

Annual Report

2023-24

MINISTRY OF FINANCE

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Saskatchewan! 

Letters of Transmittal



The Honourable Donna Harpauer
Deputy Premier and
Minister of Finance

Office of the Lieutenant Governor of Saskatchewan

I respectfully submit the Annual Report for the Ministry of Finance for the fiscal year ending March 31, 2024.

A handwritten signature in cursive script that reads "Donna Harpauer".

Donna Harpauer
Deputy Premier and Minister of Finance



Max Hendricks
Deputy Minister of Finance

The Honourable Donna Harpauer
Deputy Premier and Minister of Finance

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Finance for the fiscal year ending March 31, 2024.

A handwritten signature in cursive script that reads "Max Hendricks".

Max Hendricks
Deputy Minister of Finance

Ministry Overview

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.

Ministry Role

The Ministry of Finance is a central agency responsible for advising the Government of Saskatchewan on financial implications associated with the policy decisions of all ministries and agencies.

The 2023-24 actual full-time employee (FTE) utilization was 344.2, or 352.3 including students. Staff are primarily located in Regina, with regional offices in Saskatoon and Yorkton. On January 1, 2024, 159 employees were transferred from the Public Employees Benefits Agency (PEBA) to the new not-for-profit corporation called Plannera, Pensions and Benefits. These employees are not included in the 344.2 FTE utilization figure as FTEs from the PEBA Revolving Fund are not part of the Executive Government’s FTE count.

Under Order in Council 33/2023, the Minister of Finance is responsible for the following Acts of the Legislative Assembly:

- *Accounting Profession Act*
- *Certified Management Consultants Act*
- *Corporation Capital Tax Act*
- *Financial Administration Act, 1993*
- *Fuel Tax and Road Use Charge Act*
- *Income Tax Act, 2000*
- *Insurance Premiums Tax Act*
- *Liquor Consumption Tax Act*
- *Members of the Legislative Assembly Benefits Act*
- *Motor Vehicle Insurance Premiums Tax Act*
- *Municipal Employees’ Pension act*
- *Municipal Financing Corporation Act*
- *Political Contributions Tax Credit Act*
- *Provincial Auditor Act*
- *Provincial Sales Tax Act*
- *Public Employees Pension Plan Act*
- *Public Pension and Benefits Administration Corporation Act*
- *Public Service Superannuation Act*
- *Revenue and Financial Services Act*
- *Saskatchewan Pension Annuity Fund Act*
- *Saskatchewan Pension Plan Act*
- *Statistics Act*
- *Superannuation (Supplementary Provisions) Act*
- *Tobacco Tax Act, 1998*
- *Vapour Products Tax Act*

View the Ministry’s Operational Plan at:

<https://publications.saskatchewan.ca/api/v1/products/120477/formats/139303/download>

Progress on Goal 1: Public resources are used in an accountable and transparent way

Public resources are used in the way government intended: doing what we said we would do and being clear about how we do it.

Strategy: *The approach we will take to achieve our goal*

Effective accountability frameworks govern summary entities and third-party transfers.

KeyActions: *What we will do to get there*

- Support government entities in effectively following accountability frameworks, policies, processes, and financial management responsibilities.
 - The Ministry continues to provide financial management and accounting advice to ministries and government entities. This includes accounting advice on Saskatchewan's Output-Based Performance Standards Program and legislative and budgetary authorities' advice for initiatives such as the Saskatchewan Secondary Suite Incentive Grant Program.
 - In 2023-24, the Ministry provided input on Public Sector Accounting Standards documents and submitted responses to the Public Sector Accounting Board (PSAB) on the proposed improvements to the accounting standards for certain types of contributions revenues. The Ministry continues to lead and make progress on the implementation of all new Public Sector Accounting Standards ensuring government-wide financial policies and procedures are sound and the accounting policies comply with PSAB standards.

Strategy: *The approach we will take to achieve our goal*

Reporting is high quality, transparent, simple, and informative.

KeyActions: *What we will do to get there*

- Provide public reporting that clearly communicates Saskatchewan's short and long-term fiscal picture to citizens through budget documents, quarterly reports, and Public Accounts.
 - Following each fiscal year (ending March 31), the Ministry prepares and releases the Public Accounts in two volumes, as required by *The Financial Administration Act, 1993*, to ensure transparency and accountability. Volume 1, containing audited Summary Financial Statements and related financial statement discussion and analysis, was tabled in the Legislative Assembly on June 29, 2023. Volume 2, including General Revenue Fund financial schedules and supplementary information, was tabled in the Legislative Assembly on October 26, 2023. The Public Accounts are available in the Publications Centre: <https://publications.saskatchewan.ca/#/categories/893>

