

Ministry of
Citizens' Services and
Minister Responsible for Multiculturalism
and the
Public Affairs Bureau

2008/09
Annual Service Plan Report



Ministry of Citizens' Services

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Message from the Minister and Accountability Statement

I am pleased to present the *2008/09 Annual Service Plan Report* on behalf of the Ministry of Citizens' Services.

On June 10, 2009, I was appointed Minister of Citizens' Services, a new ministry that includes components of the former Ministry of Labour and Citizens' Services, plus several new areas of responsibility including Multiculturalism, the Public Affairs Bureau and the BC Public Service Agency.

Citizens' Services provides leadership across government to ensure the effective delivery of public services meets the evolving needs and expectations of citizens, businesses, internal clients and the broader public sector. The new Ministry structure supports that mandate by uniting responsibilities for government's human resources, citizen engagement and service transformation strategies in a single organization.

In the period covering this report, the Ministry focused on bringing Internet service to rural and remote areas of the province. Funding was provided for the last mile infrastructure required to deliver Internet connectivity to homes and businesses and for First Nations-led connectivity and capacity building initiatives. Broadband connectivity acts as a catalyst for economic diversification and opens the door to global markets. It will also be the gateway to telehealth services and online educational opportunities.

This was a special year for Government Agents, who celebrated 150 years of providing a single point of co-ordinated access to government services for citizens. The network of 59 offices delivers more than 700 services on behalf of provincial ministries, agencies, Crown corporations and other levels of government. With its new responsibilities, the Ministry is well positioned to capitalize on this long tradition of service in looking for new and innovative ways of serving British Columbians.

Through its new responsibility for Multiculturalism, the Ministry continues to work in support of cultural diversity in communities across British Columbia. Citizens' Services is leading a cross-government project to increase access to multilingual services throughout the province. The Ministry also plays an important role transforming government operations to help meet the goal of becoming carbon neutral by 2010. For example, advanced communication and collaboration services are connecting employees, enabling them to work together and share information, knowledge and ideas across government while reducing the need for employee travel.

I am proud of the Ministry's many successes during the past year and extend my thanks to our committed and dedicated Ministry staff throughout the province.

Ministry of Citizens' Services

For the purposes of this report, the results of the Multiculturalism Program and Public Affairs Bureau have been incorporated as part of the Ministry of Citizens' Services Annual Service Plan Report. The BC Public Service Agency results for 2008/09 are reported separately; however, in the future, they will be included in the accountability reports for the Ministry of Citizens' Services.

The 2008/09 Ministry of Citizens' Services Service Plan Report compares the actual results to the expected results identified in the Ministry's 2008/09 – 2010/11 Service Plan. I am accountable for those results as reported.

A handwritten signature in blue ink, appearing to read "Ben Stewart", with a large, stylized loop at the end.

Honourable Ben Stewart
Minister of Citizens' Services and
Minister Responsible for Multiculturalism
and the Public Affairs Bureau

July 23, 2009

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Citizens' Services

Highlights of the Year

In 2008/09, the Ministry of Citizens' Services continued to fulfill its mandate as a leader in transforming service delivery and promoting public services, which are cost-effective, accessible and responsive to the needs of citizens and businesses. Achievements of the past year include:

Goal 1 – Service Excellence

- **Service quality** - Citizens' Services is leading over 30 citizen-centred service delivery projects across government. Key projects include the implementation of cross-government Service Commitments and Corporate Service Standards for service interactions with citizens, and the opening of Welcoming Offices in Merritt and Port Alberni to improve services in those communities.

Service leadership - Employees working on the front-line delivering government services to citizens and businesses are key to improving citizens' satisfaction with government service delivery. Citizens' Services continued to play a leadership role with respect to 42 Service Delivery Networks throughout B.C. These networks are comprised of representatives of provincial ministries and agencies that operate in communities across the province, as well as broader public sector partners, and are dedicated to finding ways to continuously improve the delivery of public services at the community level.



Goal 2 – Service Value

- **Cost savings** - Since the establishment of the shared services organization in 2002/03, the cost for providing internal shared services to government has been reduced by 30 per cent. British Columbia is recognized as a leader in the provision of shared services. Its shared service delivery and funding models, and alternate service delivery procurement and management methods are examined regularly by other jurisdictions. Providing cost-effective service delivery and driving further efficiencies remain key objectives. Shared Services BC is also pursuing innovative business solutions to continually improve its services and meet the changing needs of customers and clients.
- **Cost avoidance purchasing** - By purchasing technology and related services corporately on behalf of government, Shared Services BC was able to avoid costs: \$13 million by signing an

enterprise software deal; \$5 million in software purchases; \$13 million in workstation hardware and service support costs; and a 28 per cent reduction in the cost of payroll services since 2003/04.

- **Investment in public infrastructure** - A number of projects are underway to improve public infrastructure. These projects include: improvements to Robson Square; the implementation of the Ministry of Public Safety and Solicitor General's Corrections Capital Program for the construction of various correctional facilities across the province; and the implementation of a number of accelerated capital infrastructure projects for the Ministries of Public Safety and Solicitor General, Attorney General, and Children and Family Development.



