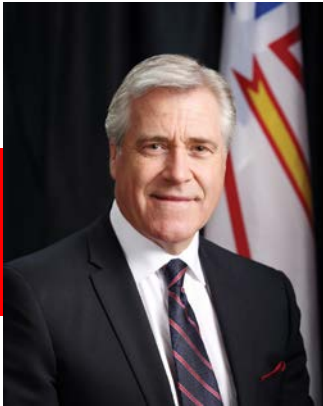


Office of the Executive Council

Annual Report

2016-17





MESSAGE FROM THE PREMIER

I am pleased, as Premier, to present the 2016-17 Activity Report for the Office of the Executive Council. This report demonstrates the Office's success over the last three years in fulfilling priorities as set out in the 2014-17 Activity Plan.

The primary role of the Office of the Executive Council is to provide support and coordination to Cabinet and departments to ensure the operations and management of Government are effective and efficient. As such, the Office of the Executive Council is a critical facilitator of Government's social and economic policy agenda and operations. On November 9, 2016, Government released *The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador*. *The Way Forward* is guiding the future for Newfoundland and Labrador, and clearly outlines the policy decisions the Government of Newfoundland and Labrador will take to realize that vision. The Office of the Executive Council, in its supporting role, coordinated and worked with departments to facilitate the development of this plan and continues to play a lead role in monitoring progress.

I would like to acknowledge the dedication and hard work of all employees within the Office of the Executive Council, for their contributions to the achievements identified in this report and to the public service more broadly. This report was prepared under my direction in accordance with the Transparency and Accountability Act and as President of Executive Council, I am accountable for the results reported.

A handwritten signature in black ink, appearing to read "D. Ball". The signature is stylized and cursive.

Honourable Dwight Ball

Departmental Overview

The Premier serves as the President of Executive Council of the Government of Newfoundland and Labrador. As the Premier's department, the Office of the Executive Council has a central role in supporting the general operation of Government, including Cabinet operations and the public service. The Office of the Executive Council provides leadership, coordination, advice and support to the Premier, Cabinet and across the public service.

For the purpose of this activity report, the Office of the Executive Council includes:

- the Office of the Clerk of the Executive Council, including Cabinet Secretariat and Planning and Coordination Office;
- the Lieutenant-Governor's Establishment;
- the Communications and Public Engagement Branch; and,
- the Financial Administration Division.

Other central agencies of the Office of the Executive Council, including Human Resource Secretariat, Intergovernmental and Indigenous Affairs Secretariat, Office of the Chief Information Officer, Labrador Affairs Secretariat and Women's Policy Office, have each developed separate plans and reports to independently inform the public of their respective priorities. On August 17, 2016, the Premier announced changes to the structure of Government. As part of this change, the Office of Public Engagement became part of Executive Council by joining the Communications Branch to form the new Communications and Public Engagement Branch. This annual report covers progress on 2016-17 objectives and on three-year goals set out in the 2014-17 activity plans for the Office of the Executive Council and the former Office of Public Engagement.

Staff and Budget

The Office of the Executive Council has a staff complement of 77 (54 female and 23 male) and expended approximately \$13.67 million for 2016-17. The details are as follows:

Division	# of Employees	Expenditures
Office of the Clerk of the Executive Council, Cabinet Secretariat and Planning and Coordination Office	24	\$5,146,326
Lieutenant-Governor's Establishment	11	\$724,398
Communications and Public Engagement	31	\$6,932,420
Financial Administration Division	11	\$869,350
Total	77	\$13,672,494

Further information about the Office of the Executive Council, including details on its mandate and lines of business, can be located at www.exec.gov.nl.ca/exec.

Highlights and Partnerships

Health in All Policies

The attainment of good health is impacted by many factors including income level, education and the built environment. The Way Forward committed Government to building health impact considerations into all policy decisions, from infrastructure planning to labour market supports. This Health in All Policies approach is collaborative in nature as it involves working in partnership with all entities, across multiple sectors, both internal and external to Government, to reach the long-term goal of improving health outcomes for the people of the province. This approach has proven to be successful in other jurisdictions. In 2016-17, the Office of the Executive Council designed an approach to successfully implement Health in All Policies within this province. A Health in All Policies Unit within the Office of the Executive Council is providing the required leadership, guidance and dedicated resources to build capacity and understanding in this highly regarded, innovative area of public policy.

Lean Implementation

Lean is a systematic approach to eliminating waste so that every step in a process adds value for the client. In August 2016, the Government of Newfoundland and Labrador, through Cabinet Secretariat, commenced a Lean implementation plan. A staff person in the Planning and Coordination Office is now focused on leading implementation efforts through training and guidance of teams from selected departments. Cross-functional teams were formed and projects were initiated in October 2016.

As of March 31, 2017, nine Lean projects were implemented across various departments including the Departments of Advanced Education, Skills and Labour, Transportation and Works, Executive Council (Human Resource Secretariat), Fisheries and Land Resources, Service NL and the Newfoundland and Labrador Housing

Corporation. Each project had defined objectives addressing various issues in order to create efficiencies in the following services:

- Crown lands;
- Summer road line painting;
- Internal accounts payable and supplier processes;
- Canada-Newfoundland and Labrador Job Grant;
- Printing;
- Housing application processes and vacancy turnaround; and,
- Process for submission of payroll information to Human Resource Secretariat.

