,329	1,378	49	4
	WAGES	22	0	0	0	0	0
	TRAINING	0	2	15	15	13	650
	TRANSPORT	1	0	0	0	0	0
	COMMUNICATIONS	40	39	46	40	1	3
	ADVERTISING & PROMOTION	1	1	1	3	2	200
	PROFESSIONAL SERVICES	20	54	28	38	(16)	(30)
	RENTALS	156	135	146	135	0	0
	REPAIR AND MAINTENANCE	41	74	79	83	9	12
	ENERGY	64	77	74	72	(5)	(6)
	MATERIALS & SUPPLIES	131	150	140	162	12	8
	EQUIPMT. (MAJOR/MINOR CAP)	0	0	3	0	0	0
	<b>TOTAL</b>	<b>1,748</b>	<b>1,861</b>	<b>1,861</b>	<b>1,926</b>	<b>65</b>	<b>3</b>

## HEAD 18 LIBRARIES - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8139 Book Fines	0	2	2	2	0	0
	8141 Lost Books	2	3	3	2	(1)	(33)
	8142 Library Programme Fees	3	3	3	2	(1)	(33)
	8143 Lost Cards	1	1	1	1	0	0
	8145 Computer Fees	4	4	4	4	0	0
	8307 Photocopy Charges	4	3	3	4	1	33
	<b>TOTAL</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>(1)</b>	<b>(6)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
		(3)	(4)	(5)	(6)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	28000 COLLECTION MANAGEMENT	6	6	6	6	0	0
	28060 ADULT SERVICES	6	6	7	7	1	17
	28110 YOUTH SERVICES	4	4	3	4	0	0
	28130 ADMINISTRATION	1	2	1	2	0	0
	<b>TOTAL</b>	<b>17</b>	<b>18</b>	<b>17</b>	<b>19</b>	<b>1</b>	<b>6</b>



## HEAD 18 LIBRARIES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 28000 - Collection Management</b>				
Percentage of new books catalogued within 3 months of receipt	100%	100%	100%	100%
Percentage titles catalogued within 30 days	100%	100%	100%	100%
Percentage of Closed Collection requests filled within 2 days	95%	95%	95%	95%
Number of requests for digital copies from microfilm received	1336	875	1350	1000
Percentage of requests for digital copies from microfilm filled within 3 days	95%	100%	95%	100%
Number of ISBN requests received	33	40	25	40
Percentage of ISBN requests answered within 2 days	100%	100%	100%	100%
Percentage of Bermuda queries answered within 3 days	95%	95%	95%	95%
Digital Newspaper Collection (Visits)	66,630	N/A	N/A	N/A
<b>BUSINESS UNIT: 28060 - Adult Services</b>				
Total Circulation	25,137	50,000	30,000	32,500
Circulation per capita (50212)	0.50	1.00	0.60	0.65
Users per annum	145,825	200,600	150,000	200,600
Adult Library users per capita per annum	2.90	4.00	3.00	4.00
Number of special programmes	222	150	200	175
Number of persons attending special programmes	3,195	1,500	1,500	2,500
Total membership	22,001	25,000	5000*	6,500
Percentage of the adult population <sup>(iv)</sup>	44%	50%	10%	10%
Number of general reference questions answered	20,938	26,000	23,500	26,000
Number of internet users per annum	16,117	22,000	15,000	15,000
Number of Wi-Fi users per annum (New)	25,531	N/A	25,000	22,000
<b>BUSINESS UNIT: 28110 - Youth Services</b>				
Total Circulation	35,445	50,000	36,000	36,000
Circulation per capita (11847)	2.99	4.50	3.00	3.00
% of all books catalogued within 3 months of receipt	100%	100%	100%	100%
Youth Library users per annum	27,333	33,000	30,000	33,000
Youth Library users per capita	2.31	3.00	2.50	3.00
Total membership	8,797	11,000	9,500	11,000
Percentage of the youth population	74%	95%	80%	95%
Number of internet users	1,089	2,500	1,400	1,200
Audio/video usage	978	3,500	750	750
<b>BUSINESS UNIT: 28130 - Administration</b>				
EbscoHost	6,804	5,000	7,500	7,500
BNL Website (Unique Visitors)	8,959	10,000	15,000	15,000
Proctored Exam	14	12	12	12

**NOTE**

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

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

### **Preservation and Conservation**

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

### **Records Management & Selection**

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

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

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

# HEAD 19 ARCHIVES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE					DIFFERENCE		
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
1901	ARCHIVES						
	29050 ARCHIVAL SERVICES	1,196	1,294	1,294	1,296	2	0
	<b>TOTAL</b>	<b>1,196</b>	<b>1,294</b>	<b>1,294</b>	<b>1,296</b>	<b>2</b>	<b>0</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE					DIFFERENCE		
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	694	728	728	732	4	1
	TRANSPORT	4	6	15	3	(3)	(50)
	TRAVEL	0	0	4	5	5	0
	COMMUNICATIONS	4	5	6	7	2	40
	PROFESSIONAL SERVICES	0	6	51	28	22	367
	RENTALS	348	352	286	282	(70)	(20)
	REPAIR AND MAINTENANCE	46	54	60	84	30	56
	ENERGY	80	114	115	116	2	2
	MATERIALS & SUPPLIES	20	28	28	35	7	25
	EQUIPMT. (MAJOR/MINOR CAP)	0	0	0	3	3	0
	OTHER EXPENSES	0	1	1	1	0	0
	<b>TOTAL</b>	<b>1,196</b>	<b>1,294</b>	<b>1,294</b>	<b>1,296</b>	<b>2</b>	<b>0</b>

## HEAD 19 ARCHIVES - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8307 Photocopy Charges	2	2	2	2	0	0
	<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		ESTIMATE	2016/17
		(3)	(4)	(5)	(6)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	29050 ARCHIVAL SERVICES	8	9	7	9	0	0
	<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>9</b>	<b>0</b>	<b>0</b>

**HEAD 19 ARCHIVES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 29050 - Archival Services</b>				
<b>APPRAISAL</b> Carry out appraisal surveys and develop disposition schedules for two Government Departments	2	4	2	2
<b>ACQUISITION:</b> Receipt 90% of Acquisitions and transfers and return to Government agency/donor within 30 days	50%	60%	60%	90%
<b>ARRANGEMENT &amp; DESCRIPTION:</b> Projected 18,000 units of records described.	13,500	15,000	12,000	18,000
<b>CONSERVATION :</b> Projected target 5 vols or 20 items	0	2	2	5
Projected target 10,000 items reformatted	2,000	4,000	3,000	10,000
<b>REFERENCE &amp; OUTREACH</b> Supply 90% of records requests for on-site consultation in the Reading room within 30 minutes	75%	75%	75%	90%
Supply 90% of records requested by users from off-site storage within 24 hours	75%	75%	75%	90%
Answer 90% of written correspondence within one month	80%	80%	80%	90%

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

# HEAD 20 YOUTH, SPORT & RECREATION

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18 (\$000) % (7) (8)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2001</b>	<b>ADMINISTRATION &amp; SPORTS</b>						
30045	GENERAL ADMINISTRATION	1,333	1,401	1,399	1,484	83	6
		<b>1,333</b>	<b>1,401</b>	<b>1,399</b>	<b>1,484</b>	<b>83</b>	<b>6</b>
<b>2002</b>	<b>SPORT DEVELOPMENT</b>						
30055	SPORTS PROGRAMMES	1,609	1,638	1,646	1,639	1	0
		<b>1,609</b>	<b>1,638</b>	<b>1,646</b>	<b>1,639</b>	<b>1</b>	<b>0</b>
<b>2003</b>	<b>SPORTS INCENTIVES &amp; AWARDS</b>						
30030	ATHLETIC AWARDS	149	150	150	150	0	0
		<b>149</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>2004</b>	<b>SPORTS FACILITIES MANAGEMENT</b>						
30060	SPORTS FACILITIES	927	887	887	887	0	0
30075	WMC PREECE SOFTBALL PARK	109	135	135	135	0	0
30080	WER JOELL TENNIS STADIUM	306	352	352	386	34	10
30090	MOTORSPORT PARK	121	64	64	64	0	0
30390	SPORTS COMMUNITY FIELDS	85	47	47	47	0	0
		<b>1,548</b>	<b>1,485</b>	<b>1,485</b>	<b>1,519</b>	<b>34</b>	<b>2</b>
<b>2005</b>	<b>YOUTH DEVELOPMENT</b>						
30210	YOUTH DEVELOPMENT ADMIN	274	274	274	274	0	0
30350	YOUTH GRANTS	130	150	144	200	50	33
		<b>404</b>	<b>424</b>	<b>418</b>	<b>474</b>	<b>50</b>	<b>12</b>
<b>2006</b>	<b>COMMUNITY CENTRES</b>						
30120	THE CENTRE	437	440	440	490	50	11
30130	ST. GEORGE'S COMM. CENTRE	486	420	420	435	15	4
30146	SANDYS COMMUNITY CENTRE	426	447	447	454	7	2
		<b>1,349</b>	<b>1,307</b>	<b>1,307</b>	<b>1,379</b>	<b>72</b>	<b>6</b>
<b>2007</b>	<b>CAMPING</b>						
30148	CAMPING ADMINISTRATION	29	61	61	6	(55)	(90)
30150	CAMPING AT DARRELL'S ISLAND	308	307	307	307	0	0
30155	CAMPING AT MESSINA HOUSE	260	250	250	250	0	0
30160	CAMPING AT PAGET ISLAND	313	270	270	270	0	0
30165	CAMPING AT PORTS ISLAND	137	119	119	121	2	2
30170	CAMPING AT WHITE'S ISLAND	15	14	14	81	67	479
		<b>1,062</b>	<b>1,021</b>	<b>1,021</b>	<b>1,035</b>	<b>14</b>	<b>1</b>
<b>2008</b>	<b>SCHOOL AGE ACTIVITIES</b>						
30180	SUMMER DAY CAMP	662	772	772	840	68	9
30185	TEEN CAMP SERVICE	101	87	87	18	(69)	(79)
		<b>763</b>	<b>859</b>	<b>859</b>	<b>858</b>	<b>(1)</b>	<b>(0)</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### GENERAL SUMMARY - continued

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>2009</b>	<b>AFTER SCHOOL PROGRAMMES</b>						
30125	AFTER SCHOOL PROGRAMMES	888	770	770	850	80	10
		<b>888</b>	<b>770</b>	<b>770</b>	<b>850</b>	<b>80</b>	<b>10</b>
	<b>TOTAL</b>	<b>9,105</b>	<b>9,055</b>	<b>9,055</b>	<b>9,388</b>	<b>333</b>	<b>4</b>

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,114	2,687	2,686	2,806	119	4
	WAGES	2,574	2,074	2,074	2,208	134	6
	OTHER PERSONNEL COSTS	87	96	96	96	0	0
	TRAINING	10	13	9	7	(6)	(46)
	TRANSPORT	10	8	10	9	1	13
	TRAVEL	52	29	29	33	4	14
	COMMUNICATIONS	89	86	86	90	4	5
	ADVERTISING & PROMOTION	31	37	37	37	0	0
	PROFESSIONAL SERVICES	173	161	161	154	(7)	(4)
	RENTALS	553	458	458	458	0	0
	REPAIR AND MAINTENANCE	200	216	226	229	13	6
	INSURANCE	19	18	18	18	0	0
	ENERGY	187	214	214	227	13	6
	CLOTHING, UNIFORMS & LAUNDRY	15	18	18	17	(1)	(6)
	MATERIALS & SUPPLIES	268	214	213	218	4	2
	EQUIPMT. (MAJOR/MINOR CAP)	41	25	25	25	0	0
	OTHER EXPENSES	41	34	34	39	5	15
	GRANTS & CONTRIBUTIONS	2,641	2,667	2,661	2,717	50	2
	<b>TOTAL</b>	<b>9,105</b>	<b>9,055</b>	<b>9,055</b>	<b>9,388</b>	<b>333</b>	<b>4</b>



## HEAD 20 YOUTH, SPORT & RECREATION - continued

### REVENUE SUMMARY

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
		(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8251 Camping Fees	32	29	29	36	7	24
	8255 Court Fees	31	30	30	30	0	0
	8315 Registration	120	90	90	100	10	11
	8615 General	0	1	0	0	(1)	(100)
	8665 After School Vouchers	422	414	415	420	6	1
	8765 Boats	21	15	15	15	0	0
	8801 Facilities	8	5	5	20	15	300
	8803 Equipment	3	3	3	0	(3)	(100)
	<b>TOTAL</b>	<b>637</b>	<b>587</b>	<b>587</b>	<b>621</b>	<b>34</b>	<b>6</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
		(3)	(4)	(5)	(6)	2017/18	%
		(3)	(4)	(5)	(6)	(7)	(8)
	2001 ADMINISTRATION & SPORTS	12	12	12	13	1	8
	2004 SPORTS FACILITIES MANAGEMENT	10	10	10	9	(1)	(10)
	2005 YOUTH DEVELOPMENT	3	3	3	3	0	0
	2006 COMMUNITY CENTRES	25	22	22	19	(3)	(14)
	2007 CAMPING	9	9	9	9	0	0
	2008 SCHOOL AGE ACTIVITIES	16	16	16	16	0	0
	2009 AFTER SCHOOL PROGRAMME	26	26	26	26	0	0
	<b>TOTAL</b>	<b>101</b>	<b>98</b>	<b>98</b>	<b>95</b>	<b>(3)</b>	<b>(3)</b>

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 30030 Athletic Awards</b>				
Sponsored Grants awarded to Junior Athletes via National Sports Governing Bodies (NSGB's)	12	15	13	15
Average amount awarded per Junior athlete	\$4,166	\$3,333	\$3,839	\$3,333
Number of Elite Athlete sponsorships awarded	32	36	32	32
<b>BUSINESS UNIT: 30055 Sports Programme</b>				
Number of registered National Sports Governing Bodies	36	38	37	37
Number of Grants issued to Sporting Bodies with initiatives geared toward Sports Development	14	38	15	15
Number of Sports awards presented to individuals	34	25	25	25
Number of National Sport Governing bodies who nominated athletes	7	38	10	10
Number of nominations received by the public	34	125	75	75
<b>BUSINESS UNIT: 30075 WMC Preece Softball Park</b>				
Average number of persons using the facility per month	300	1,200	100	500
Average number of sporting events held at facility per month	10	20	5	20
% of clients using the facility who rank it satisfactory or better	N/A	A minimum of 80% response rate	75%	75%
<b>BUSINESS UNIT: 30080 WER Joell Tennis Stadium</b>				
Average number of individuals who use the facility per month	280	1,200	280	500
Average number of events held at facility per month	12	26	6	12
% of clients using the facility who rank it satisfactory or better	90%	A minimum of 75% response rate	85%	90%
<b>BUSINESS UNIT: 30090 Motorsport Park</b>				
Average number of individuals who use the facility monthly	150	300	150	200
Average number of events held at the facility per month	4	8	4	4
% of clients using the facility who rank it satisfactory or better	60%	A minimum of 50% response rate	70%	85%
<b>BUSINESS UNIT: 30120 / 30130 / 30146 Community Centres</b>				
Projected number of attendees per annum	64,000	65,000 approx	64,000	64,000
Initiated partnerships with neighboring sport clubs for the enhancement of programming	3	6	6	6
Implemented and facilitated programming for Youth (Middle School Students) geared toward physical and mental wellness.	84%	100.00%	To be re-evaluated from a % to an actual count: 6	To be re-evaluated from a % to an actual count: 6

## HEAD 20 YOUTH, SPORT & RECREATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 30125 Afterschool Programmes</b>				
Average number of participants per annum	Performance measure discontinued	Performance Measure to be discontinued	N/A	N/A
Initiated and fostered relationships with National Sport Governing Bodies that facilitated exposure to the foundation or enhancement of skill set in sport	3	10	9	10
Initiated partnerships with neighboring sport clubs for the enhancement of programming	4	4	8	8
<b>BUSINESS UNIT: 30150/30155/30160/30165 Camping Facilities</b>				
Number of Campers using facilities	8,568	7,000	7,000	9,000
Number of Overseas groups using facilities	2	2	2	5
% of users who found overall experience satisfactory	90%	A minimum of 100% response rate	96%	90%
% of users who found the cleanliness of the sites satisfactory	90%	A minimum of 100% response rate	95%	95%
% of users who use the department ferry to be transported to facilities	80%	A minimum of 90% response rate	80%	85%
<b>BUSINESS UNIT: 30180 / 30185 Summer Camps</b>				
Number of participants per year	7,308	7,000	6,965	6,500
<b>BUSINESS UNIT: 30210 Youth Development Administration</b>				
Surveyed parent/guardian subscribers to the Afterschool Programme to ensure the continuum of quality services	1	0	2	2
Surveyed centre clients annually for programme development	2	0	3	3
Complete the research and development toward the framework of a National Youth Policy	25%	0	75%	100%
<b>BUSINESS UNIT: 30350 Youth Grants</b>				
Provide Grants to Youth Organizations with initiatives geared toward social recovery	\$136,275.00	\$100,000.00	\$130,000.00	\$125,000.00
Provide Grants to Sports Clubs specific to the creation or enhancement of youth programming building good character .	\$13,725	\$50,000.00	\$20,000.00	\$25,000.00
<b>BUSINESS UNIT: 30390 Sports Community Fields</b>				
Average number of individuals who use the facility monthly	500	1,100	500	500
Average number of groups who apply to use the facility per month	20	30	15	30
% of clients using the facility who rank it satisfactory or better	N/A	30%	65%	95%

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

# HEAD 23 CHILD & FAMILY SERVICES

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17 vs 2017/18	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>2301 SER. TO CHILDREN/YOUNG PERSONS</b>							
33010	HAPPY VALLEY CHILD CARE CTR	809	916	913	933	17	2
		<b>809</b>	<b>916</b>	<b>913</b>	<b>933</b>	<b>17</b>	<b>2</b>
<b>2302 SER. TO INDIVIDUALS &amp; FAMILIES</b>							
33020	FAMILY SERVICES	2,020	2,300	2,214	2,401	101	4
33030	FOSTER CARE	1,901	2,195	2,246	2,098	(97)	(4)
33200	BDA YOUTH COUNSELLING SER.	831	1,344	1,432	1,070	(274)	(20)
		<b>4,752</b>	<b>5,839</b>	<b>5,892</b>	<b>5,569</b>	<b>(270)</b>	<b>(5)</b>
<b>2303 RESIDENTIAL TREATMENT</b>							
33060	HOME BASED PROGRAM	1,707	1,572	1,554	1,687	115	7
33070	BRANGMAN HOME	827	1,258	1,252	1,100	(158)	(13)
33080	YOUTH DEVELOPMENT CENTRE	217	232	227	244	12	5
33090	OBSERVATORY COTTAGE	759	1,050	1,052	1,100	50	5
33100	PSYCHO-EDUCATIONAL PROG	1,867	2,330	2,330	2,330	0	0
33110	YOUTH RESIDENTIAL TRMT.	1,005	1,167	1,167	1,161	(6)	(1)
		<b>6,382</b>	<b>7,609</b>	<b>7,582</b>	<b>7,622</b>	<b>13</b>	<b>0</b>
<b>2304 ADMINISTRATION</b>							
33120	ADMINISTRATION	973	1,293	1,270	1,260	(33)	(3)
33130	GRANT FUNDING	375	250	250	250	0	0
		<b>1,348</b>	<b>1,543</b>	<b>1,520</b>	<b>1,510</b>	<b>(33)</b>	<b>(2)</b>
	<b>TOTAL</b>	<b>13,291</b>	<b>15,907</b>	<b>15,907</b>	<b>15,634</b>	<b>(273)</b>	<b>(2)</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	6,871	9,253	9,252	8,895	(358)	(4)
	WAGES	1,068	9	9	9	0	0
	OTHER PERSONNEL COSTS	145	108	81	128	20	19
	TRAINING	53	128	126	127	(1)	(1)
	TRANSPORT	35	48	48	42	(6)	(13)
	TRAVEL	98	152	152	152	0	0
	COMMUNICATIONS	112	125	125	130	5	4
	ADVERTISING & PROMOTION	0	2	2	1	(1)	(50)
	PROFESSIONAL SERVICES	2,369	3,199	3,119	3,174	(25)	(1)
	RENTALS	660	859	913	859	0	0
	REPAIR AND MAINTENANCE	236	367	293	362	(5)	(1)
	INSURANCE	2	5	5	5	0	0
	ENERGY	283	251	283	313	62	25
	CLOTHING, UNIFORMS & LAUNDRY	104	135	135	125	(10)	(7)
	MATERIALS & SUPPLIES	237	294	302	320	26	9
	EQUIPMT. (MINOR CAPITAL)	14	38	33	33	(5)	(13)
	OTHER EXPENSES	94	84	136	99	15	18
	GRANTS AND CONTRIBUTIONS	910	850	893	860	10	1
	<b>TOTAL</b>	<b>13,291</b>	<b>15,907</b>	<b>15,907</b>	<b>15,634</b>	<b>(273)</b>	<b>(2)</b>

### REVENUE SUMMARY

REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	2016/17 vs 2017/18	
		(3)	(4)	(5)	(6)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8165 Nursery Fees - Day Care	169	192	192	192	0	0
	<b>TOTAL</b>	<b>169</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>0</b>	<b>0</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
	33010 HAPPY VALLEY CHILD CARE CTR	11	11	10	10	(1)	(9)
	33020 FAMILY SERVICES	19	19	18	18	(1)	(5)
	33030 FOSTER CARE	6	6	6	6	0	0
	33060 HOME BASED PROGRAM	11	11	16	16	5	45
	33070 BRANGMAN HOME	12	12	12	12	0	0
	33080 YOUTH DEVELOPMENT CENTRE	2	2	2	2	0	0
	33090 OBSERVATORY COTTAGE	13	13	12	12	(1)	(8)
	33110 YOUTH RESIDENTIAL TRMT	9	9	9	9	0	0
	33120 ADMINISTRATION	4	4	4	4	0	0
	33200 BDA YOUTH COUNSELLING SER.	8	8	8	8	0	0
	<b>TOTAL</b>	<b>95</b>	<b>95</b>	<b>97</b>	<b>97</b>	<b>2</b>	<b>2</b>

## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 33010 - Happy Valley Child Care Centre</b>				
1. Minimum of 85% of children to achieve set developmental and educational milestones.	100%	100%		100%
2. Minimum of 70% of parents to engage and complete parenting classes.	85%	80%		85%
3. (A) Satisfaction with services: Family	99%	95%		95%
3. (B) Satisfaction with services: Referral sources	100%	95%		95%
<b>BUSINESS UNIT: 33020 - Family Services</b>				
1. Number of children who are protected from ongoing child abuse.	100%	100%	100%	100%
2. Number of children whose risk is reduced.	146	120	110	120
3. Number of Social Enquiry Reports where fathers are granted joint custody.		25		
<b>BUSINESS UNIT: 33030 - Foster Care</b>				
1. Number of active foster parents.	58	65	55	68
2. Number of foster parents recruited during the fiscal year.	7	5	5	10
3. Number of children permanently placed during the fiscal year.	2	3	2	5
<b>BUSINESS UNIT: 33060 &amp; 33130 - Cross Ministry Initiative Team (C.M.I.T)</b>				
1. Number of adolescents successfully transitioning out of Residential Treatment Services and reintegrating into the family unit.	0	80%	0%	0%
2. Number of adolescents/persons whose risk is reduced.	77%	75%	70%	70%
3. Number of persons who improved employability skills/employment.	11	10	12	15
<b>BUSINESS UNIT: 33070 - Brangman Home</b>				
1. Average cost per resident at the home per day.	\$600.00	\$600.00	\$600.00	\$600.00
2. Number of clients having an educational or vocational plan within 30 days of placement.	100%	100%	100%	100%
<b>BUSINESS UNIT: 33080 - Youth Development Centre</b>				
1. Number of clients demonstrating the ability to be compliant with rules and structure	70%	95%	85%	90%
2. Number of clients demonstrating the ability to use self management skills	70%	95%	85%	90%



## HEAD 23 CHILD & FAMILY SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 33090 - Observatory Cottage</b>				
1. Average cost per resident at the Cottage per day	\$650.00	\$650.00	\$650.00	\$650.00
2. Number of clients having an educational or vocational plan within 30 days of placement.	100%	100%	100%	100%
<b>BUSINESS UNIT: 33100 - Psycho-Educational Program</b>				
1. To increase the number of children transitioning home successfully by 50%	80%	100%	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	95%	70%	70%	100%
<b>BUSINESS UNIT: 33110 - Youth Residential Treatment</b>				
1. RTS to achieve and maintain 100% compliance with the Children Act 1998, and the Children Amendment Act 2000	100%	100%	100%	100%
2. Maintain best practices service standards consistent with accreditation to a level of 100% through a PQI process	100%	100%	100%	100%
<b>BUSINESS UNIT: 33120 - Administration</b>				
1. Ensure all sections within the Department remain 100% compliant with the responsibilities as outlined in the Children Act 1998, and the Children Amendment Act 2000.	100%	100%		100%
2. Ensure all sections maintain the required standards for accreditation by the Council on Accreditation	100%	100%		100%
<b>BUSINESS UNIT: 33130 - Grant Funding</b>				
1. Assist all grant holders to remain compliant with the responsibilities as outlined in the Grant Agreement	100%	100%		100%
2. Ensure all grant holders meet the specific goals as outlined in the grant agreement.	100%	100%		100%
<b>BUSINESS UNIT: 33200 - Bermuda Youth Counseling Services</b>				
1. Number of assessments completed	49	50	50	50
2. Number of clients admitted to the programme	165	175	100	125
3. Number of Treatment plans developed within 30 days	100%	100%	100%	100%
4. Number of clients completing the programme	70%	70%	70%	70%

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

- To stimulate and develop a culturally vibrant and dynamic community by supporting the arts.
- To promote an understanding of Bermuda's cultural identity through education, research, publications, and enrichment programmes.
- To educate the community through personal and professional courses that promote life-long learning through the Community Education and Development Programme.
- To provide grants that supports the arts and the continued development and curation of Bermuda's cultural heritage.

