

ANNUAL REPORT 2019-20



Office of the Executive Council





MESSAGE FROM THE PREMIER

I am pleased to present the annual performance report for the Office of the Executive Council for the period of April 1, 2019 to March 31, 2020. As Premier and Minister for the Office of the Executive Council, I am accountable for the preparation of this report and the achievement of the results reported. The report was prepared in accordance with the Transparency and Accountability Act under the requirements for a category three entity.

The Office of the Executive Council supports the overall operations of the provincial government. The Office supports the activities and functions of government decision making, planning and formulation of policy, supports the Lieutenant Governor's establishment and leads public engagement and strategic planning functions in addition to providing communications support and public awareness for the broader public sector.

This report illustrates the Office's third-year of progress in meeting the goals and objectives set out in its Activity Plan covering the period April 1, 2017 to March 31, 2020. I would like to recognize and thank all of the employees within the Office of the Executive Council for their efforts and dedication in these unprecedented times as they worked with government departments to help achieve our economic and social objectives, and build a brighter future for Newfoundland and Labrador.

A handwritten signature in blue ink that reads "Andrew Furey". The signature is stylized and cursive.

Hon. Andrew Furey
Premier

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Departmental Overview

As the Premier's department, the Office of the Executive Council (OEC) has a central role in supporting the general operations of government, including the functioning of Cabinet and the public service. The OEC provides leadership, coordination, advice, and support to the Premier, Cabinet and across the public service.

For planning and reporting purposes under the **Transparency and Accountability Act**, the OEC comprises:

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

For the reporting period in question, the OEC also comprised:

- The Human Resource Secretariat (HRS, now part of the Treasury Board Secretariat);
- The Intergovernmental and Indigenous Affairs Secretariat (now the Intergovernmental Affairs Secretariat (IGAS) and the Office of Indigenous Affairs and Reconciliation (OJAR));
- The Office of the Chief Information Officer (OCIO);
- The Labrador Affairs Secretariat; and
- The Office for the Status of Women (OSW).

However, under the requirements of the **Transparency and Accountability Act**, these offices and secretariats have prepared separate multiyear plans and reports on their annual progress.

Staff and Budget

The OEC had a staff complement of 75 employees as of March 31, 2020 and had expenditures approximately totaling \$10.0 million for the year. Details are as follows:

Division	# of Employees	Expenditures
Office of the Clerk of the Executive Council, including Cabinet Secretariat and the Provincial Protocol Office	19	\$2,029,250
Lieutenant Governor's Establishment	11	\$715,656
Communications and Public Engagement Branch	35	\$6,652,659
Financial Administration Division	10	\$649,885
Total	75	\$ 10,047,450

Further information about the OEC, including details on its mandate and lines of business, can be found at <https://www.exec.gov.nl.ca/exec/> .

Highlights and Partnerships

Office of the Clerk of the Executive Council, including Cabinet Secretariat

The Office of the Clerk of the Executive Council, including Cabinet Secretariat, provides support to the Premier, Cabinet, and committees of Cabinet. In fiscal year 2019-20, these offices analyzed, processed, and provided 300 cabinet submissions and other documents for consideration by Cabinet and recorded 394 Minutes of Council documenting the decisions taken by Cabinet or by the Premier. Further to the direction provided in some of those Minutes of Council, these offices drafted 271 Orders in Council for approval by the Lieutenant Governor.

The offices provided operational and administrative support to a combined total of 52 meetings of the Economic Policy Committee and Social Policy Committee of Cabinet, including the provision of impartial advice and analysis related to the subject matter of those committee meetings. In addition to providing support to these meetings, the offices provided similar support to meetings of the Cabinet Committee on Jobs, the Cabinet Committee on Infrastructure, and the Muskrat Falls Oversight Committee.

In addition, these offices analyzed, processed, and provided to the Premier's Office 91 briefing notes prepared by various provincial government departments and agencies on significant matters of government operations or public policy or in relation to topical issues of public interest.

