



Office of the Executive Council
ANNUAL REPORT 2006-07



Message from the Premier

I am pleased to present the Annual Report of the Office of the Executive Council for fiscal year ending March 31, 2007.

The Office of the Executive Council envisions a responsive Provincial Government with coordinated and effective decision-making and communication processes. The Office of the Executive Council is primarily responsible for supporting the work of Cabinet and its committees, government departments and agencies, the Lieutenant Governor and other dignitaries.

*The 2006-07 year marked the first year in the current Activity Plan. During this timeframe, the Office of the Executive Council has moved forward in a number of key priority areas. Significant accomplishments have been made in relation to the enhancement of government policy capacity, the effectiveness of government communication practices and the implementation of the **Transparency and Accountability Act**.*

This report provides an overview of the key results and financial information for the 2006-07 fiscal year. These results illustrate the dedication and commitment of our employees. I would like to thank all involved for their contributions.

*This report was prepared under my direction in accordance with the **Transparency and Accountability Act**. As Premier, I am accountable for the results reported in this document.*

A handwritten signature in blue ink that reads "Danny Williams".

Honourable Danny Williams, QC
Premier



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1.0 Introduction

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, the Provincial Government introduced the *Transparency and Accountability Act* (the *Act*). This *Act* provides the legislative framework for strengthening accountability of government entities through multi-year performance-based plans and annual performance reports that are presented in the House of Assembly.

The Office of the Executive Council (the Office) is considered a Category 3 Government Entity within the context of the *Act*. In accordance with the *Act*, the Office's Activity Plan outlines the priorities for the 2006-08 fiscal years. This annual report identifies the Office's progress during 2006-07 in achieving the objectives set out in the Activity Plan.

2.0 Overview

For the purpose of this annual report, the Office includes the Office of the Clerk of the Executive Council, Cabinet Secretariat, Transparency and Accountability Office, Communications and Consultation Branch, Protocol Office and the Establishment of the Lieutenant Governor. Other central agencies of Executive Council including Women's Policy Office, Intergovernmental Affairs, Rural Secretariat, Office of the Chief Information Officer, and the Public Service Secretariat have each developed separate annual reports to independently inform the public about their respective results.

VISION

The vision of the Office of the Executive Council is a responsive Provincial Government with co-ordinated and effective decision-making and communication processes.

MISSION

By 2011, the Office of the Executive Council will have improved the capacity of the public service to provide advice to government in the support of good decision-making.

Staff and Expenditures:

The Office had a staff complement of 71 (73 per cent female and 27 per cent male) and spent approximately \$4.9 million for fiscal year ending March 31, 2007. The details are as follows:

Central Agency	Staff Complement	2006-07 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat	26	\$2,500,326
Communications and Consultation Branch	10	\$705,997
Protocol Office	3	\$204,185
Financial Administration and Human Resource Support	20	\$909,404
Lieutenant Governor's Establishment	12	\$612,990
Total	71	\$4,932,902

(Source: Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2007)

The mandate of the Office is to directly support the Cabinet decision-making process and to facilitate effective government policy development and service delivery processes. It is derived from government direction and informed by numerous pieces of legislation (see Appendix I). The mandate is fulfilled by offering two principal lines of business to its primary clients. These clients include the Premier, Cabinet and its committees, government departments and public bodies, and foreign governments. The lines of business are as follows:

1. Support to the Premier, Cabinet and the Public Service:

Premier and Cabinet

The Office is the agency of the public service which provides support to the Premier in his role of setting overall government policy and co-ordinating initiatives brought forward by ministers. The Office is also the primary support for the Cabinet and its committees. This role incorporates the preparation of briefing materials, the co-ordination and facilitation of Cabinet meetings, and the maintenance of Cabinet records.

Co-ordination

The Office is responsible for co-ordinating policy activities, the development of responses to government level issues, and as required, the implementation of strategic directions related to horizontal initiatives. Through various co-ordination efforts, staff also ensure consistency in the application of the Provincial Government policies and procedures.

Planning and Reporting

The Office provides facilitative and supportive services to Provincial Government departments and public bodies in the development of multi-year performance-based plans. The Office also reviews multi-year performance-based plans and annual performance reports to provide feedback on the degree to which these documents comply with the *Transparency and Accountability Act* and to ensure consistency with the Provincial Government's overall agenda.

