

Office of the Premier

**REVISED 2011/12 – 2013/14
SERVICE PLAN**

May 2011



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Published by Office of the Premier

Message from the Premier and Accountability Statement



I am pleased to present the revised Service Plan for the Office of the Premier. This plan reflects significant change as we form a smaller cabinet that is focused on three key priorities: families, creating jobs and open government. The creation of a smaller Cabinet also reflects a renewed commitment to being respectful to British Columbians by being frugal with the hard-earned tax dollars they provide to government.

Families will be at the forefront of all decisions government makes. We have already taken steps to support B.C. families, including announcing an increase in the minimum wage to \$10.25 in 2012 and an additional \$15 million for gaming grants that support youth organizations, family centres, and other non-profits. In the weeks and months ahead we will take further steps to ensure families in B.C. are supported.

We are renewing our focus on job creation in our province. Good jobs are the foundation of strong families and this government will be tireless in looking for ways to strengthen every aspect of our economy in every corner of our province. The new ministry of Jobs, Tourism and Innovation, in particular, will focus on creating conditions that foster growth in green jobs, resource sector jobs, service sector jobs, rural jobs and jobs in the trades.

We will also be taking steps to get citizens more engaged with their government, including holding open town halls in communities around the province. Open government means talking about our problems and setting our priorities openly. Government will work with citizens to find solutions and explain decisions.

This is an exciting time of renewal and change for our province. Together we will focus on our priorities of families, jobs and open government as we work together to build the British Columbia we know is possible.

The Office of the Premier *Revised 2011/12 – 2013/14 Service Plan Update* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of May 2, 2011, have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in black ink that reads "Christy Clark". The signature is written in a cursive, flowing style.

Honourable Christy Clark
Premier

May 3, 2011

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Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Premier is regularly advised by the Deputy Minister to the Premier and Cabinet Secretary of the range of activities undertaken to facilitate cross-agency coordination of policy advice and implementation. These activities include: regular meetings of departmental deputy ministers to share information over policy directions; meetings with counterpart central agency executives; and interdepartmental coordination of a wide range of policy priorities.

The Office assists the Premier in overseeing and leading the government as a whole. In addition, it supports the Cabinet decision-making process. As a central agency, the Office of the Premier has a clear role to play in promoting effective policy coordination across the public service. Ministers need to have complete trust in the quality of the advice and support the Office offers on the proper conduct of government business within accepted conventions and practices.

There continues to be growing emphasis on enhanced coordination across a range of government departments. As a consequence, the Office of the Premier has been involved in an increasing range of coordination and guidance activity. The use of effective planning and coordination processes in government supports the avoidance of unnecessary costs and can improve efficiencies by supporting joint inter-agency cooperation.

The Office:

- articulates government's goals, commitments and priorities and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation of them;
- leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the BC Public Service, *Being the Best* and *Citizens @ the Centre: BC Government 2.0*, a transformation and technology strategy for the BC Public Service;
- provides support for the operations and decision-making processes of Cabinet and its Committees; and
- works directly with the federal government and with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

[Click here to view organizational layout](#)

Strategic Context

The Government Strategic Plan outlines government's efforts to achieve government's vision to be a prosperous and just province, whose citizens are happy, healthy and have confidence in the future. A key component to the success of the province hinges on our ability to be innovative and forward looking, and to plan and implement for the future. Strong and clear leadership is required to implement the goals and activities of government. The Office of the Premier leads and supports ministries and Crown agencies to implement government's agenda.

It is important that services to citizens are provided in an integrated, timely and seamless manner. This is done through collaboration across government ministries and agencies. Government has Cabinet committees on Families First; Jobs and Economic Growth; Open Government and Engagement; and Environment and Land Use to further support efficient service delivery.

The Office of the Premier supports the implementation of the provincial Climate Change Adaptation Strategy, which calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations, and approvals. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses, communities, and people.

The Office will consider the impacts of climate change on regional planning processes while working to mitigate the potential negative effects of environmental conditions and extreme weather events on operations and service delivery.

