# Office of the Premier

## 2006/07 Annual Service Plan Report



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# Message from the Premier and Accountability Statement

It is with great pleasure that I present the Office of the Premier 2006/07 Annual Service Plan Report.

The Office of the Premier leads government in setting and achieving its goals and priorities as set out in the *Province of British Columbia Strategic Plan*.

The Office of the Premier guides all ministries, Crown Agencies and organizations of government to fulfill government's vision of a prosperous and just province, where citizens achieve their potential and have confidence in the future.

In 2006/07, the Government of British Columbia made great strides towards realizing our vision. This report identifies how the Office of the Premier led and supported government to achieve its successes.

In accordance with the *Budget Transparency and Accountability Act, the Office of the Premier* 2006/07 Annual Service Plan Report compares the actual results to the expected results identified in the Office's 2006/07–2008/09 Service Plan. I am accountable for those results as reported. The Office of the Premier is committed to responsible fiscal management, transparency and accountability.

Honourable Gordon Campbell

Gala Congellell.

Premier

June 15, 2007



# Message from the Minister of State and Accountability Statement

Under the *Balanced Budget and Ministerial Accountability Act*, I was accountable for successfully achieving results for the priorities for which I was responsible in 2006/07.

Proposals were presented to the Government of Canada to secure Pacific Gateway investments that resulted in a commitment of \$1 billion over eight years, building on the previous commitment of \$591 million over five years. An additional \$61 million was secured from the federal government to address the mountain pine beetle crisis, in addition to the \$1 billion over 10 years already committed.

To advance public transportation initiatives, \$75 million was obtained from the federal government for highway and border infrastructure for the national highway system and \$119 million for the Public Transit Capital Trust.

By advancing provincial and municipal interests in a co-operative manner, the Province secured \$76 million for the Gas Tax Fund for Municipalities from the Government of Canada.

The federal government also made commitments to sewage treatment, the reduction of greenhouse gas emissions, the Spirit Bear Coast Investments and Incentives Initiative, the Prince George Airport runway extension, urban transit security, marine security, cultural and recreational facilities, immigrant settlement services, and cancer radiation therapy. In addition, B.C. reached agreement with the Government of Canada to negotiate full devolution of the province's Labour Market Development Agreement, for revisions to the Temporary Foreign Worker Program, for co-ordination and funding of Aboriginal health programs, and for a landmark agreement on First Nations' education.

During 2006/07, British Columbia signed the Trade, Investment and Labour Mobility Agreement with Alberta, breaking new ground nationally and internationally by removing internal trade barriers. Under the British Columbia-Alberta Protocol of Cooperation, our provinces are demonstrating leadership through joint initiatives. Last year, our fourth annual joint Cabinet meeting resulted in agreements on post-secondary education, inter-provincial parks, inter-provincial charter bus markets, and energy research, technology development and innovation.

In 2006/07, the Intergovernmental Relations office advanced B.C.'s interests in a pan-Canadian skills partnership, immigration, the 2010 Olympic and Paralympic Winter Games and strengthening relations with neighbouring U.S. states. As part of my accountabilities, I developed proposals for co-operation with other jurisdictions, including the states of Alaska and Montana, members of the Pacific Northwest Economic Region, and the provinces of Quebec and Alberta.

As Pacific North West Economic Region Vice-President, I visited all our neighbouring states to identify areas of mutual benefit like border policy and economic opportunities from the 2010 Games, and to resolve differences on trans-boundary environmental issues. B.C. also held the first High Level Dialogue with Washington State, setting the stage for joint Canada-U.S. work on alternatives to the passport requirement for travel to the United States.

To enhance B.C.'s relationship with Quebec, we continued building on the British Columbia-Quebec Agreement for Cooperation and Exchange on Francophone Affairs. This agreement addresses matters of mutual interest supporting the French-language community. It has facilitated trade and cultural missions between B.C. and Quebec municipalities, Chambers of Commerce, the private sector and francophone stakeholders. This year also saw a 15 per cent increase in the number of students taking advantage of a B.C.-Quebec Six-Month Student Exchange Program.

Other proposals presented to the federal government as part of my accountabilities related to policy changes and a federal commitment to a national transportation strategy, a national training strategy, and expanding immigration and settlement services.