# HEAD 52 COMMUNITY & CULTURAL AFFAIRS

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	2017/18	%
		(3)	(4)	(5)	(6)	(\$000)	(8)
<b>5202</b>	<b>CULTURAL AFFAIRS</b>						
	62000 GRANTS TO ORGANISATIONS	213	213	213	213	0	0
	62001 ADMINISTRATION	649	734	722	842	108	15
	62010 CULTURAL FESTIVITIES & CELEBR.	136	190	220	184	(6)	(3)
	62020 HERITAGE CELEBRATIONS	205	217	217	217	0	0
	62030 CULTURAL EDUCATION PROGRAM.	40	138	138	41	(97)	(70)
	62050 NATIONAL HEROES DAY	48	58	49	56	(2)	(3)
	62060 PROMOTION OF THE ARTS	41	46	41	44	(2)	(4)
	62070 FOLKLIFE BERMUDA	94	160	160	157	(3)	(2)
	62080 RESEARCH AND PUBLICATION	0	0	0	82	82	0
		<b>1,426</b>	<b>1,756</b>	<b>1,760</b>	<b>1,836</b>	<b>(2)</b>	<b>(68)</b>
<b>5203</b>	<b>COMMUNITY SERVICES</b>						
	62100 UNCOVER THE ARTS	151	175	170	172	(3)	(2)
	62130 SENIOR CITIZEN PROJECTS	113	80	80	80	0	0
		<b>264</b>	<b>255</b>	<b>250</b>	<b>252</b>	<b>(3)</b>	<b>(1)</b>
<b>5204</b>	<b>COMMUNITY EDUCATION</b>						
	62140 COMMUNITY OUTREACH	40	40	44	40	0	0
	62150 COMMUNITY EDUCATION COURSE	139	161	150	153	(8)	(5)
	62160 COMMUNITY EDUCATION ADMIN	634	727	735	618	(109)	(15)
	62180 SPECIAL PROJECTS	0	0	0	112	112	0
		<b>813</b>	<b>928</b>	<b>929</b>	<b>923</b>	<b>(5)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>2,503</b>	<b>2,939</b>	<b>2,939</b>	<b>3,011</b>	<b>72</b>	<b>2</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,089	1,202	1,200	1,247	45	4
	WAGES	32	0	0	0	0	0
	OTHER PERSONNEL COST	0	3	3	4	1	33
	TRAINING	0	5	5	4	(1)	(20)
	TRANSPORT	11	12	3	3	(9)	(75)
	TRAVEL	8	29	19	188	159	548
	COMMUNICATIONS	42	45	47	43	(2)	(4)
	ADVERTISING & PROMOTION	60	89	93	80	(9)	(10)
	PROFESSIONAL SERVICES	695	822	839	770	(52)	(6)
	RENTALS	46	115	78	137	22	19
	REPAIR AND MAINTENANCE	23	40	30	30	(10)	(25)
	ENERGY	7	6	14	9	3	50
	MATERIALS & SUPPLIES	229	321	309	263	(58)	(18)
	EQPMT. (MINOR CAPITAL)	4	9	9	4	(5)	(56)
	OTHER EXPENSES	6	8	8	6	(2)	(25)
	GRANTS AND CONTRIBUTIONS	251	233	282	223	(10)	(4)
	<b>TOTAL</b>	<b>2,503</b>	<b>2,939</b>	<b>2,939</b>	<b>3,011</b>	<b>72</b>	<b>2</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8253 Admissions	0	1	1	1	0	0
	8425 Course Fees	51	75	74	76	1	1
	8615 General	1	1	1	4	3	300
	8617 Publications	10	9	10	6	(3)	(33)
	8681 Tickets	4	0	0	2	2	0
	<b>TOTAL</b>	<b>66</b>	<b>86</b>	<b>86</b>	<b>89</b>	<b>3</b>	<b>3</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE	
						2016/17 vs 2017/18 (7)	% (8)
62001	ADMINISTRATION	8	7	8	8	1	14
62160	COMMUNITY EDUCATION ADMIN	7	8	7	7	(1)	(13)
	<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0</b>

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 62000 - Grants to Organisations</b>				
1. (a) Provide grants to five (5) non-governmental organisations that support cultural heritage development upon satisfactory completion of application	5	5	4	4
1. (a) Provide grants to four (4) non-governmental organisations that support the arts upon satisfactory completion of application	4	2	3	3
2. (a) Bermuda Arts Council awards grants to students and individuals in the visual and performing arts	5	5	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria
2. (b) Bermuda Arts Council awards grants to various organizations	6	15	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria
3. To award a maximum of 10 grants from the Cultural Legacy Fund	6	4	Grant awards are restricted to established criteria	Grant awards are restricted to established criteria
<b>BUSINESS UNIT: 62001 - Administration</b>				
1. Produce four (4) departmental calendars of events (1 per quarter)	2	4	discontinued	discontinued
2. Produce three (3) 30 minute programmes that reflect aspects of our cultural heritage	n/a	n/a	discontinued	discontinued
3. (a) Produce cultural pamphlets	1,000	1,500	2,000	2,000
3. (b) Produce 500 cultural education posters	150	500	500	500
3. (c) Produce a digital/electronic newsletter monthly**	n/a	n/a	8	12
4. Organize and host talk shows on aspects of Bermudian identity (Proud to Be Bermudian)	4	5	4	4
<b>BUSINESS UNIT: 62010 - Cultural Festivals &amp; Celebration</b>				
1. Gombey Festival: showcase active Bermudian Gombey Troupes	5	6	5	5
2. Gombey Festival: include annual education theme**	0	n/a	1	1
3. Gombey Festival: invite performers from similar root cultures to participate**	0	n/a	1	1
4. Emancipation Commemoration: produce one (1) relevant event, inclusive of educational component	2	2	1	1
<b>BUSINESS UNIT: 62020 - Heritage Celebrations</b>				
1. Identify, support, and collaborate with cultural partners on Heritage Month events	5	5	5	5
2. (a) Number of groups in the Bermuda Day Parade	28	-	30	30
2. (b) Number of floats in the Bermuda Day Parade	12	14	5	8

\*\*New Performance Measure(s)

## HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 62030 - Cultural Education Program</b>				
1. (a) Produce one Bermuda Themed book	0	1	1	1
1. (b) Print copies of Bermuda Themed book	0	1	1,000	1,000
2. (a) Produce a book of literature	0	1	1	0
2. (b) Print copies of book of literature	0	1,500	1,000	0
2. (c) Create and launch eBook version	0	1	0	1
3. Produce oral history transcripts	0	0	0	0
4. Create Folklife Digital database	0	0	0	1
5. Produce Study Guides for cultural documentaries**	1	n/a	2	3
6. Support Research on Bermudian Dialect**	n/a	n/a	n/a	1
7. Support Research on Bermuda's Ethnobotany**	n/a	n/a	n/a	1
<b>BUSINESS UNIT: 62050 - National Heroes' Day</b>				
1. Have 400 attendees at National Heroes' Day Event	350	350	350	350
2. Hold 1 educational event	1	-	1	1
3. (a) Organize and display 7 Banners	5	7	7	7
3. (b) Promotion of National Heroes via at least three (3) media formats	3	4	4	4
<b>BUSINESS UNIT: 62060 - Promotion of the Arts</b>				
1. (a) Hold one (1) 3-week workshop with Master Artist	1	1	1	1
1. (b) Hold two (2) mini-workshops for public schools	2	2	2	2
1. (c) Hold one (1) public event with a Master Artist	1	1	1	1
2. Organize Premier's concert to include 8 to 10 performances	9	12	10	12
<b>BUSINESS UNIT: 62070 - Folklife Bermuda</b>				
1(a) Produce Bermudian Heartbeats lectures	7	7	12	12
1(b) Hold one winter film series	1	1	1	n/a
2. Produce three (3) Folklife Documentaries	1	2	2	1
3. Five (5) apprentices to complete Folklife Apprenticeship Programme	0	5	5	0
4. Reissue DVD from "About Bermuda" series	n/a	3	5	3
<b>BUSINESS UNIT: 62100 - Uncover the Arts</b>				
1. (a) Hold 110 guided walking tours for the season	110	110	150	150
1. (b) Hold 110 performances weekly	110	110	110	110
2. (a) Host 220 demonstrations	220	220	220	220
2. (b) Hold 88 lectures weekly	88	70	70	70
<b>BUSINESS UNIT: 62130 - Senior Citizens Projects</b>				
1. Organize Seniors' Week to include four (4) different events	3	3	Discontinued	Discontinued
2. Organise educational and cultural seniors events	4	4	8	5
3. Hold two (2) seniors' cruises	2	1	Discontinued	Discontinued
4. (a) Organise intergenerational projects allowing for youth and senior engagements**	n/a	n/a	1	1
4. (b) Produce a publication that reflects lives and accomplishments of Bermudian seniors	1	1	1	1
4. (c) Print 1000 copies	1,200	800	700	700

\*\*New Performance Measure(s)

**HEAD 52 COMMUNITY & CULTURAL AFFAIRS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 62140 - Community Outreach</b>				
1. Summer Internship Programme will place 100 students in this work shadow initiative	100	100	100	100
2. Place 10% of students (post Summer Internship Programme) with part-time employment	10	20 / 5%	100	100
3. Achieve 100% parental attendance at orientation	80	9 / 90%	90	100
<b>BUSINESS UNIT: 62150 - Community Education Course</b>				
1. Offer 200 courses over three (3) semesters	125	110	95	85
2. Engage 2,700 participants annually	3,100	2,700	3,038	2,700
3. Engage 300 youth participants annually	601	471	424	380
4. Engage 2,000 adult participants annually	1,658	2,400	2,160	2,130
5. Engage 454 seniors annually	841	504	454	454
6. Certificates of completion distributed	85%	85 / 85%	85%	50%
<b>BUSINESS UNIT: 62160 - Community Education Admin.</b>				
1. Produce 4 statistical reports	4	4	4	4
2. Have 75% of questionnaires returned	2,775	2,770	2,645	2,724
3. Host three (3) awareness seminars for Seniors'	3	2	9	3
4. Host one (1) Seniors' Christmas luncheon	1	1	1	1



# HEAD 55 FINANCIAL ASSISTANCE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

# HEAD 55 FINANCIAL ASSISTANCE

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>5501</b>	<b>FINANCIAL ASSISTANCE</b>						
	65050 GRANTS ADMINISTRATION	51,859	50,925	50,500	50,404	(521)	(1)
	65080 GENERAL ADMIN.	2,700	3,636	3,636	3,151	(485)	(13)
	<b>TOTAL</b>	<b>54,559</b>	<b>54,561</b>	<b>54,136</b>	<b>53,555</b>	<b>(1,006)</b>	<b>(2)</b>

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	2,516	3,480	3,480	2,920	(560)	(16)
	WAGES	127	0	0	0	0	0
	OTHER PERSONNEL COSTS	0	5	5	5	0	0
	TRAINING	0	9	9	9	0	0
	TRAVEL	0	1	1	1	0	0
	COMMUNICATIONS	4	4	4	4	0	0
	ADVERTISING & PROMOTION	0	9	9	9	0	0
	PROFESSIONAL SERVICES	3	20	20	91	71	355
	REPAIR AND MAINTENANCE	7	15	15	15	0	0
	MATERIALS & SUPPLIES	72	88	88	92	4	5
	EQUIPMT. (MINOR)	4	5	5	5	0	0
	GRANTS AND CONTRIBUTIONS	51,826	50,925	50,500	50,404	(521)	(1)
	<b>TOTAL</b>	<b>54,559</b>	<b>54,561</b>	<b>54,136</b>	<b>53,555</b>	<b>(1,006)</b>	<b>(2)</b>

# HEAD 55 FINANCIAL ASSISTANCE - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT		2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
(1)	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2016/17	vs
(1)	(2)	(3)	(4)	(5)	(6)	2017/18	(8)
						(7)	%(8)
	65080 GENERAL ADMIN.	33	41	33	34	(7)	(17)
	<b>TOTAL</b>	<b>33</b>	<b>41</b>	<b>33</b>	<b>34</b>	<b>(7)</b>	<b>(17)</b>

**HEAD 55 FINANCIAL ASSISTANCE - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 65050 - Grants Administration</b>				
1. To provide financial awards to 100% of our new financial assistance clients within 10 working days.	100%	100%	90%	100%
2. To award grants to charitable organizations within 30 days of receiving request documents.	8	8	5	5
3. To provide awards to 100% of the daycare providers by last day of month before they are due.	90%	100%	90%	100%
<b>BUSINESS UNIT: 65080 - General Administration</b>				
1. To ensure that all 33 employees successfully complete at least one relevant training course per year.	95%	100%	95%	100%
2. To complete 700 site visits for financial assistance clients during the year.	425	700	550	700

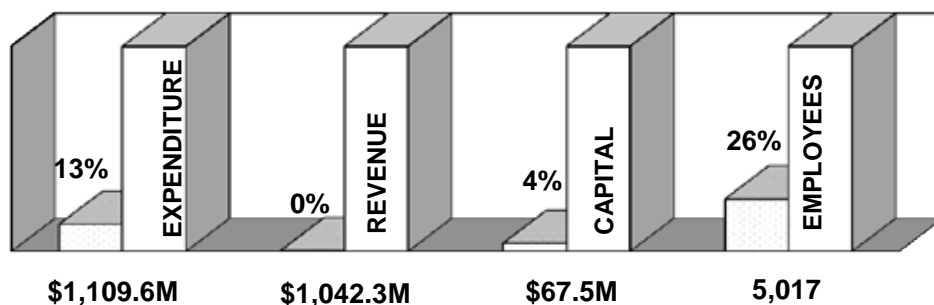
# MINISTRY OF NATIONAL SECURITY



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

Senator The Hon. Jeff Baron, JP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
83	MIN. OF NATIONAL SECURITY HQ	1,340	1,297	1,297	1,497	200	15
06	DEFENCE	7,111	7,086	7,299	7,272	186	3
07	POLICE	65,067	64,595	64,595	67,241	2,646	4
12	CUSTOMS	16,463	17,112	17,112	17,112	0	0
13	POST OFFICE	9,921	10,677	10,588	10,677	0	0
25	DEPT. OF CORRECTIONS	24,591	25,337	25,337	25,337	0	0
45	FIRE SERVICES	13,191	12,506	12,506	13,261	755	6
88	NATIONAL DRUG CONTROL	3,556	4,179	4,179	4,179	0	0
		<b>141,240</b>	<b>142,789</b>	<b>142,913</b>	<b>146,576</b>	<b>3,787</b>	<b>3</b>
<b>REVENUE (\$000)</b>							
06	DEFENCE	2	0	0	0	0	0
07	POLICE	1,217	350	350	350	0	0
13	POST OFFICE	4,438	4,467	4,534	4,550	83	2
45	FIRE SERVICES	668	8	110	180	172	2,150
88	NATIONAL DRUG CONTROL	1	6	0	0	(6)	(100)
		<b>6,326</b>	<b>4,831</b>	<b>4,994</b>	<b>5,080</b>	<b>249</b>	<b>5</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	1,802	1,396	2,129	2,404		
	DEVELOPMENT	620	685	490	270		
		<b>2,422</b>	<b>2,081</b>	<b>2,619</b>	<b>2,674</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>1,274</b>	<b>1,312</b>	<b>1,304</b>	<b>1,284</b>	<b>(28)</b>	<b>(2)</b>



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>8301</b>	<b>GENERAL</b>						
	93000 ADMINISTRATION	1,224	1,167	1,167	1,367	200	17
	93002 PAROLE BOARD	73	82	82	82	0	0
	93003 TREATMENT OF OFFENDERS	27	28	28	28	0	0
	93004 POLICE COMPLAINTS AUTHORITY	16	20	20	20	0	0
	<b>TOTAL</b>	<b>1,340</b>	<b>1,297</b>	<b>1,297</b>	<b>1,497</b>	<b>200</b>	<b>15</b>

## HEAD 83 MINISTRY OF NATIONAL SECURITY HQ - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	759	735	735	740	5	1
	TRAINING	0	1	1	1	0	0
	TRANSPORT	1	1	1	1	0	0
	TRAVEL	16	36	26	36	0	0
	COMMUNICATIONS	8	9	9	9	0	0
	ADVERTISING & PROMOTION	37	29	29	29	0	0
	PROFESSIONAL SERVICES	487	452	459	647	195	43
	INSURANCE	1	0	0	0	0	0
	ENERGY	2	1	1	1	0	0
	MATERIALS & SUPPLIES	15	17	17	17	0	0
	EQMT. (MINOR CAPITAL)	0	1	1	1	0	0
	OTHER EXPENSES	14	15	18	15	0	0
	<b>TOTAL</b>	<b>1,340</b>	<b>1,297</b>	<b>1,297</b>	<b>1,497</b>	<b>200</b>	<b>15</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	93000 ADMINISTRATION	7	7	7	7	0	0
	<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 93000 ADMINISTRATION</b>				
Percentage of current year Throne Speech Initiatives that have been implemented.	100%	100%	100%	100%
Percentage of current year cabinet papers that have been submitted in the current year and have been successfully approved.	98%	100%	100%	100%
Percentage of current year walk-in requests that the ministry has been able to successfully assist in or resolve.	n/a	n/a	n/a	n/a
<b>BUSINESS UNIT: 93004 POLICE COMPLAINTS AUTHORITY</b>				
Percentage of outstanding files closed out from the prior year or earlier.	85%	90%	85%	100%
Percentage of PCA complaints that are resolved within 2 to 3 months of receipt for each fiscal year.	50%	75%	65%	75%



## MISSION STATEMENT

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

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

## DEPARTMENT OBJECTIVES

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

# HEAD 06 DEFENCE

# CURRENT ACCOUNT ESTIMATES

## DEPARTMENT OBJECTIVES - cont.

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	DESCRIPTION (2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>0601</b>	<b>DEFENCE SERVICES</b>						
16000	FINANCE/RECRUITMENT	229	281	282	281	0	0
16999	HURRICANE RELIEF	89	0	213	0	0	0
		<b>318</b>	<b>281</b>	<b>495</b>	<b>281</b>	<b>0</b>	<b>0</b>
<b>0602</b>	<b>BERMUDA REGIMENT</b>						
16010	REGIMENT HEADQUARTERS	888	1,030	1,047	1,194	164	16
16020	QUARTERMASTER	2,291	2,137	2,134	2,331	194	9
16030	CEREMONIAL	434	610	509	487	(123)	(20)
16040	LOCAL TRAINING	2,192	1,970	1,961	1,858	(112)	(6)
16060	JUNIOR LEADERS	0	0	0	100	100	0
16075	OVERSEAS CAMP	900	931	1,032	22	(909)	(98)
16080	COURSES AND ATTACHMENTS	88	127	121	125	(2)	(2)
16090	SPECIAL EVENTS	0	0	0	874	874	0
		<b>6,793</b>	<b>6,805</b>	<b>6,804</b>	<b>6,991</b>	<b>186</b>	<b>3</b>
	<b>TOTAL</b>	<b>7,111</b>	<b>7,086</b>	<b>7,299</b>	<b>7,272</b>	<b>186</b>	<b>3</b>

## HEAD 06 DEFENCE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,879	3,045	3,074	3,179	134	4
	WAGES	2,462	2,242	2,400	2,250	8	0
	EMPLOYER OVERHEAD	36	28	31	38	10	36
	OTHER PERSONNEL COSTS	64	45	48	53	8	18
	TRAINING	0	1	7	48	47	4,700
	TRANSPORT	17	45	45	10	(35)	(78)
	TRAVEL	373	449	453	135	(314)	(70)
	COMMUNICATIONS	61	51	52	54	3	6
	ADVERTISING & PROMOTION	6	57	57	57	0	0
	PROFESSIONAL SERVICES	71	73	73	66	(7)	(10)
	RENTALS	117	55	55	55	0	0
	REPAIR AND MAINTENANCE	151	193	195	328	135	70
	INSURANCE	27	53	53	53	0	0
	ENERGY	165	158	158	213	55	35
	CLOTHING, UNIFORMS & LAUNDRY	202	161	161	238	77	48
	MATERIALS & SUPPLIES	480	430	427	485	55	13
	GRANTS AND CONTRIBUTIONS	0	0	10	10	10	0
	<b>TOTAL</b>	<b>7,111</b>	<b>7,086</b>	<b>7,299</b>	<b>7,272</b>	<b>186</b>	<b>3</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8877 Reimbursements	2	0	0	0	0	0
	<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HEAD 06 DEFENCE - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE	
						2016/17 vs 2017/18 (7)	% (8)
16000	FINANCE/RECRUITMENT	3	3	3	3	0	0
16010	REGIMENT HEADQUARTERS	7	7	7	7	0	0
16020	QUARTERMASTER	11	11	11	11	0	0
16030	CEREMONIAL	2	2	2	2	0	0
16040	LOCAL TRAINING	7	7	7	7	0	0
<b>TOTAL</b>		<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>

## HEAD 06 DEFENCE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 16000 Finance/Recruitment</b>				
1. Percentage of drafted persons accounted for during the annual recruitment.	55%	55%	0%	0%
2. Percentage of drafted persons medically unfit for service.	5%	5%	3%	0%
3. Number of volunteers for service in Royal Bermuda Regiment.	60	60	60	80
<b>BUSINESS UNIT: 16010 Regimental Headquarters</b>				
1. Number of promotions each year.	50	50	40	40
2. The operational strength of the Regiment as a percentage against the original Regiment establishment of 630. (Minimum manning 406)	74%	74%	70%	65%
<b>BUSINESS UNIT: 16020, 16030, 16040, 16075 Training &amp; Support</b>				
1. Percentage of Soldiers serving past their period of mandatory service. (inclusive of Long Stay Nucleus)	40%	40%	71%	65%
2. Number of Soldiers listed as Long Term Absentees.	70	70	154	50
3. Percentage of soldiers who pass their military standard tests. a. Annual Personal Weapons Test b. Physical Fitness - Personal Fitness Test c. Physical Fitness - Annual Fitness Test d. First Aid Assessment (New) e. Rules of Engagement - Judgemental Assessment (New)	70%	70%	70%	70%
4. Percentage of soldiers meeting their annual training requirement. a. 85% attendance of required training events (Drills) b. Attendance at Annual Camps (AC)	75% 95%	75% 95%	75% 95%	70% 95%
<b>BUSINESS UNIT: 16060 Junior Leaders</b>				
1. Number of Junior Leaders maintaining a regular attendance.	35	35	35	50
2. Number of Junior Leaders receiving promotions and in the STAR Award programme.	9	9	30	15
<b>BUSINESS UNIT: 16080 Overseas Camp</b>				
1. Percentage of soldiers who pass overseas courses.	100%	100%	100%	100%

## HEAD 07 POLICE

## CURRENT ACCOUNT ESTIMATES

### MISSION STATEMENT

*Making Bermuda safer.*

### DEPARTMENT OBJECTIVES

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

# HEAD 07 POLICE

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18 (\$000) % (7) (8)	
(1)	(2)						
<b>0701</b>	<b>COMMISSIONER'S OFFICE</b>						
17000	COMMISSIONER'S OFFICE	49,243	46,062	46,062	48,831	2,769	6
		<b>49,243</b>	<b>46,062</b>	<b>46,062</b>	<b>48,831</b>	<b>2,769</b>	<b>6</b>
<b>0702</b>	<b>CORPORATE SERVICES DIVISION</b>						
17005	PROFESSIONAL CONDUCT UNIT	6	16	16	24	8	50
17010	HUMAN RESOURCES	1,241	1,497	1,497	1,494	(3)	(0)
17020	FINANCE & ADMINISTRATION	931	1,102	1,102	1,166	64	6
17025	INFORMATION MANAGEMENT SERVICES	4,261	4,604	4,604	4,611	7	0
17190	TRAINING & DEVELOPMENT DEPARTMENT	577	865	865	948	83	10
17310	UNIFORM STORES	(97)	270	270	270	0	0
		<b>6,919</b>	<b>8,354</b>	<b>8,354</b>	<b>8,513</b>	<b>159</b>	<b>2</b>
<b>0703</b>	<b>COMMUNITY POLICING DIVISION</b>						
17040	CENTRAL AREA COMMAND	736	930	930	872	(58)	(6)
17041	EASTERN AREA COMMAND	1,063	1,209	1,209	1,211	2	0
17042	WESTERN AREA COMMAND	110	181	181	300	119	66
		<b>1,909</b>	<b>2,320</b>	<b>2,320</b>	<b>2,383</b>	<b>63</b>	<b>3</b>
<b>0704</b>	<b>SUPPORT SERVICES DIVISION</b>						
17055	TAPE TRANSCRIBING	147	188	188	133	(55)	(29)
17090	OPERATIONAL SUPPORT DEPARTMENT	887	1,114	1,114	1,114	0	0
17120	MARINE & ROAD POLICING UNIT	359	458	458	469	11	2
17130	GARAGE AND WORKSHOP	2,263	1,547	1,547	1,408	(139)	(9)
17160	FORENSIC SUPPORT	580	1,030	1,030	1,030	0	0
		<b>4,236</b>	<b>4,337</b>	<b>4,337</b>	<b>4,154</b>	<b>(183)</b>	<b>(4)</b>
<b>0708</b>	<b>DRUGS &amp; INTELLIGENCE DIVISION</b>						
17105	PUBLIC PROTECTION DEPT.	9	38	38	38	0	0
17140	SPECIAL INVESTIGATIONS DEPT.	1,216	1,411	1,411	1,353	(58)	(4)
17150	DRUGS & FINANCIAL CRIME DIVISION	602	783	783	729	(54)	(7)
17170	INTELLIGENCE DIVISION	657	764	764	714	(50)	(7)
		<b>2,484</b>	<b>2,996</b>	<b>2,996</b>	<b>2,834</b>	<b>(162)</b>	<b>(5)</b>
<b>0710</b>	<b>BERMUDA RESERVE POLICE</b>						
17220	BERMUDA RESERVE POLICE	276	526	526	526	0	0
		<b>276</b>	<b>526</b>	<b>526</b>	<b>526</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>65,067</b>	<b>64,595</b>	<b>64,595</b>	<b>67,241</b>	<b>2,646</b>	<b>4</b>

## HEAD 07 POLICE - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	49,166	46,593	46,593	49,462	2,869	6
	WAGES	620	610	610	432	(178)	(29)
	OTHER PERSONNEL COSTS	2,824	2,826	2,846	2,826	0	0
	TRAINING	311	491	491	571	80	16
	TRAVEL	210	351	351	351	0	0
	COMMUNICATIONS	1,098	1,313	1,313	1,213	(100)	(8)
	ADVERTISING & PROMOTION	35	53	56	56	3	6
	PROFESSIONAL SERVICES	3,221	3,831	3,861	3,931	100	3
	RENTALS	1,043	1,175	1,125	1,042	(133)	(11)
	REPAIR AND MAINTENANCE	3,153	3,499	3,496	3,504	5	0
	INSURANCE	89	116	116	116	0	0
	ENERGY	1,237	1,188	1,188	1,188	0	0
	CLOTHING, UNIFORMS & LAUNDRY	0	163	163	163	0	0
	MATERIALS & SUPPLIES	1,998	2,194	2,194	2,194	0	0
	EQPMT. (MINOR CAPITAL)	14	63	63	63	0	0
	OTHER EXPENSES	48	129	129	129	0	0
	<b>TOTAL</b>	<b>65,067</b>	<b>64,595</b>	<b>64,595</b>	<b>67,241</b>	<b>2,646</b>	<b>4</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8457 Licence General	9	11	11	11	0	0
	8521 Firearms	13	18	18	18	0	0
	8523 Explosives	14	7	7	7	0	0
	8525 Security Guards	132	39	39	39	0	0
	8617 Publications	322	175	175	175	0	0
	8801 Facilities	107	100	100	100	0	0
	8889 Sundry Receipts	620	0	0	0	0	0
	<b>TOTAL</b>	<b>1,217</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>0</b>	<b>0</b>



## HEAD 07 POLICE - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
17000	COMMISSIONER'S OFFICE	442	444	439	439	(5)	(1)
17010	HUMAN RESOURCES	7	7	7	7	0	0
17020	FINANCE & ADMINISTRATION	10	10	10	11	1	10
17025	INFORMATION MANAGEMENT SERVICES	8	6	6	6	0	0
17040	CENTRAL AREA COMMAND	8	8	8	7	(1)	(13)
17041	EASTERN AREA COMMAND	11	11	11	11	0	0
17042	WESTERN AREA COMMAND	3	1	1	3	2	200
17055	TAPE TRANSCRIBING	1	1	1	0	(1)	(100)
17090	OPERATIONAL SUPPORT DEPARTMENT	14	13	13	13	0	0
17130	GARAGE AND WORKSHOP	10	10	10	6	(4)	(40)
17140	SPECIAL INVESTIGATIONS DEPT.	2	1	1	0	(1)	(100)
17150	DRUGS & FINANCIAL CRIME DIVISION	2	2	2	1	(1)	(50)
17160	FORENSIC SUPPORT	6	5	5	5	0	0
17170	INTELLIGENCE DIVISION	9	9	9	8	(1)	(11)
17190	TRAINING & DEVELOPMENT DEPARTMENT	2	1	1	1	0	0
<b>TOTAL</b>		<b>535</b>	<b>529</b>	<b>524</b>	<b>518</b>	<b>(11)</b>	<b>(2)</b>

