

Treasury and Policy Board

Business Plan 2007-2008

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A. Message from the Minister

I am pleased to present the Treasury and Policy Board office Business Plan for the 2007-2008 fiscal year.

Since its creation in 2001, Treasury and Policy Board has continued to provide excellent service for a streamlined executive and public service. Treasury and Policy Board is now in its third year of a new structure implemented in 2005 to help improve the way it fulfills its mandate to provide administrative support and advice to Executive Council.

The Treasury and Policy Board Office has three branches: the Treasury Branch, the Policy Branch, and Executive Council Operations. This structure has allowed us to make improvements in the way we analyse government's annual and longer term expenditures; to enhance our leadership on cross government policy development and capacity and strengthened governance for consolidated entities to better respond to government's interest and needs.

Our Vision and Mission Statement remain unchanged. As we head into a new fiscal year, with our structure now firmly in place and a full complement of professional staff, we look forward to continued improvements in the way we support the Province's expenditure and policy decisions and ensure they are managed in a professional and accountable manner. Our key priorities for 2007-2008 will focus on continued strong fiscal management, a superior policy process and excellence in policy analysis.



Hon. Angus MacIsaac
Chair of Treasury and Policy Board

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B. Vision

Public policy excellence that promotes the social and economic well-being of the province.

C. Mission

To work collaboratively with all government entities to develop, implement and communicate effective public policy that reflects government goals and priorities. All three branches work together to support the goals of the organization.

D. Link to the Corporate Path

Treasury and Policy Board in its role in providing policy and expenditure support and analysis to the Executive Council and its committees, will seek to ensure that Government's policy and expenditure decisions are consistent with the directions provided in the New Nova Scotia: A Path to 2020.

E. Planning Context

Treasury and Policy Board Office is entering its third year under the current structure. The organization has been successful over the last two years to focus strategically and bring continuity.

The Treasury Branch is responsible for supporting Executive Council's financial decision making, including its sub-committees. The branch will enhance its ability to provide analysis and advice on the Province's longer term investment opportunities within the context of the New Nova Scotia. As well, the branch will concentrate on better understanding the annual expenditures of government agencies, and has taken on responsibility for leading the annual business planning and accountability reporting processes. The branch will continue its responsibility for supporting the allocation and monitoring provincial operating and capital expenditures.

The Policy Branch is responsible for supporting Executive Council and its committees including the Legislative and Regulatory Review and various issues committees as required. In collaboration with government agencies, the branch identifies significant near- and long-term policy challenges and, in some cases leads cross government policy development. The branch will ensure that Cabinet has the information and options it needs to discuss the issue in an informed manner. On a more operational level, the branch analyzes most submissions to Executive Council. Additionally, the branch reviews all presentations to Executive Council and its committees. In collaboration with the sponsoring agency, the branch analyzes both policy and financial considerations to ensure they are consistent with government priorities, including the New Nova Scotia, and makes recommendations.

Executive Council meets weekly to address very complex and highly confidential matters. To function effectively, Executive Council requires support to ensure its decisions are properly recorded and executed. TPB is Executive Council's secretariat. As such, it is a vital link that ensures government functions effectively. The Executive Council Operations Branch is non-departmental in function and purpose. It serves the Cabinet and its Committees, TPB's executive

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team as well as departments, agencies, boards and commissions. The Branch aims to ensure that the business of Cabinet and its Committees is conducted in a timely efficient way and that proper collective information is provided. The ECO Branch will work to improve agenda management for Cabinet and its Committees, strengthen governance and accountability for government's consolidated entities and develop policies and procedures for more efficient and effective operations of the machinery of government. The Branch also coordinates government's ABC appointment process, and processes requests under the *Freedom of Information and Protection of Privacy Act* for the Executive Council Office, Premier's Office and Treasury & Policy Board.

