

Ministry of Finance



Plan for 2019-20

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Statement from the Minister



*The Honourable
Donna Harpauer
Minister of Finance*

I am pleased to present the Ministry of Finance Plan for 2019-20.

Government Direction and Budget for 2019-20 is focused on *The Right Balance* for Saskatchewan. We're returning to a balanced budget with sound fiscal management while keeping taxes low, supporting economic growth and ensuring quality government programs and services for Saskatchewan people.

I accept responsibility for ensuring that the Ministry is managed with integrity and professionalism and supports Government's commitments.

We will report on the progress made on this Plan in the Ministry's 2019-20 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to having *The Right Balance*. We will continue to carefully manage spending and focus on government priorities, such as competitive taxes, investments in economic growth and providing programs and services that meet the needs of Saskatchewan people.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All organizations will report on progress in their 2019-20 annual reports.

Operational Plan

Mandate Statement

The Ministry of Finance is responsible for oversight of government revenue, expenses, assets and liabilities. Finance is the lead ministry for fiscal policy; budget development and integrity; managing provincial debt; designing and administering fair, efficient, and competitive tax regimes; pension and benefit administration; labour relations advice to government; ensuring accountability to both the public and the Legislative Assembly for the use of public funds; and ensuring effective financial management and accounting policies and procedures.

Mission Statement

The Ministry of Finance supports excellence in governance and public administration through economic, financial and fiscal expertise, leadership and services.

Government Goals



Strategic priorities from the *Saskatchewan Plan for Growth*: Effective Government

Ministry Goal

Leadership in financial management and accountability

Strategy

The Ministry will maintain financial policies and procedures to ensure efficient and effective financial management and accountability, build strong financial capacity within the Ministry of Finance and across government entities, and ensure financial IT systems support and meet clients' needs.

Key Actions

- Assist ministries in ensuring the financial arrangements of federal-provincial agreements are appropriate and are accounted for within the Government's fiscal plan.
- Provide government-wide reporting through Public Accounts and annual reports, including reporting on the *Saskatchewan Plan for Growth* goals.
- Ensure government-wide financial management policies and procedures are sound and the accounting policies are in accordance with Public Sector Accounting Board pronouncements.
- Provide efficient and effective accounts payable and travel expense claim processing services for executive government.
- Oversee the internal controls of Government financial operations and systems.
- Increase education across Government entities to build awareness and understanding of the accountability cycle, policies, processes and financial management responsibilities.
- Ensure the Government-wide financial systems are operational and support client needs.
- Engage and consult with ministries to identify opportunities to strengthen financial management.



Performance Measures

Timeliness of the Release of Public Accounts, Volumes 1 and 2

The Public Accounts, Volume 1 will be tabled with the Legislature by August 1 and Volume 2 will be tabled by October 31.

Percentage of Entities Meeting Tabling Deadline

100 per cent of Government entities table their financial statements with the Legislature within 120 days of their year-end.

Purchase Card Usage in the Government

A target of 200,000 transactions totaling \$90 million dollars will be processed through the use of purchase cards, reflecting a target usage rate of 75% of eligible transactions.

Direct Deposit and Electronic Advice Usage for Supplier Payments

Direct deposits will be used for 80 per cent of supplier payments and 40 per cent of advices will be distributed electronically.

Government Goals



Strategic priorities from the *Saskatchewan Plan for Growth*: Increasing Saskatchewan's competitiveness

Ministry Goal

Fair tax administration

Strategy

The Ministry of Finance is committed to optimizing the tax revenue base and creating a level playing field for businesses operating in Saskatchewan, increase tax remittance compliance for businesses and individuals and ensure efficient and cost effective tax program administration where businesses voluntarily meet tax obligations and efforts to comply are minimized.

Key Actions

- Finalize implementation of the modernized Revenue Administration System.
- Optimize online services offered through taxpayer portal being implemented as part of the new Revenue Administration System.
- Promote compliance with Saskatchewan's tax programs through taxpayer education and responsible, effective enforcement.
- Enhance compliance actions along Saskatchewan's borders.
- Provide proactive outreach and education focused on Provincial Sales Tax (PST) base expansion sectors.

Performance Measures

Benefit-Cost Ratio of Taxation Audit and Compliance Activities

The value of audit and compliance activities in relation to the cost of performing these activities will be 575% or; for each dollar spent on audit and compliance, the Ministry will generate \$5.75 of incremental revenue.



Client Satisfaction of Businesses Which Collect Taxes on Behalf of Government

The biennial client satisfaction survey results in a satisfaction rating of 90 per cent or higher.

Percentage of Tax Payments Processed Electronically

60 per cent of tax payments received will be processed electronically.