Organizational Development

The Office works to ensure that the public service has the capacity and readiness to implement directions of government. This is carried out through focusing on priority areas such as enhanced policy capacity within government, the effective implementation of the Provincial Government's Human Resource Management Strategy, recognition of excellence, and executive development. Executive development includes, but is not limited to, secondment and various professional development activities such as governance, planning and reporting, and policy analysis.

Communications and Consultations

Strategic communications advice and support are provided to the Premier and Cabinet. The Office also manages government's corporate communications function and coordinates communications activities across government. This role includes developing communications and consultation policy and procedures, advising on communications and consultation planning, providing multimedia communications support, and managing information collection and distribution services (including media monitoring, public opinion research and news release distribution).

2. Support to Lieutenant Governor and Other Dignitaries

The Office provides executive, administrative, and household support to the Lieutenant Governor. The Office also advises government members and departments on official matters of provincial, national and international protocol and organizes state and ceremonial events. It also organizes itineraries for visiting diplomats, heads of state, senior government representatives and other visitors, and co-ordinates flag and regalia ceremonies and protocols for local and national events.

In fulfilling these responsibilities, the Office of the Executive Council fosters an organizational culture based on respect for the public and the democratic process. Professional integrity and impartiality of the Office ensures the provision of timely, accurate, and comprehensive policy advice and information. The character of the Office is promoted and explained through the following six core values:

1. Accountability

Each individual takes responsibility for their actions while adhering to deadlines, schedules, and timeframes.

2. Integrity

Each individual ensures the provision of accurate, unbiased advice and adheres to the confidentiality associated with the Office.

3. Innovation

Each individual exercises readiness to respond to changing priorities and identifies opportunities to address challenges in new ways.

4. Judgment

Each individual uses knowledge of policies, practices, and client needs as a foundation for all activities.

5. Respect

Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.

6. Quality

Each individual maintains established standards in all activities.

3.0 Shared Commitments

Shared commitments represent those goals and objectives that could not be met without the participation and actions of partners – activities that are internally driven, but in many cases, carried out by external partners. In much of the work of the Office of the Executive Council, partners are integral to ensure effective delivery of the objectives of the Activity Plan, simply due to its nature as a central agency. On a daily basis, the Office of the Executive Council works with its partners to effectively carry out the work of government, but the following shared commitments are those initiatives that support the strategic directions of the Premier (as Minister Responsible for the Office of the Executive Council) and have been identified as having strategic priority in accordance with the Activity Plan of 2006-08.

A key commitment that is shared with departments is the enhancement of policy capacity. While the Office plays a key leadership role in ensuring that government's policy capacity is optimized to facilitate effective decision making, individual departments play an important role in fostering policy capacity. The departments are dedicating time and energy to the enhancement of policy capacity through increased collaboration and networking, staff development opportunities and process enhancements.

Likewise, the Transparency and Accountability Office is working with departmental and public body planners to implement processes required under the *Transparency and Accountability Act*. The support services provided by the Office combined with the commitment of departmental and public body partners have resulted in significant progress throughout the implementation period. A strong community of practice has developed and this collaboration has had a positive impact on the planning and reporting processes of the public service.

Another shared commitment is human resource development. The Office of the Executive Council plays a leadership role in improving the human resource capability of the public service through overall direction and support of the key human resource management strategies of government. Overall government success, however, is critically dependent on the human resource planning and development functions of individual departments.

4.0 Results of Objectives

Issue 1: Policy Capacity

The Office of the Executive Council co-ordinates and facilitates the implementation of public policy initiatives. It plays a leadership role in ensuring that government's policy capacity is optimized to facilitate effective decision-making. Individual departments also have an important part to play in fostering policy capacity, particularly relating to the development, analysis, review, and implementation of specific departmental policies.

Goal 1:

By March 31, 2008 the Office of the Executive Council has increased policy capacity within the public service.

Objective 1:

By March 31, 2007, the Office of the Executive Council has built communications and infrastructure related to policy capacity.

Measure: Built communications and infrastructure

Indicators

Accomplishments 2006-07

Policy networks and linkages are developed (*including other groups*)

Establishment of an initial inventory of people in Newfoundland and Labrador engaged in the practice of public policy. A total of 220 individuals representing the Provincial Government, the Federal Government, academia, non-government organizations and the private sector have registered.