Honourable John van Dongen

Minister of State for Intergovernmental Relations

John van Dongen

June 15, 2007

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## Highlights of the Year

In 2006/07 the Office of the Premier led government to deliver on the vision that all British Columbians are healthy, prosperous and have confidence in the future.

Government's 2007/08 to 2009/10 Strategic Plan identified what the B.C. Government wants to achieve in several key areas and some of the actions it would take to achieve those outcomes. These outcomes will directly support achieving the Five Great Goals.

Government committed to continue to advance the New Relationship with First Nations by concluding treaties and closing the gap between First Nations and other British Columbians in health, housing, education and economic opportunities.

Government committed to improve and renew our health system while strengthening the *Canada Health Act*, and ensure that British Columbians have healthy, active lifestyles.

Government wants to ensure that we have vibrant, connected communities that are socially responsive. Government committed to actions to increase affordable housing, reduce homelessness and help those who cannot help themselves. Government made additional commitments to ensure that the activities of British Columbians are environmentally sustainable, and to tackle the challenges of global warming and urban sprawl.

Canada's Pacific Gateway is vital to British Columbia's continued economic prosperity. To achieve this government will ensure that British Columbia has a competitive infrastructure to open Canada's Pacific Gateway, and that we have a Pacific Coast collaborative to work with west coast states on a range of common economic and environmental issues.

Ensuring that children reach school ready to learn, and that our K-12 education system puts students first so that they are successful in their education is vital. So too is the need to ensure that B.C.'s post-secondary system meets the needs of learners as well as businesses' need for skilled labour and professionals. Because of imminent labour shortages, the Province must also ensure that immigration can provide a supply of workers required by B.C. businesses to continue to grow and prosper.

The Office of the Premier worked with Ministries and government leaders to ensure that these priorities were understood and were being implemented.

With a newly elected federal government in Ottawa, and bold Provincial plans for new collaborative initiatives with the federal government, other provinces and neighbouring States, intergovernmental relations activities were critical to achieving government's objectives. The Trade, Investment and Labour Mobility Agreement with Alberta, an innovative agreement that gives businesses and workers in both provinces seamless access to opportunities across all

sectors including energy, transportation, labour mobility, business registration and government procurement, is an example of how the Province will ensure its continued competitiveness. B.C. also held the first High Level Dialogue with Washington State setting the stage to lead the country in joint Canada - U.S. work on alternatives to the passport requirement for travel to the United States.

In 2006 the Province launched its landmark corporate human resource plan, *Being the Best*. The plan lays out the significant transformation that is and will be experienced in the public service, driven largely by an aging population, an increasingly competitive marketplace for skilled employees, new demands in our personal lives, and changing needs and expectations of the public we serve, and the increasing complexity of issues public servants work on each day. The Conference Board of Canada says that the *Being the Best* plan is right on track with leading research and strategies.

As the Province's largest employer it is imperative that the government take immediate steps to reinvent itself to ensure the sustainability of the B.C. Public Service who represent over 30,000 dedicated British Columbians delivering services in hundreds of communities across the Province. As head of the Public Service, the Deputy Minister to the Premier plays a key leadership role with Ministry executives to champion the plan and its implementation.

### Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council of the Government of British Columbia. The Premier's Office leads and coordinates the work of ministries and agencies of government. The Office of the Premier also provides leadership to ensure timely decision-making, effective service delivery, and positive intergovernmental relations and works closely with Cabinet and government members to support their work.

#### The Office:

- articulates government's goals, commitments and priorities;
- works with ministries and Crown agencies to ensure their understanding of those goals, commitments and priorities and to track and monitor implementation of them;
- leads the public service and, with the Deputy Minister's Council, leads implementation of government's corporate human resource plan *Being the Best*;
- provides administrative support for the operations and decision-making processes of Cabinet and its Committees; and
- works with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

#### Government's Vision

"British Columbia will be a prosperous and just province, whose citizens achieve their potential and have confidence in the future."

### Strategic Context

Government has established a challenging agenda to achieve the Five Great Goals. The success and prosperity of the Province rests on our ability to be forward looking and to plan and implement for the future. This requires innovation, vision and most of all, strong and clear leadership. The Office of the Premier must lead and support Ministries and Crown Agencies to implement government's agenda.

Increasingly citizens expect government services to be designed and delivered in a way that seamlessly meets their needs. Providing good service requires government to provide information and services in a way that's easy to understand, timely and simple to use. This requires integration of programs, coordination, effectiveness, efficiency and innovation.