Consolidate Government Marketing Functions

Previously, Government marketing services were delivered through a decentralized model with marketing staff spread across multiple departments and agencies. As of March 31, 2017, marketing services within core Government departments were consolidated in a centralized marketing division within the Communications and Public Engagement Branch. The new Marketing and Brand Management Division allows for effective collaboration and sharing of marketing resources throughout Government, and efficient delivery of marketing services to all core departments. This change was made as part of The Way Forward.

Legacy Records Project

Progress continued to be made with a project to digitize Cabinet records from 1949 to 1995. Digitizing paper records enables those records to be located quickly by searching with key words. The electronic records were originally created over a decade ago by making an electronic copy (digitizing) of each paper record. Essentially the electronic version was a photograph of the original paper record. The conversion process undertaken converted the photograph to a type of file capable of recognizing words on the page. After the document is filed in the electronic content management system, it can then be located by searching unique words that appear within the record. In the previous electronic version, the computer was not able to recognize text in the document.

Lieutenant-Governor's Establishment

The Lieutenant Governor in 2016-17, Their Honours, The Honourable Frank F. Fagan, and Mrs. Patricia Fagan, participated in, or hosted, nearly 300 ceremonies and events. These included presiding over and hosting an Order of Newfoundland and Labrador Induction Ceremony, presenting Awards and Service Recognition Certificates to members of community and public service organizations, and hosting the 2016 Honorary Graduates of Memorial University of Newfoundland at Government House.

Their Honours visited many communities throughout Newfoundland and Labrador from St. John's to Port aux Basque. His Honour officiated at Swearing-In Ceremonies for new Canadians as well as Swearing-In Ceremonies for Members of Cabinet; hosted visits with Ambassadors, High Commissioners and Consul Generals; and, events honouring the work of young people such as Scouts, Girl Guides, Cadet groups, Indigenous youth and the Youth Parliament. Their Honours also attended or hosted events honouring the contribution of veterans, uniformed services and seniors. During the past year, Their Honours attended and participated in the Annual Conference of the Governor General, and Territorial Commissioners at Rideau Hall in Ottawa. Their Honours' work is supported by over 40 volunteer Aides-de-Camp and three volunteer Tour Guides. His Honour supports over 40 local community organizations and service clubs. Further details on the activities of the Lieutenant Governor and Government House may be found online at www.govhouse.nl.ca.

The Protocol Office

In January 2017, the Office of Protocol was transferred to the Lieutenant Governor's Establishment and now reports to Executive Council through the Office of the Lieutenant Governor. The Office is now physically located in Government House.

In 2016-17, the Protocol Office coordinated a number of diplomatic and consular visits, including visits from:

- His Excellency, Daeshik Jo, Ambassador of Korea;
- His Excellency, Kinjiro Monji, Ambassador of Japan and Consul General Hideaki Kuramitsu;
- Her Excellency, Anne Kari Ovind, Ambassador of Norway;
- His Excellency, Howard Drake, High Commissioner of the United Kingdom (two Visits);
- His Excellency, Nicholas Chapuis, Ambassador of France;
- His Excellency, Tony Negus, High Commissioner of Australia;
- His Excellency, Daniel Mellsop, High Commissioner of New Zealand (100th Anniversary of Beaumont Hamel);
- His Excellency, Raoule Delcorde, Ambassador of Belgium (100th Anniversary of Beaumont Hamel);
- Mr. Dinesh Bhatia, Consul General of India;
- Ms. Laurence Monmayrant, Consul General of France;
- Mr. Ziv Nevo Kulman, Consul General of Israel;
- Ms. Melissa Stenfors, Consul for the Australia High Commission Outreach; and,
- Mr. Chun-chen Kung, Representative of Taipei Economic & Cultural Office.

In May 2016, Ambassadors representing 23 countries of the European Union visited the Province. This involved significant planning and coordination with the Premier's Office, Provincial Government departments and local business and community leaders. Other significant events coordinated by the Protocol Office included:

- The 2016 Northern Tour Heads of Missions in May 2016;
- The Royal Visit of the Princess Royal in July 2016;
- The 100th Anniversary Program for the First World War 1914-1918 and the battle at Beaumont Hamel on July 1, 2016;

- Support to the High Commissioner of the United Kingdom, who sought to assist the province in commemorating the Newfoundland Regiment's participation in the Battle of the Somme;
- The Visit of the Governor General in July 2016; and,
- The Visit of the Crown Prince of Norway in November 2016.

Report on Performance

In each of the three priority issues reported on below, a three-year summary of achievements is provided for each goal for April 1, 2014 to March 31, 2017, followed by reporting on the objectives for April 1, 2016 to March 31, 2017.

Issue #1 – Policy Capacity

The Office of the Executive Council supports the broad development of policy capacity to ensure that the public service is prepared to address the complexities of modern policy development, and to ensure that departments and individual policy practitioners have the resources they require to contribute to effective policy development. In providing this support, the Office of the Executive Council is helping to ensure that Government's decisions are well informed and that public policies are well developed.

Policy professionals work at all levels of Government and within a variety of public, private, and not-for-profit sector entities. These individuals play a vital role in supporting the public policy development process.

Over the last three years, the Planning and Coordination Office provided a strategic focus and administrative support for public policy professionals. Under the leadership of the Clerk of the Executive Council, the Planning and Coordination Office enhanced the capacity of provincial departments and agencies to develop, analyze, plan, implement and monitor and evaluate public policy. Information management resources were also explored to better allow the Office of the Executive Council to adapt to new technologies

and practices to better facilitate the provision of information to Cabinet and its Committees.