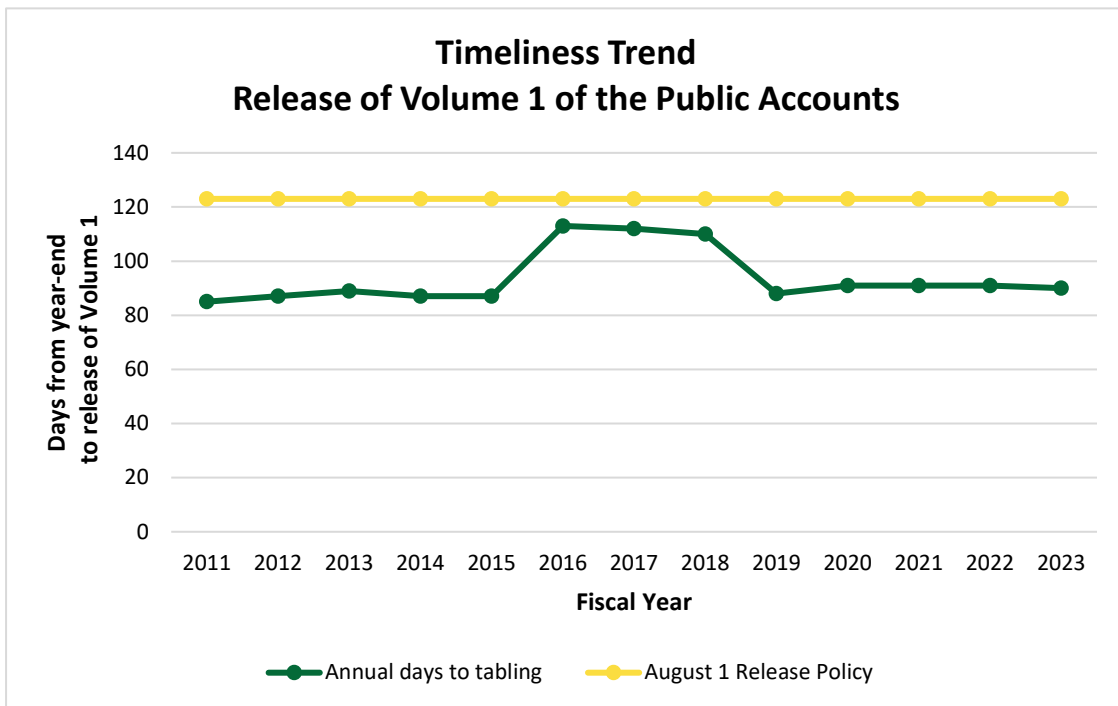
- The Ministry worked with 24 ministries, agencies, and Treasury Board Crowns to develop and table annual reports for 2022-23, within 120 days of the close of the fiscal year, in accordance with *The Executive Government Administration Act*. All 24 annual reports were tabled within this timeframe, as mandated by the legislation. These annual reports complete the accountability cycle that begins with the release of public business plans, communicating results achieved towards the business plan. All annual reports are available in the Publications Centre: <https://publications.saskatchewan.ca/#/products/121656>
- In 2023-24, the Ministry revised the 2024-25 Business Plan template to include an ‘Improvement and Innovation Highlights’ section. This addition allows ministries to publicly communicate planned improvement initiatives for the fiscal year and report on outcomes in the subsequent annual report. Business Plans outline each ministry’s plan and budget for the year. This change improves transparency by incorporating improvement and innovation initiatives into publicly available information.
- Provide public reporting that demonstrates key performance information with respect to tax administration and compliance.
 - The Provincial Auditor of Saskatchewan independently assesses the government’s performance and provides recommendations to improve accountability practices. In 2023-24, four out of six Provincial Auditor recommendations to improve Provincial Sales Tax administration and compliance were implemented. The Ministry continues to work on the remaining two recommendations for implementation in 2024-25.

Performance Measure Results:

Timeliness and Quality of Public Reporting

- Public reports are timely, reliable, and relevant so that they show that resources are used the way government intended.
 - The Public Accounts are key financial accountability documents that are publicly released on an annual basis. Under *The Financial Administration Act, 1993*, the Government of Saskatchewan has established a policy of tabling Volume 1 of the Public Accounts no later than August 1 and Volume 2 on or before October 31. Volume 1 of the 2022-23 Public Accounts was tabled on June 29, 2023. Public Accounts, Volume 2, was tabled on October 26, 2023.

The following chart demonstrates that the Public Accounts Volume 1 tabling date has been met in all years and well exceeded in most years.



Source: Ministry of Finance

Progress on Goal 2: Fiscal plan achieves government priorities

A good fiscal plan achieves government goals through responsible management of the provincial budget and debt. We achieve government priorities over the long term through responsible, principled, sustainable financial management.

Strategy: *The approach we will take to achieve our goal*

Decisions are informed with proactive, strategic, evidence-based analysis and recommendations.

Key Actions: *What we will do to get there*

- Provide analysis and advice to facilitate the development of fiscal policies that achieve government's priorities.
 - Develop recommendations for the design of a made in Saskatchewan approach for the administration of the Corporate Income Tax (CIT) system.
 - The Ministry continues work to complete analysis of options to ensure any potential future changes are implemented in a way that maximizes value for taxpayers, and addresses the Province's strategic economic interests.
 - Lead a comprehensive government-wide approach with partners to model the economic impacts of major new and expanded policies and regulatory regimes.
 - The Economic Assessment Tribunal, established under *The Saskatchewan First Act*, assesses the economic impacts of federal policies and regulations on the province. The Ministry provided submissions to the Economic Assessment Tribunal's review of the federal *Clean Electricity Regulations* (CER). The Economic Assessment Tribunal's report on the CER will be released in 2024-25. The Ministry will continue to collaborate with its partners across government to advance analysis aimed at gaining a comprehensive understanding of how these federal policies and regulations impact Saskatchewan.
- Engage with partners, including economic ministries, in the development of economic incentives that support growth for Saskatchewan.
 - The Ministry supported the development or expansion of several incentives in 2023-24 as part of the commitment to build, protect and grow Saskatchewan's economy. The initiatives include:
 - Maintaining the small business CIT rate at one percent to support the growth of small businesses and enable owners to reinvest in their businesses.
 - Extending the Saskatchewan Commercial Innovation Incentive (SCII) for another year to promote research and development within the province, stimulating innovation, and contributing to economic growth.