A Public Policy: Making Connections - Building Capacity Conference was held in March 2007. The conference was a tremendous success with 254 participants from many different local, provincial, and national organizations. In conjunction with the conference, an initial newsletter was developed. This newsletter is the first that will be dedicated to the sharing of information and resources for policy practitioners.

Indicators

Accomplishments 2006-07

Communication avenues for policy staff within government are established

During the conference in March, a survey was conducted in which participants were asked to identify key focus areas for the Policy Capacity Initiative. Networking was identified as a focus area and a number of avenues for communication were identified including a registry of contacts, consultation processes, information sharing processes, website, e-mails, newsletters, best practices, conferences, focused discussions and research processes. The Office of the Executive Council is currently reviewing these options and will be coordinating a number of events during the 2007-08 fiscal year.

Linkages to policy staff in other levels of government are in place

Prior to the March conference a number of meetings were held with stakeholder groups participating in the conference. In addition to finalizing the conference proceedings, stakeholders were asked to become part of a steering committee that would provide overall direction to the Policy Capacity Initiative. Representatives from Memorial University and the Federal Government have been determined. Representatives from the remaining stakeholder groups will be determined in the 2007-08 year. Once in place, the steering committee will be tasked with identifying additional opportunities for linkages between policy practitioners.

Connections to academic groups are developed

Existing organizational structures are reviewed

A review of organizational structures related to policy was conducted for departments within government. During this process it was determined that additional information would be required in order to ensure consistency in comparisons across departments. A second, more detailed review will be initiated in the 2007-08 year.

Work flow processes are integrated

The intent of this activity was to improve the quality of analysis of Cabinet submissions by enhancing collaboration between the policy committee secretariats and the Budgeting Division which provides secretariat support to Treasury Board. In spring of 2006, discussions were held between Cabinet Secretariat and the Budgeting Division to identify specific actions to achieve this intent. As a result:

- policy comments are prepared for all Treasury Board submissions
- Budgeting Division develops its own notes for the briefing process and is provided with all briefing notes prepared on the policy papers
- Cabinet Secretariat, Budgeting Division and Communications and Consultation Branch meet jointly with departments to discuss priorities
- the Assistant Secretary to Treasury Board and the Deputy Clerk consult regularly on the routing of Cabinet submissions for consideration by the various Cabinet committees

The workflow process project was initiated in June 2006 with a project team comprised of a representative of each functional workgroup in the Cabinet Secretariat. To date:

- an approach has been developed to study the various functions
- the high level functions of the Secretariat have been identified and the core function, support the Cabinet process, has been segregated into its constituent activities
- templates for data collection have been developed and distributed
- all staff have completed the high level template and the information is currently being consolidated

Leadership role in the clarification and application of policy lenses (such as rural, gender and intergovernmental)

During the year, the Office continued to provide input into the assessment and development of various policy lenses with particular emphasis on the rural lens.

Indicators

Accomplishments 2006-07

Enhanced development of Cabinet Secretariat policy capacity

A development plan for Cabinet officers, which is to be linked to individual learning plans, has been initiated.

Project Management Sessions (*level 1*) were held for all analytical staff.

Resources have been secured to pursue Policy Capacity Development initiatives.

The development of a full orientation program for new Cabinet officers was initiated.

There have been increased efforts to attract policy staff to secondment opportunities within Cabinet Secretariat (*presentation delivered to some departments and regional councils*)

Leadership role in the implementation of government-wide policy capacity building

The Office of the Executive Council has taken a lead role in the Policy Capacity Initiative through the establishment of the initial policy practitioner inventory and the launch of the NL Policy Capacity Network. An implementation plan will be developed in 2007-08.

The following outlines the objective and relevant performance indicators for the upcoming 2007-08 fiscal year.

By March 31, 2008, the Office of the Executive Council has continued implementation of a capacity building framework.

Measure: Continued implementation of a capacity building framework

Indicators:

- Further policy capacity building initiatives and linkages are implemented
- Departmental infrastructure for the delivery of policy is enhanced
- Work flow integration is further enhanced
- Leadership role in the clarification and application of policy lenses is continued
- Project management skills for executive officials are enhanced
- Processes for monitoring performance on priority government initiatives are enhanced

Issue 2: Integrated Planning

The Government of Newfoundland and Labrador is striving for increased levels of accountability related to the provision of public services. To be accountable, the Provincial Government must be clear about its key goals and objectives and report on results. In response, government has implemented transparency and accountability legislation designed to provide a standardized legislative framework for the accountability of all entities. Full compliance by all public bodies is required by April 2008. The Office of the Executive Council co-ordinates and facilitates the implementation of planning and reporting requirements identified in the *Transparency and Accountability Act*. The results reported in this section are in support of the strategic direction related to improved transparency and accountability of government entities.