Goal 1:

By March 31, 2017, the Office of the Executive Council will have enhanced the public service’s capacity for policy development.

Issue 1 – Policy Capacity	
Planned	Actual (2014-17)
Facilitated networking, engagement and professional development opportunities for the policy community	<p>As Government’s policy community of practice, Policy NL provides a platform for exchanging ideas and disseminating information about current policy standards and policy innovation concepts and practices.</p> <p>To facilitate the achievement of the Office of the Executive Council’s goal to enhance public policy capacity, the Planning and Coordination Office developed and implemented a 2014-16 Policy NL Action Plan. This action plan set meaningful and measurable targets to allow the office to measure its progress in the area of public policy capacity development. The focus areas identified in the plan were: 1) networking and information sharing; 2) professional development; and, 3) collaborating on best practices in policy development.</p> <p>Aligning with the action plan, the Planning and Coordination Office facilitated several networking Policy NL Coffee Breaks which leveraged the expertise within the policy community in a variety of areas, including developmental evaluation, Lean implementation and community-based research. These 90 minute sessions encouraged participants to relate to the policy topic by sharing their organizations’ methods and experiences and/or discussing how ideas may be implemented, including obstacles to implementation.</p> <p>The Office of the Executive Council also coordinated the delivery of several large-scaled policy events such as a Case Competition and Workshop for New Professionals to help them learn about the policy process in a very tangible way. This case competition provided new professionals with an opportunity to address a real policy issue as part of a team, to incorporate standards of practice, and to network with peers and senior Government officials.</p>

Issue 1 – Policy Capacity	
Planned	Actual (2014-17)
	<p>A Policy Director’s Forum was also created to encourage increased engagement amongst the policy community. Quarterly meetings were held (facilitated by the Office of the Executive Council) using a rotating chair format and a range of presentations were given (e.g., Cabinet decision-making process).</p>
Strengthened policy capacity building initiatives	<p>Strengthening policy capacity in the public service is generally aimed at ensuring quality and consistency in the advice provided to Government executives, managers and ultimately, elected officials, thereby ensuring that public policy decisions are informed in a thorough and timely manner.</p> <p>Throughout 2014-17, the Office of the Executive Council worked towards strengthening policy capacity building initiatives by collaborating with partners to coordinate several policy innovation events on subjects such as policy labs and behavioral economics.</p> <p>The Office of the Executive Council also worked with the Centre for Learning and Development to identify competency development opportunities (e.g., training and resources to support policy capacity.) As a result, the Competency Framework for Policy Practitioners Learning Plan template assessed and identified competencies to determine whether these needs/gaps were aligned with current policy capacity initiatives. Policy divisions were approached to actively engage their employees in developing learning plans and to submit their plans to the Centre for Learning and Development. Following a review of plans and discussions with the Centre for Learning and Development, the public service online learning portal, maintained and administered by the Centre, was enhanced to include courses specifically for policy professionals.</p> <p>To ensure its effectiveness in strengthening the Government of Newfoundland and Labrador’s policy development community, the Office of the Executive Council evaluated Policy NL in 2015-16. Lessons learned from the evaluation will continue to guide the work at Policy NL.</p>
Reviewed Cabinet decision-making process training and	<p>Educational resources for Cabinet Secretariat staff and Government offices were reviewed and improved over the past three years as follows:</p>

Issue 1 – Policy Capacity	
Planned	Actual (2014-17)
resources	<ul style="list-style-type: none"> • Writing Guides: Cabinet Secretariat issued updated guidelines and templates to Government departments for briefing notes. An online drafter’s guide for writing Cabinet submissions was also drafted. • Training (within Government): Cabinet Secretariat is responsible for providing direction on how Cabinet records are managed in Government; therefore, presentations about information management practices for Cabinet records were developed and delivered. • Training (within Executive Council): Over the last three years, presentations on Information Management practices were delivered as follows: <ul style="list-style-type: none"> ○ a presentation on records management practices was provided to 18 head office and field staff with the Communications and Public Engagement Branch; ○ several information management question and answer sessions were held for new Cabinet Officers; ○ a Lunch and Learn session was held to review the new website, Intranet and proposed folder structure; and, ○ periodic meetings have been held with divisions within Executive Council to review information management practices. Divisions included Government House, Women’s Policy Office, Intergovernmental and Indigenous Affairs Secretariat, Labrador Affairs Secretariat, Financial Administration Division and Public Engagement. • Orientation Guide for New Cabinet Officers: The orientation manual for new Cabinet officers was updated to reflect current practices.
Improved information and documentation processes	<p>The following are examples of projects that the Office of the Executive Council completed during 2014-17 to improve information and documentation processes:</p> <ul style="list-style-type: none"> • Information sessions on submitting documents to Cabinet Secretariat were held for approximately 80 executive administrative support staff from across Government. The sessions enhance the knowledge of staff about information management requirements associated with such as Cabinet submissions.