The BC Public Service is made up of over 30,000 professionals dedicated to supporting the people and communities of our province every day. As we move ahead through this period of economic uncertainty, the focus is to optimize the investment in existing human resources while maintaining focus on the longer term objective of ensuring the necessary supply of skilled staff for the future. Maintaining a high quality of service will require development of strategies to ensure an engaged workforce is able to meet the challenges of the introduction of new technologies, the increasing diversity of our communities, a growing population, and the shifting expectations British Columbians have of public services.

Working with the federal government is essential for many of the key initiatives that affect the lives of British Columbians. Taking full advantage of our position as leader in the "green" economy, building a new relationship with First Nations and increasing labour supply to support our growing economy all depend on the cooperation of the federal government. The Province will continue to work with the federal government and ensure that our voice is heard on those issues that matter the most to British Columbians.

Goals, Objectives, Strategies and Performance Measures

Goal 1: Government's priorities are implemented

Objective 1.1: Ministries and Crown Agency activities are integrated and aligned with government's priorities

Strategies

- Lead and support the Executive Council in the successful development and implementation of the Government Strategic Plan.
- Clearly articulate priorities of government in the Strategic Plan and assist all ministries to develop strategies to achieve the goals and priorities established in the Strategic Plan.
- Administer government's accountability framework by supporting ministries and Crown agencies in developing service plans and annual service plan reports to ensure they advance Government's Strategic Plan.
- Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.
- Address priority issues on behalf of Executive Council and manage issues that arise in the delivery of programs and services.

Performance Measure 1: Performance agreements in place for Deputy Ministers and Associate Deputy Ministers

Performance Measure	Benchmark	2010/11 Actual	2011/12 Target	2012/13 Target	2013/14 Target
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers.	100%	100%	100%	100%	100%

Data Source: BC Public Service Agency

Discussion

Within government's accountability framework there are strategies in place for all government staff, from front line workers to Deputy Ministers. Every employee has an Employee Performance Development Plan in place and similarly Ministers include accountability letters at the beginning of

their service plans. The Office of the Premier is administratively responsible for the performance agreements that are in place with Deputy Ministers.

There are multiple interlinking layers to government's accountability framework. The Government Strategic Plan sets out the overall priorities and goals that illustrate the Province's vision for the future. Ministry service plans have goals, objectives, strategies and performance measures with targets to accomplish those goals for the upcoming three-year period. These plans are tabled in the legislature with the budget in February of each year. In June, government, ministries and Crown agencies report on their achievements of the previous fiscal year in their service plan annual report.

Ministries have business plans that further detail the operational requirements of the organization, and Employee Performance Development Plans link employees' roles with the needs of their ministry and government as a whole.

Goal 2: The public service is well positioned to deliver government programs for British Columbians

Objective 2.1: BC Public Service Corporate Human Resource Plan *Being the Best* goals are realized

Strategies

- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service.
- Build new strategies and update *Being the Best* annually based on feedback and results.

Performance Measure 4: BC Public Service is recognized as a top employer

Performance Measure	2010/11 Actual	2011/12 Target	2012/13 Target	2013/14 Target
BC Public Service is recognized as a top employer in British Columbia	Yes	Yes	Yes	Yes

Data Source: Ministry of Labour and Citizens' Services

Discussion

In 2006, the Corporate Human Resource Plan, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The Council is committed to achieving the status of the B.C. Government as a top employer through annual updates to and continued implementation of the plan with the involvement of the BC Public Service. The BC Public Service has been recognized as one of:

- B.C.'s Top 55 Employers for 2010
- Canada's Top 100 Employers for 2011
- Canada's Top 25 Family Friendly Employers for 2010
- Canada's Greenest Employers for 2010

Goal 3: Cabinet and Cabinet Committees are able to make timely and well-informed decisions

Objective 3.1: Cabinet and its Committees are supported with timely and effective advice

Strategies

- Support Cabinet and its Committees by ensuring they have appropriate advice on key policy, program and legislative initiatives including an ability to measure the success of the initiatives.
- Ensure alignment of government activities and the appropriate administrative support for the operations and decision-making process of Cabinet and its Committees.