Communications and Public Engagement Branch

Public Engagement

Public Engagement serves to involve the public in the development and improvement of public policy. The OEC understands that responsive actions and better outcomes are achieved when the views of Indigenous groups, stakeholders, communities, organizations and the broader general public are taken into account during the decision-making process.

In fiscal year 2019-20, the Public Engagement unit of the Public Engagement and Planning Division supported 42 distinct engagement projects of varying size and scope, with over 8,700 participants in 144 engagement sessions. The type of support provided ranged from the provision of expert advice on the appropriate engagement approach in order to achieve intended objectives, to comprehensive design and delivery, support and facilitation of in-person events or online activities.

The Public Engagement and Planning Division's online platform, engageNL.ca, saw over 5,500 participants respond to surveys and questionnaires in 2019-20, on topics such as the Minimum Wage Review, Dementia Care, Quarry Legislation and the

MyGovNL pilot project. Officials also utilized Adobe Connect video/teleconference services to provide alternative methods to engage with audiences. In-person engagement sessions were attended by 2,590 participants throughout Newfoundland and Labrador reaching 1,500 people in the Eastern region, 376 people in Central Newfoundland, 481 people in the Western region and 233 people in Labrador.

Regulatory Affairs

Newfoundland and Labrador is one of the four provinces comprising the Council of Atlantic Premiers' Joint Office of Regulatory Affairs and Service Effectiveness (Joint Office), along with Nova Scotia, New Brunswick and Prince Edward Island. The mandate of the Joint Office is to improve business conditions by reducing and aligning regulations that affect businesses in Atlantic Canada. Enhancing the regulatory environment can reduce the cost of doing business in Atlantic Canada, thereby creating conditions for greater overall economic growth.

In 2019-20, work was carried out to improve physician mobility and patient safety across the Atlantic region in response to direction from the Council of Atlantic Premiers. The Joint Office is supportive of efforts to enhance physician mobility in the region, as it may increase the supply of physicians and lead to increased patient safety. Stakeholder engagement began in 2019-20, with officials meeting with the Newfoundland and Labrador Medical Association (NLMA) and the College of Physicians and Surgeons. Ongoing efforts focus on reducing red tape and the administrative burden related to certification that may serve as a barrier to recruitment.

To support the work of the Joint Office, each of the four provinces has implemented mirror legislation, titled the **Regulatory Accountability and Reporting Act**. The content in this report fulfils the annual reporting requirements outlined in that legislation.

In 2019-20, the Office of the Executive Council represented Newfoundland and Labrador on the Joint Office and coordinated regulatory harmonization initiatives, which are led by individual departments and agencies. Guidance and advice were also provided on regulatory best practices by reviewing Regulatory Impact Analyses that must be completed by public bodies every time they wish to make a regulatory or legislative change. Those analyses assess:

- The costs and benefits of the regulation or regulatory change;
- The competitive impacts of the regulatory change;
- Whether the regulatory change harmonizes requirements with other jurisdictions;
- Whether the regulation is drafted and publicly communicated in plain language;
- The timeliness of the regulatory response;
- Whether the regulation was transparently developed;
- Whether the regulation is results-based; and
- Whether a new regulation is consistent with the one-to-one removal-replacement principle. For each new regulatory requirement introduced, the principle encourages one regulatory requirement to be eliminated.

In 2019-20, approximately 30 Regulatory Impact Analyses were reviewed.

Community Sector

The Policy, Planning and Coordination unit of the Public Engagement and Planning Division collaborated with the Community Sector Council Newfoundland and Labrador (CSCNL) to release a work plan that highlights and strengthens the contributions of the voluntary/non-profit sector to the province's economy. This work plan reflects the provincial government's recognition of, commitment to, and appreciation for our community-based organizations and volunteers, as well as their combined social and economic impact.

