

MINISTRY OF FINANCE

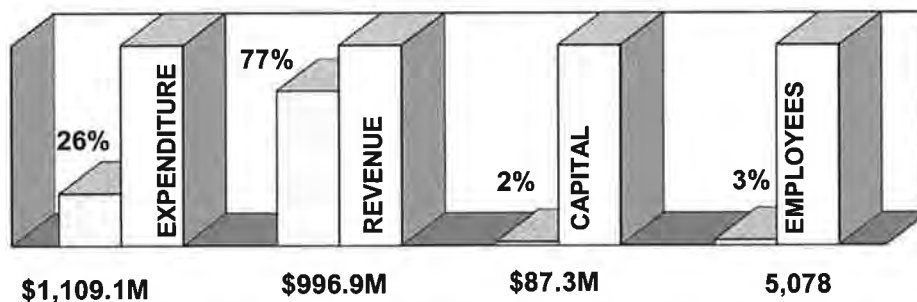


TO SUPERVISE THE ECONOMY OF BERMUDA GENERALLY AND TO PROVIDE OVERALL FINANCIAL MANAGEMENT AND CONTROL OF ALL GOVERNMENT ACTIVITIES.

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

HEAD (1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17	DIFFERENCE	
		ACTUAL (\$000) (3)	ORIGINAL (\$000) (4)	REVISED (\$000) (5)	ESTIMATE (\$000) (6)	2015/16 vs 2016/17 (\$000) (7)	% (8)
CURRENT EXPENDITURE (\$000)							
10	MIN. OF FINANCE HQ	5,447	4,407	4,707	4,297	(110)	(2)
11	ACCOUNTANT GENERAL	76,790	76,541	77,054	86,817	10,276	13
28	SOCIAL INSURANCE	7,270	6,016	6,716	6,100	84	1
38	OFFICE OF THE TAX COMMISSIONER	2,904	3,126	3,126	3,181	55	2
58	INTEREST ON DEBT	113,223	117,619	116,250	129,000	11,381	10
59	SINKING FUND CONTRIBUTION	47,669	52,250	52,250	58,375	6,125	12
		253,303	259,959	260,103	287,770	27,811	11
REVENUE (\$000)							
10	MIN. OF FINANCE HQ	3,558	1,846	1,846	1,846	0	0
11	ACCOUNTANT GENERAL	3,155	1,000	1,412	406	(594)	(59)
12	CUSTOMS	174,821	190,938	197,592	213,075	22,137	12
38	OFFICE OF THE TAX COMMISSIONER	482,681	516,495	513,106	554,946	38,451	7
		664,215	710,279	713,956	770,273	59,994	8
CAPITAL EXPENDITURE (\$000)							
ACQUISITIONS		339	972	934	1,594		
		339	972	934	1,594		
EMPLOYEE NUMBERS							
		120	130	113	130	0	0

FOR DETAILS OF SCHEMES SEE SEC C PAGES 4 - 15



Ministry Estimates compared with total Government Estimates

HEAD 10 MINISTRY OF FINANCE HQ

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

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

DEPARTMENT OBJECTIVES

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

GENERAL SUMMARY

EXPENDITURE						DIFFERENCE	
PROG		2014/15	2015/16	2015/16	2016/17	2015/16	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
1001	POLICY ADMINISTRATION						
	20000 POLICY PLANNING & MGMT.	3,070	1,714	1,844	1,441	(273)	(16)
	20010 FISCAL PLANNING & CONTROL	466	517	517	497	(20)	(4)
	20020 BUSINESS REGULATORY	277	320	320	319	(1)	(0)
	20030 ECONOMIC & FINAN. INTELLIGENCE	303	460	460	471	11	2
	20040 TREATY MANAGEMENT	331	446	616	594	148	33
		4,447	3,457	3,757	3,322	(135)	(4)
1002	GRANTS						
	20070 NATIONAL PENSIONS COMMISSION	1,000	950	950	975	25	3
		1,000	950	950	975	25	3
	TOTAL	5,447	4,407	4,707	4,297	(110)	(2)