Goal 3 – Service Innovation

- **Government's carbon neutral agenda** - Government's carbon neutral agenda was supported in several important ways, including: the launch of tools (SMARTTool, SMARTTEC) to report on government's greenhouse gas emissions; supporting the expansion of the hybrid vehicle fleet; completion of a comprehensive energy management strategy for government facilities; and increasing the energy efficiency of desktop computers and office equipment.
- **Online collaboration tools for government** - An upgrade of workstations across core government includes a suite of software that provides the latest collaborative tools. These tools provide an opportunity for government employees to communicate and collaborate with each other across regional and organizational boundaries.
- **Government hosting and data services** - A long-term agreement was entered into with a private sector service provider to manage hosting and data centre services on behalf of government. This will ensure that, well into the future, the technological tools will be available to deliver high quality services supporting improved outcomes for British Columbians.
- **Centralization of government information and privacy operations** - Government's information and privacy operations were centralized within the Ministry. The objectives of integrating these operations were to: improve the timelines, accuracy and completeness of information released in response requests under the freedom of information legislation; increase the co-ordination and proactive release of information; and improve the consistency and quality of records management practices across government. This centralization contributes to government being open and accountable, and will enhance citizen confidence by promoting the appropriate access and release of recorded government information.

Goal 4 – Best Place for Newcomers

- **Provincial Nesika Awards** - The first annual Provincial Nesika Awards were presented in March 2009 to Elsa Giovanna Fogale, an English as a Second Language teacher at Hampton Park Elementary School in Coquitlam, and to the Youth 4 Diversity program of the Campbell River Multicultural and Immigration Services Association. The awards recognize exceptional



2008 Provincial Nesika Award winners with member of BC Multiculturalism Advisory Council and MLAs

work in bringing British Columbia's diverse cultural community together.

- **Dialogues on Multiculturalism** - Ten Dialogues were held across the province with community representation that included local business groups, social planning councils and First Nations. By exploring themes related to multiculturalism and anti-racism, Dialogues enhance opportunities for communities to find new ways to be welcoming and inclusive.
- **Make A Case Against Racism** - In June 2008, 16 youth artists from across British Columbia were announced as winners in the Make a Case Against Racism contest – an opportunity for students to express their views about a world free of racism. The centrepiece of the program was a music and artwork contest, culminating in the production of a CD.
- **Multicultural and Anti-Racism Funding for Communities** - The Ministry provided \$860,000 in provincial and federal funding across the province to support 54 youth and community engagement projects and anti-racism work. Many of these initiatives are supported by the Government of Canada through the Agreement for Canada-British Columbia Co-operation on Immigration.

Purpose of the Ministry

The Ministry of Citizens' Services works across government to enable the delivery of services to meet the needs of citizens, businesses, and the public sector.

The Ministry provides front-line services to citizens on behalf of other ministries and is the lead agency for promoting citizen engagement projects across government. As such, it provides both the strategic leadership and the enabling infrastructure that support service delivery. To ensure those services are delivered as responsibly and effectively as possible, the Ministry also leads the advancement of innovation and collaboration across government. That includes leading the modernization of internal operations to ensure citizen needs will continue to be met despite the demographic and labour market challenges that will likely result in a smaller public service workforce over the next decade.

Most often, making services more accessible, easier to deal with and more responsive to those who need them requires co-ordination across ministries and agencies. The Ministry provides leadership for initiatives to integrate government services where success is contingent on building relationships, developing innovative solutions to business challenges, and partnering effectively across organizational boundaries. Citizens' Services provides corporate leadership and strategic direction for information management and information technology across government. It is responsible for the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act*, the *Document Disposal Act*, and the *Electronic Transactions Act* and all policy and directives that flow from them.

As the Ministry Responsible for Multiculturalism, Citizens' Services supports and promotes multiculturalism and inclusive communities across the province. The Ministry leads the design and delivery of multicultural programs through third party agencies. It also funds communities and organizations to promote multiculturalism and eradicate racism.

Strategic Context

Each year the Ministry examines the impact of the external and internal environment on its ability to achieve its goals and objectives. This examination assists in identifying key opportunities and challenges which need to be addressed in strategies, operating plans and budgets.

In the past decade, the combined forces of globalization, technological innovation and an increasingly knowledge-based economy have altered the way government conducts its business and delivers its services. In 2008/09, an already remarkable pace of change was accelerated by the global financial crisis, which created increased fiscal pressures on government.

The Ministry was well positioned through its leadership role to drive innovative solutions. Effort has been focused on delivering the most timely, economical and highest quality service to citizens, customers and clients while maximizing efficiencies. Building a true culture of innovation and collaboration in the public service is critical as the pressure on government intensifies to deliver higher quality services with fewer people. The public service continues to face the challenge of an aging workforce, and recruiting and retaining skilled professionals will remain a key long-term priority. Work is underway on assessing the ways in which government operations have to change in response to demographic and market forces, as well as the changing economic conditions. The Ministry will build on its successes to modernize its internal operations and continue to pursue service transformation initiatives that will result in more effective and efficient service to British Columbians.

As government's shared services organization, Shared Services BC has looked for ways to reduce costs through eliminating duplication and redundancies in its operations and by leveraging its common business support infrastructure. As well, with the benefits of shared services functions proven and its operations maturing, Shared Services BC is in a good position to realize greater efficiencies by expanding the customer base to the broader public sector.

The rapid change in the world's economy this past year underscores the importance of investing in technology infrastructure to ensure the province can remain competitive. For example, affordable broadband connectivity is a critical part of this infrastructure and acts as a catalyst for economic diversification. It opens the door to global markets by linking individuals to the digital economy and improving their ability to promote and trade goods and services. The Province is committed to leveraging its buying power to encourage telecommunications providers to bring Internet service to homes and businesses in rural and remote communities.

Government has made a legislated commitment for the public sector to become carbon-neutral by 2010. The Ministry has supported this objective by using its unique position to provide leadership in the development and promotion of new and innovative approaches to incorporating environmental sustainability into the conduct of everyday government business.

