



**2018/19 SESSION  
of the  
BERMUDA HOUSE OF ASSEMBLY  
OFFICIAL HANSARD REPORT**

**6 March 2019**

*Sitting number 12 of the 2018/19 Session  
(pages 791–870)*

**Hon. Dennis P. Lister, Jr., JP, MP  
Speaker**

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**BERMUDA HOUSE OF ASSEMBLY****OFFICIAL HANSARD REPORT****6 MARCH 2019****10:03 AM***Sitting Number 12 of the 2018/19 Session**[Hon. Dennis P. Lister, Jr., Speaker, in the Chair]***PRAYERS***[Prayers read by Mrs. Shernette Wolffe, Clerk]***The Speaker:** Good morning, Members.*[Gavel]***CONFIRMATION OF MINUTES***[Minutes of 1 and 4 March 2019]***The Speaker:** Members, the Minutes of the sittings from March 1 and March 4 have been circulated. Are there any amendments or omissions to be made?

There are none.

The Minutes stand confirmed as printed.

*[Minutes of 1 and 4 March 2019 confirmed]***MESSAGES FROM THE GOVERNOR****The Speaker:** There are none.**ANNOUNCEMENTS BY THE SPEAKER  
OR MEMBER PRESIDING****APOLOGY****The Speaker:** We have received notification that the Deputy Opposition Leader, Ms. Scott, will be absent today and is not well. We will keep her in our thoughts.**MESSAGES FROM THE SENATE****The Speaker:** There are none.**PAPERS AND OTHER  
COMMUNICATIONS TO THE HOUSE****The Speaker:** There are none.**PETITIONS****The Speaker:** There are none.**STATEMENTS BY MINISTERS  
AND JUNIOR MINISTERS****The Speaker:** We have one Statement this morning in the name of the Minister of National Security.  
Minister.**Hon. Wayne Caines:** If it pleases you, Mr. Speaker.**The Speaker:** Yes, continue.**GANG PREVENTION IN PRIMARY SCHOOLS****Hon. Wayne Caines:** Mr. Speaker, this morning I am delighted to provide this Honourable House with an update on the [prevention and intervention programmes](#) administered by the Gang Violence Reduction Team [GVRT] within the Ministry of National Security.

Mr. Speaker, Honourable Members and members of the public will be aware of the Gang Resistance Education and Training (G.R.E.A.T.) programme. Throughout the school year, the programme curriculum is delivered to students in Primary 6 and middle school, M1. The programme continues to rotate through the schools. Most recently, G.R.E.A.T. graduation ceremonies were held at the Port Royal and Heron Bay Primary Schools. The programme is on track to be delivered to all public primary and middle schools by the end of the school year.

Mr. Speaker, the delivery of this programme has been made possible by officers from the Bermuda Police Service and the Customs Department who have volunteered to be trained in the G.R.E.A.T. curriculum. Their involvement and the impact it has on the students is immeasurable. The Ministry of National Security anticipates that the training will also be offered to officers of the remaining uniformed services that are under its remit.

Mr. Speaker, on Thursday of last week, I had the opportunity to visit the Elliot Primary School to participate in a session of a pilot programme. The programme is being delivered by the Gang Violence Reduction Team in conjunction with the school administration and the Living Legends community organisation. The Targeted Primary Prevention Programme is currently in its seventh of fourteen weeks. The programme is designed to reduce risk factors, enhance protective factors and increase developmental factors

in the young people participating. It focuses on building self-confidence, positive relationship-building skills, teamwork and resilience. The young men are fully engaged, and the school has reported that there has been a decrease in discipline referrals and an increase in class participation for the young men involved in the program.

Mr. Speaker, during my visit, the 14 young men spoke to me on what they are enjoying most about the programme and their biggest takeaways. For the majority of the young men, the programme is a safe space where they can speak about their challenges, fears, and even their triumphs. I was invited to lead a session on trust, positive affirmations and the importance of being your brother's keeper. From my observations, the young men were all committed to their intellectual and emotional growth. They shared frankly and had respectful and supportive interactions with each other.

Mr. Speaker, it is anticipated that this programme will be delivered in two other targeted schools, based on the results from the Trauma Indicator Checklist. I am looking forward to seeing equally uplifting results in the young men at these selected schools.

Thank you, Mr. Speaker.

**The Speaker:** Thank you, Minister.

## REPORTS OF COMMITTEES

**The Speaker:** There are none.

## QUESTION PERIOD

**The Speaker:** There are none.

## CONGRATULATORY AND/OR OBITUARY SPEECHES

**The Speaker:** Would any Member wish to speak?

We recognise the Honourable Member from St. George's.

Honourable Member Ming, you have the floor.

**Mrs. Renee Ming:** Good morning, Mr. Speaker and listening audience.

**The Speaker:** Good morning.

**Mrs. Renee Ming:** I would like to rise to my feet today to just give a condolence note to the family and friends of Allan Leroy Bean, commonly known around St. George's as "Beanie Man." And if you have ever been down on the square or at any family function—does not matter if it was his family—he was there at every family function. He has attended my Thanksgiv-

ing dinner every year and any breakfast or anything that we have.

But he has passed away. And we just want to let his family and his friends know that they are in our prayers and that he will surely be missed around the town, on the waterfront and at about every family function he could get his hands on. I would like to associate MP Swan with those comments, as well.

Also, I would like to extend a condolence note to the family of Mr. David "Joe" Kelly, another one who, if you are ever down in the square, his boat is always parked down by White Horse, been there for years, *Masseron*. And he too has passed away. So, St. George's has actually lost two of its iconic waterfront figures. But we extend well wishes to the family and friends of them both. Thank you, Mr. Speaker.

**The Speaker:** Thank you, Member.

Does any other Member wish to speak?

We recognise the Honourable Member Commissioning. Member, you have the floor.

**Mr. Rolfe Commissioning:** Good morning, Mr. Speaker, and thank you.

I just want to take time out quickly to acknowledge and offer condolences to the family of Ms. Melba Edith Lavinia Smith. She is the mother of Mr. Norbert Simons, who is a leading civil servant within the Department of Sports.

**The Speaker:** Yes.

**Mr. Rolfe Commissioning:** She also is a distant cousin of mine, through my mother.

Secondly, I have the loss that I wish to announce of one of my constituents from the Cavendish Heights area, Ms. Florence Lillian Dearing, who passed away recently. She was a pillar of that Cavendish Heights community, having lived there for decades. What is interesting about Ms. Dearing is that she had three sons who predeceased her, going back into the 1990s and early 2000s.

So, I just want to offer my condolences to [the families of] both of these fine, upstanding women in our community. Thank you.

**The Speaker:** Thank you, Honourable Member.

We recognise the Minister of Works.  
Minister.

**Lt. Col. Hon. David A. Burch:** Mr. Speaker, good morning and thank you.

**The Speaker:** Good morning.

**Lt. Col. Hon. David A. Burch:** I would ask that congratulations be sent to the Keep Bermuda Beautiful committee, who celebrated their AGM [annual general meeting] yesterday and really celebrated another year

of success, honouring eight individuals for their contributions to keeping the Island clean. I had the opportunity to attend and present the certificates of appreciation to them, Mr. Speaker.

On a sadder note, I would like to ask that condolences be sent to the family of Mr. David “Jelly” Place. He was a 24-year employee of the Ministry of Public Works at the Prospect Depot. Mr. Speaker, that area of the Ministry, more than any other, is very much like a family. And I had the occasion this morning . . . And, by tradition, they tend to gather when they lose one and invite the family to come and just share in reflection on the various employees. We did that this morning with his widow and his son, who also works at the depot, Mr. Speaker.

Mr. Place—who is the brother of probably a more famous Place, i.e., Coleridge Place, of tennis fame—was a quiet, but effective man. He was an electrician, who once told his supervisor who told him to *hurry up* that, if he wanted the job done right away and at speed, he should get somebody else to do it. But if he wanted it done right, he should leave him alone and let him get on with it. He was quite an accomplished electrician, who was not reluctant to share his skills with some of the younger workers at the depot. So, I would ask that condolences be sent to his wife, son and daughter. Thank you, Mr. Speaker.

**The Speaker:** Thank you.

Does any other Member wish to speak?

We recognise the Honourable Member, Ms. Atherden.  
You have the floor.

**Hon. Jeanne J. Atherden:** Thank you, Mr. Speaker.

Mr. Speaker, I would like to ask the House to send condolences to the family of the late Mary Gosling. Mary was the widow of the late Malcolm Gosling and the mother of Nancy and Malcolm, as you know the Gosling Brothers of the Gosling establishment. But Mary, unfortunately [*sic*], lived to a ripe old age. I think it was 97 or something along those lines.

**The Speaker:** Unfortunately? That is very fortunate.

**Hon. Jeanne J. Atherden:** No, as I said, “fortunately.” Sorry. I meant to say *fortunately*.

**The Speaker:** Oh. Okay. All right.

**Hon. Jeanne J. Atherden:** Fortunately.

**The Speaker:** Yes.

**Hon. Jeanne J. Atherden:** To me, if you live to that age, then you had a good inning. I mean, she was a golfer as well, and she also played bridge. And she was one of those individuals who, at the time I knew her, she was at Riddles Bay golf club and was one of

those persons who was always very pleasant and always aware of what was going on in the community. So, I would like to have condolences sent to her family. Thank you.

**The Speaker:** Thank you, Member.

Does any other Member wish to speak?

We recognise Honourable Member Swan.  
Honourable Member, you have the floor.

**Hon. Hubert (Kim) E. Swan:** Thank you, Mr. Speaker. Good morning to you.

Mr. Speaker, I would like to be associated with the condolences to the family of Ms. Mary Gosling, whom I knew also through golf and through my tenure at Gosling Brothers Limited, as well; to “Beanie Man,” a well-known feature in St. George’s; and to the family of my good friend, Mr. Joe Kelly, who has passed away.

On a happier note, I would like a suitable letter sent to two of my golfing colleagues, Mr. Daniel Augustus, who had some success in Florida recently. Young Daniel Augustus is a great example of someone prepared to pursue his dream. And he is doing well. And that \$5,000 that he won in Florida is going a long way towards helping him with his confidence, and it certainly helps him with his expenses, as well.

And also, to my good friend, Chaka DeSilva. I am sure the Honourable Member from the Bible Belt would like to be associated with those congratulations, because he is his son-in-law, MP Furbert’s son-in-law. He won the Bermuda Professional Golfers’ Association Championship last week. And it is a very fitting championship, because I had the pleasure of growing up playing, as a young boy, against both of his grandfathers, DeSilva and Van Putten, who were both very accomplished golfers. I am sure that the one grandfather who is still around, Noel Van Putten, is very proud to see his grandson doing so well in golf.

Thank you, Mr. Speaker.

**The Speaker:** Thank you.

We recognise the Honourable Member Tyrrell.  
Honourable Member, welcome back.

**Mr. Neville S. Tyrrell:** Thank you, Mr. Speaker, and good morning, all.

Mr. Speaker, I had the privilege of attending the recent Commitment Awards at the HSBC. We would all probably know them as long service awards, but they call them their Commitment Awards. There were four young ladies whom I hope that we could send congratulations to.

The first two did 50 years at HSBC—

**The Speaker:** Fifty! Fifty?

**Mr. Neville S. Tyrrell:** Ms. Lynette Smith and Ms. Sharon Jacobs. Fifty years. Can you imagine that?

**The Speaker:** Wow.

**Mr. Neville S. Tyrrell:** I will associate MP Jackson—

**The Speaker:** You can associate the whole House. Do the whole House.

**Mr. Neville S. Tyrrell:** The whole House, Mr. Speaker.

Next to that was a 45-year person, Felicity Jacobs, a very good friend of mine. And last, but not least, one who did 10 years, and I would declare my interest, Nakisha Tyrrell. Thank you very much, Mr. Speaker.

**The Speaker:** Thank you.

Does any other Member wish to speak?  
We recognise the Premier.  
Premier, you have the floor.

**Hon. E. David Burt:** Thank you very much, Mr. Speaker.

Mr. Speaker, today I am pleased to stand and ask that the House recognise and send congratulations to a young Bermudian who is a shining example of the rich talent of which this country produces. There is a Bermudian goalkeeper. His name is Nathan Trott, and he plays for none other than the West Ham United Football Club!

**An Hon. Member:** Associate the House.

**The Speaker:** The whole House. Do the entire House.

**Hon. E. David Burt:** I will associate the whole House, as this young man, this young 20-year-old, whom I have had the opportunity to meet, has just signed a contract extension with the best club in London, West Ham United Football Club.

*[Inaudible interjections]*

**The Speaker:** Well. Well. Well . . . well, you should not mislead the House, Mr. Premier.

*[Laughter and inaudible interjections]*

**The Speaker:** But continue on.

**Hon. E. David Burt:** Thank you very much, Mr. Speaker.

And he has signed a contract extension until 2022. Honourable Members would know that he has been with West Ham United since 2016.

**The Speaker:** Yes.

**Hon. E. David Burt:** He has certainly made a number of appearances for West Ham and won a number of

trophies, not in the first team, but in the second team. And it is just delightful to see that his work is being rewarded with a contract extension to 2022.

I did send my personal congratulations to him, Mr. Speaker, but I wanted to make sure that we note it in this Honourable House. Thank you, sir.

**The Speaker:** Thank you.

Does any other Member wish to speak?  
We recognise the Honourable Member Famous.

Honourable Member, you have the floor.

**Mr. Christopher Famous:** Good morning, Mr. Speaker.

**The Speaker:** Good morning.

**Mr. Christopher Famous:** First, I would like to thank the people of St. Kitts and Nevis and CARICOM, who hosted us for the 30<sup>th</sup> Intersessional meeting last week. Everybody was like, *So, when are the other people coming from Bermuda?* And they called your name.

**The Speaker:** That is family there. That is home.

**Hon. Hubert (Kim) E. Swan:** Well.

**The Speaker:** But go ahead.

**Mr. Christopher Famous:** Mr. Speaker, it gives me great pleasure to rise to speak of a young man who comes from a long line of business people from constituency 11, a young man who is named Ahmani Peets. (I may have pronounced it incorrectly.)

**The Speaker:** Ahmani; you are good, yes.

**Mr. Christopher Famous:** But Ahmani is now a baker, he now bakes cookies. And he sells cookies for one dollar each. So, I am taking donations on his behalf. But I would like to say Ahmani is a product of a family who stands behind him no matter what challenges—father, grandfather, extended family. And that is an example of the fact that some of us are differently abled, but we are differently talented. Because many a young man, including myself, cannot bake. But Ahmani can. So, I would like to ask the House to send a letter of congratulations to this young man—and if we would help to sell his cookies and to encourage his peers to do positive things [it would be good]. Thank you, Mr. Speaker.

**The Speaker:** Thank you. Thank you.

Does any other Honourable Member wish to speak?

No other Member. We will now move on.

## MATTERS OF PRIVILEGE

**The Speaker:** There are none.

## PERSONAL EXPLANATIONS

**The Speaker:** There are none.

## NOTICE OF MOTIONS FOR THE ADJOURNMENT OF THE HOUSE ON MATTERS OF URGENT PUBLIC IMPORTANCE

**The Speaker:** There are none.

## INTRODUCTION OF BILLS

### GOVERNMENT BILLS

**The Speaker:** There are two Government Bills, yes.  
The Minister of Health is going to do these on behalf of the Minister of Finance, yes?

### FIRST READING

#### MISCELLANEOUS TAXES AMENDMENT ACT 2019

**Hon. Kim N. Wilson:** Yes. Thank you, Mr. Speaker, and good morning.

I am introducing the Bill, which, according to section 36(3) of the Bermuda Constitution, requires the Governor's recommendation, so that it may be placed on the Order Paper for the next day of meeting, namely, the Miscellaneous Taxes Amendment Act 2019.

**The Speaker:** Member.

**The Clerk:** The Tourism matter.

**The Speaker:** Is somebody going to do Tourism?

Thank you, Deputy. You can do the [introduction for the] Minister of Tourism.

**Hon. Walter H. Roban:** Yes, I will do it on behalf of the Minister of Tourism and Transport.

**The Speaker:** Thank you.

### FIRST READING

#### BERMUDA TOURISM AUTHORITY AMENDMENT ACT 2019

**Hon. Walter H. Roban:** I am introducing the following Bill, which, according to section 36(3) of the Bermuda Constitution, requires the Governor's recommenda-

tion, so that it may be placed on the Order Paper for the next day of meeting: Bermuda Tourism Authority Amendment Act 2019.

## OPPOSITION BILLS

**The Speaker:** There are none.

## PRIVATE MEMBERS' BILLS

**The Speaker:** There are none.

## NOTICES OF MOTIONS

**The Speaker:** There are none.

## ORDERS OF THE DAY

**The Speaker:** Members and listening audience, that brings us to the start of our Orders of the Day. And as we all know, we are here for the resumption of the debate on the budget, Committee of Supply. And this morning, the first Ministry that will be up for debate is the Ministry of National Security, and that will be led by the Minister Caines.

Premier, would you like to move us to that point?

**Hon. E. David Burt:** Yes. Thank you, Mr. Speaker.

Mr. Speaker, I move that the House do now resume in Committee of Supply to consider the Estimates of Revenue and Expenditure for 2019/20.

**The Speaker:** Any objections to that?  
No objections to that.

## ANNOUNCEMENT BY THE SPEAKER

### HOUSE VISITOR

**The Speaker:** As I call on the Chairman to come forward, I would also just like to add a couple of remarks to the comments made by Mr. Famous in reference to the young man and his cookies.

I believe that some have been delivered to the House this morning for us to taste. And I would just encourage us, as the Member did, to support the young man, as we know that he faced challenges as an autistic child. But, as has been indicated, he has great parental support. And this is just evidence of that support, what we see. And, yes, his father is in the Gallery this morning. And we would like to acknowledge his father and encourage his father, as he continues to encourage his son—his father and his mother, as they continue to encourage their son.

*[Desk thumping]*

**The Speaker:** With those few remarks, Mr. Chairman.

*[Pause]*

**House in Committee at 10:24 am**

*[Hon. Hubert (Kim) E. Swan, Chairman]*

## COMMITTEE OF SUPPLY

### ESTIMATES OF REVENUE AND EXPENDITURE FOR THE YEAR 2019/20

**The Chairman:** Good morning.

We are in Committee of Supply to consider the Ministry of National Security, Heads 83, 6, 7, 12, 25 and 45. Five hours have been allocated for these heads, coming under the Ministry of National Security.

The Honourable Minister Wayne Caines, JP MP, you have the floor, sir.

And it is 10:23. This debate shall start. Minister, you have the floor.

### MINISTRY OF NATIONAL SECURITY

**Hon. Wayne Caines:** If it pleases you, Mr. Chairman.

Mr. Chairman, I move that Head 83, the Ministry of National Security Headquarters; Head 6, Defence; Head 7, Police; Head 12, Customs; Head 25, Department of Corrections; and Head 45, Fire Service, now be taken under consideration.

**The Chairman:** Continue.

#### HEAD 83—MINISTRY OF NATIONAL SECURITY HEADQUARTERS

**Hon. Wayne Caines:** Mr. Chairman and Honourable Members, I am pleased to present the current accounts estimate for the Ministry of National Security Headquarters, Head 83, which can be found starting on pages B-270 and 272 in the Estimates of Revenue and Expenditure book.

#### Mission

**Hon. Wayne Caines:** The mission of the Ministry of National Security Headquarters is to protect and enhance the welfare of our community effectively, efficiently and equitably.

Mr. Chairman, the Ministry's departmental objectives are to direct policy implementation and oversee programme management and departmental operations within the Ministry. This includes, but is not limited to, providing leadership, oversight and coordination of the Department of Corrections, the Customs Department, the Department of Immigration, and the Bermuda Fire and Rescue Service.

Mr. Chairman, the Ministry also facilitates the delivery of the policing strategy of the Bermuda Police Service and promotes the role of the Bermuda Regiment.

Mr. Chairman, there are several boards and committees that fall under the Ministry's remit, including the Parole Board, the Treatment of Offenders Board, the Police Complaints Authority, the War Veterans Commission, the Board of Immigration, and the Immigration Appeal Tribunal.

The Ministry of National Security Headquarters' budget allocation of \$1,560,000 for 2019/20 represents an increase of \$94,000, or a 6 per cent increase, over the 2018/19 budget allocation. This increase is due to the partial funding for the Gang Violence Reduction programme of an additional \$500,000. If you look in the Budget Book, Mr. Chairman, you will see that this was wrongly attributed to the Ministry of Immigration. You will see that this was wrongly attributed to the Ministry of Immigration, and at the appropriate time we will acknowledge that this should not have gone under Immigration, but it should have indeed gone under the Ministry Headquarters for the Gang Violence Reduction Unit budget. And I just ask, if at all possible, that we can pencil that in until the appropriate changes are made at the appropriate time, Mr. Chairman.

**The Chairman:** Thank you. The pages, the errata . . .

*[Inaudible interjections]*

**The Chairman:** And that was \$500,000 that you made mention to, Minister?

**Hon. Wayne Caines:** Yes, sir.

**The Chairman:** Thank you.

#### Expenditure Overview

**Hon. Wayne Caines:** The Ministry of National Security Headquarters has seven full-time posts, of which five are funded and filled. Salary costs are \$718,000, which is \$42,000 less, or approximately 5 per cent less, than the previous year.

Mr. Chairman, the Ministry of National Security Headquarters has increased the training budget to \$36,000, an increase of \$35,000 from the previous year. The increase is to cover the Disaster Risk Reduction and Mitigation Unit, or DRRM, that goes overseas for training, development, to the Institute of Leadership and Management training, and accounting courses.

The travel budget increased from \$21,000 to \$45,000. The increase of \$24,000 will cover the DRRM unit travel costs.

Professional Services have increased from \$427,000 to \$619,000. This is an increase of

\$192,000, or 45 per cent. The increase is primarily for the local consultant services—

**Hon. Michael H. Dunkley:** A point of clarification, Mr. Chairman.

**The Chairman:** Yes.

#### POINT OF CLARIFICATION

**Hon. Michael H. Dunkley:** The Honourable Minister said that there was an increase from \$427,000 to \$619,000. Did I hear that correctly?

**The Chairman:** In the Budget Book, it says 619.

**Hon. Michael H. Dunkley:** Yes. But the errata that the Minister just handed out says a different number. So, are we using the errata or the Budget Book?

**The Chairman:** Thank you.

*[Pause]*

**Hon. Wayne Caines:** What are you reading from again?

**Hon. Michael H. Dunkley:** The errata for page B-271 that the Honourable Minister had handed out in the Chamber today. I believe that is what we are going from.

**Hon. Wayne Caines:** That is correct. And the clarification for you? I am sorry?

*[Inaudible interjections]*

**Hon. Wayne Caines:** Yes. So, the answer is yes.

**The Chairman:** Yes. We have to tie in the statement to the errata. Thank you.

Continue on, Minister.

**Hon. Wayne Caines:** Professional Services have increased from \$427,000 to \$619,000. This increase of \$192,000, or 45 per cent, is an increase primarily for local consultant services, which includes funding for the ministerial appointed consultant and for the additional service providers required for the interdepartmental radio platform project and for immigration reform.

The Parole Board funding has increased to \$122,000, an increase of \$40,000, or 49 per cent, over the previous year. The increase in funding is required to cover the forecasted increase in meetings required due to the increase in the number of Parole Board cases.

The Disaster Risk, Reduction and Mitigation Unit, or DRRM, will have a budget for the first time, of

\$173,000. The budget will cover overseas training and equipment necessary to execute local disaster exercises such as cruise ship evacuation, oil spills, pandemics, and outreach sessions.

In the incoming fiscal year, one of the Ministry's principal projects will be to implement a new radio platform for all uniformed services. This significant project will allow services to communicate more effectively, using [uniform] equipment, and realise economies of scale in maintenance and supply. The platform will be extended to other areas within government, including Parks, divisions within the Ministry of Public Works, Ministry of Tourism and Transport, and the Ministry of Health.

Mr. Chairman, the Gang Violence Reduction Team (GVRT) will have a budget of \$600,000. This budget will allow the Gang Violence Reduction Team to effectively provide community outreach, intervention/prevention services and therapeutic programmes for at-risk individuals, families and schools involved and affected by violent crime in Bermuda. The team operates from a coordinated plan to tackle gang violence and antisocial behaviour through a series of strategically designed prevention, intervention and rehabilitation programmes and initiatives.

#### Gang Violence Reduction Coordinator

**Hon. Wayne Caines:** Mr. Chairman, the Gang Violence Reduction Team consists of the following personnel:

The Gang Violence Reduction Coordinator has been in place since September 1<sup>st</sup>, 2017, with the contract that is due to expire on August 31<sup>st</sup>, 2020. Expenditure for this role was \$92,000 in year one and is projected to be \$125,000 in years two and three.

The Gang Violence Reduction Coordinator is responsible for creating and implementing a National Gang Reduction Strategy. This involves, but is not limited to, the following tasks:

1. Create, develop and manage an action plan for the clergy and community;
2. Create, develop and manage a plan to secure employment for gang-affiliated members;
3. Create, develop and manage a support group for mothers whose sons have died as a result of gang violence;
4. Create, develop and manage a programme that helps men who want to transition away from the gang lifestyle;
5. Introduce a National Day of Peace to bring the country together to fully understand the significance of the gang violence lifestyle in Bermuda and to cause collective actions, and as a result, to heal the country;
6. Introduce an anti-bullying initiative and an online application to provide support services for persons subjected to all forms of bullying, including cyber-bullying;

7. Introduce and oversee a case management system to provide support to persons seeking to move away from the gang lifestyle and make better life choices, helping them with goal-setting and planning [sessions];

8. Intervention, coaching and mediation in murders, shootings, young offenders and others involved in antisocial behaviour;

9. Intervention, coaching and mediation to prevent retaliation and reduce tensions in response to violence, shootings and offensive behaviour; and supporting individuals through crisis situations;

10. Introduce a therapeutic gardening initiative aimed at empowering individuals as entrepreneurs and providing them with sustainable options as alternatives to violence, drugs and any other forms of antisocial behaviour; and

11. Introduce programmes in primary, middle, and high schools to discourage crime and antisocial behaviour.

### Youth Intervention and Prevention Manager

**Hon. Wayne Caines:** This person has been in place since April 16, 2018, with the contract set to expire on March 31<sup>st</sup>, 2020. The expenditure for this role is \$85,000 per year. The Youth Intervention and Prevention Manager is responsible for working with young persons and schools. This involves, but is not limited to, the following tasks:

1. Develop, coordinate and implement school (prevention, at-risk, proven risk) programmes in high schools, alternative education schools, and targeted middle and primary schools;

2. Intervention, coaching and mediation for young offenders who are involved in antisocial behaviours;

3. Provide triage services and case management services which support youth seeking to get away from gang lifestyles, helping them to make better life choices, and helping them with goal setting and planning sessions;

4. Provide incident management support services to school and community organisations that deal with youth antisocial incidents;

5. Manage the Gang Resistance and Education Training Programme (G.R.E.A.T.) in coordination with the Bermuda Police Service, Department of Customs, and Department of Education;

6. Collaborate with the Gang Violence Reduction Team on the Ministry's preventative and intervention programmes that target in the reduction of antisocial behaviour and gang-related activities;

7. Manage the Coordinated Crisis Response Team as Community Leader; and

8. Intervene, coach and mediate in murders, shootings, young offenders and others involved with antisocial behaviour.

### GVRU Plans for 2019/20

**Hon. Wayne Caines:** The GVRU plans to execute the following initiatives in the fiscal 2019/20 year:

1. Hire three part-time community outreach workers. These outreach workers will go into at-risk neighbourhoods, prisons, schools and communities, and [increase the outreach work] through direct interaction, plans, programmes with at targeted at-risk individuals;

2. Launch Redemption Farm, a 12- to 16-week therapeutic, incentivised farming programme for at-risk individuals;

3. MOM Bermuda, for moms whose sons or any family members have lost their lives as a result of antisocial behaviour. And they will host monthly support groups sessions for women impacted by violence around the Island;

4. Continue to provide case management for jobs, getting through difficult situations, finding homes, finding opportunities, managing risk, finding drug support, being tested for different problems, mediations, support, negotiations and restorative circle groups in our schools and in our community;

5. Launch a bullying app, a 100 per cent anonymous bully prevention programme and intervention app. The bullying app will provide valuable services to school administrators, including information about conflicts and resolutions, training and promotion services, monitoring school incidents and investigation tools to manage risks;

6. Launch high school intervention programmes at CedarBridge Academy, Berkeley Institute and Success Academy;

7. Launch the 12-week Targeted Prevention Programmes at three targeted primary schools; and

8. Launch of the Work Placement and Mentoring Initiative, a structured four-week paid work experience providing targeted at-risk young people with opportunities for career exploration and skills development, which employs those who have participated in our high school intervention programmes.

Mr. Chairman, the Disaster Risk Reduction and Mitigation Team will be engaged in the following projects:

1. Cruise Ships. The team will build on the preparations and exercises held in 2018 and engage stakeholders to develop contingency plans for the cruise ships, starting with the regular cruise ships that visit Dockyard. Once completed, this will expand out to the other ports;

2. Chemical Facilities. The team will work with Sol, RUBiS, prisons and the residents in the area at Ferry Reach to develop contingency plans for the fuel farm;

3. Counter Terrorism. Work with US entities and engaging Bermuda agencies to develop a meaningful counter terrorism exercise at the airport in 2020;

4. Cybersecurity. To continue to develop the cybersecurity strategy to make government and critical agencies that support Bermuda more robust to cyber threats;

5. Training. Hold two training workshops to ensure that the executive and other agencies that support the Emergency Measures Organisation understand their role and work cohesively; and

6. Emergency Broadcast Facility. Upgrade the emergency broadcast station, 100.1FM, from analogue to digital and ensure that it is more robust should we experience any natural disaster.

Mr. Chairman, this completes the presentation on Head 83.

**Hon. Jeanne J. Atherden:** Sorry, Mr. Chairman. May I just ask for a clarification before we go too much further?

**The Chairman:** Yes.

**Hon. Jeanne J. Atherden:** Because the Minister has indicated a change, which is affecting the . . . what is the group that he called?

**The Chairman:** Are you referring to the errata that was circulated?

**Hon. Jeanne J. Atherden:** Yes, affecting the errata.

In the course of your conversation, you were talking about hiring different people. But yet, when you look down in the book, you do not see any changes in any of the full-time equivalents, et cetera. So, it is a little hard to make sure that we are getting all of the errata that might have been in there. So, I just want clarification before we go too far.

**Hon. Wayne Caines:** We will go specifically into that with reference to DRRM. And I shared this on Friday in the House, that the Disaster Risk and Reduction [and Mitigation Unit] . . . at this stage the department is staffed by people who have all been seconded from [other] departments. There will be no new hires within the Disaster Risk Reduction and Mitigation Unit. Within the other part-time people whom we employ, they will be at minimal and nominal hours per week. And so, they will not form a part . . . they will come out of the allotment which is included in that \$500,000.

**The Chairman:** Okay. And for a point of just clarity, [pages] B-269, B-270 and B-271 are affected by the errata.

**Hon. Jeanne J. Atherden:** I am sorry to belabour this, but, Minister, I just want clarification. I understood about the people who were going to be seconded. But I just want clarity that there were no persons who were coming from the Immigration Department who

would impact on [page] B-271, which is the headcount for that Ministry.

**Hon. Wayne Caines:** That is correct. And we will have the opportunity to go through that, I am sure.

**The Chairman:** Continue on, Minister.

[Pause]

## HEAD 6—DEFENCE

**Hon. Wayne Caines:** Head 6, the Defence.

Mr. Chairman, Head 06 comprises the Defence Department, the Royal Bermuda Regiment ("RBR" or the "Regiment"). The Regiment's role is to provide operational capacity to support the civil authority. It performs a number of critical functions including natural and man-made disaster relief (both on and off the Island), internal security, state ceremonial activity, routine and specialist support for the Bermuda Police Service, military training, social cohesion, and youth development. The primary legislation affecting this department is the Defence Act 1965, the Royal Bermuda Regiment Governor's Orders 1993, His Excellency's Directive to the Commanding Officer dated 21 September 2018, the Bermuda Volunteer (Reserve Force) Act 1939, and the Royal Bermuda Regiment (Junior Leaders) Act 2015.

The original estimate for 2017/18 was \$7,208,886. There will be no increase, so there will be no change for 2019/20.

### Mandate

**Hon. Wayne Caines:** Mr. Chairman, under the authority of the Defence Act 1965, the Royal Bermuda Regiment's mandate is to be a military force maintaining the [necessary] standards of manpower, training and equipment to enable it to perform its assigned roles efficiently and effectively. The Bermuda Regiment is continuously training to remain at a state of readiness in order to accomplish its important missions and tasks for local and, potentially, overseas operations.

### Mission and Roles

**Hon. Wayne Caines:** The mission and roles of the Regiment were confirmed by formal reviews in 2000, 2006, 2014 and in 2018. The extant mission is as follows: *The Royal Bermuda Regiment is to support the Civil Authority with the security of Bermuda, its peoples, property, livelihood and interests in order to maintain normality.*

At this time, the Bermuda Regiment has implemented a five-year strategic review in order to reorganise the Regiment in an effective and efficient manner, to ensure that missions and tasks are cur-

rent. This is a working document and will be used as a guideline, as it will be upgraded to offer a better solution than what was stated. The mission statement roles for the Royal Bermuda Regiment are as follows:

- a. recruit and retain an all-volunteer force;
- b. influence through a targeted information operations campaign;
- c. support the government in providing Military Aid to the Civil Authority (MACA);
- d. support the Emergency Measures Organisation in responding to Humanitarian Aid and Disaster Relief (HADR) operations;
- e. develop an externally focused Humanitarian Aid and Disaster Relief (HADR) capability;
- f. develop a force to generate a full-time professional inshore Coast Guard capability; and
- g. provide ceremonial support for official and national approved events.

### Concept of Operations

**Hon. Wayne Caines:** The Royal Bermuda Regiment will better define and clearly articulate its roles and responsibilities and develop a sustainable recruiting and retention process that serves a post-conscription Regiment. It will also establish a professional development cycle and sustainable training plan in order to exercise interoperability and meet operational demands. It will conduct planned community and defence engagement activities to assist the transformation programme. Moreover, the Bermuda Regiment will measure performance and effectiveness, whilst communicating progress and success to [internal and] external audiences.

Furthermore, it will deliver operational capability through the use of Reserve soldiers, in the following areas:

#### Military Assistance to the Civil Authority (MACA)

**Hon. Wayne Caines:** The role encompasses the spectrum of assistance that the Regiment could be asked to give to the Civil Authority of Bermuda. MACA can be subdivided into three main areas: (a) assistance to civil power—to provide protection for high-value assets and other internal security operations in support of other governmental departments; (b) assistance to civil ministries—responding to a crisis beyond the Bermuda Government's immediate control or other more routine requests for assistance; and (c) assistance to Bermuda society—through the provision of a voluntary military experience, support the integration and development of the people of Bermuda.

In each case, the decision to embody the Royal Bermuda Regiment rests firmly with the His Excellency the Governor, the Commander-in-Chief of the Bermuda Regiment, in consultation with the Bermuda

Government and the commanding officer, where appropriate.

### Humanitarian Aid and Disaster Relief (HADR)

**Hon. Wayne Caines:** The Royal Bermuda Regiment is mandated to assist the civil authorities in the event of a major disaster, either natural or man-made, that is befalling the Island.

The Commander-in-Chief will work with the Emergency Measures Organisation to coordinate the deployment of the Royal Bermuda Regiment, in order to protect and preserve the community and its property prior to, during, and after a disaster. Should a request for external assistance be received, then Government House will coordinate the potential deployment for the Royal Bermuda Regiment off the Island.

### Coast Guard

**Hon. Wayne Caines:** In order to secure Bermuda's territorial waters out to 12 nautical miles, and in compliance with the Defence (Coast Guard Unit) Amendment Act 2018, the Royal Bermuda Regiment will develop a full-time Coast Guard capability that can undertake the following tasks, once approved:

- a. law enforcement of the inshore waters;
- b. search and rescue coordinated by the Bermuda Maritime Operations Centre;
- c. support HM Customs to interdict marine smuggling operations;
- d. support the Bermuda Police Service, working as a joint hybrid model at first, training and development, and then adopting joint operations concurrently, with a view to take over the affairs solely after a period of time;
- e. support the Department of Environment & Natural Resources to enforce fisheries regulations; and
- f. support the Department of Marine & Ports to enforce maritime regulations and ensure maritime border and port security.

### Funding

**Hon. Wayne Caines:** Mr. Chairman, the total funding for Department of Defence for the coming year is \$7,208,886. This reflects no change from the 2018/19 budget for defence.

### Capital Acquisition Funding

**Hon. Wayne Caines:** Mr. Chairman, the Ministry of National Security has approved \$247,560 of capital acquisition funding for the Department of Defence. This funding will allow the Bermuda Regiment to continue with its vehicle replacement plan with additional

funding provided for the much-needed replacement of computers, office equipment, and kitchen equipment.

### Personnel

**Hon. Wayne Caines:** Mr. Chairman, the Bermuda Regiment employs 31 full-time staff. All besides three are full-time military personnel. The three civilian staff are employed in the administration of recruitment, accounting, and grounds maintenance at Warwick Camp.

### Output Measures and Objectives

**Hon. Wayne Caines:** Mr. Chairman, the Regiment has successfully completed its preparations and training for the past hurricane season. In February, the Bermuda Regiment had a successful Recruit Camp with 25 volunteers participating. There will be an additional Recruit Camp in July 2019. Preparatory training has been established for the three overseas training events. These are as follows:

- The Potential Junior Non-Commissioned Officers (PJNCO) Cadre will be held at Camp Lejeune, North Carolina, in May 2019 for the culmination of their leadership and training course.
- “B” Company (HADR) will take part in Exercise Tradewinds in June 2019, in St. Vincent and Grenadines, as part of an international HADR training exercise for the regions’ response mechanism to natural disasters. The exercise is designed to combine joint inter-agency training, focusing on regional cooperation for complex multinational security operations.
- “A” Company (MACA) will travel to Lydd & Hythe training complex in Kent, UK, in late September 2019 to conduct internal security certified training.
- The Royal Bermuda Regiment Boat Troop will train locally, with the aim to provide support to the Bermuda Police Service Maritime Unit throughout the peak boating season. Additionally, they will continue to train in local disaster mitigation exercises with regards to oil spills and other man-made or natural disasters.

### Major Achievements 2018/19

**Hon. Wayne Caines:** Mr. Chairman, in 2018/19, the Regiment again demonstrated its enduring agility and resilience in January and July 2018, with a total of 65 new recruits entering the gates of Warwick Camp. This was the first time in history that a summer Recruit Camp was conducted in order to attract young males and females, once completing high school in Bermuda, and the RBR achieved the aim. So, 65 volunteers

last year, with a view of doing the exact same thing this year—with 65 new recruits entering its gates last year with a view to do the same thing again this year.