In October 2019, the OEC supported the CSCNL in planning and coordinating a three-day summit that celebrated the important services the community sector provides to residents of the province daily and the economic impact of those services. There were over 200 participants representing 137 different community organizations based in 58 different communities across the province. The summit opened with a prayer and land acknowledgement and a discussion/Q&A session with Bruce MacDonald, President and CEO of Imagine Canada and Co-Chair of the Permanent Advisory Committee on the Charitable Sector. The Premier and several Cabinet Ministers attended the first full morning for a session to discuss how government and the community sector can better work together.

Communications

The Communications and Public Engagement Branch oversees the communications activities of government and provides strategic counsel to the Premier, Cabinet and departments. The branch's roles include: developing communications policies and procedures; advising on communications planning; managing news release distribution services; providing video and photography support to the Premier and Cabinet; overseeing government's web content standards; providing multimedia communications support; and overseeing government's social media presence.

In 2019-20, the Branch expanded government's social media presence to Facebook and Instagram to more effectively reach residents, businesses, municipalities and community organizations locally and globally. The provincial government's Facebook account has received more than 35,065 total likes and 72,657 total followers, while the Instagram account has more than 6,082 followers. This activity complements the government-wide use of Twitter (approximately 36,900 followers) and multi-media activities.

To ensure the effective use of these new platforms, professional development sessions were held to train communications professionals on matters such as live-streaming events and incorporating social media into communications plans.

The Marketing and Brand Management Division partners with agencies, boards and commissions of government, offering brand guidance and marketing consultation services. In addition to offering support to core government departments, the Division allows for continued maintenance and enhancement of a unified visual identity across government, while proactively leveraging cross-department synergies. Beyond the primary creative services function, the Division manages the provincial brand overall with resident stakeholders. It is also responsible for managing government's Live/Work/Invest website (www.findnewfoundlandlabrador.com), helping build a strong brand for the province in international markets.

Lieutenant Governor's Establishment

Ceremonies and Events

The various levels of activities undertaken by the Lieutenant Governor, the Honourable Judy May Foote, throughout 2019-20 are divided into three categories, along with speeches delivered at many events. Constitutional duties consist of the delivery of Speeches from the Throne, meetings with the Premier and Executive Council officials, signing Orders in Council and statutory and non-statutory instruments. In-house events consist of investitures, performances, presentations, meetings, ceremonies and receptions held at Government House and are presided over by the Lieutenant Governor. External events include those that are presided over by the Lieutenant Governor, which may or may not be organized and arranged by the Office of the Lieutenant Governor, and are held at an outside venue including events such as the Duke of Edinburgh Awards presentation, the Sovereign's Medal for Volunteers or extraordinary investitures into the Order of Newfoundland and Labrador.

During the reporting period, the Lieutenant Governor represented The Crown by granting Royal Assent to 31 Bills and delivering the Speech from the Throne, while signing over 150 Orders in Council and presiding over 10 swearing-in ceremonies of Members of the House of Assembly and Cabinet.

The Lieutenant Governor is the Honorary Patron of 47 volunteer and philanthropic organizations and attended and supported numerous community and religious organizations. This support ranged from lighting a menorah at the start of Hanukah to attending the Miawpukek annual traditional Powwow. Additionally, the Lieutenant Governor supported military and police veterans by attending and laying wreaths at remembrance ceremonies throughout the province. Similarly, the Lieutenant Governor attended 13 award ceremonies and presented 116 awards, in addition to investing 10 people into the Order of Newfoundland and Labrador.

Her Honour also officiated at swearing-in ceremonies for new Canadians, hosted visits of Ambassadors, High Commissioners and Consuls General. Finally, during the reporting period, Her Honour attended and participated in the annual Conference of the Governor General, Provincial Lieutenant Governors and Territorial Commissioners.

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The following is a link to the Office of the Lieutenant Governor of Newfoundland and Labrador 2019-20 Activity Report: <https://www.govhouse.nl.ca/files/GH-Annual-Report-2020-FINAL.pdf>

Provincial Protocol Office

The Protocol Office reports to the OEC through Cabinet Secretariat but is physically located in Government House.