Ministry of Citizens' Services

Immigration to British Columbia continued to grow, increasing cultural, racial and linguistic diversity. Immigrants account for almost 28 per cent of the province's population. The 2006 Canadian Census showed the following for British Columbia: 177,800 people immigrated to British Columbia from outside Canada; close to five per cent of the population self-identified as Aboriginal; and the proportion of British Columbians who self-identified as a 'visible minority' increased to 25 per cent. In addition, since 2001 the percentage of British Columbians whose mother tongue was neither English nor French increased from 22 per cent to 27 per cent.

Report on Performance

Performance Plan Summary Table

Goal 1: Service Excellence - A trusted organization that exceeds customer expectations For greater detail see pages 13 to 16	2008/09 Target	2008/09 Actual
1.1 Increased citizen, customer and client satisfaction with service availability, service usability and service delivery		
Customer (end-user) satisfaction:	> or = 96%	96.5% ACHIEVED
<ul style="list-style-type: none"> Service BC (public) 		
<ul style="list-style-type: none"> Shared Services BC (public sector staff) (index) 	75%	72% NOT ACHIEVED
Citizen satisfaction with provincial government services	54 out of 100	60 out of 100 EXCEEDED
Goal 2: Service Value - A trusted organization that maximizes benefits to clients and taxpayers For greater detail see pages 16 to 17	2008/09 Target	2008/09 Actual
2.1 Value for money		
2.2 Predictable and transparent shared services prices		
Payroll costs per employee paid per year	24% cost reduction over base (\$320)	28% cost reduction over base (\$305) EXCEEDED
Goal 3: Service Innovation - A trusted organization that enables government transformation For greater detail see pages 18 to 21	2008/09 Target	2008/09 Actual
3.1 Increased productivity		
3.2 Information can be shared across the enterprise as appropriate		
3.3 Government works innovatively with the broader public sector		
Information technology investment in end-user productivity compared to industry's most effective and efficient information technology service delivery organizations	Increase closer to world class standard 62%	80% SUBSTANTIALLY ACHIEVED
Percentage of First Nations with access to broadband facilities	(125 out of 203 First Nations)	61% (123 of 203 First Nations) SUBSTANTIALLY ACHIEVED

Information security standard compliance	Improvement over previous year	3.1 out of 4 ACHIEVED
Goal 4: The Best Place for Newcomers		
The objectives, strategies and performance measures previously under this goal will be reported out in the Ministry of Advanced Education and Labour Market Development Annual Service Plan Report. The work being done to support and promote multiculturalism and inclusive communities will be reported out by the Ministry of Citizens' Services and the Minister Responsible for Multiculturalism and the Public Affairs Bureau.		

Goals, Objectives, Strategies and Performance Results

Goal 1: Service Excellence – A trusted organization that exceeds customer expectations

The Ministry of Citizens' Services is committed to a culture of continuous improvement, and citizens, ministry clients and customers are encouraged to provide feedback through yearly satisfaction surveys, follow-up phone calls and emails. Citizens' Services undertakes extensive analysis of this feedback to determine how well its services are meeting the expectations of its customers and clients, and to develop appropriate strategies and actions to improve satisfaction.

Objective 1.1: Increased citizen, customer and client satisfaction with service availability, service usability and service delivery

Strategies:

- Strengthen business relationships and knowledge of the Citizens' Services mandate through better communications and interactions with citizens, customers and clients.
- Implement a co-ordinated approach to customer relationship management.
- Continuously improve the service delivery experience in response to customer feedback.

Performance Result:

Performance Measure	Baseline	2007/08 Actual	2008/09 Target	2008/09 Actual
Customer (end-user) satisfaction: Service BC (public) ¹	96% (2004/05)	96%	> or = 96%	96.5% ACHIEVED
Shared Services BC (public sector staff) (index)	72% ² (2007/08)	72%	75%	72% NOT ACHIEVED

Data Source: BC STATS.

¹ This measure is a weighted average, based on the number of customers served by two channels: Service BC Centres and the Service BC Contact Centre. Survey results apply to customers that reported they were "satisfied" or "very satisfied" with the quality of the services they received through the two channels.

² The baseline for this measure is based on a new shared services customer satisfaction measurement approach implemented in 2007/08. The baseline is an index consisting of the overall satisfaction ratings for the six shared services business areas: accommodation and real estate services; corporate financial and business applications; strategic acquisitions and intellectual property; procurement and supply; information technology services; and payroll services.

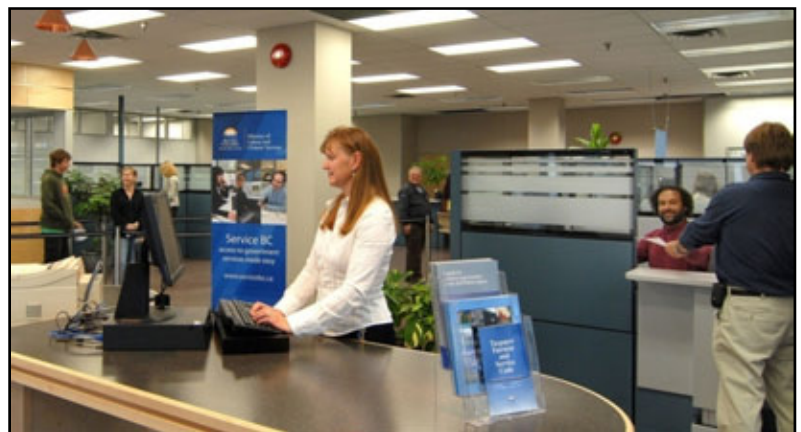
Discussion of Results:

The measure is based on two customer satisfaction ratings: citizen satisfaction with Service BC service delivery channels; and public sector staff satisfaction with the delivery of internal services provided by Shared Services BC.