The Royal Bermuda Regiment provided security and marshalling for the International Bermuda Triathlon in April 2018, dedicating a reinforced platoon on the ground, including senior officers operating at the Joint Service Command Centre.

The Royal Bermuda Regiment Potential Junior Non-Commissioned Officers (PJNCO) Cadre was deployed in North Carolina, Camp Lejeune, with 30 students being assessed and trained in a quite demanding environment.

The Royal Bermuda Regiment continues to work closely with the Bermuda Police Service, including the Joint Service Explosive Ordnance Disposal (JSEOD), as they conduct monthly training.

The Royal Bermuda Regiment Marine Platoon will continue to support the Bermuda Police Service on the waters, conducting regular civil authority training operations.

The Royal Bermuda Regiment Special Constable Recertification training continued, with 40 soldiers being re-authorised in April 2018.

The Royal Bermuda Regiment conducted the regular annual ceremonial parades including Beating of the Retreat Ceremonies for 2018 and is prepared to continue for the 2019 ceremonial schedule. The Royal Bermuda Regiment have developed B Company as the Ceremonial Company, which also acts as the HADR Company.

The Royal Bermuda Regiment sent two members of the Boat Troop to the Cayman Islands to train in defence engagement activities.

The Royal Bermuda Regiment attended the fifth meeting of the Caribbean Region Information Operations Council (CRIOC) between June 28 and 30, 2018.

Mr. Chairman, two senior officers attended and passed the Advanced Command and Staff Course at Shrivenham, UK. Four soldiers attended the All Arms Drill Course in the UK. A non-commissioned officer attended and passed a course at the Jamaica Defence Force.

During this past fiscal year, the Royal Bermuda Regiment sacrificed attending the annual overseas training camp in lieu of cost savings, which were to be used toward the initial start-up of the RBR [Coast Guard.] However, the anticipated training levels were not achieved due to the lack of the wide range of purpose-built facilities that were planned to be used in Camp Lejeune.

The Royal Bermuda Regiment conducted the National Academy of Police Diving (NAPD) Course and certified three soldiers and two Bermuda Police Services personnel in the Dive Team Management, Police/Special Response Diving Physiology, Dive Team Equipment, Underwater Search & Recovery, Underwater Crime Scene Investigation, Emergency

Medical Technology, Underwater Crime Scene Photography, Lift Bag Skills, and Police Tactical Diving, along with Hull and Seawall Searches.

### Closing Remarks

**Hon. Wayne Caines:** Mr. Chairman, the Royal Bermuda Regiment is an organisation, with proud traditions and a structure, ethos, training and management, which is now being transitioned into a hybrid unit. The organisation is being modified and is being designed for what Bermuda needs today in terms of military capabilities and output. Over the last 20-plus years, many reviews and surveys have been conducted, but never fully acted upon. The Bermuda Regiment needs to adapt to the requirements of a 21<sup>st</sup> century Bermuda.

The Strategic Review 2018 is a living and a breathing document. It is being utilised to make decisions that will contribute toward success. It contains candid observations and recommendations which, when implemented, will provide excellent opportunities to ensure that its alignment is coherent with Bermuda's needs. It is an opportunity to transform the Royal Bermuda Regiment into a bespoke organisation which is more efficient, effective and professional. It will be able to respond to events in the HADR, MACA and Maritime domains, supported by a mix of full-time and part-time soldiers, held at graduated states of readiness.

The Royal Bermuda Regiment is well set to provide valuable services to the government as it moves to the second half of the century. The end state will demonstrate a fully operational HADR, Maritime Security, and MACA. These capabilities are underpinned by a coherent defence engagement plan with agencies on and off the Island, including the UK Ministry of Defence and partner nations. The Royal Bermuda Regiment's narrative is articulated by a communications plan targeting internal and external audiences.

The Bermuda Regiment will recruit all year round with flexible recruitment intake programmes, attractive terms of service, along with career paths that are clearly defined [in order] to recruit potential officers and soldiers. The Royal Bermuda Regiment will design a pathway for education and training, and as the competency of our people improves, we believe that the delivery service of the Bermuda Regiment will also improve.

Mr. Chairman.

**The Chairman:** Yes.

## HEAD 7—BERMUDA POLICE SERVICE

**Hon. Wayne Caines:** The Bermuda Police Service is Head 7 and can be found at pages B-278 to 281.

### Objectives

**Hon. Wayne Caines:** The objectives, Mr. Chairman. The mission of the Bermuda Police Service is making Bermuda safer by engaging in five priority areas:

1. tackling crime and antisocial behaviour;
2. engaging with the community;
3. making our roads safer;
4. investing in our people; and
5. optimising technology

### Priorities

**Hon. Wayne Caines:** The priorities of the Bermuda Police Service, Mr. Chairman.

The Bermuda Police Service continues to operate in austere times, along with all other sectors in our community, meaning that limited resources must be deployed strategically. It is important for the Bermuda Police Service to be focused on the significant threats to public safety in Bermuda, as well as those things that most impact the feeling of community confidence in the police to keep Bermuda safe. To that end, the police have committed to the following priorities for the next fiscal year:

#### Tackling Crime and Antisocial Behaviour

**Hon. Wayne Caines:** The escalation of gang tensions led to unprecedented levels of gun violence. The development of a Gang and Violence Reduction Strategy was developed in 2010. It provided a framework for an enhanced law enforcement approach to reducing crime, coupled with opportunities [for] partner agencies in the community, involvement in tackling programme from all angles. The BPS will refresh the strategy and ensure that it continues to reduce the harm caused by the violence attributed to gangs and the criminal use of firearms.

The BPS will continue to work in partnership to target those criminals who pose the greatest threat to our communities. The BPS will further invest in government and training community partners that will deliver an integrated offender management (IOM) strategy and framework, alongside education and prevention programmes.

The BPS will continue to work with partners within the framework of the Interagency Gang Task Force (IGTF) and its associated levels, the Interagency Gang Enforcement Team (IGET) and the Interagency Community Response (ICR) Team. The work of the IGTF combines strategy with enforcement and community support. Again, I want to say that again, Mr. Chairman. So, this strategy of the BPS, outside of the first point—they will partner with—the first part is the de-escalation part through policing and policing strategies. The second part, they will continue to work within the framework with the Interagency Gang Task Force, and it is associating with the enforcement team

and the Interagency Community Response Team. The team will work to a combined strategy to enforce, with enforcement, in tandem with community support.

The BPS will assess risks and provide an appropriate intelligence-led policing response to local nightlife activities and sporting events with a newly introduced police licensing coordinator role. The police will also mount visible and effective patrols wherever needed to reduce crime and antisocial behaviour.

The police will monitor trends in organised crime and continue the excellent working relationships that have been forged with international law enforcement partners to protect against and mount appropriate responses to threats from terrorism, cybercrime, and organised and financial crime

The Bermuda Police Service supports initiatives that prevent crime and reduce offending. The Bermuda Police Service will collaborate with the criminal justice partners and other local organisations to help develop a system for restorative justice in Bermuda.

Finally, the Bermuda Police Service have invested resources to address victim vulnerability and other aspects of hidden harm, notably domestic abuse and child [sex] exploitation. The development of the BPS Vulnerable Persons Unit has been supported by the UK's National Crime Agency and places the BPS as a leading police service in this arena.

### Engaging with the Community

**Hon. Wayne Caines:** The autumn Throne Speech highlighted the Bermuda Police Service's intention to introduce parish constables and a service accessible and visible in our local communities. Officers have been selected for parish constable roles and will begin their duties this month, and the community launch event is scheduled for March 14<sup>th</sup>. With the community launch event, additional officers from CID will be locally deployed to work alongside parish constables in community police stations.

The BPS will continue to develop and support community action groups, particularly in those neighbourhoods that will benefit most by that enterprise. Aided by the [existing police] Community Action Teams (CATs), the BPS will enhance public confidence by developing and implementing local solutions to local problems in their areas.

The BPS has introduced a new independent advisory group [IAG] to act as critical friend to the service in the development of policy, practice, and community engagement. Further, discussions will continue to introduce a Police Authority. The Authority, referred to in the autumn Throne Speech, will provide independent oversight on policing matters and enable greater liaison with local communities in the direction of the Bermuda Police Service.

The problem-oriented policing and partnerships [POPP] strategy remains the cornerstone of po-

lice operations. The Community Action Team officers rely on partnerships to build stronger communities; the Bermuda Police Service will make every effort to provide greater consistency in providing local community officers so that the relationships in the neighbourhoods are level, strong and enduring.

Strong enforcement will be complemented by strong education, prevention and diversion efforts. The police will continue to deliver the G.R.E.A.T. (Gang Resistance and Education Training) programme, in partnership with our schools and the Bermuda Customs Department, in an effort to weaken the grip of the gang culture on our young people. The BPS will also continue to support its members to enhance youth engagement with the police and to volunteer outside of the police to serve with other helping organisations.

Good communication sits at the heart of strong relationships. The BPS will develop media strategies and expand the use of its website and social media sites to keep the public informed and engaged with the latest news from the Bermuda Police Service.

### Making Our Roads Safer

**Hon. Wayne Caines:** The Bermuda Police Service Road Safety Strategy is a community collaboration that is designed to save lives, make our roads safer and increase public confidence. The police will deliver operational plans to reduce the number of collisions, with an emphasis on reducing the number of deaths on the road. Patrols will be targeted to disrupt criminal use of the road and combat antisocial driving behaviours and patterns. The goal of the police is to calm the roads and reduce the frequency of impaired driving.

The approach to a safer road will include intelligence-led data analysis to determine traffic "hot spots" and areas that need attention. The police will raise awareness of poor driving behaviour through education, in concert with key stakeholders. The BPS will engage in enforcement that is combined with professional judgment and discretion so that punishment is balanced along with prevention.

### Optimising Technology

**Hon. Wayne Caines:** The BPS will work to ensure that our technology infrastructure provides modern, automated assistance to our operations while simultaneously delivering value for money. We will consult with the Bermuda Government to invest in technology that is more efficient while enhancing public safety.

We will collaborate with Government on the opportunities to expand the capability of the CCTV network through the addition of new networks and by enhancing video analytics which will enable features such as facial recognition, traffic compliance and

speed cameras. Mr. Chairman, the BPS has embarked on a programme of progressive change. The programme entitled *7 Ambitions* involves seven strategic objectives, as follows:

1. vision and values;
2. organisational structure;
3. coordinated resources;
4. community policing;
5. focus on serious and organised crime;
6. protect the vulnerable; and
7. professional accreditation and leadership.

The BPS have begun to effect those changes firstly via its investment in a community policing module which utilises parish constables. The BPS will have parish constables assigned to each of the nine parishes. Additionally, the BPS has invested significantly in its specialist capability in the areas of financial investigation, specialist crime and vulnerable persons. This will enable the BPS to support partners in the addressing of money laundering criminality, bribery, corruption, and other aspects of hidden harm (domestic abuse and child [sex] exploitation).

Mr. Chairman, the BPS will utilise its training budget towards leadership development and ongoing training. Focus continues to be placed on public order training and accreditation in light of recommendations following the events of December 2<sup>nd</sup>, 2016. Senior officers will be trained to ensure the effective promotion of persons to the positions of inspectors and chief inspectors, and superintendents. The aim of the BPS is to ensure promotion from within, via a highly trained and developed staff.

The BPS will provide the personnel necessary to fully service the public. The BPS will do so via the coordination of demand and response. Currently, when the police are needed, there is only one number to call—911! Nine—one—one. Not every call into Police ComOps is an emergency warranting instantaneous police presence. The BPS will install a secondary number for non-emergency calls. The service needs to ensure that officers are ready and available for emergencies. The installation of a second number will ensure that officers can be deployed strategically.

Mr. Chairman, to ensure increased numbers of officers on the streets, the BPS has reviewed its entire organisational structure, with a view to civilianising positions not requiring warrant cards. The intention of the Bermuda Police Service is to take the *7 Ambitions* change programme and fully implement it within the next two financial cycles. At the same time, there is a proposal in place wherein assignments at Government House, the Premier's residence, and the House of Assembly will be transferred to the Royal Bermuda Regiment. This initiative, Mr. Chairman, is dependent on funding.

Mr. Chairman, the BPS is critically reviewing the practice of hiring consultants on a long-term basis. A decision has been made to reduce the reliance on overseas consultants. The budget for that sector has

now been reduced by 2 per cent. In addition, the BPS is reviewing those consultant positions to see which of the consultant positions can be civilianised.

### Allocation of Staff

**Hon. Wayne Caines:** Salaries, cost centre 17000. The budget for police personnel is \$43.9 million and covers the cost of 426 officers. This includes allowances in compliance with COSO [Police (Conditions of Service) Order 2002]. Salaries and wages for the 95 civilian and support staff in the Bermuda Police Service in areas of Finance, Technology, Human Resources, Station Duty Officers, as well as a garage department, are budgeted at \$6.47 million.

### Additional Resources

**Hon. Wayne Caines:** Mr. Chairman and Honourable Members, cited next are the elements of the budget which are deemed noteworthy for mention.

Investigative Assistance (consultancy posts) is now allocated at \$784,186, a reduction of approximately \$250,000 to previous expenditure in the last financial year. Reductions in this area will continue as the BPS transfers these specialist capabilities into its core policing resources.

### Specific Capital Initiatives 2019/20

**Hon. Wayne Caines:** Mr. Chairman, the single most strategic opportunity to protect life in Bermuda is through effective roads policing. The proposed capital funding of \$150,000 for the purchase of vehicles is insufficient to maintain the level of resources needed to fulfil the requirements of the BPS Roads Policing Unit (RPU) capabilities. The BPS utilises transportation resources 24/7 and 365 days per year, in all sorts of conditions, on a regular basis and [in] emergency response driving. BPS vehicles incur significant maintenance costs and must be replaced annually on a scheduled basis due to excessive wear and tear.

The BPS is cognisant of the current economic climate faced by the Government and has made contingencies for this next fiscal year. The BPS was given \$83,662 to replace the generator that services PMU and the intelligence departments. The generator was purchased in 1987; it is 31 years old. Life expectancy of a generator is 20 years. Our generator is operating way past and beyond its useful life expectancy and is at risk of imminent failure.

Mr. Chairman, the BPS was funded \$200,000 in capital funds for key IT initiatives to be carried out in the fiscal year 2019/20. The initiatives include \$100,000 for the replacement of core network switches, which are at their end of life expectancy and due to become obsolete. Sixty thousand dollars will be used to replace CCTV at the Hamilton Police Station. The current CCTV has failed on numerous occasions

and is no longer deemed serviceable. In addition, custody interview machines will be replaced at a cost of \$40,000. These machines are at their end of life and are failing.

The Prospect property covers [approximately] 160 acres of land with aged buildings, some of which are uninhabitable. In the meantime, the BPS is forced to rent property in the private sector. Government has taken the first steps of addressing this issue by providing \$200,000 for capital development. The intention of the Bermuda Police Service is to have its architects assess Building 470 for structural efficacy and determine whether it is better to renovate or demolish the existing building.

If the building can be saved, the BPS will use excess funds to start the development; otherwise, the funding will be used in the demolition process to prepare the building for future development. It is the intent of the BPS to review all buildings in the future and, with the assistance of the Bermuda Government, come up with a long-term strategy for this valuable property.

### Summary

**Hon. Wayne Caines:** Mr Chairman, the BPS has set a comprehensive change plan (7 Ambitions) to ensure the efficiency of the organisation's resources, the capability to address the threats of serious and organised crime, the ability to protect victims, and to reduce road fatalities and serious injuries. Additionally, the BPS has met the political commitments within the Throne Speech.

The BPS budget is based on a 77 per cent allocation to employee salaries, and any budgetary cut would have a significantly adverse effect on the ability of the BPS to maintain the required level of resources to meet the demand. Therefore—thank you.

Mr. Chairman, I would like to move to the Department of Customs, found on pages B-282 to 285.

*[Inaudible interjections]*

**Hon. Wayne Caines:** Yes, Mr. Chairman. Head 12, yes. Thank you. Thank you, Mr. Chairman.

### HEAD 12—CUSTOMS

**Hon. Wayne Caines:** Mr. Chairman, the mission of the Customs Department is *to promote compliance with Bermuda's Customs laws through quality service and responsible enforcement, thereby contributing to the economic and social stability of our community.*

### Objectives

**Hon. Wayne Caines:** The department has the following 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; and
- to provide additional information and assistance to the public regarding customs laws and regulations.

The Budget allocation for the Airport Shift A [cost centre 22030] is \$2,049,000. The allocation for Airport Shift B [cost centre 22040] is \$2,120,000. The objectives shared by these cost centres are as follows:

- examination and control of all civil aircraft, passengers and air freight arriving into Bermuda;
- primary immigration control of all arriving passengers;
- enforcement of customs laws and regulations with respect to passengers and their baggage;
- collection of customs duties and fees;
- supervision and control of all in bond exports of liquor/tobacco by air;
- agency work for the Departments of Health, Environmental Protection and the Bermuda Police Service;
- the prevention and interdiction of all restricted and prohibited goods entering Bermuda, including plants, fruit, animals, firearms, pornography, prohibited weapons, and illicit drugs; and
- carrying out inspections of courier cargo.

The budget allocation for the Investigations and Audit Section [cost centre 22050] is \$973,000. The objectives of this section are as follows: investigate all suspected revenue offences; complete case files, including recommendations for the disposal of the case and, where applicable, the level of penalties; carry out the inspection of imported and exported cargo; and audit declarations of imports and exports for accuracy and compliance, with a particular focus on bonded operators and local inland clearance agents.

The budget allocation for the [Hamilton] Commercial Operations Section [cost centre 22070] is \$926,000. The objectives of this section are as follows: authorisation of the release of imported goods; interdiction of illicit goods and control of restricted goods; maintenance of prescribed service levels to clients; acknowledgment of correspondence within three working days and responding within ten working days; and providing guidance to the public with customs laws and processes.

The budget allocation for the Administration Section [cost centre 22080] is \$4,578,000. The objectives of this section are to process all entry declarations in accordance with our prescribed quality service levels; ensure that all customers' correspondence is dealt with in accordance with our prescribed quality service levels [a two-day response]; and provide all personnel, legislative, financial, budgetary, administrative and general operational services for the department.

The budget on the Vessel Clearance Section [cost centre 22090] is \$1,323,000. The objectives of this section are as follows: the examination and control of all sea-bound vessels arriving in Bermuda, including private yachts, cruise ships and cargo carry vessels; primary immigration control of all individuals arriving in Bermuda via the ocean; enforcement of customs laws and regulations with respect to cruise ship passengers and their luggage; and collection of customs duties and fees.

The budget allocation for the Interdiction Section [cost centre 22100] is \$4,108,000. The objectives of this section are as follows: the collection, analysis, and the managed dissemination of intelligence on the cross-border movements of illicit items, suspected persons and data on suspicious activities to enable a risk-based focused Customs enforcement environment; carrying out inspections of courier cargo and postal packages; and the interdiction of illicit goods and the control of restricted goods.

Seaport Enforcement Team [cost centre 22110]. The budget is \$868,000. The objectives of this section are as follows: the examination and control of all cargo containers arriving in Bermuda; the interdiction of illicit goods and control of restricted goods; and the verification and matching of declarations of imports to the contents of imported containers.

Mr. Chairman the total budget for the department for the incoming fiscal year is \$16,945,000. The 2019/20 budget allocated is \$6,000 greater than the original budget allocation of last year.

### Employee Numbers (Full-Time Equivalents)

**Hon. Wayne Caines:** The department has 237 approved positions. At the time of preparing the budget estimates, the department had 184 members of staff and is currently seeking permission to fill nine vacancies. The department's staffing level during 2019/20 is, therefore, provided to be 193, a net increase of three employees from the original estimate for 2018/19.

### Line Item Analysis of the Operational Budget for Head 12

**Hon. Wayne Caines:** The increased allocation of funds is reflective of the projected increase of nine additional employees for 2019/20 and a 2 per cent

increase in base salaries. Projected salary expenses are 87 per cent of the total budget allocations for 2019/20. The planned staffing consists of 134 customs officers, 33 supervising and managing customs officers, and 26 non-officer support staff. Other personnel costs are \$166,000; there is no change.

The principal expense under this heading is for call-out allowances. Since Customs offers a 24-hour-a-day service, it is necessary to pay officers a call-out allowance to ensure their attendance when required outside of normal working hours.

Training is \$6,000, a decrease of \$6,000, or 50 per cent. The decrease reflects an expected decrease in training activity as a result of the limited potential for recruitment of additional Customs personnel.

Travel. The main reason for travel by Customs staff is to attend conferences hosted by international customs and law enforcement bodies. Attendance at some of these conferences is essential to maintain membership (or executive membership) in the relevant bodies. Membership of these bodies brings with it benefits including, but not limited to, access to international best practice guidance, statistical information, and legal advice and training materials. Attendance at these international conferences affords staff members rare opportunities to develop contacts which are vital in the intelligence-gathering from which Customs benefits. The decrease in budget allocation is reflective of the department's desire to reduce travel to a minimum, with the aim of reducing that line of expense.

Professional Services costs consist of the contractor charges and membership fees for the World Customs Organization [WCO] and the Caribbean Customs Law Enforcement Council [CCLEC]. In 2018/19 the department engaged a consultant to advise the department on the preparations for the CFATF on-site and mutual evaluation. This engagement resulted in higher-than-normal expenditure on Professional Services in the 2018/19 fiscal year. Since then, there are no plans to engage a consultant during 2019/20; [therefore,] the projected expenditure has been arranged and correspondingly reduced.

In 2017/18, the Customs Department rented and occupied two premises in the City of Hamilton. In the 2018/19 budget, the department moved from the [two] premises into [one] building on 131 Front Street. The elevated costs in 2018/19 represent the rentals for a transitional period when the department had to contemporaneously pay rent for the facilities being vacated and the new facility that it was then moving into. This was partly due to logistical reasons, but primarily due to the lease termination period on the 40 Front Street premises. Consequently, the rental expense in 2019/20 is expected to be reduced by \$70,000.

[Repair & Maintenance, \$795,000, a decrease of \$12,000, or 1 per cent.] The decrease in the alloca-

tion is primarily due to the termination of a maintenance contract for an air-conditioning system. This contract is no longer required because the department has moved offices.

Energy \$140,000, no change.

[Clothing,] Uniforms & Laundry, \$94,000, no change.

Materials & Supplies, [\$226,000], increase of \$6,000, or 3 per cent.

### Output Measures

**Hon. Wayne Caines:** Mr. Chairman, [output] measures have been established for the department, as shown on pages B-284 and B-285. I am pleased to provide the following results:

Since June 2016, the Airport Commercial Operations Section [cost centre 22020] ceased to operate; therefore, there are no [performance forecasts and] targets.

Airport Shift A. Shift A has collected forced duty in the amount of [\$75,144]. It is forecasted that, during [2018/19], forced duty in the amount of \$50,000 will be collected. The target for [2019/20] is \$60,000.

For 2017/18, Airport Shift A seized illicit items on four occasions. It is forecasted that during this year this shift shall seize illicit items on 10 occasions.

Airport Shift B. Airport Shift B collected forced duty in the amount of \$113,608. It is forecasted during 2018/19 that forced duty in the amount of \$40,000 will be collected. The 2019/20 target is also \$40,000. Airport Shift B seized illicit items on 210 times. It is forecasted that during this year, fiscal 2019/20, they will seize illicit items on 60 occasions.

The Investigations Unit. The Investigations and Audit Section [cost centre 22050] completed 55 investigations during 2017/18, resulting in \$28,740 in additional duty. By the close of the fiscal year 2018/19, it is forecasted that the Investigations and Audit Unit will complete 55 cases, resulting the duty collection of just under \$29,000 in additional duty. The target for this fiscal year is \$20,000.

During 2017/18, Hamilton Commercial Operations complied with the prescribed quality service levels in 90 per cent of all declarations processed. A total of 46,000 declarations were processed in that same period. In 2018/19, it was forecasted that Hamilton Commercial Operations will meet the quality service levels 95 per cent of the time. It is forecasted that 46,000 declarations will be processed. In 2019/20, the target outcome for that is minimum. The quality service levels will be achieved in 98 per cent.

Administration [cost centre 22080]. The Administration section met its established goals and ensured that BCDs [Bermuda Customs Declarations] were processed in compliance with prescribed the standards for 100 per cent of the time. The average time between receipt of purchase invoice and authorisation or rejection of payment was five days. In

2018/19, it is forecasted that BCDs will be processed in compliance with prescribed standards 100 per cent of the time and that the average time between authorisation or rejection of a payment will be five days

Vessel Clearance [cost centre 22090]. The Vessel Clearance section processed 100 per cent of cruise ship passengers and prepared and issued invoices with the value of \$1,627,080. In 2018/19, it is forecasted that the Vessel Clearance Section will process 100 per cent of cruise ship passengers and will prepare invoices for just over \$1.5 million.

In 2017/18, the Interdiction Section [cost centre 22100] made 238 seizures and had an 88 per cent success rate of positive results from all search and detentions. In 2018/19, it is forecasted that 175 seizures will be made and a 75 per cent success rate with search and detentions.

Seaport Enforcement Team [cost centre 22110]. The Seaport Enforcement Team inspected and reviewed 90 per cent of import cargo manifests in Hamilton and used the Hamilton Docks Gantry X-ray Scanner to scan 98 per cent of containers imported into the country.

In 2019/20, the target is that it will inspect and review 94 per cent of cargo manifests and scan 96 per cent of all containers into Bermuda.

### Review of Major Capital Projects

**Hon. Wayne Caines:** Mr. Chairman, Computer Equipment, \$14,000. The department will be getting computer equipment. The allocation for \$14,000 is to replace PCs that are needed. Also, \$43,000 has been set aside, allocated to replace two vehicles which have been written off.

### HEAD 25—DEPARTMENT OF CORRECTIONS

**Hon. Wayne Caines:** Mr. Chairman, the Department of Corrections, Head 25, is found at [pages] B-286 and B-288.

Mr. Chairman, the mandate is *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.*

The main objectives are (1) to protect the public by holding inmates securely, reducing the risk of re-offending, providing safe, humane, well ordered and lawful regimes; and (2) to provide a humane but demanding regime aimed at reducing re-offence by presenting inmates with a range of opportunities in which reward is linked to effort (incentives and earned privileges), to prepare them for life after release.

The departmental outcomes are as follows: (1) The Government of Bermuda endorses the aim of the Department of Corrections to achieve and, where practicable, to exceed the United Nations Mandela Rules for the treatment of offenders; and (2) The peo-

ple of Bermuda are satisfied that the Department of Corrections makes an effective contribution to public safety and the rehabilitation of offenders.

Mr. Chairman, in a multiplicity of ways, the Department of Corrections remains a vital part of the criminal justice system and, by extension, the overall well-being of our country. We provide safety and security for those in our custody, whilst at the same time providing the inmates with opportunities to make positive changes in their lives.

The department is divided into 12 major cost centres, which comprise the following:

- Corrections Headquarters, 35000;
- Farm Facility, 35020;
- Co-Educational Facility, 35030;
- Westgate Correctional Facility, 35060;
- Therapeutic Community—Right Living House, 35090;
- Psychological Services, 35105;
- Social Services & Case Management, 35106;
- Health Services, 35107;
- Educational Services, 35108;
- Vocational Services, 35109;
- Recreational Services, 35110; and
- Chaplaincy, 35111.

The department's mission statement is *to empower inmates to be responsible and productive citizens*.

Mr. Chairman, the department has a responsibility for adhering to the following legislation:

- Treatment of Offenders Board Act 1979;
- Prison Act 1979;
- Prison Rules 1980;
- Young Offenders Act 1950;
- Senior Training School Rules 1951;
- Prison Officers (Discipline, Etc.) Rules 1981;
- Sections of the Mental Health Act 1968 and portions of other Legislation;
- Sections of the Parole Board Act;
- Sections of the Criminal Code Act.

The total current expenditure, which is found on page B-286, is \$25,082,000. It represents an increase of \$101,000.

Mr. Chairman, the budget provides funding for 231 full-time employees. In addition to full-time employees, it will fund facilitators and teachers for inmate programmes.

Headquarters, [cost centre 35000] represents \$3,759,000, or 15 per cent of the total budget. Corrections Headquarters, under the general direction of the Commissioner, Assistant Commissioners, and Programme Director provides directives to a decentralised organisation. The staff administer and coordinate the training, security strategies, human resources, programmes, financial resources and policy direction for the department. The budget will fund salaries and operating expenses for Corrections Headquarters.

## The Farm

**Hon. Wayne Caines:** Mr. Chairman, cost centre 35020, Farm Facility, represents \$3,427,000, or 14 per cent of the total budget. The budget will allow for staffing of the Farm Facility, operating expenses, and inmate care. The Farm is an adult, male, minimum-security facility that houses, as of today, 93 inmates. Inmates must have completed their core sentence plan requirements, and be classified as minimum (low-risk) to be housed at this facility.

Inmates are also involved in work release programmes, charity programmes and other ongoing projects within the facility. This year, 21 inmates were enrolled in the work release programme and 15 inmates participated in the charity work programme. The plan for the upcoming fiscal year is to increase the number of inmates on work release and charity [release] with the charity work programme being geared up more for facilitating requests from government departments. The plan for this incoming year is to increase the number of inmates on work release, and the work release programmes will be geared to facilitating requests from government departments. This will be done in an effort to provide cost savings to the Bermuda Government and to the people of Bermuda as a whole.

The Farm Facility garden has supplied all of the facilities with fruits and vegetables (crops include beets, onions, lettuce, carrots, watermelons and bananas). In total, the Farm Facility gardens reaped approximately 9,000 pounds of produce, and this has contributed to cost savings.

The highlights from the 2018/19 budget include the Animal Programme, which was very successful and will continue in this year. Chickens were introduced, and they laughed. (When chickens were introduced, when we said it last year, they laughed) And at the Farm, to date, [the chickens have] produced 3,180 eggs.

The Farm Facility will continue with its initiatives, and the second phase of initiatives introduced last year will include the following:

Farm Co-operative—a therapeutic programme where animals that are owned by local farmers will be tended to by the inmates until such time that they have matured. The inmates are gaining skills in animal care and farming. And the facility currently has goats and chickens.

The pre-release programme will continue. It is designed to focus on improving the inmate's employability, social [and] human relation skills and interpersonal skills in order to facilitate a successful transition back into our community.

The Farm will introduce new initiatives such as the following:

Furniture Manufacturing—the facility will explore the possibility of creating and/or refurbishing minor furniture and appliances, as well as creating

more artwork. This will be a pilot programme. Once the programme is fully operational, it should be self-sustainable.

### The Co-Ed Facility

**Hon. Wayne Caines:** Mr. Chairman, [cost centre 35030], the Co-Ed Facility represents \$2,988,000, or 12 per cent of the annual budget.

This facility, with a capacity of 56 cells, has separate, distinct provisions—40 adult females and 60 *[sic]* adult, living males between the ages of 16 to 21, and educational and vocational programmes are offered [based] on the needs.

During this fiscal year, year two inmates—

**Mr. Ben Smith:** Point of clarification.

**The Chairman:** Just quickly.

Minister, will you accept a point of clarification?

**Hon. Wayne Caines:** I will.

**The Chairman:** Yes, sir.

### POINT OF CLARIFICATION

**Mr. Ben Smith:** Just quickly, the numbers between the males and females. Can you repeat those two numbers, please?

**The Chairman:** The Chair recognises the Minister. You may proceed.

*[Pause]*

**Hon. Wayne Caines:** The facility, with a capacity of 56 cells, has separate and distinct provisions to house 40 adult females and 60 *[sic]* adult male offenders—

*[Inaudible interjections]*

**Hon. Wayne Caines:** One-six. One-six. One-six. I apologise. Say it again, Mr. Chairman. I apologise. I apologise. Thank you, Mr. Chairman.

The facility, with a capacity of 56 cells, has separate and distinct provisions to house 40 adult females and to house 16 young male offenders between the ages of 16 and 21. And they are being housed, and they undertake educational and vocational training programmes offered on a needs . . . based on the needs of the inmates and trainees, that are identified through the case management process.

During 2018/19, two inmates participated in the work release programme.

The chicken programme was also introduced in November, producing approximately 12 eggs per week. A small garden provided various herbs and

peppers, which have been used in the facility's kitchen. There is a plan to expand the garden.

During this budget year, inmates participated in a therapeutic yoga class to help them to cope with stress. Additionally, a pilot programme offered by the Women's Resource Centre, "Life After Incarceration," commenced, with inmates participating in group sessions which were aimed to assist with the reintegration back into the community. Both the yoga and Life After Incarceration programmes will continue this fiscal year.

Other initiatives include the reintroduction of the mentor programme for female inmates, and the carpentry programme for male inmates.

### The Westgate Correctional Facility

**Hon. Wayne Caines:** Mr. Chairman, [cost centre 35060] the Westgate Correctional Facility, represents \$10,092,000, or 40 per cent of the total budget. Westgate Correctional Facility is an adult male establishment with a capacity to house 208 prisoners in conditions of maximum, medium and [minimum] security. The majority of assessment and treatment programmes for inmates take place at this facility.

During this budget year, a number of inmates participated in their core offending behaviour programmes such as Thinking for a Change, Violence Reduction Programme, Sexual Offender Programme, and Drug and Alcohol Treatment and Education. Additionally, educational and vocational courses were offered.

The Westgate Work Programme continued to provide an opportunity for inmates to reintegrate into the community and gain additional skills; however, it has been suspended and will be revamped. A total of two inmates participated in the work programme.

The Westgate Correctional Facility will continue the charity programme which allows inmates to give back to the community.

### Therapeutic Community Centre —Right Living House

**Hon. Wayne Caines:** Mr. Chairman, cost centre 35090, Therapeutic Community Centre—the Right Living House [RLH], represents \$1,311,000, or 5 per cent of the total budget. The Therapeutic Community, also known as the Right Living House, has been relocated at the Co-Ed Facility and is a segregated residential substance abuse programme with a capacity to house 18 residents. The programme was developed for adult male offenders with a history of substance abuse and associated criminality. The goal of the Therapeutic Community is to return residents to the broader community with an increased potential for a life free of drugs and crimes, by providing them an opportunity to realise their potential for change, as well as the inherent potential for [health and] success.

This funding provides for staffing, operational costs and inmate programmes.

In addition to the regular treatment programme schedule, during the 2018/19 budget year, Right Living House offered a “Getting Ready for Treatment” class for inmates at the Westgate Correctional Facility. The aim of this class, firstly, is to prepare inmates for admission to treatment at Right Living House and, secondarily, it also prepares them for treatment that they have provided at Westgate.

All residents participated in the Yoga Initiative, as well as the CPR and AED [course]. Due to unsuitability of the housing at the Farm Facility, the RLH programme and inmates participating in the programme were relocated to the Co-Ed facility. All of the refurbishing was completed in February 2019, and the programme has recommenced in full operation. Overall, the inmates who participate in this programme have benefitted tremendously, both whilst incarcerated and post-release, by way of the Aftercare Programme.

### Inmate Services and Programmes

**Hon. Wayne Caines:** Mr. Chairman, Inmate Services and Programmes are designed to meet the needs of inmates who are identified in their individual case plans. The programme team is multi-disciplinary and provides various services/programmes including psychological, social and case management, health, educational, vocational, recreational and chaplaincy. Funding for inmate services is necessary, as the programmes provide tools and resources for offenders to assist them in returning to society as positive, productive and contributing citizens to society.

Psychological Services, [cost centre 35105] represents \$433,000, or 2 per cent of the total budget. The funding provides for salaries for three psychologists who provide psychological services to offenders at each of the three facilities—Westgate, the Prison Farm, and the Co-Educational Facility. It must be noted that the department currently only has one psychologist; however, despite recruitment challenges, we are still trying to fill the posts. Mr. Chairman, it is noteworthy that, even though the department has not filled the posts due to the shortage of people, we have been able to use psychologists in our community, who fill those services on an *ad hoc* basis. So, I do not want to give you, Mr. Chairman, the misguided notion that there are no services being offered. There are *ad hoc* services being given on a consultative basis by psychologists in our community. There is a plan in place to attract and hire full-time psychologists into the prison services.

The psychologists complete various assessments on individual offenders, including areas of risk associated with offending, emotional well-being and adjustment, personality factors and cognitive functioning. In addition to assessments, the psychologists fo-

cus on the provision of intervention to meet offender needs; this can be both group and individually based interventions. Interventions can include, but are not limited to, substance misuse programmes (i.e., drug and alcohol education), drug and alcohol treatment and relapse prevention, Violence Reduction Programme, Sexual Offender Programme, and cognitive skills programme [Thinking for a Change].

The psychologists bring an evidence-based approach to working with offenders, which assists them with making more objective and risk-focused decisions. The psychologists also support the Training and Recruitment Team and help to assess basic officer applicants, as well as provide training to recruits and custody and programmes staff.

In addition to individual assessments and therapy sessions, 43 inmates are participating in offending behaviour programmes. In the upcoming year, it will be a challenge to maintain the increase, as we did in the last fiscal year, due to anticipated staff shortages; however, the department is committed to exploring resources outside of the department.

The department completed 27 risk assessments for the Parole Board.

The intent for this year is the programmes that will be offered, as follows:

- Drug and Alcohol Treatment Programme;
- Relapse Prevention Programme;
- Cognitive Behaviour Psychotherapy Programme;
- Sexual Offender Treatment Programme; and
- Violence Reduction Programme.

Mr. Chairman, [cost centre 35106,] Social Services and Case Management, represents \$728,000, or 3 per cent of the total budget. Funding provides for two social workers and five case managers/assessment officers [and inmate programmes].

The department's two social workers, who are members of the department's multi-disciplinary team, deal with the following:

- Anger Management—Controlling Anger and Learning to Manage It (CALM);
- Parenting Programmes (Fathers/Mothers and Children Together);
- Narcotics Anonymous;
- Modified Cognitive Intervention Programme; and
- Risk Assessments.

The social workers also assist inmates in securing employment and housing [prior to their release]. They facilitate family support and intervention meetings.

Key activities this [year], they had Father's Day and Mother's Day activities that were held for inmates housed at Co-Ed and at the Farm and at Westgate. The aim of these activities was to strengthen relationships between fathers and their children.

Eighteen inmates participated in the Thinking for a Change programme. This is an integrated cogni-

tive behavioural change programme that assists inmates in improving their problem-solving skills.

There are five case managers and assessment officers. There is one post vacant. This post is a key element in helping to create the objectives to prepare inmates who will return to the community as law-abiding productive, responsible citizens.

Initiatives for this year include a training programme and a reintegration programme that assists inmates in reintegrating into society.

### Health Services

**Hon. Wayne Caines:** Mr. Chairman, cost centre 35107, Health Services, represents [\$1,653,000], or 7 per cent of this year's total budget. This funding will provide for staffing and health care services for inmates. Health care services include, but are not limited to, physical examinations; dental treatment and dental hygiene; chronic disease management—diabetes, asthma, hypertension; physiotherapy/clinical massage; mental health evaluation and treatment; chiropody; ECG; HIV/AIDS counselling and surveillance; nutritional consultations; phlebotomy—blood drawing; drug detoxification—heroin, cocaine, alcohol; drug screening—marijuana, cocaine, heroin; suicide prevention; and counselling.

