

Accountability Report

2016–2017

Communications Nova Scotia
July 2017

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Accountability Statement

The Accountability Report of Communications Nova Scotia for the year ended March 31, 2017 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Communications Nova Scotia Business Plan for the fiscal year just ended. The reporting of Communications Nova Scotia outcomes necessarily includes estimates, judgements and opinions by Communications Nova Scotia management.

We acknowledge that this Accountability Report is the responsibility of Communications Nova Scotia management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out by Communications Nova Scotia 2016-2017 Business Plan.

Original signed by

Hon. Patricia Arab

Minister, Communications Nova Scotia

Original signed by

Melissa MacKinnon

Associate Deputy Minister, Communications Nova Scotia

Message from the Minister

Nova Scotians rely on government programs and services to support their health, education and economic well-being. As government's full-service communications agency, Communications Nova Scotia (CNS) plays an important role in ensuring information about how to access and use these programs is accessible to everyone. To achieve this objective, CNS works closely with departments, agencies and community partners.

Information sharing tools and citizen preferences are changing rapidly. We live in a digital age, where people are more likely to get their information from a screen, either on computer or a mobile device. CNS is evolving to meet these needs, while also recognizing the importance of more traditional tools.

This report outlines some of the activities of the last year, highlighting efforts to support the success of key programs and initiatives. We will continue to innovate, collaborate and use our expertise to ensure Nova Scotians have the information they want and need.

Original signed by

Hon. Patricia Arab
Minister, Communications Nova Scotia

Financial Results

Budget Context Chart

Communications Nova Scotia			
	2016-2017 Estimate	2016-2017 Actuals	2017-2018 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Gross Departmental Expenses:			
Office of the Assistant Deputy Minister	1,118	969	950
Client Services	732	783	846
Communications Planning	981	1,049	895
Communication Services	1,079	705	691
Marketing	2,507	2,709	3,079
Total Gross Departmental Expenses	6,417	6,215	6,461
Additional Information:			
Ordinary Recoveries	403	164	403
Provincial Funded Staff (FTEs)	86.5	96.0	88.0

Note:

Estimates/Actuals: All estimates/actuals should be rounded to the nearest thousand.

FTE's for Departments: Rounding should follow what appears in 1.1 of the Estimates book.

FTE's for PSO's: In accordance with what appears in the Nova Scotia Estimates Supplementary Detail, all FTE information should be rounded to the nearest tenth.

Strategic Priorities

Communications Nova Scotia (CNS) is government's full-service communications agency, providing a range of communications services to help government departments and offices inform Nova Scotians about available programs.

As a centralized agency, mandated under legislation, CNS ensures that communications services are effective and cost efficient. CNS uses communications and marketing expertise, as well as research and evaluation, to support department efforts to reach their audiences using innovative tools that respond to evolving information needs.

The following outcomes guided the agency's work in 2016-2017.

Strategic Priority 1 - Collaboration

CNS works collaboratively with departments and key stakeholders to support government priorities and to ensure Nova Scotians are aware of, and can access, government programs and services.

Strategic Priority 2 - Innovation

CNS takes advantage of new and emerging ways to share information, communicate with, and hear from, Nova Scotians.

Strategic Priority 3 - Expertise

CNS provides communications and marketing expertise through a comprehensive, integrated service delivery approach.

Strategic Priority 4 - Effectiveness and Efficiency

CNS continues to align and streamline resources for ongoing effective and efficient service delivery.

Measuring our Performance

Strategic Priority 1 - Collaboration

CNS works collaboratively with departments and key stakeholders to support government priorities and to ensure Nova Scotians are aware of, and can access, government programs and services.

In 2016-2017, highlights demonstrating Collaboration include:

1. French-language services
2. Sexual violence awareness campaign
3. Safe on Shore campaign

1. French-language Services

CNS provides centralized delivery of French-language translation services to ensure Francophone and Acadian communities can access information about government programs and services important to them, and that government is meeting its obligations under the French-language Services Act.