Goal 2:

By March 31, 2008 the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.

Objective 1:

By March 31, 2007, the Office of the Executive Council has supported departments and public bodies in meeting planning and reporting requirements.

Measure: Supported departments and public bodies

Professional development activities are provided

Quarterly meetings were held with departmental co-ordinators. These meetings are designed to share information and provide support/training at the various stages of both planning and reporting cycles.

The Resource Management Package includes a series of training modules which are delivered to management employees across government. An accountability module is included in this package. This module was delivered, upon request, on six occasions to a total of 92 participants.

As government entities align with the requirements of the Act, various types of performance measurement processes and monitoring frameworks are being developed. Upon request, staff within the Transparency and Accountability Office provided support to a number of departments on the development of these processes.

A series of newsletters were distributed to departmental and public body officials. These newsletters are designed to provide information on various topics involved in the implementation process as these topics emerge. Topics covered in the 2006-07 timeframe included the House of Assembly tabling process for plans and reports, planning integration and performance measurement.

Facilitation supports are provided for all planning activities

Forty-seven information sessions on the *Transparency and Accountability Act* were provided to board, commission, and agency members. These sessions included general information on the various responsibilities under the *Act*.

Forty-one pre-planning support sessions were provided to boards, commissions and agencies. During these sessions, staff within the Transparency and Accountability Office worked with staff and/or board members to draft some of the introductory components of the plan and to determine the process for completing the planning sessions.

Transparency and Accountability Office staff facilitated 36 planning sessions for public bodies. This is a service provided to government entities across the province in support of the development of performance-based plans.

Following the planning sessions, staff will work with planners to finalize documents which detail the results of the planning session. This service was provided to 21 boards.

Upon request, staff will also return to an entity to facilitate the development of operational plans. These plans outline the priorities for the deputy ministers of government departments or the chief executive officers of public bodies. Twelve planning sessions were facilitated in the development of operational plans.

Feedback is provided on all draft documents

Under the *Transparency and Accountability Act*, ministers are responsible for the review of plans and annual reports. In support of this requirement, the Office reviews the plans and reports for compliance with the Act. Throughout 2006-07, 97 annual reports and 41 performance-based plans were reviewed by the Office.

On occasion, government entities will ask for feedback on plans and reports at various stages in the development of these documents. This feedback is often requested to ensure that guidelines are being met. During 2006-07, feedback was provided on 75 annual reports and 35 performance-based plans.

In addition to the review processes identified above, staff within the Transparency and Accountability Office will often meet with government entity staff to discuss feedback and to identify areas or opportunities for improvement. Forty-two meetings were held in 2006-07 to review feedback on plans and reports with government and public body officials.

Follow-up supports are provided

Upon request, two sessions were facilitated to support the implementation of strategic and operational plans. These sessions involve the directors and/or managers of an entity and are designed to provide information with respect to how planning priorities can be cascaded down through an organization.

A total of 11 sessions were provided to departments to assist with integrating the performance-based plan into work planning processes within the department.

Within the *Transparency and Accountability Act*, there is a requirement for performance contracts between the board chair and the chief executive officer of a public body. Staff provided information about these contracts to a number of organizations throughout the year. This often occurs during follow-up meetings on the entity's performance-based plan.

All departments have capacity required to measure performance

General performance measurement information was made available to government departments and public bodies through a total of 46 information sessions.

A number of performance measurement procedural and information documents (e.g. toolkits) were developed, or revised, and made available to government departments and public bodies.

Performance measurement capacity of the Transparency and Accountability Office was enhanced through two key research projects relating to the role of performance measurement in policy, and the challenges of performance measurement in the public sector.

In addition, numerous meetings were held with departmental staff to provide a forum to share best practices with respect to performance measurement.

All departments are preparing to table annual performance reports outlining achievement of the multi-year performance-based plans

Revised guidelines for developing annual performance reports were made available to government departments and public bodies.

Sessions were provided, upon request, to support the development of performance indicators for the 2007-08 objectives included in the performance-based plan.