Issue 1 – Policy Capacity	
Planned	Actual (2014-17)
	<ul style="list-style-type: none"> Technology Advancements to Improve Information Management: The Cabinet Secretariat website was redesigned and launched. The website provides information for the public about the role of the office. An intranet was established for Cabinet Secretariat which is a reference library for office policies, guidelines, templates, forms and processes within the office. The site also contains standard operating procedure manuals that detail the roles and responsibilities of administrative and information management staff. Office efficiency was improved due to central access to reference documents. Documentation: Information management officials with the Office of the Executive Council provided advice to divisions of Executive Council on documentation of various aspects of their information management program (e.g., records classification plan). A classification structure sets out the way that official records of the office are organized which enables files to be retrieved efficiently as needed. Appointments Database: In 2015 Cabinet Secretariat, in partnership with the Office of the Chief Information Officer, designed and implemented a database of appointments to active agencies boards and commissions. The project included a comprehensive review of over 200 agencies, boards and commissions to validate and update membership information. Forty-two Government staff were trained on how to use the database. Cabinet Secretariat had oversight responsibility to perform a quality review and upload updates submitted by departments. This was a vast improvement to information management processes. For the first time a central warehouse of information was available within Government and to the public. In May 2016, responsibility for the agencies, boards and commissions database was transferred to the Public Service Commission when the Independent Appointments Commissions came into effect.

Objective 2016-17:

By March 31, 2017, the Office of the Executive Council will have reviewed the enhanced supports provided to further build policy capacity.

Issue 1 – Policy Capacity	
Planned	Actual (2016-17)
Implemented select recommendations arising from the Policy NL Evaluation	<p>One of the benefits of a professional network is that members are able to access the expertise of their colleagues, and to consult and share ideas which will improve the work that they do.</p> <p>In May 2013, Policy NL launched a virtual marketplace where members can create profiles of their skills and areas of interest so that those in our policy community of practice can identify and support each other. In 2016-17, the Planning and Coordination Office implemented enhancements to the Marketplace in response to the recommendations arising from the Policy NL Evaluation. A test environment was established and feedback on functionalities was received from the policy community test group. The marketplace was updated based on this feedback.</p>
Continued exploration, and review, of select innovative policy development practices	<p>During 2016-17, the Office of the Executive Council continued to explore and review innovative policy development practices.</p> <p>Policy innovation labs represent a new direction and a proven practice in open policy making. This innovative policy concept is currently being implemented in other Canadian Government jurisdictions and around the world. Labs promote interactive approaches to gathering critical information about public issues from an end-user perspective and provide a framework and methodology to test potential solutions before implementing them. In 2016-17, the Planning and Coordination Office facilitated and collaborated on lab ventures for the following departments and entities:</p> <ul style="list-style-type: none"> • Department of Health and Community Services; • Disability Policy Office and Public Engagement Division; and, • Department of Tourism, Culture, Industry and Innovation (in support of the development of an innovation strategy).
Further promoted networking and information sharing among policy professionals	<p>In 2016-17, the Office of the Executive Council further promoted networking and information sharing among policy professionals. The following are some examples of this work:</p> <ul style="list-style-type: none"> • A Strategic Doing Workshop was held on October 5, 2016 in partnership with the Memorial University's Harris Centre; • The Planning and Coordination Office hosted two Policy NL sessions, one on cost benefit analysis in June 2016 and another on a Health Innovation Lab in September 2016; • To promote policy development in the Provincial Government to the next generation of policy practitioners, an Environmental Policy Case Competition was held in March 2017; and,

Issue 1 – Policy Capacity	
Planned	Actual (2016-17)
	<ul style="list-style-type: none"> • A presentation on public policy was given to Memorial University’s Grenfell Public Policy class at the Confederation Building.

Issue #2 – Planning and Coordination

Through the Planning and Coordination Office, the Office of the Executive Council provides oversight of, and support to departments and public entities in relation to: performance based planning and reporting requirements (accorded by the Transparency and Accountability Act); Government’s Policy on Evaluation; and, regulatory reform, harmonization and modernization. These processes help ensure: that Government operates in a transparent and accountable manner; that programs and policies are evaluated for their efficacy and efficiency; and, that regulations do not impose undue burden on the public.

Through 2014-17, the Office of the Executive Council reviewed and renewed planning and reporting policies and processes to ensure a more streamlined and efficient approach.

Goal 2:

By March 31, 2017, the Office of the Executive Council will have improved planning and coordination requirements across Government.

Issue 2 – Planning and Coordination	
Planned	Actual (2014-17)
Streamlined and refined planning and reporting requirements	To improve its support to Government departments, the Office of the Executive Council completed a review of internal feedback processes and mechanisms. As a result, a more streamlined review and feedback process was implemented. Previously, multiple feedback mechanisms existed and there were inefficiencies identified in the overall workflow process. This effort improved both workflow during the compliance review process and further standardized the feedback received by accountability coordinators.
Improved performance-based planning and reporting policies	<p>To improve performance-based planning and reporting processes, the Office of the Executive Council completed a comprehensive review of performance-based planning and reporting practices. This review involved an analysis of planning and reporting practices in other jurisdictions, a literature review on the concept of public performance-based planning and reporting, and stakeholder input (consultations with policy practitioners across Government were held).</p> <p>The research, consultations and jurisdictional analysis consistently highlighted key ideas and concepts that the Office of the Executive Council considered in the development of improved performance-based planning and reporting policies. In particular, the need for simplicity in planning and reporting frameworks, the rapidly changing environment in which governments currently operate and the need to ensure the public audience was considered.</p> <p>Changes that were made as a result of the review simplified the planning and reporting process while still supporting compliance with the Transparency and Accountability Act. The new policies allow public bodies flexibility to plan in rapidly changing public sectors and the changes help bring the Government of Newfoundland and Labrador's planning and reporting framework into better alignment with other Canadian jurisdictions.</p>
Developed tools and training to implement revised policies and	Throughout 2014-17, the Office of the Executive Council developed tools and training to implement revised policies and procedures, such as:

Issue 2 – Planning and Coordination	
Planned	Actual (2014-17)
procedures	<ul style="list-style-type: none"> • Annual Reporting Guidelines were developed and posted each year on the Planning and Coordination website. These guidelines were completed annually to reflect particular requirements for the appropriate reporting year and to reflect any changes in reporting policies. • Guidelines were updated to assist entities in the development of their 2017-20 plans, which were tabled on June 30. These guidelines were updated to incorporate changes that resulted from the review of planning policies that support the Transparency and Accountability Act. • Templates for plans were developed by the Marketing and Brand Management Division of the Office of the Executive Council and distributed to core Government departments. These templates were designed to: ensure consistency in the look and feel of 2017-20 plans across Government departments; reflect changes in policy requirements; and make the documents more meaningful to the public.