Action

In collaboration with the Office of Acadian Affairs and Francophonie and departmental French-language service coordinators, CNS updated the French-language Communications Guidelines to improve clarity when applying the guidelines. Working groups examined gaps and current interpretations of the guidelines.

Results

An online, baseline survey conducted in 2015 revealed that *awareness* of the French-language Communications Guidelines was high at approximately 80% or higher, depending on the group. However, *familiarity* with the content of the guidelines and when to apply them was lower. Using a score of 8 or higher on a 10-point scale, 83% of Acadian Affairs staff consider themselves familiar with the guidelines, followed by 58% for the French-language service coordinators, and less than 30% for Crown corporations and CNS staff. French-language service coordinators, Acadian Affairs Staff, CNS and a group of Crown corporations, agencies and public institutions participated in the survey.

Action

Translation Services is now located at CNS and staff participate in daily production meetings where all communications projects are discussed. This daily collaboration enables earlier input into when certain projects should be translated into French, according to guidelines, regulations and legislation.

Results

In 2016-2017, there was a 15 per cent increase in the number of words translated as compared to the previous fiscal year.

2. Sexual Violence Awareness Campaign (Birds and Bees)

The campaign targeted youth and young adults and is helping change the conversation about sexual violence. Elements of the campaign included posters, a website, video and a social media campaign.

Action

CNS worked closely with the Department of Community Services, stakeholders and youth to develop a marketing communications campaign that addressed sexualized violence. After developing the communications plan, early research and the launch of government's Sexual Violence Strategy, a working group created and implemented a comprehensive awareness campaign targeting youth and young adults. CNS worked with a partner to extensively test concepts and campaign elements with the target audience.

Results

The campaign received five awards (four Gold and one Merit) at the 2017 Ice Awards that celebrate and recognize creativity within Atlantic Canada's marketing industry.

A post-campaign survey explored Nova Scotians' understanding of the nature of sexual violence. Residents were asked to indicate if various situations constituted sexual violence. A clear majority offered *complete agreement* to each statement.

- Sexual assault or rape (97% completely/mostly agreed)
- Using sex to control, insult or harm a partner (96% completely/mostly agreed)
- Sharing photos that are sexual or suggestive in nature, without permission (91%)
- Any type of unsolicited physical behaviour, such as touching (91%)
- Spreading rumours about someone's sexuality (86%)

The survey also showed sexual violence continues to be considered a very serious problem in the province. Few consider sexual violence a non-issue.

- A majority of Nova Scotians (69%) indicated they knew someone who has been a victim of sexual violence
- Females are more likely than males to know a victim of sexual violence (75% vs 63%)

Nova Scotians continue to believe they have a personal obligation to intervene if witnessing sexual assault or harassment (96% completely/mostly agree), and most believe they could be doing more.

Overall, 21% of Nova Scotians were aware of the campaign.

- The target group (ages 16 to 34) were more aware (33%)
- Among youth, males were more likely to consider the campaign an effective way to increase sexual violence awareness (40%)
- After exposure to the campaign, 39% indicated they took some form of action

3. Safe on Shore

CNS launched a marketing communication campaign to educate visitors to coastal areas like Peggy's Cove about the dangers of getting too close to the water.

Action

CNS collaborated with the Emergency Management Office, Tourism Nova Scotia, Nova Scotia Lifeguard Service, first responders (i.e. RCMP) and community partners (local business owners and safety advocates) to help get the message out. CNS tailored messages for each stakeholder group's audiences (for example, messages for Tourism focused on taking photos at Peggy's Cove safely). The federal Department of Fisheries and Oceans fact-checked, and representatives from the Coast Guard and Ambassadors appeared in social media videos. Elements of the campaign included rack cards, videos, a website and a social media campaign.