HEAD 10 MINISTRY OF FINANCE HQ - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	1,566	1,724	1,724	1,787	63	4
	WAGES	18	0	0	0	0	0
	TRAINING	4	19	19	15	(4)	(21)
	TRAVEL	102	129	136	136	7	5
	COMMUNICATIONS	28	41	37	36	(5)	(12)
	ADVERTISING & PROMOTION	1	5	10	8	3	60
	PROFESSIONAL SERVICES	2,196	1,250	1,427	1,070	(180)	(14)
	RENTALS	4	12	12	12	0	0
	INSURANCE	331	0	0	0	0	0
	MATERIALS & SUPPLIES	75	126	126	105	(21)	(17)
	OTHER EXPENSES	122	151	266	153	2	1
	GRANTS AND CONTRIBUTIONS	1,000	950	950	975	25	3
	TOTAL	5,447	4,407	4,707	4,297	(110)	(2)

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8104 BNTB Guarantee Fee	1,838	1,846	1,846	1,846	0	0
	8288 Work Permit Exemption Fee	1,720	0	0	0	0	0
	TOTAL	3,558	1,846	1,846	1,846	0	0

HEAD 10 MINISTRY OF FINANCE HQ - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2014/15	2015/16	2015/16	2016/17 ESTIMATE (6)	DIFFERENCE	
		ACTUAL (3)	ORIGINAL (4)	REVISED (5)		2015/16 vs 2016/17 (7)	% (8)
	20000 POLICY PLANNING & MGMT	4	4	3	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	2	2	3	1	50
	TOTAL	14	14	13	15	1	7

HEAD 10 MINISTRY OF FINANCE HQ - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 20000; 20010; 20030				
INTERNAL				
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.	75%	90%	77%	90%
Actual revenue vs. Original Estimate	-2.4%	+/- 2%	0.4%	+/- 2%
Actual current & capital expenditure vs. Original Estimate	-2%	+/- 1.5%	-0.3%	+/- 2%
GDP:	-0.4%	0.5 to 1.5%	1.5% to 2.5%	1.5% to 2.5%
GOVERNMENT NET DEBT/GDP				
Bermuda	36.0%	36.5%	38.0%	38.0%
Developing Countries rated similar to Bermuda (mean)	27%	27%	28%	28%
GOVERNMENT NET DEBT/REVENUE				
Bermuda	248.0%	235.2%	245.0%	238.0%
Developing Countries rated similar to Bermuda (mean)	118.0%	112.0%	123.0%	123.0%
INTEREST/REVENUE				
Bermuda	12.0%	12.6%	12.0%	13.0%
Developing Countries rated similar to Bermuda (mean)	4%	4.3%	4.4%	4.5%
EXTERNAL				
Bermuda Omnibus Survey				
Consumer Confidence Index - 2nd Quarter (post-Budget)	93 (2014)	90	94 (2015)	90
Credit Ratings:				
Standard & Poors	A+	AA-	A+	A+
Fitch		N/A		
Moodys	A1	A1	A1	A1

HEAD 11 ACCOUNTANT GENERAL

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To support the Ministry of Finance in financial management and control of Government activities. To develop and maintain excellence through quality service and financial control for decision making under the authority 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	2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
						(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1101 CONSOLIDATED FUND							
21000 POLICY PLANNING & MGMT.		758	1,494	1,493	1,396	(98)	(7)
21001 FINANCIAL REPORTING		460	541	346	531	(10)	(2)
21002 COMPENSATION		668	669	669	669	0	0
21003 COMPLIANCE & DISBURSEMENTS		385	378	213	378	0	0
21004 REVENUE RECEIPTING		826	1,009	959	1,009	0	0
21005 TREASURY MANAGEMENT		150	1,162	1,162	1,147	(15)	(1)
21006 DEBT COLLECTION		64	0	0	0	0	0
21007 BANK RECONCILIATIONS		480	662	522	662	0	0
21008 FINANCIAL SYSTEMS		1,307	1,630	1,530	1,397	(233)	(14)
21100 CONSOLIDATED REPORTING		55	0	0	0	0	0
21900 MANAGEMENT ACCT. TRAINEES		190	344	344	344	0	0
		5,343	7,889	7,238	7,533	(356)	(5)
1102 FUND ADMINISTRATION							
21010 SUPERANNUATION FUND		29,977	24,576	23,776	29,348	4,772	19
21020 CONTRIBUTORY PENSION		8,129	8,100	8,100	8,100	0	0
21030 GOVT EMPLOYEE HEALTH INS		32,126	34,726	36,690	40,596	5,870	17
21040 MINISTERS & MEMBERS PENSION		1,215	1,250	1,250	1,240	(10)	(1)
		71,447	68,652	69,816	79,284	10,632	15
TOTAL		76,790	76,541	77,054	86,817	10,276	13