Like most employers across North America, the BC Public Service is facing a significant loss of staff and expertise as the baby boom generation begins to enter its retirement years. By 2011, exits from the Province's labour force will outnumber entrants for the first time. The public service, as the Province's largest employer, faces losing 45 per cent of managers and 35 per cent of bargaining unit staff through retirement by 2015. Changes in staff demographics means government will need to enhance its ability to attract and retain employees, while at the same time, find new more efficient ways of providing service.

## Report on Performance

Progress in achieving the Office of the Premier's goals and objectives is assessed through a comparison of actual results with targets, below.

### Performance Plan Summary Table

Goal 1: Government's Strategic Plan is implemented to achieve the Five Great Goals	2006/07 Target	2006/07 Actual
1.1 Lead the successful development and implementation of Government's Strategic Plan	Strategic Plan updated	Achieved
Government's Strategic Plan in place to guide public service activities		

	own agency activities are aligned and integrated nt's Strategic Plan	2006/07 Target	2006/07 Actual
2.1 Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.  Ministry and Crown agency service plans advance Government's Strategic Plan		Ministry and Crown agency service plans reflect Government's	Achieved
		Strategic Plan	
New initiatives underway		50%	>95% Exceeded
Performance Agreer Associate Deputy M	nents in place for Deputy Ministers and nisters	100%	100% Achieved

Goal 3: Government is successful in achieving its intergovernmental relations objectives	2006/07 Target	2006/07 Actual
3.1 Lead the development and implementation of government's Intergovernmental Relations Plan	Progress on key issues	Achieved
Intergovernmental relations objectives are achieved		

Goal 4: The public service is well positioned to deliver government programs for British Columbians	2006/07 Target	2006/07 Actual
4.1 Lead the public service and ensure a human resource plan is in place Implement new public service human resource plan	Province of British Columbia Corporate Human Resource Plan <i>Being the Best</i> developed.	Achieved
Percentage of human resource plan initiatives underway	50%	100% Exceeded

Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions	2006/07 Target	2006/07 Actual
5.1 Support Cabinet and Government Caucus Committees		
Cabinet receives timely and effective advice;	100%	100%
Ministry service plans and major policies, programs and initiatives reviewed by Government Caucus Committees	100/0	Achieved

### Goals, Objectives, Strategies and Performance Results

The Office of the Premier's service plan goals and objectives establish the framework through which it delivers its support to government.

## Goal 1: Government's Strategic Plan is implemented to achieve the Five Great Goals

## Objective 1.1: Lead the successful development and implementation of Government's Strategic Plan

### Strategies

Key strategies for this objective included:

- supporting Executive Council to develop Government's Strategic Plan; and
- assisting ministries to develop strategies and plans to achieve the measures and targets established in the Strategic Plan.

### Performance Results

Performance	2004/05	2005/06	2006/07	2006/07
Measure	Actual	Actual	Target	Actual
Government's Strategic Plan in place to guide public service activities.	Strategic Plan tabled.	Strategic Plan tabled.	Annual review and update of Strategic Plan.	Achieved

Data Source: Deputy Ministers' Policy Secretariat.

#### Discussion of Results

The 2006/07 Strategic Plan identified a number of key initiatives to achieve the Five Great Goals and the priorities of government. These are being implemented by Ministries and Crown agencies. The Strategic Plan describes the performance measures and targets that will be used to measure progress towards achieving our long term goals.

# Goal 2: Ministry and Crown agency activities are aligned and integrated with Government's Strategic Plan

# Objective 2.1: Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input

Each Minister tables in the legislature a service plan for the ministries and Crown agencies they are responsible for that sets out priorities that they will achieve. Ministerial accountability statements appear in introductory letters of all Ministers and Ministers of State in service plans. Performance agreements have been put in place for all Deputy Ministers and Associate Deputy Ministers with the Deputy Minister to the Premier, and other government staff Employee Performance Development Plans are put in place with their appropriate supervisors.

### Strategies

Key strategies for this objective included:

- ensuring Ministries and Crown agencies have appropriate mandates;
- ensuring key priorities are well communicated;
- managing issues that arise in the delivery of programs and services;
- addressing priority issues on behalf of Executive Council; and
- ensuring cross ministry services and programs and strategic initiatives are coordinated.

