

Legislative Assembly of British Columbia

# Strategic Plan

2022/23 - 2024/25

June 2022

# Message from the Clerk

Dear colleagues,

I am proud to present our first Strategic Plan for the Legislative Assembly Administration for 2022/23 to 2024/25. This Strategic Plan is the culmination of efforts and input from across our organization and has been approved by the Legislative Assembly Management Committee.

Through meetings, focus group sessions and follow-up, a diversity of employee voices and experiences provided valuable input on what matters to our organization and why, our priorities and ways to empower our people. I am grateful to everyone who participated and the role all employees play in shaping our organization's future.

The Strategic Plan outlines our shared purpose, principles and strategic goals and our priorities and key organizational initiatives for the year ahead. Aided by the members of the Clerk's Leadership Group, Departmental Operating Plans have been developed to help us successfully deliver on our Strategic Plan priorities and initiatives.

In the months ahead, we will be building our organizational capacity and undertaking initiatives that better position our teams to deliver on our core purpose: providing services and infrastructure vital to an accessible democratic institution. We will be investing in modern, secure and sustainable infrastructure – both our physical space on the Precinct as well as our information technology and digital infrastructure. We will foster reconciliation and promote diversity, equity, inclusion and accessibility, while focusing on employee engagement and learning and development. All of these efforts will ultimately contribute to strengthening services and support for Members and the democratic institution that we are all proud to serve.

The Strategic Plan is a living document. Each year, we will all have a role to play in updating our strategic priorities and initiatives to meet new challenges and opportunities, based on input from Members, our experiences and changes to our operating environment.

There is so much to be proud of in our Legislative Assembly Administration and the many ways we have supported the Legislative Assembly and its Members through recent challenges and events. Along with my Clerk's Leadership Group colleagues, I look forward to working with all employees to deliver on our strategic goals and priorities as we respond and adapt to the evolving needs of Members and the changing world around us.

Kate Ryan-Lloyd  
Clerk of the Legislative Assembly



# Our Plan

The Legislative Assembly Administration's 2022/23 – 2024/25 Strategic Plan sets out our purpose, our goals and our priorities for the next three years. The Strategic Plan will guide our decisions and focus our resources so that we are best able to respond to the needs of the Legislative Assembly and its Members and adapt to changes in our operating environment.

We all share a common purpose which describes why we exist, who we serve, and the meaningful impact we hope to have. Our principles support our work by guiding our choices and behaviours, defining our workplace culture and shaping our relationships.

## Our Purpose

We support the Legislative Assembly of British Columbia and its Members by providing services and infrastructure vital to an accessible democratic institution.

## Our Principles

### Impartiality

We are non-partisan and objective in the performance of our duties.

### Integrity

We build trust through responsible actions and respectful relationships.

### Openness

We provide a welcoming environment and promote public access and engagement.

### Stewardship

We ensure institutional continuity and renewal.

# Our Goals

The Strategic Plan sets four goals to clarify and quantify our long-term success in fulfilling our purpose: Service Excellence, Operational Excellence, Healthy Workplace Culture, and Open Access.

## Translating Our Goals into Action

Our Strategic Plan is dynamic and designed to meet new challenges and opportunities. For the year ahead, each goal will be translated into focused action through a strategic priority and key initiatives. These strategic priorities and initiatives will be adjusted annually based on input from Members, our experiences and changes to our operating environment.

Each initiative for 2022/23 has been assigned as a deliverable to the Clerk of the Legislative Assembly or a member of the Clerk’s Leadership Group and will be put into action through Mandate Letters and Departmental Operating Plans.

Reconciliation is interwoven among all our strategic goals, as it is a lens we will apply as we carry out organizational actions. In addition to this lens, reconciliation is a key initiative in sustaining Operational Excellence and in a Healthy Workplace Culture. In 2022/23, engagement and dialogue will lay the foundation for a collaborative Reconciliation Action Plan, drafted with input from Indigenous partners.

# Strategic Goals

## Service Excellence

Enhance Member Services and Support

## Operational Excellence

Enhance our Organizational Capacity

## Healthy Workplace Culture

Promote Engagement, DEIA, and Learning

## Open Access

Invest in Modern, Secure, and Sustainable Infrastructure

# Strategic Goal: Service Excellence

We provide unified, innovative, and seamless services, resources, and advice, that enable the Legislative Assembly and its Members to fulfill their respective roles in our parliamentary democracy.

## Our Response: Strategic Priority Enhance Member Services and Support

*This means ...*

We will strengthen our professional and dedicated workforce by building additional capacity targeted at improving our services and support to Members.