- Enhancing the Saskatchewan Technology Start-up Incentive (STSI) through an increased tax credit allocation and expanded eligibility requirements. This aims to strengthen Saskatchewan’s innovation economy, enabling more startups to benefit from the initiative.
- Supporting the development of Saskatchewan’s natural resources through the new Critical Mineral Processing Investment Incentive (CMPII), Saskatchewan Critical Minerals Innovation Incentive (SCMII), and the Multi-lateral Well Program (MWP). The Ministry also contributed to the enhancement of existing incentives such as the Saskatchewan Petroleum Innovation Incentive (SPII) and the Oil and Gas Processing Investment Incentive (OGPII). These efforts ensure a strong and sustainable natural resource economy in alignment with Saskatchewan’s growth plan goals of growing innovation, value-added processing, and the sector’s production, investment and employment levels.
- In alignment with Saskatchewan’s clean electricity transition goals, the Ministry supported the analysis and establishment of a dedicated Small Modular Reactor Investment Fund to facilitate the deployment of Saskatchewan's first small modular reactor. Additionally, the Ministry supported the establishment of a new Clean Electricity Transition Grant (CETG), for SaskPower to use towards in-year clean electricity operating costs, which will help maintain affordable power rates for customers.
- To support increased housing availability and affordability, the Ministry led the development and launch of the Saskatchewan Secondary Suite Incentive (SSI) Grant Program, which provides up to 35 per cent of the cost to build a new secondary suite at an owner’s primary residence. At fiscal year-end, the Ministry received 97 applications and paid 42 grants totalling approximately \$0.8 million.
- The Ministry supported the expansion of the PST Rebate for New Home Construction program which provides a repayment of up to 42 per cent of the PST paid on the purchase of a new, previously unoccupied home. At fiscal year-end, the Ministry processed 571 rebate applications totaling \$3.3 million under the original program and 121 applications with payments totalling approximately \$0.9 million under the expansion.
- Negotiate and implement tax administration agreements with First Nations to share cannabis excise duty revenues paid to Saskatchewan by the federal government under the *Coordinated Cannabis Taxation Agreement (CCTA)* for cannabis sales conducted by on-reserve retailers that are covered by the provincial legal framework.
 - In 2023-24, the Ministry engaged with the Ministry of Justice and interested First Nations in negotiations to share Saskatchewan's portion of the federal Cannabis Excise Duty revenue with interested and eligible First Nations.

Strategy: *The approach we will take to achieve our goal*

Province’s finances are managed within a long-term framework.

Key Actions: *What we will do to get there*

- Assist ministries in ensuring the financial arrangements of federal-provincial agreements are appropriate and are accounted for within the fiscal plan.
 - The Ministry reviews all federal-provincial agreements to ensure that the

financial implications of federal-provincial agreements are properly accounted for and receive appropriate approval. In 2023-24 the Ministry supported the Ministry of Health in negotiating aspects of the bilateral healthcare agreements that are linked to the Canada Health Transfer.

- Implement audit, compliance, and enforcement strategies to promote compliance with Saskatchewan's tax programs to protect provincial revenue.
 - The Ministry completed a review of activities aimed at promoting compliance and identifying areas that need more focus. The review also examined resourcing in compliance areas to improve alignment and efficiencies of similar work activities. Implementation of the recommendations from the review will begin in 2024-25. As data on revenue collection impact and compliance behaviour is assessed, the effectiveness of these measures can be further evaluated.
 - Expand the Revenue Tax Enforcement team to address non-compliance in the underground economy and contraband tobacco.
 - In 2023-24, the Ministry took steps to address high-risk areas of non-compliance and to ensure fair and effective enforcement of tax laws by recruiting two new enforcement officers. Hiring efforts will continue into 2024-25.
 - The Ministry oversees the assessment, administration, and collection of taxes under *The Revenue and Financial Services Act* (RFSA), while *The Revenue Collection Administration Regulations* (RCAR) provide detailed guidelines for implementing RFSA provisions. In 2023-24, the Ministry initiated a review to modernize both RFSA and RCAR, aimed at addressing non-compliance issues in the province. The modernization efforts will continue in 2024-25, with the implementation of legislative changes that include enhancing collection tools, increasing penalties, preventing tax avoidance, and clarifying compliance obligations.
- Monitor key fiscal indicators and provide advice to support the long-term fiscal health of Saskatchewan.
 - The Ministry continues to monitor Saskatchewan's net debt-to-Gross Domestic Product (GDP) ratio, which compares the province's net debt to its economic output. This ratio serves as an indicator of the province's ability to generate future revenues to pay for past services and transactions. Lower net debt-to-GDP is viewed positively since it is a signal to investors that, based on economic activity the Province is well positioned to repay its debt obligations over time, and generally corresponds with relatively lower interest expenses as a percentage of revenues. At the end of 2023-24, Saskatchewan recorded the second lowest net-debt-to-GDP ratio among Canadian provinces.
- Complete the implementation of the provincial Saskatchewan Affordability Tax Credit (SATC) Program.
 - Introduced in 2022-23, the SATC program provided a one-time \$500 payment to all eligible Saskatchewan residents to help address inflationary pressures and the resulting impact on the cost of living. The Ministry successfully completed the program, issuing 846,589 payments to eligible Saskatchewan residents, for a total of \$423 million of financial assistance.