## HEAD 07 POLICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>0701 - Commissioner's Office</b>				
Overall level of public satisfaction towards the Police.	62%	65%	65%	65%
Conviction rate (percentage)	*	*	*	*
<b>0702 - Corporate Services Division</b>				
The percentage of Bermudian Officers employed within BPS.	60%	61%	62%	62%
Number of formal complaints made against the Police.	28	30	30	30
Annual cost of absenteeism among Police personnel.	\$766,115	\$800,000	\$800,000	\$800,000
Percentage of complaints which are formally resolved.	86%	75%	80%	80%
Turnover per annum of police officers.	14	20	25	20
Level of public satisfaction with fair treatment to all.	56%	60%	60%	60%
<b>0703 - Community Policing Division</b>				
The number of hours delivered providing anti-crime and anti-gang awareness in Bermuda's schools and the community at large.	500	500	500	500
Level of safety felt by neighbourhood residents.	64	65	65	65
Level of awareness of local community action team (CAT)	52%	60%	60%	60%
Level of public satisfaction with timely solving of crime.	54%	55%	55%	55%
<b>0704 - Support Services Division</b>				
Total number of training hours delivered across the BPS.	40,000	40,000	40,000	40,000
The average percentage of recruits that are confirmed to full-time posts, per year.	100	95	95	95
<b>0708 - Drugs &amp; Intelligence Division</b>				
Level of public satisfaction with investigation of serious crimes.	58%	65%	60%	60%
Level of public satisfaction with investigation of anti-social behaviour.	52%	62%	60%	60%
<b>0710 - Bermuda Reserve Police</b>				
Representation of minority communities amongst the Bermuda Reserve Police.	10.00%	15.00%	15.00%	15.00%
The total number of hours per annum of duty performed by the Bermuda Police Reserve Police.	18,500	18,500	18,500	18,500
Percentage of Reserve Officers to BPS establishment.	19.40%	20.00%	20.00%	22.00%

\* Dependant on new Records Management System

# HEAD 12 CUSTOMS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG						2016/17	
BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	vs	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	2017/18	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>1201</b>	<b>GENERAL</b>						
	22000 YACHT REPORTING CENTRE	(42)	0	0	0	0	0
	22020 AIRPORT COMMERCIAL	65	0	0	0	0	0
	22030 AIRPORT SHIFT A	(6,023)	2,051	1,790	2,026	(25)	(1)
	22040 AIRPORT SHIFT B	6,371	2,086	1,970	2,295	209	10
	22050 INVESTIGATIONS/AUDIT	1,027	1,021	957	858	(163)	(16)
	22070 HAMILTON COMMERCIAL OPS	4,744	1,284	1,048	1,182	(102)	(8)
	22080 ADMINISTRATION	4,263	4,213	5,221	4,721	508	12
	22090 VESSEL CLEARANCE	1,114	1,200	1,123	1,136	(64)	(5)
	22100 INTERDICTION	3,862	4,290	3,934	3,926	(364)	(8)
	22110 SEAPORT ENFORCEMENT TEAM	1,082	967	1,069	968	1	0
	<b>TOTAL</b>	<b>16,463</b>	<b>17,112</b>	<b>17,112</b>	<b>17,112</b>	<b>0</b>	<b>0</b>

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

# HEAD 12 CUSTOMS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	14,143	15,122	14,096	14,499	(623)	(4)
	WAGES	41	0	76	0	0	0
	OTHER PERSONNEL COSTS	147	140	183	169	29	21
	TRAINING	15	10	25	20	10	100
	TRANSPORT	4	1	10	3	2	200
	TRAVEL	17	27	11	20	(7)	(26)
	COMMUNICATIONS	153	145	214	131	(14)	(10)
	PROFESSIONAL SERVICES	166	56	105	85	29	52
	RENTALS	453	485	538	480	(5)	(1)
	REPAIR AND MAINTENANCE	662	621	1,019	1,060	439	71
	INSURANCE	3	0	0	0	0	0
	ENERGY	143	136	231	255	119	88
	CLOTHING, UNIFORMS & LAUNDRY	64	127	173	150	23	18
	MATERIALS & SUPPLIES	213	238	402	220	(18)	(8)
	EQUIPMT. (MINOR CAPITAL)	9	4	19	20	16	400
	OTHER EXPENSES	230	0	10	0	0	0
	<b>TOTAL</b>	<b>16,463</b>	<b>17,112</b>	<b>17,112</b>	<b>17,112</b>	<b>0</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	22030 AIRPORT SHIFT A	26	27	27	29	2	7
	22040 AIRPORT SHIFT B	26	27	27	29	2	7
	22050 INVESTIGATIONS/AUDIT	13	13	13	11	(2)	(15)
	22070 HAMILTON COMMERCIAL OPS	16	16	16	16	0	0
	22080 ADMINISTRATION	29	29	28	28	(1)	(3)
	22090 VESSEL CLEARANCE	13	14	14	14	0	0
	22100 INTERDICTION	55	57	55	52	(5)	(9)
	22110 SEAPORT ENFORCEMENT TEAM	12	12	12	13	1	8
	<b>TOTAL</b>	<b>190</b>	<b>195</b>	<b>192</b>	<b>192</b>	<b>(3)</b>	<b>(2)</b>

**HEAD 12 CUSTOMS - continued**

**Performance Measures**

<b>MEASURE/INDICATOR</b>	<b>ACTUAL OUTCOME 2015/16</b>	<b>ORIGINAL FORECAST 2016/17</b>	<b>REVISED FORECAST 2016/17</b>	<b>TARGET OUTCOME 2017/18</b>
<b>BUSINESS UNIT: 22020 AIRPORT COMMERCIAL</b>				
Maintenance of prescribed service levels to client base 90% time measured by percentage adherence to published Quality of the Service Levels (QSL)	95%	0%	0%	0%
Authorising the release of imported goods measured by volumes of declarations processed	10,377	0	0	0
<b>BUSINESS UNIT: 22030 AIRPORT SHIFT "A"</b>				
Collect forced duty (duty arising from incorrect declarations or imports not declared) in excess of \$15,000	62,351	40,000	30,000	60,000
Seizures of illicit items to exceed 40	7	50	10	10
<b>BUSINESS UNIT: 22040 AIRPORT SHIFT "B"</b>				
Collect forced duty (duty arising from incorrect declarations or imports not declared) in excess of \$15,000	39,719	40,000	42,648	40,000
Seizures of illicit items to exceed 40	10	50	11	40
<b>BUSINESS UNIT: 22050 INVESTIGATIONS/AUDIT</b>				
Number of cases dealt with to be greater than 100	30	140	24	100
Additional duty collected is to be greater than \$20,000	7,400	70,000	30,000	20,000
<b>BUSINESS UNIT: 22070 HAMILTON COMMERCIAL OPS</b>				
Maintenance of prescribed service levels to client base 90% of the time measured by percentage adherence to published Quality Service Levels (QSL)	95%	95%	95%	95%
Authorising the release of imported goods measured by volumes of declarations processed	70,555	38,000	70,000	38,000
<b>BUSINESS UNIT: 22080 ADMINISTRATION</b>				
Process all entry declarations in accordance with our prescribed quality service levels	100%	100%	100%	100%
Average time between receipt of purchase invoice and authorisation or rejection of payment should not exceed 10 working days	5	10	5	10

**HEAD 12 CUSTOMS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 22090 VESSEL CLEARANCE</b>				
Process 100% of Cruise Ship Passengers. It is expected that arriving passengers will exceed 350,000	100%	100%	100%	100%
Prepare and issue invoices to collect revenue from arriving vessels in excess of \$900,000	1,687,616	1,000,000	1,078,615	1,000,000
<b>BUSINESS UNIT: 22100 INTERDICTION</b>				
Total number of seizures of all types to exceed 75	163	80	150	150
Percentage of positive search and detentions from total search and detentions undertaken to exceed 50%	85%	50%	70%	70%
<b>BUSINESS UNIT: 22110 SEAPORT ENFORCEMENT TEAM</b>				
The percentage of import cargo manifests inspected and reviewed to exceed 90%	100	100	100	100
The number of imported containers scanned by the Hamilton Docks Gantry X-ray Scanner to exceed 60%	90	65	94	85

# HEAD 13 POST OFFICE

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

- To provide all Bermuda residents with accessible and affordable mail delivery as required by the Universal Postal Union's (UPU) Universal Service Obligation (USO).
- To promote existing services and products and develop new services and products to increase revenue by 10%.
- To stream line operational processes & procedures to reduce costs and increase efficiency and outputs.
- To improve customer service (includes providing accurate and timely delivery of mail, professional service and reliable information).
- To optimize the retail network and delivery standards.
- To maintain a 94% two (2) day letter mail delivery standard.
- To maintain a 96% Express Mail and Parcel Service delivery standard as per the UPU benchmark.
- To enhance mail security in order to provide increased accountability and reliability.
- To develop and implement system enhancements that can be leveraged to increase revenue.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2016/17 vs 2017/18	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>1309</b>	<b>CORPORATE SERVICES</b>						
325	ADMINISTRATION AND FINANCE	1,573	1,676	1,695	1,755	79	5
330	IT SERVICES	183	190	190	238	48	25
335	PHILATELIC SERVICES	519	564	509	557	(7)	(1)
		<b>2,275</b>	<b>2,430</b>	<b>2,394</b>	<b>2,550</b>	<b>120</b>	<b>5</b>
<b>1310</b>	<b>OPERATIONS</b>						
340	CENTRAL MAIL PROCESSING UNIT	2,046	2,115	2,065	1,997	(118)	(6)
345	SUB-POST OFFICES	5,399	5,932	5,929	5,931	(1)	(0)
350	COURIER SERVICES	201	200	200	199	(1)	(1)
		<b>7,646</b>	<b>8,247</b>	<b>8,194</b>	<b>8,127</b>	<b>(120)</b>	<b>(1)</b>
	<b>TOTAL</b>	<b>9,921</b>	<b>10,677</b>	<b>10,588</b>	<b>10,677</b>	<b>0</b>	<b>0</b>

# HEAD 13 POST OFFICE - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	7,491	7,762	7,653	8,008	246	3
	WAGES	1,517	1,526	1,526	1,298	(228)	(15)
	TRAINING	26	40	40	40	0	0
	TRANSPORT	64	136	81	81	(55)	(40)
	TRAVEL	4	5	5	6	1	20
	COMMUNICATIONS	71	88	89	89	1	1
	ADVERTISING & PROMOTION	41	61	73	66	5	8
	PROFESSIONAL SERVICES	59	71	71	71	0	0
	RENTALS	27	27	27	27	0	0
	REPAIR AND MAINTENANCE	275	391	432	424	33	8
	INSURANCE	10	12	12	12	0	0
	ENERGY	75	135	140	124	(11)	(8)
	CLOTHING, UNIFORMS & LAUNDRY	32	60	70	70	10	17
	MATERIALS & SUPPLIES	158	265	265	256	(9)	(3)
	EQUIPMT.(MINOR CAPITAL)	15	30	36	51	21	70
	OTHER EXPENSES	56	68	68	54	(14)	(21)
	<b>TOTAL</b>	<b>9,921</b>	<b>10,677</b>	<b>10,588</b>	<b>10,677</b>	<b>0</b>	<b>0</b>



## HEAD 13 POST OFFICE - continued

### REVENUE SUMMARY

(1)	(2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
	8307 Photocopy Charges	1	0	1	1	1	0
	8311 Terminal Dues	752	675	700	700	25	4
	8312.02 Tax Mail	2	2	3	3	1	50
	8312.03 Post Box Keys	1	1	1	1	0	0
	8312.05 Penalty Fee-Late Pmt P.O. Box	24	29	40	32	3	10
	8312.06 Courier Service Fee	0	100	20	25	(75)	(75)
	8312.09 Customs Declaration Fee	160	154	157	164	10	6
	8312.10 Mail Redirection Fee	4	1	1	1	0	0
	8550.01 PO Business Reply Service	5	5	5	5	0	0
	8550.02 PO Mail Handling Fee	27	20	100	100	80	400
	8550.03 PO Postage Paid Permit	9	9	7	7	(2)	(22)
	8550.04 PO Intl Bussiness Reply Service	3	3	1	1	(2)	(67)
	8609 Philatelic - A/C Holders	27	38	13	31	(7)	(18)
	8611 Philatelic - Local	119	91	47	41	(50)	(55)
	8611.01 Book Sales - 200th Anniversary	0	1	1	1	0	0
	8611.02 Souvenir Sales	0	0	0	1	1	0
	8613 Philatelic - Other	22	27	7	4	(23)	(85)
	8629 Stamp Sales-General	615	627	550	550	(77)	(12)
	8635 Frankpost Sales-General	1,304	1,300	1,405	1,353	53	4
	8637 Frankpost Sales-I.D.E	49	42	42	46	4	10
	8639 Frankpost Sales-Parcel	99	79	88	88	9	11
	8641 Bulk Mail	656	625	716	766	141	23
	8673 Telephone Cards	0	11	4	4	(7)	(64)
	8675 Other Retail Sales	1	1	1	1	0	0
	8675.01 Private Post Box	0	0	1	0	0	0
	8676 Packing Materials	7	6	5	6	0	0
	8679 Passes	0	0	0	292	292	0
	8759 P.O.Box	550	615	616	324	(291)	(47)
	8877 Reimbursements	1	0	0	0	0	0
	8889 Sundry Receipts	0	5	2	2	(3)	(60)
	<b>TOTAL</b>	<b>4,438</b>	<b>4,467</b>	<b>4,534</b>	<b>4,550</b>	<b>83</b>	<b>2</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
						(7)	% (8)
325	ADMINISTRATION AND FINANCE	19	18	18	19	1	6
330	IT SERVICES	2	2	2	2	0	0
335	PHILATELIC SERVICES	6	6	6	6	0	0
340	CENTRAL MAIL PROCESSING UNIT	35	34	34	32	(2)	(6)
345	SUB-POST OFFICES	84	88	88	89	1	1
350	COURIER SERVICES	4	4	4	4	0	0
		<b>150</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>0</b>	<b>0</b>

## HEAD 13 POST OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>CORPORATE SERVICES</b>				
<b>PROGRAMME 325 - Administration and Finance</b>				
Remaining compliant with the Bermuda Post Office Act 1900 and Bermuda Postal Regulations 1933.	No non-compliance issues noted.	Discontinued	Discontinued	Discontinued
Fulfilling the mandate of a Universal Service Obligation as dictated by the Universal Postal Union (UPU), the governing body of all postal organizations (Refer to Operational mail delivery standards and UPU rankings).	Partially achieved	Discontinued	Discontinued	Discontinued
Operating within the confines of the agreed upon budget without overages as measured by actual against budgeted expenditure	89% of original estimate	100%	97% of original estimate	100%
Increasing the amount of revenue earned year on year.	6%	10%	3%	10%
Reducing the overall deficit of the Bermuda Post Office year on year.	21% reduction	15% reduction	3% increase	7% reduction
Providing financial reporting information to the Accountant General and Budget Office per schedule to assist with consolidated fund reporting.	100%	100%	100%	Discontinued
Submitting returns of employees Performance Appraisals and Forward Job Plans to the Department of Human Resources by the required deadlines.	70%	95%	95%	95%
Ensuring that all recruitment for positions within the BPO is completed as fairly, transparently, and as accurately as possible based on the DHR recruitment code and best practices, within three (3) months for local candidates, and five (5) months for overseas candidates.	95%	95%	95%	95%
<b>PROGRAMME 330 - IT Services</b>				
Ensuring that IT services and infrastructure can properly resist and recover from failures due to error, deliberate attack or disaster as measured by the number of downtime incidents and delays caused by inadequate technology procedures.	<5 days disaster recovery time	<5 days disaster recovery time	<3 days disaster recovery time	<5 days disaster recovery time
Maintaining an integrated and standardized IT infrastructure and create IT agility as measured by the number of business processes supported by obsolete (or soon-to-be obsolete) technology.	Decrease by 35% (replaced all old workstations)	Decrease by 25%	Decrease by 25%	Decrease by 50%
Ensuring minimum business impact in the event of an IT service change as measured by the number of application related unplanned downtime.	<10 hours	<15 hours	<15 hours	<15 hours

## HEAD 13 POST OFFICE - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>PROGRAMME 335 - Philatelic Services</b>				
The number and timeliness of stamp issues.	Completed 4 issues	4 issues 100% per schedule	5 issues (1 b/f from 2015/16)	4 issues 100% per schedule
Percentage increase in the philatelic collectors standing order customer base against a target of 2% annually.	0%	0%	1.5%	1.5%
<b>OPERATIONS</b>				
<b>OUTPUT MEASURES:</b>				
<b>Local Mail Volumes Processed (millions) (Total)</b>	<b>5.5</b>	<b>5.7</b>	<b>5.7</b>	<b>5.1</b>
- Local Business Mail Products	4.3	4.6	4.6	4.0
- Personal Mail Products	0.9	0.8	0.8	0.8
- OHMS Products	0.3	0.3	0.3	0.3
<b>International Mail Volumes Processed (millions) (Total)</b>	<b>2.2</b>	<b>2.1</b>	<b>2.1</b>	<b>1.9</b>
- Incoming to Bermuda	1.7	1.6	1.6	1.4
- Outgoing to International Destinations	0.5	0.5	0.5	0.5
<b>Total Mail Volumes Processed (millions)</b>	<b>7.7</b>	<b>7.8</b>	<b>7.8</b>	<b>7.0</b>
<b>Revenue collected by the Post Office on behalf of other Government Departments (BM\$ '000)</b>				
- Department of HM Customs	810	804	740	740
- Department of Education	81	90	81	81
- Department of Youth, Sports & Recreation	528	340	440	440
- Department of Public Transportation	619	611	703	703
- Department of Environmental Protection	71	0	59	59
<b>Total</b>	<b>2,109</b>	<b>1,845</b>	<b>2,023</b>	<b>2,023</b>
<b>PERFORMANCE MEASURES:</b>				
<b>PROGRAMME 340 - Central Mail Processing Unit</b>				
<b>PROGRAMME 345 - Sub-Post Offices</b>				
<b>PROGRAMME 350 - Courier Services</b>				
The BPO's ranking among the 191 countries within the UPU for on-time international delivery standards and ranking for Express Mail Service (EMS), inclusive of a 95% on-time delivery standard.	94	Within top 75	Within top 65	Within top 40
EMS on-time delivery performance against UPU benchmark of 95%.	92%	95%	95%	96%
Parcel delivery performance against UPU global target of 95%.	95%	95%	95%	95%
Percentage of letter mail delivered locally within 2 working days of receipt (94% delivery standard).	93%	90%	85%	90%
EMS transmission performance against UPU benchmark of 98%	95%	95%	93%	98%
Percentage of total available post boxes rented	88%	90%	88%	90%

# HEAD 25 DEPARTMENT OF CORRECTIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>2501</b>	<b>FACILITIES</b>						
	35000 HEADQUARTERS & O.T.S.	2,253	3,872	3,873	4,160	288	7
	35020 FARM FACILITY	4,380	3,538	3,538	3,538	0	0
	35030 COEDUCATIONAL FACILITY	3,631	3,254	3,254	3,121	(133)	(4)
	35060 WESTGATE CORRECTIONAL FAC.	9,998	10,061	10,060	9,680	(381)	(4)
	35090 THERAPEUTIC COMMUNITY CTR	1,531	1,284	1,284	1,352	68	5
		<b>21,793</b>	<b>22,009</b>	<b>22,009</b>	<b>21,851</b>	<b>(158)</b>	<b>(1)</b>
<b>2502</b>	<b>INMATE SERVICES</b>						
	35105 PSYCHOLOGICAL SERVICES	308	429	429	429	0	0
	35106 SOCIAL SERVICES & CASE MGMT	673	705	705	712	7	1
	35107 HEALTH SERVICES	1,269	1,505	1,505	1,656	151	10
	35108 EDUCATIONAL SERVICES	229	300	300	300	0	0
	35109 VOCATIONAL SERVICES	273	299	299	299	0	0
	35110 RECREATIONAL SERVICES	5	49	49	49	0	0
	35111 CHAPLAINCY	41	41	41	41	0	0
		<b>2,798</b>	<b>3,328</b>	<b>3,328</b>	<b>3,486</b>	<b>158</b>	<b>5</b>
	<b>TOTAL</b>	<b>24,591</b>	<b>25,337</b>	<b>25,337</b>	<b>25,337</b>	<b>0</b>	<b>0</b>

## HEAD 25 DEPARTMENT OF CORRECTIONS - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	(\$000) (7)	% (8)
	SALARIES	18,230	19,267	19,265	18,590	(677)	(4)
	WAGES	586	646	109	109	(537)	(83)
	OTHER PERSONNEL COSTS	244	309	309	314	5	2
	TRAINING	4	33	39	41	8	24
	TRANSPORT	5	0	0	0	0	0
	TRAVEL	0	1	11	1	0	0
	COMMUNICATIONS	170	214	205	218	4	2
	PROFESSIONAL SERVICES	1,531	1,081	1,858	1,806	725	67
	RENTALS	332	347	347	365	18	5
	REPAIR AND MAINTENANCE	387	486	485	646	160	33
	INSURANCE	3	500	256	500	0	0
	ENERGY	618	792	792	792	0	0
	CLOTHING, UNIFORMS & LAUNDRY	188	0	0	0	0	0
	MATERIALS & SUPPLIES	2,292	1,561	1,562	1,865	304	19
	EQUIPMT.(MINOR CAPITAL)	0	6	5	6	0	0
	OTHER EXPENSES	0	89	89	79	(10)	(11)
	GRANTS AND CONTRIBUTIONS	1	5	5	5	0	0
	<b>TOTAL</b>	<b>24,591</b>	<b>25,337</b>	<b>25,337</b>	<b>25,337</b>	<b>0</b>	<b>0</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (3)	ORIGINAL (4)	REVISED (5)	ESTIMATE (6)	(7)	% (8)
35000	HEADQUARTERS & O.T.S	17	17	17	17	0	0
35020	FARM FACILITY	41	42	42	41	(1)	(2)
35030	COEDUCATIONAL FACILITY	31	39	39	37	(2)	(5)
35060	WESTGATE CORRECTIONAL FAC.	100	122	122	111	(11)	(9)
35090	THERAPEUTIC COMMUNITY CTR	6	6	6	6	0	0
35105	PSYCHOLOGICAL SERVICES	1	2	2	2	0	0
35106	SOCIAL SERVICES & CASE MGMT	7	7	7	7	0	0
35107	HEALTH SERVICES	4	6	6	6	0	0
35108	EDUCATIONAL SERVICES	1	1	1	1	0	0
35109	VOCATIONAL SERVICES	1	1	1	1	0	0
35111	CHAPLAINCY	1	1	1	1	0	0
	<b>TOTAL</b>	<b>210</b>	<b>244</b>	<b>244</b>	<b>230</b>	<b>(14)</b>	<b>(6)</b>

**HEAD 25 DEPARTMENT OF CORRECTIONS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 35000 Headquarters &amp; O.T.S.</b>				
1 (a) Average total cost of incarceration per inmate per annum based on maximum capacity <i>(Total expenditure divided by capacity - 372)</i>	70,464	70,034	69,912	70,188
(b) Average daily number of inmates	195	230	209	202
(c) Total admissions for year	279	281	275	277
(d) Total new admissions (first time incarcerated)	83	77	78	81
(e) Total discharges	291	309	300	293
2 Total number of inmates released on parole	25	35	31	28
3 Number of inmate/inmate assaults				
Major	2	0	1	2
Minor	3	0	2	3
4 Number of trainee/trainee assaults	0	0	0	0
5 Number of inmate/officer assaults				
Major	0	0	0	0
Minor	2	0	1	2
6 (a) Inmates enrolled in development and/or treatment programmes	595	714	651	623
(b) General education diplomas	0	10	6	3
7 Average overall recidivism numbers and percentage rate (Year 3)	37 4.30%	90 23.82%	61 14.36%	49 9.33%
8 Analysis of recidivism by type of offence & by percentage of Total Admissions <i>(recidivists currently reflects sentenced inmates and excludes remanded inmates.)</i> <b>Year 3 Breakdown by offence</b>				
(a) - civils	0 0.00%	10 2.52%	5 1.29%	2 0.65%
(b) - drug offences	3 0.58%	5 1.29%	4 1.01%	4 0.79%
(c) - crimes against property	17 3.30%	34 8.73%	23 5.82%	20 4.56%
(d) - crimes against person	11 2.14%	27 7.19%	19 4.95%	15 3.54%
(e) - other	0 0.00%	1 0.16%	0 0.00%	0 0.00%
(f) - traffic	6 1.17%	15 3.92%	11 2.74%	8 1.96%

**HEAD 25 DEPARTMENT OF CORRECTIONS - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16
Total recidivism rate - Year 1 (# of inmates)	15 2.91%
Total recidivism rate - Year 2 (# of inmates)	28 5.44%
<p>** The Department of Corrections calculates its recidivism rates according to internationally accepted practices. Recidivism is defined as a return to prison with a new conviction within a fixed follow-up period, which is generally 2 years after release. The calculation of recidivism rates entails counting the number of inmates released during a certain period and then determining how many of those have a conviction for a new offence within 1, 2 and 3 years of their release. The international standard is deemed to be 2 years however, for comparison purposes the Department of Corrections also tracks the 1 and 3 year recidivism rates.</p>	

# HEAD 45 FIRE SERVICES

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16	2016/17	2016/17	2017/18 ESTIMATE	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED		2016/17 vs 2017/18	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>4501</b>	<b>FIRE PROTECTION SERVICES</b>						
	55000 ADVICE	68	0	0	0	0	0
	55030 FIRE PREVENTION TRAINING	13	15	15	15	0	0
	55060 CENTRAL EMERGENCY FIRE SERVICE	5,928	5,468	5,458	6,262	794	15
	55070 EMERGENCY MEDICAL SERVICES	168	157	157	157	0	0
	55080 OTHER SERVICES CENTRAL	212	277	277	277	0	0
	55090 ST GEO EMERGENCY FIRE SERVICES	1,356	1,204	1,209	1,216	12	1
	55100 EMERGENCY MEDICAL SVCS	52	65	65	50	(15)	(23)
	55110 EASTERN VOLUNTEER DIVISION	26	7	7	7	0	0
	55120 WEST END EMERGENCY FIRE SERVICE	1,003	903	903	897	(6)	(1)
	55150 TRAINING	135	113	113	113	0	0
	55170 GENERAL ADMINISTRATION	413	930	940	940	10	1
	55190 EMERGENCY DISPATCH	922	795	795	795	0	0
	55200 AIRPORT FIRE RESCUE	2,895	2,572	2,567	2,532	(40)	(2)
	<b>TOTAL</b>	<b>13,191</b>	<b>12,506</b>	<b>12,506</b>	<b>13,261</b>	<b>755</b>	<b>6</b>



## HEAD 45 FIRE SERVICES - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	10,916	10,383	10,383	11,190	807	8
	OTHER PERSONNEL COSTS	167	159	149	149	(10)	(6)
	TRAINING	225	213	213	200	(13)	(6)
	TRANSPORT	28	20	30	30	10	50
	TRAVEL	95	95	95	92	(3)	(3)
	COMMUNICATIONS	132	200	200	200	0	0
	RENTALS	7	12	12	11	(1)	(8)
	REPAIR AND MAINTENANCE	745	617	607	567	(50)	(8)
	INSURANCE	142	160	160	160	0	0
	ENERGY	321	356	366	406	50	14
	CLOTHING, UNIFORMS & LAUNDRY	94	76	76	68	(8)	(11)
	MATERIALS & SUPPLIES	319	215	215	188	(27)	(13)
	<b>TOTAL</b>	<b>13,191</b>	<b>12,506</b>	<b>12,506</b>	<b>13,261</b>	<b>755</b>	<b>6</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	16	0	110	180	180	0
	8887 Hamilton Corp. Conts.	651	0	0	0	0	0
	8889 Sundry Receipts	1	8	0	0	(8)	(100)
	<b>TOTAL</b>	<b>668</b>	<b>8</b>	<b>110</b>	<b>180</b>	<b>172</b>	<b>2,150</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	55060 CENTRAL EMERGENCY FIRE SERVICES	57	56	56	56	0	0
	55070 EMERGENCY MEDICAL SERVICES	1	1	1	1	0	0
	55080 OTHER SERVICES CENTRAL	3	4	4	4	0	0
	55090 ST GEO EMERGENCY FIRE SERVICES	13	13	13	13	0	0
	55120 WEST END EMERGENCY FIRE SERVICE	10	9	9	9	0	0
	55170 GENERAL ADMINISTRATION	5	7	7	7	0	0
	55190 EMERGENCY DISPATCH	11	14	14	14	0	0
	55200 AIRPORT FIRE RESCUE	25	24	24	24	0	0
	<b>TOTAL</b>	<b>125</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>0</b>	<b>0</b>