The following outlines the objective and relevant performance indicators for the upcoming 2007-08 fiscal year.

By March 31, 2008, the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.

Measure: A leadership role is provided for the integration of planning into departmental and public body business practices

Indicators:

- Professional development activities are provided
- Facilitation supports are provided for all planning activities
- Feedback is provided on all draft documents
- Departments and public bodies are supported in the integration of planning processes into departmental business processes

Issue 3: Human Resources Development

The Office of the Executive Council provides leadership to the public service. In particular, it is responsible for ensuring that the public service is ready and capable of implementing the Provincial Government's agenda. Other agencies are involved in this mandate as well, particularly the Public Service Secretariat and the Public Service Commission. Individual departments and agencies are also responsible for human resource planning and development related to their own mandates.

Goal 3:

By March 31, 2008, the Office of the Executive Council has demonstrated leadership in improving the human resource capability of the public service to implement the agenda of government.

Objective 1:

By March 31, 2007, the Office of the Executive Council will have provided a leadership role to ensure that the framework for human resource development is in place.

Measure: Ensured framework is in place

Indicators

Accomplishments 2006-07

The new human resource strategy is completed

Draft human resource strategy for government developed with key objectives for coming years.

Indicators

Accomplishments 2006-07

The accountability framework for deputy ministers is fully operational

A number of key human resource indicators were identified and were being monitored at the deputy minister level. Upon the development of the draft human resource strategy, it was determined that these indicators should be reviewed and updated (or refined) to ensure consistency with the new framework. These indicators are currently under review and changes will be made as necessary.

The core competencies for executives are approved

In collaboration with the Centre for Learning and Development, a set of core competencies for executives were revised and approved.

Executives have completed self-assessments and training plans

Deputy ministers have completed self-assessments and have developed subsequent learning plans.

The following outlines the objective and relevant performance indicators for the upcoming 2007-08 fiscal year.

By March 31, 2008, the Office of the Executive Council will have ensured that the activities under the human resource framework are operational and the alignment between the capacity of the public service and government's agenda has improved.

Measure 1: Activities under the human resource framework are operational

Indicators:

- Implementation plan for the new corporate human resource strategy is approved
- Departmental workforce plans are implemented
- Learning plans are initiated
- Key success factors are actioned and monitored
- Public Service Commission recruitment activities are aligned with the corporate human resource strategy
- Employee recognition is aligned with corporate priorities
- Evaluation framework for the corporate human resource strategy is in place

Measure 2: Improved alignment between public service capacity and government's agenda

Indicators:

- Key success factors of the corporate human resource strategy are actioned and monitored
- Learning activities are underway

Issue 4: Communications and Consultation

The Communications and Consultation Branch of the Office of the Executive Council was established in 1996. During the 10 years since then, the branch has played a leadership role in enhancing government communications, leading to significant improvements in the overall effectiveness of communications policies and procedures. Current challenges include responding to technological advancements which change operational demands. Other activities, such as development of a new web strategy for government, will have a direct bearing on some of the branch's current functions and overall role. There is an ongoing need to be strategic in providing communications support and advice.

Goal 4:

By March 31, 2008, the Office of the Executive Council will have revitalized its communications and consultative support function.

Objective 1:

By March 31, 2007, the Office of the Executive Council will have taken steps to improve corporate communications services.

Measure: Improved communications support

Indicators

Accomplishments 2006-07

Completed review of role, mandate, policies and procedures of the Communications and Consultation Branch; review of operational requirements to determine best practices

Following completion of the review, the branch prepared a restructuring plan for inclusion with its Budget 2007-08 proposal. The branch also completed a long-term communications calendar to support strategic communications planning activities throughout the year. Weekly media analyses were also initiated to support short and long-term communications planning. The branch also arranged for the installation of a uni-mic audio system for the scum area outside the House of Assembly chamber.

Completed review of editorial style used for public communications documents and produced style guide

A preliminary review was completed resulting in the development and distribution of a revised editorial style guide. Further review will occur in the next fiscal year.

Enhanced opportunities for professional development for communications staff

Locally available professional development opportunities for communications personnel are infrequent. When they are available, the branch ensures that communications officials across government are aware and are encouraged to attend. During the past year, some were able to participate in sessions sponsored by the provincial chapters of the International Association of Business Communicators and the Canadian Public Relations Society. Regular meetings are normally held once a month. During these meetings of communications directors, presentations and discussions focused on best practices in many areas, as well as sharing of information on new initiatives.

