



LEGISLATIVE ASSEMBLY  
*of* BRITISH COLUMBIA

Legislative Assembly Administration

# Strategic Plan

2022/23 - 2024/25

Updated as of April 2024

# Message from the Clerk

Dear colleagues,

In June 2022, the Legislative Assembly Administration released its first-ever Strategic Plan. As we embark on the third and final year of that plan, I want to thank all of you for your continued hard work and congratulate you on the progress that has been made so far.

On that note, I am proud to present our refreshed 2022/23 – 2024/25 Strategic Plan for the 2024/25 fiscal year. You shared your input on what is needed for this organization’s continued success. The culmination of this input from across the organization helped develop this Strategic Plan refresh.

Through meetings, group sessions, and follow-up, diverse employee voices and experiences provided valuable direction on what matters most for our organization and why. I am grateful to everyone who has continued to participate in this iterative strategic planning process, and for the role that you have all played in shaping the future of this democratic institution.

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

We will continue building our organizational capacity and undertaking initiatives that better position us to deliver on our core purpose: providing services and infrastructure vital to an accessible democratic institution. This will include the launch of our new Client Services department, which will become the primary service hub for Members and their staff, as well as facilitate the successful transition to the 43rd Parliament. We will continue investing in modern, secure, and sustainable infrastructure – through both our physical spaces on the Legislative Precinct, as well as our information technology and digital infrastructure. And we will continue to promote diversity, equity, inclusion, and accessibility, with focuses on learning and development and reconciliation with Indigenous peoples. These efforts will ultimately contribute to strengthening our services and supports for Members and the democratic institution that we all serve.

There is so much to be proud of in our Legislative Assembly Administration and the many ways we support the Legislative Assembly and its Members. Along with my Clerk’s Leadership Group colleagues, I look forward to continuing to work with all staff to deliver on our goals 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



# Land Acknowledgement

The Legislative Precinct, including the Parliament Buildings, other buildings, and the surrounding grounds used by Members of the Legislative Assembly and Legislative Assembly employees, are in the heart of the traditional territory of the ɫəkʷəŋən Peoples, known today as the Songhees and Esquimalt Nations. These nations have an enduring relationship with this land, existing from time immemorial. We are grateful for their enduring stewardship and for sharing their culture and homeland with us. Hay'sxw'qa si'em.



# Commitment to Reconciliation with Indigenous Peoples

In the fulfillment of our strategic goals and priorities, we are committed to seeking opportunities in all aspects of our work to promote reconciliation with Indigenous peoples and will build capacity and relationships to support organizational reconciliation initiatives and projects.

The Legislative Assembly Administration serves Members of the Legislative Assembly and through them, all people across this province, which includes First Nations, Métis and Inuit communities and individuals. As a provincial institution, we acknowledge the rich diversity of Indigenous culture and tradition in British Columbia. We are committed to reconciliation and seek to build relationships rooted in mutual understanding, friendship and respect.

The reconciliation journey of the Legislative Assembly Administration is in a stage where it is an overarching goal in the foundations of this Strategic Plan. On this journey of reconciliation with Indigenous peoples, the Administration is committed to fostering a culture shift and creating a new lens through which we look at everything within the organization and the services we provide. At a high level, this affords an opportunity to be accountable for the legacy we inherited and invites all employees to see their role in reconciliation.

In August 2022, the Legislative Assembly Administration released a discussion paper, *Paddling Together: Setting a Reconciliation Course for the Legislative Assembly Administration*. Drawing on the Calls to Action of the Truth and Reconciliation Commission of Canada and the United Nations Declaration on the Rights of Indigenous Peoples, the discussion paper identifies four initial areas of focus:

## Education

Provide professional development to all Administration employees.

## Culture

Develop land acknowledgment guidance, draft a shared history of the land on which the Precinct is located, and fund capital projects centred on language and cultural revitalization.

## Commemoration

Facilitate design and construction of a residential school memorial.

## Relationships

Support the Speaker in external engagement and building relationships with Indigenous peoples.

Ongoing work in these areas is underway with the support and guidance of Indigenous leaders and advisors.

# Our Plan

The Legislative Assembly Administration’s 2022/23 – 2024/25 Strategic Plan sets out our purpose, our goals and our priorities for these three years. It guides our decisions and focuses 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

Our 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 emergent challenges and opportunities. For the year ahead, each goal will be translated into focused action through an objective and key initiatives. These priorities are adjusted annually based on input from Members, our experiences, and changes to our operating environment.

Each Key Initiative for 2024/25 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.