HEAD 11 ACCOUNTANT GENERAL - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	4,114	5,241	4,593	5,259	18	0
	EMPLOYER OVERHEAD	71,436	67,853	69,014	78,481	10,628	16
	OTHER PERSONNEL COSTS	794	816	816	816	0	0
	TRAINING	79	116	116	116	0	0
	TRANSPORT	0	1	1	1	0	0
	TRAVEL	5	44	44	44	0	0
	COMMUNICATIONS	70	131	131	131	0	0
	ADVERTISING & PROMOTION	2	3	3	3	0	0
	PROFESSIONAL SERVICES	601	909	909	818	(91)	(10)
	RENTALS	327	358	358	370	12	3
	REPAIR AND MAINTENANCE	617	864	864	703	(161)	(19)
	ENERGY	91	115	115	100	(15)	(13)
	MATERIALS & SUPPLIES	70	170	170	130	(40)	(24)
	EQUIPMT.(MINOR CAPITAL)	10	12	12	12	0	0
	OTHER EXPENSES	311	1,491	1,491	1,441	(50)	(3)
	RECEIPTS CREDITED TO PROGRAMME	(1,743)	(1,589)	(1,589)	(1,664)	(75)	5
	GRANTS AND CONTRIBUTIONS	6	6	6	6	0	0
	DEBT CHARGES	0	0	0	50	50	0
	TOTAL	76,790	76,541	77,054	86,817	10,276	13

REVENUE SUMMARY

REVENUE SOURCE						DIFFERENCE	
REVENUE SOURCE		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	8863 Interest on Sinking Fund	2,978	1,000	1,412	406	(594)	(59)
	8877 Reimbursements	6	0	0	0	0	0
	8885 BMA Profits	170	0	0	0	0	0
	8889 Sundry Receipts	1	0	0	0	0	0
	TOTAL	3,155	1,000	1,412	406	(594)	(59)

HEAD 11 ACCOUNTANT GENERAL - continued

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT (1)	DESCRIPTION (2)	2014/15 ACTUAL (3)	2015/16 ORIGINAL (4)	2015/16 REVISED (5)	2016/17 ESTIMATE (6)	DIFFERENCE	
						2015/16 vs 2016/17 (7)	% (8)
	21000 POLICY PLANNING & MGMT.	7	7	6	6	(1)	(14)
	21001 FINANCIAL REPORTING	4	5	2	5	0	0
	21002 COMPENSATION	8	9	8	9	0	0
	21003 COMPLIANCE & DISBURSEMENTS	5	6	2	5	(1)	(17)
	21004 REVENUE RECEIPTING	5	7	5	6	(1)	(14)
	21005 TREASURY MANAGEMENT	3	3	3	3	0	0
	21007 BANK RECONCILIATIONS	6	7	6	7	0	0
	21008 FINANCIAL SYSTEMS	6	9	6	8	(1)	(11)
	21030 GOVT EMPLOYEE HEALTH INS	6	7	6	7	0	0
	21200 BENEFITS	5	4	4	4	0	0
	21900 MANAGEMENT ACCT. TRAINEES	5	4	5	5	1	25
	TOTAL	60	68	53	65	(3)	(4)