In 2019-20 the Protocol Office coordinated a number of diplomatic and consular visits, including visits from:

- His Excellency Joao da Camara, Ambassador of Portugal;
- His Excellency Duc Hoa Nguyen, Ambassador of Vietnam;
- His Excellency Fahad Saeed Al Raqbani, Ambassador of the United Arab Emirates;
- Mr. Kevin D. Skillen, Consul General of the United States of America;
- Mr. Johan Schitterer, Consul General of France;
- His Excellency Kimihiro Ishakane, Ambassador of Japan, and Mr. Osamu Izawa, Consul General;
- His Excellency Cong Peiwu, Ambassador of China; and
- Mr. Yun Je Lee, Consul General of Korea (postponed due to COVID-19).

The Protocol Office also assisted with a number of non-diplomatic visits from:

- Norway – Norwegian Navy Frigate Event;
- Turkey – Visit of Turkish High School Students; and
- The Russian Federation – Trade Presentation Delegation.

During the reporting period, the Protocol Office was responsible for the coordination and execution of the state funeral of the late Honourable John Crosbie and led the coordination of the funeral for former Premier Beaton Tulk.

Further activities and responsibilities of the Protocol Office during the period include: the coordination of the call for nominations for the Order of Newfoundland and Labrador as well as the administration of the same; the administration of applications for the Newfoundland Volunteer War Service Medals; and the administration of nominations for the Newfoundland and Labrador Award for Bravery, as well as the Public Service Award of Excellence.

Report on Performance

Issue #1 - Better Services

An essential component of sound public administration and government stewardship is the efficient delivery of public services that bring value for money and reflect government’s commitment to doing better with less. This is consistent with governments across Canada, and around the world, that are exploring new approaches to achieving administrative and program efficiencies, balanced with a better understanding of the needs of citizens and the interests of internal and external stakeholders.

Improving the business of government also includes ensuring that legislation, regulations and policies are not unnecessarily intrusive and burdensome to citizens, community organizations and the business community. Therefore, improving internal business processes and reducing regulatory burden will support government’s ability to deliver more effective services.

Goal: By March 31, 2020, the Office of the Executive Council will have implemented continuous improvement and regulatory reduction processes within government to allow for the delivery of more efficient and effective programs and services and improved engagement with residents.

Objective 3: By March 31, 2020, the Office of the Executive Council will have continued to implement internal process improvements.

Issue 1 – Better Services	
Planned	Actual
Continued to support the implementation of the provincial government’s digital-by-design program by ensuring that services are streamlined, service focused and efficient prior to digitizing.	<p>Consulted and supported digital-by-design on testing of departmental web-based applications (i.e., Motor Vehicle Division online programs).</p> <p>Helped select next priority areas for assessment by digital-by-design.</p> <p>Supported the development of the MCP online renewal process through current state mapping and future state process design.</p>
Engaged public sector managers and leaders in the development of a long-term plan for continuous improvement in the public sector.	<p>Two sessions with executive included an overview of past Continuous Improvement (CI) activities, successes and challenges. All participants provided feedback and set the strategic direction for future CI activities based on evaluations from both the public and internal departmental surveys and reviews.</p> <p>Session with Directors/Assistant Deputy Ministers – October 4, 2019</p>

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	Session with Deputy Ministers – October 25, 2019
Continued to deliver training and targeted coaching supports for provincial departments on continuous improvement.	<p>Motor Registration Division, Department of Digital Government and Service NL (DGSNL, former Department of Service NL) – training provided for the clerical staff who manage mandatory medical evaluations.</p> <p>Strategic Staffing Division of the former HRS – two CI training sessions in December 2019 and coaching support provided during assessment of the hiring process.</p>

2017-20 Goal Achievement

By March 31, 2020, the Office of the Executive Council will have implemented continuous improvement and regulatory reduction processes within government to allow for the delivery of more efficient and effective programs and services and improved engagement with residents.

