



Communications Nova Scotia

Statement of Mandate

For the Fiscal Year 2012-2013

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Message from the Minister

Communications Nova Scotia has provided central communications support for government since 1996. In that time, it has demonstrated time and again its value in supporting the priorities of government, advising senior tables of government, and developing strategies and tools to better engage and inform Nova Scotians.

The Agency provides a complete range of professional communications services that bring projects to life, from concept, to design, to successful implementation. In recent years it has enhanced its suite of services offered to departments, agencies, boards, and commissions with the addition of a central marketing service.

The Agency continues to challenge itself to grow and evolve, as demonstrated in its goals for this year. I fully support and am confident in the Agency's ability to deliver on its plan as outlined in the Statement of Mandate for 2012-2013.

Hon. Frank Corbett
Minister, Communications Nova Scotia

Message from the Deputy Minister

I am pleased to present the Communications Nova Scotia Statement of Mandate for 2012-2013.

This award-winning and full service communications agency consistently delivers on its mission – to help Nova Scotians understand what their government is doing and why.

The Agency has proven to be responsive to the demands of its clients and key audiences, as it applies creative and resourceful services and sound professional advice to deliver an array of successful services, from traditional advertising and print products, to leading-edge design and new media production. These services were further strengthened last year, with the introduction of a new central marketing unit.

This new fiscal year sees the Agency embarking on an initiative to improve its structure, services, and processes to allow it to better serve its client and Nova Scotia taxpayers.

Having accepted the role as Deputy Minister of Communications Nova Scotia just last November, I am pleased to have the opportunity to lead the Agency as it goes through this critical transformation that will direct its work over the long term.

I support the direction of the Agency and am confident in its ability to meet the performance objectives outlined in this plan.

David Darrow
Deputy Minister, Communications Nova Scotia

Mandate

Communications Nova Scotia manages and delivers communication services ensuring issues are thoroughly reviewed, communication goals are met, and the policies and actions of government are clearly communicated to Nova Scotians.

CNS Mission

To help Nova Scotians understand what our government is doing and why.

CNS Vision

CNS is respected as the most effective and innovative communications organization in Canada and as having the most fulfilled staff.

Government Priorities

Communications Nova Scotia has built its 2012-2013 plan to support government in achieving each of its three priorities.

1. Get back to balance and ensure government lives within its means.

As a central agency, CNS continues to bring savings to all of its clients by scheduling and coordinating communications, advertising, and marketing activities to ensure the greatest value and impact. At the same time, it continues to meet its own budget targets, reducing spending on communications planning and administration.

2. Make health care better for you and your family.

CNS is a key player in the development and distribution of vital information regarding health and wellness services. This year it will continue to support Better Care Sooner through enhanced awareness and education around Collaborative Emergency Centres, 811, and 911 services, along with many other unique programs.

3. Create good jobs and grow the economy.

The services of CNS are vital to ensuring key audiences are aware of government initiatives and opportunities designed to support the growth and development of new and expanding businesses across all sectors. CNS will use the baseline study in 2010-11 for jobsHere to develop marketing strategies to promote the strategy both within and outside the province.

Performance Measures

| Strategic Goal 1: Communicate government core priorities and initiatives to key audiences in a consistent manner for the purpose of improving engagement, collaboration, education, and involvement | | | | | |
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| Outcomes | Measures | Base Year | Annual Target 2012-13 | Trends | Strategic Actions |
| Target audiences will be aware of the initiatives undertaken and decisions made by government | Quantitative and qualitative assessment of media coverage, including the accurate reporting of government messages; stakeholder feedback; polling data of communications programs including CRA Omnibus polls; analysis of online activity including social media; employee survey data | 2010-11 | From a sample audit of communications programs: At least 70% of media coverage on major corporate initiatives contain accurate reporting of messages At least 30% increase in online traffic following a major announcement At least 5% increase in employee reporting of areas related to corporate knowledge and awareness | | <ul style="list-style-type: none"> Develop and implement communications and marketing plans for all significant government priorities and initiatives Improve education and application of guidelines and policies for unique audience needs such as accessibility, language and culture Continue to support and facilitate internal communications across government through a provincial internal communications plan |
| Frequency and effectiveness of social media use in government communications will continue to improve | Analysis and assessment of posts on government hosted sites, number and quality of responses | | | | <ul style="list-style-type: none"> Review and improve social media policy as appropriate Expand media monitoring and communications standing offer to better reflect social media requirements of govt |
| Frequency and effectiveness of visual media in govt | | | | | <ul style="list-style-type: none"> The govt main page will continue to reflect key decisions and initiatives in a |