Objective 2016-17:

By March 31, 2017, the Office of the Executive Council will have evaluated the effectiveness of changes implemented to planning and coordination efforts.

Issue 2 – Planning and Coordination	
Planned	Actual (2016-17)
Reviewed effectiveness of revised planning and reporting policies	Initial feedback from departments and entities has been positive. An evaluation of revised planning and reporting policies will be completed following conclusion of the 2014-17 reporting period.
Provided training and support for new policies that enhance processes for continuous improvement	As planning and reporting policies are adjusted, the Office of the Executive Council, through the Planning and Coordination Office, continuously provides support and training to departmental officials across Government as well as entities reporting to Government. In 2016-17, the Planning and Coordination Office updated the multi-year performance-based guidelines to reflect improvements and changes in the planning policies and processes. Meetings were also held with accountability coordinators to guide them through the changes. Planning and Coordination staff were available to support department officials through the planning and reporting processes, through phone

Issue 2 – Planning and Coordination	
Planned	Actual (2016-17)
	calls, one on one meetings, facilitated planning sessions, etc.
Reviewed effectiveness of adopting Lean techniques for select business processes	Recommendations were developed in 2014-15 in the form of a draft policy to consolidate Government's Regulatory Reform Initiative and Evaluation Policy in an effort to reduce administrative burden and increase planning synergies. This policy on continuous improvement also included a component around adopting Lean techniques for select business processes. In 2016-17, Government commenced its Lean continuous improvement plan, as outlined in the Highlights and Partnerships section of this report.

Issue #3 – Governance and Oversight of Agencies, Boards and Commissions

Agencies, boards and commissions are responsible for a broad range of administrative, adjudicative, regulatory and advisory roles and many are linked to the provision of public programs and services. It has been noted that operating grants to Agencies, Boards and Commissions in Newfoundland and Labrador account for 43 per cent of total provincial program spending, and their staff comprise approximately 75 per cent of total provincial public sector employment. During 2014-17, the Office of the Executive Council reviewed policies, procedures and governance supports to identify opportunities to modernize the process for appointments to agencies, boards and commissions.

Based on the review undertaken by the Office of the Executive Council, recommendations were brought forward that were aimed at modernizing Government's appointments process. In May 2016, Government established an independent commission for appointments to agencies, boards and commissions. As a result, responsibility for support of the appointment's processes was transferred from the Office of the Executive Council to the newly created Independent Appointments Commission and the Public Service Commission.

Goal:

By March 31, 2017, the Office of the Executive Council will have supported effective governance by Government's agencies, boards and commissions.

Issue 3 – Governance and Oversight of Agencies, Boards and Commissions	
Planned	Actual (2014-17)
Reviewed existing governance supports provided to agencies, boards and commissions	The Office of the Executive Council reviewed governance supports during this planning cycle. The review included stakeholder consultation and surveying. A jurisdictional analysis was also undertaken regarding the governance and oversight of agencies, boards and commissions in Canadian provinces and territories.
Implemented new policies and governance supports for agencies, boards and commissions	The Office of the Executive Council worked in early 2016 to support the development of the proposal to realize Government's commitment of establishing an Independent Appointment Commission. A framework was developed to guide the appointments process, shifting responsibility for support from the Office of the Executive Council to the Public Service Commission and creating a tiered system for review. Implementation of policies and governance supports are now the responsibility of the Public Service Commission.
Provided governance supports to appointees	The Office of the Executive Council completed preliminary work to facilitate the provision of governance supports to appointees (e.g., a general governance resource was drafted that covers a broad range of topics intended to support all appointees). However, in 2015 the responsibility for governance and oversight of agencies, boards and commissions transferred to the Public Service Commission

Objective 2016-17:

By March 31, 2017, the Office of the Executive Council will have implemented new policies and governance supports for agencies, boards and commissions.

Issue 3 – Governance and Oversight of Agencies, Boards and Commissions	
Planned	Actual (2016-17)
Supported the creation of the Independent Appointments Commission	The Office of the Executive Council supported the creation of the Independent Appointments Commission through policy analysis and drafting of the Independent Appointments Commission Act, in consultation with the

Issue 3 – Governance and Oversight of Agencies, Boards and Commissions	
Planned	Actual (2016-17)
	Department of Justice and Public Safety. The Office of the Executive Council also worked closely with the Public Service Commission in supporting the transfer of responsibility to that entity (including the transfer of the agency, board and commission database from Cabinet Secretariat to the Public Service Commission).
In consultation with Human Resource Secretariat, provided support in the development of governance resources	In 2016-17, the Office of the Executive Council worked with the Human Resource Secretariat and Women's Policy Office commenced discussions on agency, board and commission functions, select Government policies, accountability mechanisms and expectations.

