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Ministry of
Labour, Citizens' Services and
Open Government

2011/12
Annual Service Plan Report



Ministry of Labour, Citizens' Services and Open Government

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Message from the Minister and Accountability Statement



It is my honour to present the *2011/12 Annual Service Plan Report* for the Ministry of Labour, Citizens' Services and Open Government.

Over the past year my ministry has worked diligently to support government's agenda to build stronger families and communities, support the *BC Jobs Plan* and make government even more accessible to all British Columbians.

During discussions with the labour and business communities last year, it was evident to us that we needed to take action on minimum wage.

Our government did just that, and implemented increases to the minimum wage in three stages over a one-year period to minimize job impacts. On November 1, 2011, the second increase came into effect, and saw B.C.'s minimum wage increase to \$9.50, with the final increase to \$10.25 occurring on May 1, 2012.

We maintained our strong commitment to the health and safety of workers in B.C. WorkSafeBC also made changes over the last number of years and placed increased focus on prevention and education efforts, while at the same time conducting more inspections than ever before in the history of the organization.

Following the tragic events at sawmills in Burns Lake in January 2012 and Prince George in April 2012, WorkSafeBC ordered full hazard identification, risk assessment and safety reviews at all sawmills in the province. Investigations are underway to establish the causes of these tragedies, and to ensure similar incidents are prevented in the future.

In addition to supporting workplace health and safety, we also understand how important it is for workplace issues to be resolved quickly, so we established new timelines for Labour Relations Board decisions. These new rules state that Labour Relations Board decisions need to be managed within 180 days from the date an application is filed; ensuring labour relations disputes are resolved in a timely manner.

Within the Citizens' Services and Open Government side of the ministry, over the past year, over 8,000 freedom of information (FOI) requests were processed with an on-time completion rate of 90 per cent. We also followed through on other important commitments towards making government more open. Our Government Communications and Public Engagement division continued to ensure information about government programs and services are accessible to British Columbians in an open and transparent manner.

We introduced amendments to the *Freedom of Information and Protection of Privacy Act* to align the act with current-day technology and with the way British Columbians want to be served by government. These amendments modernized an act that came into force in 1992, when the majority of citizens had not even heard of the Internet.

Ministry of Labour, Citizens' Services and Open Government

Work has also continued to ensure British Columbia remains one of the most connected jurisdictions in the world. Last summer we reached a strategic telecommunications services agreement with TELUS. The agreement meets a diverse range of stakeholder strategic business and public policy goals, including support for government's technology and transformation agenda, achieving price controls and reductions. The agreement provides long-distance, voice, data and cellular services to the provincial government and the broader public sector. Also signed was the Connecting British Columbia Agreement, which leverages benefits for citizens in rural and remote areas through expanded access to high-speed Internet services in communities over a 10-year term and expansion of cellular services along sections of major highways over a five-year period.

My ministry also made a number of innovative changes as a result of our open government policy, including being the first province to open up thousands of data sets via the DataBC website. Within the past year we also unveiled the new open information site, where responses to general FOI requests are published online. We are committed to including increasing levels of transparency, innovation and improved service delivery.

I'm proud to say that because of the hard work and dedication of the ministry's public servants British Columbia's Open Government team won the silver medal at this year's Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards. The award recognized the province's outstanding leadership and contributions to advancements in public policy and management.

Going forward, my ministry will continue to have the courage to innovate, to explore new ground, and lead the way in Canada as we map the future of open government for all British Columbians.

The *Ministry of Labour, Citizens' Services and Open Government 2011/2012 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *Revised 2011/12 – 2013/2014 Service Plan*. I am accountable for those results as reported.



Honourable Margaret MacDiarmid
Minister of Labour, Citizens' Services and Open Government

June 30, 2012

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Purpose of Ministry

The Ministry of Labour, Citizens' Services and Open Government makes services available to families, employees, employers, unions, and businesses in British Columbia to support a modern and stable work environment. The ministry delivers products and services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients¹, ensuring economies of scale are realized and required service standards are achieved.

The ministry sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, the ministry has overall responsibility for British Columbia's labour and employment statutes – including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers Compensation Act* – and for the effective administration and enforcement of those statutes. Three independent tribunals also fall within the ministry's overall responsibility in the administration and enforcement of these statutes: the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal.

The Employment Standards Branch and the ministry's three administrative tribunals are involved in managing complaints and issues that have been brought before them. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders. Where appropriate, the ministry also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution.

Educational services and initiatives, provided by the Employment Standards Branch and by the employers' advisers office and workers' advisers office, increase understanding of and compliance with the *Employment Standards Act* and *Workers Compensation Act*.

The ministry brings together the centres of expertise for the planning and support of public service delivery under the auspices of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services and information from government. The minister also oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens.

A core component of the ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for citizens. *Citizens @ the Centre: BC Government 2.0* strategy is one such plan.

¹ Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Labour, Citizens' Services and Open Government.

Ministry of Labour, Citizens' Services and Open Government

In addition to providing services to citizens, the ministry leads the advancement of innovation and collaboration across government. In this role, the ministry is responsible for modernizing the internal operations of government, including providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. The ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

The ministry also leads the open government vision for government. This includes pursuing new approaches to citizen-centred online services, providing more government data to citizens, releasing more information about government decisions, and directly engaging with citizens on issues and decisions made by government. The ministry provides the core infrastructure to support these activities through corporate web services, data services, information access and policy supports in areas such as citizen engagement.