Strategy: *The approach we will take to achieve our goal*
Provincial budget process is modern, efficient, and effective.

Key Actions: *What we will do to get there*

- Increase efficiency, awareness, understanding, and accountability for the budget and in-year reporting.
 - The Ministry continues to provide analytical tools and supports to ensure that the development of the provincial budget is effective and meets the needs of Saskatchewan people. Budget documents, internal processes, and data management practices have been improved to ensure that budget information communicated to the public is clear, informative, and ensures accountability.

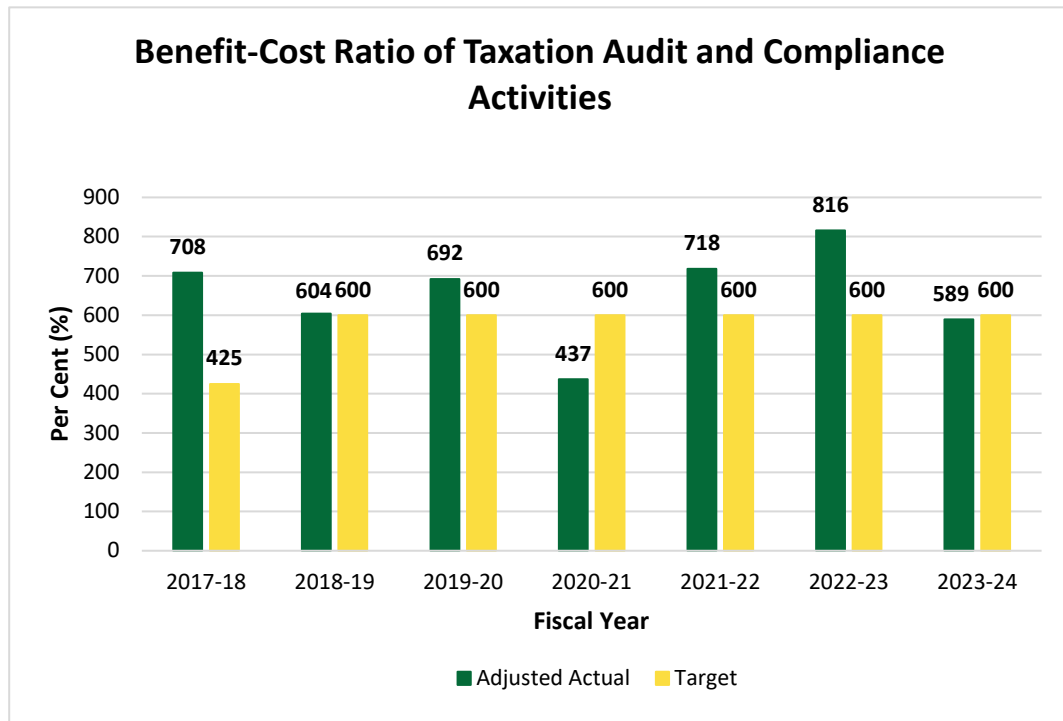
Performance Measure Results:

Benefit-Cost Ratio of Taxation Audit and Compliance Activities

- Audit and compliance activities promote tax fairness, create a level playing field for businesses, and generate revenue to provide key government services for citizens.
 - The value of audit and compliance activities in relation to the cost of performing these activities will be 600 per cent, which means that for each dollar spent on audit and compliance, the Ministry will generate \$6.00 of incremental revenue.

The Ministry has increasingly placed more emphasis on promoting voluntary compliance of consumption tax through education and outreach. The audit program remains a crucial tool to promote compliance with the province's tax laws and to ensure equity and fairness for all businesses operating in Saskatchewan.

The benefit-cost ratio (BCR) measures the value of audit and compliance activities in relation to the costs of performing these activities. In 2023-24, the Ministry achieved a BCR of 589 per cent, slightly below the target of 600 per cent, due to a large percentage of newly hired employees in the fiscal year that were not yet fully trained. This means for each dollar spent on audit and compliance, the Ministry generated \$5.89 of incremental revenue to be used for government priorities, including health care, education, social services, and assistance, as well as needed infrastructure like highways, schools, and health care facilities.



Source: Ministry of Finance

Performance Measure Results:

Borrowing cost of new debt

- While many factors impact the cost of borrowing, cost of borrowing relative to other jurisdictions is one measure to assess fiscal performance and marketability of provincial bonds over the medium-term.
 - Many factors influence the cost of borrowing for the Province of Saskatchewan's long-term debt, including market interest rates for Government of Canada debentures, the provincial government's economic and fiscal situation, as well as the size of annual borrowing programs and ability of bonds to be traded on the market after initial issuance (known as market liquidity). Interest rates alone do not provide a meaningful measure of Saskatchewan's performance.

The Ministry attempts to minimize the province's cost of borrowing by engaging in investor outreach initiatives and expanding the currency markets in which it borrows. These activities increase the number of investors that purchase Saskatchewan bonds which provides support in keeping interest costs as low as possible.