When fully staffed, Health Services is managed by a senior nurse and five registered nurses responsible for providing services to the inmate population. At present, this department has two vacant posts.

Health Services were able to conduct outstanding annual physicals on inmates, now bringing them up to date.

Some of the goals/targets for Health Services in 2019/20 are as follows:

- Implementation of the inmate health service handbook;
- Increase inmate health education sessions;
- Continue implementation of an electronic medical records system.

### Educational Services

**Hon. Wayne Caines:** Mr. Chairman, [cost centre 35108,] Educational Services, represents \$300,000, or 1 per cent of the total budget. The allocation provides for salaries and educational supplies. Educational Services provide educational programmes at all Correctional Facilities to those inmates who wish to pursue their General Education Development [GED] Certificate, as well as to those who wish to strengthen basic numeracy and literacy skills. Educational Services are designed to enable inmates and trainees to achieve a higher level of education, enables inmates and trainees to participate in other programmes and daily life activities, and to prepare them for a vocation.

The programmes include the following:

- English Language Arts;

- Mathematics;
- Science;
- Social Studies;
- Remedial studies in Mathematics and the English Language Arts;
- Computer Studies;
- Personal Development Programme;
- General Education Development Certificate (GED); and
- College level courses.

There are 53 inmates actively involved in taking classes. Fifteen inmates engaged in the GED programmes, and four of them achieved their GED.

### Vocational Services

**Hon. Wayne Caines:** Cost centre 35109, Vocational Services, 1 per cent of the total budget. Vocational Services is an integral part of the programmes, and these programmes are designed to assist inmates and trainees in pursuing vocational interests with a view to increasing their employability upon release. Funding allocated for this cost centre provides for staffing and vocational programmes, to include materials and supplies.

During the 2018/19 fiscal year, 121 inmates enrolled in various programmes in the facilities. This included Yoga at the Co-Ed Facility and the Right Living House, and Robotics and Mechanics at Westgate.

Vocational programmes and services that will be offered in this fiscal year at Westgate, Farm and Co-Educational facilities are based on the population and needs and include carpentry . . . for this year—Mr. Chairman, this is very important. For this year, at the facilities, Mr. Chairman, the programmes include Carpentry, an Autobody/Welding/Mechanics course, and classes that will lead to certification in the National Centre for Construction Education and Research [NCCER] courses. We continue to evaluate current programme outlines and goals to ensure that we are offering the best programming and using resources efficiently.

The Vocational Service, in conjunction with the Educational Services, have commenced upgrading the computer labs at all facilities, and it is anticipated that this will be completed in this fiscal year. The aim is to be able to offer distance-learning programmes that provide access to online testing and workshop and services offered by the Workforce Development.

### Recreational Services

**Hon. Wayne Caines:** Cost centre 35110, Recreational Services, represents \$49,000. The role of Recreation Services is to provide structured leisure time activities in sports, hobbies and cultural events at Westgate, the Co-Ed and Farm facilities to promote constructive leisure time activities for offenders. Allocation

of funds will provide for activities such as art, ceramics, wood sculpture and sports. This also includes organising the annual Arts and Crafts shows to display inmate and trainee artwork to the public.

### Chaplaincy Services

**Hon. Wayne Caines:** Mr. Chairman, cost centre 35111, Chaplaincy Services, represents \$41,000 of the total budget. Funding provides for two part-time chaplains, who will continue to offer spiritual enrichment and guidance for inmates. The chaplains coordinate religious instruction from the various denominations and also provide counselling to inmates. Prison Fellowship, whose focus is on restorative justice and religious programming, continues to partner with the Department of Corrections.

Mr. Chairman, we will continue to work on the goals outlined in our Strategic Plan: effective rehabilitation programmes; high standards of security; operational efficiency; physical plant upgrades; staff development and training; and efficient and prudent financial management.

### Highlights of the 2018/19 Budget

**Hon. Wayne Caines:** The highlights of this year's budget include the following:

- Local training—in-house training and Human Resources Department-sponsored training;
- Overseas training sponsored by the Foreign Commonwealth Office, which included first line management, mental health and young offender training;
- The promotion of custody staff in the ranks of Assistant Commissioner, Chief Officer, Principal Officer and Divisional Officer;
- Recruitment and training of 15 correctional officers;
- 5<sup>th</sup> Annual Corrections Week 2018; and
- Upgrades to the fire alarm system and duress systems, as well as upgrades and additions to the CCTV systems.

### Forecast Measures for 2019/20

**Hon. Wayne Caines:** The forecast measures for 2019/20:

1. The average daily total inmate population forecasted 2019 is 191, with 53 admissions being first-time offenders who received custodial sentences.
2. The forecasted outcome for 2019/20 of inmates released on parole is 20. To date, [18] inmates were successful in receiving parole for this fiscal year. Parole provides an opportunity for inmates to return to the community, under supervision, and receive the necessary support during their re-entry.

3. There were five assaults (one minor inmate-on-inmate, two major inmate-on-officer, and two minor inmate-on-officer) reported for the 2017/18 fiscal year. But it must be noted that staff are challenged constantly by inmates' negative behaviour, and the department has a zero tolerance to any assault in any of the aforementioned categories.
4. There were 567 inmates enrolled in development and treatment programmes aimed to address the offending behaviours, address educational and vocational needs, and improve skill development.
5. The Department of Corrections calculates its recidivism rates according to internationally accepted practices. Based on these standards, the rates include persons who have a conviction for a new offence within one, two and three years of their release. The actual outcome for 2017/18 is 22 per cent, 9 per cent for year one and 18 per cent for year two. So, let me just go back through that, Mr. Chairman. The recidivism rates for new offence within one and two—three years of the release, the actual outcome for 2018 is 22 per cent—2017/18 is 22 per cent. Year one, there was a 9 per cent recidivism rate, and in year two, there was an 18 per cent recidivism rate.

Despite the many challenges faced by the Department of Corrections, staff remain dedicated and seek ways to address them, including working with union representatives and other stakeholders and partners to achieve their mission and mandate.

Security breaches remain a concern, as there have been breaches to the outer perimeter, and on many occasions, they have been intercepted by Corrections staff. Recently, people have been using drones to attempt to make security breaches. The department has been working with the government and external agencies to address this new and significant challenge.

Maintaining staffing levels due to resignations and retirements. The department has taken advantage of legislation which allows officers to defer their retirement, based on the needs of the department.

Management of high-risk inmates, particularly those who are [gang] affiliated and sex offenders.

This fiscal year, 2019/20, [the Department] will continue to do a legislative review; recruitment to fill various vacant posts; to continue the implementation of the 2018–2020 Strategic Plan and the implementation of a new shift cycle which will allow the best use of our staffing levels and workload and regimes.

With the next amended legislation to the Criminal Code (Sex Offender Management) Amendment Act 2018, the department will work closely with other government departments as part of an Offender Risk Management Team to ensure supervision, rehabilita-

tion and monitoring of sex offenders during and upon release from prison.

#### **HEAD 45—THE BERMUDA FIRE AND RESCUE SERVICE**

**Hon. Wayne Caines:** Mr. Chairman, Head 45, the Bermuda Fire and Rescue Service. This can be found, Mr. Chairman, on pages B-295 to B-297.

The mission of the Bermuda Fire and Rescue Service, BFRS, or the Fire Service is *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, and to provide aircraft rescue firefighting at the L. F. Wade International Airport.*

The departmental objectives are as follows:

1. Replace second generation of Bermuda Fire and Rescue Services frontline trucks;
2. Replace the aging ambulance;
3. Replace expiring self-contained breathing apparatus;
4. Recruit 15 new recruits;
5. Continue to train middle managers;
6. Continue executive development;
7. Provide specialised training for recently employed technicians for fleet maintenance; and
8. Fill supervisory vacant posts.

The Fire Service budget is \$13,127,002, which represents, Mr. Chairman, a zero-dollar change.

The Fire Service has been working diligently to manage costs.

#### **Central Emergency Fire Service**

**Hon. Wayne Caines:** The Central Emergency Fire Service cost centre is \$6,240,450. The centre covers the Fire and Emergency Services from the Hamilton Fire Station, King Street. This station responds to fire, road traffic accidents and hazardous material incidents, as well as provides support to all the other fire stations when required. The Hamilton Station has 56 personnel providing 24/7 coverage. The cost centre remains the same, with a notable increase in manpower due to new recruits. There are three new recruits, representing a 5 per cent increase in staff numbers.

#### **St. George's Emergency Fire Service**

**Hon. Wayne Caines:** The St. George's Emergency Fire Services is \$1,412,691. The St. George's Emergency Fire Service covers the provision of fire and safety and emergency medical services for the Clearwater Fire Station, located at Southside, St. David's. This station responds to emergency medical, fire and hazardous material incidents, as well as provides

support to the Airport Operations Division of the Fire Service for all aircraft incidents. This business unit also provides joint ambulance service with the Bermuda Hospitals Board. The division has a total of 13 personnel providing 24/7 emergency coverage on a four-shift system. This cost centre remains the same and has been augmented by three personnel, which represents a 23 per cent increase of full-time recruits. The increase is because they got new recruits.

#### **Emergency Dispatch**

**Hon. Wayne Caines:** The Emergency Dispatch, \$640,417. This cost centre provides Emergency Dispatch for all 14 parishes, includes 14 personnel. They had 8,766 calls, of which 3,947 required the attendance of fire personnel. The budget for this section has decreased, from \$903,000 during fiscal year 2017/18 to \$640,417 in 2019/20, which represents a 29 per cent decrease, largely as a result of staff retirements and resignations.

#### **Eastern Volunteer Division**

**Hon. Wayne Caines:** The Eastern Volunteer Division, \$6,521. Funding for this cost centre, there are seven volunteers. These volunteers assist full-time staff and help in all manners of emergency incidents.

#### **Airport Fire Station**

**Hon. Wayne Caines:** Airport Fire Station, \$2,328,500. The cost centre provides aircraft emergency rescue and firefighting services at the L. F. Wade International Airport, and is a requirement of the Overseas Territories Aviation Requirements, part 140, and the Bermuda Department of Civil Aviation. The L. F. Wade International Airport operates as a Category 9 airport. This has 22 personnel, a reduction of 8 per cent reduced this year, as a result of retirements.

#### **Capital Expenditure**

**Hon. Wayne Caines:** The capital expenditure for the Fire Service is \$1,244,000. A total of \$25,821 was for [the 911] emergency recording system. There was an emergency generator for \$72,270; an ambulance at \$121,900; and a turntable ladder truck for \$345,292; desktop computers for the 911 dispatch, just over \$10,000; and a replacement of the current breathing apparatus at \$669,150.

#### **Manpower**

**Hon. Wayne Caines:** To meet our mandate to provide fire protection and emergency medical services to the Islands and to continue with succession planning, the following has been accomplished this last year:

The Bermuda Fire and Rescue Service has historically required supplementary funds in the aftermath of hurricanes or major incidents, to cover the additional operating expenses such as overtime salaries/wages, gas/fuel, food supplies and emergency supplies.

I am pleased to announce that Firefighter Lansdale Haynes was awarded the Firefighter of the Year award on January 25<sup>th</sup>. He has served in the Fire Service since 2015.

The annual volleyball tournament was held. Unfortunately, the cup was won by the National Security Ministry's team led by the Minister of National Security. The Fire Service will have a long wait in trying to get the cup for the next year.

As Honourable Members of this House are aware, [fiscal 2019/20] will be a challenge. The Fire Service will continue to provide emergency services at a high standard of operational efficiency. The dedication of all personnel has been confirmed on numerous occasions by letters of appreciation from members of the community for the services rendered and operations to the community, the efforts. I would like to thank all members of the Bermuda Fire and Rescue Service for their continued efforts on behalf of the people of Bermuda.

Mr. Chairman, that concludes my presentation.

**The Chairman:** Thank you, Minister.

Members, the Minister of National Security has finished his brief to the House.

Are there any other Members who would care to speak on National Security, Heads 83, 6, 7, 12, 25 and 45?

The Chair now recognises the Shadow Minister of National Security, Mr. Ben Smith.

You have the floor, sir.

**Mr. Ben Smith:** Good morning, Mr. Chairman. Thank you.

Firstly, I would like to thank the Minister for the detailed brief that he just presented to the House. At this time, I would like to start with Head 83, National Security Headquarters. On 93002, Parole Board, there was an increase from the amount of money that was provided for the Parole Board during the . . . there is an update, an increase in that. Can you just give us a little bit more clarification on what is going to be needed for that increase? So, that is under Parole Board.

Cost centre 93007, the DRRM [Disaster Risk Reduction and Mitigation], which was something that was actually discussed on Friday. There is, obviously, a lot of information given about this particular programme, which is something that the Minister has been working towards because there was actually a request of the Government to provide this service. There seems to be a bit of overlap between the EMO

[Emergency Measures Organisation] and the DRRM. And the main question for this is that there are people who are being used from different agencies in order to make this DRRM work. So, the cost over last year—obviously because it was a new programme that had to be implemented, meant that those people were seconded from other areas. The burden of that cost was from the area that they were taken from. And now, it seems that we are continuing in that same vein for this year.

So, the question becomes, At what point is this initiative going to be dealt with just by this particular agency? Because there is a change in how much money has been provided, to \$173,000. But that is not going to cover all of the cost of the staffing, I believe. So, at this point, obviously, this is a work in progress. The Minister is having to shift to this direction. But can the Minister explain what the overall cost will be, eventually, and how that transition from those people from one department to another [will occur], and what the effect will be from a personnel situation from the departments that they are being taken from?

Because the Minister on Friday spoke to the point that some of the departments have already said to him that they are now going to be short-staffed because these people have been taken to be part of the DRRM. So, obviously, this is not something that he is going to want to continue to do in the future. So, we will have to find a way to make them permanent in the DRRM and, potentially, replace the people who have been taken from the original areas that they were a part of.

If the Minister could explain whether . . . the departments that the people have been seconded from, obviously—there have been requests to the Minister that this was causing a reduction in their personnel. Can he give us an idea of what requests have come, to [outline] this impact on where they have been moved from? Just so that we have an idea whether continuing in this vein is going to have an impact from the lower personnel in the areas that they have been taken from.

There is a specific clarification that I want to get on the errata that was provided this morning. The Minister stated that the 2018/19 number was 427,000, and it was moving to 619. But that actually comes from the original Budget Book. And the new number looks to be \$1,119,000. So, if we could just get clarification that the number is actually moving from 427,000 to 1,119,000, and this number is going to be coming under Professional Services.

**The Chairman:** Shadow Minister, are you referring to page B-271, the errata sheet?

**Mr. Ben Smith:** Yes. Correct.

**The Chairman:** Okay. Thank you.

**Mr. Ben Smith:** With the information that was given specifically to this, it was mostly dealing with the Gang Reduction Task Force. So, obviously, this is an area that all of Bermuda is interested in. The rise in gang violence in Bermuda has been something that everybody in Bermuda has had their eyes on, because it has an effect on our overseas, international reputation. But more so, it is having a really terrible impact on our community. Within the neighbourhoods I know that the Minister has been working really hard to try to get a hold of this situation that has been going on for quite some time, and you have to attack it from multiple directions. And the gang task force and reduction task force is one of the options that has been put forward to do that.

Now, the question becomes, the Minister in his brief was able to give us a long list of things that this particular unit was going to be dealing with. For instance, starting with the head, which is Pastor Leroy Bean, his initial salary has changed from—

**Hon. Derrick V. Burgess, Sr.:** Point of order, Mr. Chairman.

#### POINT OF ORDER

**Hon. Derrick V. Burgess, Sr.:** Mr. Chairman, what head and line item is he talking from? Because right now he is into a general debate. Pastor Bean's name should not even come up in this debate.

**The Chairman:** Thank you, Member.

Shadow Minister, which line item or head are you addressing right now, and line item?

**Mr. Ben Smith:** [Cost centre] 93000. And the reason I brought up that particular spot was because it was brought up by the Minister for what he was discussing with what this unit was doing. So, I am just trying to have clarification, that there were a lot of items that are coming under the mandate of one person. So, what you start to look at is, as you grow, because this was a new initiative. So, as you are starting to figure out the pieces to it, you are going to realise that there are more tasks that are needed to achieve the end goal, which is for us to reduce the number of gangs and reduce the impact that it is having on our society.

So, as he is going through that and listing the number of things that are coming under that one person, it is difficult for one man to have to cover the entire Island with multiple pockets, [areas] where we are seeing gang violence, along with having to monitor programmes that are being put forward. It just—I guess my question to the Minister is, as you start to proceed, you are seeing that Pastor Bean is having to do multiple tasks. Is this a situation where we will be looking for more staff for him in the future in order for him to be able to cover all of the different pieces that

are important for us to get this gang issue in Bermuda under wraps?

The second person who was discussed in that would be the . . . let us see.

*[Inaudible interjection]*

**Mr. Ben Smith:** Yes, Programme and Education. So, I believe that is Darren Woods. This is another initiative where you are having somebody who is having to fill multiple roles. And a lot of it is hands-on. So, as you try to expand and you, potentially, get success in one area, it makes it difficult for one person to continue to cover all of those pieces. Because, once again, in the brief there were multiple lines of items that come under this one person to have to cover.

So, as we are moving forward, there is a cost for these items today. Are we going to see a need for an increase in funding for this initiative in order for us to reach our end goal?

There were also three part-time people. There was an introduction that there were going to be three part-time people, which I believe, will probably go to some of the answer, where they will be able to help both Pastor Bean and Darren Woods to be able to cover all of the different parts. So, the question is, you know, obviously, as a part-time, the amount of money that is needed is going to fluctuate, depending on where they are needed and what they are needed for. If the Minister could give us a little bit more information on what these individuals are going to be tasked to do, and what he sees as their ability to help the overall moving-forward of this initiative so that we can see the impact of the gang reduction?

*[Pause]*

**Mr. Ben Smith:** Give me one second, Mr. Chairman.

*[Pause]*

**Mr. Ben Smith:** On page C-14, the Public Safety COMS system. So, if the Minister can give us a little bit more detail on exactly what the changes are from the standpoint of, are some of these going to be just fixing some items that maybe have broken over the year? Or are we looking for new items in order to create a better system? So, just a little more clarification on what that difference in cost will be for this year.

Mr. Chairman, that will be the last question that I have for now, for Head 83, Headquarters.

I am going to be moving on to Head 6, Defence. So, my first question is going to come under [cost centre] 16085, Marine Operations. So, in last year's debate, there was quite a bit of conversation about the shift to a marine operation and a Coast Guard for Bermuda and what that was going to mean, and the potential of some of this being implemented in the summer of 2018. It seems that some of those

things have not happened. Can the Minister give us some more details on exactly what occurred during that period so that we have an understanding of why the delay?

Within there, last year the Department of Defence cancelled their overseas camp. And one of the reasons was, obviously they had meetings to discuss changing their overall mandate and figuring out where the Regiment was going to be going. And it was a good time for them to take a pause. But the money that was going to be saved for that was supposed to be used to start the implementation of the Coast Guard. So, can the Minister let us know whether the money that was saved was provided towards the Coast Guard? And if so, what was it used for?

There was discussion of the site at Boaz Island. Can the Minister give us [an] update on whether the facility has been completed, whether there are any other items that are needed for that facility? It is my understanding that there potentially is the need for some floating docks. And there might have been some floating docks that were left over from the America's Cup that could potentially be used for the Marine Operations.

I think it is important that, under the Marine Operations, we understand what the potential is for having a Coast Guard for Bermuda. I believe that what happens in Bermuda, a lot of times, is the population [in general] does not really pay attention to the Regiment until they actually need the Regiment. So, a hurricane happens, and for the weeks after the hurricane, the Regiment is a group that everybody is paying attention to because they were able to clear the roads and help. But, during the rest of the year, a lot of times, they are not giving them the same amount of attention. But the Regiment has to train every day to be prepared for any of the incidents that happen, which would mean, you know, if there is a hurricane in Bermuda or there is an incident that happens overseas, that we have a regiment that is able to provide the services that are needed.

Well, as we look at a local Coast Guard, this could be a very important area for us. The Minister over the last year has worked hard for some of the things that are happening on our local roads when it comes to road deaths and crime happening on the roads, with people drinking and driving and doing drugs and driving. Could the Minister give us an idea whether there would be some of those kinds of initiatives for what happens on the water? We have also had some incidents recently on the water which have resulted in death and injury. And in having a marine presence with our Coast Guard, this could be an area where we could see some significant change.

Anybody who has seen the non-mariners race recently and what it has expanded to, you can tell that you potentially have a situation where a major incident could happen with multiple people in the water, motor vessels going in between people, and some danger-

ous behaviour when you bring in the points of alcohol use and drug use while that is happening. So, to have a force that has the ability to monitor the behaviour on the water and, potentially, be able to enforce some rules on the water, I think, could be important as Bermuda, being a jurisdiction that is internationally known for our beautiful waters, we want to make sure that we are also providing safe waters.

If the Minister could give us some further details on whether the combination of police and the Regiment Boat Troop has actually started? He talked about the fact that there would have to be this beginning phase where the two [agencies] would have to be working together. It is my understanding that some of that has begun. And with the Minister talking about the diving course happening from the Regiment, but some of the police taking part in it, it seems that there is a start to that process. Just an understanding of how long we should wait until we start to see a full regiment force on the water. I believe that the initial setup was supposed to be for 14 personnel. If the Minister could let us know how much in the budget in the future we should be looking at, if that is our goal, to reach the 14 personnel, so that we can cover the waters fully, not just in our inside waters, but allowing for safety boats to get to the outside of our 12-mile range so that we can make sure that we are saving boats that are in distress, that we are maintaining [a defence of our] waters so that we do not have people trying to smuggle things into the Island.

One of the important things that I think that a lot of Bermudians are looking for is that, as we look at our gang issue, I am going to say that part of it is going to be that we have a gun issue. So, one of the ways that the guns and the ammunition are going to get in is going to be through our waters. So, having a robust team on the water that is able to monitor what boats are coming in, and being able to enforce, potentially, getting on a boat to find out whether somebody is bringing in something to the Island, I think is an important step for us. So, this would be a time for us to look. How long is it going to take for us to get it in place? How much is it going to cost for us to fully implement it? And, once it is implemented, when do you see our seeing the real change that would be put in place by having this force?

Still within the marines section, one of the things that was pointed out last year, and I know that the Minister spoke to it, was that a lot of the boats that are needed to have this marine force, both from the police side presently and from what the boat troop has, we do not have the boats presently to do some of the things that we need to do. The boats are old. They need upgrades. Or we need to replace them.

Potentially, what you are going to be looking at is to go out and get specific boats that allow us to move in the direction that we are talking about moving into. From an environmental standpoint, you need to have boats that allow for the troops that are going to

be maintaining this Coast Guard for Bermuda, the ability to do the collection of, potentially, an oil spill or a chemical spill. And we are also going to need to have boats that allow for the force to go out to rescue people or, potentially, to be able to go and board another boat. So, if the Minister could give us information on, has he started to look into details of what boats are going to be needed, and what the cost, potentially, is of these boats and when we could be looking to have the purchases of these boats?

With that, has there been any discussion [with] overseas bodies, potentially, you know, coast guards outside of Bermuda, international coast guards, on finding ways for us to get access to maybe some boats that they do not use so that we can reduce the cost, but still get the [vessels] that we are going to need?

*[Pause]*

**Hon. Walter H. Roban:** Mr. Chairman.

**The Chairman:** Shadow Minister, we are at just short of 12:30. I am going to recommend that we move to lunch.

Deputy.

**Hon. Walter H. Roban:** Thank you, Mr. Chairman. I do move that we adjourn until 2:00 pm.

**The Chairman:** Thank you.

Any objections?

There being none, the House will resume at 2:00 pm.

**Proceedings suspended at 12:31 pm**

**Proceedings resumed at 2:01 pm**

*[Mr. N. H. Cole Simons, Chairman]*

## **COMMITTEE OF SUPPLY**

### **ESTIMATES OF REVENUE AND EXPENDITURE FOR THE YEAR 2019/20**

### **MINISTRY OF NATIONAL SECURITY**

*[Continuation thereof]*

**The Chairman:** Good afternoon. We are resuming the Committee of Supply and we are debating National Security, Heads 83, 6, 7, 12, 25 and 45. The debate finishes at 4:53 pm.

I recognise the Shadow Minister.

**Mr. Ben Smith:** Good afternoon, Mr. Chairman.

I would like to continue with Head 6 for Defence.

**The Chairman:** You may proceed.

**Mr. Ben Smith:** So under line 16085, continuing on with Maritime Operations, I was wondering if the Minister could let us know whether there has been any thought to adding drones to go along with the bringing in of boats so that we can look at . . . overall [look at] what is happening on our waters.

I know that drone usage has increased significantly around the world. Specifically when it comes to the coast guards it allows them to cover a much larger area and potentially get details of specific situations. So, if there is an area where potentially somebody is in trouble and they need to get rescued, the drone could get there quickly and give them some added details around what potentially is needed. Also, when it comes to enforcing our laws on our waters, having the ability for [recorded] footage from drones could also help in investigations. And with the ability to have facial recognition with these drones, potentially, some of the footage can be used later on when you are going to prosecute somebody that has potentially broken the law.

So, if the Minister could let us know whether anything has been looked at, potentially, for using drones and, if so, what details can he give on whether that is something that will work in Bermuda's jurisdiction, and the potential cost if it is something that could work in Bermuda.

Moving on . . . actually moving backwards to 16040, Internal Security, during the Minister's brief (actually for another head) he mentioned that there was the potential for some of the jobs that are done by the police to potentially be transferred to the Regiment. I believe that he talked about Government House, maybe the House of Assembly, certain areas where tasks are presently being done by the police force, could be transferred to be covered by the Regiment.

My question is, As you are looking at it in detail, do you have any idea when we could expect that kind of change? How much information has been provided so far to find out what that change will give for Bermuda? One potential part that I have been thinking about over the lunch break is that there is a different pay scale from Regiment soldiers and police officers, so there might actually be a reduction in cost by moving to that different way of managing something that has been done a certain way for a really long time. So if the Minister could give us a little bit more detail about that, I think it would be something that everyone here would be interested in.

So 16010, for the Regiment Headquarters, I have a question regarding whether policies have been looked at to potentially make sure that with the transition in how the Regiment is operating . . . that we are making sure that we have something in place for how we deal with retirements and mandatory term limits for certain officers and whether we have a policy that

makes sure that we have Bermudians that are trained and ready to move into those roles so that we can continue to have a force that is operated at the highest level and that we make sure that we have Bermudians that are in those roles.

So, I know that the Minister was able to discuss that specific initiative when it came to the police, I was just wondering if he could give us some information whether . . . if those pieces were not already in place, whether there is something that we could look at policy-wise to make sure that those steps allow for us to have our soldiers trained so that they can be promoted to those positions. With moving away from conscription it means that the amount of soldiers that we are bringing in has changed, the different levels of soldiers that we brought in potentially has changed, so we need to make sure that we are addressing getting the talent into the Regiment and then training them so that we can continue to move in that direction. So any information that the Minister can give on that will be greatly appreciated.

On B-276, the Performance Measures, under 16010, Regimental Headquarters, again, the second line refers to a Regiment establishment of 420 [soldiers]. With all of the changes, is that number still a number that should be guiding us? Or should we be looking at a number that is more in line with the numbers that we are bringing in with the new set up for getting soldiers into the Regiment? If the Minister can give us some details on that.

In the brief the Minister referred to 25 recruits that came through in the recruit camp that just finished in February. With the . . . we are looking for a total of 65 for the year—new recruits. With only hitting 25 do you think that this potentially means that we are going to be in difficulty of reaching that target when we are going to have our summer recruit camp, which obviously was a new initiative last year, being brought in this year, to try to continue to get to that target so that we have enough soldiers to maintain the Regiment?

I know it is difficult because these are brand-new details [of] how we are dealing with our Regiment since conscription is gone. But we have to make sure that we maintain a certain [number] of soldiers in order for us to cover all of the needs that we have. And understanding that you will have retirements, that you will have people that have done their time within their volunteer [agreement] and they are going to move on, so you always have to replenish, so I know it is difficult to predict how many you are going to get in, but what do we do if we continue to miss that target?

Thank you. Now I am going to move on to Head 7 for the Police [Service]. Starting on page B-279, just looking at the amount of money that we are spending presently for the Police Service, I was wondering if the Minister can give us an update on what has happened with the negotiation for their new contract and whether . . . any details on when that will be completed and the potential changes in the shifts and

schedules of the police officers through that negotiation.

And now under 17010, Human Resources, there has been some information recently that has said that the Commissioner of Police has gone overseas to recruit [someone for] a new position. So I was wondering if the Minister could give us details on the Commissioner going overseas to look for a new role. What details are there of that role? How many candidates were looked at? And whether local candidates were also made available so that we can have some details.

**Hon. Wayne Caines:** Point of information.

**The Chairman:** Yes.

### POINT OF CLARIFICATION

**Hon. Wayne Caines:** Is that with reference to one of the heads that we discussed today specifically? Could you just draw me to . . .

**The Chairman:** The Shadow Minister was speaking to [cost centre] 17010.

**Hon. Wayne Caines:** Could I have the heading again, please?

**Mr. Ben Smith:** [Cost centre] 17010, Human Resources.

So, because it is related to a new job, I was wondering whether it was something that we could discuss . . . just because, obviously, if there is a new position that is being looked at and the Commissioner has gone overseas to seek candidates for that position, have local candidates been looked at? And, you know, can we get details on what that position is? What the role is going to entail? And, obviously, if it is going to be a new position, we do not have a budget for that particular position right now, so is that going to lead to a supplemental because it is a position that has been added? So any information that we can have on that would be helpful.

Going to [page] C-14 for Police [Service] and looking under 76078 for Vehicles. In the brief the Minister spoke to the cost of vehicles, and obviously the wear and tear that happens to vehicles that have to be used 24 hours a day. Everybody here understands that when you . . . most people do not really think about the police until they need the police. But they are going to have to be driving in a car or a van, or [riding] on a bike. And those items are used every single day. So there is going to be wear and tear on them, we are going to have to get new vehicles. The Minister spoke to the point that, obviously, the amount of money that it takes to cover those vehicles might not actually be enough.

If you look in 2017/18, the number was 267 and now it is 136, and it is staying flat at 136. Is there enough money being provided to make sure that the vehicles that need to be changed is happening? Because, obviously, one of the issues that you have with an older vehicle is that an older vehicle becomes less efficient, it is going to break down more. So now there is going to be added cost because you are going to have to continue to fix that vehicle. So, potentially, it actually increases our costs by leaving vehicles on the road that should not be on the road.

So my question is, In knowing that that number has been reduced previously, and is now staying at that lower number, and knowing that the Minister also spoke to the fact that it, potentially, is not enough money, can the Minister speak to . . . if we need more money to pay for the vehicles so that the police can stay on the road and protect the public, what are we going to do about that?

[Cost centre] 17170 Intelligence—

**The Chairman:** What page are you on?

**Mr. Ben Smith:** I am going back to [page] B-278.

So I just spoke to this in regard to Defence. I am bringing it up again on whether drones are an option for Bermuda. When you look at the way policing is done outside of Bermuda you understand that they are using lots of different kinds of technology to make sure that they are apprehending the people who are breaking the laws. Obviously, there are some privacy issues when it comes to using drones that you have to look into. But when an incident happens, if the drone is in the air and gives you the ability to pinpoint where the person who has done the crime is headed, it actually is going to help the police to be able to apprehend somebody that potentially has done a crime, and everybody in Bermuda is hopeful that we are going to get that person off the streets as quickly as possible.

So is this another area where, potentially, this kind of technology can be looked at so that we can try to capture criminals quickly or actually prevent them from doing the crime in the first place because now they know that the potential of somebody being able to catch them quickly is there? Obviously, we have seen recently that the criminals are starting to use technology, so we need to make sure that we are not only at the same level as them, but we need to start to try to be ahead of what the criminals are doing. And it means that we have to give all the resources possible [to the police] to make sure that we are tackling the crime in Bermuda.

Knowing that gang violence . . . but, more specifically, there seems to be just normal violence happening in Bermuda, so the more resources that we can give to the police to ensure that the public feels safe and also that, potentially, the criminals feel that they do not have the room to actually start to behave badly or create these crimes, I think, is helpful. So any

information that the Minister can give on whether those initiatives are being looked at would be helpful.

[Cost centre] 17120, still on page B-278. So road safety has been an initiative that has been . . . there has been a lot of focus on it in the last year with road sobriety checkpoints and trying to get people in Bermuda to behave better on the roads. One of the things that I have been looking at since going through this particular debate is that there is also an issue with what is happening on the water. So, while we are spending this, I think, needed time focusing on what is happening on the roads and the deaths on the roads, we have to understand that we should also be looking at that same kind of option for what happens on the water. Because there are people that are behaving badly on the water, and the ability for that to turn into a catastrophe quickly is there.

So potentially, I guess, what I am saying is, is it possible for us to look at maybe the fines, the things that we can actually give penalties to the crimes that are happening on the waters so that they start to balance with what is happening on land?

#### POINT OF CLARIFICATION

**Hon. Wayne Caines:** Point of information.

The Ministry of National Security is not responsible for making or passing any law in Bermuda. That is not our Ministry's remit.

**The Chairman:** Thank you for the clarification, Minister.

Resume . . . Opposition.

**Mr. Ben Smith:** Thank you.

Continuing with the road policing under the same heading, so the idea of having more CCTVs, the ability to have traffic cams, can the Minister give us more information on whether we could be looking for the ability for the cameras to take pictures of people that are actually speeding, to take pictures of people that are potentially running red lights or running stop signs? You know, in other jurisdictions they will take that information and you will actually receive a fine for what you have done in your car when you did not get pulled over by a police officer but you were caught on the cam.

And with facial recognition and all the technology that is available now, these are technologies that will try to help to change the behaviour on our roads. Because we continuously have deaths on the roads that are not just from drinking and driving or from drug use on the roads, but just people that are not taking care of . . . not just themselves, but everybody else on the road . . . overtaking, popping wheelies, just behaviour on the road that is not the norm, but you are seeing more and more of it. So are we able to bring in some technologies that potentially are going to try to help to curb that behaviour?

Mr. Chairman, I am just going to go back to [page] C-14, 76078, for the Vehicles. I asked earlier some of the questions about the vehicles and the potential that we are not supplying enough money. Potentially, if we get some more details on the vehicles that are close to being retired off the road, the vehicles that presently are not operational, so that we have an idea of how many vehicles we have right now and how many vehicles we actually need so that we have a better idea of how much money we really should be putting toward the vehicles for the police so that we reach the level that allows them to do their job.

Now I am going to move on to Head 12 which is Customs. [Cost centre] 22080, Administration, there is a difference of \$178,000.

*[Inaudible interjection]*

**Mr. Ben Smith:** It is [cost centre] 22080, Administration. I was wondering if the Minister can give us some clarification on what that difference is.

On page B-283, I am looking at the differences between the shifts A and B. So the 2018/19 original was 32 staff numbers and it actually came in at 24. And now the estimate for this upcoming year is 29. So the difference is trying to add five. My question is, It looks like the intention was to have more staff a year ago and we were not able to reach that target, so what is being set up this year to ensure that we reach that target for this upcoming year?

Still looking at the shifts, now on page B-284, there seems to be a difference between the seizures for shift A and shift B—a significant difference. Shift A seizures were at four—

**The Chairman:** I am sorry, what line item are we referring to?

**Mr. Ben Smith:** We are on [page] B-284 and it is the shifts, so [cost centre] 22030 and 22040, Shift A and Shift B.

If the Minister could give us an explanation of what the difference is, why there seems to be significantly more seizures in Shift B than in Shift A.

*[Inaudible interjection]*

**Mr. Ben Smith:** Okay.

I am going to move on to Head 25, Corrections. I am going to start with 35105, Psychological Services. So the Minister spoke to the fact that there is only one therapist available at present and that they are looking into getting two more in order to reach the . . . what is supposed to be the [correct] level.

There is a difference when you look at how much . . . what the cost of having to use . . . I am gathering, looking at the difference from what the original was to what actually was the revised number from

2018/19, that there is an increased cost, even though we did not have the full complement. So is that difference because we are using—

**Hon. Wayne Caines:** Consultants.

**Mr. Ben Smith:** Consultants? So, obviously, getting staff in will reduce that cost, so that becomes a priority.

Looking at the employee numbers . . . obviously, you are going to have retirements. You are going to have people that are no longer working within that department. The number that is needed is significant to get back to the full complement. My question is, With the recruiting to get people into this particular industry, are we only going to be looking at local applicants or are we going to be going overseas to reach the desired number so that we can make sure that the Corrections are covered at a level that makes them secure while also trying to maintain a Bermudian force?

Looking at [page] C-14, 76597, there was an increase for CCTV systems in 2018/19 and there is further allotted money for the upcoming year. Can the Minister give us some details on whether the system, the way it is set up now, is covering everything that needs to be covered or have they actually found some gaps in the system and that is one of the reasons that we have to continue to add money to ensure that we have coverage. Or are we just trying to fix some of the systems that we already have?

I think the Minister spoke to, obviously, the drone situation with somebody trying to bring things into the facility. So, obviously, we need to make sure that our camera system is at a level that we can see all of the different areas around the facility as well as in the facility so that everything is covered at a level to make sure that the staff is safe and that there are no issues with getting contraband in or people getting out.

The Minister spoke in his brief about the Westgate violence reduction and potentially . . . so he talked about the Westgate facility in the whole. I was wondering if the Minister could give us an idea of how many inmates we have today compared to how many inmates we would have had last year.

There was also the therapeutic community. Is it possible for us to find out how many people are participating in that programme?

*[Inaudible interjection]*

**Mr. Ben Smith:** Say again.

**Hon. Wayne Caines:** Point of information.

**The Chairman:** Yes, Minister.

**POINT OF CLARIFICATION**

**Hon. Wayne Caines:** I did list the number and, specifically, by each programme how many inmates were involved in each programme at each facility during my presentation.

**The Chairman:** Thank you for the clarification, sir.

*[Inaudible interjection]*

**Mr. Ben Smith:** No, I was actually looking at the . . . I was on [page] B-287, so I was actually looking at Westgate and then I looked at—

**An Hon. Member:** Okay, thank you.

**Mr. Ben Smith:** So the Minister, I guess I am going to continue to be speaking on [page] B-287, so starting at 35020, for all the different facilities. The Minister spoke to the programmes that are available so there is the Farm, there is . . . the different programmes that have been put in place to try to make sure that we are rehabilitating people and preparing them for when they get out. And what we have seen from people leaving prison and not coming back to prison and the importance of trying to give them the skills to be able to maintain a proper life once they get out of prison so that they can get a job and they can get self-worth, which allows them to not get back to the . . . whatever it is that put them in.