Results

- The campaign reached a large segment of the Nova Scotia population through social media.
- Nova Scotians are engaged in actively spreading this message through sharing.
- Continuing collaboration with partners, especially Tourism, is recommended. Posts supported by them (and the RCMP) are widely viewed.

Strategic Priority 2 - Innovation

CNS works strategically to ensure Nova Scotians are aware of government's priorities, programs and services, and how to access them. CNS takes advantage of new and emerging ways to share information, communicate with, and hear from, Nova Scotians.

In 2016-2017, highlights demonstrating Innovation include:

1. Youth strategy
2. Government website
3. Digital strategy

1. Youth Strategy

CNS supports government's priority focus on youth by providing work-related experience to students and new graduates through a number of initiatives. This allows government to benefit from new and emerging Nova Scotia talent.

Action

During the 2016-2017 fiscal year, CNS participated in government's Youth Opportunities initiative.

Result

Through this initiative, CNS hired two Mount Saint Vincent University Bachelor of Public Relations students during the September-to-December co-op term. CNS was also able to secure three internship positions for various areas of the agency, including Graphic Design, Image Services and within the Office of Acadian Affairs and Francophonie.

Action

CNS provided work-related experience to several NSCC students during their six-week practicums.

Results

The students worked with the communications planning, graphic design, marketing and image services units. CNS also hosted one high school student through the Options and Opportunities program, providing hands-on learning experience in a variety of areas across the agency.

[Action](#)

Each year since 2007, CNS awards three bursaries to post-secondary students who are working towards a career in communications-related fields. This Diversity Bursary provides \$1,000 to students in one of the designated groups - Aboriginal Peoples, persons with disabilities, African Nova Scotians, racially visible people and those who speak French as a first language. The recipients are also invited to spend a day at CNS with a staff member who works in their field of study.

[Result](#)

During the 2016-2017 fiscal year, three NSCC students - two from the Truro campus and one student from the Sydney campus - received the bursary.

[Action](#)

CNS provides an annual scholarship to a journalism student from either the University of King's College or NSCC. Applications for this \$1,200 scholarship are judged by CNS staff. The scholarship is administered by the Atlantic Journalism Awards and has been awarded for the past 12 years.

[Result](#)

This year's winner was awarded to a University of King's College student.

2. Government Website

CNS developed and is implementing government's first web strategy to deliver a citizen-centric website that makes information about government programs and services more accessible.

[Action](#)

Based on best practices, the strategy was launched April 2016, and since then, CNS has built back-end processes, designed and built the website and is now populating it with content, working collaboratively with content owners using established criteria.

[Result](#)

This approach is being validated through 30 workshops with 15 departments. These workshops, being held over 20 months, will prioritize and condense the current 1.9 million pages of content.

[Action](#)

Usability testing gathered baseline findability measures for frequent tasks on the existing website. These results will help inform content development and ensure users can find information on the new site. Findability measures include how long it takes a user to find information and how confident they are that they have found the right information.

[Results](#)

Users accessing the website on desktops were most successful in finding content using Google search. While the Google search was faster (and is the universal standard), users weren't always confident with the results because of the fragmented design and layout of the site.

Users who relied on the onsite search function took longer to find content.

When looking for content, users had to decide which department had responsibility for the program or service, and in testing they usually guessed wrong.

When using the audience segmentation approach (identifying as a resident, visitor or business for example), users typically could not find what they were looking for on their own.

- A consistent look and feel will provide a visual indicator to confirm the user is on the government site.
- Navigation will be improved on the new site with prioritized content presented in a user-centric way. Content will be presented by topic rather than by department and will not be segmented by audience.

[Action](#)

Analytics looked at users accessing the website on desktop and mobile and how they searched for content – either using on-site navigation or Google search. Usability testing will measure performance of the new site once content is fully migrated.

[Results](#)

The results of user testing when accessing the mobile version of the website were as expected. Because the current site is not optimized for mobile, it took users longer than it should to find the content and they were the least confident they found what they wanted.