## HEAD 45 FIRE SERVICES - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 55060 Central Emergency Fire Service</b>				
Percentage of incidents in the city from the total number of calls.	42%	40%	42%	40%
Percentage of road traffic accidents from total number of calls.	11%	35%	26%	24%
Average response time per call.	7 mins	7 mins	7 mins	7 mins
<b>BUSINESS UNIT: 55090 St. Geo Emergency Fire Service</b>				
Percentage of road traffic from total number of calls.	4%	12%	12%	12%
Percentage of emergency medical calls from the total number of calls.	23%	70%	73%	70%
<b>BUSINESS UNIT: 55120 West End Emergency Fire Service</b>				
Percentage of road traffic accidents from total number of calls.	6%	15%	21%	18%
Percentage of emergency medical calls from the total number of calls.	16%	70%	61%	65%
<b>BUSINESS UNIT: 55190 Emergency Dispatch</b>				
Percentage of emergency medical dispatches from the total number of calls.	56%	58%	58%	58%
Percentage of fire dispatches from the total number of calls.	44%	45%	45%	44%
<b>BUSINESS UNIT: 55200 Airport Fire Rescue</b>				
Percentage of aircraft refueling calls from the total number of calls.	2%	10%	10%	10%
Percentage of inflight calls from the total number of calls.	<1%	2%	<1%	<1%

# HEAD 88 NATIONAL DRUG CONTROL

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG					DIFFERENCE		
BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL	2016/17 ORIGINAL	2016/17 REVISED	2017/18 ESTIMATE	2016/17 vs 2017/18	
(1)	(2)	(\$000) (3)	(\$000) (4)	(\$000) (5)	(\$000) (6)	(\$000) (7)	% (8)
<b>8801</b>	<b>NATIONAL DRUG CONTROL</b>						
98000	ADMINISTRATION	446	960	960	978	18	2
98010	COMMUNITY DEVELOPMENT	249	270	270	267	(3)	(1)
98020	PREVENTION	185	219	219	220	1	0
98030	TREATMENT PLANNING	284	397	397	397	0	0
98050	RESEARCH POLICY	313	305	305	305	0	0
98060	MEN'S TREATMENT - CAMP SPIRIT	944	890	890	874	(16)	(2)
98070	WOMEN'S TREATMENT CENTRE	1,108	1,103	1,103	1,103	0	0
98080	NDC MASTER PLAN & ACTION PLAN	27	35	35	35	0	0
	<b>TOTAL</b>	<b>3,556</b>	<b>4,179</b>	<b>4,179</b>	<b>4,179</b>	<b>0</b>	<b>0</b>

# HEAD 88 NATIONAL DRUG CONTROL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,506	1,960	1,960	1,895	(65)	(3)
	WAGES	758	561	561	411	(150)	(27)
	OTHER PERSONNEL COSTS	182	0	0	0	0	0
	TRAINING	38	38	38	38	0	0
	TRAVEL	9	17	17	22	5	29
	COMMUNICATIONS	31	41	41	41	0	0
	ADVERTISING & PROMOTION	63	78	78	78	0	0
	PROFESSIONAL SERVICES	145	167	167	378	211	126
	RENTALS	238	246	246	113	(133)	(54)
	REPAIR AND MAINTENANCE	140	264	264	374	110	42
	ENERGY	99	147	147	147	0	0
	MATERIALS & SUPPLIES	141	163	163	183	20	12
	EQPMT. (MINOR CAPITAL)	6	13	13	15	2	15
	OTHER EXPENSES	0	1	1	1	0	0
	GRANTS AND CONTRIBUTIONS	200	483	483	483	0	0
	<b>TOTAL</b>	<b>3,556</b>	<b>4,179</b>	<b>4,179</b>	<b>4,179</b>	<b>0</b>	<b>0</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	(8)
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8877 Reimbursements	1	6	0	0	(6)	(100)
	<b>TOTAL</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>(6)</b>	<b>(100)</b>

# HEAD 88 NATIONAL DRUG CONTROL - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (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 TREATMENT - CAMP SPIRIT	8	8	8	8	0	0
98070	WOMEN'S TREATMENT CENTRE	11	11	11	11	0	0
<b>TOTAL</b>		<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0</b>

## HD 88 NATIONAL DRUG CONTROL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 98000 Administration</b>				
% of financial transaction completed accurately in E1 at the department level and within Financial Instructions	100%	100%	100%	100%
% of performance appraisals and forward job plans completed	100%	100%	100%	100%
# of reports (cab memos, Ministerial statements, briefings) submitted	18	15	15	15
<b>BUSINESS UNIT: 98010 Community Development</b>				
# of multi-media campaigns to increase public awareness about the harms of substance abuse and misuse	1	1	1	1
# of community/health related forums attended to disseminate information about the health and social consequences of alcohol, tobacco and drugs mis-use	4	6	4	4
# of grassroot organizations received technical support from DNDC to embrace healthy lifestyle/drug free programme/activities	4	4	4	4
<b>BUSINESS UNIT: 98020 Prevention</b>				
# of grade level teachers trained in drug prevention education.	0	50	35	35
# of community based drug prevention programmes that are aligned with the National Prevention Strategy and based on drug prevention best practice/principles	4	4	4	4
# of schools utilizing a National School Drug Policy	0	8	8	8
<b>BUSINESS UNIT: 98030 Treatment Planning</b>				
# of internationally accredited substance abuse treatment programme accreditation	3	3	3	3
# of treatment programmes utilizing the Accucare client management system	4	5	4	4
# of local workforce development training events	2	3	3	3
# of public awareness campaigns highlighting Bermuda substance abuse treatment services	3	2	3	3

**HD 88 NATIONAL DRUG CONTROL - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 98050 Research Policy</b>				
Number of primary research studies conducted per year	2	2	2	2
Turnaround time from completion of survey to having data available for use within 4 months	100%	100%	100%	100%
Submission of data by all BerDIN members by September 1 each year	100%	100%	100%	100%
Accuracy of the information provided by BerDIN members each year	95%	95%	95%	95%
Collating and disseminating of annual BerDin information by November of each year	100%	100%	100%	100%
% of Master Plan activities that are completed each year	70%	70%	70%	70%
Number of agencies that implement Master Plan activities	9	9	9	4
<b>BUSINESS UNIT: 98060 Men's Treatment</b>				
% increase in the completion rate of all clients entering treatment annually	72%	90%	75%	80%
Number of Male clients having access to life skills training and employment opportunities during and / or following successful completion of the programme	100%	100%	100%	100%
% of Male clients having access to aftercare/supportive living opportunities to enhance positive client outcomes annually	75%	90%	80%	90%
% increase in Bed capacity with relocation to new facility offering increased availability of treatment to males	57%	70%	71%	70%
Program will be internationally accredited by CARF	100%	100%	100%	100%
<b>BUSINESS UNIT: 98070 Women's Treatment</b>				
% improved access to services and increase capacity to Acute residential treatment for women	80%	20%	80%	80%
Reduction in # of days of wait time for admission to residential treatment which improves Pre/Admissions process	75%	90%	70%	75%
Maintain client admissions rate to at least 70% of facility capacity	80%	70%	75%	75%

**HD 88 NATIONAL DRUG CONTROL - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 98070 Women's Treatment Centre - cont.</b>				
% increase in engagement of Court mandated clients	30%	10%	30%	30%
% increase in engagement of pregnant drug using females in treatment (Revised)	0%	12%	10%	10%
% of increase in diagnosis of females with cooccurring disorders (New)	0%	0%	25%	50%
% increase of women choosing the safe and secure transitional residence following completion of primary treatment	20%	50%	30%	40%
<b>BUSINESS UNIT: 98080 NDC Master Plan &amp; Action Plan</b>				
# of Renewed National Drug Control Master Plan/Strategy 2013-2017 published	Available on website	Available on website	Available on website	Available on website
# of selected activities prioritized in the 2013-2017 Master Plan/Strategy being funded for implementation	0	1	0	1
# of community activities held to disseminate highlights of the Master Plan 2013/2017	1	1	1	1



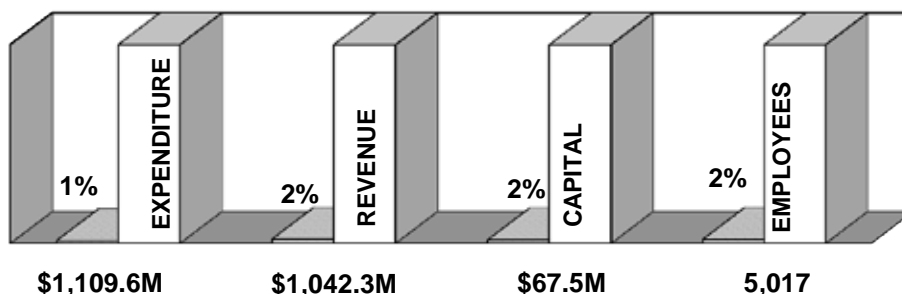
# MINISTRY OF HOME AFFAIRS



Senator, The Hon. R. Patricia Gordon-Pamplin, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2016/17 vs 2017/18 (\$000) (7)	% (8)
<b>CURRENT EXPENDITURE (\$000)</b>							
93	MIN. OF HOME AFFAIRS HQ	4,075	4,562	4,562	4,132	(430)	(9)
27	IMMIGRATION	4,139	4,633	4,633	4,754	121	3
29	REGISTRY GENERAL	1,375	1,750	1,750	1,870	120	7
60	WORKFORCE DEVELOPMENT	3,949	4,557	4,557	4,478	(79)	(2)
		<b>13,538</b>	<b>15,502</b>	<b>15,502</b>	<b>15,234</b>	<b>(268)</b>	<b>(2)</b>
<b>REVENUE (\$000)</b>							
93	MIN. OF HOME AFFAIRS HQ	1,011	614	944	500	(114)	(19)
27	IMMIGRATION	22,123	20,549	19,174	21,020	471	2
29	REGISTRY GENERAL	2,085	1,910	1,694	1,679	(231)	(12)
60	WORKFORCE DEVELOPMENT	2	10	2	28	18	180
		<b>25,221</b>	<b>23,083</b>	<b>21,814</b>	<b>23,227</b>	<b>144</b>	<b>1</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
ACQUISITIONS		303	413	327	1,239		
		<b>303</b>	<b>413</b>	<b>327</b>	<b>1,239</b>		
<b>EMPLOYEE NUMBERS</b>		<b>88</b>	<b>104</b>	<b>105</b>	<b>104</b>	<b>0</b>	<b>0</b>

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



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

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

**GENERAL SUMMARY**

EXPENDITURE						DIFFERENCE	
PROG		2015/16	2016/17	2016/17	2017/18	2016/17	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>9301</b>	<b>GENERAL</b>						
103000	ADMINISTRATION	3,311	3,824	3,824	3,387	(437)	(11)
103010	CONSUMER AFFAIRS - ADMIN	642	601	603	745	144	24
103015	CONSUMER AFFAIRS - RENTAL UNIT	122	137	135	0	(137)	0
	<b>TOTAL</b>	<b>4,075</b>	<b>4,562</b>	<b>4,562</b>	<b>4,132</b>	<b>(430)</b>	<b>(9)</b>

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16	2016/17	2016/17	2017/18	2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,160	1,278	1,278	1,289	11	1
	WAGES	54	0	0	0	0	0
	TRAINING	1	11	8	15	4	36
	TRANSPORT	2	1	1	1	0	0
	TRAVEL	11	46	46	91	45	98
	COMMUNICATIONS	14	21	21	26	5	24
	ADVERTISING & PROMOTION	39	31	24	25	(6)	(19)
	PROFESSIONAL SERVICES	1,319	1,823	1,619	2,443	620	34
	RENTALS	80	57	65	82	25	44
	REPAIR AND MAINTENANCE	20	24	32	41	17	71
	ENERGY	7	8	8	9	1	13
	MATERIALS & SUPPLIES	14	40	37	104	64	160
	EQUIPMT. (MINOR CAPITAL)	4	0	1	0	0	0
	OTHER EXPENSES	7	2	2	6	4	200
	GRANT AND CONTRIBUTIONS	1,343	1,220	1,420	0	(1,220)	(100)
	<b>TOTAL</b>	<b>4,075</b>	<b>4,562</b>	<b>4,562</b>	<b>4,132</b>	<b>(430)</b>	<b>(9)</b>

## HEAD 93 MINISTRY OF HOME AFFAIRS HQ - continued

### REVENUE SUMMARY

(1)	(2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(7) (\$000)	(8) %
	8119 Planning Appeals	11	14	4	0	(14)	(100)
	8288 Work Permit Exemption Fee	1,000	600	940	500	(100)	(17)
	<b>TOTAL</b>	<b>1,011</b>	<b>614</b>	<b>944</b>	<b>500</b>	<b>(114)</b>	<b>(19)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
						(7)	(8) %
	103000 ADMINISTRATION	7	7	7	7	0	0
	103010 CONSUMER AFFAIRS - ADMIN	5	5	5	7	2	40
	103015 CONSUMER AFFAIRS - RENTAL UNIT	2	2	2	0	(2)	0
	<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 103000 Administration</b>				
Number of Throne Speech initiatives completed each Fiscal Year.	5	5	4	5
Number of Planning appeals applications	18	25	6	Transferred
Number of Planning appeals withdrawn	1	1	1	Transferred
Number of Planning appeals in process	1	2	2	Transferred
Number of Planning appeals upheld****	8	5	4	Transferred
Number of Planning appeals dismissed****	8	17	5	Transferred
<b>BUSINESS UNIT: 103010 Consumer Affairs</b>				
Product Recall Investigations	352	400	400	425
Case Investigations	1,299	600	600	1,000
Joint Police and Health Investigations	8	6	6	30
Joint Overseas Investigations	11	6	15	10
Web Traffic	18,777	15,000	15,000	15,000
Published Articles	11	6	6	10
Commercial Development TV, Radio and Cinema	2	3	2	2
Radio Talk Shows	24	15	15	20
Public Relations Presentations	19	6	6	15
Legislative Initiative	3	4	4	0
Cross Ministry Initiatives	22	5	5	2
Training Programs	1	2	2	2
Responded to Clients with 48 hours	100%	100%	100%	90%

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

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 103010 Consumer Affairs - cont'd</b>				
Total \$ of rent increases approved*	N/A	\$200,000	N/A	N/A
Total \$ of rent increases by Tenant Agreement *	N/A	\$90,000	N/A	N/A
Number of unlawful rents charged*	N/A	10	N/A	N/A
Number of unlawful evictions*	N/A	20	N/A	N/A
Number of Clients*	N/A	2,400	N/A	N/A
Number of Adjudications*	N/A	3	N/A	N/A
Number of rent Inspections	N/A	300	N/A	400
Number of Clients Seen***	N/A	N/A	N/A	900
Agreed Increase of Rent by Mutual Agreement of Tenant ***	N/A	N/A	N/A	\$4,000
Total \$ Adjudications of Rent Increases Granted***	N/A	N/A	N/A	\$60,000
Appeals Review Panel Adjudication***	N/A	N/A	N/A	3

\*\* Merger of former Rent Commission into Ministry HQ w.e.f April 1, 2015

\* Discontinued

\*\*\* Redefined Measures

# HEAD 27 IMMIGRATION

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>2702 OPERATIONS DIVISION</b>							
37000	STATUS AND NATURALISATION	5	0	0	0	0	0
37010	CORPORATE SERVICES	671	722	722	723	1	0
37020	PERSONAL SERVICES	929	1,134	1,183	1,187	53	5
37030	COMPLIANCE	1,173	1,472	1,482	1,466	(6)	(0)
		<b>2,778</b>	<b>3,328</b>	<b>3,387</b>	<b>3,376</b>	<b>48</b>	<b>1</b>
<b>2703 FINANCE/ADMINISTRATION</b>							
37040	FINANCE & ADMINISTRATION	1,361	1,305	1,246	1,378	73	6
		<b>1,361</b>	<b>1,305</b>	<b>1,246</b>	<b>1,378</b>	<b>73</b>	<b>6</b>
	<b>TOTAL</b>	<b>4,139</b>	<b>4,633</b>	<b>4,633</b>	<b>4,754</b>	<b>121</b>	<b>3</b>

## HEAD 27 IMMIGRATION - continued

### SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	3,068	3,634	3,578	3,710	76	2
	WAGES	41	0	0	0	0	0
	OTHER PERSONNEL COSTS	24	0	0	0	0	0
	TRAINING	0	0	6	6	6	0
	TRANSPORT	2	1	1	1	0	0
	COMMUNICATIONS	41	65	70	212	147	226
	ADVERTISING & PROMOTION	0	0	4	3	3	0
	PROFESSIONAL SERVICES	126	207	275	162	(45)	(22)
	RENTALS	2	2	69	27	25	1,250
	REPAIR AND MAINTENANCE	477	539	407	451	(88)	(16)
	ENERGY	0	2	2	0	(2)	(100)
	CLOTHING, UNIFORMS & LAUNDRY	4	11	9	1	(10)	(91)
	MATERIALS & SUPPLIES	305	75	106	74	(1)	(1)
	EQUIPMT. (MINOR CAPITAL)	2	0	6	2	2	0
	OTHER EXPENSES	47	97	100	105	8	8
	<b>TOTAL</b>	<b>4,139</b>	<b>4,633</b>	<b>4,633</b>	<b>4,754</b>	<b>121</b>	<b>3</b>

### REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8275 Entry Clearance	86	77	77	78	1	1
	8277 Passport Issuance	720	716	716	717	1	0
	8281 Work Permits - Full/Part Time	8,448	6,660	7,886	7,885	1,225	18
	8283 Work Permits - Temporary/Periodic	3,185	2,453	3,300	3,500	1,047	43
	8285 Work Permits - Work & Reside	1,034	550	1,000	759	209	38
	8287 Work Permits - General	397	388	450	389	1	0
	8291 Land Acquisition Fees	6,915	9,000	4,457	6,000	(3,000)	(33)
	8293 Residence Fees	40	22	35	40	18	82
	8297 Bermudian Status	120	195	195	230	35	18
	8299 Nationality	45	48	48	58	10	21
	8301 Status & Naturalisation-Other	980	320	1,000	1,344	1,024	320
	8881 Penalties	153	120	10	20	(100)	(83)
	<b>TOTAL</b>	<b>22,123</b>	<b>20,549</b>	<b>19,174</b>	<b>21,020</b>	<b>471</b>	<b>2</b>



# HEAD 27 IMMIGRATION - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
37010	CORPORATE SERVICES	9	10	10	10	0	0
37020	PERSONAL SERVICES	9	14	14	14	0	0
37030	COMPLIANCE	12	17	17	17	0	0
37040	FINANCE & ADMINISTRATION	8	9	9	9	0	0
<b>TOTAL</b>		<b>38</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>

## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 37010 CORPORATE SERVICES</b>				
Percentage of work permits completed	97%	97%	97%	97%
Percentage of landing permits completed without errors	98%	98%	98%	98%
Number of work permits processed	5,458	5,163	4,580	5,038
Number of temporary and periodic work permits	3,653	2,479	3,444	3,788
Number of Permission-to-reside Applications processed	279	328	246	271
Work permit changes, including categories job titles	600	722	890	979
Number of landing permits processed	328	279	150	165
Number of letters of permission	820	935	750	825
Number of Civil penalties	49	22	18	20
Average process time-standard, seasonal and occasional work permits	20 work days	20 work days	20 work days	20 work days
Average process time - short-term - periodic, global, new businesses and global entrepreneur permits and travelling salespersons	10 work days	10 work days	10 work days	10 work days
Average process time-landing permits	5 work days	5 work days	5 work days	5 work days
Emergency Permit	48 hours	48 hours	48 hours	48 hours
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES</b>				
Percentage of passports completed	98%	98%	98%	98%
Percentage of passports completed without errors	96%	96%	96%	96%
Number of Adult passports	4,463	5,205	5,308	5,839
Number of child passports	1,109	1,470	1,684	1,852
Number of express passports	293	354	158	174
Number of British passports	0	0	0	0
Spousal Letters	412	429	470	517
Permanent Resident Certificates 31A/31B	116	141	98	108
Permission-to-reside/Residential Certificates	95	106	58	64
Permission to Acquire Land	90	114	58	64
Status Applications				
Section 19	16	20	10	11
Section 19A	100	101	122	134
Section 20	25	22	22	24
Section 20B	180	229	46	51
Naturalisation	487	585	278	306

## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES - cont.</b>				
<b>Status Applications - Cont.</b>				
Status Enquiries	199	182	208	229
Status Register Entry	292	561	206	227
Copies of Documents and Certified Documents	45	48	38	42
Number of landing permits processed	11	15	12	13
Ex-spouses Rights Certificate	8 Weeks	2-3 months	2-3 months	2-3 months
Average process time-passport issuance days	8 work days	8 work days	4-6 weeks	4-6 weeks
Average process time-British citizen passport issuance, Washington DC	N/A	N/A	N/A	N/A
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)	5 work days	5 work days	10 work days	10 work days
Average process time-Bermuda Constitution letter (child of wife of Bermudian)	5 work days	5 work days	5 work days	5 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	3 months	4-6 months	6-9 months	6-9 months
Average process time grant of Bermudian status-non-Commonwealth citizen	4 months	4-6 months	6-9 months	6-9 months
Average process time - Naturalisation or Registration as BOTC	2-3 months	6 months	6-9 months	6-9 months
Average process time - permission for restricted person to let property	7-10 work days	20 work days	6-8 weeks	6-8 weeks
Average process time - grant of land licence - with Bermudian connection	4-6 weeks	4-6 weeks	6-8 weeks	6-8 weeks
Average process time-grant of land licence no Bermudian connection	2-4 months	2-4 months	2-4 months	2-4 months
Average process time-issuance of Residential Certificate	20-30 work days	20-30 work days	2-4 months	2-4 months
Average process time-permission to reside - first time	20-30 work days	1-3 months	2-4 months	2-4 months
Average process time-permission to reside - Renewal	10 work days	20 work days	1-2 months	1-2 months
Average process time-multiple re-entry permit	5 work days	5 work days	10 work days	10 work days
Average process time-issuing legal rights to spouse of a Bermudian	20 work days	20 work days	2-4 months	2-4 months

## HEAD 27 IMMIGRATION - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 37020 PERSONAL SERVICES - cont.</b>				
Average process time-grant of permanent residents certificate	4 months	6 months	6-9 months	6-9 months
Average process time-issuing certified copies of documents	5 work days	5 work days	10 work days	10 work days
Average process time-landing permits	7 work days	7 work days	7 work days	7 work days
<b>BUSINESS UNIT: 37030 COMPLIANCE</b>				
Percentage of investigations for overstays completed	100%	100%	100%	100%
Percentage of applications completed for regularizing residence and employment working days	99%	99%	99%	99%
Number of investigations	932	646	1,314	1,445
Number of visitors Extensions	155	109	140	154
Number of deportations	3	3	18	20
Number of Bermuda Entry Visas	0	0	0	0
Foreign Nationals asked to leave	19	13	10	11
Foreign Nationals on Stop List	11	4	40	44
Average process time-investigating illegal worker	5-10 work days	5-10 work days	2-3 months	2-3 months
Average process time-investigating an overstay	5 work days	5 work days	10 work days	10 work days
Average process time-regularising and employment	10 work days	10 work days	1-2 months	1-2 months
<b>BUSINESS UNIT: 37040 FINANCE &amp; ADMINISTRATION</b>				
Percentage of revenue yielded per staff member annually	2.22%	2.27%	2.23%	2.22%
No. of documents received and recorded	39,404	45,357	37,102	40,812
Total budgeted expenditure by department	4.4 million	4.4 million	4.6 million	4.6 million
Total budgeted revenue generated by department	20.6 million	20.8 million	20.6 million	20.6 million
Average budgeted revenue yield per staff member (45) staff	457,778	472,728	412,000	412,000
Operational efficiency index - Total budgeted expenditure	2.2%	2.3%	2.0%	2.0%

# HEAD 29 REGISTRY GENERAL

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

*To provide and maintain a reliable system for the storage of public records, access services to these records and an efficient registry service which supports the registration of every birth, death, adoption and marriage in Bermuda and the performance of civil marriages as well as facilitating the registration of professionals and organizations.*

*To provide a timely and efficient service for the granting of Intellectual Property rights, such as trade and service marks, patents and designs, and advison on copyrigts and related rights; to assume all the administrative responsibilities with regards to .BM (Country Code Top Level) domain name registration.*

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG	BUSINESS UNIT	2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE		
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
<b>2901</b>	<b>REGISTRY GENERAL</b>						
39000	ADMINISTRATION	573	704	707	842	138	20
39010	INTELLECTUAL PROPERTY REG	376	593	590	588	(5)	(1)
39020	PROPERTY, PROF & ORGAN REG	110	116	116	111	(5)	(4)
39030	BIRTHS, MARRIAGES & DEATHS	316	337	337	329	(8)	(2)
	<b>TOTAL</b>	<b>1,375</b>	<b>1,750</b>	<b>1,750</b>	<b>1,870</b>	<b>120</b>	<b>7</b>

# HEAD 29 REGISTRY GENERAL - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,108	1,344	1,345	1,373	29	2
	WAGES	10	2	2	0	(2)	(100)
	TRAINING	0	9	7	5	(4)	(44)
	TRAVEL	9	21	21	19	(2)	(10)
	COMMUNICATIONS	9	8	8	8	0	0
	ADVERTISING & PROMOTION	114	125	143	133	8	6
	PROFESSIONAL SERVICES	6	10	10	10	0	0
	RENTALS	0	0	1	151	151	0
	REPAIR AND MAINTENANCE	71	149	130	122	(27)	(18)
	MATERIALS & SUPPLIES	40	75	70	41	(34)	(45)
	OTHER EXPENSES	8	7	13	8	1	14
	<b>TOTAL</b>	<b>1,375</b>	<b>1,750</b>	<b>1,750</b>	<b>1,870</b>	<b>120</b>	<b>7</b>

## HEAD 29 REGISTRY GENERAL - continued

### REVENUE SUMMARY

(1)	REVENUE SOURCE (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
	8315 Registration Fees	45	50	30	45	(5)	(10)
	8323 Trade Mark Application	221	200	200	200	0	0
	8324 Assignments	26	20	20	30	10	50
	8325 Trade Mark Registration	215	160	160	180	20	13
	8326 IP Certificates	76	70	40	70	0	0
	8327 Trade Mark-Other	85	65	65	71	6	9
	8328 Trade Mark Renewals	421	339	340	310	(29)	(9)
	8335 Patent Fees	5	4	5	4	0	0
	8336 Domain Names	102	150	73	82	(68)	(45)
	8337 Design Fees	0	1	0	0	(1)	(100)
	8339 Arch.& Prof.Eng. Fees	3	2	2	2	0	0
	8345 Public Search Facility	29	25	25	30	5	20
	8347 Property Reg.Fees	121	105	105	0	(105)	(100)
	8349 Land Transfer Fees	54	37	37	0	(37)	(100)
	8351 Time Sharing Fees	0	1	0	0	(1)	(100)
	8353 Certified Copies	14	10	10	10	0	0
	8359 Birth Certificates	135	100	124	124	24	24
	8361 Other Fees-Births	5	4	4	4	0	0
	8363 Marriage Licence Fees	167	179	165	165	(14)	(8)
	8364 Maritime Marriage Licence	190	205	150	200	(5)	(2)
	8365 Marriage Ceremony Fees	28	35	20	20	(15)	(43)
	8367 Marriage Certificate Fees	50	65	45	45	(20)	(31)
	8368 Maritime Marriage Cert Fee	30	30	20	30	0	0
	8369 Marriage Special Licence	3	4	2	2	(2)	(50)
	8371 Other Fees-Marriages	4	3	4	3	0	0
	8372 Maritime Marriage Other Fees	2	1	2	2	1	100
	8375 Death Certificates	53	45	45	50	5	11
	8379 Affidavits	1	0	1	0	0	0
	<b>TOTAL</b>	<b>2,085</b>	<b>1,910</b>	<b>1,694</b>	<b>1,679</b>	<b>(231)</b>	<b>(12)</b>

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	BUSINESS UNIT DESCRIPTION (2)	2015/16 ACTUAL (3)	2016/17 ORIGINAL (4)	2016/17 REVISED (5)	2017/18 ESTIMATE (6)	DIFFERENCE 2016/17 vs 2017/18	
						(7)	% (8)
	39000 ADMINISTRATION	6	7	7	7	0	0
	39010 INTELLECTUAL PROPERTY	6	6	6	6	0	0
	39020 PROPERTY, PROF & ORGAN REG	2	2	3	2	0	0
	39030 BIRTHS, MARRIAGES & DEATHS	4	4	4	4	0	0
	<b>TOTAL</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>19</b>	<b>0</b>	<b>0</b>

## HEAD 29 REGISTRY GENERAL - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 39000 - Administration</b>				
To maintain 90% of staffing levels by ensuring that the number of vacancies does not exceed 10% of the staffing complement.	95%	95%	85%	95%
To increase efficiency by ensuring at least 25% of staff receive cross training.	80%	80%	85%	90%
<b>BUSINESS UNIT: 39010 - Intellectual Property Reg.</b>				
To ensure that 90% of all trademark, patent and design applications received are processed within 4 - 6 months of the date of receipt.	100%	100%	100%	100%
To ensure that 100% of all correspondence with respect to applications, post registrations and the issue of certificates for all patents, trademarks and designs are processed and actioned within one month of the date of receipt.	100%	100%	100%	100%
To promote e-commerce by managing the registration of the Bermuda Country Code Top Level Domain Name [.BM], the Section ensures that all requests for registration or modification are completed within two days of the date of receipt of online application and other relevant documentation.	100%	100%	100%	100%
<b>BUSINESS UNIT: 39020 - Property, Prof &amp; Organ Reg.</b>				
To maintain the time registering and indexing of chattle mortgages, deed polls and other legal documents to one month of receipt of documents in the office.	95%	95%	95%	100%
To maintain the registering of land transfers notices to within 10 days of - receipt of the notices in the office	100%	100%	100%	N/A
To maintain the registering of chattle mortgages and deed poll notices to within 10 days of - receipt of the notices in the office	N/A	New Measure	100%	100%
<b>BUSINESS UNIT: 39030 - Births, Marriages &amp; Deaths</b>				
To maintain the registering of births to within 10 days of receipt of the Notice of Particulars of Birth forms in office.	100%	100%	100%	100%
To maintain the registering of deaths to within 10 days of receipt of the Notice of Death forms in the office.	100%	100%	100%	100%
To maintain the registering of marriages to within 10 days of receipt of the Particulars of Marriage forms in office.	95%	95%	100%	100%



## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

- Provide employability assessment and career development services to jobseekers.
- Collaborate with employers to refer suitably qualified candidates for employment opportunities.
- Ensure an adequately trained labour supply based on industry demands now and in the future by:  
Administering educational funding programs and managing and supporting apprenticeship/trainee programs.
- Establish and enforce standards for high risk (safety) trades and occupations.
- Educate employers and employees regarding employment rights and responsibilities.
- Provide dispute resolution services for employment and labour issues.