Is the Minister able to give us some guidelines on what the performance measures are today on how we can . . . to make sure and measure the people that are coming in, the programme that they have done, and whether . . . which specific programmes are working best in order to stop people from coming back in, if you understand what I mean. So, in other words, if you can have the details of the programme that the person did, so that whether it is education, whether it is the farm, just so that we have a better idea of what we should be targeting the money on so that we can prevent people from coming back in. So just performance measures specific to that.

**Hon. Wayne Caines:** Point of clarification, Mr. Chairman.

**The Chairman:** Yes, Minister.

**POINT OF CLARIFICATION**

**Hon. Wayne Caines:** In the presentation, we highlighted the specifics as it relates to recidivism and the decrease in recidivism over the rate on a percentage basis.

**The Chairman:** Yes.

**Hon. Wayne Caines:** I think it would be most difficult to understand and to quantify why a person does not come back to prison because you do not have the benefit of getting that information from them once they leave the prison facility.

**The Chairman:** Thank you for your contribution.

**Mr. Ben Smith:** So, Mr. Chairman, potentially, this person, when they get out, they are going to have to stand in front of the Parole Board, they are going to have a parole officer that they are going to be communicating with. Potentially what we can do is try to get that information so that we know whether we are hitting our targets. It is important for us to know that the money we are spending and the programmes that we are creating are actually getting the results that we want because if they are not then we can focus that money on something which is working.

So the idea that I am mentioning is potentially we should be looking at the details. I know it is not something that is done right now, but is it something that we can figure out, a way to try to get as much information around this subject as possible so that we can prevent people from going back into prison?

**The Chairman:** Thank you. And can you tie it down to a line item to keep us focused, please?

**Mr. Ben Smith:** I was on—

**An Hon. Member:** [Page] B-287, 35090.

**Mr. Ben Smith:** Yes, thank you.

**The Chairman:** You may continue, sir.

**Mr. Ben Smith:** Mr. Chairman, I am going to move on now to Head 45, which is the Fire Service.

I actually meant to make sure that we send our appreciation out to all the people who are working in all of these services. As I was saying earlier, it is always difficult because most of the people that work in these services do not feel the appreciation until they are actually needed, right? You do not really think about the police officer until something has happened to you and you are having to deal with the police.

The same situation is going to, obviously, be in place when you are dealing with the fire department. And, you know, they have to run into the danger when everybody else is fleeing from the danger. These are the people that are going to be helping you if you have had an accident on the road and the fire truck has arrived. So it is just important that we show appreciation for the people every day that are putting their lives on the line to take care of our safety and to make sure that property is safe through . . . from fires.

So [page] B-296, I am looking at the employee numbers. There is a reduction for . . . let's see . . .

there is a reduction in General Administration of one and then there is reduction for Emergency Dispatch for four, and then another further reduction in Airport Fire Rescue. Can the Minister let us know whether prior to this reduction these services were running on the full complement of staff? If they were and now we have reduced them to these numbers, what impact is that going to have on the services that are provided? Potentially, is that going to increase the amount of overtime that is needed? Is that also going to tax the workers that are already there because now they are having to increase their share of the load when really what they would want is to make sure that you have a full staff so that people are rested so that they can focus on their job?

So I am just checking to see whether that reduction in employees is because we did not need to be at the number that we were at, or what impact it is going to have by having that reduced number.

On [page] C-14, I am looking at 76383. There was money put aside in 2018/19 for a turntable ladder. It did not happen in that year.

**Hon. Wayne Caines:** The cost is split over two years. It was so expensive so they split the cost over two years.

**Mr. Ben Smith:** Thank you.

The other [cost centre] is 76733, so it was a portable water pump. That was in the budget for . . . is this something that is just maintenance, like they have to keep purchasing more every time another one goes down, so really it is a stock issue as opposed to something that would have been an emergency to get? So that is the question I am asking.

The question . . . I am going to go to . . . just a second, Mr. Chairman.

**The Chairman:** For the public's edification, we are currently debating Head 45, Fire [and Rescue] Service, and the Shadow Minister of Security has the floor.

**Mr. Ben Smith:** So, Mr. Chairman, I am looking at [page] B-296 for the Fire Department and I am going to take this under the payments to the staff members. Specifically, all I am doing is tying it back to what I said previously when it comes to defence. Are we putting in a policy to make sure that we have young people within the fire ranks that are being nurtured and given the resources so that they, in their future, will be able to take the senior roles within the Fire Service? We need to make sure that we have a plan in place for when retirements happen that there are local fire fighters that have the experience and also have any certification that they are going to need so that they can take on those posts.

If the Minister is able to, could he give us some details on whether that policy is in place and

whether people have been identified to fill those roles in the future?

With that I will take my seat.

**The Chairman:** Thank you, Shadow Minister.

That brings a conclusion to the Shadow Minister's contribution. Is there any other Member that would like to speak to the Ministry of National Security, Heads 83, 6, 7, 12, 25, and 45?

I recognise the Honourable Michael Dunkley from constituency 10.

**Hon. Michael H. Dunkley:** Thank you, Mr. Chairman, and I thank the Honourable Minister for the brief and my honourable colleague for his very good comprehensive overview of a very important Ministry and very key Ministry, a Ministry as my honourable colleague and certainly as the Minister knows, has a lot of moving parts and can change from day to day and one that I am pleased that we do have a substantive amount of time set for the budget. And I hope that colleagues get involved because I found when I was the Minister, Mr. Chairman, this was a good place to thrash out, not only the expenditure involved, but also to listen to ideas and take some on board.

And I want to start with the Headquarters, but do something that is not often done. But I want to congratulate the Minister for continuing on with some very important programmes that I think have been successful over the past years. They have continued on with them, strengthened some. And I want to also start by, as my colleague did, to thank the staff within this Ministry for the work that they do. As he said, and they are good words, when everyone is running away [from danger] the emergency service personnel are running towards it. And the other thing I think is important is you never know when a situation is going to arise, but you have to be there. And that could be any time of day or night, it can be on weekends, it can be on a national holiday, but it is important that they are there. And in my relationship with these services, I am well aware that they are very professional, very good generally at their job, and they need our support. So this debate today is critically important.

As I start on Head 83, looking at the errata pages that were handed out early this morning before the debate started, let me just ask a few questions. Some will be piggybacking on what my honourable colleague said and some will be taking a slightly different approach.

If you look at page B-270, Mr. Chairman, the Minister did mention in his brief that the Parole Board will get extra revenue this year, \$122,000, which is an increase of \$40,000 over the current financial year. And the Minister did say, alluded to extra meetings that the Parole Board had to have. Now, I am well aware of the . . . not only the number of meetings that could be required and the inability to project when a meeting might have to take place (just because of the

business we have to do) but also that the Parole Board when it was set up was one of those boards that has a slightly different fee structure than other boards. For many reasons I supported that because there is quite a bit of work that has to be done, not only in the meetings, but outside of the meetings to prepare for the meetings.

So, a couple of questions to the Honourable Minister, the current financial year had a budget of \$82,000. It is estimated now to finish at \$104,000. So a question to the Honourable Minister, Is that due to the extra meetings? And if that is the case, can the Minister please provide—he will probably not be able to do it today, but sometime in the near future—the number of meetings over the last couple of years so that we can see an increase of these meetings as we have gone along and the estimate for the number of meetings for the current financial year?

And in relation to the Parole Board, as my colleague was drilling down on Corrections, but since the Parole Board is here, I will take my comments on this point. I think recidivism numbers are reasonable numbers to look at and I think we do a reasonable job in Bermuda with recidivism numbers. We have seen them decrease over the past, probably from seven or eight years ago, and we have seen them stay at the low level.

What I think is important for this debate as we look at an increase in funding for the Parole Board—we have seen they have overspent the money, \$22,000 this year, and it will go up to \$122,000 from the original \$82,000 last year—it would be prudent for us as Members of Parliament to have an understanding, Mr. Chairman, of just how many parolees actually come back into incarceration after their original parole. Because if we have those numbers and we know—and I am just going off the top of my head—but if we know that say, for example, 20 inmates were released on parole last year and we know that of those 20 none came back, we are doing the job. You cannot do it any better than that. But if we know that 17 came back, there has got to be a weakness in the system that we need to identify.

So the extra money we are spending for the Parole Board . . . I think my colleagues and I will support it if we know that we are being productive and fruitful in making sure our parolees go out and making sure they are successful in their rehabilitation.

And that is an important point, Mr. Chairman, because when people break the laws of this country and they are incarcerated, that is part of justice. But the real productivity of community is rehabilitation. And so it is important to break it down and make sure that we are being effective by having a system of parole where Bermudians from all walks of life get involved and spend their time doing it, that we are doing it effectively. And we need to see if we can do it better. So that is a question from [page] B-270, [cost centre] 93002.

In connection, staying on that page, Mr. Chairman, in connection with [cost centre] 93007, Disaster Risk Reduction and Mitigation, the Minister did outline that there was \$173,000 that is in the budget for this current financial year.

Here is a bit of the challenge that I have, Mr. Chairman, is that this initiative has been something that the Minister has alluded to on the floor of this House a number of times recently. This initiative has been something that the UK has been very keen to see implemented in overseas territories that are currently under their remit.

This initiative is something that, when I was the Minister, I pushed back on it for two reasons, really. One is that we were facing a real budget crunch. And two, I believed that, at the time, we could make some changes to the EMO organisation to cover some of these things. And I think the UK and Government House bought this approach. When Minister Baron took over, that was the same approach. Now it appears that the Honourable Minister now believes it is appropriate to set up a separate team, and that is all well and good.

Why I bring it up today is because if we take a look at that [cost centre] 93007, there was no money budgeted for the current financial year and we know there was some money spent. The Minister has given an explanation that, I believe, four individuals have been seconded from other parts of the Ministry to do that job. I do not . . . my personal opinion [is] I do not know if that is the most appropriate way to do those type of things because you have shortcomings in the places where those four individuals—highly qualified individuals—left, and maybe the [work they did there] is not getting done. But that is what the Government has decided to do, and if they are comfortable with that approach, as long as it falls within the rules, regulations and procedures that we have to follow, then so be it.

But here we are, now . . . we see \$173,000 that is estimated to be spent in the next financial year. And the Minister did give an elaborate outline of what the team is going to be responsible for—cruise ship exercises, chemical facilities—I do not need to go through all of those. I would ask the Honourable Minister, What does he entail the best use of this group is? And what will the budget be? And how many staff does he believe will be put into that? Right now, unless there is a change, it is four. There is \$173,000 budgeted to that. I cannot believe that four staff and the work required to be done in that will cost \$173,000, so I believe that money must be used from another section in the Ministry and it might be more fitting and appropriate to put it all under this head so there is a good accounting of it and we can track it in an appropriate way and there is no need for supplementaries going forward.

So, because this is important and because it appears that this Government sees the necessity for

this organisation, I would like to know what the long-term plan is, what we expect the capacity and manpower to be and what the budget will be because it is not going to be \$173,000 this year, I am sure [the cost] is shared over other ministries.

Turning my attention now to page B-271, the errata sheet that was passed around this morning, the line item for Travel started in the current financial year, Mr. Chairman, at \$21,000. It increased to \$79,000, an increase of \$58,000. I ask the Honourable Minister if he can give a breakdown of the increase for that travel and the need behind it. I did catch, during the Minister's presentation—although he was so excited about the presentation that he read it quite rapidly, but I do appreciate the presentation—during it the Minister said the increase from \$21[,000] to \$45[,000] was for the DRRM training and travel costs, and I accept that. I have asked what the \$58,000 is in relation to the current financial year.

And, Mr. Chairman, just for the edification of people who are listening, the numbers for 2017/18 now in this Budget Book are the final numbers, so occasionally I will refer to those because this is the first time we will see any changes that might have been made with final numbers in that regard.

Moving on down two line items further, Mr. Chairman, to the line item of Professional Services, I find . . . Professional Services, I know, is one of those areas where you lump a lot of different things in. And that is why I think it is important, not to say they should not be put in it, but I think it is important during the budget debate we can break down some of these line items. So if you take a look at the actual numbers for 2017/18 on Professional Services, the actual original Professional Services number, Mr. Chairman, which you probably will not have in your book because I had to get it from the Budget Book for that year, was \$647,000. So this year we are seeing that it has actually increased to \$842,000, an increase of \$195,000.

So my question to the Honourable Minister, What necessitated that increase? Was it an unbudgeted item? I assume . . . and I do not like to assume much because the old timers tell you what "assume" means, but I would suggest, Mr. Chairman—let me use that word—that this \$195,000 would probably be an unbudgeted item. And I do not know if a supplementary came to deal with gang initiatives and, perhaps, some of the gang coordination wages that we had to pay. So it was \$195,000 over the budget.

And then if we look at 2018/19 numbers (which are on the page in front of you, Mr. Chairman) you will see that that Professional Services line item dropped to \$427,000. So it is kind of . . . it would have me scratching my head that somebody could bring a budget and say, *Okay, we're going from \$842[,000] to \$427[,000]* and accept that. And so what have we seen, Mr. Chairman? We have seen that the revised number for 2018/19 is \$714,000. So, almost a

\$300,000 increase over the budget, and will we see a supplementary estimate come in which makes sure that it is done in the right way? And I will refresh honourable colleagues' memory to the Standing Orders, Mr. Chairman, which on page 52 it says:

Standing order 43(1) "If in respect of any financial year it is found" (and I move to part (b) of that) "that any moneys have been expended for any purpose in excess of the amount appropriated for that purpose by an Appropriation Act or for a purpose to which no amount has been appropriated by such an Act; the Minister responsible for Finance shall cause to be prepared and laid before the House supplementary estimates, showing the sum or sums required to be spent."

In this case, I think, that there might be a need to do that, but I would like the Honourable Minister to explain the [increase] budget from \$427,000 to \$714,000 and—

**Hon. Wayne Caines:** Say again?

**Hon. Michael H. Dunkley:** The original budgets estimate for this year going from \$427,000 to \$714,000 and just confirm what that is. I suggest it might be gang personnel, which we have talked about quite a bit in this House.

And then, Mr. Chairman—

**The Chairman:** Honourable Member, you said "this year." The \$427,000 to \$714,000 was for the year 2018/19.

**Hon. Michael H. Dunkley:** That is this year, Mr. Chairman. We have not finished this one year yet.

**The Chairman:** We are doing the budget for the 2019/20.

**Hon. Michael H. Dunkley:** Mr. Chairman, when I speak and I say "this year" I am talking about where we stand in time right now. We are actually doing the budget for 2019/20, which starts April 1<sup>st</sup>. But that is a good point. I am glad we clarified it so the listening audience can understand.

So the Budget Book has almost a \$300,000 increase and Minister, I look forward to the breakdown.

Carrying on that line a little further to the 2019/20 budget for the next financial year, we see an increase to \$1.119 million, which is a significant increase. And as part of the errata that just came through, there is a \$500,000 increase from the errata. So I would ask the Honourable Minister if he could break down those numbers for this Honourable House.

Continuing on page B-271, Mr. Chairman, Grants and Contributions, there was a \$200,000 item that was not used. And I am just wondering what that

is and has the money been saved or was it vired somewhere else?

I think that covers most of the comments from the National Security Headquarters. I would like to thank the Honourable Minister for providing some detail on the Gang Violence Reduction Team and the various responsibilities that they have had.

You know, sometimes we get into political debates back and forth, but you know this work had started in earnest a number of years ago and it has had some success. And, unfortunately, we still have the scourge of guns and gangs and violence in our community and we need to continue to stay committed to [resist] it. Because while we will make some progress, it seems that we will have surges and peaceful periods, and the more we work at it I think the more success we will have because it takes a community to make these things happen and to get some results. It does not happen without the community involvement and that is why it is very important we continue to have that involvement.

That is why, I think, successive governments have always spoke and lobbied to get the community involved. So we will support that approach as long as the information comes forward in the most transparent and accountable way.

Just a point that I think is quite important but gets glossed over all the time and, Mr. Chairman, if you take a look at page B-272, my honourable colleague from constituency 19 is not here, so I know she is listening somewhere, and it is one of her favourite subjects to talk about, Performance Measures.

You know I have said it many, many times—in Opposition, in Government, and now in Opposition again—is that we need to make sure that these pages of the Budget Book actually really mean something. They mean something in the interpretation of them and they actually mean something in the debate that you have. And I see them quite short and quite often repeated from years gone by.

So just one small thing I pointed out for the outcome on the first line “percentage of current Throne Speech initiatives that have been implemented” back to 2017/18, it is not 100 per cent. Because they have been talking about the new Police Authority, which was in the budget this year, and the Minister spoke about it. It has not been done.

That is just one of a myriad of things. I say that not to be critical; but to be [on] point. Because in throne speeches there are always a great number of initiatives that are put in, and you cannot get to all of them in that year.

And other things always arise that necessitate your attention. But if we could make these performance measures a little bit tighter and little more explanatory for people, I think it would help us as we move forward.

The last question in regard to—

**Hon. Wayne Caines:** Point of clarification.

**Hon. Michael H. Dunkley:** Sure.

**Hon. Wayne Caines:** Mr. Chairman?

**The Chairman:** Yes.

#### POINT OF CLARIFICATION

**Hon. Wayne Caines:** Mr. Chairman, I am actually confused at the point about Police Complaints Authority with reference to its completion. Are you saying that we took . . . that it was . . . not that we said that the Police Complaints Authority was completed and the Police Complaints Authority . . . excuse me, the Police . . . I just . . . can he clear that point up? I just . . . I am not sure if he said Police Complaints Authority or the Police Authority.

**The Chairman:** Honourable Member.

**Hon. Michael H. Dunkley:** Yes, thank you, Mr. Chairman, I appreciate the need for clarification. I hope I said “Police Authority.” I had not meant to refer to the Police Complaints Authority. But the Police Authority is something that you mentioned in your brief today, but it is an outstanding initiative for some time back and I just referred to it in the performance measures where it says the actual outcome from the Throne Speech was 100 per cent in the first column. It was not because of that. Small point, but you know it was just for accuracy.

So the last point I will make in regard to Headquarters (and I might come back once the Minister has a chance to answer questions) and I welcome the PS to be here, and the PS is still relatively new, but I am sure in that Ministry he has learned very quickly. And congratulations publicly on the position and I wish you all the best.

The Minister said in his presentation that partial funding of the gang violence programme, and then somewhere further along he said there was a \$600,000 budget. Is that the total budget? And if the Minister can give a breakdown of what in that budget goes to salaries and what goes to programmes.

So turning on to Head 6, Defence, I will touch on three specific points here and then do a little bit of laundry afterwards as well. The first point is Volunteer Recruitment. I appreciate—

**The Chairman:** The line?

**Hon. Michael H. Dunkley:** Volunteer Recruitment, you can put it into . . . it is on page B-274, but you can put it into the line item 16005.

**The Chairman:** You may proceed.

**Hon. Michael H. Dunkley:** Thank you, Mr. Chairman.

The Minister gave some explanation about the number of camps and, I think, the Minister did say there were 65 recruits in the last year. It seems now that most MPs in this House have supported the eradication of conscription. And it seems since we moved to volunteer recruitment a number of years ago, even when conscription was on the books, that we have had a harder time getting the numbers that are required. So we do not see the 200 camps anymore, we do not see the 100 camps anymore—

*[Inaudible interjection]*

**Hon. Michael H. Dunkley:** —but we see 60 to 70 to 80. And that is fine because I think the training is good. And that is fine as long as the roles and responsibilities of the Regiment can meet those lower numbers. So I just want to get clarification from the Minister going forward that if this trend continues, which it probably will because as the Minister said across the floor, the birth rate is down and there are a number of different things that are attached to it, if we continue with 60 to 70 and two recruit camps a year, will the roles and responsibilities of the Regiment be able to be met? And I will come back to that just a little bit more in a short moment, Mr. Chairman.

So, looking at the numbers specifically on line item 16005, Recruitment, there is \$54,000, Mr. Chairman, that was due to be expended in the current financial year 2018/19. It has risen to \$107,000 for this financial year. Can the Honourable Minister please provide a breakdown of the reason for this increase of \$53,000? I am sure it is probably because of the two recruit camps, but if we were doing the budget over a year ago for the current financial year, I would assume that we would have taken into account that we would have to have the two recruit camps.

I see that, you know, for the next financial year starting on April 1<sup>st</sup> that there is a much more significant increase to \$312,000. I would ask the Honourable Minister to provide a breakdown as to how that significant amount of money will be used. I am sure that it allows them to have the flexibility and the latitude to promote what they are doing in a much more appropriate way, but I think my colleagues and I would appreciate a breakdown of how that money is going to be used because we want to support the Government in getting those numbers to come forward.

And I take this opportunity to urge young men and women to get involved in your community because it is very satisfying to be part of a team, to learn new skills, to use those new skills. And, as the Minister said before, and the successive commanding officers have said, the skills you learn there will benefit you for the rest of your life and will help you in another career. And I honestly believe in that. So I appreciate the Minister's feedback in that area.

Mr. Chairman, my colleague has talked a bit about the Coast Guard and I want to reflect on that a little bit because it is an important initiative that has been talked about for a number of years in our community. And there has been general agreement by successive governments to do it. Obviously, it always comes down to money, especially when you are facing tough times—

**An Hon. Member:** Always money.

**Hon. Michael H. Dunkley:** Always money. But when you face tough times, you know, sometimes you make a decision that you cannot put a programme in [now], but you have to start somewhere and you have to do it. And that makes it important, Mr. Chairman, that we have a comprehensive plan on how we would do it.

Now I remember that when we discussed it there were a number of different options that were offered, and we wanted to get the programme moving so we selected an option. And so I am a bit concerned, Mr. Chairman, because when the budget was tabled for this current year—it was tabled last February—before we even had the Budget Debate the Minister gave a statement about the Coast Guard and that we were going to vire some money from various heads to make it happen. And that is all well and good if the Minister believes that this is the appropriate way to go.

What I would like to get is some comfort and understanding that as we develop this plan—and the Minister did refer to it in his brief, that the development of a full-time Coast Guard . . . and it had to be maybe 9, 10 or 11 different important points involved (I was trying to write them down but my writing is not that fast) but it was law enforcement inshore, search and rescue, support of HM Customs and [to combat] smuggling, working with the BPS in a joint hybrid model, joint operations with the BPS, support fishing regulations, support Marine and Ports for maritime regs, support maritime and border security—there is a lot in that. And so when we look this year \$349,000 was spent for this current financial year, which ends at the end of this month, there is no money put in for the next financial year.

But with the development of the Coast Guard there are going to have to be significant resources, so I suggest to the Honourable Minister that it would be very prudent for my colleagues and I to have an understanding of what the Government envisions is the model that they have—not the responsibilities because you have outlined those quite clearly—but what is the model? How many people does it involve in the first, second, third, fourth year? What [amount of] money is involved in it? What is the equipment that it needs to [be purchased] to run?

So, you know, it is obvious that the Government has a schematic of a plan, but we do not know much about the budget, we do not know much about

training, and we do not know much about the implementation time frame. Because there was a commitment to sometime in June last year and I believe that commitment has moved on from us at this point in time.

This is an important initiative that we have to get right. Now, it is always about the money, so I want to know what the plan is, how the money will be wrapped around it, the individuals concerned, training and things that I have outlined. And you know we support this initiative. But I have to imagine, based on comments from the Government about the need to move forward . . . I would have to imagine, Mr. Chairman, that the Regiment and the Bermuda Police Service are in a somewhat difficult position because they are working together to make sure the responsibilities (as they currently are aligned) are still in place. And that relationship cannot continue to work.

The police have some boats, the Regiment has some boats. That equipment is not cheap. So if we have a plan we need to have money wrapped around that plan and we need to make sure that we are accountable to this House, to the people in Bermuda, with the money wrapped around the plan.

Mr. Chairman, I turn to page C-7, I think it is (yes, C-7), for a short period of time, Facility. As the Minister knows, the Minister was an officer in the Regiment so he is well aware of the facility, probably every nook and cranny up in that facility. Unfortunately, one of the challenges that we have [is that] government has hundreds of buildings. I think the Shadow Minister of Public Works said over 700 buildings at one time when we were having that discussion and with that the necessity to maintain those buildings.

The Regiment is on a footprint that has need of repair along the way and there is nothing in [here] for the estimates for this financial year. And the question to the Honourable Minister is not so much the cost of what needs to be done, but is there a plan that has been moulded to look to make sure that over time and depending on what money Government can put to that, that the Bermuda Regiment will get the attention it needs in certain parts of their facility? Because as far as I know that footprint is not changing and so we need to have a plan that we can work over time and when we can apportion money to it in the appropriate way.

Mr. Chairman, I turn my attention now to the Police on Head 7, [page] B-277.

**The Chairman:** Yes, you may proceed.

**Hon. Michael H. Dunkley:** Thank you, sir.

Let me start by saying that, you know, this is one of those security service departments that are critical, but it is one where the roles and the responsibilities change so fast depending on what is going on in the community and how the world and our community changes. And so, you know, I appreciate the way

they adapt and the way they get things done. And I want to continue to express my support for the Bermuda Police Service and I want to publicly take this as the first budget that the new Commissioner of Police probably has had the opportunity to be involved in—I want to congratulate the Commissioner and his colleagues for the work they have done.

My colleagues and I do notice the community involvement that is taking place, we do notice the need to continue to bring partners on board in the community, and that is an approach that we will support going forward.

Let me use this opportunity on this head because it applies to other heads, that in the Budget Book, sorry, in the Budget Statement that the Minister of Finance read out, it said that the pay awards for some civil service personnel would be 2 per cent. Now, in the last Budget Book it said the pay award for civil service would be 2.5 per cent. So, I have a question . . . a couple of questions. Which number is right, 2 per cent or the 2.5 per cent?

And a question pertaining to these heads, Mr. Chairman, is, Where do we stand with the negotiations with the Police, with Corrections? I assume the Regiment falls in there and the Bermuda Fire and Rescue Service fall in there as well. And I know in all of those negotiations they are somewhat complicated because the police have a different scenario with their health care and the cost of the health care. So I would ask for an update from the Honourable Minister, Where do we stand with the negotiations? And has the money been built into the budget? I think that is the critical question: Has the money been built into the budget?

I know that not too long ago . . . the negotiation team has changed over time, but I understand that when all is said and done and when all the agreements take place it will have to be backdated to 2017. So, the longer the clock ticks the more challenging it normally is to get something done, and the more money it is going to cost because it has to go back to a couple of years ago. So, has any money been built into these organisations who have not yet been approved [for pay increases], and where do we stand?

My honourable colleague spoke about drones in a number of areas and I just—

**The Chairman:** Line item, Honourable Member, please.

**Hon. Michael H. Dunkley:** I am talking about line item . . . I am on [page] B-278—

*[Inaudible interjection]*

**Hon. Michael H. Dunkley:** No, it does not say drone, but it does talk about services that could be . . . services that are provided under the police.

And so I do believe that here, and also in Corrections, this is a relatively inexpensive way we could have security services work together to be successful in certain areas. And I do believe there might have been a pilot programme from a couple of years ago and I would urge the Honourable Minister to look at that and provide some updates on where we might stand.

Staying with [page] B-278, there are a couple of areas generally that I wanted to touch on. My colleague focused in on the fleet for the Bermuda Police Service, whether it is cars, bikes or other types of vehicles, and through reference to the Minister's comments that resources were in need and asked some very pertinent questions. What I find interesting is that . . . and as my colleague said, the Bermuda Police Service use their vehicles 24/7. Probably somebody gets out of a car and somebody else gets back in the car at the end of the shift.

What I find interesting is that there were \$300,000 allocated (and you can go back to [page] C-14, I believe it was, Mr. Chairman, \$300,000 allocated) for vehicles in the Bermuda Police Service in 2017/18, and only \$267,000 was used.

This year there is \$150,000 for that and . . . you know, that probably only buys two cars. But the Bermuda Regiment has an allocation for vehicles of \$200,000. And I found that quite striking based on the Minister's comments that the budget was probably a bit short in certain areas. So I want to support my colleague in understanding the age of the fleet of the Bermuda Police Service. And I think it is important to know how many vehicles are currently off the road, and are those vehicles able to be repaired or are they past their effective use date.

And the same thing applies with the police bikes. I know some of those bikes are back probably from 2010 vintage. And because now roadside sobriety is very important—and I commend the Government for making it happen. And the police are being quite effective with the number of days that they do it, it is being done to a large extent by officers who are using bikes, in many cases, and the stepped-up policing of our roads is done by bikes. So I think we need to support the police in making sure that the resources that we have can be fixed and repaired and that we are not impacting policing in any way because we cannot get the number of cars or bikes on the road, and that reflects basically right to page B-278.

Staying on page B-278, Mr. Chairman, if you look at the line item that deals with Drugs and Intelligence Division, 0708, you will see that the budget for the current financial year 2018/19 was \$2.788 million. You will see, Mr. Chairman, that the budget for the next financial year starting April 1<sup>st</sup> will be \$2.574 million, so that is a \$214,000 [decrease]. I would like to understand from the Honourable Minister the reason for that decrease. Obviously, policing is much more complex than it used to be and with the PACE regula-

tions there is much more that they have to pay attention to in making sure that they are conforming with the rules, regulations and procedures. We have financial crime, we have corruption, there is a new corruption and bribery Act that was put in place. We certainly have violence that hits our community, whether it is gun crime or murder.

And so questions arise around the reasoning for the reduction in investigations, because I know there has got to be many investigations that are taking place. So the questions to the Honourable Minister is, How many open investigations are there at the present time? How many investigations are unsolved and are cold cases? And what is the percentage of conviction on charges that are brought forward?

Now, I ask these questions and the Minister can answer in the way that he believes appropriate because I do not want to delve into any specific investigations because that is the remit of the police and we should allow them to get on with their job. But I want to make sure that the \$2.574 million that we have that is put towards that—a reduction—can actually get on and deal with investigations. Because in talking to family and people that I know who have been impacted by crime, certainly serious crime, one of the first things that brings them some type of comfort is to know that it is in good hands, that it is being investigated and justice will be done. And so it is important to know just how many cases we have that are unsolved . . . the percentage of total investigations that are unsolved cold cases, and the conviction rate we have when we [prosecute the] crimes that take place.

I guess another way to look at it is how much money is devoted in the Drugs and Intelligence Division or Scenes of Crime Unit—whichever one you want to call it—how much money is devoted to active cases and cold cases? And I think we need to support that as it moves forward.

I note, also staying on page B-278, Mr. Chairman—

**The Chairman:** Yes.

**Hon. Michael H. Dunkley:** I note that the line item 17120, Marine and Road Policing Unit, has a budget of \$475,000 which is unchanged this financial year to the next financial year. And I ask the Honourable Minister if he can provide a breakdown of how much of that actually is for marine and how much of that actually goes to the Road Policing Unit.

**The Chairman:** Yes.

**Hon. Michael H. Dunkley:** And as an offshoot based on what my colleague and I had been talking about earlier, how is the relationship worked this coming financial year between the police and the Regiment as far as our maritime policing? Are the resources going to be used for both [authorities] as we have [been do-

ing] with the money coming from both as needed and we to use it in an appropriate way? And how will we make sure that the budget is open and transparent and allocated to the appropriate heads?

Staying on Police, Mr. Chairman, if you go back to the end of the Budget Book to page C-14, I appreciate the Honourable Minister's mentioning the generator and the police computer systems update. There has been talk the last couple of years about using the CCTV system in more enhanced ways, and my honourable colleague touched on that, and I want to support that. And so a question in relation to that as we do move forward because some of the things that were said in the last year's budget are the carbon copy of what was said this year, you know, maybe speed cameras . . . enhanced use of it in certain ways, but Mr. Chairman—

**Hon. Wayne Caines:** Point of clarification.

**The Chairman:** Honourable Minister, you may proceed.

#### POINT OF CLARIFICATION

**Hon. Wayne Caines:** We just need to make sure we are talking about the right CCTV cameras. There are CCTV cameras for the headquarters and there are CCTV cameras for the country. To which is he speaking?

**The Chairman:** Thank you, Mr. Minister.  
You may proceed.

**Hon. Michael H. Dunkley:** The country, unless we need cameras at the headquarters to watch speeding up there. But my question relies . . . goes back more to page C-14. The line item 76902, Public Safety COM System of \$3.1 million, can the Honourable Minister give a breakdown of how that is going to be allocated in this financial year? There was \$895,000 for the current financial year that has been used, so if the Minister can give some explanation of that.

Turning to page B-281, Mr. Chairman, there is a performance measure that says the annual cost of absenteeism among police personnel and the original forecast for 2018/19 was \$800,000. We see the actual outcome for 2017/18 now is \$936,543. That is a significant amount, but you have to remember that there are, you know, a lot of personnel in that department. So the revised forecast for the current financial year now is \$1.09 million and the targeted outcome for the next financial year is \$900,000.

So can the Honourable Minister please provide some understanding to my colleagues and I . . . the reason for an extra \$200,000 as the performance measure for the annual cost of absenteeism?

Now let me say so my comments are clear that it is a hazardous job at the best of times. But if we

see estimates or performance measures continuing to increase I think it behoves us, certainly as Opposition Members, to drill down and examine and to support the Government in trying to make sure we are more efficient, or to deal with the challenge that there might be within the Bermuda Police Service. So, while we know that it is very difficult to make their job less hazardous than it is, certainly in the times that we live in, it is important that if absenteeism is on the rise [and] it is costing the taxpayer more, that we take a look to see how we can make sure that we improve it where we can.

I was a little bit concerned—staying on that on page B-281, Mr. Chairman—a little bit concerned, if you look right at the bottom, at the percentage of reserve officers in the BPS establishment, the original forecast for the current financial year 2018/19 was 25 per cent and it has dropped to 10 per cent. It is 10 per cent next year. The number of hours per annum duty performed by the Bermuda Police Reserve was targeted at 18,500 and now it is going to be 9,000 for this financial year revised, and next year it will be 8,500.

I have always been a big supporter of the BPS Reserve and there obviously seem to be challenges in getting the numbers that we need and I ask the question to the Honourable Minister, What is being done to supplement, to augment those numbers? Because I think they play an important part and they are very professional. In fact, I know a number of individuals who have in the Reserves for a long period of time and I give them all the credit in the world for coming forward and getting involved, and it certainly helps our community. And I am sure they get a great deal of satisfaction out of it, so I [would] appreciate some overview from the Honourable Minister on the reason for that downward trend, which does get a bit concerning.

The last question I will have in regard to the police, the Minister did say in part of his brief that they were going to do their best to optimise tech—that was the word he used—so I am sure he can tie in some of the questions I asked in how we are going to optimise tech. I believe that with the camera system we have all over the Island, there are great uses for that camera system—great uses and improvements that we can have—as my colleague referred to.

And I think now it is time we will action it. It will cost us money to do it, there is no doubt about it, but the return on that investment, I think, will pay for itself in a very short period of time. And it is important that we actually use the system because we pay good money for it, we can enhance it in certain areas and, you know, optimising the tech just for regular tickets . . . simple tickets like running stop signs [and] more important tickets like speeding.

And also, you know, I know the Minister, in my belief, is keen on using the cameras to allow some of the communities who feel less safe than others . . . I

think we need to consider if we need to add cameras in communities where they will feel more comfortable having more cameras added into the system. So, I appreciate any update that the Minister can provide on that.

So, turning now to Customs on page B-282, Mr. Chairman, mostly people only identify Customs officers when they come in at the airport and they have got to clear Customs and Immigration, but they have important responsibilities and they have critical powers too. And so my question goes back to—the same with the police—where do we stand on the pay raise on the 2.5 [per cent] or the 2 per cent? And is it built into this budget?

One of the things that has been talked about over a number of years is the filling of vacant posts. And I am pleased to see that although there are 237 positions at [page] B-283, Mr. Chairman, there are 237 positions that have been approved for some time within Customs, that we are staying at the numbers, you know, just over . . . just north of 190, and they appear to be able to accomplish their responsibilities that fall within that.

However, with an organisation as large as Government it is very important that senior leadership positions are kept to the highest degree that we can, and that when people move on we have people who are ready and willing to step up. And I ask the Honourable Minister, What is being done about the future for senior leadership positions within the service? I know the Collector of Customs, who, I think, has done an admirable job for a number of years, has expressed some views on retirement over the past couple of years.

So I assume because her husband is now retired and he is using his boat to fish or whatever, that retirement will not be too far from her. Not that I am saying that I would like her to retire, but proper succession planning is important, especially for a critical department like the Customs Department. And so I ask the Honourable Minister to provide some update on that.

I thought it was interesting, Mr. Chairman, where the Honourable Minister referred to the various roles as associated with the line items on [page] B-282, such as Vessel Clearance, Interdiction, [and the] Sea Port Enforcement Team. And the question to the Honourable Minister, Now that there are significantly more cruise ship arrivals coming with more passengers, what is being done to ensure that there is the right amount of inspections taking place? The budgets have been relatively consistent over time, but I do see the Interdiction budget this year on [cost centre] 22100 has an increase of 4 per cent, or \$169,000.

And the Minister can correct me if I am not accurate on this, but interdiction, in my view, does not pertain to the ongoing and regular occurrence of vessel clearance as [they come] to the Island. And so the cruise ships, when they come to the Island, I am as-

suming they now fall into the vessel clearance category and this budget has not been increased from one financial year to the next. And I wonder what impact that will have with more cruise ships coming to the Island.

Turning to the next page B-283, Mr. Chairman, if you look at the object code description under expenditures, the very last line, Other Expenses—

**The Chairman:** Yes.

**Hon. Michael H. Dunkley:** —it says that in this financial year 2018/19 there is \$231,000 to be spent. It was not budgeted, but it is to be spent. And I assume there will be a supplementary coming for that. Can the Honourable Minister please provide some background on what that number is?

I am interested to find . . . and I did step out a for short time when my colleague was making his presentation, but on the Output Measures on page B-284, Mr. Chairman—

**The Chairman:** Yes.

**Hon. Michael H. Dunkley:** —I am interested to know why, [comparing] airport Shift A and airport Shift B, there is a big difference in the seizure of illicit items. One has 4 and one has 210. I would appreciate some clarification from the Honourable Minister.

Turning my attention to the Department of Corrections, Mr. Chairman, the same thing applies there in regard to the pay negotiations and senior leadership positions. What is particularly more interesting there in the senior leadership positions, Mr. Chairman, is the fact that the Commissioner of Corrections was seconded to, I think, the Ministry of Finance, and now recently has been seconded to the Cabinet Office. So the . . . there is an Acting Commissioner of Corrections. And the question to the Honourable Minister is, What . . . well, I was going to say what is going on, but the Minister just came back into the room. But I was going to ask for how long this position will stay acting, but more importantly, because there has been discussion over the past couple of years about staffing within Corrections and senior positions within Corrections, what is the succession planning for the senior positions in Corrections? I think that it is important to have a strong organisation.

Minister, I might have missed it when you were going through the presentation, but you did outline the numbers at the Farm facility, but the actual numbers in the Co-Ed and the actual numbers for Westgate, I did not catch those. So, if you could just repeat them because I got 93, but I did not get the other two numbers.