We set this as a priority for this year because of its direct connection to our purpose statement. This focus will continue our efforts to improve and innovate to provide seamless and unified service and support for Members to serve their constituents and fulfill their roles in our parliamentary democracy.

## Key Initiatives for 2022/23

- Develop Members' Safety and Security Program: To coordinate the support, prevention, and investigation of Member-related security risks, threats and enforcement with law enforcement partner organizations.
- Complete Constituency Office Network Refresh: To support efficient and effective business operations at Members' constituency offices, while improving network reliability and security, we will modernize the network infrastructure supporting Members' constituency offices.
- Improve Members' service experiences: To design a performance management framework to monitor service performance and identify improvements to Members' services.

# Strategic Goal: Operational Excellence

We are committed to organizational improvement, ensuring our internal operations and support services are effective and efficient.

## Our Response: Strategic Priority Enhance Our Organizational Capacity

*This means ...*

We will continuously improve our business practices to create effective and innovative ways of completing our work.

We set this as a priority for this year because Members have increased their expectations of us and our organization is growing to meet these expectations. To ensure that we have the capacity to meet current and future service expectations, we need to invest in our tools, practices, and capabilities.

## Key Initiatives for 2022/23

- Revitalize enterprise risk management practices: To continue our evolution as an organization, and better understand and communicate our strategic performance and risk profile, we will mature enterprise risk management practices.
- Modernize corporate services information systems: As part of a broader transformation objective, we will prepare and ready our organization for change and address priority information system challenges within our administrative systems.
- Prepare a Reconciliation Action Plan: To advance our commitment to reconciliation, we will engage with Indigenous partners to develop our action plan to support next steps.

# Strategic Goal: Healthy Workplace Culture

We strive to be a model employer by enabling our employees to contribute, innovate, and collaborate using their diverse skills and perspectives.

## Our Response: Strategic Priority Promote Engagement, DEIA, and Learning

*This means ...*

We will introduce new programs, measures, and tools to support reconciliation, employee engagement, diversity, equity, inclusion, and accessibility (DEIA) and learning.

We set this as a priority this year because we want to sustain a workplace where people feel welcome, included, and reflect the communities we serve. We want to create an even better workplace for employees where people can thrive and do their best work.

## Key Initiatives for 2022/23

- **Build Diversity, Equity, Inclusion, and Accessibility Strategy:** To create and implement a DEIA strategy to support every individual to be their authentic self and to reach their full potential.
- **Implement Learning and Development Strategy:** To support the learning needs of employees and to build a learning culture by providing innovative and diverse opportunities that enhance learning for individuals, leaders, and teams.
- **Develop HR People Strategy:** To take a holistic approach to attract, grow, retain, and inspire our most important asset – our people.

# Strategic Goal: Open Access

We ensure a welcoming, safe, and inclusive physical and digital environment by providing public access to the Legislative Assembly, parliamentary proceedings, and the buildings and grounds of the Legislative Precinct.

## Our Response: Strategic Priority Invest in Modern, Secure, and Sustainable Infrastructure

*This means ...*

We will invest in technology and our physical environment so that it continues to be safe, secure, sustainable, and adaptable to meet current and future needs.

We set this as a priority for this year because we need to maintain a safe and secure environment that meets the current and future needs of the Legislative Assembly.

## Key Initiatives for 2022/23

- Develop and support a Long-Term Capital Vision and Strategy: To continue the preservation and good stewardship of the Parliament Buildings and other Precinct buildings, a long-term plan will ensure the conservation, restoration, and redevelopment of the Parliament Buildings and Precinct buildings.
- Modernize external website: To provide the welcoming, inclusive, and accessible digital environment, we will initiate a multi-year roadmap to redevelop the Legislative Assembly website.
- Complete Precinct physical accessibility review: To provide barrier-free access for all, we will complete this important assessment and ensure accessibility is a guiding principle incorporated into Precinct planning and improvements.



# Working Together and Moving Forward

Implementing our first Strategic Plan requires ongoing engagement, planning, and monitoring of activities to ensure success. Our planning and performance reporting processes outline the path we will take to deliver on the goals and strategic priorities articulated within our Strategic Plan. We will formalize progress reporting through to the Legislative Assembly Management Committee, as outlined within our *Legislative Assembly Governance Framework*, and our ongoing accountability reporting.

As we annualize these processes and build on this foundation, we will continue to engage Members, Administration employees, and other stakeholders to better support the Legislative Assembly and its Members by providing the services and infrastructure vital to an accessible democratic institution.

All Legislative Assembly Administration employees have a role to play in contributing to our Strategic Plan. Working together, the strategic priorities and initiatives will create a better workplace and more effective support and services for the Members of the Legislative Assembly and British Columbians.