Recent initiatives in this area include the expansion of borrowing activities into non-Canadian dollar currencies, including U.S. dollars, euros and Swiss francs. These initiatives have drawn a large number of global investors who are now participating in the province's bond issuance, contributing to an increase in the number of institutional investors holding Saskatchewan bonds by over 150.

The following table shows the annual average "spread" between the rate at which Saskatchewan would issue a new 10-year and 30-year debenture, and the rate at which each comparator province would issue the same debenture. A comparison of 2023-24 with 2022-23 shows Saskatchewan's average cost of borrowing decreased relative to the three western provinces: Manitoba, Alberta, and British Columbia, while its costs of funding increased relative to the larger provinces of Ontario and Quebec. For example, on a new 30-year debenture, the spread to Alberta decreased (improved) by 5 basis points. Specifically, in 2022-23, on average Saskatchewan would issue a 30-year debenture at an interest rate 4 basis points higher than Alberta, where in 2023-24, Saskatchewan would issue an interest rate 1 basis point lower than Alberta.

These comparisons are influenced by the varied fiscal situations of the provinces; however, Saskatchewan's relative improvement overall also reflects the diversification of funding sources for the Province of Saskatchewan.

Fiscal Year	10-year New Issue Average Spread (Basis points)					30-year New Issue Average Spread (Basis points)				
	SK/ON	SK/QC	SK/MB	SK/AB	SK/BC	SK/ON	SK/QC	SK/MB	SK/AB	SK/BC
2023-24	2	3	-4	0	2	5	6	-10	-1	4
2022-23	1	3	-4	2	3	3	4	-8	4	5
2021-22	1	7	-1	-3	7	4	7	-2	-5	10
2020-21	10	13	1	-9	15	19	20	1	-9	23
2019-20	7	12	-1	-1	12	9	12	-4	-2	17
2018-19	1	6	-6	-1	10	2	6	-10	-1	13
2017-18	3	6	-3	-3	9	6	8	-6	-2	12

Source: Ministry of Finance

Progress on Goal 3: Operational Excellence

Citizen and client expectations are met through systems, processes and people working together efficiently, effectively, innovatively and in a fiscally responsible way to deliver results.

Strategy: *The approach we will take to achieve our goal*

Ministry attracts and retains a skilled, engaged, diverse and healthy workforce.

KeyActions: *What we will do to get there*

- Conduct and respond to the results of the biennial Government of Saskatchewan Employee Engagement and Culture Survey to maintain a high level of engagement in our workforce.
 - The 2023 Employee Engagement and Culture survey was conducted in September of 2023 and 86 per cent of the Ministry's employees responded. The survey results have been analyzed and the Ministry has identified specific actions to support employee well-being and ensure essential information flows smoothly across the organization.
 - To further support the response to the Employee Engagement and Culture Survey results, the Ministry has refreshed the approach to committee work, consolidating existing committees into one so that the structure empowers committee members to collectively achieve a healthy, engaged, and inclusive workplace culture.
- Deliver priority activities and initiatives to acquire, engage and grow a diverse workforce.
 - The Ministry partnered with 4 Seasons of Reconciliation to provide an online Indigenous awareness education course offered by First Nations University of Canada to build awareness and promote positive, collaborative relationships with Indigenous peoples. By May 2024, nearly 100 per cent of employees completed the course.
- Increase the response rate for the 2023 Saskatchewan Safety Survey to inform actions that support employee safety and wellbeing.
 - The 2023 Saskatchewan Safety Survey measured organizational physical safety climate, psychological safety climate and psychological distress. The response rate for the survey improved from 49 per cent in 2022 to 56 per cent in 2023. The Ministry remains committed to utilizing these findings to improve workplace health, safety, and wellness.

Strategy: *The approach we will take to achieve our goal*

Business processes are modern, efficient and generate value for clients.

Key Actions: *What we will do to get there*

- Transform government business with an integrated, cloud-based human resource, financial and procurement system.
 - The Ministry continues to work with partners in the development and testing of the new system which aims to increase efficiencies and support improved service delivery to citizens. Implementation of the financial system is targeted for early 2025-26.
- Continue work to modernize the treasury investment systems.
 - Following some delays, the Ministry has made progress in securing a vendor to modernize the outdated treasury investment systems. This work on the project is continuing, with implementation expected towards the end of 2024-25.
- Complete upgrades to the system used to validate and process tax-exempt fuel and tobacco sales.
 - In 2023-24, upgrades to the system used for validating and processing tax-exempt fuel and tobacco sales were completed within budget. This upgrade provides a stable and secure platform for registered on-reserve retailers, enabling them to sell tax-exempt fuel and tobacco products to eligible Status Indian purchasers and to claim refunds for the pre-paid taxes on these products.
- Continue to transition the Revenue Administration System to a cloud-based service offering and upgrade the application to enhance client service.
 - The work to transition and upgrade the Ministry's enterprise revenue administration system to a cloud-based hosting environment was completed in 2023-24 on time and within budget. This upgrade and migration to cloud-based services ensure a stable and secure system for tax clients, improved monitoring capabilities, reduced downtime, and more timely and efficient system resource adjustments.
- Continue to build cyber security awareness and further mitigate cyber risks by implementing approaches for information protection, regular security testing, and incident responses.
 - The Ministry continues to provide cyber security awareness training to all employees, with no reported cybersecurity breaches in the 2023-24 fiscal year. This initiative has equipped employees with the necessary knowledge and skills to safeguard citizen and organizational information, improving overall data protection and security measures.
 - The Ministry, in partnership with the Ministry of SaskBuilds and Procurement, continues to conduct assessments of all IT systems. This ongoing effort ensures that necessary upgrades are planned and executed to mitigate security risks effectively.
- Support Public Employees Benefits Agency (PEBA) administrative structure changes to allow flexibility and provide value for clients.
 - PEBA transitioned from a government agency to a statutory not-for-profit corporation called Plannera, Pensions and Benefits on January 1, 2024. The