And I will jump to the Output Measures real quickly because when people get into discussions about—

**The Chairman:** What page, Honourable Member?

**Hon. Michael H. Dunkley:** Page B-288.

**The Chairman:** Thank you.

**Hon. Michael H. Dunkley:** When people get into discussions, whether it is politicians or concerned members of the community, about the cost of Corrections, they say . . . in this year's Budget Book it says "the average cost of incarceration per inmate is \$71,595" and that is based on maximum capacity. However, that is an output measure that we need to refine because if maximum capacity, as it says, is the total expenditure divided by 372, if you have got 200 inmates up there, your costs are not changing.

So I think we need to have a better performance measure rather than cost per inmate based on maximum capacity. Because we have not had maximum capacity in Corrections for a number of years and there are a number of reasons behind that—because, you know, the electronic monitoring devices, because of the effective use of parole, and all those things—so, you know, I would rather for a budget debate have a number that can mean much more to us than that.

Going back to page B-286, Mr. Chairman—

**The Chairman:** Yes.

**Hon. Michael H. Dunkley:** —the Honourable Minister did say that there was only one psychologist available and that they were working hard to get the other two.

*[Inaudible interjection]*

**Hon. Michael H. Dunkley:** And they are filling in with consultants. So there are a couple of questions here. How much have we paid for the *ad hoc* consultants over the last financial year? Because my honourable colleague did point out that the budget had gone up from \$429,000 to \$509,000. So how much did we pay for those *ad hoc* consultants? But more importantly, this is not a new issue. This issue has been going on for as long as I can remember politics. And when I was a Minister one of the most important things I tried to do was to make sure we had three psychologists up there just because of the key nature of what was . . . what was involved in that.

*[Inaudible interjection]*

**Hon. Michael H. Dunkley:** And I hear the Honourable Deputy Speaker say *we are not debating that*. But the Honourable Member can have a chance to say . . . I am trying to provide some context here. If . . . if we have a hard time in filling those positions—and that is a fact—it would be important to identify why it is so hard to fill those positions, why it is so hard to retain

those people for a period of time, and what can we do about it. Because, you know, it has got to come down to a combination of a couple of things. One, it might take too long to fill a position where these well-trained, well-qualified people, by the time you get back to them and say, *Mr. Jones, it's your job*.

They say, *Sorry, I already accepted another job three months ago*. It could be that. It could be the process is taking too long.

It could be one of salary—

**The Chairman:** Yes.

**Hon. Michael H. Dunkley:** —and, Mr. Chairman, if it is one of salary and we cannot retain people, but then we end up paying for *ad hoc* people to come in and spend a higher amount of budget, it would make sense to pay the appropriate salary.

**The Chairman:** Mm-hmm.

**Hon. Michael H. Dunkley:** All right? So I look forward to hearing some comment from the Honourable Minister.

I have a question to Honourable Minister.

**The Chairman:** Line item . . . line item?

**Hon. Michael H. Dunkley:** Line item [page] B-286, Educational Services. It says that the Educational Services, the \$300,000 attributed to this programme, and I assume that is the cost of the education manager and all supplies. And there was a comment in the paper today that the gang coordinator and the education manager at Corrections got the same remuneration. I would like confirmation that this is the case, that it is the same remuneration [of] \$125,000 a year. Because if that is the case, then we have only got a small amount of money for all the other educational services we have out there. And it is critical that the inmates up there have services that are required.

I already dealt with parolees in another area. I am aware, Mr. Chairman, that there . . . obviously, there is always fluidity in Corrections with at least four locations that the organisation is run from, whether it is headquarters, whether it is Westgate, whether it is the Farm, whether it is the Co-Ed facility. The Honourable Minister talked about the therapeutic community centre and it was displaced for a while and now it is back there. We spend a significant amount of money, I think the Budget Book in the back pages it is about \$156,000, for the Headquarters up in the Clock Tower. It is a nice headquarters. Is there any opportunity to look at moving those back within premises again? And I say that for a couple of reasons. I always thought it strange to have the headquarters up there, but if you are stressed and you need the facilities, that would be an appropriate place to put them. But, you know, if . . . if the Commissioner or any supporting

staff have to go from their headquarters up in the Clock Tower to St. George's that is a long drive unless they take the ferry, and the ferry does not run all day long.

So, now that Government is looking to bring stuff back in-house, and the Clock Tower is a nice resource to rent out in other areas, is there any place within the premises that we can bring those 12 staff back to, as per the Budget Book?

In relation to the Therapeutic Community Centre on line item 35090, I would just like some input, feedback from the Honourable Minister on how many people successfully graduated from that programme in the last year. I am well aware of the importance of that programme and the success it has had in the past.

*[Inaudible interjection]*

**Hon. Michael H. Dunkley:** The therapeutic community programme that you have within the facility.

**The Chairman:** Line item 35090.

**Hon. Michael H. Dunkley:** Thank you, Mr. Chairman, you are pretty sharp, man.

Turning to the Bermuda Fire [and] Rescue Services, Head 45, [page] B-295. It is interesting if you look at the Hansard from last year, and as my colleague talked about, a lot of the output measures are similar—to *replace the ageing ambulance, which provides emergency medical care for the East End of the Island*. So the money was appropriated in the budget and has not been used. *To replace the self-contained breathing apparatus, to employ 15 new recruits* . . . so if the ageing ambulance was a critical factor for the current financial year, has that provided any shortcomings over this financial year, because the number of calls is quite significant and the amount of time that those vehicles are on the road is quite significant.

I am pleased to see that the turntable ladder . . . one year down payment has been made and the next is coming. You know, it is an expensive piece of equipment that does not get used often, and people make excuses about it from time to time. But it is a piece of equipment that needs to be in the arsenal.

The Honourable Minister . . . a question in regard to . . . and this falls into page B-295 and General Administration. I look for an update on the implementation of the Fire Safety Act. And the reason why I said that is because that was probably one of the most drafted pieces of legislation that we had—I think it was 14 or 15 different drafts of it—that has implications to the community as far as safety, obviously, but also cost. And it is a cost to the Bermuda Fire [and] Rescue Service, so just an update on how that is being implemented and how we will handle the cost for it to go forward.

I might have missed it in the presentation the Minister gave, but last year they talked about the implementation and installation of five fire apparatuses, the mobile data terminals, and I am just looking for an update on those, if they were installed, and if they are continuing to install more of those in there.

Last year there was a great deal of conversation about investigations. And, Mr. Chairman, in everything that has come back to me the Bermuda Fire [and] Rescue Service do a fantastic job of investigating fires and that takes experience and well-trained personnel. I am just curious to know the outcome for the investigation on the fire on Front Street and the outcome for the investigation on the fire at Robertson's Drug Store in St. George's.

And I say that because significant resources were tied up into that and when you have large fires like that, thankfully, Mr. Chairman, we do not get them that often . . . if we can learn something from them on our techniques, or if things need to be improved as far as regulation or how people handle their buildings, whether it be a dwelling or a business, I think it is important that we implement those. And I think there was a commitment to make some statement on both of those investigations and I have not heard anything at this time in regard to those. So I thank the Honourable Minister in advance for that.

Mr. Chairman, I just have . . . and I am looking for the line item. The Honourable Minister gave a statement a short time ago about payoffs or pay-outs to 26 individuals who made complaints to the Police Complaints Authority. I would ask the Honourable Minister where the funding has come from, which line item is it budgeted from, and will there be a supplementary estimate for that?

**The Chairman:** Thank you.

## ANNOUNCEMENT BY THE CHAIRMAN

### HOUSE VISITORS

**The Chairman:** While I have a break, I would like to recognise the presence of the Attorney General and the various Senators from the Government.

Thank you.

*[Committee of Supply, continuing]*

*[Inaudible interjections]*

**The Chairman:** Are you done?

Okay. I would like to invite anybody else who would like to speak to Heads 83, 6, 7, 12, 25, and 45 for the Ministry of National Security. Is there anybody else that would like to speak to the Ministry and those heads?

No?

Minister, you may proceed with your responses. Well, you have approximately one hour left.

**Hon. Wayne Caines:** If it pleases you, Mr. Chairman.

**The Chairman:** Yes, thank you.

**Hon. Wayne Caines:** Mr. Chairman, I am just going to answer these questions in no particular order as we have prepared responses to questions that were posed this morning by MP Smith and MP Dunkley.

The question was asked: The parole increase, why the increase and how much? The increase to the Parole Board is \$40,000. This is to cover the payment to the Board of fees due to the increase in Parole Board meetings.

Mr. Chairman, there is an increase and it is based on there being a number of people that are being considered for parole. There is another segment to that which is in contemplation of there being a review meeting. So a person comes and they [meet] the Parole Board. And after they [meet] the Parole Board there are specific meetings that are set up after that for different people who have been released from their incarceration. And they come back for parole review meetings. There was opportunity, and people said, *Well, just why are you having so many meetings?* Well, the meetings are held on a once-a-month basis in the main. But the challenges are that these are people that have day jobs, so you cannot have meetings all day. So there are prescribed meetings for two or three, maybe four hours a day, max, obviously, because people have to go back to work.

The DRRM (Disaster Risk and Reduction and Mitigation), what is the overlapping with the EMO? Just a general point of understanding, the EMO is an *ad hoc* committee that comes together when there is a crisis. So their planning is not something that takes place on an every day . . . on a regular basis. If there is a hurricane that is coming to Bermuda, or if there is a natural disaster, this committee is actually formed thereupon based on the imminent threat to the country. It does not allow us to plan for the future. It does not allow us to look at contingencies. It does not allow us to look at best practices. It does not allow us to talk about cybersecurity. It does not allow us to work on terrorism . . . threats of terrorism.

Now with the DRRM we are able to segment the training, segment what the country is doing with reference to threats—imminent threats to Bermuda—and put planning in place with specific people from different departments. The EMO has never had any full-time staff. Under the previous Government they had a senior police officer who coordinated the EMO activities. He was seconded full-time, and now heads up the DRRM. He is also the national disaster coordinator, the EMO coordinator, and the national events coordinator.

The DRRM costs overlap with other agencies. It does not consider all other staff costs (that was the question). The answer is: The salaries of the DRRM team are paid by the original departments for the duration of the project.

Now the question is: Why are we taking people from other different departments and creating the Department of Risk Reduction and Mitigation? The reason why is simple. It is one of money. If we had the opportunity . . . we saw from the Foreign and Commonwealth Office that they highlighted the fact that this was something that all of the [BOTs] [British Overseas Territories] had to do, this was something that we had to realise as a country.

The Finance Minister . . . and when we talked, everyone had departments. But you cannot at one bite of the cherry say, *Listen, this Government must be prudent. This Government must understand the debt ceiling. This Government must know what its limitations are financially.* We are responsible. And as Ministers of Government we have opportunity to look at what the budget is overall and make the necessary changes, adjustments to affect our debt ceiling, to affect the budget overall.

And one of the things we had to do differently on this occasion . . . and I will be the first to say it is not the perfect set of circumstances. It was my first and it was my wish to have the DRRM squared away, allow them to have all the facilities that they need, to have a designated budget for them to go forward. However, the budget does not allow for that. So what did we have to do? We had to look from within our departments, find key people, find people with the necessary skills, and make the best out of this situation. There is a plan in the not too distant future to look at making . . . to regularise this position. But you saw it. We had to do the same thing with the Bermuda Regiment. Yet, we are doing the same thing with the Coast Guard.

So we cannot say with any degree of certainty that next year this is what the numbers are, because it is based on the budget. If you look at the numbers for the Ministry of National Security, it is \$134 million. Well, we did not increase that because we could have come in here with a much larger budget with all of those things considered. Look at the number—it is still \$134 million. Look at the Police—\$64.5 million. Look at the police numbers again this year, \$164 million, in contemplation of the bigger budget.

And it is not done in absentia, but considering a number of other factors. So when you look at these things in a silo and then separate them, you say that this DRRM has not been considered properly. That is not correct. It has been considered properly based on the limitations that we have with the budget. We have had to work within those limitations to make sure that we have considered protecting all of the national vital interests of the people of Bermuda, and we have done so. And how have we done so?

We have a police inspector and he is representing the police, he is being paid \$117,000 a year. His name is Steve Cosham [and] he is salaried up until June 9, 2018. A Fire Divisional Officer, he is being paid \$112,000 per year, his name is Troy Furbert, and he is responsible, obviously, for the fire elements of it. We have a police sergeant, Mr. Lyndon Raynor, he is responsible for the event planning elements of it, he is being paid \$107,000. Warrant Officer Class 2 Llewellyn [Dean] Rubaine, he is responsible for putting all the military expertise behind the National Plan. Principal [Customs] Officer Kelly Trott, at \$104,000 a year, she is responsible for putting together all of the maritime . . . she is responsible for putting together the strategy with reference to the cruise ship terminals.

And that helps make up . . . and the total budget with salaries and the training piece is just over \$813,000 that has come from the requisite departments.

The next question was: If you have people that have been seconded from specific government departments, how does their being seconded affect the day-to-day running of the ministries from which they have come? The six seconded staff have brought contingency planning process from their home departments to the DRRM. In many cases this planning was not either completed or very little work had been carried out.

Actually, let me correct that, I just wanted to go . . . what is the effect on the departments the six staff are coming from? And I just want to talk about the six people are responsible for.

**The Chairman:** You may proceed.

**Hon. Wayne Caines:** Thank you, Mr. Chairman.

By centralising staff from within the Ministry, this allows for good collaboration in helping to develop a National Plan, which includes an Airport Emergency Plan, a Cruise Ship Plan (to include a mass rescue plan), the Marine Pollution Contingency Plan, the Counter-Terrorism Plan, updating Key Points Installation Plan, the National Cybersecurity Plan and Government's Cybersecurity Plan, the Chemical Facilities Contingency Plan. This also includes planning for national events and the coordination.

To clarify: Steve Cosham is responsible . . . he is the National Disaster Coordinator. He is seconded from the BPS. He leads on hurricanes, counter-terrorism, public health, climate change and adaptation. He is a member of the Airport Emergency Planning Committee.

Kelly Trott, the Principal Customs Officer. She leads on the Seaport Security Committee, cruise ship planning, mass evacuations, airport emergency planning.

Troy Furbert, the Divisional Officer. He is seconded from the Bermuda Fire and Rescue Service.

He is responsible for hazardous materials, chemical facilities, and BELCO plants.

Warrant Officer Class 2 Dean Rubaine has responsibility for revamping key point installations that are critical to key national infrastructure. Key points, Mr. Chairman, these are specific installations to Bermuda that, if there was a national emergency or national disaster or something with international security, they would come under the most risk. So BELCO would be one of the key installations.

**The Chairman:** Yes.

**Hon. Wayne Caines:** So the key operating plan is then for all the key points in Bermuda—Mr. Rubaine is responsible for putting together a plan around our national key infrastructure. He is responsible for the regional tsunami exercise and for putting together our hurricane planning.

Stuart Daniels, he is a security manager. He is seconded from the ITO Department. He is responsible for putting together our ITO strategy.

Lyndon Raynor, police officer, sergeant—he is the National Event Coordinator. He chairs the Joint Agency Event Safety meetings team. He is responsible for all agencies that contribute to safety at professionally run events. He also has to handle all national disaster plans. [We are] by nature a small Island, so he is responsible for putting the plans together around making sure that Cup Match is safe, the Triathlon. If we were to do a similar event to the America's Cup, he would be the person who would head up the National Event Planning Authority, making sure that all agencies are working together, a plan that covers the national infrastructure.

What is the plan to make the people permanent, and how do we deal with the staff shortages? The six staff seconded to the DRRM [Disaster Risk Reduction and Mitigation] . . . under the previous Government it was realised that one person could not complete all of the tasks that were being asked of him and extra staff would be needed. Under the previous Government, again, a review was completed on our disaster management capabilities, which were measured against 64 standards. Bermuda did not pass one standard—

**The Chairman:** Hmm.

**Hon. Wayne Caines:** —due to, mainly, there being no disaster management legislation being put in place. They wanted to lay the foundation for a disaster management programme and to codify the remit of the Emergency Measures Organisation [EMO]. The previous Government did announce a plan to draft this legislation. The disaster management legislation has been drafted and, when enacted, will formally establish the DRRM and codify the EMO into law.

In other words, the previous Government indicated that they would draft legislation to put in place the DRRM and codify it, and make sure the EMO had the necessary elements to put this in place. It was not done. This Government came in and we are now enacting a plan that was not acted upon as promised.

**The Chairman:** Thank you.

**Hon. Wayne Caines:** The disaster management legislation will be drafted and it will establish formally the DRRM, and will codify the EMO into law. This will cause the National Comprehensive Disaster Management Plan to be written and to establish the staffing of the DRRM. At this time it is expected that other skill sets outside the Ministry of National Security will be added.

Now, the DRRM team includes health management for disasters, as one of my colleagues in the Opposition asked about the health management elements of the disaster. This Government is looking at legislation, and steps are underway to start drafting. In other words, we understand that it is untenable for us to continue with pulling people from each department. It is going to require some legislation. After the legislation is put in place we will start at the drafting process . . . excuse me, we start the *consultation* for the drafting process. When that is completed, we then will obviously know the process. It will traverse to make that become law.

What requests have been made by the departments to have their staff members returned? The answer: The Minister is meeting with the department heads and the resourcing unit as part of ongoing discussions.

Explain the differences [of] Professional Services on [page] B-271. The \$500,000 from Immigration to Professional Services will bring the total to \$1,119,000.

The Gang Unit: How can all of this be done with one person? The question refers to the job descriptions of Pastor Bean and Darren Woods. The team does, indeed, only consist of two people. And the Ministry is well aware of how they are stretched thinly, and overworked, and constantly required to perform at a high level late into the night and, often-times, [on] the weekends. The team has built strong working relationships and partnerships with various government departments, quangos, and community stakeholders, and relies on their assistants to support and implement the coordination of programmes, services, and initiatives.

So, the question was, you have Pastor Bean and you have Darren Woods and these are two men. And you have given us a litany of things that they are responsible for: How will these men carry out their responsibilities? It is plain. [As] an example, there was a programme at the Elliot [Primary] School, and Darren Woods is the coordinator of the education pro-

gramme. But when he musters at Elliot School there is an education officer that takes the primary lead. There is another community programme director that also takes the lead. And so when he goes into the room, he is not the primary person responsible for it. He is the coordinator that is actually overseeing (that is my word), but he is the person, the conduit, for making sure all the programmes take place.

So you see when you have MOM Bermuda [Mothers on a Mission]. . . MOM Bermuda is another example of having Darren leading a community programme. The MOM Bermuda is a programme for mothers (or close family members) who have suffered the loss of a loved one due to gang violence. When they go to the meeting, Darren is responsible for the overall administration, but he does not run and lead the meeting. There are people from government helping agencies that are actually in the meeting as the social scientists, as the psychologists, as the administrators of the actual day-to-day running of the programme.

So, ultimately, when we are talking about accountability and putting the pieces together for the Ministry, documenting the direction that we are going, ensuring that we are on plan, they are responsible for coming back to the Ministry and making sure that we are on track. But the day-to-day running of these operations is taking place. Community stakeholders, quango partners, volunteers all make sure that this is running well.

The Ministry and the Gang Violence Reduction Team recognise the need for additional staff. It is intended that within this fiscal year three part-time staff will be hired to allow the team to have a dedicated pool of outreach workers who can maintain and provide services to meet the Government's mandate. The funding for these staff is included and has 83 within the allocation for the Gang Violence Reduction Team. This, again, bears explanation.

A big part of understanding the strategy is that it is being conducted in three parts. There is the IGET [Inter-Agency Gang Enforcement Team] parts, where the police and customs and the enforcement team are working on the enforcement. They understand the police strategy, making sure everything is taking place.

Then there is the education strategy. The education strategy is where we are fully thrusting and pushing out to make sure that we are going into schools. You will have seen about four press releases this week. Elliot School, things that are going [on] all around. That is in the full [throes] of developing a training programme of prevention in the schools. Yes, that is something that we have to understand.

The next part is the community piece. The community piece is where Pastor Bean actually sees the greatest benefit. This is outside of traditional working hours, where he has to go into the community. He has to make sure that if there is any difficulty, anything

that flares up outside of his day-to-day task [of] conducting restorative circles at Berkeley or being at a programme at CedarBridge . . . there are times where he is required to be directly involved in programmes in the community.

I received a call at ten o'clock last night from Pastor Bean. There was a gang-related incident in one of our communities. He was required to leave his home and go to that incident, help these two families and their sons resolve this matter. I asked him to give me a call when he finished. He called me back at two o'clock in the morning to say that he had finished with this family; the matter was resolved.

Now, in tandem with where we are going now, the three community workers that we hire are people who are going to be stratified, east, west and central. So if there are concerns in the central part of the country, the central parishes . . . that will be the conduit. If there are matters that need help [or] support, if there are (we call them) "tension flare-ups" in that part of the community, they go in and they look at the crisis and the tension indicators. And whether clandestinely or working in the community, they are the source.

If there is somebody in the community that has had a flare-up in a specific neighbourhood, or somebody is saying, *Listen, I have gotten some information that these two guys are about to start to have some problems . . .* their responsibility in the community is to be that community conduit to give them the right helping agency, to make sure that somebody gets to a counsellor, to make sure that somebody has help getting a job to diffuse a situation. Right now, that entire modality of balancing gang activity in Bermuda, because of where we are, is being dealt with by Pastor Bean.

Now, understand the challenges that we have. Why do they need \$600,000? In years prior we relied on the Confiscated Assets Fund, previous Governments. That is where the money came from to fund these initiatives. For reasons that are clear and beaten to death, we now have had to use a different form to fund a part of what we are doing with reference to the gang activity.

So the next question was, Why would the additional staffing be needed? I just explained that. We talked about additional staff members, the three additional staff members. The next question is, Why would they be needed? That was all encapsulated in that piece.

H4, Headquarters Capital (that is under [page] C-14). The question: Public radio safety system. What is the plan and what does this number consist of? The current radio system is obsolete and the project plan is to replace the entire system and the handsets from multiple departments and will cost \$3.1 million.

Now, that \$3.1 million . . . now, understand that a handheld radio, we commonly call them walkie-talkies, this is used by a multiplicity of government agencies. We have had an open tender process led

by the Department of Procurement (and pardon me for not using the correct terminology, [not] knowing that specifically). They have looked at it and they have had the opportunity to have a beauty competition and they have chosen one vendor that we believe will offer the service. It is to take the handheld radios and to allow them to be used across ministries and now included in that are some other of our government ministries. It is a system that has base stations. It is a system that has antennas that are included. It is a system that runs wires through specific locations.

In a former life, I had a much closer affinity to this. And for a government to have an entire handheld radio, independent operating system that is not contingent on anything else, I believe that it is not only indeed value for money, it allows us to build in our own controls, [our] own redundancies over our handheld radio system which forms a key part of our national vital infrastructure.

Drones, and the use of drones. We heard people talking about the use of drones in prisons and the use of drones as was used in the America's Cup. Listen, we did a . . . a test was done by the previous Government in the use of a drone. During the America's Cup there was a pilot programme that was done with the former Government under Minister Baron, using drones. I believe that it was a successful trial. Coming forward, looking at the budget again, we had to make some very difficult decisions. The difficult decision centred around not whether the drone company that was used was a good idea.

I have been to all the "good idea" meetings. This was a piece of kit that we believe would have great benefit to Bermuda. But when we are looking at the budget for each one of the departments, we have to look at how we maximise the use of human beings [and] how we maximise the use of technology. We have looked at what the drones could do [and] the limitation of drones. We had people come in from the Foreign and Commonwealth Office, specifically the Ministry of Defence. We discussed the option of drones and there were two challenges. Number one, we believed it was cost prohibitive. And number two, the military attachés that came to give us advice, they did not believe that the drones that were on offer were the best form and use of that form of technology.

Do I believe that we should use drone technology? I believe that there is a time coming when we have to consider that. What is the impediment to us doing that now? It is that there are budget constraints.

Jobs being transferred from the Bermuda Police Service to the Bermuda Regiment. So you have Government House, you have outside of this very door, our very door here, and you have the Premier's residence. They are all using police personnel. Now, the question cannot be one about the use of money because all we are doing, if it is based on money, is transferring money from the Police Department to the

Bermuda Regiment. It is different. This is about looking at the strength of both organisations.

What is the Bermuda Regiment doing? The Bermuda Regiment is actually changing its *modus operandi*. HADR [Humanitarian Aid and Disaster Relief] and MACA (Military [Aid] to the Civil Authority) and what we are doing with operating with reference to national disasters and emergencies. A huge part of making the Regiment bulletproof and using them in other ways . . . we believe that you can get more with the Bermuda Regiment soldiers manning static points.

The Bermuda Police Service, they are at 426 police officers right now. We believe to have police officers in a more operational capacity, it makes more sense taking police officers away from Government House, outside of our building, and away from the Premier's residence and putting them back in operational roles. It allows us to have more boots on the ground in an operational capacity.

Now, if you look at that in absentia of what the overarching plan is, the overarching plan for police for the Bermuda Regiment is to look at the landscape and tilt and twist and turn to make sure that our agencies are indeed fit for purpose. So what are we able to do with the Bermuda Police Service? Just watch it! The Bermuda Police Service, though the budget is shrinking, we have now laser-like precision, and we can say, *Okay, we are going to take in our parish constables*. In the parish constables though, in that office, we are also going to put members from the Criminal Investigation Department [CID] in that same office. Yes?

So understand the difference that we have now. Parish Constables Office . . . we all grew up with them. MP Smith is a little younger than me, so he might not know anything about the parish constables. But the parish constables are where you were able to have a community presence. They are able to be up and down the community. But just look at the stroke of genius. You take that same office, that will not require much, you put a member of the CID there. The police have limited resources with reference to manpower. So if you take them from Government House, if you take them from outside this building, if you take them from the Premier's residence, that allows them to be more operational and we believe that is more bang for the buck.

Policies. Are there policies being looked at about transitions in place for retirement and long-term limits of officers in the Bermuda Regiment? So the Bermuda Regiment has short-term positions and long-term positions. If my memory serves me correctly (and I will rely on it), there are 31 full-time members of the Bermuda Regiment. Yes? Within that full-time Regiment, the Bermuda Regiment and the uniform services . . . unlike most organisations, you know who is who based on the ranking structure. So, you cannot look at the Bermuda Regiment and say, *Oh, I don't know who is going to be the next Colonel*. Or, *Oh, I don't know who is going to be the next Sergeant Ma-*

*ior*. The beautiful part about a ranked uniform service is that, based on a person's rank in the Bermuda Regiment, you can tell based on that what comes next. It is a beautiful opportunity for training. It is a beautiful opportunity for development.

So if you look at the Regimental Sergeant Major post, then you look within the Warrant Officers and Sergeants Mess to the highest non-commissioned officer, which would be a Warrant Officer Class 2. And you will amongst all the Warrant Officer Class 2 and you will say, *I am choosing a Regimental Sergeant Major*. Well, then, you don't need to look outside the battalion to train anybody. The very nature of the organisation is that that is how you train and you develop.

So if you are on Civvy Street, you have to bring people in. The organisation, based on its rank-and-file system, begets people being trained for the next rank. The challenge is when we bring people in from overseas. The staff officer, historically, has always been a representative of the United Kingdom. I believe that that is a practice that will continue for the foreseeable future. I am not sure if that is by convention, or that is by law, but there are some posts that have come here from abroad.

But to your point directly, all the positions in the Bermuda Regiment . . . there is talent and there should be a mechanism in place for there to be a natural evolution for people to attain to those posts. The Bermuda Regiment understood that with the numbers they are having, that there was challenge in getting commissioned officers in the Bermuda Regiment. Last week they had a reception for a direct entry programme which has borne fruit in the UK. So you go directly to a pool of people who might have talent in specific areas and you target them directly and you pull them in and say that you want them in the Bermuda Police Service.

The next question is, Is 420 still the guiding number for the Bermuda Regiment? Should the number be revised? Let me say this, and talk about the revised number of the Bermuda Regiment. Everybody is focusing on the numbers of the Bermuda Regiment. And I believe that that is a failing. I believe it is a failing to look at numbers. Let me tell you why. You have to look at roles. Yes? Because when you are looking at a number, if the Bermuda Regiment said 10 years ago they had 500 people, a number of those people would not have been fit for purpose; they would have been conscripts. So at the end of three years and two months you would automatically see a mass exodus of people based on the fact that their time was over.

Now in the Bermuda Regiment, conscription has ended. If you get . . . and again, I am relying on my memory. If you had 65 soldiers at the end of two recruit camps, you then have people . . . there is no end to their term. So they are not saying at the end of three years they are automatically going to leave. And so when we were saying before, *Oh, my goodness,*

*we are not going to have enough numbers*, that was based on conscription, and a mass exodus at the end of three years and two months.

Now, when people are joining the Bermuda Regiment, we have to do things differently, and that is why we are trying to do roles specifically. Yes? We are saying that the terminology “Bermuda’s insurance policy” . . . I have always felt that that was a non-sense; because it is not purposed. It is not disciplined. We are saying HADR [High Availability Disaster Recovery], that we are going to focus on humanitarian training and humanitarian efforts. And so if there was a humanitarian need in Bermuda, they will be trained. They will be going to St. Vincent and the Grenadines, and our soldiers will be trained for humanitarian [efforts]. So if there is another earthquake, like we did in exercise RUMAN, our soldiers went to BVI [British Virgin Islands] and they helped. That is a part of HADR. And guess what? We will be compensated by the Foreign and Commonwealth Office for our soldiers going abroad.

Let’s look at that differently. MACA, Military [Aid] to the Civil Authority. If there is ever a need for internal security, the Bermuda Regiment soldiers will be trained. So what we have to look at differently is the evolution of the Bermuda Regiment into a different plan. We were so focused on getting numbers, we were not focused on the Bermuda Regiment having a clear purpose. The purpose of the Regiment is clear. And now we have to work on keeping soldiers.

Now, remember the thing that no one has discussed. The part that was discussed, if numbers get really narrow, or really thin, we have the ability . . . and that is in plan. So what was the first step? The first step was to end conscription. Yes? Last year we had the first couple of recruit camps, two in one year. And we saw that we got 65 at the end of the year. Last week Friday concluded another camp and we have 25 next year. Numbers are not great, but if we get another 25, we are at 50. Right? That in two years, those are solid numbers to keep the battalion strong.

After we finish this phase, the next part for the Bermuda Regiment is for the Bermuda Regiment to enact and mobilise its reserve unit. Now, the reserve unit are men like myself, who have finished their military service, got a little beer belly on them (mine is obviously from soda), and they have the military training. They would like to get together a couple days a year to have the military training [and] make sure that all the shooting cards, all the training is up to date. But that forms the backbone of what the Regiment will be like. So everybody is saying . . . and remember, we are controlling and understanding that they too will fall between HADR and MACA.

And so, the third part we are underpinning this is with the Coast Guard. Yes? And so this is why it is going to take some time developing the new opportunity, making sure the Regiment is fit for purpose.

The new plans for the Bermuda Regiment still remain a work in progress. I must highlight at this point, though, that operational control of the Bermuda Regiment does not lie with the Government. We have all seen the Constitution Order.

**An Hon. Member:** Yes.

**Hon. Wayne Caines:** So understand where that lies. However, understanding the plan, being a man of this country, I think we all have a deep commitment to making sure this goes properly.

The next question was, The Minister referred to 25 recruits, 65 being the number required, are we at risk for making the numbers? I think I just went through what that was.

What provisions are being made to train Bermudians for the Senior Regiment post? I also believe that was covered.

I want to go now to the questions around the police, [page] B-279, the question around the union negotiations and when those will be completed. Discussions with the pay negotiations with the board continue. There has been some delay in progress due to the recent change to the head of the negotiation team.

The next question: Will there be any change to the shifts? The Bermuda Police Service has introduced a new 12-hour shift pattern for watch or patrol teams across a 14 pattern, thereby increasing the number of resources visibly working in the community. Additionally, the 12-hour shift pattern has been applied to the armed response resources enabling greater resilience and operational capability. The shift pattern was agreed and endorsed by the Bermuda Police Association and is being monitored in regard to performance effectiveness, staff well-being, and community feedback.

Provide an update on the Commissioner’s trip to the UK and provide the number of personnel being interviewed, and if Bermudians were being interviewed for that role. The post is for the professional standards and anti-corruption manager. Let me say . . . and I would like to just spend a couple of minutes on this post, as well.

I think sometimes some development points within our ministries, within our government . . . we have to put up our hands and say when we could have done things differently. I accept and respect what the Police Commissioner does. I believe that he had a detailed plan. However, on his team the post was not advertised locally first. We believe, without casting any aspersions, that that was a failing. And it presented an opportunity for us to do things differently on a future occasion. We were able to talk with the Police Commissioner and his team and we both acknowledged that better lines of communication in this regard will be to the benefit of both entities within our Ministry. An important learning lesson for us all.

But I believe that this is an opportunity for us to put this matter, or this particular post . . . for us to look at what this is at the essence. I believe that there can be a different alliteration of this post for the greater benefit of the people of Bermuda. In our department we are putting together a paper to take to Cabinet in the not too distant future so we can discuss what this post could look like and how we can have it evolve and be of greater benefit to the people of Bermuda.

But just on that post, the role was initially advertised on the Bermuda Police Service website. In total, 28 applicants were received, and there were 4 from Bermuda. The Commissioner attended the UK and carried out four interviews with UK applicants alongside Kimberley Durrant, of the Bermuda Government's London Office. The four candidates [are] all current heads of professional standards in senior UK offices, and they have considerable experience in that field.

Is there budget for the new position? The BPS has reserved \$130,000 per annum for this role.

The next question: The budget for police vehicles has decreased. Is the budget amount enough to cover vehicle costs? What will be done if there is not enough money to cover the vehicle cost? This figure will only cover the cost of maintenance. Costs currently needed [are] to address the BPS fleet. However, it will not enable new vehicles to be purchased, with present significant risk to the BPS, given that a number of the current vehicles are nearing the end of their operational use.

Additionally, \$40,000 has been reserved and not previously budgeted for to fund transportation of the new parish constable programme. Here again is another example of being between the devil and the deep blue sea. So you have ministries . . . and when you look at the capital expenditure, you, as the Minister . . . and I bear the brunt of this. There are requests that come in from each Ministry for vehicles. Requests. *We need two fire trucks, and four police cars, and two bikes, and two vehicles to go to the prison.* Yes. Everyone makes to you, the Minister, their prayer, if you please. We then have to look at what happened in previous years, but, more importantly, the budget.

Again, let's go back to the cries from across the floor. We want to make sure, and we are being held to a standard to make sure the budget is being kept, to make sure that we do not exceed the budget ceiling, to make sure that we are efficacious in all our business affairs. And sometimes when key department heads come to you, as much as you want to give them their every desire, the budget does not allow for that. And so what are you left to do? You are then allowed to look at the fleet, specifically, look at what vehicles are fit for purpose, what can be maintained, and what can be retired. Look and talk to each fleet manager and look at where we purchased the

vehicles. Look at if we are getting value for money [when] buying from certain places. Are there opportunities to go to different countries and look at getting cheaper prices?

The whole plan is to, number one, understand the budget, but, more importantly, make sure that each one of the uniformed services has vehicles that they can be operationally productive, but, more importantly, be safe, and the vehicles, indeed, be fit for purpose.

The question was, Are drones an option at this time? I believe we covered that.

Moving on to Customs. Planned recruitment for . . . there is a planned recruitment for a financial administrator on a salary of \$70,000. The financial administrator will be stationed at the Customs House in Hamilton, and will work with a Member of the Finance and Administration Team. Amongst other things, the post holder will be responsible for financial reconciliation, processing purchases and payment, payroll processing, and debt collection.

Trainee Customs officers. They were recruited during 2018/19. They only worked part of the year, approximately six months. However, they are also budgeted to work for a full year during 2019/20. Also, they will still receive a pay grade commensurate increase in September 2019.

The question: How will we make sure planned staffing levels will occur in this fiscal year? Answer: We concluded the process for the department's staff transfer plan 2019/20 in December 2018. All the affected staff [were] advised. The staff transfers are scheduled to take place on April 1, 2019. We have no reason to believe at this time that the transfers will not take place as planned, with the caveat that the staffing levels will always be subject to change depending on staff terminations or resignations.

Why is there a disparity between the seizure rates on shift A and the seizure rates on shift B? Performance measures, why the disparity between the two shifts with seizures and illicit items? Although both shifts should see the same basis measurements, we have been advised that shift A has currently only counted the illicit items seized, where shift B incorrectly counted all the seizures, both illicit and revenue. As a postscript, the actual illicit items seized by shift B were 10; the other 200 were revenue-related seizures.

Corrections, Head 25. There was an increase for CCTV systems in 2018/19. The question is: Can you give details on whether the system is covering everything? Have you seen gaps in the system? Do we need to cover other areas, or are we trying to improve the systems? The answer: The CCTV system needs both upgrades and, additionally, we have increased the number of cameras to cover other areas based on the department's new security plan.

The Right Living House. How many inmates are in that programme? At present there are 10; cur-

rently there are two on the waiting list. The programme has the capacity for 18 inmates.

Employee numbers and retirement, et cetera. The question was, the number that is needed seems to be significant. Recruitment. Are we only going to be looking at locals or are we going to go overseas to get the numbers that we need? Let me say this. As the Minister responsible for Immigration, I do not—and let me say it again, I do not—believe that we need to go abroad for *any* officers for any of the uniform services. Every department within the Ministry of National Security, I believe our people are bright enough, I believe they are intelligent enough. I believe that they have the physical stamina. And I believe that they can pass any drug test. I believe that they can pass any entrance exam. So all of the uniform services in Bermuda, I do not believe . . . for every single element, I believe that Bermudians are capable and talented and they should be sure to look here at all costs to make sure that all of the uniform services are trained and they come from the ranks of the populace in Bermuda.

The answer: At this point we seek to recruit locally, Bermudians and the spouses of Bermudian officers for the post, depending on the number of applicants. Then we could be required to advertise overseas. But that is not in the Minister's long-term plans. The only posts that we anticipate recruiting for from overseas are the psychologist posts. From previous recruitment drives, we have had difficulty attracting suitably qualified Bermudian applicants.

Gang violence, Westgate. Gang violence, reduction. How many inmates do we have today as opposed how many we had last year? The total state inmates that we have today, there are 180 inmates which includes sentenced and inmates on remand. On this date, 6; in 2018, there were 199 inmates sentenced and inmates on remand.

Question: There was only one psychologist available. There is a difference when you look at the cost of having to use . . . is there a difference of having to use contractors? Will we see an increased cost? Is there a difference because we are using consultants? If we get staff in, would that reduce costs? That was the question. The answer is: There is actually a decrease in the cost from 2018/19 to 2019/20. However, the increase from the original 2018/19 budget is due to the revised estimate in 2018/19. It does not reflect the cost for external vendors.

Mr. Chairman, the questions that I just finished were asked by the Shadow Minister for National Security. I will now move to the questions that were asked by MP Dunkley. I think it is constituency 10.

