

MEMORANDUM TO EXECUTIVE COUNCIL

NUMBER:

DEPT.:

DATE:

SUBJECT: Insert topic to be addressed

SUBMITTED BY: Insert the minister and portfolio concerned

PREPARED BY: Insert the name and title of the person who prepared the request so s/he can be consulted for further information if necessary.

REVIEWED BY: Indicate the name and title of the Director of Finance or senior financial staff who has reviewed the proposal so he/she can be consulted on the financial implications and funding source.

DEPUTY MINISTER: Insert the name of the deputy minister/deputy head of the submitting department or agency. The deputy minister/deputy head must sign beside his/her signature indicating he/she supports the submission.

SUMMARY: Define the problem or opportunity and provide a clear concise summary of the proposal e.g., who, what, when, where, why, and how.

BACKGROUND

Provide a description of background to current situation. This should be a concise, factual statement of events that have led to the current situation.

CURRENT SITUATION

Describe the current situation. That is, there must be issues related to the current situation that have become the impetus for this request. A description of the current situation in relation to these issues that have led to the need for this Memorandum is necessary. This section may vary in length depending on the complexity of the current situation.

OBJECTIVE

The objective should flow from the stated issue. Describe the ultimate outcome expected as a result of the action requested in the Memorandum—the results sought.

EVALUATION

State the criteria that will be used to evaluate whether or not the desired outcomes are attained. The evaluation criteria should be incorporated into the proposed policy or program such as

- criteria (e.g., effectiveness, efficiency, and administrative feasibility)

State intended outcomes and the time frame.

KEY ISSUE

Identify key issues such as

- timing issues related to meeting certain government, department, or other deadlines
- legislative and/or regulatory changes that may arise from the results of the action
- transitional issues that may result from the outcomes of the action
- changes in legislation or regulation
- restructuring of organizations
- stakeholder expectations

In some instances there may be only one or two key issues and in other instances there may be several issues. It should be noted that some of the key issues that may be identified and included in this section may be redundant to some of the other categories identified below. You may decide to list the issues in this section and indicate that more detail will be included in the corresponding sections that follow where appropriate.

CONSULTATION

Describe any consultations that have occurred, whether or not all necessary consultations have taken place, and if not why not. The stakeholders consulted should be listed, along with their positions and reasoning behind their positions. There should also be a description of how the stakeholders' input will

be addressed. The type of consultation should be noted, for example, public meetings (include number and locations), focus groups, invitation to stakeholders, advertisements, etc.

In some situations, consultation may be proposed as a means to determine what action is required. If that is the case, the proposed consultation process should be outlined in detail.

ASSESSMENT OF ALTERNATIVES

Identify different options that have been considered to achieve the same outcome. Show the pros and cons of each option against the pre-established evaluation criteria (e.g., effectiveness, efficiency, cost/benefit, stakeholder reaction, ease of implementation). On the basis of this analysis, select the preferred option and provide the rationale. This should be based on the evaluation criteria outlined above. Remember, n/a is not acceptable for this section; there are always alternatives. There should be at least two alternatives, and four will most often be the most that can be dealt with practically in one submission. Do not expect to find a perfect policy alternative. Do not contrast a preferred policy with a set of “dummy” alternatives. Do not have a favourite alternative until you have evaluated all of the alternatives in terms of all the objectives. Please ensure that your alternatives are mutually exclusive.

PROPOSED ACTION AND TIMING

Set out the preferred alternative and the action plan for carrying it out. The proposed action and timing may be dependent on a number of factors, including the type of action being requested and the possible outcomes from this action. For instance, the timing of consultations for Education may be dependent on the school calendar. The timing for legislative or regulatory changes may be dependent on the schedule of the House of Assembly or the schedule of Cabinet. Timing of other activities may be dependent on elections schedules, hearings schedules, availability of stakeholders, etc.

BENEFITS/LIABILITIES

Describe the benefits and liabilities of the proposed course of action. The benefits could be drawn from the objective section in that the benefits of the action underscore the objective of the suggested action. The liabilities identify any potentially negative fallout from carrying out the identified action. This section should reflect the evaluation criteria.

IMPLICATIONS

Examine each of the eight areas for possible implications. For example, under Human Resource Implications, state the impact of the proposal on full-time equivalents (FTEs). One or more of these may be irrelevant, in which case “n/a” should be noted. For those that are applicable, two or three sentences around the related implications should be sufficient.