HEAD 11 ACCOUNTANT GENERAL - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT : 21000 POLICY PLANNING AND MANAGEMENT				
Provision of Governance Reporting to the Ministry of Finance by the 30th of the subsequent month	0	4	0	0
BUSINESS UNIT : 21001 FINANCIAL REPORTING				
Provision of quarterly financial(mgmt) reports by the end of the subsequent month	3	3	3	3
Financial Instructions updated annually	Not Achieved	Achieved	Not Achieved	Achieved
Provision of audited annual financial statements of the Consolidated Fund by 30- Sep	Not Achieved	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	6
Preparation of AcG Report within 60 days of Auditor's Report	Not Achieved	Achieved	Not Achieved	Achieved
BUSINESS UNIT : 21002 COMPENSATION				
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%
BUSINESS UNIT : 21003 COMPLIANCE & DISBURSEMENTS				
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)	Not Achieved (7 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 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT : 21004 REVENUE RECEIPTING				
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%
BUSINESS UNIT : 21005 TREASURY MANAGEMENT				
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
BUSINESS UNIT : 21007 BANK RECONCILIATIONS				
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%
BUSINESS UNIT : 21008 FINANCIAL SYSTEMS				
Enhancements and additions to the E1 ERP System	4	4	5	6
Quarterly training available for each E1 module.	100%	100%	100%	100%
Online Banking and E1 user access review completed every six months	0	2	1	2
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

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT : 21030 GOVT EMPLO HEALTH INS				
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 ove seas claims processed	\$20,048,006	\$31,033,355	\$22,100,000	\$24,310,000
BUSINESS UNIT : 21200 BENEFITS				
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
BUSINESS UNIT : 21900 MANAGEMENT ACCT. TRAINEES				
Percentage of Trainees meeting annual benchmarks	75%	50%	80%	90%
BUSINESS UNIT : 21100 CONSOLIDATED REPORTING				
Preparation of summary financial statements of the Bermuda Government	Not Achieved	Not Achieved	Not Achieved	Not Achieved
Reconciliation of amounts due to and due from Quangos and the Consolidated Fund annually	1	1	1	1

HEAD 12 CUSTOMS

REVENUE SUMMARY

REVENUE SOURCE		2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
(1)	(2)	(3)	(4)	(5)	(6)	(\$000) (7)	% (8)
	8007 Customs Duty	170,681	186,605	193,206	208,675	22,070	12
	8009 Customs Duty -G.P.O.	789	804	809	809	5	1
	8053 Yacht Arrival	87	142	34	34	(108)	(76)
	8107 Srvs to Ships (Customs)	300	287	348	348	61	21
	8111 Wharfage	639	750	737	750	0	0
	8113 Container Fees	865	785	1,020	1,020	235	30
	8115 Customs Service Charges	303	307	379	379	72	23
	8117 Courier Package Fees	711	721	633	633	(88)	(12)
	8179 Light Dues	158	145	178	178	33	23
	8457 Licence General	214	240	102	102	(138)	(58)
	8881 Penalties	34	140	86	86	(54)	(39)
	8889 Sundry Receipts	40	12	60	61	49	408
		174,821	190,938	197,592	213,075	22,137	12

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

HEAD 28 SOCIAL INSURANCE

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

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

DEPARTMENT OBJECTIVES

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

GENERAL SUMMARY

EXPENDITURE PROG BUSINESS UNIT		2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
2801	CONTRIBUTORY PENSION						
	38010 WAR PENSIONS AND GRATS.	7,270	6,016	6,716	6,100	84	1
		<u>7,270</u>	<u>6,016</u>	<u>6,716</u>	<u>6,100</u>	<u>84</u>	<u>1</u>
	TOTAL	7,270	6,016	6,716	6,100	84	1