Planned	Actual
Facilitated regulatory reform and coordination processes.	<p>During the 2017-20 reporting period, the Joint Office of Regulatory Affairs and Service Effectiveness worked on opportunities to streamline and harmonize regulatory affairs in: insurance (application processes, permit duration and temporary licences for adjusters); transportation (training for enforcement officers); government procurement; worker’s compensation (one business number); occupational health and safety; and minimum wage (timing of increases). Work also continued on the harmonization of skilled trades.</p> <p>At the January 2019 meeting of the Council of Atlantic Premiers, the four Premiers confirmed their commitment to collaborate on advancing regulatory efficiency within Atlantic Canada. At that meeting, Premiers identified the next set of priorities for regulatory cooperation, which include:</p> <ul style="list-style-type: none"> • Strengthening Workers Compensation Board processes; • Continuing to enhance transportation efficiency; and • Improving healthcare worker mobility, beginning with regional certifications.
Expanded implementation of Lean	Process reviews and process mapping are tools used to evaluate services delivered across various departments, including assessing turnaround times for high volume

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<p>management processes in government.</p>	<p>programs. Training on Lean process mapping was delivered to several departments.</p> <p>During 2017-20, the OEC worked with departments to examine specific programs to identify opportunities for process improvements. For example, the Linkages Program of the Department of Immigration, Skills and Labour (ISL, former Department of Advanced Education, Skills and Labour) was reviewed and a number of improvements were implemented, including:</p> <ul style="list-style-type: none"> • Eliminating assessments for returning clients; • Improving the program’s public user guide; • Creating an easier-to-understand and condensed approval letter; • Instituting a screening triage system to address issues impeding application processing; and • Introducing a continuous application process to address application bottlenecks caused by a time-bound application intake period.
<p>Streamlined various internal processes (i.e., planning and reporting).</p>	<p>To guide this process, a Lean Working Group was formed to provide strategic direction for Lean projects. During 2017-20 a number of projects were initiated, including:</p> <ul style="list-style-type: none"> • Canada-Newfoundland and Labrador Job Grant, Summer Student Employment Program; • Crown Lands; • Land Use Planning, Environment (licensing and permits), Water Resources; • Supplier Setup and Maintenance, Accounts Payable (Comptroller General’s Office); • Motor Registration Division – Medicals and Mandatory Reports Process Review and National Safety Code Operations Review; • Engineering Division (DGSNL) – Engineering Services Work Progress Study; • Municipal Capital Works Program Review and Land Use Planning Process Review; • Income Support Application Review Process; • Royal Newfoundland Constabulary, Patrol Division – Police Operations; • Quality Assurance Plan; • Crown Land Application Process; and

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	<ul style="list-style-type: none"> • Newfoundland and Labrador Housing Corporation - Vacancy Turnaround Process (maintenance) and Rent Supplement Program.
<p>Supported departments to publish service standards for major programs and services.</p>	<p>The service standards project involved selecting a set of major programs or services that could be measured, evaluated and monitored against service milestones across all government departments.</p> <p>During 2017-20, service standards were established for 20 programs and services delivered by the following departments:</p> <ul style="list-style-type: none"> • ISL; • Children, Seniors and Social Development (CSSD); • Education (EDU, former Department of Education and Early Childhood Development); • Finance (FIN); • Fisheries, Forestry and Agriculture (FFA, former Department of Fisheries and Aquaculture); • Health and Community Services (HCS); • Environment, Climate Change and Municipalities (ECCM, former Department of Municipal Affairs and Environment); • Industry, Energy and Technology (IET, former Department of Natural Resources); • DGSNL; and • Transportation and Infrastructure (former Department of Transportation and Works). <p>Three examples of service standards created include:</p> <ul style="list-style-type: none"> • All business loan funding applications submitted to the former Department of Tourism, Culture, Industry and Innovation to be processed within seven weeks of the date of submission, provided all required documents from the applicant are received; • Newfoundland and Labrador Student Financial Assistance Program full-time applications for loans and grants submitted online to be processed within 10 business days, upon receipt of a complete application; and • Upon receipt of a completed Crown lands application, the department will notify applicants of the status of their Crown lands application within