| communications will continue to improve | | | | | <p>timely and compelling way</p> <ul style="list-style-type: none"> • Use of visual media will be increasingly strategic |
|--|--|-----------|--|--------|---|
| Strategic Goal 2: Provide the highest quality, best value, and environmentally sustainable communications products and services | | | | | |
| Outcomes | Measures | Base Year | Annual Target 2012-13 | Trends | Strategic Actions |
| Concentrate on effective and targeted tools to make the most of limited resources | Projects will come in on or under budget | | From a sample audit, 80% of major initiatives will come in on or under budget | | <ul style="list-style-type: none"> • Increase use and effectiveness of online tools |
| Clients will report good to excellent satisfaction with communications products and services. | Customer satisfaction survey. | 2006-07 | Maintain a satisfaction level of 4.4 or higher. | | <ul style="list-style-type: none"> • Continue to improve products and services based on research and evaluation • Continue to support service excellence and professional development of staff through a variety of initiatives |
| | Vendor satisfaction survey. | 2011-12 | | | |
| | Annual performance assessments | 2012-13 | Maintain an assessment of 3.0 or higher | | |
| Goods and services will be produced at highest quality for best value | Forest Sustainability Council audit | | Maintain accreditation | | <ul style="list-style-type: none"> • Raise awareness and encourage selection of environmentally friendly products and solutions with clients |
| CNS products and services are enhanced through our commitment to diversity | Culture and language issues are considered in every major govt priority and initiative | 2012-13 | From a sample audit, 80% or more of initiatives will explicitly address diversity considerations | | <ul style="list-style-type: none"> • Continue to increase awareness of CNS as a career option among under-represented groups through diversity initiatives like the bursary and film festival • Maintain and enhance CNS's |

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|--|--|--|--|--|--|
| | | | | | <p>French Language Services Plan</p> <ul style="list-style-type: none"> • Allow vendors to self identify where they have specialties in diversity |
|--|--|--|--|--|--|

| Strategic Goal 3: Evolve the Nova Scotia brand and enhance effectiveness of marketing efforts across government. | | | | | |
|--|---|-----------|---|--------|--|
| Outcomes | Measures | Base Year | Annual Target 2012-13 | Trends | Strategic Actions |
| Government marketing efforts are more effective with a focus on the priorities of government, including primary industries | All major campaigns will reflect govt priorities and will consider best use of visual and social media. | | An audit of key campaigns will reflect 100% compliance. | | <ul style="list-style-type: none"> • Conduct audits and evaluation of key marketing campaigns. • Implement a brand plan to support all government marketing activities • Develop and apply advertising standards and guidelines to ensure quality and consistency • Create a Forum for Marketers across government to increase collaboration and identify opportunities for synergies and learning |
| Integrated marketing strategy is effectively implemented. | | 2012-13 | | | <ul style="list-style-type: none"> • Provide training and tools to staff to support use of and compliance with the integrated marketing strategy |
| Communication and marketing activities are evidence-based. | Research results from targeted campaigns. | 2011-12 | | | <ul style="list-style-type: none"> • Conduct audits and evaluation of key marketing campaigns. |
| Compliance with | All required forms and | | An audit of targeted | | <ul style="list-style-type: none"> • Improve access to and |