Number of Farmers that Applied for Fuel Tax Permit Renewals Online

16,200 or more farmers will file permit renewals online.

Government Goals

Sustaining growth
and opportunities for
Saskatchewan people

Meeting the challenges
of growth

Securing a better quality
of life for all
Saskatchewan people

Delivering responsive
and responsible
government

Strategic priorities from the *Saskatchewan Plan for Growth*: Fiscal responsibility to support growth

Ministry Goal

Sound fiscal and strategic plans that support Government's priorities

Strategy

The Ministry of Finance is aligned to deliver an improved comprehensive summary financial plan and support fully informed financial decision making with collaboration and robust analysis. The Ministry provides excellence in planning and improvement to support Executive Government and Treasury Board Crowns in achieving Government direction and delivers strategic bargaining and compensation advice.

Key Actions

- Increase efficiency, awareness, understanding, and accountability for the budget and in-year forecasting.
- Borrow strategically to sustain robust government finances.
- Review provincial tax policies to ensure alignment with the Government's priorities and that specific policies and actions are affordable within a balanced budget.
- Continue to work with economic ministries to review the efficacy of economic incentives.
- Consider revenue initiatives to respond to the increase of e-commerce, in the purchase of both goods and services.
- Define and implement a Centre of Excellence delivery model for Executive Government and Treasury Board Crowns for planning and improvement.
- Work with ministries and agencies to continue to develop capacity for planning, improvement and reporting for each organization that assists in the achievement of Government's priorities.
- Provide guidance and advice to government in the development of strategy for public sector collective bargaining and assist ministries and public sector employers with the implementation of strategies to achieve collective agreements within parameters established by Cabinet.



Performance Measures

Percentage of Entities Meeting Tabling Deadlines

100 per cent of Government entities table their Annual Reports with the Legislature within 120 days of their year-end.

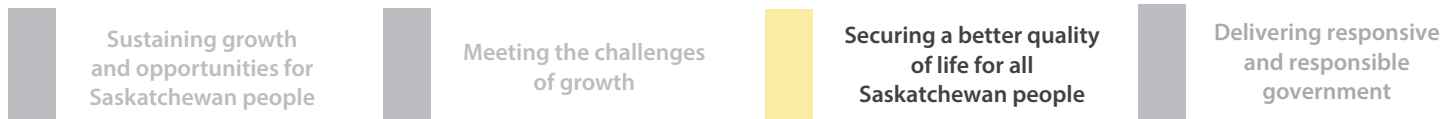
Percentage of Net Debt-to-GDP

Maintain a stable debt-to-GDP ratio over the long term.

Medium Term Fiscal Plan

Maintain a stable and balanced fiscal plan.

Government Goals



Strategic priorities from the *Saskatchewan Plan for Growth*: ensuring fiscal responsibility through balanced budgets, lower debt, and smaller, more effective government

Ministry Goal

Foster the financial wellness of pension and benefit plan members through working for plan governing bodies

Strategy

Meet pension and benefit plan member needs and ensure cost effective administration of plans.

Key Actions

- Provide advice, governance and administrative services to pension and benefit plan boards and participating employers as well as payment and support services to active and retired plan members.

Performance Measures

See PEBA Annual Report at <http://www.peba.gov.sk.ca/about/annual-reports.html>

Government Goals



Strategic priorities from the *Saskatchewan Plan for Growth*: ensuring fiscal responsibility through balanced budgets, lower debt, and smaller, more effective government

Ministry Goal

Engaged employees and satisfied clients



Strategy

Enhance our culture and employee engagement to increase the efficiency and effectiveness of our programs and services.

Key Actions

- Strengthen our partnerships, engagement and communication across the summary entity.
- Provide communication strategies that deliver timely, relevant, and effective information to external audiences.
- Ongoing implementation of the Culture Sustainment Plan.
- Refresh and execute the Ministry's IT Strategic Plan, including actions that prioritize IT security, ensure our modern, integrated and client focused systems support core business.

Performance Measures

Employee Engagement Index

Highlights

2019-20 Budget Highlights:

- The 2019-20 expense budget for the Ministry's operations is \$53.7 million.
- When Pensions and Benefits for all of government are included the budget increases to \$357.3 million.
- The Ministry's 2019-20 budget provides:
 - \$303.6 million for Pensions and Benefits funding requirements;
 - \$1.0 million in revenue generation due to implementation of an Audit Strategy; and,
 - \$2.3 million in government-owned capital for the system upgrade required by MIDAS.