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	<p>90 business days. Status information will include either approval, refusal, or if the application is held, reasons for the hold and information regarding follow-up.</p> <p>Service standards were also published in the following areas:</p> <ul style="list-style-type: none"> • Apprenticeship and Trades Certification, Self-Study Program; • Linkages application; • Skills Development application; • Income Support telephone applications; and • Provincial Nominee Program – International Graduate and Skilled Worker categories.
<p>Strengthened continuous improvement capacity through professional development.</p>	<p>The OEC worked with the former HRS to launch an introductory course on Lean principles in 2017-18. This training was guided by an interdepartmental committee composed of representatives of Cabinet Secretariat, the Public Engagement and Planning Division and the Centre for Learning and Development.</p> <p>During the 2017-20 time period, 169 government employees received training.</p>
<p>Improved public engagement processes.</p>	<p>Guidance documents for public engagement were reviewed, edited and posted on the Public Engagement and Planning Division's new web page. This will allow departments to more easily access information to help plan and guide their engagement processes.</p>

Issue #2 – Better Outcomes

The provincial government committed to adopting a Health in All Policies (HIAP) approach for the Government of Newfoundland and Labrador. Given that many of the policies that shape our health and well-being are developed outside the health care system, coordination and collaboration amongst government departments is important to ensuring the creation of policies that support health and well-being.

Goal: By March 31, 2020, the Office of the Executive Council will have implemented an integrated Health in All Policies (HIAP) approach across the public sector.

Objective 3: By March 31, 2020, the Office of the Executive Council will have continued to support departments to improve the integration of health considerations in their policies and programs.

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Issue 2 – Better Outcomes	
Planned	Actual
<p>Prioritized Year Three policy decisions that will use a HIAP approach.</p>	<p>During 2019-20, the Health in All Policies staff that was housed in the Office of the Executive Council was transferred to the Department of Health and Community Services (HCS). This allowed for staff to work more directly with various officials in a health-specific policy context as they worked to support officials in other departments and agencies.</p> <p>During the reporting period, Health in All Policies staff continued to work with colleagues across departments and agencies to identify policy areas for use of a Health in all Policies approach. In particular, Health in all Policies staff continued to work closely with officials in the Department of Education related to the implementation of the Education Action Plan, including several actions with a specific health focus. The focus of efforts during the past year have been related to the preparation of a new student services policy; ongoing work respecting a comprehensive school health framework in consultation with officials across the education and health sectors; and the continued development of a new model for the coordination of services.</p> <p>In addition, Health in All Policies staff continued to provide ongoing support to departments across the provincial government on an issue-by-issue basis. Staff have also provided ongoing support to Cabinet to aid in the decision-making process in a variety of areas, such as the provision of bus passes to income support clients.</p>
<p>Continued to build HIAP capacity in the public service by developing educational modules.</p>	<p>During 2019-20, the Health in All Policies staff that was housed in the Office of the Executive Council was transferred to the Department of Health and Community Services. This allowed for staff to work more directly with various officials in a health-specific policy context as they worked to support officials in other departments and agencies.</p> <p>Throughout 2019-20, Health in All Policies staff continued work to foster increased awareness and application of policy development approaches that integrate health considerations and, in particular, the social determinants of health. Work related to the development of educational modules is ongoing and will continue.</p>

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<p>Consulted with departments on any implementation challenges associated with HIAP.</p>	<p>During 2019-20, the Health in All Policies staff that was housed in the Office of the Executive Council was transferred to the Department of Health and Community Services. This allowed for staff to work more directly with various officials in a health-specific policy context as they worked to support officials in other departments and agencies.</p> <p>Health in All Policies staff have been working with officials in other departments and agencies on an ongoing basis related to implementation challenges and will continue to do so as implementation capacity continues to increase.</p>
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2017-2020 Goal Achievement

By March 31, 2020, the Office of the Executive Council will have implemented an integrated Health in All Policies approach across the public sector.