*[Hon. Derrick V. Burgess, Sr., Chairman]*

**The Chairman:** Mm-hmm.

**Hon. Wayne Caines:** I crave your indulgence for a second, Mr. Chairman.

**The Chairman:** Yes.

**Hon. Wayne Caines:** Question from Mr. Dunkley. What is the plan for the \$600,000 that was put for the Gang Violence Reduction Team?

Staffing budgets. Full-time programming staff, \$211,000. Three part-time programming staff, \$60,000 for all three, and staff training at \$25,000. [This is] a total staffing budget of \$296,000.

Let's get down into the programme budgets, and when we get the opportunity . . . I would like to have the opportunity to meet with the Shadow Minister to go through with our gang violence reduction strategy. We have a line-by-line document that sets out specifically what we are going to do over the next year. We would love to sit down with him and go through that. The gang violence reduction budget. This is a document that outlines line by line . . . and I won't go through this line by line now.

**The Chairman:** Please.

**Hon. Wayne Caines:** Every plan, every item that we plan to use in the next year we have a documented line by line, every jot, every tittle, every penny on how we will spend in an itemised budget that was considered by our department before we approved the recommended budget. And this is the detailed version that we have. It documents everything, Mr. Chairman, for this strategy. It is not being pulled out of the ether by someone who sees staffing costs, there is an assumption made that there are no deliverables, there is no budget. These are jobs for the boys. Nothing can be further from the truth.

Look at the recent press releases. Look at what is going on in our schools. Look at what is going on in our communities. Understand the work that is being done. One thing that you are not going to accuse the Ministry of with reference to the gang violence strategy is that Pastor Bean and the team are resting on their laurels and they are not doing the work. It is clear that there has been an increase in their salary; but we believe it is justified. We believe that there is an opportunity for us to outline everything that is being done, precept upon precept.

The Redemption Farm initiative. It is estimated to be \$174,775.

The Safe House initiative. The Safe House initiative [is] \$38,000. Now, let me talk about the Safe House initiative.

Let me go back to Redemption Farm really quickly and let's tarry there for a moment. When people think about Redemption Farm . . . I have heard the reference to it being a chicken farm. We have heard references and there have been jabs and pokes at this. This is a therapeutic environment. And what does that mean? It means that there is science behind it. Right? And when you have a person come in, they are tested by a team and they are assessed. Are they

suitable for the programme? Do they have any criminal history? Are there any drug dependencies? Are there any psychoses involved? When they are triaged, they are given a BARC [Bermuda Assessment and Referral Centre] assessment and referral test. They are given a test to see if they are indeed fit for purpose.

After you get them in, you then start to look at programmes. They have a programme developed and they are given a case manager. So we are looking to get at-risk young men and women, people who are prone to violence, people who have fallen [between] the cracks, and people who need an opportunity. And what is . . . the mental part of this is . . . [the] helping agency part of this is you give them a case manager. You give them court mental health support. You give them core support if they have trouble with violence and if they have problems with making decisions. You envelope them with case management and with support services. That is the bulwark of this. Don't get confused [with] the farming part. That is a key part; but the highlight is the therapeutic part through the helping services. So allow me to develop this.

So after you take a person, and they are working in a programme that allows them to get the mind right, to help them to get off drugs, to help them to find an opportunity for employment, what do we then do? We have a therapeutic farming element. We have the benefit of a qualified farming expert who allows us to look at the farming piece. The farming piece . . . there is actual therapy. There is actually a plant with the farming piece. The farming piece allows people to do therapy through farming. But even the farming follows a pattern of science, follows specific elements of the agriculture and allows them to follow that part.

There then the commercial part. After the farm is seeded, after there is a first harvest, it allows them to look at the crop, to go to the farmer's market, to go to specific places, allows them to reap the harvest, putting in marketing elements, to be entrepreneurs (if you please), all the time working through mental health challenges, working through violence issues, [and] working through problems. We believe that this is an opportunity to help develop them, but not only just selling food, but putting the key elements for stability there.

So when we first did it, it was the thing of, *Let's get to the farming piece*. And we said, *No. Let's go to the core elements of it to make sure that all the key pieces are there*. We have looked at it and we believe that not only can this become self-sustaining; that we will need money to do that and that is what the \$174,775 is for.

The Safe House initiative at \$38,000, just over \$38,000. The Safe House initiative is . . . without going into it, there might be an incident where the team goes out into our community and there is a person who has a major difficulty and it is going to require

them to get out of the community. A few months ago there was a major incident that went down, a person called and Pastor Bean went, at night. The person called and said, *Listen, I won't make it if I don't get out of this neighbourhood*. Pastor Bean went to the scene . . . there is no mechanism—no mechanism—for us to put a person in a place where they can be safe and be secured until this matter can be dealt with. There has to be money put aside in key clandestine areas where we can protect people who are vulnerable, people who would be beset upon to make sure that they are protected.

If you take this out of context, and you then politicise this and just put it in the public that we want a safe house, and this is where we are going to be hiding people, it does the country a disservice. It has to be kept in context with what we are doing to balance gang-related activity in this country.

MOM Bermuda is, again, an initiative that is put together for moms who have lost loved ones, or families who have lost loved ones. It is \$5,000 that has been put aside that allows them to get anything that they need with reference to administration, refreshments, swag, or anything to help them during the implementation phase.

G.R.E.A.T. is the Gang Resistance Education and Training programme. Now, this week we talked about how many people—over 500 kids—finished the G.R.E.A.T. [programme] who have walked out of their schools as having been trained, that have been mentored that we believe will not fall to the scourge of gang violence because they have come through the G.R.E.A.T. programme. But that is not what is on the front page. I won't digress and I will stay on the head.

We see a number of people who have been educated, been trained in the G.R.E.A.T. programme, over 500 young people have been trained. The \$4,000 allows us to take care of admin. This is being staffed by police officers, customs officers. We would like to see people from the Royal Bermuda Regiment involved. Why is this important? We believe that as many young people see [their] leaders in the community believing in them, working with them, we believe this allows for us to tackle this as a part of our ongoing plan. So let's go back for a second; I have 10 more minutes.

Then we have Mediation and Negotiation Services, 2600, the high school intervention programme, \$13,740. The high school intervention programme is really good stuff, something that we see in the Berkeley Institute and at the CedarBridge Academy. I want them to report about this, Mr. Chairman. The opportunities that we are having to go into Berkeley and to go into CedarBridge and when these young men, at the zenith of wanting to be combative and fight, they are going into restorative circles and they are talking about how they can work through difficulties and how they can balance problems.

We are seeing this at CedarBridge and we are seeing it at Berkeley. [There are] huge opportunities for our young men. Guess who is leading this? Pastor Bean and Darren Woods. [They] are going into our schools, building up rapport, working with our young people, developing opportunities for them to work through [their] problems.

**The Chairman:** Bishop Bean.

**Hon. Wayne Caines:** Thank you. I did not use his ecumenical title, Bishop Bean.

The primary school prevention programme, \$4,000. This is something else that is brilliant. Going into the elementary school, and these young men have been deemed "at risk" in specific schools. This is a pilot programme that we talked about in this very room last year, going into the school. I know Mr. Dunkley likes to go to this budget and he holds us accountable for the things we said. Go to that same Hansard record and look [at] last year when we said we were going to do the training programmes in the schools. Give us credit for doing that. Highlight the fact that we said that we were going to go into the high schools last year and do training in the schools. Did we not do that?

Everybody was silent on that. We said that we were going into the primary schools. We went in there. There was no mention of that today. Give Jack his jacket.

**The Chairman:** Mm-hmm.

**Hon. Wayne Caines:** Work permit placement and mentorship. This initiative is budgeted for \$28,000.

The bullying app. The bullying app is \$25,000 to develop this app and ongoing work with that. The bullying app is very important. There was a trauma indicator checklist, and a survey done of all of the students in the school. We were very surprised when we saw the list come back. The number-one concern when all of the kids were asked . . . we were blown away. Do you know what the number-one concern was, Mr. Chairman? It was bullying. So we want to put together a programme with an app that allows us to connect them with helping agencies, that allows them to be able to contact the police, [and] allows them to be notifying their parents. And whilst that seems an inordinate amount of money, I have seen the plan. I have seen the connection. I have seen the code that is being written which connects with the helping services. That is par for the course in this regard.

Community partnerships, \$6,000. That is for a number of initiatives. The total budget for the programmes is \$303,883.68. The programme evaluations; very good questions on the programmes. Are there programmes available to make sure that we are rehabilitating persons? Given guidelines, what performance measures are there today that we can

measure persons coming in, and which programmes are working best to ensure that people are not coming in? And [provide] details of each programme so we can target to see if we are getting value for money and also to see if we can prevent people from going in and out of our prison. That was a question from MP Dunkley.

The core treatment programmes that are chosen are evidence based on treatment programmes. They have been tested and been shown to be most effective with the correction population and the area they target. Some of the programmes they have are pre- and post-testing programmes. They may be long in duration and the successful completion is set based on the completion of treatment goals and milestones. All programmes have specific goals and objectives. All inmates receiving case plans have undergone several assessments, including a main assessment. The LSCMI (Level Service Case Management Inventory) assessment can be updated over time to determine the impact of treatment interventions.

Mr. Dunkley's [questions in regard] to police: What are the percentages of cold cases unsolved and the conviction rates if and when prosecuted? There are approximately 30 murder cold case files. These run back to over 10 years. In many cases, the Bermuda Police Service knows who the potential offender is, but the evidence to prosecute them has not been secured due to the reluctance of witnesses and the lack of forensic evidence. The success of prosecution for the cold case team is on average two per year. There are two investigators who are dedicated to full-time cold case review; however, when new evidence is identified, they are supported by the wider serious crime unit.

What resources are devoted to active cases? There are two departments within the central criminal investigation departments: serious crime and specialist crime. The total numbers are one superintendent, two detective chief inspectors, six detective inspectors, eight detective sergeants, and fifty-four detective constables.

The question around union negotiations were: When will those be completed? Discussions with pay negotiations continue. There has been some delay in the progress due to recent changes in the negotiation team. (We have answered that question already.)

[Pause]

**Hon. Wayne Caines:** Question on the Bermuda Regiment: The numbers continue to decline, will the roles and responsibilities in the Regiment be met? This is for Mr. Dunkley.

The question was answered earlier, 65 was the total number of recruits that joined the Regiment in 2018. We continue to look at the numbers based on the long-staying nucleus. The Regimental call back requirement, thus far, 2019, the Regiment enlisted 25,

and required an uplift in the recruit camp. That was expected to take place in July. If the target is missed, the Regiment will have to revise its task to meet the deployable strength.

Question: What is the reason the recruitment cost rose to \$312,000? The reason for the increase is to provide for two funded full-time posts to cover the increased responsibilities of recruiting, marketing, and administration. Note that one post is currently unfilled. This, coupled with the Regiment offer to attract new recruits through attractive incentives of the direct entry officers programme, providing educational advancement; for example, the GED programme.

The Coast Guard.

How many minutes do I have left, Mr. Chairman?

**The Chairman:** Three.

**Hon. Wayne Caines:** The Coast Guard (and I just want to spend my last three minutes), the last couple of questions are just being centred around the Bermuda Regiment and a couple of others. In the last three minutes I would just like to talk about the Coast Guard, if I am permitted to. Mr. Dunkley has five questions asked around the Coast Guard.

The Coast Guard is something that, again, was not a lofty ideal. This was something that we believed would be in the best interest of the people of Bermuda for the inshore maritime operations of the country. We came in and we looked at that as a part of any conscription [with] HADR, MACA, and the Coast Guard being the third element to it. We went to our budget and we looked at what we wanted to do for the next year, and it was just cost prohibitive, getting the boats and getting the 14 soldiers that were required. So what we had to do was focus on putting together the plan overall, as opposed to getting the kit, the boat, and starting to on board the soldiers because we do not have the money.

The question is: Vire monies from other heads to make the Coast Guard happen. This will have to be considered at a later date. What model, money, equipment, [and] people are being planned? This has been previously answered.

Mr. Dunkley asked about the \$349,000 for the Coast Guard that was not spent. This amount was not spent but saved due to the cancellation of the overseas training in 2018. The Royal Bermuda Regiment maintaining business. Nothing in the estimate for this year. Will the Regiment be getting money to maintain the facility? The Regiment works closely with Works and Engineering to help maintain the facility. There is no forward plan for the facility at Warwick Camp.

The Bermuda Regiment vehicles. The question was, Is \$200,000 enough for Bermuda Regiment vehicles? The Regiment has a legacy of very old vehicles that have been left unattended for a number of years. The Regiment has only recently been added to

the plan and is currently managing a fleet replacement plan of a number of vehicles that have been written off by Works and Engineering, and many exceed 20 years use.

Drone use. This is not a defence requirement, but if the Government decides to do so it could be a joint uniform service.

Jobs being transferred to the Regiment. We discussed that already.

Is 420 still the guiding number for the Bermuda Regiment? Should this number be revised?

**The Chairman:** Minister, you want to move your heads, please?

**Hon. Wayne Caines:** Mr. Chairman, I move that Heads 83, 6, 7, 12, 25, and 45 be approved as printed.

**The Chairman:** It has been moved that Heads 83, 6, 7, 12, 25, and 45 be approved.

Any objections to that?

There appear to be none.

Approved.

Thank you.

[Gavel]

[Motion carried: The Ministry of National Security, Heads 83, 6, 7, 12, 25, and 45 were approved and stand part of the Estimates of Revenue and Expenditure for the year 2019/20.]

**The Chairman:** The next Head up for debate is Cabinet and Government Reform.

The Chair recognises the Honourable Member Walton Brown.

You have the floor, Minister.

## CABINET AND GOVERNMENT REFORM

**Hon. Walton Brown:** Thank you, Mr. Chairman.

Mr. Chairman, I move the following heads: Head 13, Post Office; Head 14, Department of Statistics; Head 26, Department of Human Resources; Head 51, Department of Communications (which will be presented by my colleague, the Honourable Jamahl Simmons); Head 61, Department of Employer and Organisation Development; and Head 80, Office of Project Management and Procurement.

**The Chairman:** Mm-hmm. Continue.

### HEAD 13—POST OFFICE

**Hon. Walton Brown:** Mr. Chairman, it gives me great pleasure to present the budget for Head 13, the Post Office.

It gives me great pleasure to present the budget for Head 13 found on pages B-47 to B-52 of the Budget Book.

The Bermuda Post Office is governed by the Post Office Act 1900, the Post Office Regulations 1933, and the Post Office (Departmental Administration) Regulations 1933. Postal services are provided from the General Post Office, or the GPO, located on Church Street, the [Bermuda] Mail Processing Centre (also known as the BMPC) located at New Venture House on Mill's Creek, and the eight sub-post offices located throughout the Island; namely, Crawl, Devonshire, Flatts, Mangrove Bay, Southampton, St. George's and Warwick post offices and the Perot Philatelic Bureau.

### Mission

**Hon. Walton Brown:** The Bermuda Post Office's mission is to connect people and businesses by providing efficient, courteous and affordable products and services.

The Bermuda Post Office is a member of the Universal Postal Union (the "UPU") and works to ensure that it meets its Universal Service Obligation to provide access to affordable communication to all residents of Bermuda.

### Expenditure Overview

**Hon. Walton Brown:** As indicated on pages B-48 and B-49 of the Budget Book, the Bermuda Post Office has been allocated a total of \$10,502,000 for the financial year 2019/20 reflecting a drop of 2 per cent, or \$175,000, from the 2018/19 budget of \$10,677,000.

Salaries and wages continue to be the largest expenditure item at 83 per cent of total expenditure compared to 82 per cent in 2018/19. The total estimate of salaries and wages for 2019/20 is \$8,696,000, down from \$8,773,000 in 2018/19, a drop of \$77,000, or 1 per cent. This is representative of a reduction in FTEs of 142 in 2018/19 to 137 in 2019/20, netted off partially by the 2017/18, 2.5 per cent salary uplift which was not fully funded in 2018/19.

Mr. Chairman, operational expenses for the Bermuda Post Office make up the remaining 17 per cent of the expenditure for 2019/20. The major operational expenses included in the 2019/20 budget are rent, repairs and maintenance, energy costs, and materials and supplies.

Rent is expected to remain at the 2018/19 level of \$332,000. Annual rent of \$305,000 is paid to house the BMPC at the New Venture House on Mill's Creek, and \$27,000 is paid to the Corporation of Hamilton for the Perot Philatelic Bureau on Queen's Street.

Repairs and Maintenance expenses totalling \$539,000 for 2019/20 include charges for buildings repairs, cleaning contracts, cycle and vehicles repairs, and security services. These expenses are estimated

to decrease marginally in 2019/20 by \$16,000, or 3 per cent less than the 2018/19 budget of \$555,000, due to updated figures obtained for the New Venture annual service charge.

The budget for energy costs which include electricity, gasoline and diesel is also expected to decrease by \$45,000, or 17 per cent, again, mainly due to more reasonable estimates for electricity charges for the above-mentioned property having now utilised it for over a year.

Another comparatively major line item is Materials and Supplies estimated at \$239,000 for 2019/20, down 3 per cent from the 2018/19 total of \$246,000. This expenditure line includes costs for stamp production, printing, stationary, and general food and office supplies. This marginal \$7,000 decrease is due to savings in office supplies as we aim to increase efficiency in processes.

Mr. Chairman, last on the list of expenses is Other Expenses which includes, amongst other things, debit/credit card commissions. The 2019/20 budget mirrors the 2018/19 amount of \$54,000.

### Revenue Overview

**Hon. Walton Brown:** The Bermuda Post Office continues to provide postal and other services as mandated by the UPU. The total revenue estimate for the year 2019/20, which can be found on page B-49, is \$4,645,000. This is an increase of \$82,000 (or 2 per cent), from the 2018/19 estimate of \$4,563,000.

The Bermuda Post Office also continues to collect a proportionately significant amount of revenue on behalf of other government departments. This revenue averages about \$2,100,000 each year, or 31 per cent of total revenue collected by the Bermuda Post Office over and above the revenue indicated above. This amount is broken down as follows: HM Customs, \$880,000 (or 42 per cent); Department of Public Transportation, \$600,000 (or 29 per cent); Department of Youth and Sports, \$500,000 (or 24 per cent); Department of Education, \$70,000 (or 3 per cent); and Department of Environmental Protection, \$50,000 (or 2 per cent).

These amounts are not included in the revenue figures in the budget estimates for the Bermuda Post Office, but are recognised in the respective departments' budget estimates as set out within the Bermuda Post Office's performance measures on page B-52.

The main revenue sources for the Bermuda Post Office are frank post, or metered sales, bulk mail, post box rentals, terminal dues revenue, and stamp sales. Customers are expected to transition between frank post or metered sales budgeted for 2019/20 at \$1,097,000, bulk mail budgeted at \$1,019,000, and direct stamp sales budgeted at \$660,000. The Bermuda Post Office continues to offer businesses and charities direct daily access to 39,000 residential and

business postal addresses combined. Therefore, this national product provides an avenue for extensive marketing and advertising for our customers. With continued marketing of this product, as well as continued use of our services by our business mailers, we expect that there will be a net increase in aggregate sales of these three line items by \$34,000.

Mr. Chairman, terminal dues are expected to increase by \$50,000, or 8 per cent, to \$650,000, due to an expected increased volume of incoming parcels, mail from the online shopping industry. Customs declaration fees are also expected to increase as a result.

PO box rental revenue is expected to remain relatively stable at \$611,000 for 2019/20, compared to \$619,000 for 2018/19. The difference is expected due to some PO box closures during the year. We continue to market the PO boxes as a 24-hour service.

The smaller revenue line items include: licence and permit fees, philatelic sales and packaging and supplies. None of these are expected to experience significant movement compared to 2018/19. The total value of these line items is less than 5 per cent of total revenue.

### Capital Expenditure

**Hon. Walton Brown:** Mr. Chairman, the Bermuda Post Office Capital Expenditure Budget for 2019/20 can be found on page C-8 of the Capital Acquisition Estimates, Schedule C. The Bermuda Post Office has been allocated an amount of \$44,000 for the purchase of a cancelling machine and computer equipment. This is against the 2018/19 allocation of \$78,000, a decrease of \$34,000, or 44 per cent. The funds initially allocated for the purchase of a cancelling machine in 2018/19 were re-allocated for the purchase of a mail truck which broke down during the year 2018. The cancelling machine has, therefore, been budgeted for again in 2019/20.

### Plans for the Upcoming Year

**Hon. Walton Brown:** As part of the Bermuda Post Office's strategic objective to increase revenues, the department will be introducing an online shopping platform to allow our customers to purchase products and have them delivered through the Bermuda Post Office network. We will also be looking to increase revenues by expanding our courier services.

Our EMS [Express Mail Service] and parcels products will be marketed better to increase knowledge of these products both internally and in the public domain. We will also enhance our service levels so as to improve our global EMS ranking, increase our pay-for-performance EMS revenue, and maximise the bonuses for our parcels delivery. The Bermuda Post Office will also be establishing corporate standards for customer service inclusive of training and the measurement of outcomes.

The Bermuda Post Office is currently in the process of change with the first phase of the new postal solution expected to be completed in May 2019. This will allow for the phasing out of six legacy systems into one system, integration with the government's financial system, Customs and our International Postal System or IPS platform, thereby decreasing the length of time it takes to process transactions. IPS is software used globally and managed by the UPU [Universal Postal Union] to record and track mail volumes and mail items between jurisdictions. The new postal solution will also enable the Bermuda Post Office to deploy new products and manage rates more efficiently and allow for centralised and real-time reporting of operational and financial data. This will also increase financial controls in the revenue and stock management processes, and increase operational efficiency and effectiveness.

Additional enhancements in IT include introducing touch screen kiosks at the GPO and all sub-post offices and introducing public Wi-Fi at the GPO. Both of these initiatives are expected to improve the customer shopping experience and increase foot traffic thereby increasing revenue. In order to increase accuracy over the payment recording process, we will implement a credit card machine integration into the new postal solution. We will also be upgrading the IPS software for greater stability.

Mr. Chairman, the Bermuda Post Office also plans to have three stamp issues and one Presentation Pack in 2019/20. The themes for this year will be Bermuda hand crafted hats, Bermuda floating docks, and a final issue for the year commemorating the arrival of the first Azoreans to Bermuda. We are proud to be an avenue through which Bermuda can showcase its culture and rich history. Members of the International Stamp Society are planning a visit to Bermuda in November 2019. This visit is expected to promote our philately product among international stamp collectors. We plan to develop relationships with other agencies for mutually beneficial collaborations, to increase philatelic sales.

On the operational front, the Bermuda Post Office is looking to implement a Customs Declaration System (CDS) which includes ITMATT which is in respect to electronic data transmission for mail items. As a member of the UPU, the Bermuda Post Office is required to be operationally ready for e-Commerce in 2020. The Operational Readiness Project, or ORE, will include a Quality of Service certification review in September 2019 and an ORE/UPO process review in July 2019.

In May 2019, the Bermuda Post Office will be undergoing a UPU security assessment with the intention of obtaining certification. We will also ensure that we are operationally compliant with the requirements of the international Safe Transport of Dangerous Goods by Air. We will also conduct Dangerous Goods Oversight Standards training for staff. We are looking

to conduct a postman efficiency study and a measurement of delivery timeline project.

The goals, objectives and projects set out by the Bermuda Post Office for 2019/20 will move it toward its vision of being a more innovative, customer focused and sustainable postal service.

I take this opportunity to thank the Acting Postmaster General, Ms. Susan Moore-Williams and the entire postal service team for their commitment and delivery of quality services.

Mr. Chairman, I now move to Department of Statistics.

## HEAD 14—DEPARTMENT OF STATISTICS

**Hon. Walton Brown:** It gives me great pleasure to present the budget for Head 14, the Department of Statistics, found on pages B-53 to B-55 of the Budget Book.

### Mission

**Hon. Walton Brown:** The department's mission is to collect, process, analyse and provide a body of statistical information that is timely, accurate, relevant and reliable for dissemination to the Government and the general public.

The department seeks to fulfil its mandate by delivering quality data that aligns with international standards and best practices, to facilitate a culture of evidence-based decision-making for policies and programmes. As such, the Department of Statistics seeks actively to improve its statistical methodologies and increase the frequency of the delivery of statistics to support informed decision-making and help achieve Government policy objectives.

### Expenditure Overview

**Hon. Walton Brown:** Mr. Chairman, the total current expenditure of the Department of Statistics found on page B-54 is estimated to be \$2,493,000 for 2019/20 which is unchanged from the 2018/19 fiscal year.

The Subjective Analysis of Current Account Estimates of the Department of Statistics is found on page B-54. The focus will be on the three line items with the greatest absolute change.

Salaries line item one decreased by \$60,000 (or 3 per cent) due primarily to a vacant post being unfunded due to the requirement to fund the salary uplift and adhere to the department's budget ceiling.

Mr. Chairman, Wages, line item two, rose by \$66,000. Monies have been allocated for wages to cover the cost of hiring a temporary relief while an officer is on study leave.

Mr. Chairman, the budget for Professional Services, line item eight, decreased by \$42,000 (or 53 three per cent). Monies have been allocated for the

remuneration of temporary survey workers. However, it was reduced to assist in funding the salary uplift.

### Capital Expenditure

**Hon. Walton Brown:** Mr. Chairman, the Capital Acquisition for the Department of Statistics found on page C-8, makes provision for new capital expenditure in the amount of \$6,000. These monies will be spent to replace outdated netbooks with tablets.

### Manpower

**Hon. Walton Brown:** Mr. Chairman, the Manpower for the Department of Statistics, on page B-54 decreased from 24 full-time equivalents in 2018/19 to 23. Presently, there are seven vacant positions. Recruitment is currently underway and the department aims to fill these positions in the next couple of months.

### Output Measures

**Hon. Walton Brown:** The Department of Statistics Output Measures are found on page B-55 of the Budget Book. Selected indicators under each business unit are outlined as follows:

#### Business Unit 24015: Administration:

- Indicator: Number of documents on the web-site allows easier and wider accessibility of publications and reduces printing cost. Target 2017/18, at least 40 documents posted during the year. Actual Outcome 2017/18 achieved. Forty-six documents posted during the year.

#### Business Unit 24020: Core Statistics:

- Indicator: Timely completion of statistics that measure gross retail sales performance in the retail sector. Target 2017/18 Retail Sales Index completed six weeks after reference month. Actual Outcome 2017/18 achieved. Retail Sales Index completed six weeks after reference month.

#### Business Unit 24025: Business Surveys:

- Indicator: Conduct semi-annual Labour Force Survey for delivery of more timely unemployment measures. Target 2017/18, release unemployment rate semi-annually, July 2017 and January 2018. Actual Outcome 2017/18 not achieved, cancelled. Staff resources focused on 2016 census tasks. (Those were the indications of delayed cost by the census.)

#### Business Unit 24055: Research and Surveys:

- Indicator: Use of technology during the conduct of business and household surveys for greater efficiency in data collection and reduced cost in processing survey data. Target 2017/18, a minimum of 50 per cent response rate for e-Employment Survey. Actual Out-

come 2017/18, achieved, 57 per cent response rate for e-Employment Survey.

### Plans for the Upcoming Year

**Hon. Walton Brown:** The department will produce the following core publications in the upcoming year:

- Monthly: Retail Sales Index and Consumer Price Index;
- Quarterly: Balance of Payments and International Investment Position; and Gross Domestic Product by Expenditure;
- Semi-Annually: Labour Force Survey Reports;
- Annually: Bermuda Digest of Statistics; Bermuda Job Market Employment Briefs; annual Gross Domestic Product, the Information, Communication and Technology Profile; Environmental Statistics Compendium and the Tourism Satellite Account Report.

Mr. Chairman, the department will participate in activities such as the quarterly hotel gross receipts surveys, surveys of construction projects, the semi-annual Labour Force Survey, the annual Employment Survey and the Economic Activity Survey.

The department conducts *ad hoc* surveys, provides survey samples, undertakes in-depth research and analysis of data. In addition, the department provides statistical advice and provides professional consultancy in the collection, processing and analysis of data for government departments.

Mr. Chairman, the department will engage in activities such as processing and providing trade statistics, fulfilling statistical data requests from local and international organisations, and making presentations to internal and external stakeholders.

Further Mr. Chairman, it is anticipated that the Department of Statistics will undergo a comprehensive review by the Management and Consultant Section of the Cabinet Office as we seek to maximise efficiency in terms of the use of technology, staffing and service delivery.

Mr. Chairman, let me take this opportunity to acknowledge and thank the hard-working staff of the Department of Statistics led by Director, Mrs. Melinda Williams, and her team of statisticians and support staff for their commitment.

Thank you, Mr. Chairman. This concludes my budget presentation for Head 14. I now move on to Head 26, the Department of Human Resources.

## HEAD 26—DEPARTMENT OF HUMAN RESOURCES

**Hon. Walton Brown:** Mr. Chairman, it gives me great pleasure to present the budget for Head 26, the Department of Human Resources, found on pages B-56 through B-61 of the Budget Book.

### Mission

**Hon. Walton Brown:** The Department of Human Resources' mission is to partner with internal and external stakeholders to provide professional, strategic, value added solutions to maximise human capital and enable operational success.

### Expenditure Overview

**Hon. Walton Brown:** Mr. Chairman, the total expenditure is estimated to be \$3,813,000 for 2019/20, which remains unchanged. The subjective analysis for the department is on page B-57 of the estimates book. There are no major variances. The largest budgeted expenditure remains the salary line item followed by rentals and professional services.

### Capital Expenditure

**Hon. Walton Brown:** Mr. Chairman, funds budgeted for capital acquisitions for 2019/20 amounts to \$7,000. These items are listed on page C-8, and the allocated funding will be used to purchase an audio/visual system for the department's boardroom. This will enable users the ability to conduct face-to-face interviews/meetings using Skype or Go-To-Meeting and make effective multimedia presentations with a modern solution.

### Manpower

**Hon. Walton Brown:** Mr. Chairman, the manpower estimates for the department as outlined on page B-58 are 26 full-time equivalents, which remains the same as fiscal year 2018/19. There are currently six vacancies.

One post was vacated in 2015 as a result of the Voluntary Early Retirement Incentive Plan (VERIP) and funding is no longer available. Active recruitment is in progress for one of the positions, and approval to fill another post has been sought. Due to the introduction of a human resource information management system, two positions within the former recruitment unit remain vacant and are partially funded.

These positions will be redefined as part of the human resource reorganisation, which is part of the government's reform initiative.

### Output Measures

**Hon. Walton Brown:** Mr. Chairman, the performance measures developed for the Department of Human Resources are found on pages B-59 through B-61.

All matters presented to the Commission were handled in accordance with the Public Service Commission Regulations 2001, Public Service (Delegation of Powers) Regulations 2001 and subsequent

amendments. During 2017/18, a 99 per cent output measure was achieved.

Mr. Chairman, we are pleased to report that one Bermudian professional and technical trainee was projected to be appointed to post that was difficult to fill and/or held by contract officers between April 2017 and March 2018. The appointment was delayed until April 2018, when Mr. Christopher Shane Mcilwain assumed the post of Land Surveyor within the Ministry of Public Works. It should be noted that no bursary students were appointed to posts as all students were still actively pursuing their studies.

Mr. Chairman, we are also pleased to share feedback of in-class professional development events held between April 2017 and March 2018. Classes continue to rank highly, exceeding 90 per cent, for job relevance and course delivery effectiveness.

Mr. Chairman, the Department of Human Resources was able to achieve 100 per cent of the annual review of trainee development plans. This review ensures the agreed outcomes of the trainee development plans are being achieved, and enables appropriate placement of suitably qualified Bermudians.

Mr. Chairman, the continued aim of the department is to improve the recruitment and selection process, and I am pleased to report that the average time to hire was reduced on average by 25 per cent for both local and overseas recruitment. Additionally, the turnaround time to prepare employment contracts was reduced on average by 48 per cent, thereby improving efficiency in the recruitment process.

To ensure the government attracts and acquires the best talent, the department will endeavour to further reduce the time to hire, to improve the candidate experience, and to have the right person in place at the right time.

Mr. Chairman, work continued on reforming human resource policies for the public service; the various collective bargaining agreements and legislative instruments all stipulate different conditions of employment which must be taken into consideration.

The evolved HR policies are designed for government-wide applicability. The policies will be drafted in four phases. Sixty per cent of the policies falling under Phase 1 were drafted. These include the following foundational policy framework documents: Charter on People Management, which will guide the application of human resource policies; Guidelines on Service Standards demonstrates the Government of Bermuda's commitment to transparency and providing service excellence; and Values and Ethics Code which outlines the values and expected behaviours to guide government employees in the conduct of activities related to their duties.

In addition, the Policy on Progressive Discipline and the Policy on Drugs and Alcohol were also drafted.

Mr. Chairman, in addition, the Framework for Management Compliance was drafted. This is a founda-

tional policy framework document which is intended to clarify the roles of the Public Service Commission, Civil Service executive, permanent secretaries, and heads of department in managing compliance.

### Plans for the Upcoming Year

**Hon. Walton Brown:** Mr. Chairman, in fiscal year 2019/20 the Department of Human Resources will become engaged in the HR Reform initiative as the government works towards the consolidation of its human capital function.

Notwithstanding this engagement, the department is intended to continue to work towards achieving its vision of building a competent, engaged workforce which drives a vibrant, world-class public service.

To align with the government's goal to reduce paper forms by 2020, the department will implement an automated course registration module to better serve employees and improve efficiencies. In addition, through the use of automation, the performance appraisals process, for the segment of public officers that are serviced by the department, will be further streamlined ensuring simplified processes and maximised data collection.

A review of the bursary programme will continue with data analysis to identify trends that will enable us to determine next steps to ensure programme effectiveness.

Mr. Chairman, to ensure the public service as an employer of choice is equipped with a cadre of individuals for consideration for permanent secretary and head of department positions, a pilot leadership programme will be developed. The programme will focus on a competency-based approach to leadership to better identify and develop employees for these levels.

Mr. Chairman, the officers under Head 26, the Department of Human Resources, despite staff shortages, continued to persevere throughout the 2018/19 fiscal year to develop professional and strategic partnerships with their stakeholders with a focus of providing value-added solutions to achieve operational success. I would like to thank the Director, Mrs. Carlita O'Brien and her team for a job well done.

Thank you, Mr. Chairman. I am now going to move to Head 61.

### HEAD 61—DEPARTMENT OF EMPLOYEE AND ORGANISATIONAL DEVELOPMENT

**Hon. Walton Brown:** Mr. Chairman, it gives me great pleasure to present the budget for Head 61, the Department of Employee and Organisational Development, found on pages B-70 through B-71 of the Budget Book.

## Mission

**Hon. Walton Brown:** Its mission is to develop, enhance and deliver government-wide employee and organisational development strategies, systems, programmes, and initiatives.

## Expenditure Overview

**Hon. Walton Brown:** Mr. Chairman, the total expenditure is estimated to be \$1,672,000 for 2019/20. The subjective analysis for the department is found on page B-70 of the estimates book.

- **Salaries:** The estimate of \$1,999,000 for 2019/20 does not represent new funding, but results from the salaried FTEs transferred from both the Cabinet Office (Management Services section) as well as the Accountant General's Department (Compensation section). In addition, there is one funded post that was transferred from the former Economic Development Headquarters.
- **Repair and Maintenance:** As with Salaries, the \$68,000 allocation in 2019/20 for Repair and Maintenance is not new funding, but the budget amount transferred into the new department from the Management Services and Compensation sections.
- **Receipts Credited to Programmes:** [These] are \$437,000. The \$437,000 Receipts Credited to Programs represents a recharge of partial salary costs for Compensation staff in the amount of \$58,000 and total salary costs of the Benefits FTEs in the amount of \$379,000 to the various Public Funds including the Public Service Superannuation Fund (PSSF) and the Ministers and Members of the Legislature Pensions Fund (MMLPF) for expenditure borne by the Funds.

## Capital Expenditure

**Hon. Walton Brown:** Mr. Chairman, you will note that in accordance with pages C-4 and C-8 there are no Capital Development and/or Capital Acquisition funds allocated for the new department.

## MANPOWER

**Hon. Walton Brown:** Mr. Chairman, as seen on page B-71, employee numbers, there are a total of 21 FTEs for the Department of Employee and Organisational Development in 2019/20. This figure is derived from the already mentioned transfer out of Head 9, Cabinet Office, Management Services section (seven FTEs) to the new Department, as well as transfer out of Head 11, Accountant General's Department, Compensation section (13 FTEs). In addition, there is one post within Administration which was redefined from a post trans-

ferred out of the former Ministry of Economic Development Headquarters.

Mr. Chairman, I'll now turn my attention to output measures.

## Output Measures

**Hon. Walton Brown:** There are no current output measures. These will be determined as a part of the business planning process.

## Major Policy Direction

**Hon. Walton Brown:** Mr. Chairman, there have long existed deficiencies associated with the existing HR organisational structure resulting in the Government's inability to adequately address the human and organisational capital within the public service. HR services are currently delivered in a fragmented and dispersed manner which results in duplication of effort, inconsistent service delivery, and an inordinate amount of time to execute basic functions such as recruitment of staff.

Mr. Chairman, the new Department of Employee and Organisational Development is the first step in the restructuring of the government-wide delivery of Human Resource services. Phase 1 of the re-organisation will include the establishment of a new department. This phase is the amalgamation of MCS (Head 9) and Compensation and Benefits (Head 11). The new department will be led by a Chief Employee and Organisational Development Officer. It is expected that recruitment for the lead post will commence in the coming weeks.

Mr. Chairman, phases 2 and 3 of the implementation of the new structure will result in the transfer of existing HR staff and associated funding from the following satellite HR units and department: Department of Human Resources (Head 26), Bermuda Police Service (Head 7), Ministry of Public Works (Head 36), Bermuda Fire and Rescue Services (Head 45), Government Post Office (Head 13), Department of Education (Head 17), Department of Health (Head 22), Department of Public Transportation (Head 35) to the new department. All of these are going to the new department, Mr. Chairman.

Once the posts and post holders from the various departments have successfully transferred to the new department, the existing positions will no longer exist. The existing Department of Human Resources (Head 26) will phased out.

Mr. Chairman, the implementation of the new structure is a core component of the Government Reform initiative. The Public Service can expect increased accountability, user-centricity, strategic leadership, and an HR partnering attitude.

The new structure will cause a proactive approach to industrial and employee relations, reduced time to recruit via modernised workforce planning and

recruitment processes, and improved capability to deliver value to the public by developing the talent pool and filling critical skills gaps. Moreover, the service will benefit from integrated employee management services, leveraging of technology and data, and the strategic repositioning of the role of HR with respect to organisational capital development.

Thank you Mr. Chairman. That concludes my presentation of Head 61. I am now going to move on to the Office of Project Management and Procurement, Head 80.

## HEAD 80—OFFICE OF PROJECT MANAGEMENT AND PROCUREMENT

**Hon. Walton Brown:** Mr. Chairman, it gives me great pleasure to present the budget for Head 80, the Office of Project Management and Procurement, found on pages B-76 through B-78 of the Budget Book.

### Mission

**Hon. Walton Brown:** Mr. Chairman, the mission of the Office of Project Management and Procurement [OPMP] 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.