At the branch, most staff attended relevant courses offered by both government and external agencies.

Completed assessment of options for electronic storage and distribution of newspaper clippings

Assessment completed and findings are currently being considered.

Collaborated with the Office of the Chief Information Officer to support development of a new web strategy

The Communications and Consultation Branch is responsible for government's web content policy and guidelines. In that context, the branch worked with the Office of the Chief Information Officer to advance the development of a new web strategy; this collaboration is ongoing. A need for the branch to have a position devoted exclusively to web content was identified; and approval was sought to have a web content specialist position to work with and provide assistance to departments to ensure that web content policy and guidelines are followed.

Advanced internal communications

The format of a communications plan has been revised to now include a section on internal communications. The division has continued support of the internal Public Service Network (PSN) website. In addition, staff have provided support regarding a number of initiatives including the internal Brand Signature launch.

The following outlines the objective and relevant performance indicators for the upcoming 2007-08 fiscal year.

By March 31, 2008, the Office of the Executive Council will have enhanced the overall capacity of the Communications and Consultation Branch to provide a more effective leadership role in strategic communications.

Measure: Enhanced capacity to provide a more effective leadership role in strategic communications

Indicators:

- Internal professional development activities are underway
- Further review completed on the Editorial Style Guide
- Initiated the development of a photo bank
- Implemented organizational structure changes arising from review of role and mandate
- Organization and delivery of in-house workshops for junior communications staff

5.0 Additional Highlights and Accomplishments

Protocol Office

In 2006-07, the Protocol Office coordinated 17 diplomatic and consular visits, including visits from:

- H.E. Eric Hayes, Ambassador of the European Union;
- H.E. Sadaaki Numata, Ambassador of Japan;
- H.E. Daniel Jouanneau, Ambassador of France;
- H.E. Arnold Piggott, High Commissioner of Trinidad and Tobago;
- Mr. Omar Samad, Canadian Ambassador to Afghanistan;
- Mr. Claude Laverdure, Canadian Ambassador to France;
- Mr. Olivier Nicolas, Consul General of France;
- Mr. Hartmut Scheer, Consul General of Germany;
- Ms. Satish Mehta, Consul General of India;
- Mr. Gil-sou Shin, Consul General of Korea; and,
- Mr. Harold Foster, Consul General of the United States of America.

Of these 17 visits there were six visits which were postponed due to unforeseen circumstances. Those included: two visits from Austria; United States; Finland; Spain and Germany. Newfoundland and Labrador also has a number of refueling stop-overs in our province. Our latest was in March with the President of the Czech Republic stopping over in Gander enroute to the United States.

In addition, the Protocol Office:

- Assisted with the co-ordination of the Public Service Award of Excellence.
- Initiated the co-ordination of the third call for nominations for the Order of Newfoundland and Labrador. The Protocol Office was the principal division responsible for receiving, acknowledging, and preparing nominations for forwarding to the advisory council.
- Coordinated the third investiture of the Order of Newfoundland and Labrador at Government House.
- Initiated the call for nominations for the fourth Order of Newfoundland and Labrador.
- Provided assistance to organizing committee responsible for the Council of the Federation Conference held in July.
- Co-ordinated the swearing-in ceremonies for new ministers of the Crown.
- Assisted with the co-ordination of the first official visit of Her Excellency, Mich  lle Jean, Governor General of Canada, to Newfoundland and Labrador.

Establishment of the Lieutenant Governor

The Lieutenant Governor represents the Queen as Head of State and holds executive powers on behalf of the Crown in Newfoundland and Labrador. In addition to his constitutional and legal responsibilities, the Lieutenant Governor undertakes a wide variety of ceremonial, official and community functions; serves as patron of various non-profit organizations; presides at and/or presents awards and confers honours, addresses gatherings of various kinds of cultural events and military and civilian ceremonies; and regularly travels throughout the province.