# HEAD 60 WORKFORCE DEVELOPMENT

# CURRENT ACCOUNT ESTIMATES

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18 (\$000) % (7) (8)	
(1)	(2)						
<b>6001 GENERAL ADMINISTRATION</b>							
70000 ADMINISTRATION		621	570	623	562	(8)	(1)
		<b>621</b>	<b>570</b>	<b>623</b>	<b>562</b>	<b>(8)</b>	<b>(1)</b>
<b>6002 LABOUR RELATIONS</b>							
70010 LABOUR RELATIONS ADMIN		124	199	185	186	(13)	(7)
70011 LABOUR RELATIONS		292	369	382	368	(1)	(0)
70012 ARBITRATION & TRIBUNAL		159	0	0	0	0	0
		<b>575</b>	<b>568</b>	<b>567</b>	<b>554</b>	<b>(14)</b>	<b>(2)</b>
<b>6003 CAREER DEVELOPMENT</b>							
70300 CAREER DEVELOPMENT ADMIN		61	192	192	189	(3)	(2)
70400 CAREER DEVELOPMENT		397	419	407	412	(7)	(2)
		<b>458</b>	<b>611</b>	<b>599</b>	<b>601</b>	<b>(10)</b>	<b>(2)</b>
<b>6004 TRAINING</b>							
70014 TRAINING ADMINISTRATION		212	244	260	226	(18)	(7)
70015 CERTIFICATION		300	552	439	551	(1)	(0)
70016 APPRENTICESHIP/PROFESSIONAL DEV.		1,783	2,012	2,069	1,984	(28)	(1)
		<b>2,295</b>	<b>2,808</b>	<b>2,768</b>	<b>2,761</b>	<b>(47)</b>	<b>(2)</b>
	<b>TOTAL</b>	<b>3,949</b>	<b>4,557</b>	<b>4,557</b>	<b>4,478</b>	<b>(79)</b>	<b>(2)</b>

# HEAD 60 WORKFORCE DEVELOPMENT - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,771	1,947	1,925	1,965	18	1
	TRAINING	53	101	91	40	(61)	(60)
	TRANSPORT	1	0	1	0	0	0
	TRAVEL	4	29	39	31	2	7
	COMMUNICATIONS	16	17	21	19	2	12
	ADVERTISING & PROMOTION	5	14	23	12	(2)	(14)
	PROFESSIONAL SERVICES	149	158	155	128	(30)	(19)
	RENTALS	80	54	88	85	31	57
	REPAIR AND MAINTENANCE	78	64	87	69	5	8
	ENERGY	34	44	42	42	(2)	(5)
	CLOTHING, UNIFORMS & LAUNDRY	1	0	0	0	0	0
	MATERIALS & SUPPLIES	47	92	101	55	(37)	(40)
	EQPMT. (MINOR CAPITAL)	10	5	5	0	(5)	(100)
	OTHER EXPENSES	14	0	0	0	0	0
	GRANTS AND CONTRIBUTIONS	1,686	2,032	1,979	2,032	0	0
	<b>TOTAL</b>	<b>3,949</b>	<b>4,557</b>	<b>4,557</b>	<b>4,478</b>	<b>(79)</b>	<b>(2)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8435 Application Fees-NTB	0	5	1	1	(4)	0
	8436 Certification Fees-NTB	2	5	1	27	22	440
	<b>TOTAL</b>	<b>2</b>	<b>10</b>	<b>2</b>	<b>28</b>	<b>18</b>	<b>180</b>

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
70000	ADMINISTRATION	3	3	3	3	0	0
70010	LABOUR RELATIONS ADMIN	1	2	2	2	0	0
70011	LABOUR RELATIONS	3	3	3	3	0	0
70014	TRAINING ADMINISTRATION	2	2	2	2	0	0
70015	CERTIFICATION	1	2	2	2	0	0
70016	APPRENTICESHIP/PROFESSIONAL DEV.	3	3	3	3	0	0
70300	CAREER DEVELOPMENT ADMIN	1	2	2	2	0	0
70400	CAREER DEVELOPMENT	4	4	4	4	0	0
<b>TOTAL</b>		<b>18</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 70000 - Administration</b>				
To ensure bills are paid in a timely manner	5 working days	5 working days	3 working days	3 working days
To ensure supplies are ordered/received on a timely basis and the inventory is kept stocked at all times	3 working days	3 working days	3 working days	3 working days
<b>BUSINESS UNIT: 70010 - Labour Relations Admin.</b>				
Input initial client's case data into the case management system within 2 working days of receipt	2 working days	2 working days	2 working days	2 working days
File Clients information on a daily basis	1 working day	1 working day	1 working day	1 working day
Prepare case files for Tribunal hearings within 5 working days of referrals	5 working days	5 working days	5 working days	5 working days
<b>BUSINESS UNIT: 70011 - Labour Relations</b>				
Number of new investigations	200	335	300	280
Number of Employment Tribunals	25	35	30	30
Average costs of Tribunal hearing	\$2,500	\$2,000	\$2,500	\$2,500
Number of Arbitrations	22	17	25	20
Average cost of Arbitration hearing	\$964	\$771	\$964	\$964
Number of resolved disputes by agreement through conciliation and mediation	127	230	195	182
Percentage of cases resolved through conciliation and mediation	64%	69%	65%	65%
<b>BUSINESS UNIT: 70014 - Training Administration</b>				
Input initial client's case data into the Career Information Development System within 2 working days of receipt	2 working days	2 working days	2 working days	2 working days
File clients information contained in a physical file on a weekly basis	weekly	weekly	weekly	weekly
<b>BUSINESS UNIT: 70015 - Certification</b>				
Number of persons sponsored for training	82	100	100	100
Average sponsorship per person	\$420	\$1,000	\$700	\$700
Number of certifications	0	50	50	100
Number of apprenticeship	21	10	15	20
<b>BUSINESS UNIT: 70016 - Apprenticeship/Professional Dev.</b>				
Number of persons sponsored for training	112	200	100	100
Average sponsorship per person	\$10,000	\$10,000	\$10,000	\$10,000

## HEAD 60 WORKFORCE DEVELOPMENT - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 70300 - Career Development Admin.</b>				
Input initial client's case data into the case management system within 2 working days of receipt	2 working days	1 working day	2 working days	2 working days
File Clients information on a daily basis	2 working days	1 Working day	2 working days	2 working days
<b>BUSINESS UNIT: 70400 - Career Development</b>				
Number of persons assessed for career, skills and aptitude	281	500	300	300
Number of persons participated in employability skills training	505	750	500	500
Number of candidate registrants on electronic job board	8,683	6,500	9,000	9,500
Number of Employers registered on electronic job board	1,412	1,000	1,500	1,650
To increase the number of job referrals	10%	20%	10%	10%
To increase number of job postings on electronic job board	56%	10%	20%	20%
To increase number of employers listing vacancies on job board	181%	50%	50%	50%
Number of persons registered	2,674	2,600	2,500	2,300
Number of persons placed	139	125	125	125
To increase the number of job applicants by 10%	511%	20%	20%	20%
Number of individuals hired through the Job Board	N/A*	900	1,000	1,100

\*\*Business Unit 70200 is discontinued for 2015/16. This will be captured in employability skills training.

\*\*Business Unit: 70200 has been merged into 70400 for fiscal year 2015-16

N/A\* The Bermuda Job Board was enhanced during February 2016 to ensure employers reported successful hires through the Job Board.

# MINISTRY OF ECONOMIC DEVELOPMENT

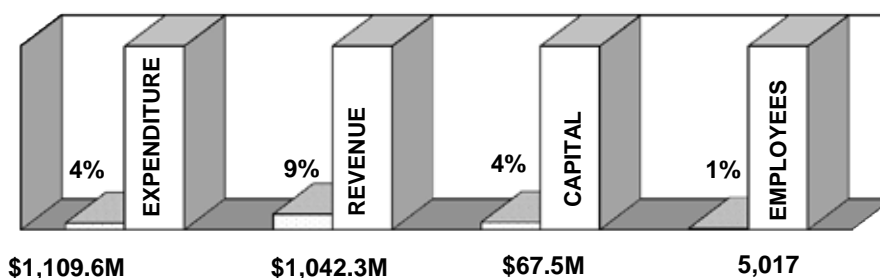


TO PROMOTE AND STRENGTHEN ECONOMIC DEVELOPMENT ON ISLAND.

Dr. The Hon. E. Grant Gibbons, JP, MP

HEAD (1)	DESCRIPTION (2)	2015/16 ACTUAL (\$000) (3)	2016/17 ORIGINAL (\$000) (4)	2016/17 REVISED (\$000) (5)	2017/18 ESTIMATE (\$000) (6)	DIFFERENCE 2016/17 vs 2017/18	
						(\$000) (7)	% (8)
<b>CURRENT EXPENDITURE ( \$000)</b>							
95	MIN OF ECONOMIC DEV HQ	11,467	13,727	13,727	35,059	21,332	155
39	REGISTRAR OF COMPANIES	1,856	2,712	2,712	2,587	(125)	(5)
46	TELECOMMUNICATIONS	940	1,033	1,033	0	(1,033)	(100)
67	DEPT. OF INFORMATION & COMM. TECH.	885	1,537	1,537	1,631	94	6
89	ENERGY	859	943	943	899	(44)	(5)
		<b>16,007</b>	<b>19,952</b>	<b>19,952</b>	<b>40,176</b>	<b>20,224</b>	<b>101</b>
<b>REVENUE (\$000)</b>							
39	REGISTRAR OF COMPANIES	64,055	70,054	70,012	74,071	4,017	6
46	TELECOMMUNICATIONS	11,590	13,466	13,466	0	(13,466)	(100)
67	DEPT. OF INFORMATION & COMM. TECH.	0	0	0	14,750	14,750	0
		<b>75,645</b>	<b>83,520</b>	<b>83,478</b>	<b>88,821</b>	<b>5,301</b>	<b>6</b>
<b>CAPITAL EXPENDITURE (\$000)</b>							
	ACQUISITIONS	0	250	0	1,000		
	DEVELOPMENT	4,874	15,922	15,922	1,690		
		<b>4,874</b>	<b>16,172</b>	<b>15,922</b>	<b>2,690</b>		
<b>EMPLOYEE NUMBERS</b>							
		<b>41</b>	<b>38</b>	<b>36</b>	<b>39</b>	<b>1</b>	<b>3</b>

FOR DETAILS OF  
1,690  
SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

**MISSION STATEMENT**

The mission of the Ministry of Economic Development is to facilitate the creation of jobs and the generation of GDP. The Ministry is committed to creating an environment that is conducive to sustaining the businesses already in Bermuda and to making our island attractive so that even more businesses come and make Bermuda their home.

**DEPARTMENT OBJECTIVES**

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

**GENERAL SUMMARY**

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>9501 POLICY AND ADMINISTRATION</b>							
105000	ADMINISTRATION	590	762	757	1,074	312	41
		<b>590</b>	<b>762</b>	<b>757</b>	<b>1,074</b>	<b>312</b>	<b>41</b>
<b>9502 BUSINESS DEVELOPMENT</b>							
105020	BUSINESS DEV. & REG. UNIT	500	772	772	736	(36)	(5)
		<b>500</b>	<b>772</b>	<b>772</b>	<b>736</b>	<b>(36)</b>	<b>(5)</b>
<b>9503 GRANTS</b>							
105030	GRANTS	4,250	4,125	4,125	5,689	1,564	38
		<b>4,250</b>	<b>4,125</b>	<b>4,125</b>	<b>5,689</b>	<b>1,564</b>	<b>38</b>
<b>9505 AMERICAS CUP 2017</b>							
105070	AMERICAS CUP 2017	6,127	8,068	8,073	27,560	19,492	242
		<b>6,127</b>	<b>8,068</b>	<b>8,073</b>	<b>27,560</b>	<b>19,492</b>	<b>242</b>
	<b>TOTAL</b>	<b>11,467</b>	<b>13,727</b>	<b>13,727</b>	<b>35,059</b>	<b>21,332</b>	<b>155</b>



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

**SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES**

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	982	1,022	1,182	1,216	194	19
	WAGES	161	0	0	0	0	0
	TRAINING	0	0	1	2	2	0
	TRAVEL	15	101	105	48	(53)	(52)
	COMMUNICATIONS	9	10	10	10	0	0
	ADVERTISING & PROMOTION	2	3	3	2	(1)	(33)
	PROFESSIONAL SERVICES	41	360	355	493	133	37
	RENTALS	5	5	8	10	5	100
	REPAIR AND MAINTENANCE	2	4	4	4	0	0
	INSURANCE	51	100	105	100	0	0
	ENERGY	0	1	1	0	(1)	(100)
	MATERIALS & SUPPLIES	29	26	26	23	(3)	(12)
	OTHER EXPENSES	2	2	2	2	0	0
	GRANTS AND CONTRIBUTIONS	10,168	12,093	11,925	33,149	21,056	174
	<b>TOTAL</b>	<b>11,467</b>	<b>13,727</b>	<b>13,727</b>	<b>35,059</b>	<b>21,332</b>	<b>155</b>

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

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	105000 ADMINISTRATION	5	5	5	7	2	40
	105020 BUSINESS DEV. & REG. UNIT	3	3	3	4	1	33
	<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>11</b>	<b>3</b>	<b>38</b>

## HEAD 95 MINISTRY OF ECONOMIC DEVELOPMENT HQ - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 105000 Administration</b>				
Responds to requests for information concerning Ministry matters via PATI legislation, within pre-set standards.	-	Reply to requests within preset standards 80% of the time	Reply to requests within preset standards 100% of the time	Reply to requests within preset standards 100% of the time
Submissions to central agencies of annual planning, monthly performance monitoring, and fiscal year-end accounting documents that meet or surpass the timelines set by the agencies.	Successfully met	Successfully met	Successfully met	Successfully met
<b>BUSINESS UNIT: 105020 Business Development Unit</b>				
Separate instances of progressive business related legislation change in the fiscal year	6	6	15	5
Number of Companies that can be shown to have use the Concierge Service in the Fiscal Year	31	25	28	30

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

- To maintain the Register of Companies and ensure provision of current and accurate Registry information in a timely manner.
- To ensure compliance with the Companies Act 1981 and related legislation in a consistent, fair and judicious manner.
- To collect all fee revenue pursuant to the Companies Act 1981 and related legislation; in accordance with Financial Instructions in a timely, accurate and efficient manner.
- To process various company applications from the private sector in a timely, efficient and professional manner.
- To provide technical advice to the Ministry of Economic Development 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.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>3901 REGISTRAR OF COMPANIES</b>							
49000 POLICY & PLANNING		176	528	528	467	(61)	(12)
49010 REGISTRATION & REVENUE		761	870	870	875	5	1
49040 LICENSING & INSOLVENCY		919	1,314	1,314	1,245	(69)	(5)
		<b>1,856</b>	<b>2,712</b>	<b>2,712</b>	<b>2,587</b>	<b>(125)</b>	<b>(5)</b>

# HEAD 39 REGISTRAR OF COMPANIES - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	2016/17 vs 2017/18 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,071	1,415	1,415	1,416	1	0
	TRAINING	7	20	20	15	(5)	(25)
	TRAVEL	5	27	27	19	(8)	(30)
	COMMUNICATIONS	13	29	29	15	(14)	(48)
	ADVERTISING & PROMOTION	3	10	10	3	(7)	(70)
	PROFESSIONAL SERVICES	479	737	737	676	(61)	(8)
	RENTALS	9	20	20	18	(2)	(10)
	REPAIR AND MAINTENANCE	6	27	27	19	(8)	(30)
	INSURANCE	219	300	300	300	0	0
	MATERIALS & SUPPLIES	34	55	55	36	(19)	(35)
	EQUIPT. (MINOR CAPITAL)	10	10	10	5	(5)	(50)
	OTHER EXPENSES	0	62	62	65	3	5
	<b>TOTAL</b>	<b>1,856</b>	<b>2,712</b>	<b>2,712</b>	<b>2,587</b>	<b>(125)</b>	<b>(5)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	2016/17 vs 2017/18 (\$000)	% (8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
8035	Exempted Companies Tax	53,811	59,325	59,325	56,000	(3,325)	(6)
8037	Overseas Partnerships	247	263	263	263	0	0
8039	Local Companies Tax	2,787	2,800	2,647	2,800	0	0
8041	Non Resident Company Tax	930	1,050	1,050	7,900	6,850	652
8043	Non Resident Inc.Company Tax	65	0	0	70	70	0
8133	Searches	160	210	210	200	(10)	(5)
8265	Exempted Partnership Fees	2,349	2,625	2,625	2,625	0	0
8266	Exempted LLC - Annual Fees	0	0	0	90	90	0
8267	Segregated Accounts Fees	220	250	250	250	0	0
8268	Local LLC - Annual Fees	0	0	0	90	90	0
8269	Document Filing Fees	2,452	2,550	2,550	2,677	127	5
8457	Licence General	285	275	386	300	25	9
8461	Application Fees	38	0	0	0	0	0
8617	Publications	4	6	6	6	0	0
8881	Penalties	279	550	550	550	0	0
8889	Sundry Receipts	428	150	150	250	100	67
	<b>TOTAL</b>	<b>64,055</b>	<b>70,054</b>	<b>70,012</b>	<b>74,071</b>	<b>4,017</b>	<b>6</b>

# HEAD 39 REGISTRAR OF COMPANIES - continued

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2015/16	2016/17	2016/17	2017/18 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2016/17 vs 2017/18 (7)	% (8)
49000	POLICY & PLANNING	2	2	2	2	0	0
49010	REGISTRATION & REVENUE	18	13	13	13	0	0
49040	LICENSING & INSOLVENCY	3	3	3	3	0	0
<b>TOTAL</b>		<b>23</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>

**HEAD 39 REGISTRAR OF COMPANIES - continued**

**Performance Measures**

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: Policy &amp; Planning</b>				
Average processing time for vendor vouchers	5	5	5	5
Average turnaround time for online web queries and searches	1	1	1	1
<b>BUSINESS UNIT: Registration &amp; Revenue</b>				
Average processing time for applications received	5	5	5	5
Average turnaround time (from receipt to delivery) for over-the-counter company researches	2	2	2	2
<b>BUSINESS UNIT: Licensing &amp; Insolvency</b>				
Average processing time for dissolution certificates*	5	5	5	5
Average processing time for real estate licences	5	5	5	5

*\*with complete documentation and applicable vetting support*

# HEAD 46 TELECOMMUNICATIONS

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
<b>4601</b>	<b>TELECOMMUNICATIONS</b>						
56000	ADMINISTRATION	455	929	929	0	(929)	(100)
56010	TECHNICAL SERVICES	4	4	4	0	(4)	(100)
56020	OTHER SERVICES	481	100	100	0	(100)	(100)
	<b>TOTAL</b>	<b>940</b>	<b>1,033</b>	<b>1,033</b>	<b>0</b>	<b>(1,033)</b>	<b>(100)</b>

*Note: Effective 01 April 2017 Head 46 - Telecommunications will merge with Head 67 - E-Commerce under a revised Department name Information and Communication Technology.*

# HEAD 46 TELECOMMUNICATIONS - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	292	496	495	0	(496)	(100)
	COMMUNICATIONS	8	13	15	0	(13)	(100)
	ADVERTISING & PROMOTION	1	1	1	0	(1)	(100)
	PROFESSIONAL SERVICES	535	481	482	0	(481)	(100)
	RENTALS	85	21	19	0	(21)	(100)
	REPAIR AND MAINTENANCE	10	9	9	0	(9)	(100)
	MATERIALS & SUPPLIES	5	11	11	0	(11)	(100)
	EQUIPT. (MINOR CAPITAL)	3	0	0	0	0	0
	OTHER EXPENSES	1	1	1	0	(1)	(100)
	<b>TOTAL</b>	<b>940</b>	<b>1,033</b>	<b>1,033</b>	<b>0</b>	<b>(1,033)</b>	<b>(100)</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8431 General Fees	10,068	11,810	11,810	0	(11,810)	(100)
	8434 Carrier Fees	1,474	1,556	1,556	0	(1,556)	(100)
	8885 Quango Profits	48	100	100	0	(100)	(100)
	<b>TOTAL</b>	<b>11,590</b>	<b>13,466</b>	<b>13,466</b>	<b>0</b>	<b>(13,466)</b>	<b>(100)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	56000 ADMINISTRATION	4	5	4	0	(5)	(100)
	<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>(5)</b>	<b>(100)</b>



## HEAD 46 TELECOMMUNICATIONS - continued

### Performance Measures

MEASURE/INDICATOR	TARGET OUTCOME 2016/17	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 56000 - Administration</b>				
1. Records Management - review, sort and archive all Department's records/files.**	100% completion of records management	100%	25%	*
2. Biennial review of legislation to ensure in keeping with Government's overall direction for Telecommunications**	100% complete and up to date	100%	20%	*
3. Draft the legislative changes for migrating Broadcasting to the RA and draft a Broadcasting Bill to be consulted upon and tabled.	Broadcasting moved to RA	100%	10%	*
4. Develop a public consultation document for legislative changes in the sectoral legislation for the Broadcasting industry and a draft plan for migrating the Broadcasting Commissions to the RA *	Broadcasting moved to RA	100%	10%	*
5. Move oversight of satellite administration from the RA back to the Government.	Satellite administration moved back to Government	100%	15%	*
6. Undertake audit of all telecommunications carriers' fees and a review of the collection procedure.**	100% complete fee audit	100%	100%	*
7. Continuing administrative and technical support to Broadcasting and Telecommunication Commissions	Queries/needs met 100% of the time	100%	100%	*
8. Draft regulations for satellite filing administration.**	100% Complete	100%	100%	*
<b>BUSINESS UNIT: 56020 - Satellite Networks</b>				
9. Draft regulations for Earth Station licensing.**	Satellite Earth Station regulations drafted	Drafted	10%	*

\* discontinued \*\*new

# HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

- Protect the public interest.
- Promote Bermuda as a sophisticated and security conscious technology and e-business jurisdiction, in order to attract and support a thriving international business sector.
- Develop Bermuda's assigned satellite orbital slots.
- Ensure the appropriate policies and legislation are in place to support Bermuda's digital economy, which includes but is not limited to telecommunications, e-business, broadcasting, cybersecurity, ICT, cybersafety and satellite services.
- Successfully migrate the responsibility for regulating Broadcasting to the Regulatory Authority.
- Facilitate demonstrable opportunities for technology education, mentoring and training as well as encouraging e-entrepreneurship.
- Advocate for the continued development, safe use and adoption of technology across all organisations, the government and within the community.