ECONOMIC IMPLICATIONS

RURAL NOVA SCOTIA IMPLICATIONS

SOCIAL IMPLICATIONS

TRADE IMPLICATIONS

LEGAL IMPLICATIONS

ENVIRONMENTAL IMPLICATIONS

HUMAN RESOURCE IMPLICATIONS

INFORMATION TECHNOLOGY IMPLICATIONS

FINANCIAL IMPACT

Because of the importance of this section as it relates to the government’s budgeting concerns, this issue has been separated from the other potential implications identified above. This section should identify the financial implications of the action itself and any financial implications that may be incurred from decisions or policy direction derived from the action.

Address the following issues:

- funding allocation - What is the source of funding for the proposal? Is funding coming from an approved budget appropriation? Are new monies required and, if so, are monies being re-allocated from existing appropriations?
- third party funding - Are alternative funding sources being accessed? Is the province entering into contractual commitments with third parties which will impact its own financial management?
- revenue/tax implications - Is the initiative impacting a revenue stream of the province?
- impact on bottom line - Will the proposal cause a material impact on the budget estimates and, as a result, increase the deficit/reduce the surplus? Is the impact on an accrual or cash basis?
- impact on balance sheet - Will the proposal cause the province to be making a long-term financial commitment that results in an increase in assets/liabilities?

- view of investors/creditors - How will credit rating agencies and investors view the proposal? Will the net impact be seen to be positive, negative, or neutral to the current view? Is the proposal likely to have any immediate impact?
- the total cost of the program/policy by fiscal year (s)
- impacts on other expenditures (e.g., a capital expenditure may result in changes in operating costs)

Review this analysis with Finance CSU staff. Include a statement that says the financial implications have been reviewed by Finance CSU staff.

GOVERNMENT-WIDE IMPLICATIONS

Indicate consultations, if any, that were undertaken with other departments that may be affected by the action and whether or not they are in agreement with the proposed actions and what their position is. If another department will be affected in a significant way, submit a joint Memorandum.

EFFICIENCY/PRODUCTIVITY

The government is focussing on continuing to offer services in a more efficient manner. This efficiency/productivity may take differing forms including such examples as increased accountability to the Minister, less expensive options for certain programs, replacement of programs with other programs that may be more efficient or productive, etc. These are some examples of areas to identify under this section.

INTERGOVERNMENTAL IMPACT

In some instances, the action may (1) affect the federal or other provincial and territorial governments (not municipal or Aboriginal governments) or (2) require collaborative involvement with other governments, or both.

If the subject of the submission does not affect or involve the relationships, responsibilities, programs, or policies of the federal or other provincial and territorial governments, please say so.

If the subject may have different impacts on different governments, please specify what these may be.

Indicate the outcome of your consultation with the Nova Scotia Department of Intergovernmental Affairs.

Indicate consultations, if any, that were undertaken with other governments that may be affected by the action, whether or not they are in agreement with the proposed actions, and what their position is.

MUNICIPAL IMPLICATIONS

In some instances, the action requires a collaborative involvement with municipalities. This section should identify where collaboration is required or where the outcome of the action may affect municipalities. This section should also indicate what consultations, if any, were undertaken with municipalities that may be affected by the action and whether or not the municipalities are in agreement with the proposed actions and what their positions are.

OTHER ISSUES

Any other issues that may have been considered too minor for the "Key Issues" section and have not been included elsewhere may be included in this section. Consideration may be given to actions that may need to be considered in the future or for other groups, programs, etc.

COMMUNICATION ISSUES AND PLANS

A communications plan should also be attached. Carry forward the communications issues listed on the communications plan. Reference the attached communication plan for more details.

RECOMMENDATION

The recommendation should concisely summarize what is being asked of Cabinet for approval. A statement of recommendation that Cabinet approve the actions identified in the Memorandum will NOT suffice.

The stated recommendation should, whenever appropriate, concisely summarize the following:

- key policy decisions
- timing considerations for key steps (e.g., consultations to be concluded by a certain month)
- any assignment of responsibility to departments, with specification as to whether this is a lead or joint responsibility
- the specific involvement of any other departments (e.g., to be consulted with respect to a particular issue)
- the specific involvement of central agencies (e.g., a clause directing the ministry to work with CNS and TPB office on the communications strategy)
- any issues resulting from the recommendations that may come back to Executive Council and/or Executive Council Committees (e.g., for review of a business case or financial issues)

The stated recommendation should NOT include the following:

1. the broad principles or objectives underlying the proposal (except if these represent a fundamental policy change and are needed to understand the specific recommendations, or if they will guide a particular action such as a consultation or negotiation.)

2. principles or objectives underlying specific recommendations
3. descriptions of intent
4. descriptions of anticipated impact
5. technical points or detailed drafting instructions (if necessary, these may be added as a Schedule)
6. detailed implementation information

Respectfully submitted,

Minister of _____

Halifax, Nova Scotia
28 November 2007