



LEGISLATIVE ASSEMBLY  
*of* BRITISH COLUMBIA

Legislative Assembly Administration

# Strategic Plan

2022/23 - 2024/25

Updated as of April 2023

# 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. Our 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.

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 been developed, and will be updated on an annual basis to help us successfully deliver on our Strategic Plan priorities.

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 Legislative 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.

Our Strategic Plan is a living document. Each year, we will all have a role to play in updating our key initiatives to meet emergent 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 goals and objectives 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 is on the territory of the ləkʷəŋən Peoples. We give gratitude to the ləkʷəŋən Peoples of the Songhees and Esquimalt Nations on whose traditional territory we work and whose historical relationship with the land continues to this day. The Songhees and Esquimalt Nations have always had a profound relationship with this land and a deep connection that continues today and into the future. We are grateful for their enduring stewardship, and for sharing their wisdom and homeland with us. Hay'sxw'qa si'em.

## Padding Together: Setting a Reconciliation Course for the Legislative Assembly Administration

In August 2022, the Legislative Assembly Administration Reconciliation Working Group released *Padding Together* – a discussion paper that sets a reconciliation course for the Legislative Assembly Administration. Drawing on the Truth and Reconciliation Commission of Canada's Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples, *Padding Together* 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.

For more information on these initial areas of focus, refer to the Legislative Assembly Administration [Reconciliation intranet site](#), which will provide regular updates as we continue to develop our internal capacity, foster relationships with Indigenous communities, and undertake actions that advance reconciliation in our organization.

# 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 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

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 initiative for 2023/24 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 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 services 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>

## 2023/24 Target:

Establish a baseline.

## Key Initiatives for 2023/24

- **Implement and expand the MLA Safety and Security Program:** Expand the provision of new and renewed protective services and supports available to Members.
- **Launch renewed service delivery posture:** Integrate the operations of the new Client Services department into the Legislative Assembly Administration and complete the related transformation initiatives.
- **Initiate 2024 provincial general election preparedness:** Integrate our planning to prepare for a successful transition to the 43rd Parliament, including all onboarding and offboarding activities.

<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

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.

## 2023/24 Target:

100%

## Key Initiatives for 2023/24

- **Enhance corporate planning and governance support:** Continue the maturity and integration of corporate and good governance processes such as strategic planning, enterprise risk management, and business continuity management.
- **Modernize corporate services information systems:** Complete planning and procurement for the transition from our dated corporate information systems to a modern system that supports payroll, human resource management, and financial management.
- **Improve program and project delivery and execution:** Enhance project management and program management capacity to ensure proper planning that enables the successful execution of organizational priorities.

# 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:

How likely would you be to recommend this organization as a great place to work?

## 2023/24 Target:

7/10

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 2023/24 is to achieve an average response of 7/10.

## Key Initiatives for 2023/24

- **Implement a Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan:** Implement an action-oriented plan to support every individual to be their authentic self and to reach their full potential in the workplace.
- **Expand learning and development initiatives, including leadership and reconciliation:** Continue to make learning and development more inclusive and accessible for all employees, providing opportunities that meet both individual needs and organizational objectives, with an increased focus on leadership development and reconciliation with Indigenous Peoples.
- **Develop a People and Culture Plan:** Take a holistic approach to attract, grow, retain, and inspire our most important asset – our people – and to sustain a healthy workplace culture in which they thrive.



# 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.

## 2023/24 Target:

Establish a baseline.

## Key Initiatives for 2023/24

- **Prepare business case for Armouries redevelopment:** Prepare a business case for the redevelopment of the Armouries building that aligns with a broader long-term vision and plan for the Legislative Precinct.
- **Initiate Legislative Precinct infrastructure planning:** Undertake physical and technological infrastructure planning that supports the long-term vision and plan for the Legislative Precinct.
- **Deliver on planned network and data centre infrastructure investments:** Complete network and data centre upgrades that are critical to the Legislative Assembly's digital and technological modernization and transformation.

# 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 progress reports to the Legislative Assembly Management Committee and its advisory subcommittees, as outlined within our *Legislative Assembly Governance Framework*, as well as continue with annual accountability reporting.

As we formalize 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 goals and initiatives will create a better workplace and more effective support and services for the Members of the Legislative Assembly and British Columbians.