F. Strategic Goals

- Provide high-quality analysis and recommendations to the Executive Council, and its committees, and provide corporate leadership to government agencies.
- Improve governance/accountability for government agencies including crown corporations.
- Improve systems, processes and procedures required for effective and efficient administration of government.

G. Core Business Areas

1. *Support to Executive Council and its Sub-Committees*

A key responsibility of TPB is managing submissions to, and follow-up from Executive Council, Treasury and Policy Board, the Legislative and Regulatory Review Committee, the Labour Relations Committee and Cabinet's Issues Committees. The office develops the Executive Council agenda and provides critical analysis of policy and expenditure proposals. The analysis, which accompanies submissions to the Executive Council and the Cabinet committees, serves as background to the decision-making process and helps ensure decisions are based on complete and accurate information and a full understanding of corporate policy and financial implications.

The TPB office also supports the work of the Legislative and Regulatory Review Committee by identifying policy issues that should be referred to Cabinet, TPB or the Cabinet committees for review and decision and provides advice on draft legislation to ensure policy objectives are met.

2. *Strategic Planning and Budgeting*

The TPB office assists the Executive Council in developing and communicating corporate priorities, such as the New Nova Scotia, and develops processes to ensure funding allocations are consistent with policy direction and priorities. The office analyzes and advises on department and agency budgets to ensure that allocations support priorities, suggesting modification when necessary.

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The TPB office is the Government of Nova Scotia's central planning agency. Responsibilities include preparing the Government of Nova Scotia Business Plan publication and coordinating the publication of annual business plans for departments, agencies and crown corporations.

While primary responsibility for the provincial budget rests with the Minister of Finance, the TPB office works closely with the Department of Finance to prepare the provincial budget and is responsible for preparing the Estimates document. The office coordinates the development of the expenditure component of the budget and monitors government expenditures throughout the year to ensure that expenditure targets are achieved. TPB is also responsible for the capital budget and leads the Tangible Capital Asset Prioritization Committee.

3. *Coordination of Corporate Policies and Priorities*

The office identifies major corporate policy issues and coordinates policy development with departments and agencies on issues that cross departmental boundaries. The TPB office initiates, and sometimes leads, corporate projects.

4. *Supporting Effective Corporate Administration of Government*

The TPB office continues to work to improve the administration of government by developing new policy, issuing and communicating guidelines and standards, advising on government structure and programs and by supporting senior leadership development.

An important role of the TPB office is to improve the accountability and performance reporting practices of Government, departments/offices, certain government agencies and crown corporations. Building on the progress made in recent years (annual business planning including performance measures and accountability reporting), work is being conducted to implement monthly financial reporting by all government agencies.

TPB is also leading a corporate project to improve governance and accountability of government's consolidated entities. Implementation of improved governance and accountability processes is expected to provide clear direction and support for the entities to work toward shared outcomes with departments and a more effective and efficient use of public funds.

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H. Priorities

1. *Policy Excellence and Policy Capacity*

TPB provides high-quality analysis and recommendations to the Executive Council, and its Cabinet committees, and provides corporate leadership to government agencies. A key element of this is to continually improve policy excellence and build policy capacity. Good public policy requires sound fiscal management, a superior policy process and excellent policy analysis. TPB will lead a process to increase policy capacity and policy excellence across government. In that context, the Treasury and Policy Board priorities for 2007-08 include:

Policy Excellence

- take a leadership role in the implementation of government priorities such as the New Nova Scotia by working with departments and agencies to communicate government priorities, aligning departmental business plans with corporate priorities and working with Cabinet to ensure decisions align with government priorities.
- increase coordination of annual budget allocation process by taking a “year long” approach to integrating policy, budget, TCA, business planning, and accountability reporting.
- continue to increase inter-agency coordination, develop and manage a policy agenda that identifies government’s significant opportunities and challenges and, in certain cases, lead cross government policy development.
- improve agenda management of submissions to Cabinet and Committees by providing a quality assurance role, ensuring submissions meet requirements established by Cabinet and improved record keeping and management of Cabinet documents and records of decision.