Service BC (public)

This measure demonstrates how satisfied citizens are with the quality of service they receive through Service BC service channels. The rating is based on satisfaction surveys of citizens when they access government programs and information through two main service delivery channels: in-person service provided by Service BC Centre's and toll-free phone service provided by the Service BC Contact Centre.

Overall satisfaction with the services provided by Service BC through these two channels is high among British Columbians. Based on surveys conducted in February and March 2009, 96.5 per cent of customers reported being satisfied with the service they received. This high rate of satisfaction with Service BC service channels has remained consistent since the baseline customer satisfaction survey conducted in 2004/05.



Shared Services BC (public sector staff)

The Shared Services BC customer satisfaction rating is an indicator of the satisfaction of public sector staff with internal government services (i.e., information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate). The Shared Services customer satisfaction indexed rating is the average of the overall satisfaction question result for the major product and service groupings for each shared services business area.

The target set out in the *2008/09 –2010/11 Service Plan* for the shared customer satisfaction rating was not achieved.

The 2008/09 customer satisfaction result was 72 per cent. This result is consistent with the previous year, which formed the baseline for this performance measure, but below the target of 75 per cent. The rating for each of the shared services business areas ranged from 53 per cent to 85 per cent. Although the overall result fell short of the target, three of the five service areas (financial and business applications, procurement and supply, and information technology) showed improvement over the previous year. Similar to the trend reported in 2007/08, the higher scores are associated with the more established service areas.

Ministry response:

Shared Services BC is implementing strategies that focus on meeting the changing needs of customers and improving their service experience. The future targets for this measure have been defined with reference to performance expectations that are attainable and also reflect Ministry continuous improvement objectives.

Performance Result:

Performance Measure	2007/08 ¹ Baseline	2008/09 Target	2008/09 Actual
Citizen satisfaction with provincial government services.	54 out of 100	55 out of 100	60 out of 100 EXCEEDED

Data Source: BC STATS.

¹ The baseline for this measure is based on the first BC Citizen Satisfaction Survey which was conducted in Spring 2007.

This measure reflects citizens’ perceptions of the services delivered by the provincial government as a whole rather than their satisfaction with programs or services of specific ministries or agencies. Data for the measure are obtained through the annual B.C. Citizen Satisfaction with Provincial Government Services Survey, which was first conducted in 2007/08.

The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from Citizens First¹, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the most recent Citizens First survey result to the B.C. Citizen Satisfaction Survey 2008/09 result reveals that citizen satisfaction with provincial government services in B.C. (60) is higher than the national average (51).

The results of the Citizen Satisfaction Survey are used to improve provincial government services. Meeting British Columbians' service delivery needs is a priority for government and strong foundations have been established through the Citizen-Centred Service Delivery Initiative. As the lead for improving service delivery to citizens, the Ministry of Citizens' Services will continue to measure and report on the overall quality of provincial government services in British Columbia.

Goal 2: Service Value – A trusted organization that maximizes benefits to clients and taxpayers

The Ministry of Citizens' Services provides front-line services for citizens and internal government shared services². This dual functionality allows government to streamline processes; use technology to achieve further efficiencies; aggregate volumes to achieve savings through lower unit costs; and access capital by partnering with the private and broader public sectors. Work is ongoing in all areas to maximize value to client organizations. Citizens' Services has focused significant effort on strengthening relationships with broader public sector organizations to look for opportunities to align business needs, leverage procurement processes and pool investment resources for the benefit of the taxpayers of British Columbia.

Objective 2.1: Value for money

Objective 2.2: Predictable and transparent shared services prices

¹ The B.C. Citizen Satisfaction Survey and the Citizens First 5 Survey (2008) use a common set of questions to measure citizen satisfaction with government service delivery. The use of common questions in both surveys allows for the results from the two surveys to be compared to each other.

² Internal government shared services consist of information technology, payroll, procurement and supply services, financial and business applications, and accommodation and real estate. Front-line services are provided to the public through the online, front counter and call centre channels managed by Service BC.

Strategies:

- Develop a performance measurement framework to improve our ability to measure service value.
- Establish a transparent framework to objectively and consistently assess government's information management and information technology investments.
- Seek new opportunities to maximize benefits.
- Price services in a consistent, timely and transparent manner.

Performance Result:

Performance Measure	2003/04 Baseline	2007/08 Actual	2008/09 Target	2008/09 Actual
Payroll costs per employee paid per year.	\$421.00	25% cost reduction over base (\$317)	24% cost reduction over base (\$320)	28% cost reduction over base (\$305) EXCEEDED

Data Source: Hackett Payroll Benchmarking Study 2003/04.

Discussion of Results:

This measure indicates success in reducing costs and improving efficiency of payroll services. The payroll process is made up of the following components: staffing; outsourcing; systems; and overhead. The measure is calculated by dividing the total cost of these components by the average number of employees paid in a fiscal year.

In 2008/09, the Provincial Human Resource Management System partnership successfully reduced payroll costs by 28 per cent over the 2003/04 baseline. This result exceeded the 2008/09 target of 24 per cent.

The 2008/09 result represents a continued trend of improvement over the initial forecast. The improved results have been achieved through lower than expected inflation rates and increases in efficiency by automating and streamlining business processes.

Goal 3: Service Innovation – A trusted organization that enables government transformation

Service that is genuinely centred upon citizens depends on government's ability to collaborate across organizational boundaries, harness advancements in technology, and connect people and systems to share information. From front-line services to technical infrastructure, the Ministry is at the forefront of service transformation and the development of innovative solutions.

Objective 3.1: Increased productivity

Objective 3.2: Information can be shared across the enterprise as appropriate

Objective 3.3: Government works innovatively with the broader public sector

Strategies:

- Integrate and co-ordinate services to better meet the service needs of citizens, customers and clients.
- Implement the first phase of the information management and information technology plan.
- Remove barriers to innovation.
- Implement the citizen-centred service delivery plan.