## Strategic Goals

Service  
Excellence

Operational  
Excellence

Healthy  
Workplace Culture

Open  
Access



# 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.

## Objective: Enhance Member Services and Support

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 an objective 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 Performance Indicator:

Percentage of employees who have completed service excellence training in support of the Legislative Assembly Administration's Service Excellence Statement.<sup>1</sup>

## 2024/25 Target:

75%

## Key Initiatives for 2024/25

- **Enhance the Member Safety and Security Program:** Continue to expand the provision of new and renewed protective services available to Members on the Legislative Precinct and at constituency offices.
- **Implement and mature renewed service delivery posture for Member-related services:** Fully launch Client Care as the primary service hub for Members and their staff.
- **Enhance event support, including cultural liaison services:** Establish event support and cultural liaison services to help bridge cultural gaps and develop relationships with community partners, and to enhance support and coordination for events hosted on the Legislative Precinct.

<sup>1</sup> The Legislative Assembly Administration is in the process of implementing an organization-wide Service Excellence Statement, which will focus the Administration's efforts to improve towards providing seamless and unified services and supports.

# Goal: Operational Excellence

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

## Objective: Enhance Our Organizational Capacity

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

We set this as an objective 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 Performance Indicator:

Percentage of Key Initiatives following a project management framework.

## 2024/25 Target:

100%

## Key Initiatives for 2024/25

- **Facilitate the transition to the 43rd Parliament:** Complete effective planning and preparations to support institutional growth of the Legislative Assembly, and facilitate a successful transition to the 43rd Parliament, including all onboarding and offboarding activities for Members and their staff, through integrated and effective services and supports.
- **Begin implementation of enterprise resource planning system:** Complete the project planning and preliminary implementation phases for an enterprise resource planning system that will replace end of life systems for payroll, human resource management, and financial management.
- **Enhance preparedness and resiliency posture:** Mature emergency management and business continuity management programs through holistic planning that enables a strong preparedness and resiliency posture for the Legislative Assembly to manage unexpected events.



# Goal: Healthy Workplace Culture

We enable our employees to contribute, innovate, and collaborate using their diverse skills and perspectives.

## Objective: Promote Engagement, DEIA, and Learning

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 an objective 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 Performance Indicator:

Employee experience score<sup>2</sup>

## 2024/25 Target:

7/10

## Key Initiatives for 2024/25

- **Implement strategic human resources initiatives:** Continue to implement action-oriented initiatives – with focuses in the areas of diversity, equity, inclusion and accessibility (DEIA) and learning and development – to support every employee to reach their full potential in the workplace.
- **Launch the People and Culture Plan:** Take actionable measures to create and maintain a positive and vibrant organizational culture while supporting individual growth and wellbeing.
- **Complete construction of a child care centre on the Legislative Precinct:** Design and construct a modular child care centre on the Legislative Precinct to provide accessible, high-quality child care to meet the needs of the Legislative Precinct community.

<sup>2</sup> Legislative Assembly Administration employees are surveyed annually on how likely they would be to recommend this organization as a great place to work, on a scale from 1-10. Our target for 2024/25 is to achieve an average response of 7/10.

# Goal: Open Access

We provide a welcoming, safe, and inclusive physical and digital environment to enable public access to the Legislative Assembly and Legislative Precinct buildings and grounds, and to facilitate understanding and observation of, and participation in, parliamentary proceedings.

## Objective: Invest in Modern, Secure, and Sustainable Infrastructure

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 an objective because we need to maintain a safe and secure environment that meets the current and future needs of the Legislative Assembly.

## Key Performance Indicator:

Number of people who access educational and visitor programming.

## 2024/25 Target:

5% increase<sup>3</sup>

## Key Initiatives for 2024/25

- **Finalize a long-term capital vision and strategy for the Legislative Precinct:** Complete a long-term capital vision and strategy for the Legislative Precinct that sets a framework for infrastructure renewal that sustains the seat of British Columbia's parliamentary democracy for generations.
- **Enhance tools that enable effective public engagement:** Improve the Legislative Assembly's web presence in a manner that encourages public access and facilitates public engagement with parliamentary business.
- **Launch a digital strategy for the Legislative Assembly:** Introduce a comprehensive digital strategy to modernize our tools, processes, and skills to enable a digital future for the Legislative Assembly.

<sup>3</sup> Our target for 2024/25 is to increase the number of people who access educational and visitor programming by 5% in comparison to 2023/24.

# Working Together and Moving Forward

Implementing this 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 objectives articulated within our Strategic Plan. We will deliver regular progress reports to the Legislative Assembly Management Committee and its subcommittees, as outlined within our Legislative Assembly Governance Framework, as well as provide the public with progress reports on our Strategic Plan through the release of an annual Year in Review.

As we formalize these processes and build on this foundation, we will continue to engage Members, 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 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.