### Performance Results

Performance Measures	2004/05 Actual	2005/06 Actual	2006/07 Target	2006/07 Actual
Ministry and Crown agency service plans advance Government's Strategic Plan.	Ministry and Crown agency service plans clearly articulate government's priorities.	Ministry and Crown agency service plans reflect Government's Strategic Plan.	Ministry and Crown agency service plans reflect Government's Strategic Plan.	Achieved
Percentage of new Strategic Plan initiatives underway.	N/A¹	N/A	50%	>95% Exceeded
Performance Agreements in place for Deputy Ministers and Associate Deputy Ministers which clearly articulate new priorities.	100%²	100%	100%	100% Achieved

Data Source: Deputy Ministers' Policy Secretariat.

### Discussion of Results

Government Caucus Committees reviewed all ministry service plans to ensure alignment with government priorities. Clear direction was provided to Deputy Ministers and Associate Deputy Ministers through performance agreements, and the Premier's Office worked with the Executive Council and senior government staff to resolve issues, as required. In addition, the vast majority of strategic plan initiatives are underway, exceeding the 50 per cent target.

The measures ensure that the chain of accountability is linked from Cabinet through to ministries. The Ministers' and Ministers' of State accountability statements at the beginning of service plans demonstrate each Minister's accountability for the plan and anticipated outcomes.

<sup>&</sup>lt;sup>1</sup> This measure was new in 2006/07. **Data Source:** Public Service Agency.

<sup>&</sup>lt;sup>2</sup> Employee Performance and Development Plans (EPDPs) for Deputy Ministers and Associate Deputy Ministers were replaced with Deputy Ministers' Performance and Evaluation Management Letters in 2006/07. These are referred to as 'Performance Agreements' in the 2007/08 – 2009/10 Service Plan.

# Goal 3: Government is successful in achieving its intergovernmental relations objectives

## Objective 3.1: Lead the development and implementation of government's Intergovernmental Relations Plan

### Strategies

Key strategies for this objective in 2006/07 focused on implementation of the Intergovernmental Relations Plan, and included:

- coordination of British Columbia's interests in inter-provincial, federal and international issues;
- advocating British Columbia's objectives with other governments and international organizations, with a special focus on Asia Pacific and the Pacific Northwest;
- working with federal ministers to improve the level of federal funding and investment in British Columbia;
- working with Alberta to improve the efficiency and effectiveness of services and programs for residents of the two provinces; and
- working with neighbouring states including Montana, Washington and Alaska to strengthen relations and improve mutual understanding.

### Performance Results

Performance	2004/05	2005/06	2006/07	2006/07
Measure	Actual	Actual	Target	Actual
Intergovernmental relations objectives are achieved.	Intergovernmental Relations Plan in place.	Progress was made on all of the key issues identified in the 2005/06 Office of the Premier Service Plan.	Update Intergovernmental relations priorities, and oversee progress on key intergovernmental relations priorities identified in the 2006/07 Office of the Premier Service Plan.	Achieved

Data Source: Intergovernmental Relations Secretariat.

### Discussion of Results

The Intergovernmental Relations Plan was updated in keeping with government's priorities. The key issues targeted in the 2006/07 *Office of the Premier Service Plan* included: Pacific Gateway investments; mountain pine beetle; federal policy changes and commitment to a national transportation strategy; a national training strategy; immigration; and strengthened relations with neighbouring U.S. states. The target was achieved by:

- reaching agreement with the council of the Federation to advance these priorities through the Council to the Government of Canada;
- discussing key priorities in bilateral meetings with the Government of Canada and seeing priorities implemented through budgetary and policy decisions; and
- advancing key priorities through the British Columbia/Alberta Joint Cabinet meeting in April 2006 and through the British Columbia/Washington State High Level Dialogue in June 2006.

#### Highlights of these achievements include:

- Council of the Federation national skills/education and transportation strategies released and advanced to the Government of Canada;
- Government of Canada committed to enhancing Pacific Gateway funding and establishing a new Building Canada Fund for national highways and other projects;
- Government of Canada renewed commitment to funding to address the mountain pine beetle;
- Government of Canada commitment to a number of funding initiatives that support the advancement of a national training strategy;
- hosting an Aboriginal Health Summit in B.C., and supporting a National Symposium on Aboriginal Economic Development in Saskatchewan; and
- advancing strengthened relations with Washington State, California, Oregon and Alaska thorough bilateral meetings and by playing a key role in the Pacific NorthWest Economic Region, including Minister of State van Dongen serving as a Region Vice-President.