Performance Result:

Performance Measure	2004/05 Baseline	2007/08 Actual	2008/09 Target	2008/09 Actual
Information technology investment in end-user ¹ productivity compared to industry's most effective and efficient information technology service delivery organizations ² .	77% of world class standard ³	80.6% of world class standard	Increase: closer to world class standard	80% SUBSTANTIALLY ACHIEVED

Data Source: Hackett Information Technology Benchmark Study 2004/05.

¹ End users are individuals with access to government's internal technology such as computers and applications.

² This measure was not included in the *2009/10 - 2011/12 Service Plan*. A replacement measure that will provide an assessment of efficiency and effectiveness is under development.

³ Performance is compared against the external information technology benchmark conducted by the Hackett Group. The baseline for this measure is the total cost of government's information technology infrastructure for fiscal year 2004/05 expressed as a percentage of the world class standard. Hackett defines world class as a ranking in the top 25 per cent in efficiency and effectiveness compared to like or similar organizations in North America.

Discussion of Results:

This measure is a comparative indicator of the amount of information technology spending per end user across the government enterprise. It is an external benchmark that provides a comparison of the B.C. government's information technology shared service to like or similar organizations across North America that have been identified as industry's most effective and efficient organizations. Reliable and high performing information technology services are a significant contributor to the productivity of government employees who are increasingly dependent on the availability and performance of information technology systems to support the services they provide.



The baseline for this measure is the total cost of government's information technology infrastructure for the fiscal year 2004/05 expressed as a percentage of the world class standard. The measure does not imply achieving world class levels, rather it reflects the performance objective of striking an appropriate balance between effective service delivery and the fiscal responsibilities of government.

The amount of information technology infrastructure investment, per end user, has decreased by 0.6 of a percentage point from 80.6 per cent of the world class standard in 2007/08 to 80 per cent in 2008/09. The percentage achieved in 2008/09 is an increase of 3 percentage points over the 2004/05 baseline of 77 per cent.

Performance Result:

Performance Measure	2007/08 Baseline	2008/09 Target	2008/09 Actual
Percentage of First Nations with access to broadband facilities.	42% (85 of 203 First Nations) ¹	62% (125 of 203 First Nations)	61% (123 of 203 First Nations) ² SUBSTANTIALLY ACHIEVED

Data Source: Network BC; All Nations Trust Company.

¹ The baseline for this measure was confirmed based on the completion of broadband assessments in mid-2007.

² The actual for this measure was confirmed based on the completion of broadband assessments in March 2008.



Discussion of Results:

This performance measure demonstrates government’s success in supporting First Nations-led initiatives to provide access to broadband facilities.

By brokering strategic relationships, influencing the telecommunications environment and facilitating results, Network BC helps First Nations achieve high speed connectivity to unserved and underserved communities.

In 2008/09, 61 per cent of First Nations had access to broadband facilities, substantially achieving the target of 62 per cent. Through a process of collaboration with First Nations organizations, broader public sector organizations and the private sector that have an interest in providing services to and for First Nations, the provincial government will work with the federal government towards ensuring that 203 First Nations have broadband access.

Performance Result:

Performance Measure	2006/07 Baseline	2007/08 Actual	2008/09 Target	2008/09 Actual
Information security standard compliance. ¹	2.9 out of 4 ²	3.0 out of 4	Improvement over previous year	3.1 out of 4 ACHIEVED

Data Source: Information Security Branch, Office of the Chief Information Officer.

¹ In the *2008/09 - 2010/11 Service Plan*, this measure was named "Compliance with ISO/IEC 17799:2005 information security standard". This standard is an internationally recognized, comprehensive set of controls made up of best practices in information security management. In 2007 the International Standards Organization replaced the ISO/IEC 17799 standard with ISO/IEC 27002. The effect was a renumbering only as the new standard is identical to the old one.

² The baseline is a government-wide rating based on individual ministry Security HealthCheck assessments conducted for the first time in the 2006/07 fiscal year. The baseline of 2.9 out of 4 is the average level of security compliance across government based on the results of 19 ministry security reviews completed in 2006/07. The Security HealthCheck assessment is conducted annually.

Discussion of Results:

The information security performance rating provides an overall measure of the effectiveness of government’s information security arrangements compared to an international standard. Tracking the level of alignment with a robust standard provides important information in the development of government’s strategy to maintain and improve the security of its information and technology infrastructure processes.

The performance rating is based on the Information Security Forum's compliance assessment framework. The Information Security Forum is a worldwide, member-run association of over 300 leading companies and public sector organizations. Information Security Forum members have influenced the design of the International Standards Organization (ISO) standards and tools to measure against these standards.

The Information Security Forum developed the high-level Security HealthCheck self-assessment tool. This tool has been used to assess the compliance of the government's information security compared to the ISO/IEC 27002 international standard. The standard provides guidelines on what security controls should be implemented, based on industry best practices, practical insights and experiences of major organizations. The Security HealthCheck tool measures the degree of compliance with 75 control areas (208 specific controls) on a scale of zero to four.

In 2008/09, the government information security performance rating average was 3.1 out of 4. This demonstrates a pattern of improvement since the 2006/07 baseline. The increase can be attributed to improvements in infrastructure and application security controls, and the implementation of security standards for encryption and wireless access.

Goal 4: The Best Place for Newcomers

The objectives, strategies and performance measures previously under this goal³ are reported out in the Ministry of Advanced Education and Labour Market Development 2008/09 Annual Service Plan Report. The work being done to support and promote multiculturalism and inclusive communities is reported by the Ministry of Citizens' Services.