Planned	Actual
<p>Designed organizational structures to support HIAP implementation.</p>	<p>A dedicated Health in All Policies Unit was created within the Office of the Executive Council to develop capacity to implement HIAP across departments and agencies. Staff in that unit have now been transferred to the Department of Health and Community Services (HCS) where they can continue to support officials across the provincial government on specific initiatives while linking directly with appropriate health and health policy staff.</p>
<p>Established consultative and assessment mechanisms for HIAP.</p>	<p>Health in All Policies staff have worked with officials in other departments and agencies through formal working groups, capacity-building initiatives and workshops, and issue-by-issue consultations. These efforts have built base capacity across the provincial government and consultative and assessment mechanisms will continue to be developed and implemented by HCS.</p>
<p>Initiated the evaluation of HIAP on provincial government decision-making.</p>	<p>Development of an evaluation framework for Health in All Policies continues by Health in All Policies officials now housed with HCS. Evaluation will occur on an ongoing basis by that department as the framework is finalized.</p>

Issue #3 – A Stronger Economic Foundation

The provincial government is committed to establishing conditions within the province for business growth and employment. Throughout 2019-20, the OEC provided advice and support to Cabinet and committees of Cabinet to identify new opportunities to support private sector employment and economic growth.

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The OEC has collaborated with stakeholders including the business community, post-secondary institutions, Indigenous governments and organizations, and government departments to establish sector-specific work plans with priority actions that will promote new and existing business activity and increase private sector jobs for residents of Newfoundland and Labrador.

Goal: By March 31, 2020, the Office of the Executive Council will have established sector-specific work plans with high growth potential sectors to support Cabinet and committees of Cabinet in their efforts to identify new whole-of-government opportunities to support private-sector employment and economic growth.

Objective 3: By March 31, 2020, the Office of the Executive Council will have continued to establish and support sector-specific work plans.

Issue 3 – A Stronger Economic Foundation	
Planned	Actual
Launched the community sector work plan.	<p>A Community Sector Work Plan was launched in April 2019.</p> <p>A provincial Community Sector Summit was held, in collaboration with CSCNL, in October 2019 to celebrate and promote the sector work plan.</p>
Continue monitoring progress of sector work plans.	<p>The OEC monitored progress on sector work plans for the agriculture, aquaculture, community, forestry and technology sectors. Sector work plan tracking was reviewed monthly to determine progress of responsible departments and industry associations. This was completed with the support and collaboration of departments and industry associations, such as:</p> <ul style="list-style-type: none"> • FFA; • IET; • CSCNL; • Food First NL; • Newfoundland and Labrador Federation of Agriculture; and • Newfoundland Aquaculture Industry Association.
Continue to support to sector work plan committees.	<p>The OEC coordinated communication between industry and the provincial government, including attending and organizing conference calls and face-to-face meetings for:</p> <ul style="list-style-type: none"> • Agriculture sector work plan: in-person meeting August 13, 2019, along with emails and phone calls throughout the year;

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	<ul style="list-style-type: none"> • Aquaculture sector work plan: in-person meeting August 27, 2019, along with emails and phone calls throughout the year; • Community sector work plan: multiple meetings throughout the year regarding plan launch, summit preparation and commitment tracking; • Technology sector work plan: multiple meetings throughout the year regarding commitment tracking; • Forestry sector work plan: multiple meetings throughout the year regarding commitment tracking.
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2017-20 Goal Achievement

By March 31, 2020, the Office of the Executive Council will have established sector-specific work plans with high growth potential sectors to support Cabinet and committees of Cabinet in their efforts to identify new whole-of-government opportunities to support private sector employment and economic growth.