Ministry and Plannera will continue to work together long-term to ensure strong management, operations, and oversight of public pension and benefit plans.

Strategy: *The approach we will take to achieve our goal*

Ministry information is managed and used as a strategic resource.

KeyActions: *What we will do to get there*

- Develop data management and data analytics approaches that enable the ministry to effectively acquire, store, access and use data for decision making.
 - In 2023-24, the Ministry focused on developing new and improved data tools like dashboards to expand data dissemination, improve processes and facilitate informed decision-making.
 - In 2023-24, the Ministry used data analysis to assess the effectiveness of 33 different compliance activities and develop recommendations for improvements to be implemented in 2024-25 and beyond.

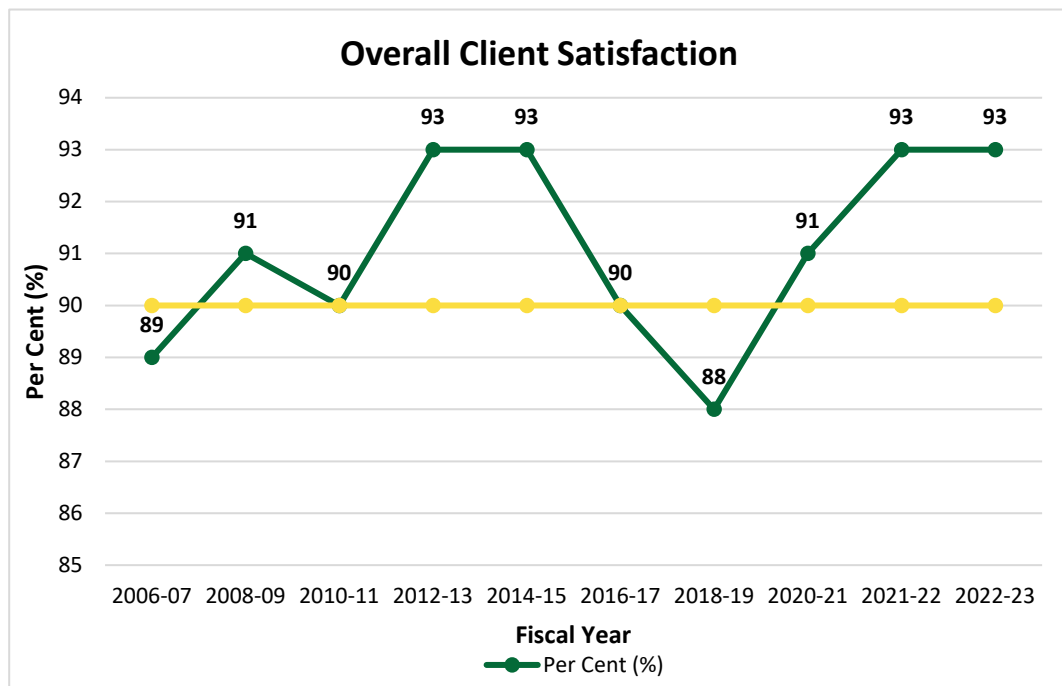
Performance Measure Results:

Client Satisfaction

- Clients are satisfied with the Ministry of Finance's quality of services and their expectations are met.

Client Satisfaction of Businesses which Collect Taxes: Businesses collecting taxes on behalf of the government are satisfied with the Ministry of Finance's quality of services and timeliness of responses, refunds, and adjustments. The target for the biennial client satisfaction survey is a satisfaction rating of 90 per cent or higher.

- The biennial client satisfaction survey resulted in a satisfaction rating of 93 per cent, above the 90 per cent target. The next biennial client satisfaction survey will be conducted in 2024-25.