³This goal was included in 2008/09 - 2010/11 Ministry of Attorney General and Minister Responsible for Multiculturalism Service Plan.

Report on Resources

Resource Summary Table

Core Business Area	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance ³
Operating Expenses (\$000)					
Citizens' Services					
Service to Citizens and Businesses	36,789	951	37,740	33,642	(4,089)
Services to the Public Sector	4		4	719	715
Governance	29,545	1,200	30,745	35,286	4,541
Public Affairs Bureau	0	36,994	36,994	35,906	(1,088)
Executive and Support Services	14,163	(642)	13,521	11,856	(1,665)
Total	80,501	38,503	119,004	117,409	(1,595)
Full-time Equivalents (FTEs)					
Citizens' Services					
Service to Citizens and Businesses	383	55	438	434	(4)
Services to the Public Sector	1,341		1,341	1,435	94
Governance	173	(10)	163	149	(14)
Public Affairs Bureau		216	216	218	2
Executive and Support Services	31	(4)	27	21	(6)
Total	1,928	257	2,185	2,257	72
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Citizens' Services					
Service to Citizens and Businesses	2,047	3,585	5,632	2,827	(2,805)
Services to the Public Sector	94,643	48,055	142,698	146,102	3,404
Governance	719		719	231	(488)
Public Affairs Bureau	0	436	436	325	(111)
Executive and Support Services	6		6	6	0
Totals	97,415	52,076	149,491	149,491	0

Ministry of Citizens' Services

¹The amounts in the quote "Estimated" column correspond to the Estimates as presented to the legislated assembly in February 2008.

²"Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

³ Variance represents "Actual" minus "Total Estimated." If Actual is greater than the Total Estimated, the Variance will be displayed as a positive number.

Annual Service Plan Report Appendices

Appendix 1: Ministry of Citizens' Services Contact Information

Department	Telephone	Website
BC Stats	In Victoria: 250 387-0327 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.bcstats.gov.bc.ca/
Settlement & Multiculturalism Branch	In Metro Vancouver: 604 660-2203 Elsewhere in B.C.: 1-800-663-7867	
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1 800 663-7867	www.servicebc.gov.bc.ca/
Service BC – BC OnLine	250 953-8250	www.bconline.gov.bc.ca/
Shared Services BC	N/A	www.sharedservicesbc.gov.bc.ca/
Shared Services BC – Strategic Acquisitions and Intellectual Property	250 387-1457	www.saip.gov.bc.ca/
Shared Services BC – Accommodation and Real Estate Services	250 952-8500	www.accommodationandrealstate.gov.bc.ca
Shared Services BC – Procurement and Supply Services	250 387-3309	www.pss.gov.bc.ca/
Government Chief Information Officer	250 356-6118	www.cio.gov.bc.ca/
Freedom of Information and Privacy	250 387-5629	www.oipcbc.org

* Toll-Free in B.C.

**Toll-Free in B.C. and Alberta

Appendix 2: List of Crowns, Agencies, Boards and Commissions

Multicultural Advisory Council
Auditor Certification Board

Appendix 3: List of Legislation Administered by the Ministry

Citizens' Services

BC OnLine Act
Business Corporations Act
Business Number Act
Cooperative Association Act
Credit Union Incorporation Act
Document Disposal Act
Electronic Transactions Act
Financial Institutions Act
Freedom of Information and Protection of Privacy Act
Insurance (Captive Company) Act
Legislative Assembly Management Committee Act
Legislative Assembly Privilege Act
Legislative Library Act
Legislative Procedure Review Act
Manufactured Home Act
Members' Remuneration and Pensions Act
Ministry of Provincial Secretary and Government Services Act
Miscellaneous Registrations Act, 1992
Multiculturalism Act
Mutual Fire Insurance Companies Act
Partnership Act
Pension Fund Societies Act
Personal Information Protection Act
Personal Property Security Act
Procurement Services Act
Public Agency Accommodation Act
Public Service Act (See also Public Service Agency Annual Service Plan Report)
Queen's Printer Act
Repairers Lien Act
Society Act
Statistics Act

Public Affairs Bureau

Highlights of the Year

Throughout the 2008/09 fiscal year, the Public Affairs Bureau (PAB) supported government priorities by communicating the province's policies and programs to the public in a proactive, open and transparent manner. Following are some examples of key initiatives and announcements supported by the Bureau:

BC150

Public Affairs Bureau provided a comprehensive communications campaign for BC150 designed to raise awareness of the province's 150th anniversary, encourage British Columbians to participate in celebrations, build pride among British Columbia residents and encourage in-province tourism. The campaign included advertising, announcements and community events.

The call to action was to visit the BC150 website, which featured an extensive calendar of events. In 2008, there were 7.5 million hits and more than 200,000 unique visitors to the www.bc150.ca website. On average 1,000 people logged onto the site each day.

BC150 planned, supported or promoted over 1,000 events and programs throughout 2008. Communication plans, news releases and speeches were drafted for all major events and tours. Highlights included: CP BC Spirit of 150 Rail Tour, the Cowichan 2008 Spirit Pole Tour, The Celebration of Light, Rivermania, Festival 150, Royal BC Museum Free Spirit Exhibition, a Local Heritage and Museums Program, a Schools Program and Mosaic grants honouring cultural diversity.

Government produced 146 news releases between January 1 and December 15, 2008, and gained 631 stories in the British Columbia media.

Climate Change

In June 2008, Public Affairs Bureau helped create a new website and informational campaign to support the Province's release of the British Columbia Climate Action Plan. The plan lays out a wide range of initiatives to take the province approximately 73 per cent towards meeting the goal of reducing greenhouse gas emissions by 33 per cent by 2020.