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| corporate communications policies | approvals will be in place for communications initiatives | | campaigns will reflect 100% compliance | | <p>education for corporate communication policies, procedures and guidelines</p> <ul style="list-style-type: none"> Review and improve policies, procedures, and guidelines as identified through the corporate transformation project |
|-----------------------------------|---|--|--|--|---|

| Strategic Goal 4: Communicate government core priorities and initiatives to key audiences | | | | | |
|--|--|-----------|--|--|---|
| Outcomes | Measures | Base Year | Annual Target 2012-13 | Trends | Strategic Actions |
| All government initiatives benefit from early communications support | Communication plans are implemented and effectively executed | 2011-12 | Conduct baseline research on evaluation of communications planning | | <ul style="list-style-type: none"> Apply improved project management to ensure early and effective support for key initiatives Senior communications staff will continue to participate at all corporate and department level senior teams and forums Clarify the scope of communication services for clients, based on corporate priorities and available resources |
| CNS employees feel better informed of government priorities, direction, and policies | <p>Employee survey results</p> <p>G2G and Intercom participation</p> | | Relevant questions in How's Work Going will improve by 5% | CNS staff consistently report being better informed than the average | <ul style="list-style-type: none"> Continue to act upon research and evaluation collected for the CNS transformation initiative Support the development and |

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| | | | | dept. At the same time, 2011 numbers were lower than previous years. | execution of a corporate internal communications plan |
| Clients report understanding of communication roles and services | Formal and informal survey of Deputy Ministers | | | | <ul style="list-style-type: none"> • Continue to enhance and deliver education on CNS roles and services |
| Improve service delivery to news organizations | Conduct regular formal survey across the province | | | | <ul style="list-style-type: none"> • Implement recommendations as appropriate from media survey |

| Strategic Goal 5: Evolve the CNS structure, services, and processes based on best-practices, collaboration, innovation | | | | | |
|---|--|-----------|--|--------|---|
| Outcomes | Measures | Base Year | Annual Target 2012-13 | Trends | Strategic Actions |
| <p>Communications planning, technology, marketing and client services staff are effectively and fully able to contribute to the strategic goals and objectives of government and CNS as a result of a new structure and clear, effective processes.</p> <p>Key audiences (increasingly) understand government's priorities and actions as the CNS structure and processes are built on best practice and support collaboration and innovative approaches.</p> <p>Client satisfaction with CNS services improves as a result of access to effective, leading-edge products and services that are equally high in quality across the agency.</p> <p>Star performers want to work here because CNS produces top shelf work, our people are supported in their day-to-day activities, and there are opportunities to fully use their talents, grow and advance.</p> | <p>Evaluation from individual campaigns, Omnibus polls, client surveys, and formal and informal feedback from Deputy Ministers</p> <p>Results from client surveys</p> <p>Results from employee surveys and PSC statistics on retention</p> | 2011-12 | <p>Engage staff across the agency in project team, transition team, and working groups to analyze data and come up with solutions for new and improved structure, services, and processes</p> <p>Performance plans and reviews to be completed for all employees</p> | | <ul style="list-style-type: none"> Support staff at all levels with change management tools and information to allow them to successfully get through the transition of the agency Develop and implement a project plan |

6.0 Budget Context

| Communications Nova Scotia | | | |
|--|------------------|------------------|------------------|
| | 2011-2012 | 2011-2012 | 2012-2013 |
| | Estimate | Forecast | Estimate |
| Program & Service Area | (\$thousands) | (\$thousands) | (\$thousands) |
| Gross Departmental Expenses: | | | |
| Office of the Assistant Deputy Minister | 878 | 1,082 | 760 |
| Client Services | 220 | 235 | 229 |
| Communications Planning | 1,992 | 1,807 | 1,994 |
| Communications Services | 2,273 | 1,970 | 2,304 |
| Communications Technology | 498 | 532 | 488 |
| Marketing | 3,492 | 3,616 | 3,441 |
| Total Gross Departmental Expenses | 9,353 | 9,242 | 9,216 |
| | | | |
| Additional Information: | | | |
| Ordinary Recoveries | 392 | 349 | 392 |
| | | | |
| Provincial Funded Staff (FTEs) | 107.8 | 120.4 | 107.8 |