As previously noted, on August 17, 2017, the Office of Public Engagement (OPE) became part of the Office of Executive Council under the Communications Branch. As such, below is a report on those commitments as set out in the former Office of Public Engagement's 2014-17 Activity Plan.

Issue 1: Public Engagement

The Public Engagement Division of the Communications and Public Engagement Branch designs and develops innovative public consultation processes, including online engagement activities, to increase Government's engagement with Newfoundlanders and Labradorians as well as its community sector partners and other sector-specific stakeholders. The Public Engagement Division also supports Government entities, partners and stakeholders to ensure consultation processes are inclusive, engaging and appropriate to their requirements.

In the past three years, the Public Engagement Division provided support to Government departments and community or stakeholder-led projects in the form of: advice and guidance on appropriate engagement practices; access to tools and resources to support online and in-person activities; delivery support for in-person activities throughout the province; and, facilitation services. In total, the Public Engagement Division has delivered approximately 335 engagement activities to more than 9,000 participants.

Goal:

By March 31, 2017, the Office of Public Engagement will have undertaken initiatives to strengthen public engagement capacity within Government and across other sectors.

Issue 1 – Public Engagement	
Planned	Actual (2014-17)
Initiated and participated in learning events designed to increase public engagement knowledge	In collaboration with the Centre for Learning and Development, a Public Engagement Fundamentals course and related learning materials were developed and made available to members of the public service. The course was offered seven times and delivered to a total of 83 public

Issue 1 – Public Engagement	
Planned	Actual (2014-17)
and skills	<p>servants. Additionally, the Public Engagement Fundamentals course was delivered by the Public Engagement Division staff to its external partners. Externally, the course was delivered seven times to 64 individuals.</p> <p>The Public Engagement Division worked with the Planning and Coordination Office, the Disability Policy Office and the Coalition of Persons with Disabilities to plan a Policy Lab. This Policy Lab was aimed at sharing respective knowledge, perspectives and experiences concerning the policy development process, seeking a mutual understanding of how the process may be improved and identifying potential best practices for a more collaborative and inclusive policy development process between the Provincial Government and the disability community.</p> <p>Public Engagement staff received training from the vendor of the NVivo engagement data coding software to enhance the public engagement process. The focus of the training was on the recording, organization, analysis and sharing of engagement results.</p> <p>Public Engagement staff also received training from the vendor on its online engagement portal, to better understand how to use the portal and its various features to plan, design and deliver online engagement activities.</p> <p>As required, training was delivered to table facilitators and note takers recruited from other departments and agencies to support in-person public and stakeholder engagement sessions</p>
Identified ways to best engage our external partners	<p>To better engage our partners and increase participation in public engagement activities, the Public Engagement Division:</p> <ul style="list-style-type: none"> • Introduced the Dialogue App in February 2015 to support Budget 2015 planning. The Dialogue App was also used for engagement carried out for the Primary Healthcare Framework and the Government Renewal Initiative. • Procured an online engagement portal, EngageNL, in March 2017. Managed by the Public Engagement Division, this portal is available to all Government departments and agencies to support their efforts to gather public input on a variety of policy matters and other issues of importance.

Issue 1 – Public Engagement	
Planned	Actual (2014-17)
<p>Provided new opportunities to increase the public's awareness about the value and need for youth engagement</p>	<p>The #YouthCount Democratic Literacy Kit was developed and released in September 2015. The Kit includes workshop guides and resources that span five topic areas: Government structure; candidate nomination and election; diversity; voting; and, political engagement. It was developed to support the ability of community organizations and educators to increase young people's awareness of the democratic process in advance of provincial and federal elections. The #YouthCount Kit was directly distributed to over 750 community organizations and is available for download at NLYouth.ca.</p> <p>A civic engagement stream for the Getting the Message Out Program was piloted, assessed and implemented. The civic engagement stream includes a presentation (by youth representatives) which aims to educate young people in the province about civic engagement and what it means to be an active citizen. It also provides students with resources and tools to assist them in becoming more engaged in their community. Since implementation, the civic engagement presentation has been delivered 320 times to approximately 7,780 students across the province.</p> <p>The division's Youth Engagement Officer, collaborated with RADHOC Youth Leadership and TEDx St. John's to help expand the TEDx idea-sharing platform to youth in Newfoundland and Labrador.</p>
<p>Provided new opportunities for youth to participate in engagement activities including activities related to policy and decision making</p>	<p>The Premier's Youth Advisory Committee is mandated to:</p> <ul style="list-style-type: none"> • Ensure that youth are engaged and participating in providing advice to Government on issues that are important to youth; • Provide a forum for open discussion of key issues affecting youth of Newfoundland and Labrador; and, • Advise Government on youth perspectives and provide input into developing Government policies, programs, and services. <p>With the support of the Public Engagement Division, several Government departments and agencies approached the Premier's Youth Advisory Committee for input on a number of issues including: rural diversity and youth relevancy of the Bridge the gAPP application; Outlook 2025; the Workforce Development Plan of the Population Growth Strategy; challenges faced by LGBTQ+ youth in rural communities; the</p>