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE	
						2016/17 vs 2017/18 (\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>6701 GENERAL</b>							
77000	ADMINISTRATION	383	505	505	1,245	740	147
77003	POLICY AND LEGISLATION	360	166	166	157	(9)	(5)
77004	MARKETING AND PROMOTION	24	56	56	72	16	29
77005	E-BUSINESS AWARENESS	118	145	145	157	12	8
		<b>885</b>	<b>872</b>	<b>872</b>	<b>1,631</b>	<b>759</b>	<b>87</b>
<b>6702 PRIVACY COMMISSION</b>							
77010	PRIVACY COMMISSIONER'S OFFICE	0	665	665	0	(665)	(100)
		<b>0</b>	<b>665</b>	<b>665</b>	<b>0</b>	<b>(665)</b>	<b>(100)</b>
	<b>TOTAL</b>	<b>885</b>	<b>1,537</b>	<b>1,537</b>	<b>1,631</b>	<b>94</b>	<b>6</b>

# HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	328	444	444	699	255	57
	WAGES	4	0	0	0	0	0
	TRAINING	2	3	2	3	0	0
	TRAVEL	22	45	45	35	(10)	(22)
	COMMUNICATIONS	2	18	18	7	(11)	(61)
	ADVERTISING & PROMOTION	143	372	373	356	(16)	(4)
	PROFESSIONAL SERVICES	341	403	403	476	73	18
	RENTALS	5	177	175	4	(173)	(98)
	REPAIR AND MAINTENANCE	30	55	57	32	(23)	(42)
	MATERIALS & SUPPLIES	8	20	20	18	(2)	(10)
	OTHER EXPENSES	0	0	0	1	1	0
	<b>TOTAL</b>	<b>885</b>	<b>1,537</b>	<b>1,537</b>	<b>1,631</b>	<b>94</b>	<b>6</b>

## REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	8431 General Fees	0	0	0	12,270	12,270	0
	8434 Spectrum Band Fees	0	0	0	2,480	2,480	0
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,750</b>	<b>14,750</b>	<b>0</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
BUSINESS UNIT DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
77000	ADMINISTRATION	3	4	3	7	3	75
	<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>75</b>

## HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued

### Performance Measures

MEASURE/INDICATOR	TARGET OUTCOME 2016/17	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 77000 - Administration</b>				
1. Biennial review of legislation to ensure in keeping with Government's overall direction for Telecommunications**	100% complete and up to date	100%	20%	50%
2. Draft the legislative changes for migrating Broadcasting to the RA.	Broadcasting moved to RA	100%	10%	100%
3. Develop a public consultation document for legislative changes in the sectoral legislation for the Broadcasting industry and a draft plan for migrating the Broadcasting Commissions to the RA. *	Broadcasting moved to RA	100%	10%	100%
4. Move oversight of satellite administration from the RA back to the Government.*	Satellite administration moved back to Government	100%	15%	100%
5. Continuing providing administrative and technical support to the Broadcasting and Telecommunication Commissions.	Queries/needs met 100% of the time	100%	100%	100%
6. Respond to information requests from stakeholders 100% of the time and quickly.	100%	100%	N/A	100%
<b>BUSINESS UNIT: 77003 - Policy and Legislation</b>				
<b>Develop legislation, policy and implementation strategies as appropriate, taking into account the on-going changing technology landscape.</b>				
1. Analyse changing technology and internet issues and trends through research and stakeholder engagement.	5 TechTalks	5 TechTalks	5 TechTalks	5 TechTalks
2. Develop the blueprint of a coordinated approach to the prevention, preparation, response, and recovery from cyber-incidents in the form of public policy, which may in turn inform the development or enhancement of sector-based policies. **	**	**	**	100%
3. Initiate the adoption of the identified cybersecurity framework for Bermuda - both the private and public sector.	100%	50%	50%	50%
<b>Take advantage of all appropriate opportunities to encourage and promote the adoption of safe and secure online practices.</b>				
1. Encourage a culture of cybersafety in Bermuda by undertaking awareness and research activities and promote cybersafety to the department's stakeholders through advertising.	3 initiatives and 6 ads	2 initiatives and 6 ads	2 initiatives, 2 write-ups and 4 ads	2 initiatives and 6 ads
2. Create awareness amongst students of safe cybersecurity practices and digital citizenship through delivery of materials and content to schools/organizations with partners.	3 initiatives	2 initiatives	2 initiatives	2 initiatives

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

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

**HEAD 67 INFORMATION & COMMUNICATION TECHNOLOGY - continued**

**Performance Measures**

MEASURE/INDICATOR	TARGET OUTCOME 2016/17	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT:77004 - Marketing and Promotion</b>				
<b>Promote the robust and sophisticated nature of the island's ICT industry and infrastructure internationally.</b>				
1. Solicit a number of articles and editorial content on e-business and technology in Bermuda.	7 articles and ads	7 articles and ads	7 articles and ads	10 articles and ads
2. Provide ICT benchmark statistics for a number of international technology indicator studies and other local and international stakeholders.	1 major study undertaken	1 major study undertaken	1 major study undertaken	(every other year)
<b>BUSINESS UNIT: 77005 - E-Business Awareness</b>				
<b>Provide leadership in the area of technology and e-readiness in the order to ensure that Bermuda remains competitive in the constantly evolving technology landscape.</b>				
1. Facilitate and develop IT career student/youth training initiatives.	5 initiatives	6 initiatives	6 initiatives	7 initiatives
2. Encourage e-business adoption and expansion through workshops and other initiatives.	5 initiatives	5 initiatives	5 initiatives	5 initiatives

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

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

# HEAD 89 ENERGY

# CURRENT ACCOUNT ESTIMATES

## MISSION STATEMENT

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

## DEPARTMENT OBJECTIVES

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

## GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2015/16 ACTUAL (\$000)	2016/17 ORIGINAL (\$000)	2016/17 REVISED (\$000)	2017/18 ESTIMATE (\$000)	DIFFERENCE 2016/17 vs 2017/18	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
8901 GENERAL							
99000 ADMINISTRATION		859	943	943	899	(44)	(5)
	<b>TOTAL</b>	<b>859</b>	<b>943</b>	<b>943</b>	<b>899</b>	<b>(44)</b>	<b>(5)</b>

# HEAD 89 ENERGY - continued

## SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL (\$000)	ORIGINAL (\$000)	REVISED (\$000)	ESTIMATE (\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	359	360	361	359	(1)	(0)
	TRAINING	0	5	5	5	0	0
	TRAVEL	0	10	10	10	0	0
	COMMUNICATIONS	3	5	6	5	0	0
	ADVERTISING & PROMOTION	3	50	43	70	20	40
	PROFESSIONAL SERVICES	479	493	498	440	(53)	(11)
	RENTALS	2	10	10	0	(10)	(100)
	REPAIR AND MAINTENANCE	0	1	1	1	0	0
	MATERIALS & SUPPLIES	3	9	9	9	0	0
	OTHER EXPENSES	10	0	0	0	0	0
	<b>TOTAL</b>	<b>859</b>	<b>943</b>	<b>943</b>	<b>899</b>	<b>(44)</b>	<b>(5)</b>

## EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION		2015/16	2016/17	2016/17	2017/18	2016/17 vs 2017/18	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE		%
		(3)	(4)	(5)	(6)	(7)	(8)
	99000 ADMINISTRATION	3	3	3	3	0	0
	<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>

## HEAD 89 ENERGY - continued

### Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2015/16	ORIGINAL FORECAST 2016/17	REVISED FORECAST 2016/17	TARGET OUTCOME 2017/18
<b>BUSINESS UNIT: 99000 - Administration</b>				
Provide administrative and police support to the facilitate all initiatives of the 2011 Energy White Paper	All queries answered	All queries answered	All queries answered	All queries answered
Develop legislative changes necessary to migrate the responsibilities of the Energy Commission to the Regulatory Authority by the first quarter of 2014.	New Legislation tabled in summer session 2015. Royal Assent for Electricity Bill in January 2015.	Electricity regulation will be moved to the Regulatory Authority by the third quarter of FY 2016/17.	Electricity regulation was moved to the RA in October 2016.	-
Develop policy and legislation of fuels.*	-	Fuels Bill Tabled by FYE 2016/17	Consulting contract for development of fuels policy and legislative advice signed November 2016.	Fuels Bill tabled by second quarter of FY 2017/2018
Continue the Public Education and awareness campaign to promote energy efficiency and conservation.	Satisfaction ratings improved a minimum of ten points from 14/15. Anticipate that ratings will improve, but we have not yet conducted any additional surveys due to the measures to improve program being outsourced.	An Energy Summit will have been held on or before the first quarter of FY2016/17.	Energy Summit was held in June 2016.	Energy Summit to be held in the third quarter of FY 2017/18

\* This performance measure will be initiated starting the year 2016/17



## EXPLANATORY NOTES

## CAPITAL ACCOUNT ESTIMATES

1. The Appropriation Act 2017, 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 2016/17 estimates or subsequent Supplementary Estimates.
  - CC - A completed project, either in the 2015/16 financial year or anticipated in 2016/17 year.
  - R - The Total Authorised Figure (T.A.F.) is revised in these estimates from the figure which was last reported in either the 2014/15 estimates or a subsequent Supplementary Estimate.
  - S - The T.A.F. was established or revised pending approval of Supplementary Estimates for 2015/16 or 2016/17.
  
- 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 and to the provision for further land purchases. 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 2015/16 this covered:-**

	<b>(\$000)</b>
Airport Waste Disposal Facilities	5
Aquarium Tank Maintenance	2
Shelly Bay Beach Bathrooms	39
White Hill Field Bathrooms	1
<b>TOTAL</b>	<b>47</b>

## CAPITAL ACCOUNT ESTIMATES

### CAPITAL DEVELOPMENT

### SCHEDULE B

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

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL TO 31/3/16 (\$000)	ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>NON-MINISTRY DEPARTMENTS</b>								
GOVERNOR & STAFF								
75340	Government House Improvements	N	2,900	0	0	0	0	1,000
			<b>2,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
LEGISLATURE								
75230	Parliament Building Refurbishment	A	6,000	1,387	99	500	943	2,000
			<b>6,000</b>	<b>1,387</b>	<b>99</b>	<b>500</b>	<b>943</b>	<b>2,000</b>
			<b>8,900</b>	<b>1,387</b>	<b>99</b>	<b>500</b>	<b>943</b>	<b>3,000</b>
<b>CABINET OFFICE DEPARTMENTS</b>								
CABINET OFFICE								
75214	Cabinet Bldg. Services	A	4,000	0	0	500	1,000	500
			<b>4,000</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>1,000</b>	<b>500</b>
			<b>4,000</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>1,000</b>	<b>500</b>
<b>MINISTRY OF EDUCATION</b>								
DEPARTMENT OF EDUCATION								
75008	Education Minor Works	E	1,000	462	462	550	729	600
75152	School Safety	A	9,200	8,059	65	180	220	200
75239	Driveway Refurbishments - Schools	A	1,000	132	21	80	60	90
75242	Improvement of School Fields	A	2,000	90	0	30	0	30
75284	School Bathroom Renovations	A	3,500	2,646	110	150	114	150
75310	Cedarbridge Academy Works	A	9,100	4,624	188	250	250	1,078
			<b>25,800</b>	<b>16,013</b>	<b>846</b>	<b>1,240</b>	<b>1,373</b>	<b>2,148</b>
BERMUDA COLLEGE								
75285	Bda College Capital Grant	N	3,000	0	0	0	0	850
			<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>
			<b>28,800</b>	<b>16,013</b>	<b>846</b>	<b>1,240</b>	<b>1,373</b>	<b>2,998</b>
<b>MINISTRY OF HEALTH &amp; SENIORS</b>								
HEALTH								
75248	Lefroy House Refurbishment	A	19,000	1,981	74	180	100	125
			<b>19,000</b>	<b>1,981</b>	<b>74</b>	<b>180</b>	<b>100</b>	<b>125</b>
HOSPITALS								
75021	Mid-Atlantic W.I. Minor Works	E	120	120	120	120	120	120
75022	BHB Infrastructure Upgrades	C	3,000	1,500	0	0	0	0
			<b>3,120</b>	<b>1,620</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>
			<b>22,120</b>	<b>3,601</b>	<b>194</b>	<b>300</b>	<b>220</b>	<b>245</b>

**CAPITAL DEVELOPMENT**
**SCHEDULE B - continued**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL		ORIGINAL	REVISED	ESTIMATE 2017/18 (\$000)
				TO 31/3/16 (\$000)	ACTUAL 2015/16 (\$000)	ESTIMATE 2016/17 (\$000)	ESTIMATE 2016/17 (\$000)	
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF THE ENVIRONMENT</b>								
MIN. OF THE ENVIRONMENT HQ								
75034	Open Spaces/ Environ Improvements	E	11,100	1,117	0	0	0	0
75306	Golf Courses Improvement	S	400	400	400	0	0	0
			<b>11,500</b>	<b>1,517</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
PARKS								
75101	Park Improvements	E	2,000	415	415	890	200	600
75234	Parks Maintenance Yard Facility	A	5,800	1,373	95	445	15	0
			<b>7,800</b>	<b>1,788</b>	<b>510</b>	<b>1,335</b>	<b>215</b>	<b>600</b>
ENVIRONMENT & NATURAL RESOURCES								
75191	Tudor Farm Upgrades	B	1,611	138	0	0	0	0
75236	Aquarium Refurbishment	A	4,500	3,073	171	0	200	250
75271	Minor Works - Environ and Natural Res.	E	400	191	191	350	350	400
75281	Shoreside - Marginal Wharf	A	720	4	0	0	0	0
			<b>7,231</b>	<b>3,406</b>	<b>362</b>	<b>350</b>	<b>550</b>	<b>650</b>
			<b>26,531</b>	<b>6,711</b>	<b>1,272</b>	<b>1,685</b>	<b>765</b>	<b>1,250</b>
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>								
MIN. OF TOURISM, TRANSPORT & MUNIC. HQ								
75003	Corporation of St. George's Grant	S	1,480	360	0	0	1,480	0
75342	Bermuda Airport Authority Capital Grant	S/N	3,553	0	0	0	3,553	0
			<b>5,033</b>	<b>360</b>	<b>0</b>	<b>0</b>	<b>5,033</b>	<b>0</b>
AIRPORT OPERATIONS								
75038	Minor Works	E	445	445	428	445	445	0
75095	Obstacle Removal	A	1,908	1,103	1	45	30	0
75161	Hold Baggage X-ray Project	A	3,550	3,245	126	0	0	0
75323	VSSP Remedials	A	11,331	6,854	216	2,500	232	0
75329	Airport Redevelopment	CC	13,000	2,282	2,282	4,301	4,301	0
75335	Automatic Weather Observation Station	N	740	0	0	0	0	0
75336	Apron Lightings	N	650	0	0	0	0	0
			<b>31,624</b>	<b>13,929</b>	<b>3,053</b>	<b>7,291</b>	<b>5,008</b>	<b>0</b>
CIVIL AVIATION								
75338	Civil Aviation Transition Works	S	1,259	0	0	0	500	0
			<b>1,259</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>
MARITIME ADMINISTRATION								
75337	Maritime Admin. Transition Works	S	703	0	0	0	650	0
			<b>703</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>	<b>0</b>
			<b>38,619</b>	<b>14,289</b>	<b>3,053</b>	<b>7,291</b>	<b>11,191</b>	<b>0</b>

**SCHEDULE B - continued**

**CAPITAL DEVELOPMENT**

BUSINESS UNIT	MINISTRY/PROJECT/NOTE		TAF (\$000)	ACTUAL TO 31/3/16 (\$000)	ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)
<b>MINISTRY OF PUBLIC WORKS cont.</b>								
MIN. OF PUBLIC WORKS HQ								
75050	Minor Works	E	200	0	0	89	89	100
75053	Miscellaneous Small Projects	E	750	47	47	200	200	250
75099	Office Relocation/Alterations	R/A	35,000	24,436	495	1,500	1,500	1,500
75341	Beach Bathrooms	N	1,250	0	0	0	0	500
			<b>37,200</b>	<b>24,483</b>	<b>542</b>	<b>1,789</b>	<b>1,789</b>	<b>2,350</b>
BERMUDA HOUSING CORPORATION								
75332	BHC Capital Grant	E	27,700	3,960	2,160	4,800	4,800	4,800
			<b>27,700</b>	<b>3,960</b>	<b>2,160</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
PUBLIC LANDS & BUILDINGS								
75112	Major Building Upgrade Projects	A	46,000	35,218	2,241	2,670	3,785	3,000
75173	Teucer House	N	3,000	2	2	0	0	0
75298	GAB/GPO - Bathroom Upgrades	A	1,300	69	0	147	0	165
75309	All Schools Maintenance	A	35,000	19,467	2,989	2,000	2,613	3,283
75326	Sandys 360	E	6,000	2,500	0	1,000	1,000	0
75327	Horseshoe Bay Beach	N	6,000	471	471	2,000	1,500	0
75330	Allenhurst - Old Police Station	N	4,700	0	0	0	0	1,000
75331	Devon Spring Plant Redevelopment	N	4,000	0	0	0	0	500
75339	WEDCO - Moresby House	S	3,000	0	0	0	3,000	0
			<b>109,000</b>	<b>57,727</b>	<b>5,703</b>	<b>7,817</b>	<b>11,898</b>	<b>7,948</b>
WORKS & ENGINEERING								
75042	Road Works	E	5,000	3,180	3,180	4,450	4,000	3,500
75043	Solid Waste Capital Maintenance	N	2,400	0	0	0	0	400
75044	Water Projects	E	1,230	294	294	1,068	1,068	650
75046	Improvements St Lighting	E	500	307	307	403	403	500
75048	Bus Shelters	E	200	5	5	50	0	50
75051	Private Rd. St Lighting & Imp	E	25	16	16	22	0	25
75054	WEDCO Capital Grant	E	25,000	2,347	1,423	2,106	2,106	2,600
75061	St. Georges Sewage Plant	D	2,956	90	18	249	249	165
75064	Asbestos Disposal	B	15,000	1,366	76	1,335	500	1,000
75096	Swing Bridge Refurbishment	B	25,000	277	277	8,290	3,000	2,000
75113	Pembroke Marsh Dev. Plan III	A	9,508	4,994	0	0	0	0
75116	Structural Refurbishmt of Bridges	A	11,800	244	87	970	500	1,000
75117	Refurb Ferry Docks & Public Land'gs	A	90,000	47,811	1,337	890	890	1,500
75127	Reconstruction Retaining Walls	E	500	209	209	445	445	500
75142	Stabilize Road Side Rock Cut	E	200	1	1	178	0	200
75144	Foreshore Protection Works	A	17,800	7,315	0	1,000	200	450
75180	Indoor Air Quality/Environment	A	2,974	2,799	0	0	0	500
75207	Causeway Refurbishment	D	65,300	2,572	19	356	0	1,000
75208	Middle Rd. - Southampton Sidewalk	B	1,000	0	0	0	0	0
75209	Middle Road - Warwick Sidewalk Sch.	A	3,500	221	0	89	0	0

**SCHEDULE B - continued**

**CAPITAL DEVELOPMENT**

<b>BUSINESS UNIT</b>	<b>MINISTRY/PROJECT/NOTE</b>		<b>TAF (\$000)</b>	<b>ACTUAL TO 31/3/16 (\$000)</b>	<b>ACTUAL 2015/16 (\$000)</b>	<b>ORIGINAL ESTIMATE 2016/17 (\$000)</b>	<b>REVISED ESTIMATE 2016/17 (\$000)</b>	<b>ESTIMATE 2017/18 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>	<b>(7)</b>	<b>(8)</b>
<b>MINISTRY OF PUBLIC WORKS cont.</b>								
WORKS & ENGINEERING - cont.								
75210	Tynes Bay Waste Trtmt Expansion	A	136,100	44,867	2,099	1,335	1,335	800
75258	Dangerous Walls and Rock Cuts	A	8,156	4,519	352	356	356	300
75262	Airport Waste Disposal Facility	B	1,150	620	0	0	0	0
75264	Quarry Refurbishment	A	900	195	0	178	178	500
75293	Pembroke Canal Upgrading	A	6,490	2,922	0	223	223	250
75294	RO Plants - Electrical Systems	D	1,500	196	85	325	325	350
75307	Marsh Folly - MWEH & MOH Comp.	A	30,500	7,849	0	0	0	0
75308	Tynes Bay - Capital Maintenance	A	68,000	48,678	1,418	2,670	3,670	2,750
75317	Waste Water Trmt. Fac. - Dockyard	CC	15,600	12,320	116	1,650	1,650	0
75324	Morgan's Point Works	A	38,000	16,256	2,437	1,335	500	500
75334	WEDCO - South Basin Land Reclaim	N/E	39,000	0	0	1,000	1,000	550
			<b>625,289</b>	<b>212,470</b>	<b>13,756</b>	<b>30,973</b>	<b>22,598</b>	<b>22,040</b>
			<b>799,189</b>	<b>298,640</b>	<b>22,161</b>	<b>45,379</b>	<b>41,085</b>	<b>37,138</b>
<b>MINISTRY OF NATIONAL SECURITY</b>								
DEFENCE								
75325	Defence - Minor Works	E	150	147	147	0	0	0
			<b>150</b>	<b>147</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>
POLICE								
75103	Police Headquarters Prospect	D	70,000	1,235	0	445	250	0
			<b>70,000</b>	<b>1,235</b>	<b>0</b>	<b>445</b>	<b>250</b>	<b>0</b>
CORRECTIONS								
75027	Prisons Minor Works	E	350	473	473	240	240	270
			<b>350</b>	<b>473</b>	<b>473</b>	<b>240</b>	<b>240</b>	<b>270</b>
			<b>70,500</b>	<b>1,855</b>	<b>620</b>	<b>685</b>	<b>490</b>	<b>270</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>								
MIN. OF ECONOMIC DEV. HQ								
75328	America's Cup	A	28,000	7,951	4,874	15,747	15,747	1,290
			<b>28,000</b>	<b>7,951</b>	<b>4,874</b>	<b>15,747</b>	<b>15,747</b>	<b>1,290</b>
TELECOMMUNICATIONS								
75269	Satellite Orbital Slots	A	3,530	2,669	0	175	175	400
			<b>3,530</b>	<b>2,669</b>	<b>0</b>	<b>175</b>	<b>175</b>	<b>400</b>
			<b>31,530</b>	<b>10,620</b>	<b>4,874</b>	<b>15,922</b>	<b>15,922</b>	<b>1,690</b>
<b>TOTAL ALL CAPITAL DEVELOPMENT</b>			<b>1,030,189</b>	<b>353,116</b>	<b>33,119</b>	<b>73,502</b>	<b>72,989</b>	<b>47,091</b>

**CAPITAL ACCOUNT ESTIMATES  
SCHEDULE C**

**CAPITAL ACQUISITIONS**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2015/16 (\$000) (3)	ORIGINAL ESTIMATE 2016/17 (\$000) (4)	REVISED ESTIMATE 2016/17 (\$000) (5)	ESTIMATE 2017/18 (\$000) (6)
(1)	(2)					
<b>NON-MINISTRY DEPARTMENTS</b>						
GOVERNOR AND STAFF						
76878	OFFICE FURNITURE & EQPMT.	R	0	0	16	0
			<b>0</b>	<b>0</b>	<b>16</b>	<b>0</b>
LEGISLATURE						
76661	DESKTOP PC AND PRINTER	N	0	0	0	28
76715	SECURITY SYSTEM	N	0	0	7	0
76767	COMPUTERIZED HANSARD	N	0	100	0	100
76879	OFFICE FURNITURE & EQPMT.	R	0	0	15	0
			<b>0</b>	<b>100</b>	<b>22</b>	<b>128</b>
OFFICE OF THE AUDITOR						
76605	COMPUTER EQUIPMENT	N	5	6	6	0
76615	OFFICE FURNITURE	R	10	0	1	22
			<b>15</b>	<b>6</b>	<b>7</b>	<b>22</b>
HUMAN RIGHTS COMMISSION						
76428	OFFICE FURNITURE	R	0	0	3	0
76429	OFFICE EQUIPMENT	M	11	15	15	0
76651	DESKTOP PC	R	2	0	0	0
			<b>13</b>	<b>15</b>	<b>18</b>	<b>0</b>
PARLIAMENTARY REGISTRAR						
76675	DESKTOP PC AND PRINTER	N	3	0	0	4
76844	OFFICE FURNITURE & EQPMT.	R	1	0	16	0
			<b>4</b>	<b>0</b>	<b>16</b>	<b>4</b>
OMBUDSMAN'S OFFICE						
76725	OFFICE FURNITURE & EQPMT.	R	0	0	0	11
76773	COMPUTER EQUIPMENT	R	1	0	0	0
			<b>1</b>	<b>0</b>	<b>0</b>	<b>11</b>
INTERNAL AUDIT						
76877	COMPUTER SOFTWARE	M	15	0	0	0
			<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>
INFORMATION COMMISSIONER'S OFFICE						
76873	FURNITURE	N	17	0	0	3
76874	COMPUTER SOFTWARE	N	0	0	27	0
			<b>17</b>	<b>0</b>	<b>27</b>	<b>3</b>
PRIVACY COMMISSIONER'S OFFICE						
76882	OFFICE FURNITURE & EQPMT.	N	0	0	0	37
76883	COMPUTER EQUIPMENT	N	0	0	0	60
			<b>0</b>	<b>0</b>	<b>0</b>	<b>97</b>
			<b>65</b>	<b>121</b>	<b>106</b>	<b>265</b>
<b>CABINET OFFICE DEPARTMENTS</b>						
CABINET OFFICE						
76340	PHOTOCOPIER	R	0	6	6	0
			<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>
DEPT. OF STATISTICS						
76811	PHOTOCOPIER	R	0	17	0	0
			<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>
DEPT. OF HUMAN RESOURCES						
76484	OFFICE EQUIPMENT	R	1	0	0	0
76817	HR INFORMATION MGMT. SYST.	N	32	0	0	0
			<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>