Other Ministry Highlights:

- Approves financial statements for 131 government agencies, which are to be tabled within 120 days of the agencies' fiscal year end. Saskatchewan has achieved 98 per cent of entities meeting the tabling deadline, which has been trending upwards from a low of 76 per cent in 2006-07.
- Produces approximately 275,000 payments to suppliers, grant recipients, employees and for government programs and supports approximately 10,000 financial system users.
- Provides services to over 100,000 business clients annually through tax revenue, refund and incentive programs.
- Effectively forecasts and manages the government's cash and debt requirements.
- Produces budget reviews, Estimates and quarterly reports within the respective deadlines, and publication of ministry, agency and Treasury Board Crown plans and annual reports within the respective deadlines.
- Provides advice to the Sub-Committee on Public Sector Bargaining for 38 collective bargaining agreements as well as the agreement with the Saskatchewan Medical Association. In addition, provides advice to government on compensation matters for out-of-scope employment.
- Generates tax revenue and promotes compliance with tax programs using risk-based audit and enforcement activities.

Public Employees Benefits Agency (PEBA):

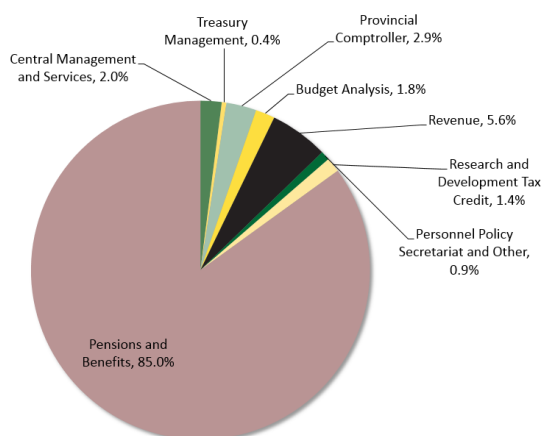
- PEBA is an agency within the Ministry of Finance responsible for administering 12 pension plans for more than 95,000 members and more than 900 employers, and 23 benefit plans for over 89,000 member accounts.
- PEBA operates as a revolving fund. The costs incurred are charged to pension and benefit plans administered by PEBA.
- Most of the plans administered by PEBA are governed by a body established by statute that is responsible for the administration of the plan, holds in trust the assets of the plan and approves the expenditure budget for the administration of the plan.
- PEBA highlights include:
 - In 2018, PEBA received over \$603 million in combined member and employer pension contributions and over \$78 million in combined member and employer benefit contributions.
 - In 2018, PEBA processed over \$378 million in pension payments to over 16,000 pensioners for all plans administered and oversaw over \$70 million in benefit payments.
 - PEBA monitors 55 investment managers, who have invested \$12.3 billion in pension and benefit assets in 109 investment mandates.
 - PEBA staff made 85 presentations to over 2,600 pension members and conducted approximately 2,300 individual retirement planning consultations.
 - Pension staff handle over 41,000 phone calls and 14,000 e-mails annually.
 - PEBA is responsible for preparing 24 financial statements for tabling in the Legislature.

Financial Summary

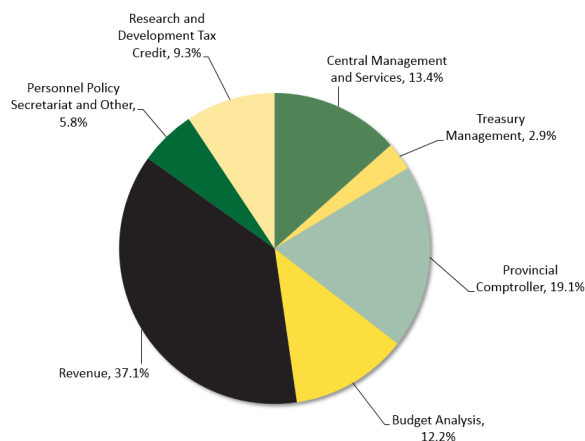
2019-20 Estimates	(in thousands of dollars)
Central Management and Services	7,208
Treasury Management	1,580
Provincial Comptroller	12,521
Budget Analysis	6,564
Revenue	19,938
Personnel Policy Secretariat	506
Research and Development Tax Credit	5,000
Miscellaneous Payments	23
Appropriation	53,340
Capital Asset Acquisition	(2,250)
Non-Appropriated Expense Adjustment	2,633
Expense	53,723
Public Service Pensions and Benefits	303,597
Total Expense	357,320
Total Appropriation	356,937

For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>

2019-20 Ministry of Finance Total by Subvote
(Total = \$357.3M)



2019-20 Ministry of Finance Total by Subvote
(excluding Pensions and Benefits)
(Total = \$53.7M)



For More Information

Please visit the Ministry's website at <http://www.saskatchewan.ca/government/government-structure/ministries/finance>