Issue 1 – Public Engagement	
Planned	Actual (2014-17)
	Government Renewal Initiative; and the Office of Public Engagement's Youth Engagement Strategy.
Worked collaboratively with other departments and external stakeholders to build public engagement capacity	<p>The Public Engagement Division developed and published the Public Engagement Guide to help departments implement successful public engagement processes. A draft of the guide was circulated to departments for review and feedback. It was finalized and is available online at: http://ope.gov.nl.ca/publications/pdf/OPE_PEGuide.pdf.</p> <p>In support of Government Renewal Secretariat and Department of Finance work, the Public Engagement Division developed and published A Guide to Hosting Your Own Conversation: Our FISCAL Future. The guide contained important information for community groups, local governments, stakeholders and others on how to plan and facilitate meaningful engagement activities in order to generate ideas about the province's financial situation. The guide is available online at: https://www.gov.nl.ca/OurFiscalFuture/pdf/Guide-to-hosting.pdf.</p> <p>The Public Engagement Division collaborated with a number of departments across Government as well as community or sector-based organizations to design and deliver over 335 public engagement activities. The Public Engagement Division provides engagement support, training opportunities and shares expertise with its internal and external partners. The collaborative approach and sharing of knowledge helps to build public engagement capacity.</p> <p>The Public Engagement Division supported the Disability Policy Office in the development of accessibility guidelines as part of the Inclusive Public Engagement Policy. These guidelines are used for government-led public engagement activities. Divisional staff ensure clients are aware of the guidelines and the make efforts to incorporate them in the design and delivery of engagement activities.</p>

Objective 2016-17:

By March 31, 2017, the Office of Public Engagement will have worked collaboratively with our external partners to initiate activities that allow all parties to enhance their respective internal capacities.

Issue 1 – Public Engagement	
Planned	Actual (2016-17)
Enhance the ability of groups from various sectors to build and sustain effective partnerships and networks	<p>The Public Engagement Division partnered with the Newfoundland and Labrador Environmental Industry Association to explore how to strengthen and potentially expand an Export and International Business Network. The Public Engagement Division provided guidance and advice and delivered a training session to the Newfoundland and Labrador Environmental Industry Association staff. The training covered the basic concepts of partnership brokering. Further to that, the Public Engagement Division hosted a focus group with the Newfoundland and Labrador Environmental Industry Association members to explore opportunities for growing an Export and International Business Network collaboratively.</p> <p>The Public Engagement Division supported the Atlantic Council of International Cooperation to host a one-day partnership development workshop. Fifteen participants representing nine organizations explored techniques to create and improve effective partnerships.</p> <p>The Public Engagement Division worked with the Policy NL Network/Planning and Coordination Office, the Disability Policy Office and the Coalition of Persons with Disabilities to plan a policy lab. This policy lab was aimed at sharing knowledge, perspectives and experiences concerning the policy development process, seeking a mutual understanding of how the process may be improved, and identifying potential best practices for a more collaborative and inclusive policy development process between the Government of Newfoundland and Labrador and the disability community.</p> <p>Throughout the process, the Public Engagement Division staff provided information and examples of good practices to sustain and develop operative partnerships.</p>
Enhance the ability of groups from various	The Public Engagement Division collaborated with a number of departments across Government as well as community or

<p>sectors to design and deliver effective and appropriate stakeholder engagement activities</p>	<p>sector-based organizations to design and deliver over 126 public engagement activities to over 2,300 participants. The Public Engagement Division provides engagement support and services, training opportunities and shares expertise with its internal and external partners. The collaborative approach and sharing of knowledge helps to build public engagement capacity. Examples include partnering with: the Newfoundland and Labrador Housing Corporation for their Program and Services Review; Heritage Foundation of Newfoundland and Labrador on the Harbour Grace Heritage session; and, Fogo Island Partnership on the Fogo Island Economic Development Engagement.</p> <p>The Public Engagement Division led a public engagement training event with 15 Central Health Primary Healthcare Facilitators. The training included public engagement fundamentals, facilitation techniques, and TurningPoint technology.</p>
<p>Ensure there are mechanisms in OPE's online engagement portal that allow users to find resources that improve their collaboration and engagement knowledge and/or practice</p>	<p>The online engagement portal was not procured until late in the planning cycle. However some resources, including the Public Engagement Guide and A Guide to Hosting Your Own Conversation: Our FISCAL Future, are available online at: http://www.ope.gov.nl.ca/publications/pdf/OPE_PEGuide.pdf and https://www.gov.nl.ca/OurFiscalFuture/pdf/Guide-to-hosting.pdf.</p>

Issue 2: Open Government

The Public Engagement Division has been working to advance the Government of Newfoundland and Labrador's commitment to openness. A key focus for the division is providing new and innovative ways to involve the citizens of Newfoundland and Labrador in Government's decision-making processes.

Goal:

By March 31, 2017, the Office of Public Engagement will have undertaken initiatives to ensure citizens have increased access to the information, data and dialogue opportunities they need for meaningful participation in the development of Newfoundland and Labrador.

Issue 2 – Open Government	
Planned	Actual (2014-17)
Provided citizens with a variety of opportunities to help inform an Open Government Action Plan	<p>The Public Engagement Division designed and delivered 42 in-person engagement sessions to inform the development of an Open Government Action Plan. More than 700 participants provided over 2,500 unique ideas on how the Provincial Government could become more open. Results of the engagement process were released in a What We Heard document. A draft action plan was prepared based on the extensive public engagement process and a jurisdiction scan of best practices.</p> <p>A draft Open Government Action Plan was released and made available to the public for one month in an 'open' format, i.e., on a wiki (or document collaboration) site.</p>
Created a proactive disclosure policy to provide citizens with increased access to information and data	<p>Proactive disclosure guidelines and open data guidelines were developed and shared with departments.</p> <p>Additionally, Public Engagement Division worked on the creation and publication of a Proactive Disclosure Plan, working with departments to identify new proactive disclosures in keeping with the following principles:</p> <ul style="list-style-type: none"> • The public's right to access Government information; • Publishing information in a timely manner; • Publishing information in a user-friendly manner; and, • Making information available in an open format that is easy to access.