HEAD 28 SOCIAL INSURANCE - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE	DESCRIPTION	2014/15	2015/16	2015/16	2016/17	2015/16	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	2016/17
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	SALARIES	1,464	1,583	1,584	1,606	23	1
	WAGES	30	0	0	0	0	0
	OTHER PERSONNEL COSTS	1	6	6	18	12	200
	TRAINING	8	62	54	65	3	5
	TRANSPORT	0	2	2	2	0	0
	TRAVEL	4	28	24	43	15	54
	COMMUNICATIONS	52	50	55	46	(4)	(8)
	ADVERTISING & PROMOTION	2	143	143	143	0	0
	PROFESSIONAL SERVICES	7,994	7,632	8,332	7,651	19	0
	REPAIR AND MAINTENANCE	75	100	100	98	(2)	(2)
	INSURANCE	0	1	1	1	0	0
	MATERIALS & SUPPLIES	74	111	117	121	10	9
	EQUIPT. (MINOR CAPITAL)	24	92	92	75	(17)	(18)
	OTHER EXPENSES	1	15	15	9	(6)	(40)
	RECEIPTS CREDITED TO PROGRAMME	(2,459)	(3,809)	(3,809)	(3,778)	31	(1)
	TOTAL	7,270	6,016	6,716	6,100	84	1

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

BUSINESS UNIT						DIFFERENCE	
DESCRIPTION	DESCRIPTION	2014/15	2015/16	2015/16	2016/17	2015/16	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	2016/17
(1)	(2)	(3)	(4)	(5)	(6)	(7)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	38000 SENIOR MANAGEMENT & ADMIN	3	3	3	3	0	0
	38010 WAR PENSIONS AND GRATS.	1	2	2	2	0	0
	38025 BENEFITS	4	3	3	3	0	0
	38040 COMPLIANCE	6	6	6	6	0	0
	38045 CONTRIBUTIONS	7	7	7	7	0	0
	TOTAL	21	21	21	21	0	0

HEAD 28 SOCIAL INSURANCE - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 38000 Senior Management & Administration				
Prepare operational report within 60 days after the end of each quarter	Not achieved	30 days	60 days	30 days
Prepare bank reconciliations for 11 CPF accounts within 45 days after the end of each month	30 days	30 days	30 days	30 days
BUSINESS UNIT: 38010 War Pensions & Gratuities				
Average monthly amount of war pension claims processed per month	\$596,921	\$501,363	\$491,638	\$467,056
Average number of days for processing of new war pension applications upon receipt	1-3 days	1-3 days	1-3 days	1-2 days
BUSINESS UNIT: 38025 Benefits				
Average monthly benefits paid from the CPF	\$11,519,780	\$12,358,132	\$11,751,435	\$12,103,978
Average number of new beneficiaries per month	640	461	594	612
Average processing time for new beneficiaries	30-60 days	30-60 days	30-60 days	30-60 days
BUSINESS UNIT: 38040 Compliance				
Average percentage of receivables over 90 days	73%	50%	50%	50%
Number of installment plans outstanding	170	200	175	200
Average number of completed inspections per month	209	160	200	210
Average \$ yield per Inspector per month	\$109,018	\$90,000	\$80,000	\$100,000
Average number of compliance issue enquiries via walk-ins per month	58	60	65	70
BUSINESS UNIT: 38045 Contributions				
Average number of Social Insurance applications processed per month	136	150	150	130
Average processing time of new employer registrations per month	3 days	1 day	3 days	2 days
Average monthly contribution income for CPF	\$7,670,735	\$7,293,964	\$8,054,272	\$8,456,986

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		2014/15	2015/16	2015/16	2016/17	2015/16	
BUSINESS UNIT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	ESTIMATE	vs	
(1)	(2)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
3801	TAX COLLECTION ADMINISTRATION						
	48000 ADMINISTRATION	869	967	889	918	(49)	(5)
	48050 STAMP DUTIES	383	379	372	403	24	6
	48070 COMPLIANCE	616	676	736	767	91	13
	48080 OPERATIONS	1,036	1,104	1,129	1,093	(11)	(1)
	TOTAL	2,904	3,126	3,126	3,181	55	2

HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE						DIFFERENCE	
OBJECT CODE DESCRIPTION		2014/15	2015/16	2015/16	2016/17	2015/16 vs 2016/17	
(1)	(2)	ACTUAL	ORIGINAL	REVISED	ESTIMATE	(\$000)	%
		(\$000)	(\$000)	(\$000)	(\$000)	(7)	(8)
		(3)	(4)	(5)	(6)		
	SALARIES	2,140	2,368	2,403	2,499	131	6
	WAGES	40	30	4	4	(26)	(87)
	OTHER PERSONNEL COSTS	3	10	0	4	(6)	(60)
	TRAINING	3	7	12	10	3	43
	TRAVEL	5	5	7	10	5	100
	COMMUNICATIONS	7	18	14	14	(4)	(22)
	ADVERTISING & PROMOTION	93	55	58	55	0	0
	PROFESSIONAL SERVICES	145	141	123	83	(58)	(41)
	RENTALS	362	371	371	371	0	0
	REPAIR AND MAINTENANCE	18	44	44	44	0	0
	MATERIALS & SUPPLIES	83	71	84	81	10	14
	OTHER EXPENSES	5	6	6	6	0	0
	TOTAL	2,904	3,126	3,126	3,181	55	2

HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

REVENUE SUMMARY

(1)	(2)	2014/15	2015/16	2015/16	2016/17	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2015/16 vs 2016/17	
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
		(3)	(4)	(5)	(6)	(7)	(8)
	8017 Payroll Tax	333,860	353,363	353,363	390,000	36,637	10
	8019 Corporate Services Tax	4,444	5,467	5,639	5,750	283	5
	8023 Betting Tax-Turf	1,583	1,000	1,200	1,250	250	25
	8025 Betting Tax-Pools	85	75	100	125	50	67
	8027 Land Tax	61,101	63,186	63,186	63,186	0	0
	8029 Foreign Currency Purchase Tax	20,069	21,000	19,800	21,000	0	0
	8033 Hotel Occupancy Tax	9,187	11,000	10,500	11,000	0	0
	8049 Cruise Ship Departure	16,372	18,394	18,822	19,867	1,473	8
	8051 Airport Departure	13,286	20,000	17,873	18,945	(1,055)	(5)
	8055 Passenger Cabin Tax	3,250	3,900	3,500	4,354	454	12
	8060 Primary Fam. Home Application	7	7	7	8	1	14
	8061 Land Conveyance on Sale	13,379	13,170	12,500	13,825	655	5
	8062 Primary Fam. Home Cert. Re-issue	1	0	1	1	1	0
	8063 Other Conveyance on Sale	349	400	250	400	0	0
	8065 Rentals/Leases	21	20	2	20	0	0
	8067 Mortgages	1,992	1,750	1,200	1,050	(700)	(40)
	8069 Ajudications	36	30	40	40	10	33
	8071 Other Heads	1,475	1,100	1,400	1,600	500	45
	8073 Revenue Stamps	1,553	1,300	1,500	1,500	200	15
	8075 Voluntary Land Conveyance	464	1,200	400	500	(700)	(58)
	8077 Voluntary Other Conveyance	0	8	1,800	500	492	6,150
	8079 Penalties	3	15	5	5	(10)	(67)
	8081 Timeshare Services	148	100	15	15	(85)	(85)
	8083 Timeshare Occupancy	16	10	3	5	(5)	(50)
	TOTAL	482,681	516,495	513,106	554,946	38,451	7

EMPLOYEE NUMBERS (FULL-TIME EQUIVALENTS)

(1)	(2)	2014/15	2015/16	2015/16	2016/17	DIFFERENCE	
		ACTUAL	ORIGINAL	REVISED	ESTIMATE	2015/16 vs 2016/17	
		(3)	(4)	(5)	(6)	(7)	(8)
	48000 ADMINISTRATION	2	3	2	3	0	0
	48050 STAMP DUTIES	4	4	4	5	1	25
	48070 COMPLIANCE	6	7	7	8	1	14
	48080 OPERATIONS	13	13	13	13	0	0
	TOTAL	25	27	26	29	2	7