The LiveSmart BC website, www.livesmartbc.ca/ provides up-to-date information to help British Columbians save on energy costs, better understand what's happening to the climate and know what government incentives are available to help them do their part.

The informational campaign included newspaper, radio and TV advertisements highlighting the challenge of climate change and the actions individual citizens can take to save on fuel, on energy and on taxes in their daily activities.

Olympics

Public Affairs Bureau was a major contributor to the overwhelming success of the 2010 Olympic Games One Year Countdown at the Richmond Oval on February 12, 2009. PAB provided a host of communications activities, including media relations for more than 100 journalists – almost half of whom represented international media outlets in Asia and Europe. The resulting national and international coverage was exceptional.

Capital Infrastructure

Public Affairs Bureau provided extensive communications support for \$14 billion in capital infrastructure projects aimed at stimulating the provincial economy and putting British Columbians to work.

In a seven week period from mid-February to early April the Ministry of Transportation and Infrastructure PAB team announced \$1.7 billion worth of road, transit and community infrastructure projects around British Columbia. This involved several joint announcements primarily with the federal government, including event planning along with a full suite of communication materials as well as signage.

In March 2009, the Public Affairs Bureau team with the Ministry of Energy, Mines and Petroleum Resources earned front page media coverage in British Columbia and Alberta with the announcement of the \$187 million investment in the Sierra Yoyo Desan Resource Road upgrades – an investment estimated to generate 1,150 direct jobs in northern British Columbia over the next four years.

Through a series of events and regional and provincial news releases, Public Affairs Bureau Education helped ensure British Columbians had accurate information regarding the progress made on seismically upgrading schools. As of May 2009 there are 116 seismic upgrade projects complete, under construction or approved to proceed to construction – exceeding the goal to fast track 95 high priority projects in the province.

The Ministry of Advanced Education and Labour Market Development's Public Affairs Bureau team led public communications to support British Columbia's \$66 million Labour Market Agreement that came into effect in February 2008. Efforts included developing federal-provincial and inter-ministry communications protocols and templates, coordinating with federal leads on 11 news releases and four events and announcements for labour market projects, and developing and coordinating advertising templates and communications tools for use across government.

Public Affairs Bureau staff at the Ministry of Community Development developed and undertook a cross government strategy to announce community grants to each of British Columbia's 187 communities over a three week period in early 2009, including liaising with federal and municipal government partners, coordinating announcements and events and providing writing and website support as the Province rolled out its economic stimulus package.

Ministry of Citizens' Services

In November 2008, proactive communications planning helped to ensure a successful Forests Minister/Industry trade mission to China. Over a four day period, daily media call-backs, seven separate news releases and a dedicated website helped generate over 90 separate media stories that raised public awareness of the potential benefits to British Columbia communities from expanding forest sector exports to China.

In 2008/09, the Public Affairs Bureau team with the Ministry of Health Services implemented a communications strategy to tell British Columbians about the \$2.5 billion that is being spent over the next three years on building better patient care across the province. This included the start of construction for more than \$1 billion worth of new health facilities, including a new emergency department at Victoria General Hospital, a new Royal Jubilee Hospital in Victoria, new outpatient hospital in Surrey and multi-storey care centres in Kelowna and Vernon.

Other

Public Affairs Bureau was also instrumental in providing communications support for a range of other provincial programs and services, including:

Co-ordinating the official opening of Vancouver's Downtown Community Court, developing the court's website and publications and coordinating media enquiries;

Helping launch I-RAYL (Inter-Regional At-Risk Youth Link), a crime prevention pilot aimed at linking homeless and at-risk youth congregating at SkyTrain stations with resources and supports in their home communities;

Communicating progress on the Province's investment of more than \$400 million to create more housing in 2008/09; and

More than 40 regional and community-based child care announcements, openings and events, totalling more than \$12.5 million and highlighting the creation of 2,000 new child care spaces within 110 child care centres across British Columbia.

Purpose of the Public Affairs Bureau

The Public Affairs Bureau leads and coordinates communications with internal and external stakeholders, ensuring that citizens are informed about government policies, programs and services and that information is communicated in an open and transparent manner. The Bureau ensures that essential communication mechanisms are available to give citizens quick and easy access to the information they need — when they need it — whether it is via relations advertising, events, community relations, publications, e-links, or cross promotional activities.

Clients include citizens of British Columbia, members of the media, the Premier's Office, members of Cabinet, senior government officials and ministry program staff.

Services provided by the Bureau include:

- fact-based information;
- corporate communications;
- information campaigns;
- communications planning;
- media relations;
- news releases;
- speech writing;
- logistical support;
- writing and graphic design services;
- event management;
- online clipping service;
- technical support to the Press Theatre in the Legislature; and
- developing online applications in support of new initiatives.

Strategic Context

During the past year, the Bureau made many gains in proactively communicating key priorities with province-wide audiences through comprehensive programs supporting BC150, LiveSmart BC and \$14 billion in capital infrastructure projects. The Bureau has built on these and other key cross government priorities to maximize reach and awareness while effectively utilizing human and financial resources.

The Bureau continues to use traditional communications tools to provide a balance between proactive issues management and communications messaging. While issues management is critical to protecting the reputation of government, providing our key audiences with proactive and balanced information is central to enhancing public confidence and awareness.

Given the competition in the marketplace to “attract the public’s eye and ear”, we must continue to make use of new, innovative ways to reach our target audiences – whether at the grassroots in our communities or with international investors.

Much has been achieved over the past year and British Columbia has a powerful story to tell. We sought to balance the reactive and moved towards becoming more engaged and proactive in telling this story of accomplishment across ministry lines, throughout the province and around the world.