### Expenditure Overview

**Hon. Walton Brown:** The total current account expenditure is estimated to be \$930,000 for 2019/20 and represents an increase of \$158,000, or approximately 20 per cent higher than the budget for 2018/19. Provisions for salaries, line item one, accounts for greatest increase. Further details are found on page B-77 in the subjective analysis of current account estimates.

### Capital Expenditure

**Hon. Walton Brown:** Mr. Chairman, there are no funds budgeted for capital expenditure for 2019/20.

The budget for capital acquisitions is found on page C-9.

### Manpower

**Hon. Walton Brown:** Mr. Chairman, the manpower budget is found on page B-77. The budget for salaries has increased by \$158,000. The difference in the budgeted amount for salaries resulted from the transfer of two employees from the former Department of Airport Operations a few years ago to OPMP. These posts were previously only partially funded.

Funds have now been transferred from within the Ministry to cover the full salaries.

Mr. Chairman, there are three vacancies within the established posts. The office is comprised of seven professionals including a director, procurement manager, senior project manager, project managers, quantity surveyor, contracts and compliance manager, and administrative assistant. These professionals have expertise in procurement, project management, quantity surveying, contracts, compliance, and administration.

### Output Measures

**Hon. Walton Brown:** Mr. Chairman, the office's performance measures for 2018/19 are set out on page B-78 and are as follows:

1. Assist public authorities to save, reduce or avoid 5 per cent of costs in managing capital projects. This performance measure was not met. The office has implemented the Code of Practice for Project Management and Procurement and is in the process of implementing guidelines for managing capital projects. It is anticipated that over time cost savings will be realised by the introduction of a consistent, standardised approach to project delivery. There is a significant opportunity to increase the use of effective practices in planning and managing the expenditure of public funds to complete capital projects to ensure that value for money is achieved.
2. Deliver a report on the operation of the office during the preceding year within three months after the calendar year. This performance measure was not met.
3. Provide training to at least five public authorities on project management and procurement best practices. The office trained public officers on procurement best practice standards, including the Code of Practice for Project Management and Procurement. Officers are being introduced to project management best practices, including guidelines for project management through dedicated training sessions.
4. Perform five project management, procurement and contract compliance audits on capital projects. No audits were performed during the course of the year. Further work is being done to develop guidelines, templates and checklists that will assist the office to perform audits in line with best practice standards.
5. Assist public authorities to achieve 5 per cent cost savings by implementing procurement strategies that leverage the government's purchasing power. In support of the government's efforts to provide for and promote the efficient delivery of public services, the office is assisting public authorities to negotiate framework agreements and implement ap-

proved contractors lists to take advantage of opportunities to reduce costs.

### Major Policy Changes

**Hon. Walton Brown:** The office has implemented the Code of Practice for Project Management and Procurement. All public officers are required to procure goods and services according to the procedures and requirements set out in the Code.

A policy will be implemented to ensure that Bermudian contractors participate and/or invest in major capital works projects that are managed by foreign companies.

Mr. Chairman, the office will also assist the Government to use its purchasing power to promote equality of opportunity with regard to disability, gender and race. The office is collaborating with the Bermuda Economic Development Corporation to educate small- and medium-sized business owners on opportunities to secure government contracts.

### Plans for the Upcoming Year

**Hon. Walton Brown:** Mr. Chairman, the office will establish a protocol to ensure that 20 per cent of capital spending will be directed towards small- and medium-sized businesses that have traditionally been unable to compete for government contracts. Progress on this initiative will be measured on an annual basis.

Efforts to standardise procurement documentation and streamline processes will continue so that more Bermudian entrepreneurs can participate in Government contracting opportunities.

The office will increase effort to provide oversight of capital projects by ensuring that policies and procedures for tendering are followed, the requisite approvals are secured before and for the duration of the projects, proper budget planning is undertaken, and adequate oversight of construction and costs is carried out.

The Office will continue to advise and guide public officers on procurement and project management best practices so as to raise the level of expertise in these areas across the government.

In closing, Mr. Chairman, the office is diligently working to provide oversight of all government procurement.

Mr. Chairman, let me take this opportunity to acknowledge and thank the Acting Director, Graham Simmons, and the hard-working and dedicated staff of the Office of Project Management and Procurement.

Thank you, Mr. Chairman. This concludes my budget presentation for Head 80. I will now pass over Head 51 to my colleague, Minister Jamahl Simmons.

## HEAD 51—DEPARTMENT OF COMMUNICATIONS

**Hon. Jamahl S. Simmons:** Thank you, Mr. Chairman, and thank you, Minister.

Mr. Chairman, it gives me great pleasure to present the budget for Head 51, the Department of Communications, found on pages B-66 through B-69 of the Budget Book.

The mission of the Department of Communications is to be the source of trusted communications between the government, public service, and residents of Bermuda using media and technology to educate and inform.

### Expenditure Overview

**Hon. Jamahl S. Simmons:** Mr. Chairman, the total current expenditure is estimated to be \$3,150,000 for 2019/20. There was no increase in the proposed expenditure over the 2018/19 budget.

### Capital Expenditure

**Hon. Jamahl S. Simmons:** The capital expenditure for Communications is \$40,000, which is a 15 per cent increase over the 2018/19 budget.

Fifty-five per cent, or \$22,000, has been allocated for computers. This will allow the department to continue to upgrade the computer equipment at CITV and replace ageing computers in other sections of the department, including Creative Services and Administration.

Mr. Chairman, 35 per cent, or \$14,000, has been allocated for a photocopier. The department has a requirement to print large amounts of information daily and the current copier is some 13 years old. Given the age and the troubles experienced by the department recently, the need to replace it is becoming acute.

Three thousand dollars, or 7.5 per cent will be spent to purchase a high-resolution encoder/decoder for the CITV studio.

### Manpower

**Hon. Jamahl S. Simmons:** Mr. Chairman, there has been no change in the number of staff in the department. There are 30 full-time funded employee posts. The allocated budget for staff is \$2,529,000, which is a \$49,000, or 2 per cent increase over last year. This is the negotiated increase in accordance with the Bermuda Public Service Union collective bargaining agreement. Mr. Chairman, the entire amount was found within the department's existing budget.

There are currently three posts to be filled in the department. Two are within the customer service representative area. It is anticipated they will be filled within the coming few weeks. Permission to hire is

being sought for the third post on the portal management team.

### Output Measures

**Hon. Jamahl S. Simmons:** The goal is to increase the number of visitors to [www.gov.bm](http://www.gov.bm), the government portal and to make it easier for them to find information. The current measure is the speed of loading the portal. The target for 2018/19 was 4.5 seconds, which is the same speed we are looking at for the coming year, 2019/20.

With the purchase of new equipment for CITV and faster Internet speeds, it is anticipated the number of programmes produced by the television station will increase by 5 per cent together with a reduction in the cost to produce these programmes.

Mr. Chairman, Bermudians are increasingly turning to online options to view local and international content. More locally produced shows will be housed on CITV's YouTube page, providing viewers with on-demand local programmes to watch when they want and where they want.

Overall, the department will work to assess the service provided to customers using a customer service assessment tool. The goal is to continually increase internal customer satisfaction year over year, and ensure the Communications team meets and exceeds client needs.

### Major Policy Changes

**Hon. Jamahl S. Simmons:** Mr. Chairman, 2018/19 was the first full year the Department of Communications was given an advertising budget. This allowed the department to take advantage of bulk media buying, resulting in a more controlled spend of advertising dollars. The department was able to centrally coordinate media buys and to effectively plan campaigns which provided greater audience impact.

Social media continues to play a significant role in how the government communicates with the public. More and more people get their news and information from family and friends sharing links to stories of interest and topics about which people have a concern. The social media platforms will continue to be used by the department to get information, whether it is a static graphic or brief video, to people, and those interested in learning more can click on the graphics and be taken to the website where press releases or information pages give greater details.

Mr. Chairman, the department will continue to enhance and fine tune how it communicates with online users, employing analytics to determine what works for the identified demographics and target markets.

Last year the government launched its online consultation forum which was created and implemented so Bermudians can review proposed policies and

provide comments and feedback before they are finalised and thereby have a greater say in the democratic process. To date, there have been two consultations using the forum. In the coming months, it is anticipated there will be more consultation and therefore more opportunities to use the platform.

### Plans for the Upcoming Year

**Hon. Jamahl S. Simmons:** Mr. Chairman, the Government alerts and notifications app will be launched in the first quarter of 2019/20. Those who download it will receive government notices and announcements on their mobile devices.

Communications, working with the Department of Information Digital Technologies will launch a new cloud-based intranet. This will allow every public officer to use their mobile device to access GovConnect. The new format will be easier to navigate and because it will have a social media look and feel, it is anticipated more employees will turn to it as a first source for news and information on what is taking place within government. GovConnect will be linked to [www.gov.bm](http://www.gov.bm), government's website, so information can be housed in one place.

Mr. Chairman, the department will continue to provide guidance and support to ministers, permanent secretaries, and heads of departments as they work to deliver their message to the public through social and traditional media. The role of employee communications will grow as more and more programmes are being designed specifically for employees and to increase employee awareness and engagement.

Mr. Chairman, I must close by thanking the Director, Aderonke Bademosi Wilson and the team at the Department of Communications. Their ability to serve under often stressful circumstances—including late nights and [weekends]—is extremely, extremely commendable. This goes for the entire team: Communications officers; the Creative Services team; CITV; portal administrators; administrative staff and customer service representatives (also known as the telephone operators). All work together to provide sound professional advice, a stellar product and a quality level of service unmatched anywhere. Bermudians, public officers and the government are well served by the Department of Communications, and I take this opportunity to publicly thank them.

Thank you.

**The Chairman:** Thank you, Minister.

Any further speakers?

The Chair recognises the Honourable Member Susan Jackson. You have the floor, Ms. Jackson.

**Ms. Susan E. Jackson:** Good afternoon, Mr. Chairman.

If you don't mind, I would like to start with Communication, thank you. So I am going to start with Head 51, Department of Communications.

I, too would like to thank DCI and their leader, Ms. Wilson, for all of the hard work that they do. And I must disclose the fact that communication is something that I do as a profession. So I have a couple of questions that I would like to ask on how the Department of Communications could ultimately become more efficient, and ask some questions on how or why they are not able to generate some revenue within government.

I do notice that much of the function of communication is more in the public relations domain in that they provide services to ministers and departments to make sure that messages get out to the media in the form of stories and educating the public on various initiatives of government. But the kind of more advertising and promotion opportunities that many of the other ministries seem to undergo . . . I do not understand why the Department of Communications is not able to generate revenue by doing more of the work within the advertising and promotion of the various ministries, and then being able to charge internal clients, these ministries, and taking on some of the communication functions through advertising and promotion.

I mean, there are 30 members of staff within the Department of Communications. They have creative services, they have a television station, there is portal management, which allows for website and IT development. So I do not understand why the government is not utilising the Department of Communications as a more centralised space for other ministries to seek the services and then pay the Department of Communications, rather than paying external bodies to produce and/or publish their advertising and promotion.

So, I would not mind getting a little information about that, just generally about the Department of Communications.

So, I would like to spend a little time on line 61040, that is the government's television station. Now, there is a significant amount of money, \$603,000, that is spent annually on the television station, CITV. And there are presently six full-time members of staff working there. Now, yes, it is appreciated that there is full-time programming for CITV. But I am just curious as to whether the government is going to be prepared to maintain that kind of expense, and also, given the fact that the Minister who just delivered the brief mentioned that there is going to be replacement costs for equipment this year, whether there isn't an opportunity to take a serious look at the television station and how we might be able to better utilise that facility to gain additional revenue.

Now, the Speaker is not in the House right now, but I am going to mention something like the negotiation of some sort of broadcasting within the

Chamber. I noticed this during the Throne Speech live broadcasting by CITV. I noticed live broadcasting by CITV for the Budget Statement and the Budget Reply. And I am just curious if there isn't some way in which we could negotiate with the likes of the Legislature to see whether there is an opportunity to gain additional revenue for the Department of Communications through the broadcasting of various services, keeping in mind that as a government station, versus Legislature, which is independent of the government, that there would have to be some firm negotiations put in place. But there may be an opportunity for the department to gain some additional funding.

I had a question around the advertising and promotion. And I thank the Minister for explaining that there would be bulk media buying over the year and that is why the additional expense up to \$250,000 would be utilised for purchasing advertising and promotional space in the media. So that is recognised and appreciated.

I just want to now spend a bit of time on the portal management, 61060. So right now we have the www.gov.bm website. Then there is also the idea of the app. I am just wondering whether there are any costs associated with the government app. And also, the cloud-based intranet, GovConnect, which is also something that the Minister has just introduced today, and whether there will be any costs, and whether those costs are wrapped up in Portal Management, which could be the case at \$473,000. But I would like to have a little bit more information on how we are going to afford those.

Certainly, appreciating the need for employee communication and having up to date and current information and having one centralised area in which all staff within government can receive news and updates and important messages is a vital part of keeping a culture of awareness and engagement within government. So, I certainly support having a government app and having a cloud-based intranet. So I look forward to that being introduced.

I noticed that under the performance measures there did not seem to be anything around sort of the measurement of the website. I am looking carefully again. I am not seeing many analytics around the use of the website, other than uploading. So I would like to know a little bit more about the amount of information that is being put onto the www.gov.bm portal. I see the number of visits per year—

**The Chairman:** What unit are you looking at?

**Ms. Susan E. Jackson:** I am looking at 61064, Portal Management, on page B-69. I do know that this is a relatively new portal that has been put in place. It certainly had a few challenges, because people had to get used to the search engine and we didn't have the traditional landing pages as we had in the past. So I

am just curious whether we are creating any savings from that portal, especially around the creativity, the posting of the creation of page sites and uploading of information, which I did not get a real sense of under the business unit 61060.

So, I will take my seat and just get some answers from the Minister.

**The Chairman:** Minister.

**Hon. Jamahl S. Simmons:** Just to answer the first two, for the most part what the Member was asking about in terms of government using DCI as a first point of service, that is happening already, for the most part. That is what happens when you see us go outside, it is basically because of either manpower or resource shortages in the department. So, for the most part we are the sole source for government in terms of all the production of all those products and everything you see out there.

To your second question in reference to CITV, one of the challenges that I think is faced right now, if you look at our local television market, you have seen VSB go out of business, and you have seen that many of the local, including ZBM, recently had layoffs. So, at this time, essentially competing directly with them would not be in the best interest of the overall market. But we are looking to work with them where possible, particularly when it comes to sharing content, moving things, as we mentioned, trying to get more local content available.

I am trying to think what else you asked. Would you repeat your last couple of questions about the portal? I did not quite understand those.

**Ms. Susan E. Jackson:** Yes.

So, I was just a little curious about who is providing the sort of creative production, who is uploading and maintaining the website, and whether you are finding cost savings based on what was the original or previous website that was there. And then just whether there are more analytics around it. I mean, I noticed that we have the number of visits per year and how many pages the website visitor sort of journeys through. But I am just curious whether we do keep even more detailed statistics.

**Hon. Jamahl S. Simmons:** Okay. Thank you for that.

With the portal, the creative design is all done in-house. And it is managed by the portal's administrators. And the Honourable Member will know that we mentioned that we are actually short in that area.

In terms of analytics, I think that part of what we are doing throughout all of government, whether it is our social media or our website, is to examine more and more ways to make them more effective. It is a work in progress and I think that we want to make sure that from the website standpoint it works. That is the first priority. The second priority is that the content

is of value so that it will draw more people in. But then also, that it becomes a source of great information.

As we take our multipronged approach, whether it is using the app, whether it is using the website, whether it is using social media, we are constantly examining and looking at ways to determine which is the most effective, if it is working, if the product being placed on them is the most effective. So there is an ongoing issue with that in terms of being able to produce something that works.

So, to your specific question, the answer is no. But it is an ongoing process and part of our internal how we manage and how we get information out to the public.

**Ms. Susan E. Jackson:** I have another question that has come to mind. And it is around the customer journey within the website. Certainly, I have personally gone on the website through the search engine looking for pages that are oftentimes advertised or announced within this Chamber, different documents and various initiatives that have been launched. And yet, when I go on the website, it is very difficult to navigate through the website to find these documents, and the timeliness of some of the documents being uploaded. And I certainly know that there have been ministers in the past that, with embarrassment, because they have [stated in the Chamber] that something has been launched on the website and then immediately following that realise that it has not been uploaded.

So I do not know if there is a dedicated staff member, or two, is there a team, or is this a technical delay? And is this directly published through the Department of Communications, or is there a relationship with IT support within government that helps with the portal?

**Hon. Jamahl S. Simmons:** The Shadow Minister makes a good point in reference to the timeliness of getting things onto the site. As I mentioned in my brief, we are down a portal administrator. We are actually looking to request to get that filled. Part of the delay is due to that.

Just for the awareness of the Shadow Minister as well as the public, there is a team of portal administrators. I believe there are three persons. And we actually need to have four. We are looking to request to get another one on line. It is a challenge. It is a challenge we have acknowledged. Part of what we are working on is to improve the timeliness, because we are very good in every other area. But with the disconnect, where we have a public affairs officer, who could issue a press release, who could put something right on to social media, you are required to interact with the portal administrative team to get something uploaded. So, that is a lag. There is a challenge that we acknowledge. But we are working to fix that.

In terms of the site and the dead links and the search functionality, that is something that we are also working to improve. I think part of the overall mandate is really to . . . if the site does not work, if the information is not compelling, people will not use it. So, part of the overall approach of improving government communications is that everything that is not where it should be, we are progressively marching toward getting it where it should be. But I think that, as I said, I am going to be lobbying the Finance Minister for another portal administrator because we need one.

**The Chairman:** Any further speakers?

Ms. Jackson.

**Ms. Susan E. Jackson:** Just changing the subject slightly, but I am noticing that there is . . . it is not applicable around deadlines for production of the Throne Speech and annual reports, et cetera. I am just wondering if you could provide an update on how those reports, those speeches are being produced, whether that is falling within the Department of Communication now or if it has moved on to an outsource?

**Hon. Jamahl S. Simmons:** I am not sure I understand the question. I believe . . . well, okay, the Throne Speech and the budgets are written in-house. The graphics are produced in-house, and the printing as needed will go to a local press based on a system where we get a series of quotes from at least two to three. So, there has not been any change that I am aware of since the OBA was in power in terms of that. Ninety-nine per cent is produced in-house, save for the printing.

**The Chairman:** Any further speakers?

Ms. Jackson, you have the floor.

**Ms. Susan E. Jackson:** Yes, I have another question around your customer satisfaction surveys. So, I noticed that under—

**The Chairman:** What line item? Ms. Jackson, I am trying to . . . I am giving you a lot of latitude, but—

**Ms. Susan E. Jackson:** Sorry, the customer satisfaction surveys are noted in the performance of . . . okay, let's go with business unit 61070, customer service representatives, [page] B-69. But the customer satisfaction seems to appear in numerous lines. But I am just curious, what mechanism are you using to measure customer satisfaction, and how are those surveys delivered and how often?

**Hon. Jamahl S. Simmons:** If the Honourable Member would give me a few minutes to get that information for her, I would be glad to provide that for her.

**The Chairman:** Do you want to continue, Ms. Jackson, on the other heads, if you have finished that one, that is?

**Ms. Susan E. Jackson:** Yes, I am finished. I would like to move on to Head 13, the Post Office.

**The Chairman:** Yes. Continue.

**Ms. Susan E. Jackson:** I will start by, one, thanking the Postmaster General, who I understand has been seconded into that post. And I will ask the Minister, When will we have a more permanent person in that post? And my next piece is to transition to the location of the post office.

So, I understand that the Post Office did have to move out of its original facility down at the Civil Air Terminal and has moved into a private facility, in a place in which we are paying what I would consider to be a substantial amount of rent. And I am just curious how long the Government is thinking that they are going to maintain that kind of high cost of rent for the post office? Given the fact that we do have the General Post Office on Church Street, I am just curious why that building has not been able to be converted, and used for the mail processing centre, as well as using it for the General Post Office?

In addition to that . . . let me get on a line item. There was . . . I am going to go for sub-post office, so it is line 345, [page] B-48.

**The Chairman:** Yes. Mm-hmm.

**Ms. Susan E. Jackson:** There has been, well, first of all, I am just questioning why \$6 million has been allocated in that space. And also, I understand from public releases that there is a move to have multiple government payment locations at the sub-offices. So, a person can go into the sub-post offices throughout the Island, and they would be able to pay their land tax, they could pay for dog licences and mooring fees, et cetera. And I noticed in your brief that there was not any discussion around that. And I was just wondering if you might be able to expand on that a little bit, and why there might be such a large amount of money that is going to be spent on the sub-post offices, and if it is related to the change in use of those sub-post offices?

**The Chairman:** Mm-hmm.

**Ms. Susan E. Jackson:** I noticed that you had mentioned that the General Post Office is considering going into or diversifying their business, and you mentioned an online shopping feature as a possibility. And I am just curious if you might be able to give a little information around the costs to purchase the IT framework that would be supported by an online

shopping platform, and the costs that would be associated and the timeline to get that?

And certainly, understanding the complexities of having something like online shopping, there are payment features there, there are security issues and compliance, and I am just curious how the post office is preparing for that kind of added demand on their day-to-day operations? And if they are going to have the online shipping, does that mean that we will have the additional costs of having some sort of overseas collection and distribution facility? So, once the purchases are made by a client, a customer here in Bermuda, the goods would have to be consolidated overseas somewhere and then shipped to Bermuda, and then how the post office would afford that and how they are planning to put such an operation in place in, I would imagine, the United States, in the first instance? And it may be interesting to know too whether it is going to be just the United States, or whether UK and Canadian online shopping will be available as well.

You mentioned that . . . and I am on now the next line, 350, Courier Services. So, there is \$204,000 allocated for courier services, and you mentioned that there was a move to enhance that service. And so I would like to know how that will work, and whether there will be an increase in revenue from that? If you are expanding that courier service to not just include . . . I am not particularly sure what the criteria is now, but I am thinking it might be more of an internal courier service that may deliver to Government House, to the airport, to the Cabinet Office, et cetera. And if it is diversifying out into the private sector whether there will be revenue-generating opportunities and whether there are any projected costs or revenues that will come in for that?

And you also, I believe, mentioned something around a bonus for parcel services. No? Okay. I will leave that alone. I am going to just take my seat at this time and . . .

**Hon. Walton Brown:** Sure. First of all, with regard to the acting Postmaster General, that position is a seconded position. The substantive Postmaster General has been seconded to another position. So, it just remains to be seen when this position is going to be changed.

The lease at the New Venture building is a five-year lease that the Post Office has with the New Venture Holdings. That is a five-year lease which is in place. We are looking to expand the services of the post office to a variety of areas. Online shopping is a big part of it.

In terms of consolidation of packages, it will be outsourced to a company to facilitate the collection of parcels overseas and then shipping them to Bermuda. So, it will be an outsourced facility of an overseas company to provide for that service. With regard to the sub-post offices and the fee of \$6 million, that is

the operational cost. And you are correct that the post office and the sub-post offices will be providing a wider range of government services, in particular, bus passes, licence requirements, and so forth. So, a variety of additional services will be added to the delivery of services at the Post Office.

The software that is required for the online service, it is going to cost a few hundred-thousand dollars to bring it online completely. And that is the cost of bringing it online. So, there will be a line item expenditure for that amount.

*[Pause]*

**Hon. Walton Brown:** We are exploring new courier services with different individuals to provide additional courier services to the Island. We are exploring new courier services. Okay?

**Ms. Susan E. Jackson:** You mentioned that there would be a line item for the additional costs associated with the online shopping platform. Added to that, you have mentioned a record and tracking IPS software.

**Hon. Walton Brown:** Yes. Mm-hmm.

**Ms. Susan E. Jackson:** Touch screen kiosks and public Wi-Fi, which I would imagine is nominal. But I am curious where those expenses will be housed within the Head 13? And whether any of those costs are incorporated into, let's say, Materials and Supplies for this year, which is at \$239,000? And I am curious too, getting back to the online website, whether we have done any kind of feasibility study to see whether we would even have the demand from this community for the online shopping?

**Hon. Walton Brown:** Yes, there has been extensive assessment of the local demand for online services, and there is high demand for online services and that is why we have decided to go this route, to provide online services.

**The Chairman:** The Chair recognises the Opposition Leader, Mr. Cannonier.

**Hon. L. Craig Cannonier:** Thank you, thank you, Mr. Chairman. I still was not quite sure about on page B-48, obviously under Head 13, 340, Central Mail Processing Unit. I was not quite sure if the Honourable Member is saying that they are doing away with this processing unit? So, I just wanted some more clarification as to exactly what is this processing unit? I see it is—

**Hon. Walton Brown:** Where are you?

**Hon. L. Craig Cannonier:** —on [page] B-48.

**Hon. Walton Brown:** Okay.

**Hon. L. Craig Cannonier:** [It is] 340, under 1310, subsection 340.

**Hon. Walton Brown:** Yes.

**Hon. L. Craig Cannonier:** Yes. I am just trying to get a better understanding. The reason I was asking that, I understand they are going into, Mr. Chairman, the online shopping because on [page] B-50, under Performance Measures, it says at the very bottom, "Status of completion of the implementation and rollout of a single new postal software solution to replace the various current systems." That does not refer to online shopping as well, right? That is something completely differently?

**Hon. Walton Brown:** That is different.

**Hon. L. Craig Cannonier:** Yes. Okay. So, I guess what I am trying to understand then, if this under performance measures then what is this actual system that we are rolling out, as far as a central system throughout the whole of the post office? I will ask my last question after that and then we will move on.

So, I was just curious as to what that new software package is and what is so different about what we had before as to why we are now going after a new software package? And actually, how much did that software package cost that we are able to now have this? It is probably good that we do. I am just curious as to being able to let the public know exactly what that is.

Also, if we would go, Mr. Chairman, to [page] C-8, on Capital Acquisitions, I also noticed on the Post Office Capital Acquisitions, [page] C-8, 76013, Cycles. I see that there is no allocation for, I am assuming, the purchase of new cycles. But if I go back and look at 2016/17 budget, \$15,000 was spent on cycles. Let me rephrase that. In 2016/17 we purchased \$15,000 of cycles. In 2017/18 we did not. And then again in 2018/19 we spent \$12,000 on cycles. I am curious as to how many cycles do we require within the postal system? And is that two-year turnabout typical for getting new cycles? Because if you look at the history, it looks like we are getting them every two years. So how many cycles do we typically have within the fleet of the post office? And what kind of cycle are we looking at that we would be buying cycles approximately every two years to keep up the fleet?

It may very well be, I mean, these guys are out on the road every day, right? All day. But I do not know if that is realistic or not. The reason I ask that question is because I know that, especially with our vehicles, you know, they have a lifespan. And quite frankly, sometimes, as governments we allow them to run until they just completely die out, and we have got issues in trying to keep up with maintenance of these

kinds of things, whereas in other countries they will give the lifespan of a car five years, per se, and then they just go out and get new ones and sell the ones that they do have, to receive something back. And I do not know if we are looking at a plan like that, or are we just taking these bikes and within two years they are done? So, I was just curious as to how that works.

Also, on the same page, on C-8, Computer Equipment, I am assuming that the computer equipment that was purchased was to . . . I am assuming that it has to go along with the online shopping? I do not know whether that is the case or not. But what was the particular reason for it, or maybe the computers just died out, they were old? Whatever the case may be, that could be it.

Oh, also, I am just going to flip back, Mr. Chairman. Sorry for going back and forth here. On [page] B-49 down under the section Employee Numbers, 345, Sub-Post Offices . . . I see that we are increasing by three members. Is that due to the acquisition of this new software package for online shopping, or is that just to keep up with the demand? What was the purpose of the increase of three employees under sub-post offices? And bearing in mind that, you know, we were tending to look at the sub-post offices, and the amount of work that they are doing was under question at some point in time. And so, I was just curious as to why we are adding three on? And it could be because we actually do need them. Thank you.

**Hon. Walton Brown:** Well, with regard to your first question about the Central Mail Processing Unit, that is the heart and soul of the processing of all the mail. That is where all the mail gets processed. All the mail comes to the Central [Mail] Processing Unit, it gets distributed, it gets allocated, and the machine is very manually driven. It is very manually driven, okay?

With regard to the other questions, I am just going to wait for my answers to come.

[Pause]

**Hon. L. Craig Cannonier:** Okay.

**The Chairman:** Minister, I am going to allow one of the other Members to pose some additional questions while you try to straighten that out.

Are there any other Members who would care to speak to these respective heads?

The Chair now recognises the member for constituency 19.

**Hon. Jeanne J. Atherden:** Right. Thank you, Mr. Chairman.

This question relates to the Minister's suggestion about online shopping, and I guess . . . and this goes back to [page] B-49, recognising that anything that happens with respect to online shopping, et cetera, is put together to generate more revenue. That

is the only justification for putting something in, that you can get the revenue to make it worthwhile. I guess . . . and the Minister said that some sort of survey or something had been done. I just wondered if he can perhaps give a little more indication about what the survey was saying? The reason being I remember in this House we had, when the Government decided that it was going to introduce courier services, there was a lot of discussion as to whether that was going to actually be viable, recognising that you had a lot of private sector courier services, and the question arose as to whether the Government would make enough money to make it worthwhile.

And I am looking on [page] B-49 where courier services last in 2017/18 there was only \$45,000, but in the original budget for 2018/19 was going down and we are still talking about it going down. So, it just makes one wonder why if the courier service revenue is not up to the level that we want, why would we start to go into online shopping when you are going to be in competition with the private sector which has a lot of history and is very nimble? And courier services and online shopping . . . you have to be nimble and be there and I just worry about whether we are able to make it work.

**The Chairman:** Thank you, Member.

The Chair now recognises the Minister. Minister, you have the floor.

**Hon. Walton Brown:** First of all, we are not going to be in direct competition with courier companies. We offer a different timeframe for delivery of packages than the courier companies. So, we are not in direct competition at all.

With regard to the number of cycles, we have 30 cycles. We have 30 postmen; we have 30 cycles. They last about five years each. So, it just is scaled along those lines.

Also, with regard to the increase in positions at the post office, it is to fill a position that has just been reduced through attrition. Just to refill positions, that is it.

*[Inaudible interjection]*

**Hon. Walton Brown:** Right. And just one correction: Online shopping will not cost \$250,000. It is the increased number of parcels in growth which is part of a growing trend. It is not going to cost \$250,000, it is going to cost much less than that to implement online shopping.

**The Chairman:** The Chair now recognises the Opposition Leader. You have the floor.

**Hon. L. Craig Cannonier:** Thank you, Mr. Chairman.

There was one particular question on the performance measures that I did not get an answer to,

and that was the status and completion of the implementation and rollout of the new postal software. I was trying to get a better idea, if we can let the public know exactly what this is, how is it building efficiency, per se, within the service that we are providing and the like?

**Hon. Walton Brown:** That is a work in progress. We are not quite ready to roll it out yet, but we are working on it.

**Hon. L. Craig Cannonier:** Okay.

**The Chairman:** The Chair now recognises the Member for constituency 20, Ms. Jackson.

**Ms. Susan E. Jackson:** Thank you. I am still on Head 13, [page] B-48, and I believe it is going to fall under Equipment and Other Expenses. But I am just curious what kinds of charges and payments we might be up against after the security assessment.

I have read that we have already incurred costs to secure the general post office where the public, where the mailboxes are kept. So, there is a swipe card now in order to get into that facility, and I would imagine that we had to incur some costs to get that security up, and to distribute swipe cards to all of the customers. And once we have a further and more complete security assessment by the sounds of the brief, what kinds of costs are we putting aside in preparation for the need for any particular security equipment that we may have to put in place that we do not have now?

**The Chairman:** The Chair recognises the Opposition Leader.

**Hon. L. Craig Cannonier:** Yes, I don't mean to belabour the point, but I am just a bit confused now. At [page] B-50 the Performance Measures, the Honourable Member says that it is a work in progress. And I can tell why this here is a work in progress. If you look at the numbers here [for the] 2018/19 [fiscal year] 30 per cent completion, revised forecast approximately 70 per cent, and we are saying going into this next year it will be 95 per cent, and I am assuming that this completion is a new software package, so, it obviously is already in play. If you are looking at the performance measures here, it is already in play.

So, it is not something that they are about to acquire, it is something that we already have and I am just trying to get a better understanding, you know. And the reason I am asking this question is [you] hear all the time, *Oh, well, what is the postal service doing?* You know, from the public, and I know these people are working hard. And it would be nice to be able to give them some detailed information about, you know, how we are performing. I mean, this whole idea of online shopping is brilliant. I am so glad to hear that

we are moving in this direction. And the public needs to know this here. So, it would be nice to be able to give them a little more detail as to how we are making it more efficient as we go forward, that is all, and what it is.

**The Chairman:** Minister, you have the floor.

**Hon. Walton Brown:** It remains a work in progress. We are making it more efficient. We are streamlining procedures, and we are providing for more things to be delivered online. That is the extent of what we are doing. Online greater capability and streamlining of features, that is what we are doing. That is our focus. We are streamlining features, and we are providing more measures online.

**Hon. L. Craig Cannonier:** Yes, but you said it did not have to do with anything online when I asked that question.

**Hon. Walton Brown:** It is in the implementation stage. It is being developed.

**Hon. L. Craig Cannonier:** So, we haven't . . . we haven't acquired . . . I am just looking at the performance measures here and it says 70 per cent, that, you know, if you look at it . . . I'm sorry, Mr. Chairman, I'm sitting down. I guess what I am asking, it says "status of completion of the implementation and rollout of a single new postal software solution."

So, are you saying then that we are still in the process of trying to identify what this software solution is? I was assuming that because of the performance measures that we were already training people. Maybe I got that wrong. Maybe it is just that we are still in the explorative stage of this hearing, that we are saying that for the 2018/19 [fiscal year], 70 per cent of that explorative measure has been taken in 2018/19.

**Hon. Walton Brown:** That is phase one.

**Hon. L. Craig Cannonier:** Okay.

**Hon. Walton Brown:** That is phase one.

**Hon. L. Craig Cannonier:** Okay. We are getting somewhere. Well, what is phase two? If you are going to tell us this is phase one?

**Hon. Walton Brown:** Phase two will be the further implementation of it. Phase one is the developing, phase two will be implementation.

**The Chairman:** Thank you.

Are there any other Members that wish to speak to these heads?

The Chair now recognises the Shadow Minister.

**Ms. Susan E. Jackson:** I am still on Head 13 for the Post Office, and I am curious. Now, I grew up enjoying stamp collecting and I noticed . . . and so I have a real appreciation for the effort that goes into creating the artwork, and obtaining the images that are used on the stamps, and I certainly get the rewards that come from that, not only from the artistic world, but for those who enjoy collecting stamps. But I am noticing that we have a substantial decrease in revenue for this, and we are still spending a significant amount of money each year. Line 335 has the service at \$433,000, estimated for 2019/20, and yet the revenue is estimated at a thousand?

**Hon. Walton Brown:** A thousand.

**Ms. Susan E. Jackson:** A thousand. A thousand dollars. So, I am just curious, I mean, is there some law why we have the Bureau? I mean, I get it from a philanthropic perspective, but . . .

**Hon. Walton Brown:** It is not cost efficient. Right. It is not going to be cost efficient. But that is a part of our service that we provide to the public, and it is of great value to those who are stamp collectors. And so, we continue to provide it, even though it is at this cost. It is just something we feel is important to do, to continue to do.

**Ms. Susan E. Jackson:** For the cost of \$433,000 a year? Is there any initiative or any work being done to investigate other ways in which we might be able to provide this service at a less expensive, at a lower cost?

**Hon. Walton Brown:** Well, we will certainly consider other options. But we will need to explore those other options to see what is viable.

*[Mr. Rolfe Commissiong, Chairman]*

**The Chairman:** Thank you, Members.

Are there any other Members that wish to address these heads at this time?

The Chair now recognises the Member from constituency 19, Ms. Atherden.

**Hon. Jeanne J. Atherden:** Thank you, Mr. Chairman.

My question goes to [page] B-55, which is, I am going now to talk about the post office, and I will say right from the get-go that I have always been interested in statistics, and my whole question relates to how we can get information and use information and the timeliness. So, I would like to ask the Minister, and if he can get his technical staff to perhaps provide this response. If you go to [page] B-55, there is an indication talking about surveys, and to me, I always—

**Hon. Walton Brown:** [Page] B-55 is Stats.

**Hon. Jeanne J. Atherden:** Pardon?

**Hon. Walton Brown:** [Page] B-55 is Department of Statistics.

**Hon. Jeanne J. Atherden:** Well, that is what I said. I said I would like to talk about statistics.

**Hon. Walton Brown:** You did not say that. Go ahead. You did not say that. That's fine.

**Hon. Jeanne J. Atherden:** So, we have gone from post office and now I am talking about Statistics.

**The Chairman:** Yes. You may continue.

**Hon. Jeanne J. Atherden:** [Page] B-55. Okay. All right. So, my question is because I have always maintained that the more timely the information you get, the more you can do with it. So, this is talking about the surveys. And on business unit 24025, there is an indication that timely completion of statistics relating to the current job market for informed decision-making, and it was saying that the completion of the employment brief is nine months after the reference week.

And then when you go down to the other performance measures, it says "Conduct semi-annual Labour Force Survey for delivery of more frequent and timely unemployment measures." And it says, "The target outcome for 2019/20 is complete Labour Force Survey Reports five months after reference week." And I guess I have two questions: One is, Is the reference week for these two particular surveys the same reference week, or different? And my second question relates to . . . is there any way that the completion of the surveys is able to be shown, i.e., in the sense, one is done five months after the reference week, and the other one is done nine months [after].

So it just begs the question if there is any way that both of them could be done five months [after] because it means that if the other one that is done in nine could be done in five, then you get the information faster.

So, my question is what is the reference week for each one of those? Is it the same reference week? And is there any way . . . is there anything that prevents the Statistics Department from shrinking that to get the one that is done in nine months closer to five?

**The Chairman:** Minister?

**Hon. Walton Brown:** Well, they have two different reference dates, first of all. Secondly, with regard to shrinking the timeframe, that is always possible. It is a question of devoting more resources to getting it done more efficiently. We will have to explore that, the viability of doing that.

I take the point that nine months is a long time to wait for a report, especially for sensitive economic

data. Timing is very important. We will look into this matter and see what can be done to rectify the long-time delay.

**The Chairman:** Thank you, Minister.

The Chair now recognises the Member from constituency 10, [Honourable Member] Dunkley.

**Hon. Michael H. Dunkley:** Thank you, Mr. Chairman.

This is on Head 51, Department of Communications, page B-67. During the Minister's presentation, he talked about bulk media buying. I am just curious, because, obviously, it has been put greatly into that line item, because in 2017/18 there was \$29,000 initially allocated, and that changed to \$118[000], and we see 260, 229 and 250.

So, the question to the Honourable Minister is, have all the government contracts for the bulk media buying been advertised, and can the Honourable Minister list those current contracts?