**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2015/16 (\$000) (3)	ORIGINAL ESTIMATE 2016/17 (\$000) (4)	REVISED ESTIMATE 2016/17 (\$000) (5)	ESTIMATE 2017/18 (\$000) (6)
(1)	(2)					
<b>CABINET OFFICE DEPARTMENTS - cont.</b>						
INFORMATION & DIGITAL TECHNOLOGIES						
76074	INFRASTRUCTURE COMPUTER	M	334	475	290	475
76075	DEVELOPMENT PROJECTS	N	278	0	0	0
76169	NETWORK UPGRADE	N	609	680	680	680
76172	SYSTEMS/SERVERS UPGRADE	R	432	400	400	400
76178	GEO. INFO SYSTEM	N	0	60	30	0
76591	GOV'T PORTAL/WEBSITE	U	522	400	400	250
76639	E-GOVERNMENT INITIATIVES	N	71	300	250	250
76866	IT SECURITY	N	0	200	100	100
			<b>2,246</b>	<b>2,515</b>	<b>2,150</b>	<b>2,155</b>
DEPT. OF COMMUNICATIONS						
76426	COMPUTER HARDWARE	R	4	18	0	25
76451	REPLACEMENT VAN	R	36	0	0	0
76719	FURNITURE	N	0	0	0	6
76757	EQUIPMENT	R	0	6	0	7
76776	TV STATION EQUIPMENT	N	0	4	0	0
			<b>40</b>	<b>28</b>	<b>0</b>	<b>38</b>
PROJECT MGMT. & PROCUREMENT OFFICE						
76835	PURCHASING & TENDERING SYS.	N	0	67	0	150
			<b>0</b>	<b>67</b>	<b>0</b>	<b>150</b>
			<b>2,319</b>	<b>2,633</b>	<b>2,156</b>	<b>2,343</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>						
MIN. OF LEGAL AFFAIRS HQ						
76764	OFFICE FURNITURE	R	18	20	29	6
76774	COMPUTER EQUIPMENT	R	9	0	5	1
76809	VIDEO CONFERENCING	N	4	70	17	90
76853	LEGAL AID CASE MGMT./NEW OFF.	N	2	0	0	25
			<b>33</b>	<b>90</b>	<b>51</b>	<b>122</b>
JUDICIAL						
76408	FURNITURE & FITTINGS	R	0	0	0	7
76527	COURT REPORTING	N	248	130	41	25
76654	COMPUTER EQUIPMENT	M	0	0	0	45
76698	CJIS - FRAMEWORK	R	0	20	17	0
76862	VEHICLES	N	31	35	28	0
76881	JUDICIAL WEBSITE	N	0	0	0	25
			<b>279</b>	<b>185</b>	<b>86</b>	<b>102</b>
ATTORNEY GENERAL'S CHAMBERS						
76467	FURNITURE & FITTINGS	R	1	0	1	4
76604	COMPUTER EQUIPMENT	N	20	2	21	22
			<b>21</b>	<b>2</b>	<b>22</b>	<b>26</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)
<b>MINISTRY OF LEGAL AFFAIRS - cont.</b>						
DEPT. OF COURT SERVICES						
76658	COMPUTER EQUIPMENT	R	2	0	0	0
76687	PHOTOCOPIER/PRINTER	R	0	0	0	18
76837	VEHICLES	R	37	0	0	0
76876	OFFICE FURNITURE	R	2	0	0	0
			<b>41</b>	<b>0</b>	<b>0</b>	<b>18</b>
DEPT. OF PUBLIC PROSECUTIONS						
76706	COMPUTER EQUIPMENT	M	1	0	0	0
76718	OFFICE FURNITURE	R	17	0	4	15
76785	CASE MANAGEMENT	N	0	0	0	25
			<b>18</b>	<b>0</b>	<b>4</b>	<b>40</b>
			<b>392</b>	<b>277</b>	<b>163</b>	<b>308</b>
<b>MINISTRY OF FINANCE</b>						
MIN. OF FINANCE HQ						
76152	NATIONAL TRUST ACQUISITION	R	25	25	25	25
76153	NATIONAL TRUST MAINT. FUND	N	5	5	5	5
76867	OECD COMMON REPORTING	N	0	743	743	1,300
			<b>30</b>	<b>773</b>	<b>773</b>	<b>1,330</b>
ACCOUNTANT GENERAL						
76545	OFFICE EQUIPMENT	R	22	0	0	0
76662	DESKTOP PC AND PRINTER	R	25	0	37	0
76805	ERP PROJECT	U	11	300	263	500
			<b>58</b>	<b>300</b>	<b>300</b>	<b>500</b>
OFFICE OF THE TAX COMMISSIONER						
76547	TAX COMM. - E-FILING	N	522	500	750	500
76560	OFFICE FURNITURE	R	0	21	16	0
			<b>522</b>	<b>521</b>	<b>766</b>	<b>500</b>
			<b>610</b>	<b>1,594</b>	<b>1,839</b>	<b>2,330</b>
<b>MINISTRY OF EDUCATION</b>						
EDUCATION						
76016	VEHICLES	R	36	46	36	0
76077	SCHOOL EQUIPMENT	M	129	150	150	150
76081	COMPUTERS	R	337	400	400	400
76509	BERKELEY INST. FURN. & EQPT.	R	44	328	328	128
76640	IT EQUIP AT CEDAR BRIDGE	U	185	200	200	250
76836	BERKELEY INSTITUTE IT	R	241	200	200	200
			<b>972</b>	<b>1,324</b>	<b>1,314</b>	<b>1,128</b>
			<b>972</b>	<b>1,324</b>	<b>1,314</b>	<b>1,128</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2015/16 (\$000)</b>	<b>ORIGINAL ESTIMATE 2016/17 (\$000)</b>	<b>REVISED ESTIMATE 2016/17 (\$000)</b>	<b>ESTIMATE 2017/18 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF HEALTH &amp; SENIORS</b>						
MIN. OF HEALTH & SENIORS HQ						
76477	OFFICE EQUIPMENT	R	18	0	0	0
			<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>
DEPT. OF HEALTH						
76025	VEHICLE	R	0	0	0	21
76555	VACCINE FRIGERATOR/FREEZER	R	16	16	0	0
76810	CENTRAL LAB EQUIPMENT	R	17	14	0	0
76863	FIRE ALARM	U	0	3	0	0
			<b>33</b>	<b>33</b>	<b>0</b>	<b>21</b>
HEALTH INSURANCE						
76858	COMPUTER EQUIPMENT	R	8	5	0	0
			<b>8</b>	<b>5</b>	<b>0</b>	<b>0</b>
			<b>59</b>	<b>38</b>	<b>0</b>	<b>21</b>
<b>MINISTRY OF THE ENVIRONMENT</b>						
PLANNING						
76392	PLANNING DEVELOPMENT	N	222	350	295	360
76669	COMPUTER EQUIPMENT	N	20	0	0	42
76775	VEHICLES	R	0	0	0	33
			<b>242</b>	<b>350</b>	<b>295</b>	<b>435</b>
PARKS						
76474	VEHICLES	R	130	100	15	300
76551	EQUIPMENT	R	2	0	0	0
			<b>132</b>	<b>100</b>	<b>15</b>	<b>300</b>
ENVIRONMENT AND NATURAL RESOURCES						
76587	FISHERIES OUTBOARD ENGINE	R	37	0	0	0
76676	DESKTOP PC AND PRINTER	N	6	0	0	0
76683	REPLACEMENT TRUCK	R	0	0	50	0
76686	REPLACEMENT VEHICLE	R	21	0	0	0
76730	PATROL VESSEL	U	19	0	0	0
76864	GENERATOR	R	0	95	62	20
			<b>83</b>	<b>95</b>	<b>112</b>	<b>20</b>
			<b>457</b>	<b>545</b>	<b>422</b>	<b>755</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2015/16 (\$000)</b>	<b>ORIGINAL ESTIMATE 2016/17 (\$000)</b>	<b>REVISED ESTIMATE 2016/17 (\$000)</b>	<b>ESTIMATE 2017/18 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>						
<b>MARINE &amp; PORTS</b>						
76083	NAVIGATION AIDS	R	282	312	312	350
76126	TRUCK	R	0	43	0	0
76294	VTMS SYSTEM	R	209	325	150	500
76540	NEW FERRIES	U	643	0	750	0
76660	TUG/SAR VESSEL	U	0	0	350	0
76750	SECURITY EQUIPMENT	R	0	0	0	66
76845	COMPUTER EQUIPMENT	R	4	0	0	3
76857	GENERATOR	R	38	0	0	0
			<b>1,176</b>	<b>680</b>	<b>1,562</b>	<b>919</b>
<b>AIRPORT OPERATIONS</b>						
76298	S-BAND DOPPLER RADAR	R	0	370	0	0
76768	AIRFIELD MAIN. VEHICLE	M	22	100	100	0
76865	FIRE SUPPRESSION SYSTEMS	R	0	68	0	0
			<b>22</b>	<b>538</b>	<b>100</b>	<b>0</b>
<b>TRANSPORT CONTROL DEPARTMENT</b>						
76134	OFFICE FURNISHINGS	R	0	0	0	48
			<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>
<b>PUBLIC TRANSPORTATION</b>						
76135	GARAGE EQUIPMENT PROJECT	R	71	0	0	0
76137	SURVEILLANCE CAMERAS	N	0	0	0	37
76293	BUSES	M	786	2,500	850	2,500
76362	VAN	R	100	0	0	0
76446	REPLACEMENT LIFT MECHANISM	R	0	0	0	86
76611	COMPUTER EQUIPMENT	R	7	7	7	5
76884	FIRE ALARM SYSTEM	R	0	0	0	42
			<b>964</b>	<b>2,507</b>	<b>857</b>	<b>2,670</b>
<b>CIVIL AVIATION</b>						
76430	DATABASE & NETWORK SYST.	N	79	0	148	0
76655	DESKTOP PC	R	11	0	0	0
			<b>90</b>	<b>0</b>	<b>148</b>	<b>0</b>
<b>MARITIME ADMINISTRATION</b>						
76653	COMPUTER EQUIPMENT	U	5	0	0	0
76749	IDIS SYSTEM EQUIPMENT	N	17	0	0	0
			<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>2,274</b>	<b>3,725</b>	<b>2,667</b>	<b>3,637</b>
<b>MINISTRY OF PUBLIC WORKS</b>						
<b>MIN. OF PUBLIC WORKS HQ</b>						
76495	VEHICLES & EQUIPMENT	M	964	500	1,000	4,060
76648	COMPUTERS	R	5	0	0	0
76868	COMMUNICATIONS EQUIPMENT	R	37	200	0	346
			<b>1,006</b>	<b>700</b>	<b>1,000</b>	<b>4,406</b>
<b>LAND VALUATION</b>						
76550	MAGIS - MASS APPRAISAL GIS	U	14	0	0	0
76579	OFFICE FURNITURE & EQPMT.	R	19	0	0	0
			<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL ACQUISITIONS**

**SCHEDULE C - continued**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(2)		(3)	(4)	(5)	(6)
<b>MINISTRY OF PUBLIC WORKS - cont.</b>						
PUBLIC LANDS & BUILDINGS						
76848	OFFICE FURNITURE & EQPMT.	N	0	0	27	0
76852	DESKTOP PCS	M	45	0	0	0
			<b>45</b>	<b>0</b>	<b>27</b>	<b>0</b>
WORKS & ENGINEERING						
76851	DESKTOP PCS	R	0	0	11	9
			<b>0</b>	<b>0</b>	<b>11</b>	<b>9</b>
LAND TITLE & REGISTRATION						
76603	LAND TITLE REGISTRY	N	0	42	54	0
76829	SURVEY EQUIPMENT	U	23	0	0	0
			<b>23</b>	<b>42</b>	<b>54</b>	<b>0</b>
			<b>1,107</b>	<b>742</b>	<b>1,092</b>	<b>4,415</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>						
MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ						
76797	OFFICE EQUIPMENT	N	0	0	2	0
			<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>
LIBRARIES						
76453	OFFICE FURNITURE & EQPT.	R	8	0	0	12
76870	COMPUTER SOFTWARE	U	72	0	0	0
			<b>80</b>	<b>0</b>	<b>0</b>	<b>12</b>
ARCHIVES						
76082	RECORD STORAGE BUILDING EQPT.	N	0	0	0	14
76871	VEHICLES	R	40	0	0	0
76872	OFFICE EQUIPMENT	R	2	0	0	13
			<b>42</b>	<b>0</b>	<b>0</b>	<b>27</b>
YOUTH, SPORT & RECREATION						
76253	COMMERCIAL MOWER	R	70	0	0	0
76512	MOTOR VEHICLES	R	0	0	10	90
			<b>70</b>	<b>0</b>	<b>10</b>	<b>90</b>
CHILD & FAMILY SERVICES						
76028	RESIDENTIAL EQUIPMENT	R	7	0	0	0
76200	KITCHEN EQUIPMENT	R	0	60	60	0
76482	VEHICLES	N	0	78	0	0
76854	HUMAN SERVICES SOFTWARE SYS.	N	0	500	250	363
			<b>7</b>	<b>638</b>	<b>310</b>	<b>363</b>
COMMUNITY & CULTURAL AFFAIRS						
76784	OFFICE FURNITURE & EQUIPMENT	R	0	0	0	3
			<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
FINANCIAL ASSISTANCE						
76427	OFFICE FURNITURE & EQPT.	R	44	12	5	0
76696	FINANCIAL ASSISTANCE - IT	M	0	50	15	20
			<b>44</b>	<b>62</b>	<b>20</b>	<b>20</b>
			<b>243</b>	<b>700</b>	<b>342</b>	<b>515</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

BUSINESS UNIT	DEPARTMENT/PROJECT/NOTE		ACTUAL 2015/16 (\$000) (3)	ORIGINAL ESTIMATE 2016/17 (\$000) (4)	REVISED ESTIMATE 2016/17 (\$000) (5)	ESTIMATE 2017/18 (\$000) (6)
(1)	(2)					
<b>MINISTRY OF NATIONAL SECURITY</b>						
DEFENCE						
76000	MOTOR VEHICLES	R	0	0	0	300
76468	EQUIPMENT	R	47	0	0	0
76529	WEAPONRY	U	0	60	60	0
			<b>47</b>	<b>60</b>	<b>60</b>	<b>300</b>
POLICE						
76006	COMMUNICATIONS EQUIPMENT	M	29	270	270	0
76068	BOATS/ENGINES	M	289	0	0	0
76078	VEHICLES	R	349	200	200	270
76505	POLICE COMP SYS UPDATE	M	341	250	250	250
			<b>1,008</b>	<b>720</b>	<b>720</b>	<b>520</b>
CUSTOMS						
76009	COMPUTER EQUIPMENT	R	2	30	0	0
76296	VEHICLES	R	79	80	0	40
76328	CUSTOMS IT DEVELOPMENTS	U	213	50	150	200
76798	AIRCONDITIONING	N	0	36	0	0
			<b>294</b>	<b>196</b>	<b>150</b>	<b>240</b>
POST OFFICE						
76013	CYCLES	R	21	15	15	0
76014	VAN	R	75	0	0	42
76395	POST OFFICE IT DEVELOPMENTS	U	2	0	250	25
76663	COMPUTER EQUIPMENT	R	6	12	12	35
			<b>104</b>	<b>27</b>	<b>277</b>	<b>102</b>
DEPT. OF CORRECTIONS						
76031	OFFICE FURNITURE & EQPT.	M	0	32	32	0
76032	RESIDENTIAL FURNIT. & EQPMT.	R	17	0	30	67
76120	COMPUTERS	R	2	7	7	7
76201	VEHICLES	R	50	0	0	0
76595	SECURITY - FIRE ALARMS	U	0	0	0	175
76597	SECURITY - CC TV SYSTEMS	U	104	350	350	150
			<b>173</b>	<b>389</b>	<b>419</b>	<b>399</b>
FIRE SERVICES						
76378	TELEPHONE SYSTEM	U	0	0	71	0
76383	TURNTABLE LADDER	R	0	0	0	691
76442	WATER TENDER	N	130	0	380	0
76709	REPL. FIRE STATION DOORS	R	0	0	0	22
76766	AMBULANCE	N	0	0	0	110
			<b>130</b>	<b>0</b>	<b>451</b>	<b>823</b>
NATIONAL DRUG CONTROL						
76824	FURNITURE	N	0	4	4	0
76825	DESKTOP PC AND PRINTER	R	0	0	0	7
76861	DATA MANAGEMENT SYSTEM	N	46	0	48	0
76885	GENERATOR	N	0	0	0	13
			<b>46</b>	<b>4</b>	<b>52</b>	<b>20</b>
			<b>1,802</b>	<b>1,396</b>	<b>2,129</b>	<b>2,404</b>

**SCHEDULE C - continued**

**CAPITAL ACQUISITIONS**

<b>BUSINESS UNIT</b>	<b>DEPARTMENT/PROJECT/NOTE</b>		<b>ACTUAL 2015/16 (\$000)</b>	<b>ORIGINAL ESTIMATE 2016/17 (\$000)</b>	<b>REVISED ESTIMATE 2016/17 (\$000)</b>	<b>ESTIMATE 2017/18 (\$000)</b>
<b>(1)</b>	<b>(2)</b>		<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>MINISTRY OF HOME AFFAIRS</b>						
MIN. OF HOME AFFAIRS HQ						
76880	OFFICE FURNITURE & EQPT.	R	0	0	0	14
			<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>
IMMIGRATION						
76122	OFFICE FURNITURE & EQPT.	R	0	0	0	1
76548	WORK PERMITS SYSTEM	U	129	0	0	0
76740	BORDER CONTROL SYSTEMS	N	0	0	0	1,000
76860	REPATRIATION OF PASSPORTS	N	29	0	50	0
76869	IMMIGRATION IT INITIATIVES	N	0	396	250	0
			<b>158</b>	<b>396</b>	<b>300</b>	<b>1,001</b>
REGISTRY GENERAL						
76038	OFFICE FURNITURE & EQPT.	R	0	17	27	200
76826	CC TLD REGISTRATION	N	10	0	0	0
			<b>10</b>	<b>17</b>	<b>27</b>	<b>200</b>
DEPT. OF WORKFORCE DEVELOPMENT						
76818	NTB TRAINING MGMT. SYS.	N	135	0	0	0
76886	VEHICLES	R	0	0	0	24
			<b>135</b>	<b>0</b>	<b>0</b>	<b>24</b>
			<b>303</b>	<b>413</b>	<b>327</b>	<b>1,239</b>
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>						
REGISTRAR OF COMPANIES						
76182	E-INITIATIVE	U	0	250	0	1,000
			<b>0</b>	<b>250</b>	<b>0</b>	<b>1,000</b>
			<b>0</b>	<b>250</b>	<b>0</b>	<b>1,000</b>
<b>TOTAL CAPITAL ACQUISITIONS</b>			<b>10,603</b>	<b>13,758</b>	<b>12,557</b>	<b>20,360</b>

**SCHEDULE 1**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES	ACTUAL 2015/16 (\$000) (3)	ORIGINAL ESTIMATE 2016/17 (\$000) (4)	REVISED ESTIMATE 2016/17 (\$000) (5)	ESTIMATE 2017/18 (\$000) (6)
(1)	(2)			
<b>NON-MINISTRY DEPARTMENTS</b>				
LEGISLATURE				
6812 Annual Membership Fee CPA	145	145	145	72
7065 Opposition Leader Grant	75	75	75	75
	<b>220</b>	<b>220</b>	<b>220</b>	<b>147</b>
	<b>220</b>	<b>220</b>	<b>220</b>	<b>147</b>
<b>CABINET OFFICE DEPARTMENTS</b>				
CABINET OFFICE				
6840 Hurricane Relief Overseas	0	50	50	50
	<b>0</b>	<b>50</b>	<b>50</b>	<b>50</b>
	<b>0</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>MINISTRY OF LEGAL AFFAIRS</b>				
MIN. OF LEGAL AFFAIRS HQ				
7066 C.F.A.T.F. Contribution	35	38	38	57
7082 Financial Intelligence Agency	1,500	1,500	1,500	1,600
	<b>1,535</b>	<b>1,538</b>	<b>1,538</b>	<b>1,657</b>
	<b>1,535</b>	<b>1,538</b>	<b>1,538</b>	<b>1,657</b>
<b>MINISTRY OF FINANCE</b>				
MIN. OF FINANCE HQ				
7062 Pensions Commission	950	975	975	975
	<b>950</b>	<b>975</b>	<b>975</b>	<b>975</b>
ACCOUNTANT GENERAL				
6848 Bermuda Sailor's Home	6	6	6	6
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
	<b>956</b>	<b>981</b>	<b>981</b>	<b>981</b>
<b>MINISTRY OF EDUCATION</b>				
MIN. OF EDUCATION HQ				
6864 Teacher Training Awards	71	60	130	60
6865 Other Scholarships	0	0	0	180
6866 Government Scholarships	659	780	710	600
6867 Mature Student Award	60	90	90	90
6868 Further Education Awards	260	270	270	270
6869 Grants to External Bodies	424	537	537	537
	<b>1,474</b>	<b>1,737</b>	<b>1,737</b>	<b>1,737</b>



**SCHEDULE 1**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2015/16 (\$000) (3)	ORIGINAL ESTIMATE 2016/17 (\$000) (4)	REVISED ESTIMATE 2016/17 (\$000) (5)	ESTIMATE 2017/18 (\$000) (6)
(1)	(2)				
<b>MINISTRY OF EDUCATION - cont.</b>					
DEPT. OF EDUCATION					
	6854 Primary Schools	372	355	355	350
	6856 Aided Schools - Secondary	23,236	24,201	24,677	24,294
	6858 Aided Schools - Middle	1,674	1,597	1,597	1,597
		<b>25,282</b>	<b>26,153</b>	<b>26,629</b>	<b>26,241</b>
BERMUDA COLLEGE					
	6988 Bda. College Operating Grant	16,008	15,528	15,528	15,481
		<b>16,008</b>	<b>15,528</b>	<b>15,528</b>	<b>15,481</b>
		<b>42,764</b>	<b>43,418</b>	<b>43,894</b>	<b>43,459</b>
<b>MINISTRY OF HEALTH &amp; SENIORS</b>					
MIN. OF HEALTH & SENIORS HQ					
	6892 LCCA Medical Care Overseas	3,000	2,862	2,862	2,862
	6894 Nursing Council	45	45	45	45
	6895 Health Council	842	800	800	800
	6898 Age Concern	40	38	38	38
	6912 Rest Homes	0	0	376	753
	6982 Admiralty House	44	42	42	42
	7052 Summerhaven	0	0	150	300
	7056 Packwood Rest Home	0	0	150	300
	7088 SART - Sexual Assault Resource	5	10	10	10
	7089 Public Health Scholarships	72	69	72	100
	7093 Tomorrows Voices	14	13	13	13
		<b>4,062</b>	<b>3,879</b>	<b>4,558</b>	<b>5,263</b>
HOSPITALS					
	6934 Statutory Hospital Patient Subsidy	110,651	108,330	106,330	82,856
	6946 Mid-Atlantic Wellness Institute	37,344	37,344	37,344	37,344
		<b>147,995</b>	<b>145,674</b>	<b>143,674</b>	<b>120,200</b>
ENVIRONMENTAL PROTECTION					
	6970 S.P.C.A.	10	0	0	0
	7004 BIOS - Environmental Study	150	0	0	0
	7006 BIOS - Air/Water Qual.Study	200	0	0	0
	7007 Bermuda Amphibian Research	39	0	0	0
		<b>399</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SCHEDULE 1 - continued**

**GRANTS & CONTRIBUTIONS**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)
<b>MINISTRY OF HEALTH &amp; SENIORS - cont.</b>					
HEALTH INSURANCE					
	6950 Reimbursement of H I Fund	0	3,995	3,995	3,995
		<b>0</b>	<b>3,995</b>	<b>3,995</b>	<b>3,995</b>
		<b>152,456</b>	<b>153,548</b>	<b>152,227</b>	<b>129,458</b>
<b>MINISTRY OF THE ENVIRONMENT</b>					
MIN. OF THE ENVIRONMENT HQ					
	7092 Golf Courses	0	0	0	950
		<b>0</b>	<b>0</b>	<b>0</b>	<b>950</b>
PLANNING					
	7026 Heritage Fund	8	10	10	10
		<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>
ENVIRONMENT AND NATURAL RESOURCE					
	6970 S.P.C.A.	0	10	10	10
	7004 BIOS - Environmental Study	0	150	150	150
	7006 BIOS - Air/Water Qual.Study	0	200	200	200
	7007 Bermuda Amphibian Research	0	39	39	43
		<b>0</b>	<b>399</b>	<b>399</b>	<b>403</b>
		<b>8</b>	<b>409</b>	<b>409</b>	<b>1,363</b>
<b>MINISTRY OF TOURISM, TRANSPORT &amp; MUNICIPALITIES</b>					
MIN. OF TOURISM, TRANSPORT & MUNIC. HQ					
	6835 Tourism Authority Grant	21,858	22,700	22,700	25,000
	6965 Gaming Commission	1,380	0	2,500	0
	7092 Golf Courses	1,350	950	950	0
	7099 Berrmuda Airport Authority	0	0	195	13,300
		<b>24,588</b>	<b>23,650</b>	<b>26,345</b>	<b>38,300</b>
MARINE AND PORTS					
	6954 Intl. Assoc. Lighthouse Keeper	18	19	19	19
		<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>
TRANSPORT CONTROL DEPARTMENT					
	6962 Road Safety Council	4	11	11	11
		<b>4</b>	<b>11</b>	<b>11</b>	<b>11</b>
CIVIL AVIATION					
	7099 Transition Grant	0	0	4,233	0
		<b>0</b>	<b>0</b>	<b>4,233</b>	<b>0</b>
MARITIME ADMINISTRATION					
	7099 Transition Grant	0	0	2,432	0
		<b>0</b>	<b>0</b>	<b>2,432</b>	<b>0</b>
		<b>24,610</b>	<b>23,680</b>	<b>33,040</b>	<b>38,330</b>

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

DEPARTMENT/EXPLANATORY NOTES	ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(3)	(4)	(5)	(6)
<b>MINISTRY OF PUBLIC WORKS</b>				
BERMUDA HOUSING CORPORATION				
7032 Rental Assistance Grant	6,050	6,050	6,050	6,050
	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>
	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>	<b>6,050</b>
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS</b>				
MIN. OF SOCIAL DEVELOPMENT & SPORTS HQ				
6869 Grants to External Bodies	6	35	42	35
6882 Voluntary Youth Organization	15	15	19	15
6918 Parish Council Commitments	558	503	251	0
	<b>579</b>	<b>553</b>	<b>312</b>	<b>50</b>
YOUTH, SPORT & RECREATION				
6878 Contrib. to Sports Development	1,536	1,592	1,592	1,592
6880 Elite Athlete Assistance	100	100	100	100
6882 Voluntary Youth Organization	130	150	144	200
6884 National Stadium Trustees	850	800	800	800
6886 Bermuda Swimming Association	25	25	25	25
	<b>2,641</b>	<b>2,667</b>	<b>2,661</b>	<b>2,717</b>
CHILD & FAMILY SERVICES				
6900 Foster Fees	535	600	643	610
6920 Grant to YHED	175	175	175	175
6930 Women's Resource Centre	75	0	0	0
6932 Physical Abuse Centre	75	0	0	0
7073 Cross Ministry Initiative	50	75	75	75
	<b>910</b>	<b>850</b>	<b>893</b>	<b>860</b>
COMMUNITY & CULTURAL AFFAIRS				
6872 Bermuda Historical Society	6	6	6	0
6873 Cultural Legacy Fund	24	25	25	31
6874 St. George's Historical Society	4	4	4	4
6876 St. George Preservation Authority	8	8	8	8
6881 Contrib to Cultural Activity	39	20	69	10
7010 Grant to the Bda. Arts Council	100	100	100	100
7012 Bermuda National Gallery	40	40	40	40
7030 Bermuda Heritage Association	30	30	30	30
	<b>251</b>	<b>233</b>	<b>282</b>	<b>223</b>

**GRANTS & CONTRIBUTIONS**

**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL 2015/16 (\$000)	ORIGINAL ESTIMATE 2016/17 (\$000)	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
(1)	(2)	(3)	(4)	(5)	(6)
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; SPORTS - cont.</b>					
FINANCIAL ASSISTANCE					
	7038 Care of the Blind	30	30	30	30
	7040 Meals of Wheels	48	48	48	48
	7042 Social Assistance	47,577	46,447	46,322	46,126
	7043 Child Day Care Allowance	2,921	3,400	3,400	3,400
	7048 Salvation Army Shelters	450	400	400	800
	7052 Summerhaven	425	300	150	0
	7056 Packwood Rest Home	375	300	150	0
		<b>51,826</b>	<b>50,925</b>	<b>50,500</b>	<b>50,404</b>
		<b>56,207</b>	<b>55,228</b>	<b>54,648</b>	<b>54,254</b>
<b>MINISTRY OF NATIONAL SECURITY</b>					
DEFENCE					
	6814 Grant to Regimental Messes	0	0	10	10
		<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>
DEPT. OF CORRECTIONS					
	6948 PO Benevolent Fund, PO Mess	1	5	5	5
		<b>1</b>	<b>5</b>	<b>5</b>	<b>5</b>
NATIONAL DRUG CONTROL					
	7048 Salvation Army Shelters	0	100	100	100
	7084 Parent Resource Inst-Drug Educ	0	183	183	183
	7085 CADA-Ctr-Alcohol & Drug Abuse	100	100	100	100
	7087 BACB-Bda Addict Cert Board	100	100	100	100
		<b>200</b>	<b>483</b>	<b>483</b>	<b>483</b>
		<b>201</b>	<b>488</b>	<b>498</b>	<b>498</b>
<b>MINISTRY OF HOME AFFAIRS</b>					
MIN. OF HOME AFFAIRS HQ					
	6918 Parish Council Commitments	43	70	70	0
	7000 BEDC Operational Grant	1,300	1,150	1,350	0
		<b>1,343</b>	<b>1,220</b>	<b>1,420</b>	<b>0</b>
DEPT. OF WORKFORCE DEVELOPMENT					
	6866 Scholarships	800	525	793	525
	7095 Apprenticeship Scheme	105	418	249	418
	7096 Sponsorship - Trainees	151	239	239	239
	7097 National Certification Training	175	350	238	350
	7098 Summer Student Programme	455	500	460	500
		<b>1,686</b>	<b>2,032</b>	<b>1,979</b>	<b>2,032</b>
		<b>3,029</b>	<b>3,252</b>	<b>3,399</b>	<b>2,032</b>

**GRANTS & CONTRIBUTIONS**

**SCHEDULE 1 - continued**

DEPARTMENT/EXPLANATORY NOTES		ACTUAL	ORIGINAL	REVISED	ESTIMATE
(1)	(2)	2015/16	2016/17	2016/17	2017/18
		(\$000)	(\$000)	(\$000)	(\$000)
		(3)	(4)	(5)	(6)
<b>MINISTRY OF ECONOMIC DEVELOPMENT</b>					
MIN. OF ECONOMIC DEVELOPMENT HQ					
	6815 Americas Cup Grant	5,918	7,968	7,800	27,460
	6985 Bda Business Development Agency	4,250	4,125	4,125	4,125
	7000 BEDC Operational Grant	0	0	0	1,564
		<b>10,168</b>	<b>12,093</b>	<b>11,925</b>	<b>33,149</b>
		<b>10,168</b>	<b>12,093</b>	<b>11,925</b>	<b>33,149</b>
<b>SUBTOTAL CURRENT ACCOUNT</b>		<b>298,204</b>	<b>300,955</b>	<b>308,879</b>	<b>311,428</b>
<b>CAPITAL ACCOUNT</b>					
	75003 Corporation of St. George's Capital Grant	0	0	1,480	0
	75054 WEDCO - Capital Grant	1,423	2,106	2,106	2,600
	75285 Bda. College Capital Grant	0	0	0	850
	75306 Golf Course Capital Grant	400	0	0	0
	75317 WEDCO - Waste Water Treatment Fac.	116	1,650	1,650	0
	75326 Sandy's 360	0	1,000	1,000	0
	75332 BHC Capital Grant	2,160	4,800	4,800	4,800
	75328 America's Cup	4,874	15,747	15,747	1,290
	75334 WEDCO - South Basin Land Reclaim	0	1,000	1,000	550
	75339 WEDCO - Moresby House	0	0	3,000	0
	75342 Bda. Airport Authority Capital Grant	0	0	3,553	0
	76152 National Trust Acquisition	25	25	25	25
	76153 National Trust Maint. Fund	5	5	5	5
		<b>9,003</b>	<b>26,333</b>	<b>34,366</b>	<b>10,120</b>
<b>SUBTOTAL CAPITAL ACCOUNT</b>		<b>9,003</b>	<b>26,333</b>	<b>34,366</b>	<b>10,120</b>
<b>TOTAL OF ALL GRANTS AND CONTRIBUTIONS</b>		<b>307,207</b>	<b>327,288</b>	<b>343,245</b>	<b>321,548</b>

## GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2015/16 ACTUAL EXPENDITURE DETAIL

<b>CONTRIBUTION TO SPORTS DEVELOPMENT</b>	<b>(\$000)</b>
Bermuda Amateur Swimming Association	40
Bermuda Basketball Association	3
Bermuda Bicycle Association	25
Bermuda Cricket Board	100
Bermuda Equestrian Federation	10
Bermuda Football Association	350
Bermuda Gymnastic Association	10
Bermuda Hockey Federation	25
Bermuda Lawn Tennis Association	10
Bermuda National Athletic Association	56
Bermuda Netball Association	8
Bermuda Olympic Association (Operational)	150
Bermuda Paralympic Association	8
Bermuda Sailing Association	9
Bermuda Sport Anti Doping Association	650
Bermuda Squash Racquets Association	10
Bermuda Triathlon Association	13
National Junior Sponsorship Programme	48
NOA Limited - Boxing	8
World Anti-Doping Agency	3

## GRANTS & CONTRIBUTIONS

NOTE: HEAD 20 2015/16 ACTUAL EXPENDITURE DETAIL - continued

	(\$000)
<b>ELITE ATHLETE ASSISTANCE</b>	
Bermuda Olympic Association	100
<b>VOLUNTARY YOUTH ORGANIZATIONS</b>	
Bermuda Alumnae Chapter - Delta Sigma	6
Bermuda Badminton Association	8
Bermuda Girl Guide	6
Bermuda Overseas Missions	6
Bermuda Sea Cadet	6
Bermuda Sloop Foundation	6
Bermuda Volleyball Association	6
Big Brother/Big Sister	6
Cares	6
Coalition For The Protection of Children	6
Epsilon Theta Lambda/Alpha Phi Alpha	6
Global Art-Youth Initiatives	6
Grotto Bay Tennis Club	6
Miscellaneous Club Grants	23
Outward Bound	6
Raleigh International	7
Teen Services	2
Young Life	6
Youth Net	6
<b>TOTAL</b>	<b>1,766</b>

**SCHEDULE 2**

**PROFESSIONAL SERVICES**

(1)	ACCOUNT DESCRIPTION	ACTUAL 2015/16 (\$000) (3)	ORIGINAL ESTIMATE 2016/17 (\$000) (4)	REVISED ESTIMATE 2016/17 (\$000) (5)	ESTIMATE 2017/18 (\$000) (6)
	5260 Local Consultants	7,092	9,445	9,014	10,472
	5265 Overseas Consultants	10,476	7,317	6,716	7,345
	5270 Contractors	16,643	18,453	20,326	14,665
	5275 Medical	10,094	4,951	5,689	5,147
	5280 Optical Services	10	13	33	14
	5285 Educational Services	43	120	71	120
	5290 Chiropodist Services	2	4	3	5
	5295 Psychological Services	7	40	40	40
	5300 Dental Services	30	26	56	46
	5305 War Pension Award	1,968	1,965	1,965	1,795
	5310 Counselling Services	164	284	239	274
	5315 Child Care Services	138	165	110	150
	5320 Recreational Services	222	205	203	198
	5325 Legal Services	4,660	4,768	5,496	5,235
	5330 Liquidation Fees	122	223	223	187
	5340 Membership Fees - Govt.	388	363	371	367
	5345 Forensic/Lab Services	321	664	666	688
	5350 Forensic/lab accounting	80	157	157	157
	5355 Security Services	5,272	5,416	5,521	1,370
	5360 Conservation Services	0	6	51	28
	5365 Animal Control Services	35	29	29	29
	5370 Board & Comm. Fees	736	931	1,105	903
	5375 ID Parade - Police	10	30	30	30
	5380 Jury & Witness Fees	141	115	105	115
	5385 Court Costs	15	16	16	18
	5390 Audit Fees	0	55	55	137
	5395 Examination Fees	280	407	407	450
		<b>58,949</b>	<b>56,168</b>	<b>58,697</b>	<b>49,985</b>



**SCHEDULE 3**

**GOVERNMENT DEPARTMENT ACCOMMODATION RENTAL**

HEAD #	DEPARTMENT	LOCATION	REVISED	
			ESTIMATE 2016/17	ESTIMATE 2017/18
02	Legislature	Opposition Leader's Office	14,021	14,021
03	Legal Aid	Ceder House	85,857	85,857
05	Auditor General	Reid Hall, Reid Street	184,416	184,416
07	Police	Southside Police Station - 2 Stocks Road	253,457	253,457
		Police Barracks - Harmony Hall	191,040	191,040
		Marine Police, St George's - 2 berths	6,726	6,726
		Commercial Crime - 51 Church Street	266,202	266,202
		Marine Police - 2 Sally Point Rd, Dockyard	71,325	75,890
		Berth, Dockyard	22,400	22,400
		Airport Police Station	8,400	8,400
		Serious Crime Unit - 129 Front Street	144,160	144,160
11	Accountant General	St. Andrew's Place - 51 Church Street	474,534	474,534
12	Customs	Customs - Hamilton Hall	169,705	178,190
		Dockyard Cruise Ship Station	5,620	6,000
		Queen's Warehouse, #6 Shed	46,852	49,195
		119 Front Street	182,721	182,721
		3 Cahow Lane, St George's	8,400	8,400
13	Post Office	Perot's, Queen Street, Hamilton	27,000	27,000
14	Statistics	Cedar Park Building, Cedar Avenue	212,480	162,729
17	Education	Building 1055 - Southside	88,403	88,403
		Northlands Playing Field	100	100
		St. Paul's Preschool	39,000	39,000
		Education Headquarters, 11 Waller's Point Rd.	410,358	410,358
18	Libraries	Youth Library, Church Street	77,550	77,550
		Adult Library Par-la-Ville Park, Queen Street	1,085	1,085
19	Archives	Former White's Supermarket, Southside	282,000	282,000
20	Youth, Sport & Recreation	Sailing Centre, Dockyard	28,486	30,251
		Messina House, Dockyard	130,232	138,304
		Messina Ground	9,278	9,852
		Craig Appin	279,916	279,916

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

HEAD #	DEPARTMENT	LOCATION	REVISED ESTIMATE 2016/17	ESTIMATE 2017/18
21	Health & Seniors HQ	Continental Building Building 332 - Southside	408,618 109,056	408,618 109,056
22	Health	Devonshire Clinic Metro Building	1,000 140,000	1,000 140,000
23	Child & Family Services	Seaview (East and West), Devonshire Oleander Cottage, 6 Aeolia Dr., Devonshire Milner House 61-63 Victoria Street, Hamilton Magnolia Place	40,000 48,000 283,500 263,200 226,463	40,000 52,500 283,500 263,200 305,675
25	Corrections	Clock Tower, Dockyard	310,000	146,126
26	Human Resources	129 Front Street	666,240	666,240
30	Marine & Ports	Ferry Terminal, Hamilton Pilot Station Ordnance Island, St.Geo. Camber, Sandys (Bldgs. 17B & C, E, D) Camber, Winch Slip Great Wharf, Sandys	15,101 14,095 504,447 6,000 253,375	15,856 14,095 536,346 6,325 269,078
34	Transport Control	St. David's Southampton	76,496 49,536	100,000 80,000
35	Public Transportation	Terminal, Pender Road, Dockyard	91,200	0
38	Tax Commissioner	The Perry Building, Church Street	361,242	361,242
43	Information & Digital Techn.	Channel House - Southside	529,343	529,343
48	Tourism, Trans. & Munic. HQ	CTERM (Duty Free Shop), Sandys	12,765	13,552
56	Human Rights Commission	Milner Place	114,000	114,000
79	Env. & Natural Resources	Dockyard Fisheries Office Cut Wharf, Sandys	8,050	8,544

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

<b>HEAD #</b>	<b>DEPARTMENT</b>	<b>LOCATION</b>	<b>REVISED ESTIMATE 2016/17</b>	<b>ESTIMATE 2017/18</b>
82	Works & Engineering	Sallyport, Hazardous Waste Brown-Brangman, 66 King Street	12,000 79,392	12,000 79,386
85	Ombudsman's Office	Suite 102, 14 Dundonald Street	64,400	64,400
88	National Drug Control	Suite 303 & 304 & 306, Melbourne House Captains in Charge, 3 Cockburn Road	76,450 24,000	76,450 24,000
91	Health Insurance	Sofia House, Church Street	141,848	141,848
92	Internal Audit	12 Wesley Street	171,990	171,990
93	Home Affairs	Rego Building, 75 Reid Street	51,000	51,000
97	Land Title & Registration	Milner Place, 2nd Floor & Basement	199,980	199,980
			<b>\$ 9,074,511</b>	<b>8,983,507</b>

**SCHEDULE 4**

**GOVERNMENT DEBT TRANSACTIONS & AMOUNTS  
OUTSTANDING 2006/07 TO 2019/20**

<b>YEAR</b>	<b>GROSS BORROWING</b>	<b>REPAYMENTS</b>	<b>NET BORROWING (REPAYMENTS)</b>	<b>GROSS DEBT OUTSTANDING</b>	<b>MEMORANDA INTEREST ON DEBT</b>
<b>(1)</b>	<b>(\$000) (2)</b>	<b>(\$000) (3)</b>	<b>(\$000) (4)</b>	<b>(\$000) (5)</b>	<b>(\$000) (6)</b>
2006/07	50,000	20,000	30,000	255,000	13,929
2007/08	180,000	90,000	90,000	345,000	16,800
2008/09	217,250	0	217,250	562,250	18,186
2009/10	415,000	93,410	315,000	823,410	38,980
2010/11	264,080	0	0	1,087,490	56,300
2011/12	263,230	0	0	1,350,720	70,000
2012/13	223,280	0	0	1,574,000	(ii) 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 (Rev)	212,169	63,234	148,935	2,483,935	121,500
2017/18 (Est)	134,678	0	134,678	2,618,613	124,000
2018/19 (Est)	26,379	0	26,379	2,644,992	126,000
2019/20 (Est)	(5,732)	180,000	(185,732)	2,459,260	115,000

(i) Includes \$49.5 million of outstanding debt on-lent to the Bermuda Housing Corporation (BHC). as of 01/04/06 BHC received full debt relief from the Government.

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

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

**UTILISATION OF STATUTORY BORROWING POWERS**

ACTUAL 2015/16 (\$000)	DETAILS	REVISED ESTIMATE 2016/17 (\$000)	ESTIMATE 2017/18 (\$000)
	DEBT & LOAN GUARANTEES OUTSTANDING AS OF MARCH 31		
2,335,000	BORROWINGS UNDER LOAN FACILITIES (GOVT)	2,483,935	2,618,613
2,335,000	TOTAL DEBT OUTSTANDING (GOVT)	2,483,935	2,618,613
117,274	Less: SINKING FUND CONTRIBUTIONS (i)	86,001	148,836
	NET CUMULATIVE GOVERNMENT		
2,217,726	DEBT & GUARANTEES OUTSTANDING (ii)	2,397,934	2,469,777

(i)

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

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

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

(ii)

The Government has the following guarantees: National Education Scheme (\$15K); Bank of N.T. Butterfield (\$182.9M); Bermuda Housing Corporation (\$36.7M); West End Development Corporation (\$65.2M); Bermuda Hospitals Board (\$247M) and Morgan's Point (\$6M).

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

## SCHEDULE 6

## PUBLIC OFFICERS SALARIES

### MEMBERS OF THE LEGISLATURE

DESIGNATION	SALARY 1.4.13 \$
-------------	------------------------

SENATORS	30,367
MEMBERS OF THE HOUSE OF ASSEMBLY	56,023

### OFFICERS OF THE LEGISLATURE

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

DESIGNATION	SALARY 1.4.13 \$
-------------	------------------------

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

### ADMINISTRATIVE, PROFESSIONAL, TECHNICAL AND CLERICAL GRADES

PS STEP	SALARY 1.10.10 \$	PS STEP	SALARY 1.10.10 \$
------------	-------------------------	------------	-------------------------

1	34,349	26	79,728
2	35,603	27	82,581
3	36,900	28	85,640
4	38,238	29	88,805
5	39,634	30	92,096
6	41,080	31	95,504
7	42,578	32	99,049
8	44,140	33	102,056
9	45,748	34	105,765
10	47,423	35	109,430
11	49,160	36	113,480
12	50,959	37	117,691
13	51,985	38	122,065
14	53,610	39	126,595
15	55,410	40	132,249
16	57,168	41	138,146
17	59,105	42	144,320
18	61,278	43	150,761
19	63,535	44	157,497
20	65,880	45	164,539
21	68,303	46	171,893
22	70,827	47	179,573
23	73,092	48	187,606
24	74,808	49	196,005
25	77,254	50	204,775
		51	213,941

**PUBLIC OFFICERS SALARIES**

**SCHEDULE 6 - continued**

**SCHOOL PRINCIPALS**

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

**TEACHERS SALARY SCALE**

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

**FIRE FIGHTERS  
SALARY SCALE**

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

**FIRE  
CIVILIAN SCALE**

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

	STEP	SALARY 1.10.10 \$
CUSTOMER SERV. REPS.	12	50,959
	13	51,985
	14	53,610
PRIVATE SECRETARY	13	51,985
	14	53,610
	15	55,410
SEN. CLERK	14	53,610
	15	55,410
	16	57,168

**LECTURERS - BERMUDA COLLEGE - 1.8.10**

**FACULTY SALARY MATRIX**

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

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

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

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

Column C applies to Senior Instructors.

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

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

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

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

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

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

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



**SCHEDULE 6 - continued**

**PUBLIC OFFICERS SALARIES**

**PRISON OFFICERS SALARIES**

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

**BERMUDA REGIMENT SALARIES**

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

**POLICE OFFICERS SALARIES**

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

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

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

**Consolidated Fund Receipts - Ten Year Summary 2008/09 - 2017/18**

	2008/09 \$000	2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	REVISED ESTIMATE 2016/17 \$000	ESTIMATE 2017/18 \$000	ESTIMATE 2017/18 %	2017/18 AS % OF 2008/09 %
CUSTOMS DUTIES	224,160	219,037	195,807	180,697	169,693	174,951	171,470	192,593	204,000	223,716	21.46	100
PAYROLL TAX	356,526	349,035	423,050	344,702	328,023	330,848	333,860	361,136	394,000	439,000	42.12	123
INTL. CO. TAXES	64,766	59,385	61,577	60,587	62,178	62,474	62,776	60,074	66,063	69,965	6.71	108
LOCAL COMPANY FEES	3,233	5,320	3,321	2,779	2,809	2,809	2,666	2,787	2,647	2,800	0.27	87
FOREIGN CUR. PURC.TX	14,465	13,792	24,712	23,107	22,072	20,823	20,069	19,628	20,064	22,000	2.11	152
LAND TAX	45,707	48,511	49,131	52,313	55,845	60,477	61,101	67,068	63,186	63,186	6.06	138
HOTEL OCCUPANCY TAX	11,103	7,321	7,028	10,907	10,002	9,195	9,187	10,337	10,000	11,500	1.10	104
VEHICLE LICENCES & REGISTRATION	27,172	26,870	26,583	26,672	26,031	26,665	28,435	29,031	28,773	29,029	2.78	107
PASSENGER TAX	29,750	29,262	32,345	35,069	34,578	33,921	32,908	40,794	42,100	22,345	2.14	75
STAMP DUTY	46,194	31,647	35,362	25,113	18,754	21,379	23,885	25,216	22,032	20,986	2.01	45
ALL OTHER RECEIPTS (i)	129,790	127,089	131,879	152,236	136,593	140,373	134,051	144,950	132,433	137,822	13.22	106
<b>TOTAL</b>	<b>952,866</b>	<b>917,269</b>	<b>990,795</b>	<b>914,182</b>	<b>866,578</b>	<b>883,915</b>	<b>880,408</b>	<b>953,614</b>	<b>985,298</b>	<b>1,042,349</b>	<b>100.00</b>	<b>109</b>
YEAR ON YEAR INCREASE	2.62	-3.74	8.02	-7.73	-5.21	2.00	-0.40	8.32	3.32	5.79		

(i) Includes: inter alia, receipts from Telecommunications, Immigration, Ferry & Bus fares, Shipping & Aircraft Registration and Air Terminal Fees, and all other fees and charges.

SCHEDULE 8

Consolidated Fund Expenditure - Ten Year Summary 2008/09 - 2017/18

MINISTRY	2008/09 \$000	2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	Revised Estimate 2016/17 \$000	ESTIMATE 2017/18 \$000	%	2017/18 as % of 2008/09 %
<b>CURRENT ACCOUNT:</b>												
<b>Non-Ministry</b>	14,545	14,530	15,809	16,361	16,421	15,361	15,074	14,168	16,394	18,723	2.03	129
<b>Cabinet Office</b>	27,554	30,401	31,206	27,338	26,879	24,733	23,217	20,917	24,639	23,945	2.59	87
<b>Legal Affairs</b>	23,064	23,381	25,087	25,077	24,116	25,914	24,802	24,191	26,250	27,079	2.93	117
<b>Finance (Excl Debt &amp; Sinking Fund)</b>	112,975	106,863	112,067	107,297	68,594	94,910	92,411	88,484	100,241	100,394	10.87	89
<b>Education</b>	150,956	153,533	148,285	141,992	137,203	132,713	128,165	125,885	128,258	126,991	13.75	84
<b>Health &amp; Seniors</b>	155,569	189,979	209,021	196,166	202,938	201,816	187,950	185,139	185,745	162,720	17.62	105
<b>Environment</b>	25,853	24,373	24,572	23,352	24,039	22,784	19,593	19,472	19,368	22,841	2.47	0
<b>Tourism, Transport &amp; Municipalities</b>	117,193	116,783	122,454	111,133	117,627	114,122	105,616	102,008	101,458	86,529	9.37	74
<b>Public Works</b>	82,271	76,249	80,387	83,890	84,690	77,086	77,213	66,369	63,422	65,016	7.04	79
<b>Social Development &amp; Sports</b>	69,898	77,674	81,634	75,755	81,622	83,852	86,501	84,643	87,911	87,267	9.45	125
<b>National Security</b>	163,388	161,701	166,314	145,013	142,743	149,150	146,225	141,240	142,913	146,576	15.87	90
<b>Home Affairs</b>	16,072	15,454	15,641	26,730	28,796	17,232	14,555	13,538	15,502	15,234	1.65	95
<b>Economic Development</b>	7,059	8,325	7,637	10,042	12,144	11,460	13,771	16,007	19,952	40,176	4.35	569
<b>Subtotal</b>	966,397	999,246	1,040,114	990,146	967,812	971,133	935,093	902,061	932,053	923,491	100.00	96
<b>% Increase Year on Year</b>	9.10	3.40	4.09	-4.80	-2.26	0.34	-3.71	-3.53	3.32	-0.92		
<b>Current Account Expenditure</b>	966,397	999,246	1,040,114	990,146	967,812	971,133	935,093	902,061	932,053	923,491		96
<b>Capital Account Expenditure</b>	200,271	125,104	121,045	59,489	63,474	65,357	49,753	43,721	85,540	67,451		34
<b>Interest on Debt</b>	18,186	1,695	55,298	67,592	30,440	109,245	113,223	116,217	121,500	124,000		682
<b>Sinking Fund Contribution</b>	9,447	0	28,760	25,726	30,750	37,625	47,669	52,250	58,375	62,085		657
<b>Total</b>	1,194,301	1,126,045	1,245,217	1,142,953	1,092,476	1,183,360	1,145,738	1,114,249	1,197,468	1,177,027		99

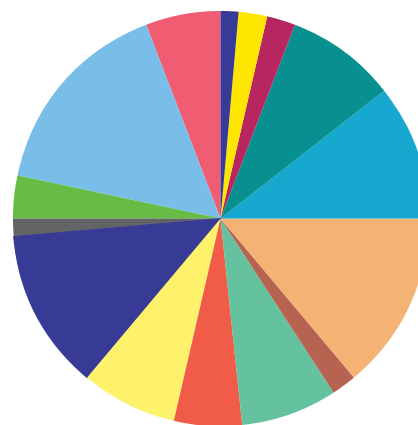
Where ministerial portfolios have been reallocated and changed over the period of this schedule, all prior years figures have been restated to maintain comparability.

**Consolidated Fund Expenditure by Type - Ten Year Summary 2008/09 - 2017/18**

	2008/09 \$000	2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	REVISED ESTIMATE 2016/17 \$000	ESTIMATE 2017/18 \$000	ESTIMATE 2017/18 %	2017/18 AS % OF 2008/09 %
<b>SALARIES</b>	312,362	315,220	302,200	307,768	321,173	309,981	301,988	295,881	316,972	321,230	28.95	103
<b>WAGES</b>	101,259	99,711	99,274	85,288	84,133	83,382	81,260	75,910	65,521	69,141	6.23	68
<b>EMPLOYER OVERHEAD</b>	66,767	66,844	70,918	73,259	42,480	72,664	71,474	69,157	77,514	78,588	7.08	118
<b>OTHER PERSONNEL COSTS</b>	5,155	11,060	10,707	1,552	5,563	5,645	5,460	5,238	6,887	6,368	0.57	124
<b>TRAINING</b>	7,956	7,274	5,666	3,825	2,307	2,491	2,104	1,867	2,737	3,304	0.30	42
<b>TRANSPORT</b>	6,588	6,667	6,830	5,611	3,977	4,534	4,757	3,625	5,303	5,153	0.46	78
<b>TRAVEL</b>	6,439	5,034	5,017	3,619	3,418	3,311	2,818	2,620	3,135	3,010	0.27	47
<b>COMMUNICATIONS</b>	9,609	10,148	10,637	10,039	9,181	8,404	7,171	6,458	7,490	7,097	0.64	74
<b>ADVERTISING &amp; PROMOTION</b>	16,850	14,114	19,224	15,664	18,136	16,968	3,554	2,813	2,164	2,389	0.22	14
<b>PROFESSIONAL SERVICES</b>	95,456	111,960	119,070	99,198	95,944	81,469	68,784	58,949	58,697	49,985	4.50	52
<b>RENTALS</b>	16,644	17,037	18,125	17,766	16,794	16,696	15,507	13,665	14,511	12,755	1.15	77
<b>REPAIR AND MAINTENANCE</b>	23,385	22,441	21,887	18,344	17,614	16,908	18,342	17,046	18,591	19,411	1.75	83
<b>INSURANCE</b>	11,571	11,959	12,977	13,029	12,499	11,984	9,020	11,731	10,534	9,121	0.82	79
<b>ENERGY</b>	23,786	19,057	20,120	20,657	20,573	20,120	18,064	16,140	18,343	16,608	1.50	70
<b>CLOTHING, UNIFORMS, LAUNDRY</b>	2,566	2,648	2,165	1,500	1,576	1,858	1,703	786	1,122	1,146	0.10	45
<b>MATERIALS &amp; SUPPLIES</b>	37,043	34,082	32,341	30,987	26,947	23,060	24,191	17,008	23,387	23,928	2.16	65
<b>EQUIPMENT PURCHASES</b>	2,066	1,946	1,431	780	1,197	869	628	2,568	564	563	0.05	27
<b>OTHER EXPENSES</b>	5,912	6,618	4,009	3,528	4,200	3,368	1,878	2,391	6,604	3,488	0.31	59
<b>RECEIPTS TO CREDITED TO PROGRAM</b>	(23,579)	(30,518)	(3,071)	0	0	0	0	0	(16,952)	(21,272)	-1.92	90
<b>TRANSFERS &amp; OTHER FUNDS</b>	9,447	0	28,760	25,726	30,750	37,625	47,669	52,250	58,375	62,085	5.60	657
<b>GOVT. GRANTS &amp; CONTRIBUTIONS</b>	234,920	261,143	277,156	274,258	277,385	286,962	296,390	298,204	308,879	311,428	28.07	133
<b>DEBT CHARGES</b>	21,827	6,495	58,729	71,067	33,155	109,704	113,223	116,221	121,550	124,050	11.18	568
<b>TOTAL</b>	994,029	1,000,940	1,124,172	1,083,465	1,029,002	1,118,003	1,095,985	1,070,528	1,111,928	1,109,576	100.00	112
<b>YEAR ON YEAR INCREASE</b>	9.34	0.70	12.31	-3.62	-5.03	8.65	-1.97	-2.32	1.45	-0.21		

## Estimated Expenditure 2017/18 in BD\$ Millions

■ Non-Ministry.....	18.7
■ Cabinet Office Departments.....	23.9
■ Legal Affairs.....	27.1
■ Finance.....	100.4
■ Education .....	127.0
■ Health & Seniors .....	162.7
■ Environment.....	22.8
■ Tourism, Transport and Municipalities .....	86.5
■ Public Works .....	65.0
■ Social Development and Sports.....	87.3
■ National Security.....	146.6
■ Home Affairs .....	15.2
■ Economic Development .....	40.2
■ Interest and Sinking Fund.....	186.1
■ Capital Estimate.....	67.5



### Categories of expenditure expressed as a percentage of total estimated expenditure for 2017/18 of \$1,177.0 million

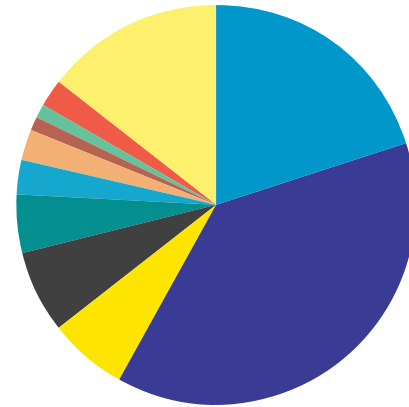


— Non-Ministry.....	1.6
— Cabinet Office Departments.....	2.0
— Legal Affairs.....	2.3
— Finance.....	8.5
— Education .....	10.8
— Health and Seniors.....	13.8
— Environment.....	1.9
— Tourism, Transport and Municipalities .....	7.4
— Public Works .....	5.5
— Social Development and Sports.....	7.4
— National Security.....	12.5
— Home Affairs .....	1.3
— Economic Development .....	3.4
— Interest and Sinking Fund.....	15.8
— Capital Estimate.....	5.7

## Estimated Revenue 2017/18 in BD\$ Millions

Total Revenue \$1,042.3 million

■	Customs .....	223.7
■	Payroll Tax .....	439.0
■	Companies Fees .....	70.0
■	Land Tax.....	63.2
■	Passenger Tax .....	22.3
■	Vehicle Licences.....	29.0
■	Stamp Duties.....	21.0
■	Hotel Occupancy.....	11.5
■	Immigration .....	15.0
■	Foreign Currency.....	22.0
■	All Other.....	125.6



### Categories of revenue expressed as a percentage of total estimated revenue for 2017/18 of \$1,042.3 million



—	Customs .....	21.5
—	Payroll Tax.....	42.1
—	Companies Fees .....	6.7
—	Land Tax .....	6.1
—	Passenger Tax.....	2.1
—	Vehicle Licences .....	2.8
—	Stamp Duties.....	2.0
—	Hotel Occupancy .....	1.1
—	Immigration .....	1.4
—	Foreign Currency.....	2.1
—	All Other.....	12.1