In 2006-07, His Honour, the Honourable Edward Roberts, ONL, QC, and Her Honour, the Honourable Eve Roberts, between them, participated in nearly 400 meetings, ceremonies and events, most of which were hosted at Government House. Most notable among these were:

- the Order of Newfoundland and Labrador investiture;
- a vice-regal cruise to Labrador when the Lieutenant Governor visited the communities of Makkovik, Hopedale and Nain;
- the commemoration of the 90th anniversary of the battle of Beaumont Hamel where His Honour, as Lieutenant Governor and Honorary Colonel of the Royal Newfoundland Regiment, and Her Honour accompanied the Royal Newfoundland Regiment on its pilgrimage to France and Belgium for ceremonies to commemorate the 90th anniversary of the Battle of Beaumont Hamel on July 1, 1916; and,
- the visit of Her Excellency the Right Honourable Michaëlle Jean and His Excellency Jean-Daniel Lafond, C.C. for the annual garden party which was held in both St. John's and Corner Brook.

In 2006-07, the Lieutenant Governor's Establishment (Government House) was supported by a full time staff of 12, and was assisted by 25 volunteer aides-de-camp and six volunteer tour guides.

6.0 Opportunities and Challenges Ahead

Opportunities

The Office of the Executive Council will move forward in a number of areas during the 2007-08 fiscal year. Flowing from the launch of the Policy Capacity Initiative, there will be opportunities to clearly define the general directions of the initiative as they relate to networking, training, and the sharing of information to support policy capacity within the public service. The Office also looks forward to the development of the policy practitioner website and registry.

Continued planning, performance measurement and reporting activities will provide increasing opportunities for skill development and the integration of planning, both within and across government entities. As we move forward, the Office will focus on opportunities to:

- increase the proficiency in planning and reporting skills of staff within the public service and trustees or representatives of boards, agencies and commissions;
- assist entities in their efforts to better focus the activities and processes used to track, analyze and report performance measures; and,
- develop practical and effective tools and processes to facilitate the integration of planning and reporting into everyday business practices.

With the development of the new corporate human resource strategy, government is now well positioned to improve the alignment of the capacity of the public service with the Provincial Government's agenda.

The fall of 2007 will also include an election period. Leading up to and following the election, staff within the Office will focus on additional opportunities to support cross-departmental coordination in the execution of government directions, and provide the best advice and recommendations to the Premier and Cabinet on the development, co-ordination and implementation of policy.

Challenges

To ensure that the Office of the Executive Council continues to be responsive to the needs of its primary clients and effectively fulfill its mandate, it must be cognizant of any potential obstacles that may hinder these objectives and be aware of any opportunities that may assist the Office in improving its function.

Many of the challenges faced by staff are inherent in the leadership role played by the Office. The diversity of the programs and services delivered throughout the public service require an informed, adaptive and timely approach that is both responsive to the unique needs of the departments and meets the information requirements of the Premier and Cabinet. In this leadership role, challenges are anticipated as we support the effective leadership of the government and the implementation of policy capacity building activities across the public service.

7.0 Financial Statements

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2007 (unaudited)

		<u>Estimates</u>	
	Actual(\$)	Amended(\$)	Original(\$)
The Lieutenant Governor's Establishment Government House (1.1.01)	612,990	616,100	563,000
Cabinet Secretariat (2.2.01-2.2.06)			
Executive Support	1,597,688	1,710,100	1,684,400
Planning and Coordination	239,082	327,500	452,500
Economic and Social Policy Analysis	645,494	714,800	714,800
Advisory Councils on Economic and Social Policy	-	5,700	133,500
Protocol	204,185	257,200	257,200
Public Service Development	18,062	30,000	30,000
Total	<u>2,704,511</u>	<u>3,045,300</u>	<u>3,272,400</u>
Communications and Consultation Branch (2.4.01)	705,997	833,100	774,300
Financial Administration and Human Resource Support (2.5.01)	<u>909,404</u>	<u>993,300</u>	<u>844,600</u>
Total: Office of the Executive Council	<u><u>4,932,902</u></u>	<u><u>5,487,800</u></u>	<u><u>5,454,300</u></u>

8.0 Appendix I: Legislative Framework

The mandate of the Office of the Executive Council is informed by the following legislation:

Legislative Responsibility:

- *Conflict of Interest Act, 1995*
- *Executive Council Act*
- *Financial Administration Act*
- *Holocaust Memorial Day Act*
- *Newfoundland and Labrador Act*
- *Order of Newfoundland and Labrador Act*
- *Parliamentary Assistant Act*
- *Parliamentary Secretaries Act*
- *Public Employees Act*
- *Volunteer War Service Medal Act, 1993*

Other Legislation that Influences the Work of the Office:

- *Access to Information and Protection of Privacy Act*
- *Transparency and Accountability Act*