- The new website will be optimized for mobile, to reflect that users are as likely, or more likely, to access the government website using a mobile device than desktop.

Action

Two questionnaires on the website will gather user feedback to monitor performance of the new website. Results will help prioritize content and inform usability improvements on the new government website.

Results

Since the launch of the pilot website, 347 surveys have been completed. Top reasons for visiting the new site can be categorized as 'looking for government information and services' (29%), 'exploring the new site' (11%) and 'related to job search' (8%). Other reasons were to find a person in government, conduct research, or contact/send a message to government.

3. Social Media and Digital Content

Nova Scotians are engaging with social media and expect government to be there, too. CNS uses analytics and other learnings to improve government's social media presence and effectiveness, including trying new platforms and enhancing use of existing platforms.

Action

Social media channels are becoming more critical in reaching and engaging Nova Scotians. Nova Scotians are using social media to access information they need, and digital is becoming the 'go-to' for Nova Scotians. Because of this, the scale and scope of government's social media presence has changed. To meet this shift, CNS made strategic organizational changes within the marketing and social/digital teams to better align roles and responsibilities, developed a strategy that takes a proactive approach to digital, and implemented new tools to ensure cybersecurity, brand consistency and a streamlined approach.

Results

More Nova Scotians are following government on social media. Government reaches over 1 million people each month through its social media channels. The number of followers of corporate accounts has grown in 2016-2017:

Twitter - 27% growth to 42,449 followers

Facebook - 67% growth to 25,500 followers

Instagram – over 300% growth, to 1,645 followers (launched October 2015)

Action

During the rollout of the provincial Budget 2016, social media channels provided Nova Scotians with important information about the province's financials. Both corporate and Department of Finance and Treasury Board social media accounts provided social media posts.

Results

- Finance (Twitter) posts had 19,333 impressions and 323 engagements
- Nova Scotia Government (Twitter) posts had 15,400 impressions and 317 engagements.
- Nova Scotia Government (Facebook) posts had 23,130 impressions and 116 engagements.

Action

CNS explored new features on existing social media platforms to further engage Nova Scotians on various topics. For example, piloting Facebook livestreaming at several events during 2016-2017.

Results

2016 Pride Flag Raising

- 127,656 people reached
- 1,747 video views
- 63 engagements

African Heritage Month opening ceremony

- 10,119 people reached
- 3,497 video views
- 250 engagements

2016 wildfires media conference

- 111,147 people reached
- 37,968 video views
- 2,086 engagements

Action

To ensure Nova Scotians were kept informed during emergency situations, CNS used social media to directly reach residents impacted by the wildfires in August 2016, and the flooding in Cape Breton Regional Municipality in the fall.

Results

During August 6 to 19, government corporate Facebook and Twitter accounts provided vital information about active wildfires and the ban on public use of parks and forests.

- 52 posts by the corporate Facebook account
 - Audience reach per Facebook post ranged from 139 to 146,635 people
 - The top post was about the woods travel ban
- 84 Twitter posts from the corporate and DNR twitter accounts
 - Audience reach per tweet was between 198 and 10,424 people.
 - Cumulatively, tweets had 14,719 engagements.

Between October 10 to 21, government corporate and Emergency Management Office accounts sent vital information about weather systems, flooding and disaster financial assistance.

- 36 Facebook posts by the corporate and EMO accounts
 - Audience reach per post on Facebook was between 119 to 59,889 people
 - Top post was a link to the website with disaster financial relief information
 - Facebook posts cumulatively had 470 reactions, 1,010 shares, and 39 comments.
- 37 Twitter posts by the EMO account and 23 from the corporate account
 - The range of reach for tweets was 1,324 to 19,399 people.
 - Cumulatively, tweets had 3,176 engagements.