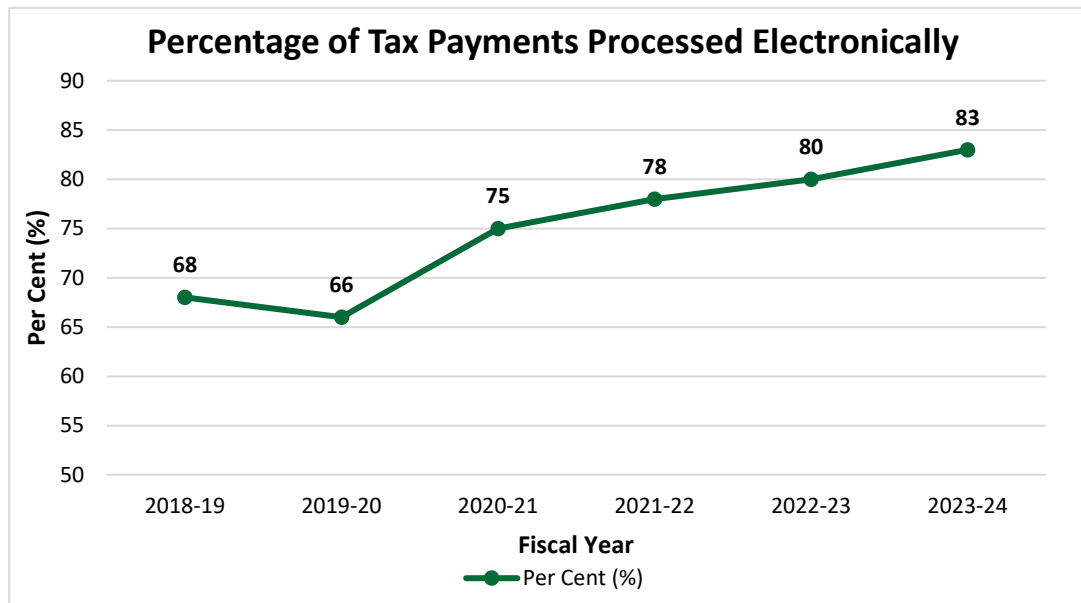
Source: Ministry of Finance

Performance Measure Results:

Electronic Tax Filing Uptake

- Clients have a wide variety of accessible options to do business with Finance and find it easy to utilize electronic processes to file taxes.
 - The Ministry strives to provide excellent client services by ensuring that businesses have access to electronic options for making tax payments and filing returns. The percentage of tax returns processed electronically measures how well the Ministry is meeting its objective of streamlining regulatory compliance. Businesses that use electronic methods to file their returns and make payments are able to save time and money on regulatory compliance and channel their resources to other activities.

In addition, the Ministry realizes a reduction in the cost of processing payments when the tax return and payment are received electronically. The Ministry implemented an online portal in February 2019 that enhanced the filing and payment options for clients. In April 2020, as part of the Red Tape Reduction Initiatives, the Ministry introduced the Extended Filing Due Date Initiative which aligned the filing due date for goods and services tax (GST) filing for Provincial Sales Tax (PST), Liquor Consumption Tax (LCT) and Beverage Container Program (BCP) tax clients that filed and paid electronically. This resulted in the percentage of tax returns and payments processed electronically growing over time. The Ministry will continue to promote the use of electronic services.



Source: Ministry of Finance

Performance Measure Results:

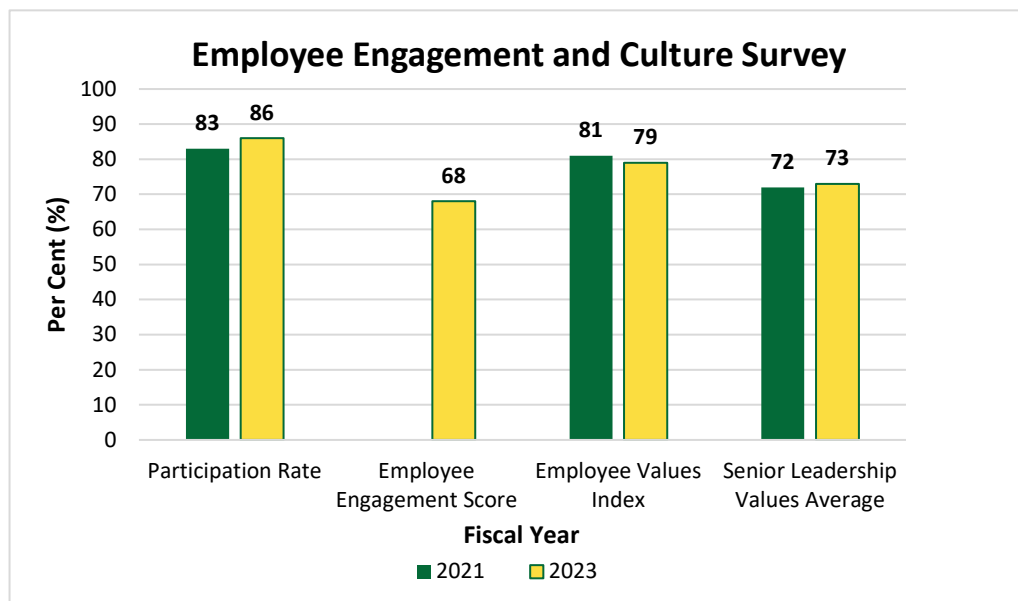
Employee Engagement Index (EEI)

- Engaged employees feel positive about their work and are motivated to deliver services that meet client expectations and needs.
 - The Government of Saskatchewan conducts the Employee Engagement and Culture Survey biennially, with the most recent survey held in fall 2023. The participation rate in the 2023 survey increased by three percentage points from 2021 survey, reaching 86 per cent. In 2023, the survey included a new metric, the employee engagement score, to measure overall engagement levels, including both work and organizational engagement. This new metric replaces the previously reported employee engagement index. The score stood at 68 per cent comparing favourably to the government-wide employee engagement score of 61 per cent.

Additionally, the survey evaluated the employee values index, focusing on the Government of Saskatchewan's four core values: showing respect and integrity, serving citizens, practicing excellence and innovation, and acting as one team. Employees were asked to rate the frequency of observing these behaviours within the organization. The employee values index score in 2023 was 79 per cent, higher than the overall government-wide employee values index of 74 per cent.