Another question to the Honourable Minister, do all Ministers have support from DCI as far as their own personal public relations officer? Thank you, Mr. Chairman.

**The Chairman:** The Chair now recognises the Member from constituency 33, Minister Simmons.

**Hon. Jamahl S. Simmons:** Yes, to answer the Honourable Member's first question, when it comes to advertising buys, you do not advertise for advertising buys. How it works is you buy advertising based on the audience you are trying to target.

For example, an ad might be chosen for *Bernews*, the *Royal Gazette*, ZBM, wherever, based on the audience we are trying to target. So, it is not advertised. I do not know if it has ever been advertised, that is just not how it is done. If you check the government portal, all of the contracts are listed, as required. So you would be able to get them there. And I would be glad to provide the full list if you like. But they are all posted.

The Honourable Member says, *We hope*. Yes, we do hope. But, if they are not, they will be by the time I sit down!

[Laughter]

**Hon. Jamahl S. Simmons:** I think in your other question relating to the actual budget, what happened was that all of the individual advertising budgets from each department which were previously held under them was pooled. So that is where that number shifted. Does that help?

[Inaudible interjection]

**Hon. Jamahl S. Simmons:** Okay.

**The Chairman:** Thank you, Minister.

The Chair now recognises the Member from constituency 10 again.

**Hon. Michael H. Dunkley:** I appreciate the answers.

I have been following the government portal. I have not seen them posted yet. So, I look for a follow up from the Minister.

The last question, do all Ministers currently have a public relations officer in the Ministry?

**Hon. Jamahl S. Simmons:** That is correct. Most are being shared, however. So there is . . . basically each public affairs officer normally will carry two ministries. For example, the public affairs officer for the Cabinet Office also shares with Finance. I believe the one for Tourism and Transport also does National Security. So, that is the arrangement as it is.

**The Chairman:** Thank you, Minister.

I recognise the Member from constituency 20.

**Ms. Susan E. Jackson:** Thanks very much, Mr. Chairman.

I would like to move on to Head 26, Department of Human Resources. So, I definitely support the idea (and I have mentioned this before) that the Human Resources Department is looking to restructure itself. I just have a few questions around how, and what that is going to look like.

I would like to begin with salaries, which is . . . page B-57, under Salaries. Now, it has been mentioned publicly that a chief employee and organisational development officer, an HR business partner, an employee relations advisor, a talent acquisition manager, an HR systems specialist, will all be new posts. Now, I do not know if that is attributed to Head 61 and the salaries that are posted there, \$1,999,000 . . . Head 61?

*[Inaudible interjection]*

**Ms. Susan E. Jackson:** Okay, thank you for that.

Now, given the fact that the Government is looking to take all of the HR departments within the various ministries and pool them into one centre of excellence for HR services for government, I guess my big question is, What is actually going to be different? And how are you going to restructure? The Budget Book looks very traditional to me, in that the structure is still laid out as it always has been under Head 26. And I am curious how the restructure is actually going to look in the end.

My concern is that it will just end up being the exact same thing that it has always been, it is just that everybody will sit in the same place, versus sitting in other areas. And you have mentioned how you are hoping to improve the recruitment process, and speed up, and have more efficient processes within the De-

partment of Human Resources, but it also seems to me that if we are going to go through the expense of restructuring and pooling these departments, that there is an opportunity here to create a different culture, and it is an opportunity for a different culture for government.

When it comes to education, to me, this is probably one of our real diamonds, because we are looking at a population of Bermudians that is skilled, that is talented, and that is working. And if there is ever a place where we have an opportunity to create an incubator for skilled personnel that will be able to manoeuvre through government, private sector, wherever they want, because we are going to make that investment in making sure that they have the training and the skill set necessary to become the senior management or subject matter experts in their field, then, to me, the Department of Human Resources needs to have very close scrutiny so that we are able to provide the best support, and that this does not just become a reshuffling of the deck to make things look efficient.

This is an amazing opportunity for Bermuda and for Bermudians. And I would not want us to squander our funds at a time when we really have an opportunity to invest and escalate the skill set of Bermudians in this situation.

With that, I would like to move to line 2602, Learning and Development, 36030, learning and development administration. That has an allocation of \$595,000 this year. I am just curious if this is where the succession planning programme will lie, given the fact that there has been much talk within this Chamber about creating and upskilling and having developmental plans for our members of the civil service who can move up the ranks and, in particular, move into positions that are deemed hard to fill, and whether we have looked at those individual positions. And I believe there are probably about 12, maybe as many as 17, difficult to fill, hard to fill positions within the civil service, and how much, and whether that \$595,000 is an allocation for that succession programme.

The next line item 36050 for training courses, of \$93,000, which is a drop from last year of \$9,000 (it was \$102,000), but with that \$93,000, whether that training is going to be allocated to the Human Resources staff to prepare them to support and create the documentation and development plans for people who are within the succession programme, because the training of the HR personnel is going to be critical in the success of the succession planning.

In line 36110, public service bursary, there is \$220,000. I would like to know what the demand for that bursary is now. How many people are currently recipients of that bursary? How many will be allocated, or given an opportunity to access that bursary this year?

I am going to take my seat at this point and let the Minister answer those questions.

**The Chairman:** The Chair recognises the Minister of Government Reform, Cabinet Office.

**Hon. Walton Brown:** Head 26 will disappear with the change. Head 61 will be the permanent fixture. And it is not simply a coming together of different departments with HR into one. It is a complete restructuring of the entire enterprise. It will bring together the different heads of HR from different departments in government. It will be a complete revamping of it. It will bring management and consultant services on board as well. So it will be a complete revamping of the entire process. We will be able to get economies of skill in the delivery of HR services and we will be able to fine tune policy across the spectrum and bring about a greater unanimity of function in the delivery of HR services. That is the important point there.

Twenty individual HR personnel will be provided and it included under the corporate line item, \$18,000. Succession planning funding is included in the Learning and Development allocation. There are 10 bursary award recipients in the areas attached. So there are 10 bursary awards. I can give some names of people, Jodi Ming, Ministry of Public Works; Shuntelle Paynter, Ministry of Legal Affairs; Destynie Mallory, Ministry of Legal Affairs; Doreen Burgess, Ministry of Health and Seniors; and Tabia Butterfield, Ministry of Public Works. These are some of the people who received bursaries.

**Ms. Susan E. Jackson:** Thank you, Minister.

**The Chairman:** Members, I just wanted to make sure that you are aware that we have about 11 minutes left.

*[Inaudible interjections]*

**The Chairman:** Okay. I stand corrected. We have over an hour left, just a little over an hour.

But you may proceed, Member.

**Hon. Jeanne J. Atherden:** Thank you, Mr. Chairman. I know you wanted to keep us own our toes.

I would just like to ask the Minister a couple of questions with respect to Head 26. The Minister indicated in his brief that there was . . . this is on [page] B-58, the Department of Human Resources. He had indicated that there were six vacancies. But if you look at the Budget Book, it says the actual people for 2017/18 was supposed to be 26, the original—

**The Chairman:** Where are you?

**Hon. Jeanne J. Atherden:** [Page] B-58.

**The Chairman:** Okay.

**Hon. Jeanne J. Atherden:** Okay. I am talking about the Department of Human Resources. If you look at

the employee numbers, full-time equivalent, it says that the actual for 2017/18 was 26. The original for 2018/19 was also 26. The revised for 2018/19 is 26, and the revised for 2019/20 is 26. But the Minister in his brief said that there were six vacancies. And the reason I am asking is that there is a real problem when we try to see how many people are in the departments. Say, “bums on seats,” so that people understand what I mean.

How many people are actually in the department as opposed to what the Budget Book says? And the reason it is important is because if you do not have the people there, then it means that you cannot produce the results that you intended to. And the reason I am asking is because when you start to look at some of the performance measures on [page] B-61, the tendency might be to say, *Well, they didn't deliver on this and they didn't deliver on that; therefore, they didn't perform well.* But if any of this related to not having staff with vacancies, then at least it would be good for the public to know that.

And I say that because if you look at Recruitment, this is business unit 36080, and you are talking about turnaround time, the original outcome for 2017/18 was 48 average turn around to prepare employment contracts. And then after that the next forecast was a 70 per cent average turnaround time to prepare employment contracts. Now, the revised forecast says, “not applicable.” But I am sure that does not mean that the revised forecast is the same as what you had before. I am sure it does not mean not applicable.

And then afterward, the target outcome for 2019/20 is once again 70 per cent. And especially when it comes to human resources, if the people are not there to be able to go out and recruit, that has a knock-on effect to all the departments. So I just wondered why is it that we are not able to show the actual numbers that are in the department and the actual vacancies so that people can be aware of the vacancies and explain why they do not always deliver on the outcomes that they have put in place.

**Hon. Walton Brown:** Well, the vacancies were never shown, is just part of how the information is presented. But this is a point that we can note and take it on the stride. We might be able to do that in the future. But the vacancies are never noted.

Someone will relate some data, some information I have received about the timeliness of data of the surveys. The Labour Force Survey has a reference period with reference being May 13<sup>th</sup> through the 19<sup>th</sup>. Now, one of the reasons that it takes so long to get the report out is that there are tremendous delays in getting information from customers. So as of February of this year, there were 1,100 businesses that had not submitted their data. So it is a delay in getting the data from the clients sometimes which creates a long delay as well. And the Staff Department works

very hard, very diligently, to try to process this information and get the data out. But they need to get the data from the clients themselves.

**The Chairman:** Thank you, Minister.

The Chair now recognises the Opposition Leader. Mr. Cannonier, you have the floor.

**Hon. L. Craig Cannonier:** Thank you, Mr. Chairman. I am just trying to remember to put on my microphone.

On [page] B-60, at the very bottom in the performance measures, we see that we are looking to improve the recruitment and selection process from 20 weeks to 10 weeks, that is locally, for locals; 24 weeks to 12 weeks for overseas recruitment. So, essentially, 50 per cent. And just taking into consideration that Human Resources, probably the most vital first part of the step of ensuring that we have right people and efficiencies in place . . . we are not increasing the numbers of people that are within this department head.

I am just curious, how are we meeting these measures of 50 [per cent] and 70 per cent? Yet, we have not needed to increase our numbers of employment, per se. What efficiencies are we putting in place?

I mean, this is great news, actually. It is fantastic that this is the case, quite frankly. And if we are pulling this off already then I must tip my hat to the Human Resource Department. They tend to take a lot of licks, the Human Resource Department. And, quite frankly, I think that they are understaffed as it is and, you know. Again, it is the first measure of getting the right people, then training them and keeping them here, keeping people motivated and the likes. I always felt that the Human Resource Department needed more resources. So the numbers have not changed, quite frankly, at all as far as in the general summary. There are no increases, there are no decreases. So I am just curious as to how we are meeting these measures without having increased our spend, without having increased our numbers of employees. It would suggest some other things, potentially, but I do not want to make any assumptions.

**Hon. Walton Brown:** Well, it is part of the internal processes and changes of internal processes. The other part has to do with the changeover to Head 61, the migration of HR function to Head 61, and the fixes that are going to be created move. So we expect to have more efficient delivery of services.

**The Chairman:** Does any other Member wish to address the respective heads at this time?

The Chair now recognises the Member from [constituency] 19.

**Hon. Jeanne J. Atherden:** I guess I should . . . because the Opposition Leader mentioned it, and it ties

right into what I was going to ask, this is the whole thing of Head 61. I think everybody is looking forward to see the creation of the department and the fact that you are going to bring all these individuals from Fire, Police, Post Office, et cetera. But I guess the question that I had . . . and to me it comes back to this about Human Resources and how well we are going to make this happen. One would normally operate on the basis that there should be performance measures to determine whether programmes are successful, and performance measures to be able to say whether you are delivering.

Now, I know that there was an indication that this department has just been created. But I have to ask the question. I would have thought that when the department was being proposed that there would have been some indication as to why it was going to be proposed, and what type of interim objectives would be able to be achieved over a particular timeframe in this next year. I cannot believe that we are going to go through 2019/20 and not have some deliverables because, surely, that would have been part of the Cabinet paper that was created to say, *Let's create this department.*

I wonder if the Minister, even if it is not in the Budget Book would be prepared to say to us and the public out there what you hope to achieve in this next year. Leaving aside just putting the department's together, I am sure there are some things in the Budget Book, when we look at the other head which talked about things being discontinued and other things not taking place, I cannot believe that they were not discontinued because the assumption is that this new department is going to create and deliver on them.

So I wonder if the Minister could tell us what type of performance measures are going to be considered for this new department that he is going to create.

**The Chairman:** Minister, you have the floor.

**Hon. Walton Brown:** Let me first say that there was a very detailed analysis that went into the formulation of this new department. It was a very prolonged process. A lot of assessment was done; a lot of assessment was undertaken. So, there were very clear guidelines that were established to create this new department.

In terms of outputs, we expect to see greater efficiencies. I am not in a position now to specify what all of the output measures are, but there will be greater efficiencies in delivery of service in the HR realm. There should be shorter time periods for the delivery of decisions, and there should just be greater efficiencies all around. That is what we are looking at accomplishing in this regard. I am not in a position to specify precisely what the details are in terms of accomplishments, but there will be a number of accomplishments coming out of this new department.

**The Chairman:** Thank you, Minister.

The Chair now recognises the Member for constituency 20.

**Ms. Susan E. Jackson:** Thank you, Mr. Chairman.

So does that mean that the existing team under Head 26 will create their efficiencies and continue to do what they are doing? And that under Head 61 with the members who have been seconded from the likes of Cabinet and Economic Development, et cetera, will be heading up what will be the sort of new culture of HR within the civil service? Is this where the succession planning framework will be created under this whole new head and this new team of seconded heads of department versus the Head 26 team?

**Hon. Walton Brown:** The Head 26 team will migrate to Head 61 to a very large extent. They will be operating under a whole new set of procedures and policies. So that is where you get the synergy coming from, the whole new framework for the delivery of services under Head 61. [Head] 26 will effectively disappear for all intents and purposes.

**Hon. Jeanne J. Atherden:** Mr. Chairman, maybe if I pose this question in this way it will make it very obvious why we have this question.

On [page] B-61, this is Head 26, it says, "to further streamline the performance appraisal process through the use of automation ensuring simplified processes and maximising data collection." So this said that this was going to be a targeted outcome for 2019/20, "continued revisions from lessons learned completed by March 31<sup>st</sup>, 2020."

So all we are trying to sort of say is that some of these things have to continue. You just don't have new departments created without some measures in place. All we would like to make sure is that these things will exist and somebody will be reporting on it. And so if the Minister could at least undertake to take some time over this next quarter or so, once the department is up and running in the new fiscal year, to be able to at least come back and report some of these things . . . this is one of the greatest things that the Government is saying that it is going to do.

HR is important. We know that there are issues with respect to recruitment in terms of . . . I know that in Health, you are taking the people out of Health and putting them into the other departments. So it would be nice to be able to see that the recruitment process gets faster, the appraisal process . . . which is really important, because the appraisal process is so significant in terms of how you are going to groom people and have them develop.

So, I wish the Minister would at least consider doing something that would produce some outcomes, especially bearing in mind that you say that [Head] 26 is going to disappear, and [Head] 71 is going to be the next one. Thank you.

**The Chairman:** Minister.

**Hon. Walton Brown:** Mr. Chairman, I can undertake to come back within three months to report on the objectives of Head 61, as requested by the Opposition.

**Hon. Jeanne J. Atherden:** Thank you.

**The Chairman:** Thank you, Minister.

Any other Member?

Member from constituency 20.

**Ms. Susan E. Jackson:** Yes, so my question was when. What is the timeline for this transition from Head 26, effectively to Head 61? And then my additional question is, within Head 61, although I am not seeing a line item for it in particular, whether there will be any additional software programmes and such. I have heard of using a Government HR information resource system. I don't know whether these are new purchases or whether these are existing and will transfer with Head 26 to Head 61.

**Hon. Walton Brown:** These are currently in place and we will just be adopting it for Head 61. That is what we will be doing.

**The Chairman:** Any other Members care to address the respective heads under discussion?

**Ms. Susan E. Jackson:** And the timeline?

**Hon. Walton Brown:** This is a gradual process, so it will take place over the course of a few months. But it is a gradual process; there is no rigid timeframe by which . . . we will transition from [Head] 26 to [Head] 61. It is a gradual process, which will take place over a series of months.

**Hon. L. Craig Cannonier:** Sorry, Mr. Chairman, I just want to be clear. So, if the Honourable Member is saying that we are going to transition within a few months; I was just looking at the numbers of \$1.6 million for Head 61 and also for Head 26, \$1.3 million. So, are we saying, then, the allocations for the first couple of months will be doubled up? Is that what we are saying? I am just trying to understand this whole transition period.

**The Chairman:** Minister.

**Hon. Walton Brown:** There will be some overlap as the transition takes place. There is some inevitable overlap between the two departments.

**The Chairman:** Yes.

**Ms. Susan E. Jackson:** I hate to go on about this. So, the positions within Head 61 now, I thought they

were in position because they are the ones that are going to lead the transition and create the strategy and carry it out. However, you are saying that the positions that are being formed in Head 61 will be the new heads of the Department of Employee and Organisational Development?

**The Chairman:** Yes.

**Hon. Walton Brown:** That is the process. It has to be clear: phase one will establish Head 61 and MCS and the Compensation and Benefit Section will move over in the first quarter of this year. Phase two is an 18-month period in which the transition of all other Government departments into Head 61.

**The Chairman:** Thank you, Minister.  
Member from constituency 20.

**Ms. Susan E. Jackson:** Thank you, Chairman.

I would now like move to Head 80, Project Management and Procurement.

So, to me, this is another example of a department within the civil service that is evolving. When I was first introduced to the Department of Project Management and Procurement, it was my understanding that they were going to be providing a platform for smaller contractors to be able to make a bid for Government work. They would make a bid based on the fact that if the Ministry of Health needed to order widgets and the Ministry of Education needed to order the same widgets, then the management . . . that Head 80, Project Management and Procurement, would create through, I guess, an electronic framework, approved vendors, so that the Ministry of Health and the Ministry of Education could purchase the exact same goods and they could go to this one central vendor in order to make that purchase. Which, made it more efficient and the oversight and transparency and control is better because it did away with the fact that the Ministry of Education would go west and find a supplier and pay a certain amount of money, and the Ministry of Health would go east and purchase the exact same goods for yet a different price. So, this area provided a more centralised area for government purchases.

Then, I understood on the other side of Management and Procurement, that when there were larger projects that could potentially sole sourced, this would be maybe projects over \$50,000, rather than following the Financial Instructions, which would go for the three tenders, et cetera; that the Office of Project Management and Procurement would then be able to navigate through that process and then oversee and project manage some of these larger projects without individual ministries having to go through a gruelling and time-consuming RFP process. I am just wondering if the Minister will be able provide some clarity on exactly what this office is doing.

And then, I am a bit concerned or interested in finding out about the small entrepreneur. So, in your brief you mentioned that the Office of Project Management and Procurement has been going to organisations, such as the Bermuda Economic Development Corporation, and speaking to entrepreneurs, so that they can understand how the contract process, the application for Government contract processes, is carried out and encouraging smaller businesses to get involved. I am just wondering if you may be able to provide some clarity on how that is going and the number of people and companies that are actually a part of and within the departments remit at this point.

**The Chairman:** Minister, you have the floor.  
Thank you.

*[Inaudible interjections]*

**Hon. Walton Brown:** First of all, let me say that the Office of Project Management and Procurement is not in the business of going around and figuring out who can best provide a range of products and services, as you suggested. In a limited number of cases, they try to figure out who they can identify as prospective vendors in particular industries as that has been very limited in its application. Normally, what they do is, if someone wants to get out of a contract, the contract has to be put out to tender. Any size over \$5,000 has to be put out to tender. An OPMP assesses that process. They do not normally sole source a contract. It is under very limited circumstances that they would sole source a contract. The rule of thumb is that everything goes out to tender, unless there are particular reasons why it should be sole sourced, and the prospective department can make a case for sole sourcing; but, it under very limited circumstances. So, everything goes out to tender and they assess the process and the tender documents and they make a recommendation based on that. That is how it is operated.

With regard to reaching out to companies, OPMP has conducted some training sessions with companies about the application process for tendering and submitting tender documents to help companies to be able to be in a better position to bid on contracts. There is an ongoing effort that they are undertaking, and it is working very well. They have had some success in getting small businesses in a position to be able to bid on the different contracts.

**The Chairman:** The Chair now recognises the Member from constituency 19.

**Hon. Jeanne J. Atherden:** Thank you, Mr. Chairman.

Minister, with respect to Head 80, which is the Project Management and Procurement, if I am reading on [page] B-78, the Performance Measures, it says: "Deliver to the responsible Minister a report on the

operation of the department during the preceding year." It said, "not delivered" for 2017/18. Has the report been delivered for 2018/19, or is it due to be delivered momentarily?

**Hon. Walton Brown:** The report has not been delivered, and the report is not due.

**Hon. Jeanne J. Atherden:** I just want clarity, because it says: "Within three months after the calendar year." So, is it really calendar or is it fiscal year?

**Hon. Walton Brown:** It is calendar year, as it says in the document.

**Hon. Jeanne J. Atherden:** Okay, so, by March 31<sup>st</sup> we can anticipate that there will be one.

**Hon. Walton Brown:** You can anticipate it, yes.

**Hon. Jeanne J. Atherden:** Okay, no, that is fine.

The second thing is, it says, "Perform project management, procurement and contract compliance audit on capital projects." And then, it indicates that five had been completed. Could the Minister tell us which five?

**Hon. Walton Brown:** I do not have that at my fingertips, but I can get it from my tactical officers, I believe.

**Hon. Jeanne J. Atherden:** Okay. And, then, the other question that I have, this is talking about: "Assist public authorities to achieve cost savings by implementing procurement strategies that leverage the Government's purchasing power." And a number of 5 per cent is there. I just wondered, on what basis is 5 per cent created? Recognising that I thought that Procurement's job is to try and use all of Government's leveraging capabilities to try and reduce the amount of expenditure that we have and to get the greatest value for money. And I just wondered, why was 5 per cent [created] and how is leveraging achieved for 5 per cent?

**Hon. Walton Brown:** Well, leveraging is achieved by negotiation. When you have a company, or a number of companies, that provide a similar service, for example, let us say telecommunications. You know that we have to buy telecommunications, but you try to negotiate a price reduction. That is how you leverage it. Because the Government has a tremendous buying capacity, you try to use that buying capacity to leverage discounts. And that is the way it is done.

**Hon. Jeanne J. Atherden:** A second, supplementary . . . or another question—

*[Laughter]*

**Hon. Jeanne J. Atherden:** Sorry about that.

When it says 5 per cent, is 5 per cent the cost savings that we are hoping to achieve?

**Hon. Walton Brown:** Yes.

**Hon. Jeanne J. Atherden:** So, then, if you are looking 2017/18, which they said they achieved 5 per cent cost savings, is the Minister able to indicate the savings and which areas these savings were achieved?

**Hon. Walton Brown:** I will have to get those pages from my tactical officers.

**Hon. Jeanne J. Atherden:** Thank you.

**The Chairman:** The Chair now recognises the Opposition Leader.

**Hon. L. Craig Cannonier:** Thank you, Mr. Chairman.

Just a question, not much here, although this also is a major part of what Government does, this Project Management and Procurement, but it has always brought up a lot of other kinds of issues. I see on page B-77 under, Employee Numbers, that we are increasing it by one. I can see, obviously, that it is a salary that is in correspondence to that. I wonder if the Honourable Member can let us know what the title of that position is. And, if it is not for the one person, what does it do? But I am assuming that is the case, because that is the only change that I see there.

Also, it has always been a challenge with Project Management and Procurement, and having been the Minister of Public Works, [I know] some of the challenges that come with it. Invariably, we will always attempt to monitor some of the requirements on these contracts, these bids, where they would say (and we weighed heavily on it) that they would hire . . . they have 10 Bermudians that work for them and one foreigner. So, that weighed very much into the process. Invariably, as the project got going we would find out after the fact, that those numbers were not true, that those numbers were not in actual fact the case, although they had been put down on paper. And I am wondering if the department head has been able to make some headway into being able to, under its mandate of departmental objectives, to monitor the compliance with the applicable rules. This was one of the main things that continued to be brought to the Ministry of Public Works that this was not the case. Although they were saying that they were 90 per cent Bermudian, 100 per cent Bermudian, that was not actually the case. So, I am hoping that we can find out that we have made some headway there.

One of the other issues that I know that we were looking at and that this head was looking at was trying to work with is, invariably, people will come up with ideas, and I like to bring them to the Ministry. They are going to bring new ideas to you about how

we can do this and how we can do that. Invariably, the difficulty is that Government in its transparency has to put that bid out to everyone that it is looking for something. But, someone comes with an idea, and they lose the opportunity . . . no one else has brought the idea to Government, no one else has thought of this here, now this person brings this wonderful idea and loses it because somebody (a heavier weight that has more pockets) moves in on the situation, finds out information about it, and can bid less on it. And the person who actually brought the great idea to Government, now has lost that opportunity. Have we made any headway . . . and I know that other Governments are doing things with this here, ensuring that first-to-the-table gets some consideration and is weighed into the actual awarding of a contract. Have we moved in any direction towards dealing with this particular situation?

**Hon. Walton Brown:** Right, well, just to answer the last question first. There are very strict guidelines in place for how you handle submission of proposals. We are under very strict conditions not to disclose anything that is of a proprietary nature. So, if someone has an idea that has to go to tender, you strip the idea of the critical elements and just present the base idea. So, that is how you get around giving out all the exclusive information. But, it is a challenge, I know, because it creates a difficulty for someone who is not well-capitalised to be able to submit a proposal. And that is a challenge that we are trying to work to sort that sort of a challenge out. But it is an issue and we understand that it is an issue.

With regard to the employee numbers, the one position that is being filled is an unfulfilled position that is just being filled. I cannot remember the title. I am going to see if it is here.

*[Pause]*

**Hon. Walton Brown:** It is not here, okay.

The other question related to . . . What was your second point?

*[Inaudible interjection]*

**Hon. Walton Brown:** Right. So, they say one thing and they do something else. It is a question about whether or not that detail is actually in the policy document that OPMP approves. If it is in that policy document, then they have the right to follow up on it and ensure that things are adhered to; but, if it is not in the policy document, then they have no remit to assess it. But, clearly, if someone is misrepresenting the facts, that is an issue for being challenged and OPMP would have the right to do something about it.

The position is a Contract and Compliance post in the department.

**The Chairman:** Member.

**Hon. L. Craig Cannonier:** Thank you, Mr. Chairman.

Just to go back to the monitoring of the rules. I am bringing it up because, I am sure that the department knows that this a major concern because it was repeatedly coming up about the false information being put forward about numbers of Bermudians.

**An Hon. Member:** They knew?

**Hon. L. Craig Cannonier:** Yes. Yes, yes, yes, absolutely. I hope you do not know anything about that. So, I am just hoping that they are addressing it.

*[Inaudible interjections]*

**The Chairman:** Are there any other Members that wish to address these heads?

The Chair recognises the Shadow Minister.

**Ms. Susan E. Jackson:** Yes, thank you, Mr. Chairman.

You mentioned in your brief that two airport operation staff were going to join the Office of Project Management and Procurement. Are they being brought in for their expertise, or is it just that they happen to be in Airport Ops and moving over?

**Hon. Walton Brown:** They are absolutely being brought in for their expertise.

**Ms. Susan E. Jackson:** I have an additional question. I do not mean for this to be a curveball, but I am still wrapping my head around the (I want to back and this is my final question) Head 13, the Post Office and the online shopping. So, when it comes to the Office of Project Management and Procurement, would that be a concept that would go through Head 80? And if so, would that go out to tender for local businesses to provide part of the courier or US address?

**Hon. Walton Brown:** Yes, that has already been out to tender. It has been thoroughly vetted already. It has already been out to tender. They have identified a potential supplier.

**Ms. Susan E. Jackson:** So, we will have a local supplier?

**Hon. Walton Brown:** No, this is for an overseas function. This is for the delivery of the mail from an overseas location into Bermuda.

**Ms. Susan E. Jackson:** And then, how will the goods get here?

**Hon. Walton Brown:** They will get here by plane.

*[Laughter]*

**Ms. Susan E. Jackson:** Do we contract in . . . I am still trying to wrap my head around how that is going to work. So, does the General Post Office already have a contract for the way that its mail gets here and that would be a part of that? Or is this going to be a separate operation completely?

**Hon. Walton Brown:** Right, under the Universal Postal Union, there are protocols in place for the delivery of mail.

**Ms. Susan E. Jackson:** Okay.

**Hon. Walton Brown:** And there are well-established airline routes coming in to Bermuda delivering the mail. But this particular service is going to be contracted out to a private company who has their own routes established for delivering the mail or other products to Bermuda. That is what they will work out. That will all have to be factored into the cost.

**Ms. Susan E. Jackson:** So, they would use a private airline then, separate from the way that our regular mail comes to Bermuda?

**Hon. Walton Brown:** I do not know. That will be determined by the contractor. They will determine what is the best route for getting the products into Bermuda. That is all part of their contract.

**Ms. Susan E. Jackson:** Thank you, Minister.

**The Chairman:** Thank you, Members.

Are there any other Members that wish to address these respective heads?

There being none, Minister, are you prepared to move the respective heads at this time?

**Hon. Walton Brown:** Yes, Mr. Chairman, I move that Heads 13, 14, 26, 51, 61 and 80 be approved as printed.

**The Chairman:** The Minister has moved that Heads 13, 14, 26, 51, 61 and 80 be [approved] as printed.

Are there any objections?

There being none . . .

*[Gavel]*

**The Chairman:** The heads are approved.

*[Motion carried: The Cabinet, Heads 13, 14, 26, 51, 61 and 80 were approved and stand part of the Estimates of Revenue and Expenditure for the year 2019/20.]*

**Hon. Walton Brown:** Mr. Chairman, I move that the Committee rise and report progress, and ask for leave to sit again.

**The Chairman:** It has been moved that the Committee rise and report progress and ask for leave to sit again.

Is there any objection to that motion?

No objection.

Agreed to.

*[Gavel]*

*[Motion carried: The Committee of Supply agreed to rise and report progress, and sought leave to sit again on Friday, 8<sup>th</sup> March 2019.]*

*[Pause]*

**House resumed at 7:23 pm**

*[Hon. Dennis P. Lister, Jr., Speaker, in the Chair]*

## **REPORT OF COMMITTEE**

### **ESTIMATES OF REVENUE AND EXPENDITURE FOR THE YEAR 2019/20**

**The Speaker:** Good evening, Members.

Members, are there any objections to the Committee reporting back to the House at this moment?

No objections.

So done.

We now move on to the other items on the Order Paper today. And I believe all items are being carried [forward].

**Some Hon. Members:** Yes.

**The Speaker:** Yes. Sounds like you are pretty anxious to go home, Mr. Simons.

Mr. Premier.

## **ADJOURNMENT**

**Hon. E. David Burt:** Thank you, Mr. Speaker.

I now move that the House do now adjourn until Friday, the 8<sup>th</sup> of March—

**The Speaker:** At 10:00 am.

**Hon. E. David Burt:** At 10:00 am.

**The Speaker:** Does any Members wish to speak to that?

No Member wishes to speak to that—

*[Laughter and inaudible interjections]*

**The Speaker:** I thought you were just racing to gather your stuff to get out the door, but you actually would like to speak.

**Lt. Col. Hon. David A. Burch:** No, no. I could not wait to see you, Mr. Speaker.

**The Speaker:** Well, Minister, you have the floor.

**Lt. Col. Hon. David A. Burch:** Mr. Speaker?

**The Speaker:** Yes?

#### HERITAGE WHARF LAWSUIT

**Lt. Col. Hon. David A. Burch:** I learned last week that I was being sued for almost three million dollars by the predictably pathetic tabloid daily newspaper in this country.

**The Speaker:** Oh, no!

**Lt. Col. Hon. David A. Burch:** Mr. Speaker, the headline was deliberately designed to mislead and to give the impression that I was personally being sued.

**The Speaker:** You write a cheque for them?

**Lt. Col. Hon. David A. Burch:** Anybody dumb enough to sue me for millions of dollars, will be bitterly disappointed, Mr. Speaker.

[Laughter]

**Lt. Col. Hon. David A. Burch:** I do not have that kind of float and they would be wasting their time.

Mr. Speaker, it was the worst kind of journalism in this country—gutter, tabloid journalism—of the [National] Enquirer ilk. And they wonder why I will not speak to them. I do not buy their rag. I cancelled every subscription in the Ministry of Public Works, and I encourage anyone who will listen to me not to buy that trash. I will say though, Mr. Speaker, people save it for me and I read it. I look at the pictures, at least. I am not surprised though, Mr. Speaker, it is what I expect of them—the worst.

And to add insult to injury, they import so-called reporters from Brighton who have no idea how to do basic research about this country and ask the most ridiculous questions that a simple Google search of their very own rag would provide the answer. And, of course, the usual cast of anonymous, racist bloggers take the bait, hook, line, and sinker, and are so dumb they cannot even connect the dots between the story and the date of the event. They simply revert to their normal stance of vilifying everything and anything PLP. And, no, Mr. Speaker, it is clear and at the end of the article, after there has been the usual schizo-

phrenic online feeding frenzy which says I am not being sued personally, does not cut it.

Everybody knows what they are up to, Mr. Speaker. They are the enemy of the Progressive Labour Party Government, and in some cases, the enemy of progress in this country. I would ask that they cease and desist, but I know that that would fall on deaf ears. So, I encourage them to press on with every negative story that they write. It puts another nail in their coffin.

If you do not believe me, then simply ask the last editor of the *Mid-Ocean News*. He knows and they see him every day working in those offices on Par-la-Ville Road. Now, I expect the real editor will write the rebuttal to this assault. And in token, one will take the bullet for it.

So, let me repeat what I have said countless times before; and I hope their representative in the Gallery gets it correct. So, I will say it slowly. I do not care what they write about me. I do not care what they write about me. They are irrelevant and the majority of people in this country know that to be so. Mr. Speaker, they are so dumb that they could not even decipher the real story in this suit. And what is that, you might ask. And when I tell you, you will know why they glossed over it, because they would have to throw their partners, the former Government, under the bus for delivering a project almost 50 per cent over budget.

**Hon. L. Craig Cannonier:** Point of order, Mr. Speaker. Point of order, Mr. Speaker.

**The Speaker:** We will take your point of order.

#### POINT OF ORDER

[Misleading]

**Hon. L. Craig Cannonier:** Yes, the Honourable Member is misleading the House and the public. The former Government is not partners with the *Royal Gazette*.

**The Speaker:** Okay. Minister, the Opposition Leader has clarified a point. [It is] his opinion that there is no partnership and I just ask you—

**Lt. Col. Hon. David A. Burch:** —It is my opinion, Mr. Speaker.—

**The Speaker:** —I will just ask you to verify—

**Lt. Col. Hon. David A. Burch:** —It is my opinion and—

**The Speaker:** Wait, wait, wait. I am just asking you . . . it is not factual that they are partners. So, just be mindful of that.

**Lt. Col. Hon. David A. Burch:** Okay, Mr. Speaker. I take that point. It is my opinion and the opinion of many others in this country that they are in partnership with the *Royal Gazette*.

*[Inaudible interjection and Laughter]*

**Lt. Col. Hon. David A. Burch:** So, to be clear, Mr. Speaker, I am talking about the mismanagement by the former OBA Government.

And, yes, you heard me correctly, almost 50 per cent over budget. A target price at the outset was set at \$22,369,961.93. The revised target price was then set at \$32,561,440.07. And for the non-Berkeleyites in the room, I will give you the math. That is an increase of \$10,191,478.14. And the same article reports the then-Minister, and I quote:

<sup>1</sup>“The OBA MP explained: ‘What normally happens at the end of jobs is there’s a holdback period, so you normally have an amount that’s held back for a period of time to make sure everything’s OK; sometimes it’s as much as 5 or 10 per cent.’

“I don’t know whether we were holding the money to see whether the work was good. I’m not aware of any outstanding money or any arguments about outstanding money with SunRise Construction.’

“These sorts of disputes in big construction jobs are not unusual but normally you don’t need to go to court.’

“You can settle them by negotiation, remediation or arbitration, so it’s a bit of a surprise that that’s the way it’s going.”

“He added: ‘Overall, we thought the project came off very well.’”

Really, Mr. Speaker, “very well”? [When it was] \$10 million over budget?

That Minister was followed by two other OBA Ministers. So, are you telling me that they were so clueless that this matter had to languish for almost four years until a change of government?

It smacks of incompetence, three times over.

*[Inaudible Interjections]*

**Lt. Col. Hon. David A. Burch:** So, “these sorts of disputes in big construction jobs are not unusual but normally you don’t need to go to court.” So, why didn’t one of the three OBA Ministers of Public Works fix this before they were replaced?

And, “overall, we thought the project came off very well.” Seriously, Mr. Speaker? Well, if it came off so well, why are we, six years later, still trying to resolve it?

Mr. Speaker, can you imagine the howls of criticism all across this land were this to happen under a PLP Government? We would never hear the end of

it. We would have had daily banner headlines and most likely, a special report from the Auditor General.

*[Inaudible interjections]*

**Lt. Col. Hon. David A. Burch:** Sheer incompetence, Mr. Speaker. That is what it is, almost 50 per cent over budget.

Did you hear me, Mr. Speaker? The “Captains of Industry,” the “Masters of their Fortune,” the wealthy of this country, the “to-the-manor-born,” the only ones self-ordained to govern and manage this country’s financial affairs—almost 50 per cent over budget, Mr. Speaker. And not a whisper from any quarter.

**An Hon. Member:** Not a peep!

**Lt. Col. Hon. David A. Burch:** [The sound of] crickets from the media, crickets from the Auditor General, crickets from all around, Mr. Speaker.

*[Inaudible interjections]*

**Lt. Col. Hon. David A. Burch:** Mr. Speaker. I have run out of paper. Don’t worry, though.

**The Speaker:** You have got 10 minutes. You have time, you have time.

**Lt. Col. Hon. David A. Burch:** I know, Mr. Speaker. I won’t need all of that. I am going to give them an opportunity to reply in a moment or two.

Mr. Speaker, the document said the firm wanted \$2,995,015.50 plus interest and costs from the Minister of Public Works. Mr. Speaker, that is a lot of money. And, no, this Government will not roll over and play dead and simply capitulate. While it is not my money, albeit some of it is, because I pay taxes, we will review the documents with the greatest scrutiny to ensure that the Bermudian taxpayer does not pay one penny more than is lawfully due.

And again, we are left to clean up another colossal OBA mess, and we shall. Thank you, Mr. Speaker.

*[Desk thumping]*

**The Speaker:** Thank you, Minister.

Does any other Member wish to speak?

No other Member? We stand adjourned until Friday at 10:00 am.

*[Gavel]*

**The Speaker:** Have a good evening.

*[At 7:35 pm, the House stood adjourned until 10:00 am, Friday, 8 March 2019.]*

<sup>1</sup>[Royal Gazette](#), 27 February 2019