Strategic Priority 3 - Expertise

CNS provides communications and marketing expertise through a comprehensive, integrated service delivery approach. CNS provides in-house communications planning, marketing, photography and video, editing, graphic design, digital media and internet strategy, project management, research and evaluation, stakeholder relations, and media relations.

In 2016-2017, highlights demonstrating Expertise include:

1. Culture Action Plan
2. Research and Evaluation
3. Graduate to Opportunity

1. Culture Action Plan

Nova Scotia's first comprehensive Culture Action Plan focuses on six themes which provide government with specific actions, strategic priorities and criteria to help guide decision-making. CNS worked closely with Communities, Culture and Heritage (CCH) staff to develop the graphic elements and other aspects of the campaign to support the launch of the strategy.

Action

CNS graphic designers created a visual identity that CCH will apply to all communications related to the Culture Action Plan, its initiatives and projects. This visual identity is an expansion of the government brand and is specifically designed for Nova Scotia's Culture Action Plan and Canada 150 projects produced by CCH. The foundational image for this identity was inspired by our quilting heritage. The fabric of Nova Scotian culture is made up of many different communities and perspectives and, like the patchwork quilt, each piece has its own unique identity. Stitched together, these pieces make our province's culture stronger, more beautiful and more creative, in a way that sustains us, and provides comfort. The bold colours and dynamic style of the quilt image represent our rich, diverse heritage and culture as part of a forward-looking, optimistic new Nova Scotia.

Results

The visual identity was well-received by the client department and the stakeholder communities. Design elements of the strategy were, and will continue to be, applied to promote awareness of, and engagement with, the strategy and its six themes, visually bringing to life the province's first culture strategy.

[Action](#)

Many units from across the agency (project management, video production, photography, communications planning, digital/marketing) supported the launch of the Culture Action Plan. Media outlets covered the launch, held at Pier 21, and it was live steamed and supported through a comprehensive social media campaign.

[Results](#)

Facebook

- 25,078 page likes

Announcement / Launch Post

- 7,872 people reached
- 67 clicks
- 46 likes
- 27 shares

Photo Album

- 3,745 people reached
- 6 shares
- 17 likes

Twitter

A series of tweets after the announcement quoted stakeholders, linked to the release and the Culture Action Plan website, providing sustained focus on the announcement. The average reach of the tweets was 2,700 each.

2. Graduate to Opportunity (GTO)

This program is designed to encourage Nova Scotia employers to hire recent graduates by providing up to 25 per cent of a new graduate's full-time salary.

[Action](#)

CNS marketing and communications worked with the Department of Labour and Advanced Education to develop a plan to raise awareness of the program among employers, students/recent grads and their parents. The marketing team provided strategic advice to use channels proven to reach the target audiences, including television advertising, digital screens, print ads, digital ads and paid social (Facebook, Twitter and LinkedIn). The team monitored the campaign for effectiveness against objectives and made adjustments as required.

[Results](#)

- When the campaign began in October, the number of people visiting the GTO page increased
- The program page routinely recorded increases when the Facebook campaign was in market
- Facebook was most effective in directing traffic to the GTO program page
 - Total reach – 98,224
 - Total website clicks – 1,900

3. Research and Evaluation

CNS is responsible for the centralized delivery of public opinion, behaviour and attitude research on behalf of government, in cooperation with departments. Research informs communications planning and can evaluate the impact of a communications strategy.

[Action](#)

CNS works with departments to understand and define research objectives, and recommends approach and methodology, ensuring communications and marketing initiatives are evidence-based, strategic and effective. CNS ensures public opinion research is procured properly, working with qualified suppliers. Projects include qualitative research (in-person or online focus groups, bulletin boards and website usability testing) and quantitative research (omnibus surveys, online and telephone surveys).