Policy Capacity

- communicate the role of Treasury and Policy Board across government to assist and improve the submissions process.
- increase analysis and planning for government’s longer term expenditures and opportunities for investment (sharpening the “business case” for investments).
- improve support for Executive Council, its issues Committees, the Labour Relations Committee and the Legislation and Regulatory Review Committee by providing financial and policy support, long range planning and increased coordination among government entities.

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- strengthen governance framework for consolidated entities to better respond to government's interests and needs.
- Work with external organizations, including other governments, academia and business/professional organizations to share ideas, knowledge and learning that enhances the policy capacity of government.

Human Resources Plan

- In October, 2006, the Treasury and Policy Board office adopted a comprehensive human resource strategy for its civil servant employees. Implementation of the strategy will continue in 2007-08, including the ongoing development as a learning organization. A focus on both individual and team growth, learning and recognition will be the basis for our initiatives this year.

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Performance measures: Policy Excellence and Policy Capacity				
OUTCOME	MEASURE	DATA	TARGET-2007-08	STRATEGIES to achieve target
Quality information and advice to Executive Council and TPB	Overall satisfaction with information and advice to Executive Council and TPB per bi-annual Client Survey	85% overall satisfaction level with the Cabinet document submission process (2005-06), an 8% increase over 2003-04 base year	Maintain overall satisfaction of at least 85%	Implement 2007-08 business plan and continue to maintain high quality analysis and advice
Increased understanding of Government's priorities	Client survey: Percentage of survey respondents who said they have a good understanding of Government's priorities and goals	Percentage of survey respondents who said they have a good understanding of Government's priorities and goals based on the 2005 Survey (base year): - 88%	Maintain at 88%	Use the policy capacity initiative to promote government priorities. Increase TPB presence on inter-departmental initiatives.
Collaborative policy development	Client survey: Percentage of survey respondents agreeing that TPB provides good leadership in coordinating corporate policy efforts.	Percentage of survey respondents agreeing that TPB provides good leadership in coordinating corporate policy efforts based on 2005 Survey (base year): - 67%	Increase above 70%	Move ahead with policy capacity initiative

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2. *Improve Government Accountability*

Program Inventory and Costing - The Program Inventory and Costing Initiative (PICI) is an ongoing initiative that will enable all government departments and public service votes to define, develop and maintain a corporate list of government programs based on common provincial definitions. The information collected will be entered into a government designed database and will support Government and departments in assessing the effectiveness, economy, and efficiency of programs and services using a horizontal management approach.

All departments are involved with PICI, with Treasury and Policy Board taking the lead for this government initiative. The initial phase of the PICI project over the past couple of years has involved consultations, research, and database and logic model development. PICI is now moving into the operational phase, which requires some adjustments to structure, upgrades to the database, and clarifying definitions based on the recommendations and consultations with the various stakeholders and user groups. A program costing methodology will be developed after the PICI project has completed its operational phase, and will be based on the recommendations of the various stakeholders.

User Fees and Government Charges - The User Fees and Government Charges Initiative is an ongoing initiative that will ensure clear and consistent processes to charges levied by its departments and public service votes by providing a corporate policy, costing methodology / guidelines, and developing and maintaining a corporate list of government charges. The initiative may also include developing a database to manage the information and will be based on the recommendations of various stakeholders.

The initial phase of this initiative, included research, consultation, and drafting of policy documents. Treasury and Policy Board and the Department of Finance has been taking the lead for this government initiative. The next phase of this initiative will be developed in concert with the program costing methodology for PICI, and will include consulting various stakeholders on the costing methodology / guidelines and establishing an information system for government charges.