Performance Measure 3: Cabinet receives timely advice on all key policy recommendations and plans

Performance Measure	2006/07 Baseline	2010/11 Actual	2011/12 Target	2012/13 Target	2013/14 Target
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100%	100%

Data Source: Cabinet Operations

Discussion:

There are currently seven Cabinet committees in the Government of British Columbia that are each responsible for specific priorities tasked to them by government. For example, the Cabinet Committee on Families First brings together key government ministries to build family focus into government operations.

All ministry major policies, programs and initiatives are reviewed by a Cabinet Committee to ensure alignment with government strategic priorities.

Goal 4: Government is successful in achieving its intergovernmental relations objectives.

Objective 4.1: British Columbia's priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations.

Strategies

- Engage the federal government in achieving B.C. priorities.
- Build partnerships with other provinces through bilateral co-operation such as joint Cabinet meetings with Alberta and Saskatchewan, and multilateral cooperation on shared priorities discussed at the Council of the Federation (to be hosted by British Columbia in 2011), the Western Premiers Conference and other fora.
- Strengthen domestic and international intergovernmental relations through B.C.'s economic, cultural and diplomatic ties and programs in order to positively influence the policies and programs of other governments that affect the interests of British Columbia.
- Establish regional leadership, shared economic and environmental priorities, such as action on climate change and better border management, through joint Cabinet meetings with the State of Washington, the Pacific Coast Collaborative, and British Columbia's participation in the [Pacific NorthWest Economic Region](#) (PNWER).

Performance Measure: Progress on Intergovernmental Relations key issues

Performance Measure	Benchmark	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues	Progress achieved on key issues	Progress on key issues	Progress on key issues	Progress on key issues

Data Source: Intergovernmental Relations Secretariat

Discussion

Each year, the Intergovernmental Relations Secretariat updates its plan with key objectives and major projects, which typically take more than one fiscal year to measure progress. For 2010/11, progress was made on all new initiatives.

The key objectives identified in the intergovernmental plan for 2011/12 are:

- Host the annual meeting of the Council of the Federation in July 2011.

- Use Telepresence and other technologies to increase intergovernmental engagement at senior levels in order to advance British Columbia's interests with the federal government and within the Canadian federation.
- Advance bilateral collaboration with the State of Washington and the Provinces of Alberta and Saskatchewan through joint cabinet meetings.
- Advance the interest of the Province in PNWER by promoting action to keep the Canada-U.S. border open for legitimate trade and travel and build regional consensus on action to address clean energy and climate change.
- Realize the shared goals and objectives in the Pacific Coast Collaborative Leaders Forum as set out in British Columbia's agreements with the states of California, Oregon, Washington and Alaska.
- Promote Pacific Gateway transportation investments and policy changes so that Canada benefits from Asia-Pacific market opportunities.
- Advance the Province's priorities by engaging with foreign governments, the Consular Corps in British Columbia, Diplomatic Corps in Ottawa, and Canadian representatives posted abroad.
- Support citizen engagement through the Order of British Columbia, Congratulatory Messages Program, and Ceremonies.
- Implement the cooperation agreement with the federal government on official languages.

Resource Summary

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates ²	2012/13 Plan	2013/14 Plan
Operating Expenses (\$000)				
Intergovernmental Relations Secretariat	2,424	2,333	2,333	2,333
Executive and Support Services.....	7,514	7,122	7,122	7,122
Office of the Premier.....	2,878	2,951	2,951	2,951
Executive Operations.....	4,636	4,171	4,171	4,171
Total	9,938	9,455	9,455	9,455
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Intergovernmental Relations Secretariat	0	0	0	0
Executive and Support Services.....	1	1	1	1
Office of the Premier.....	0	0	0	0
Executive Operations.....	1	1	1	1
Total	1	1	1	1

¹ The 2010/11 Restated Estimates have been restated, for comparative purposes only, to be consistent with Schedule A of the *Revised 2011/12 Estimates*.

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Hyperlinks to Additional Information

Office of the Premier: www.gov.bc.ca/premier/index.html

Board Resourcing and Development Office: www.fin.gov.bc.ca/brdo

Associated Organizations:

BC Public Service Agency: www.bcpublicserviceagency.gov.bc.ca/

Government Communications and Public Engagement: www.gov.bc.ca/gcpe

Queen's Printer: www.qp.gov.bc.ca