[Results](#)

Through the Research and Evaluation unit, CNS has led research on behalf of every government department. Insights are used to develop communications and marketing strategies and programs, measure client satisfaction, and gauge public opinion and awareness of government programs and services. For example, CNS provided research and evaluation expertise to inform campaign development for departmental and corporate priorities, including Graduate to Opportunity and the Sexual Violence Strategy, and to measure customer satisfaction with Access Nova Scotia centres.

[Action](#)

CNS developed and executed strategic outreach plans to support department and corporate priorities, including Highway Twinning consultation. Working with Department of Transportation and Infrastructure Renewal subject matter experts, CNS recommended the public and stakeholder consultation approach to hear what Nova Scotians had to say on the topic.

Result

The Highway Twinning consultation was held between January 30 and March 9 and included 14 public sessions in which 1,911 residents participated; a stakeholder session that included 10 participant groups; an online survey that received 3,750 responses and over 1,600 written submissions.

In addition, quantitative public opinion research conducted throughout the year gauged public opinion on highway conditions and maintenance, safety and twinning to identify key concerns of the public and inform communications approaches.

Action

Select Nova Scotia is government's buy local program. Quantitative public opinion research has informed strategy development and evaluated campaign success throughout the year.

Results

Objective – to measure awareness of Select Nova Scotia

Methodology – quantitative telephone survey

- There continues to be moderate awareness of the Nova Scotia government's 'buy local' program among the general public in Nova Scotia
 - 40% of Nova Scotians are aware of a 'buy local' program
- Promotions in Sobeys grocery fliers tops the list of how Nova Scotians became aware of the 'Select Nova Scotia' program.
 - A majority of Nova Scotians also identified local farmer's markets as another method.
- Residents continue to largely believe programs like this are important to them personally, and to the provincial economy.

Strategic Priority 4 - Effectiveness and Efficiency

CNS continues to align and streamline resources for ongoing effective and efficient service delivery while supporting government priorities.

In 2016-2017, highlights include

1. The Auditor General's Report
2. Organizational Realignment
3. Efficient Management of Resources

1. Auditor General's Report

The May 2014 report of the Auditor General included a performance audit of CNS. The report included 10 recommendations to be implemented by CNS.

Action

CNS conducted a full analysis of each recommendation and the required actions to address each. This included process improvements, developing and implementing standard operating procedures, centralizing various functions, including project management and procurement.

Result

The Auditor General conducted a follow-up review in 2016. In February 2017, the Auditor General's office advised CNS that it had successfully completed all 10 recommendations.

2. Organizational Realignment

CNS reorganized, integrated and streamlined work units to maximize staff expertise and create a single point of contact for clients.

Action

The Internet Strategy team located at CNS provides centralized expertise, clarity and a consistent voice for government's online presence. The internal team is building, and will maintain, the new government website, keeping and building this expertise within government.

Result

The first new department pages will go live summer 2017.

Action

As part of the reorganization, an increased focus on issues management and rapid response created a virtual team with an assigned communications advisor and led by a Managing Director that pulls existing staff resources in as required. This past year, the team supported government's response to the summer 2016 wildfires and the flooding in Cape Breton Regional Municipality in the fall.

Results

The Issues Management and Corporate Response team assumed responsibility for the communications efforts around the wildfires. The team included media relations, marketing, social media, communications planning, French translation, photography and video staff. Meeting twice daily, the team was closely linked to key DNR staff to provide and approve content and respond to media requests.

- A website was created and became the main repository for updates and FAQs; all communications linked back to the site. The main page of the site, which housed continuous updates and links to other resources, received 89,547 page views throughout the length of the wildfire situation; 76,336 of these were unique views. The average time spent on the page was over three minutes, suggesting Nova Scotians were reading the content.
- A news release and press conference announcing the woods travel ban was livestreamed reaching up to 109,856 people.
- A four-times daily schedule of media updates, website updates and sharing information through digital channels, managed media expectations and staff resources at DNR.
- Over 300 individual media requests were fielded about the fires. In the end, there were 278 print and online stories and 193 television and radio stories between August 5 (when the fires started) and August 19 (when all the fires were out).
- Monitoring and responding to online comments (approximately 150 messages, tweets and comments from the public were directly replied to by the team) informed content development on the website (FAQs, closures page)
- Feedback from the public and stakeholders was mostly positive, supporting the woods travel ban, supporting firefighters and reinforcing safety messages. Early on, negative messages focused on lack of clarity about difference between municipal, provincial and federal-owned land, which was addressed in subsequent communications.