## Goal 4: The public service is well-positioned to deliver government programs for British Columbians

## Objective 4.1: Lead the public service and ensure a human resource plan is in place

The corporate human resource plan *Being the Best* outlines three goals: building our internal capacity, improving our competitiveness and managing for results. The Office of the Premier played a key role in its development and leading the public service to begin implementing it. The corporate human resource plan will be updated annually and build new strategies based on feedback and results. Government is committed to implementing the plan with the involvement of the public service to ensure that the B.C. Public Service has the capacity to keep pace with social, economic and technological changes and deliver quality services to an increasingly diverse population.

### Performance Results

Performance Measures	2004/05 Actual	2005/06 Actual	2006/07 Target	2006/07 Actual
Implement new public service human resource plan.	N/A	Basic corporate human resource plan developed.	Province of British Columbia Corporate Human Resource Plan 2006/07 – 2008/09 developed.	Achieved
Percentage of human resource plan initiatives underway.	N/A	N/A¹	50%	100% Exceeded

**Data Source:** Public Service Agency.

#### Discussion of Results

In October 2006, the corporate human resource plan, *Being the Best*, was released by the Deputy Ministers' Council. The plan sets out three key goals: building our internal capacity; improving our competitiveness; and managing for results. It includes new initiatives to recruit, retain and engage staff and improve our productivity.

In February 2007, the Deputy Minister to the Premier reported on progress under each of the plan's goals. Actions that have taken place to build our internal capacity included: more short-term project opportunities being created within ministries; some limitations on the use of

<sup>&</sup>lt;sup>1</sup> Corporate human resource plan Being the Best was released in the Fall, 2006.

external consultants; new learning and training opportunities as well as specialized learning and development programs for key job streams; job shadowing in key positions to expedite learning and knowledge transfer; new opportunities for individuals retired from government to continue to contribute; and a greater number of opportunities for advancement as people retire from the workplace.

Actions to improve our competitiveness included: a higher profile for the B.C. Public Service in the external marketplace through marketing and recruitment efforts; all job competitions open to external candidates; a new BC Job Opportunities website that profiles public service careers; a faster hiring process; and more directed programs geared to defined career paths in the public service.

To better manage for results, more feedback has been (and is being) sought from public service employees on government processes and improvements that could help job performance and improve results. Supervisors are working to ensure that each employee has a positive and productive discussion about their performance potential and aspirations through an individualized performance plan and annual evaluation. New healthy workplace initiatives are being put in place, employee achievements are being recognized, and a strong identity for the B.C. Public Service is being built.

# Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions

### Objective 5.1: Support Cabinet and Government Caucus Committees

Decision-making in government is critically dependent upon Cabinet and its Committees receiving timely and effective advice. The Office of the Premier plays a significant role in supporting Cabinet and Government Caucus Committees by coordinating an optimal information flow, ensuring alignment with government priorities and delivery in a timely manner.

### Strategies

Key strategies for this objective included:

- ensuring Cabinet and its Committees are able to review and provide advice to Cabinet on key
  policy, program and legislative initiatives to ensure alignment of government activities; and
- ensuring the appropriate administrative support for the operations and decision-making processes of Cabinet and its committees.

### Performance Results

Performance	2004/05	2005/06	2006/07	2006/07
Measure	Actual	Actual	Target	Actual
Cabinet received timely and effective advice.	100 per cent of ministry service plans and major policies, programs and initiatives reviewed by Cabinet Committees to ensure alignment with government strategic priorities.	100 per cent of ministry service plans and major policies, programs and initiatives reviewed by Cabinet Committees to ensure alignment with government strategic priorities.	Deputy Ministers Committees and Cabinet Committees provide advice on all key public policy recommendations and plans.	Achieved

**Data Source:** Cabinet Operations.

### Discussion of Results

Support was provided for the operations and decision-making process of Cabinet and its committees by Cabinet Operations Staff. As part of this process Government Caucus Committees reviewed and provided advice to ministries and Cabinet regarding ministry service plans and key policy, program and legislative initiatives.