Issue 2 – Open Government	
Planned	Actual (2014-17)
Increased internal partnership brokering capacity to help support effective collaboration and dialogue efforts	<p>The Public Engagement Division, in partnership with Partnership Brokers Association and Newfoundland and Labrador Environmental Industry, conducted a four-day interactive training course. Industry stakeholders were interested in bringing together representatives from a range of sectors to explore ways of strengthening social and economic collaboration in the province. The training was delivered to 16 participants representing 10 different stakeholder groups including the business, community and education sectors as well as Provincial Government.</p> <p>The Public Engagement Division partnered with the Partnership Brokers Association and Memorial University, Grenfell Campus and conducted the same course to 16 participants representing 11 stakeholder organizations including Government; Grenfell Campus; Qalipu Mi’Kmaq First Nation Band; Liminis Institute, Gros Morne; Creative Gros Morne; and, Go Western Newfoundland.</p> <p>The Public Engagement Division offered the following activities to increase partnership brokering capacity:</p> <ul style="list-style-type: none"> • Two one-hour sessions, “An Introduction to Collaboration” and “Partnership Development”, were designed and delivered to 45 employees from the Department of Tourism, Culture Industry and Innovation and Planning and Coordination Office. <p>Four partnership development workshops were designed and delivered to Government employees in three locations – St. John’s, Corner Brook and Happy Valley-Goose Bay. The workshops focused on building partnerships and strengthening collaborative processes.</p>

Objective 2016-17:

By March 31, 2017, the Office of Public Engagement will have undertaken initiatives to promote and enhance collaborative efforts that bring Government, community, business and other entities together.

Issue 2 – Open Government	
Indicator	Actual (2016-17)
Collaborate with other departments and external stakeholders on initiatives such as laying a foundation for a Global Network of Newfoundlanders and Labradorians, identified as a priority in the mandate letter provided to the Minister Responsible for the Office of Public Engagement	<p>The Public Engagement Division has undertaken the following to lay a foundation for the creation of a Global Network:</p> <ul style="list-style-type: none">• Conducted a jurisdictional review of Global Networks used by other governments;• Met with a number of departments to discuss the potential scope of a Global Network for NL and identify possible intersections with departmental priorities;• Gathered information on Government’s former Ambassador program to identify strengths, weaknesses and opportunities;• Worked with the Marketing and Brand Management Division and an external vendor to develop creative options to support the eventual launch of the Global Network; and,• Procured an online engagement portal that can be used to support the eventual engagement with Newfoundlanders and Labradorians throughout the world.
Incorporate a feature into the online engagement portal where organizations, including Government departments, with common or complementary interests can network	<p>The Request for Proposals for EngageNL stipulated the requirement to provide “networking” ability. This requirement was met and EngageNL offers this capability.</p>

Opportunities and Challenges

Supporting the Public Service

As the lead entity for Newfoundland and Labrador's public service, the Office of the Executive Council has an integral role in ensuring that the public service is equipped to respond to citizen expectations of Government. The importance of having a public service that is able to respond to these expectations is further highlighted as Government works to identify opportunities for the efficient delivery of its programs and services. Through its support of planning and coordination across Government, the Office of Executive Council has a central role in ensuring that the public sector can embrace opportunities for efficiency and effectively adapt to change.

The Way Forward

In October 2016, Government brought together the foremost leaders in the province's business, labour, community and arts sectors to solicit meaningful discussion about a long-term approach to fostering success and innovation here at home. The event was held at The Rooms in St. John's and was the largest in a series of significant events intended to provide a comprehensive look at the Provincial Government's plans for the future. This series of broad, forward-thinking discussions culminated into the development of The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador. The Way Forward outlines Government's plan to address our economic, social and fiscal challenges. Government has set ambitious targets in The Way Forward that will challenge the public service and our partners to work together in a deliberate and collaborative fashion to address our challenges and maximize our opportunities. These social, economic and fiscal targets and policy actions are intended to lead to improved outcomes for the people of Newfoundland and Labrador and will guide the work of the public service for 2017-18 and beyond.

Financial Information

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidate Revenue Fund for Fiscal Year Ended 31 March 2017 (unaudited) and Estimates 2017.

	Actual \$	Revised \$	Original \$
The Lieutenant Governor's Establishment Government House	\$724,398	\$903,700	\$911,000
Cabinet Secretariat			
Executive Support	\$3,962,952	\$4,043,900	\$1,412,300
Planning and Coordination	\$419,853	\$436,100	\$579,000
Economic and Social Policy Analysis	\$586,455	\$587,000	\$773,200
Protocol	\$165,462	\$0 ¹	\$0
Public Service Development	\$11,604	\$11,800	\$12,000
	\$5,146,326	\$5,078,800	\$2,776,500
Communications & Public Engagement Branch	\$6,932,420	\$7,739,000 ²	\$8,376,300
Financial Administration	\$869,350	\$888,600	\$1,040,700
Total: Office of Executive Council	\$13,672,494	\$14,610,100	\$13,104,500

¹ Original and revised budgets for the Protocol Office were restated into Government House. The actuals were not.

² Original and revised budgets for the Communications and Public Engagement Branch were restated to include the consolidated Government marketing function. The actuals were not.