Result

The Issues Management and Corporate Response team supported the Emergency Management Office (EMO) in its response to the Cape Breton floods. A team that included social media, communications planning from EMO and TIR, and media relations was sent to EMO's Provincial Coordination Centre on October 11, 2016, the day after the flooding. The team was actively involved in the flood response for nearly a month.

- News releases were issued regularly on key topics such as public safety, traffic advisories and office closures, humanitarian funding and the Disaster Financial Assistance program.
 - The team liaised with key partners to develop information. Nova Scotia Power provided information on residential electrical safety and the departments of Health and Wellness and Environment provided messages about mould in flooded homes.
 - Social media, through corporate and EMO accounts, supported the distribution and increased reach of messages.
- The team worked with CBRM, Insurance Brokers Canada, and EMO staff to post regular updates on Twitter and Facebook. Key topics included flood-water safety, road closures, comfort centre and emergency shelter locations, and advice to document damage for insurance companies.
- A website (novascotia.ca/flooding) was created to host all relevant information including storm information, comfort and emergency shelters, and disaster financial aid, with content regularly updated. There were 11,230 page views between October 11 and 21, 2016.
- CBRM shut down its help line on October 21, and the Province used social media, a news release, and paid advertising to promote the EMO toll-free help line and website and provided information to 211.

Action

Every year, CNS manages about 10,000 projects on behalf of government. Project management was centralized within CNS with four project managers assigned responsibility to specific departments to more effectively manage this work.

Result

Centralizing the project management team within CNS, and assigning each project manager to specific departments, increased understanding of department priorities and relationship development. It has also increased efficiency in tracking projects, enabling creative staff (graphic designers, editors, photography and video) to focus on service delivery rather than administration.

3. Efficient Management of Resources

Realigning resources and implementing process improvements has increased effectiveness and efficiency.

Action

Streamlining and restructuring agency operations has allowed CNS to continue to provide high-quality service while meeting government's fiscal objectives. This restructuring has

also supported the agency's overall priorities of innovation, collaboration and integrated service delivery.

Results

- More work is being done "in house" resulting in significant savings of approximately \$1-million.
- CNS reduced its FTE estimate by approximately 10% since 2014-2015
- Centralized management of the seven Communications Services Standing Offers used to procure private-sector suppliers allows CNS to assess whether requested services can be provided in-house at reduced or no cost or if procuring a standing offer supplier is warranted based on capacity, nature of the project, timelines, etc.

Appendix A – Public Interest Disclosure of Wrongdoing Act

Annual Report under Section 18 of the Public Interest Disclosure of Wrongdoing Act

The *Public Interest Disclosure of Wrongdoing Act* was proclaimed into law on December 20, 2011.

The Act provides for government employees to be able to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed and they are acting in good faith.

The Act also protects employees who do disclose from reprisals, by enabling them to lay a complaint of reprisal with the Labour Board.

A Wrongdoing for the purposes of this Act is:

- a) a contravention of provincial or federal laws or regulations
- b) a misuse or gross mismanagement of public funds or assets
- c) an act or omission that creates an imminent risk of a substantial and specific danger to the life, health or safety of persons or the environment, or
- d) directing or counselling someone to commit a wrongdoing.

The following is a summary of disclosures received by Communications Nova Scotia:

Information Required under Section 18 of the Act	Fiscal Year 2016-2017
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	0
Recommendations and actions taken on each wrongdoing	0