"Better Regulation - Everyone's Business" - The Better Regulation Initiative's primary goals are: 1) to improve the competitive position of Nova Scotia business; and 2) to improve protection for the public and the environment. To achieve these goals, and with the leadership of the Treasury and Policy Board, representatives from every department are working together to develop plans and to put processes in place to help ensure regulations are: 1) carefully considered in consultation with business and the public; 2) well designed and effective; 3) clearly communicated and managed; and 4) consistently enforced. In addition, TPB will lead the development of corporate training and orientation materials to ensure that any new or amended regulations from all departments meet the Better Regulation principles. This will help ensure sustainable improvements to the entire regulatory cycle – starting with considering whether a regulation is the right tool to change behaviour, to implementing it, managing it and enforcing it.

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Consolidated Entity Governance and Accountability - This multi-year initiative will continue in 2007-08. In consultation with departments and entities consolidated in the province's financial statements, TPB will continue working on strengthening governance and accountability policies and procedures for government's consolidated entities. The ECO branch will continue implementation of the corporate orientation program introduced in 2006-07 and further the work on recommendations to Executive Council relating to the ABC's appointment process and board remuneration guidelines.

3. *Improve Government-Wide Systems, Processes and Procedures* **Management Manuals**

The Treasury and Policy Board office has responsibility for maintaining the Management Manuals to ensure their currency and relevancy. All policies/procedures in the Management Manuals are reviewed at least once every three (3) years. Treasury & Policy Board office will continue to coordinate this review process and to meet the time frames. TPB office will continue to promote the use of the management manuals and its website by ensuring that components of the management manuals are incorporated into future PSC manager/executive programs and working more closely with Crown Corporations to ensure they understand their applicability and use. In addition, TPB analysts will be promoting the Management Manuals by making a standard presentation when meeting with Senior Management teams of departments.

Liaison with Department and Consolidated Entities

Maintain liaison with departments and consolidated entities of the Province in relation to matters of concern to the Executive Council. This includes, but is not limited to, such things as defining roles and responsibilities between central agencies and departments and entities, providing explanations/clarifications on policies and procedures emanating from central agencies, assisting with document searches of a corporate nature, participating on committees requiring a corporate perspective, developing and maintaining a Business Continuity Plan for Executive Council and Standing Committees of the House of Assembly, creating and maintaining the working relationship between the Executive Council Office and the Office of Lieutenant Governor.

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Performance Measures: Improved Governance and Accountability			
OUTCOME	MEASURE	DATA	TARGET-2007-08
Improved financial and business planning and accountability reporting	Overall satisfaction with: - budget process; and - business plan process; and - accountability reporting process.	Overall satisfaction based on 2005 Survey: - budget process - 66% (1% increase over 2003 base year) - business plan process - 78% (13% increase over base 2003 year) - accountability reporting process - 80% (17% increase over 2003 base year)	Increase overall satisfaction above 2005 levels
			STRATEGIES to achieve target Build on successful relationships with the Departments at the Senior and staff levels.

Performance Measures: Government Systems Processes and Procedures			
OUTCOME	MEASURE	DATA	TARGET-2007-08
Useful administrative policies that facilitate efficient government administration See Note 1.	Client survey: Percentage of survey respondents satisfied with the Management Manual updating process.	Percentage of survey respondents satisfied with the Management Manual updating process based on 2005 Survey (base year): - 70% (a decline of 13% from 2003)	Return satisfaction rating to 80% or above.
			STRATEGIES to achieve target Continue and improve promotion of Management Manual update process and work with Senior management of departments to promote the use of and updates to the manuals.

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I. Budget Context

Treasury and Policy Board - Estimated Budget Expenditures			
	Estimate 2006-2007	Forecast 2006-2007	Estimate 2007-2008
	(\$thousands)	(\$thousands)	(\$thousands)
Total - Gross Current	\$3,321.0	\$3,021.0	\$3,230.0
Salaries and Benefits	\$2,644.5	\$2,611.0	\$2,637.0
Funded Staff (FTEs)	31.0	26.4	29.0