The Ministry's senior leadership values average in 2023 stood at 73 per cent, showing a positive trend and reflecting the senior leadership's commitment to the organization's core values.

The Ministry will continue to build on recognized successes through a new employee committee focused on areas identified in the survey results. Looking ahead, the next Employee Engagement and Culture Survey is scheduled for the fall of 2025.



Source: Ministry of Finance

Financial Summary

In 2023-24, the Ministry had expenses of \$381.1 million, \$19.3 million under the original budget estimate of \$400.4 million.

Excluding pensions and benefits, Ministry operating expenses were \$62.8 million, \$6.9 million under the budget estimate of \$69.7 million, primarily as a result of Saskatchewan Affordability Tax Credit program savings, under expenditures in salaries due to vacancies and reduced operating expenses.

Spending for pensions and benefits was \$317.7 million, \$11.1 million under the budget estimate of \$328.8 million. Spending on the non-statutory plans was \$11.0 million under budget, mainly due to the Canada Pension Plan, Employee Benefits, Workers Compensation, and Employment Insurance. Spending on the statutory plans was \$0.1 million under budget due to actual results differing from actuarial projections.

The Ministry collects revenue on behalf of the Government of Saskatchewan from taxation, resource surcharges of non-renewable resources, transfers from government entities, and interest and fees. In 2023-24 the Ministry recorded revenues of \$13.5 billion, an increase of \$0.9 billion over the 2023-24 budget estimate of \$12.6 billion.

Expense Summary

Subvote	2022-23 Actuals (\$000s)	2023-24 Budget (\$000s)	2023-24 Actuals (\$000s)	2023-24 Variance (\$000s)
Central Management and Services	\$9,293	\$8,761	\$9,287	\$526
Treasury Management	1,841	2,332	1,529	(803)
Provincial Comptroller	7,571	10,324	7,778	(2,546) ¹
Budget Analysis	6,063	7,270	7,090	(180)
Revenue				
Revenue Division	22,394	24,729	25,959	1,230 ²
Allowance for Doubtful Accounts	2,550	2,050	2,050	-
CRA Income Tax Administration	1,435	1,435	1,435	-
Real Time Validation System	606	200	117	(83)
Saskatchewan Affordability Tax Credit	424,404	7,000	1,226	(5,774) ³
Personnel Policy Secretariat	487	532	507	(25)
Research and Development Tax Credit	5,000	5,000	5,000	-
Financial Programs				
Saskatchewan Secondary Suite Incentive	-	-	852	852 ⁴
Miscellaneous Payments				
Bonding of Public Officials	20	21	20	(1)
Unforeseen and Unprovided For	-	1	-	(1)
Implementation of Guarantees*	-	1	-	(1)
Pension and Benefits				
Public Service Superannuation Plan*	111,194	109,411	110,593	1,182
Members of the Legislative Assembly – Pensions and Benefits*	2,011	2,493	2,266	(227)
Judges Superannuation Plan*	9,519	11,396	10,387	(1,009)
Public Employees Pension Plan	80,187	81,000	81,124	124
Canada Pension Plan – Employer’s Contribution	40,722	47,000	42,671	(4,329) ⁵
Employment Insurance – Employer’s Contribution	14,093	16,275	14,723	(1,552) ⁵
Workers Compensation – Employer’s Assessment	12,776	12,600	10,979	(1,621) ⁵
Employees’ Benefits – Employer’s Contribution	41,413	48,002	44,388	(3,614) ⁵
Services to Public Service Superannuation Plan (PSSP) Members	511	642	607	(35)
Total Appropriation	\$794,090	\$398,475	\$380,588	\$(17,887)
Less: Capital Asset Acquisitions	1,999	700	1,631	931
Add: Capital Asset Amortization	2,110	2,626	2,162	(464)
Total Expense	\$794,201	\$400,401	\$381,119	\$(19,282)

*Statutory amounts

Expense Variance Explanation:

1. Vacancy management and operational savings.
2. Includes pressures related to information technology upgrade.
3. Savings related to winding down the Saskatchewan Affordability Tax Program. This includes payments to individuals and program operating costs.
4. The Saskatchewan Secondary Suite Incentive program commenced during the year.
5. Savings due to salaries being lower than anticipated, as contributions are based on salaries.

Revenue Summary:

Revenue Source	2023-24 Budget (\$000s)	2023-24 Actuals (\$000s)	2023-24 Variance (\$000s)
Taxation	\$8,818,300	\$9,845,765	\$1,027,465 ¹
Non-Renewable Resources	823,000	516,854	(306,146)
Transfers from Government Entities	510,410	607,671	97,261
Other Own-Source Revenue	399,741	484,250	84,509
Total Own-Source Revenue	10,551,451	11,454,540	903,089
Total Transfers from the Federal Government	2,068,100	2,021,460	(46,640)
Total Revenue	\$12,619,551	\$13,476,000	\$856,449

Revenue Variance Explanation:

1. Increase due to increases in Corporate Income Tax, Personal Income Tax and Provincial Sales Tax, driven by a growing population and economy.

Additional financial information can be found in the Government of Saskatchewan Public Accounts located at <https://publications.saskatchewan.ca/#/categories/893>