Planned	Actual
Identified high growth potential sectors.	<p>During 2017-20, the OEC, in collaboration with the departments of FIN; FFA; Tourism, Culture, Arts and Recreation (TCAR, formerly Tourism, Culture, Industry and Innovation); and IET, developed job and economic growth targets for the agriculture, aquaculture and technology sectors.</p> <p>Government identified the agriculture, aquaculture, community, forestry, mining, oil and gas, and technology as high growth sectors.</p>
Established partnerships with sector leaders and the business community.	<p>During 2017-20, the OEC pursued partnerships with the agriculture, aquaculture, community, forestry and technology sectors, and developed collaborative working relationships with sector leaders such as:</p> <ul style="list-style-type: none"> • Atlantic Canada Aerospace and Defence Association; • Canadian Manufacturers and Exporters Newfoundland and Labrador; • Newfoundland and Labrador Association of Technology Industries; • Newfoundland and Labrador Environmental Industry Association;

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	<ul style="list-style-type: none"> • Newfoundland and Labrador Federation of Agriculture; • Newfoundland Aquaculture Industry Association; and • CSCNL. <p>OEC coordinated communication between industry and government, including organizing multiple conference calls and face-to-face meetings for:</p> <ul style="list-style-type: none"> • Agriculture Sector Steering Committee – including a face-to-face meeting and farm tours in Wooddale; • Aquaculture Sector Steering Committee – including a face-to-face meeting in Harbour Breton and aquaculture farm tour in Pool’s Cove; • Community Sector Steering Committee – including multiple face-to-face meetings in St. John’s and regional workshops throughout all regions of the province, and a summit in St. John’s in October 2019; • Forestry Sector Steering Committee – including face-to-face meetings in St. John’s and Corner Brook, and a summit in Corner Brook in January 2019; and, • Technology Sector Steering Committee – including a face-to-face meeting in St. John’s.
<p>Developed sector specific work plans for implementation.</p>	<p>During 2017-20, the OEC coordinated government-industry steering committees to develop work plans for the agriculture, aquaculture, community, forestry and technology sectors.</p> <p>Implementation of the sector work plans began with the public release of the plan. Each work plan contained individual and collaborative actions for implementation.</p> <p>Sector plans were also released for mining, and oil and gas.</p>
<p>Supported internal decision-making that will lead to stronger conditions for economic and private sector job growth.</p>	<p>Throughout 2017-20, the OEC worked with the following departments and agencies to identify policy and process improvements that will support new and existing business activity and increase private-sector employment in the agriculture, aquaculture and technology sectors:</p>

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	<ul style="list-style-type: none">• ISL;• EDU;• FIN;• FFA;• Government Purchasing Agency;• HCS;• IGAS and OIAR;• ECCM;• IET;• OCIO;• DGSNL;• TCAR; and• OSW.
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Opportunities and Challenges

The OEC is a non-partisan source of advice and guidance to the Premier and Cabinet. The Clerk of the Executive Council, as head of the public service, supports departments and agencies in responding to the increasingly diverse – and changing – needs of Newfoundlanders and Labradorians.

Many of these changing needs have been shaped by global events. The year 2020 has been marked by economic and social turmoil not only in Newfoundland and Labrador, but around the world. The COVID-19 global health pandemic, in particular, has impacted every individual in the province. Meanwhile, other changes are the result of volatile market conditions across the world. But with great challenges come great opportunities.

The OEC is adapting to the challenges presented by the COVID-19 global pandemic and the fiscal uncertainty facing the province, the country and the world to reimagine how government works for the people of the province. To that end, it will continue its central planning and coordination role to support departments in developing and delivering high-quality programs and services that are cost-efficient and responsive to the changing needs of Newfoundlanders and Labradorians.

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Financial Statements

The expenditure and revenue figures below are public information taken from the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2020 (unaudited) and Estimates 2020.

Division	Actual	Revised	Original
Cabinet Secretariat	\$2,029,250	\$2,029,250	\$2,024,000
Executive Support	\$2,027,012	\$2,027,012	\$2,010,200
Public Service Development	\$2,238	\$2,238	\$13,800
Lieutenant Governor's Establishment	\$715,656	\$715,656	\$742,100
Communications and Public Engagement Branch	\$6,652,659	\$6,652,659	\$7,181,500
Financial Administration Division	\$649,885	\$649,885	\$726,000
Total	\$10,047,450	\$10,047,450	\$10,673,600