## Report on Resources

### Resource Summary Table

Core Business Area	Estimated	Other Authorizations	Total Estimated	Actual	Variance*			
Operating Expenses (\$000)								
Intergovernmental Relations Secretariat	3,085	48	3,133	3,119	(14)			
Deputy Ministers' Policy Secretariat	2,442	41	2,483	1,852	(631)			
Executive and Support Services								
Premier's Office	3,327	62	3,389	3,257	(132)			
Executive Operations	3,628	52	3,680	3,240	(440)			
Total	12,482	203	12,685	11,468	(1,217)			
Full-time Equivalents (FTEs)								
Intergovernmental Relations Secretariat	25	0	25	23	(2)			
Deputy Ministers' Policy Secretariat	19	0	19	9	(10)			
Executive and Support Services								
Premier's Office	41	0	41	31	(10)			
Executive Operations	25	0	25	18	(7)			
Total	110	0	110	81	(29)			
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)								
Intergovernmental Relations Secretariat	18	0	18	0	(18)			
Deputy Ministers' Policy Secretariat	5	0	5	0	(5)			
Executive and Support Services								
Premier's Office	5	0	5	5	(0)			
Executive Operations	67	0	67	6	(61)			
Total	95	0	95	11	(84)			

<sup>\*</sup> The table summarizes the budgeted and actual expenses for the Office for fiscal 2006/07. "Variance" is calculated as "Actual" minus

<sup>&</sup>quot;Total Estimated"; under-spending is shown in brackets.

### Core Business Areas

Intergovernmental Relations Secretariat: The Secretariat provides for management and administrative support for the Executive Council in the development and coordination of advice, policy, negotiations, issues management, and public consultation relating to federal-provincial, inter-provincial, and international relations initiatives. This includes support for the Premier, the Minister of State and Cabinet participation in conferences. The Secretariat manages "The Canada-British Columbia General Agreement on the Promotion of Official Languages". The Secretariat also funds official ceremonies, programs for visiting dignitaries, government-hosted functions, and government honours and awards by authority of the *Provincial Symbols and Honours Act*.

Deputy Ministers' Policy Secretariat: The Secretariat provides policy analysis and support to the Deputy Ministers' Committee — Natural Resources and the Economy, and the Deputy Ministers' Committee — Social Development in their work on cross ministry and corporate projects. This business area provides advice and guidance to ministries regarding the preparation of Service Plans and Service Plan Annual Reports, and prepares the Province of British Columbia Strategic Plan and Strategic Plan Annual Report. Funding is for salaries, benefits and other expenses incurred in providing policy, planning and operational support.

Executive and Support Services: This business area provides funding for the offices of the Premier and the Minister of State for Intergovernmental Relations, and includes salaries, benefits, allowances, and operating expenses for the Premier, the Minister of State, and their staff. Funding also supports the management of cross government issues and corporate planning, and for cross government and other initiatives that support the government's mandate. Executive and Support Services' funding also supports the Executive Council, including Cabinet and government administration, as well as the salaries, benefits, allowances and operating expenses for the Deputy Minister's office, salaries and other expenses incurred in providing policy, planning and operational support to Cabinet and its committees and for the planning and coordination of legislative priorities.

## Appendix A: Links

### Legislation:

Balanced Budget and Ministerial Accountability Act <a href="http://www.qp.gov.bc.ca/statreg/stat/B/01028\_01.htm">http://www.qp.gov.bc.ca/statreg/stat/B/01028\_01.htm</a>

Budget Transparency and Accountability Act <a href="http://www.qp.gov.bc.ca/statreg/stat/B/00023\_01.htm">http://www.qp.gov.bc.ca/statreg/stat/B/00023\_01.htm</a>

Provincial Symbols and Honours Act <a href="http://www.qp.gov.bc.ca/statreg/stat/P/96380\_01.htm">http://www.qp.gov.bc.ca/statreg/stat/P/96380\_01.htm</a>

#### Associated Organizations:

Crown Agencies Secretariat: <a href="http://www.gov.bc.ca/cas">http://www.gov.bc.ca/cas</a>

Intergovernmental Relations Secretariat: <a href="http://www.gov.bc.ca/igrs">http://www.gov.bc.ca/igrs</a>

Public Affairs Bureau: <a href="http://www.gov.bc.ca/public\_affairs">http://www.gov.bc.ca/public\_affairs</a>

Queen's Printer: <a href="http://www.qp.gov.bc.ca">http://www.qp.gov.bc.ca</a>