Risks and Opportunities

The Bureau's commitment to providing the best service possible while responding to a wide range of demands in support of multiple government priorities (including the 2010 Olympic and Paralympic Winter Games; BC150; capital project announcements for schools, hospitals and transportation links, including Pacific Gateway; international marketing; climate action; and health care initiatives) is an on-going challenge.

There is an opportunity to achieve some very real gains using the power of communications to reach out to our rural and isolated communities, and to strengthen our relationship with the media – not only in British Columbia, but across North America and around the world.

The ability to create proactive strategies which link to the Five Great Goals and straddle cross government priorities was essential to managing risk, maximizing the full potential of the professional skills in the Bureau team, and creating opportunities to serve and inform citizens.

Report on Performance

Performance Plan Summary Table

Goal 1: Citizens are informed of government policies, programs and services For greater detail see pages 32 to 33	2008/09 Target	2008/09 Actual
1.1 Communication of information that is timely, relevant and readily accessible		
Percentage of major communications plans/campaigns with evaluation mechanisms	100%	100% ACHIEVED
Customer satisfaction rating	100%	100% ACHIEVED
Goal 2: Government communicates in an open and transparent manner For greater detail see pages 33 to 34	2008/09 Target	2008/09 Actual
2.1 Communication of government's policies and programs to the public		
Provide initial response to the media within one hour of enquiry or within media deadline	97%	99.46% EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: Inform citizens of government policies, programs and services

British Columbians will be informed of the programs and services provided by government and will understand the challenges the government faces by providing information through a variety of sources including Members of the Legislative Assembly, media, public events and forums, public policy studies, fact-based public information and awareness initiatives as well as a variety of communications support materials.

Objective 1.1: Communication of information that is timely, relevant and readily accessible

Ensuring all British Columbians receive information that is timely, relevant and readily accessible regarding government policies and programs is essential to informing British Columbians of the programs and services available from government and the decisions taken by government on their behalf.

Strategies:

- Communicate with British Columbians through both the use of traditional mechanisms (announcements, paid and earned media) but also introduced new marketing approaches to ensure our messages reached citizens where they live (for example, partnerships with the public or private sectors to distribute information);
- Expanded the use of e-services in support of cross government initiatives and/or themes (ActNow BC electronic call to action, BC150 promotions, and the BC tourism booking campaign); and
- Supported the development of resources in key areas of government, such as health care (including ActNow BC), advanced education, budget, forest fire prevention, BC150, and LiveSmart BC.

Performance Result:

Performance Measure	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual
Percentage of major communications plans/campaigns with evaluation mechanisms	100%	100%	100%	100% ACHIEVED
Customer satisfaction rating	100%	100%	100%	100% ACHIEVED

Data Source: Customer consultation.

Discussion of Results

- Major campaigns are defined as significant provincewide programs, new cross ministry, or high strategic priority plans/campaigns identified throughout the course of the year.
- Corporate communications was responsible for tracking which campaigns have evaluation mechanisms in place and for calculating the percentage in place at the end of fiscal year for purposes of establishing the baseline for 2006/07. A baseline has been established at 100 per cent — target for future years will be to maintain this level.
- A customer satisfaction rating was established by conducting interviews with ministers and deputy ministers. A minimum 25 per cent sample rate (equivalent to five ministries) was established. The rating was calculated by dividing the number of ratings at “Satisfactory” or better by the number of interviews conducted. A baseline has been established at 100 per cent — target for future years will be to maintain this level.

Goal 2: Government communicates in an open and transparent manner

Provide citizens with the information they need to understand the challenges faced by government related to the policy decisions taken on their behalf.

Objective 2.1: Communication of government's policies and programs to the public

Ensuring all British Columbians have access to or receive fact-based information consistent regarding government’s policies and programs is essential to allow citizens to form opinions based on fact and allows for informed public debate on decisions taken.

Strategies:

- Reached out to ethnic communities/media and clients of government programs and services (such as seniors, small business operators and families.)
- Made information more accessible in communities and to international media through innovative technologies and stakeholder relations; and
- Provided factual information to the media to ensure the public received the information needed to develop informed opinions and allowed for informed public debate on decisions taken by government.

Performance Result:

Performance Measure	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual
Provide initial response to media within one hour of enquiry or within media deadline	97.76%	97%	97%	99.46% EXCEEDED

Data Source: PAB Communications Offices.

Discussion of Results:

- Communications offices monitored response times which were analyzed and tallied up on monthly basis.
- This measure helps ensure that the Bureau continues to offer strong customer service to media across the province.
- Public Affairs Bureau responds to approximately 12,000 media enquiries each year.

Report on Resources

The Public Affairs Bureau ended the 2008/09 fiscal year with a \$1.088M surplus largely attributable to lower than anticipated spending on government advertising.

Resource Summary

Public Affairs Bureau provides for research, planning, coordination, and delivery of communications programs, policies, and services for ministries, special offices, and certain public bodies. Transfers may be provided to Crown corporations, ministries, other levels of government, special offices and private bodies for communications related activities. Recoveries may be received from ministries, special offices, Crown corporations and agencies, other levels of government, public bodies and parties external to government for services provided by the Bureau.

Resource Summary Table

Core Business Area	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Public Affairs Bureau	36,994	0,000	36,994	35,906	1,088
Total	36,994	0,000	36,994	35,906	1,088
Full-time Equivalent (FTEs)					
Public Affairs Bureau	216	0,000	216	218	-2
Total	216	0,000	216	218	-2
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Public Affairs Bureau	436	0,000	436	325	111
Total	436	0,000	436	325	111

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

Agency Contact Information

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For more information on the Public Affairs Bureau, please visit our website at:

www.gov.bc.ca/public_affairs

For more information on Public Affairs Bureau's Service Plan and Annual Service Plan Report please visit: www.gov.bc.ca/fin