HEAD 38 OFFICE OF THE TAX COMMISSIONER - continued

Performance Measures

MEASURE/INDICATOR	ACTUAL OUTCOME 2014/15	ORIGINAL FORECAST 2015/16	REVISED FORECAST 2015/16	TARGET OUTCOME 2016/17
BUSINESS UNIT: 48000 Administration				
Respond to taxpayer correspondence within 10 days of receipt	30%	50%	50%	75%
Provide adhoc revenue, accounts receivable and other reports to MoF within 24 hours of request	40%	60%	50%	60%
Process Schemes for approval within 30 days of application	60%	60%	80%	80%
BUSINESS UNIT: 48050 Stamp Duties				
Primary Family Homestead Designation				
Reduce processing time of all applications received.	36 months	24 months	36 months	discontinued
Stamp Duty Adjudication				
Reduce processing time for stamping instruments (excluding Mortgages) that are being stamped out of time.	50 business days	20-30 business days	30-60 business days	discontinued
Reduce processing time for stamping Mortgage instruments that are being stamped out of time.	18 business days	20-30 business days	20-30 business days	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	New	New	80%
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	New	New	90%
BUSINESS UNIT: 48070 Compliance				
To increase the number of audits/assessments conducted by each Tax Examiner/Inspector by reducing the time taken to complete each audit (Avg # of Days)	21	30	20	20
To increase the number of persons currently brought before the courts for non-compliance to tax legislation by developing the methodology/process to enact the summary offences in legislation	0	2	2	3
BUSINESS UNIT: 48080 Operations				
Effective Processing of Tax returns				
Returns processed within Target of five weeks from filing deadline	100.0%	90.0%	100%	100.0%
Taxpayer Acceptance of Electronic Filing and Payment				
Percentage of Total Payroll Tax Returns e-Filed	34.0%	50.0%	35.0%	50.0%
Percentage of Total Land Tax Payments e-Paid	29.0%	50.0%	30.0%	50.0%
Effectiveness of Collection Process				
Reduction in total Tax debt percentage (decrease)/increase	3.0%	-5.0%	-5.0%	-5.0%

HEAD 58 INTEREST ON DEBT

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

To provide for debt interest on long term borrowing facilities.

GENERAL SUMMARY

EXPENDITURE		2014/15 ACTUAL (\$000) (3)	2015/16 ORIGINAL (\$000) (4)	2015/16 REVISED (\$000) (5)	2016/17 ESTIMATE (\$000) (6)	DIFFERENCE 2015/16 vs 2016/17	
PROG	DESCRIPTION					(\$000) (7)	% (8)
(1)	(2)						
5801	INTEREST ON DEBT						
68000	INTEREST ON DEBT	113,223	117,619	116,250	129,000	11,381	10
	TOTAL	113,223	117,619	116,250	129,000	11,381	10

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2014/15 ACTUAL (\$000) (3)	2015/16 ORIGINAL (\$000) (4)	2015/16 REVISED (\$000) (5)	2016/17 ESTIMATE (\$000) (6)	DIFFERENCE 2015/16 vs 2016/17	
OBJECT CODE	DESCRIPTION					(\$000) (7)	% (8)
(1)	(2)						
	DEBT CHARGES	113,223	117,619	116,250	129,000	11,381	10
	TOTAL	113,223	117,619	116,250	129,000	11,381	10

HEAD 59 SINKING FUND

CURRENT ACCOUNT ESTIMATES

MISSION STATEMENT

Provision for repayment of principal on long term borrowing.

GENERAL SUMMARY

EXPENDITURE		2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
PROG	DESCRIPTION					(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
5901	SINKING FUND CONTRIBUTION						
69000	SINKING FUND CONTRIBUTION	47,669	52,250	52,250	58,375	6,125	12
	TOTAL	47,669	52,250	52,250	58,375	6,125	12

SUBJECTIVE ANALYSIS OF CURRENT ACCOUNT ESTIMATES

EXPENDITURE		2014/15 ACTUAL (\$000)	2015/16 ORIGINAL (\$000)	2015/16 REVISED (\$000)	2016/17 ESTIMATE (\$000)	DIFFERENCE 2015/16 vs 2016/17	
OBJECT CODE	DESCRIPTION					(\$000)	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	TRANSFERS & OTHER FEES	47,669	52,250	52,250	58,375	6,125	12
	TOTAL	47,669	52,250	52,250	58,375	6,125	12