With its leadership and expertise, the Ministry of Labour, Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's strategic plan. Integrating these responsibilities enables the ministry to put B.C. families, employers and workers first and deliver services and build strong partnerships to support communities across B.C.

Labour

Highlights of the Year

In 2011/12, Labour continued with its mandate to create an environment that meets the needs of employers and unions, and fosters working relationships in safe and healthy workplaces.

The ministry is dedicated to:

- Improving workplace safety
- Ensuring fair treatment for employees and employers
- Encouraging a healthy and productive labour relations climate

The ministry has also focused on protecting vulnerable workers, particularly with respect to safety, security, access to supports and information, supervision of children and youth, foreign workers, mature workers and those working in key sectors, such as agriculture.

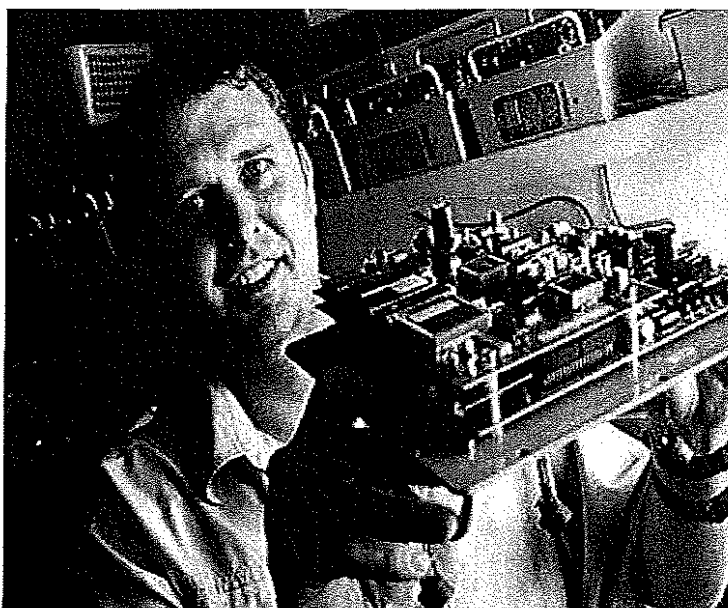
Achievements of the past year include:

Increasing Minimum Wage

In keeping with the government's Families First agenda, minimum wage increases were implemented in three stages throughout 2011 and 2012. Effective May 1, 2012, the general minimum is \$10.25 per hour, which is among the highest in Canada.

Completing the Review on Minimum Piece Rates for Hand Harvesters of Certain Crops

After the regulated minimum piece rates were raised by 9.375 per cent in May 2011, the ministry undertook a formal review of the piece rates to assess how they are working for employers and employees. The review included the use of an environmental consulting firm, which provided information and observations about hours of

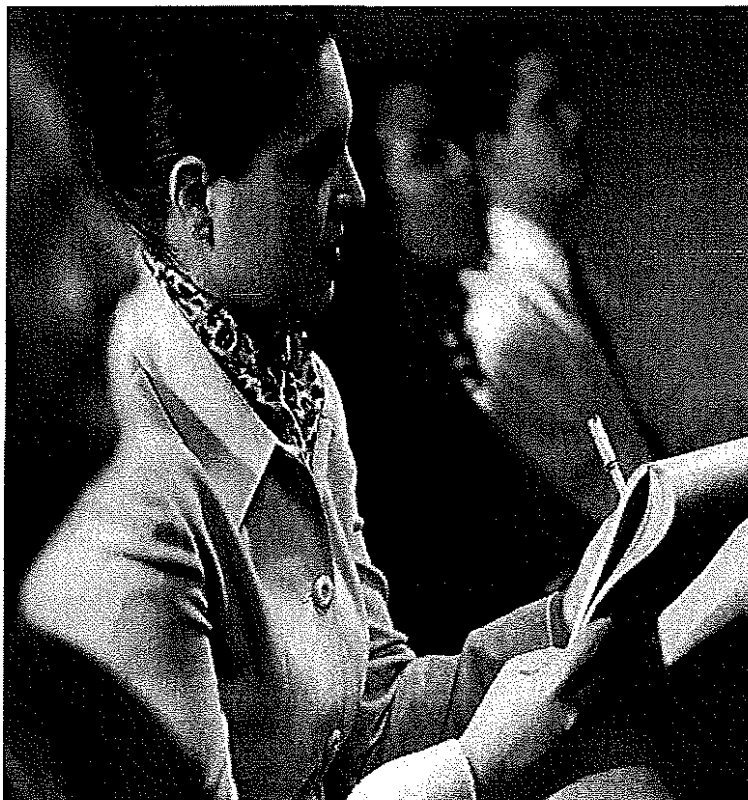


work and compensation trends, as well as a profile of the industry sectors that are covered by the regulated minimum piece rates.

Government decided that piece rates for hand-harvested crops listed in the employment standards regulation will remain unchanged as the review found current piece rates are appropriate for both workers and employers.

Continuing the Enhancement of Labour Relations

Labour stability trends continued through 2011, as was reflected by relatively few strikes/lockouts and worker days lost. Ministry staff continued to expand relationships within the labour relations community by meeting with a wide variety of stakeholders to discuss areas of concern and opportunities to enhance the labour relations system. Ministry staff also participated on a steering committee with Transport Canada and B.C.'s Ministry of Transportation and Infrastructure tasked with reviewing labour stability in the Port Container Trucking Sector.



The ministry's Assistant Deputy Minister of Industrial Relations was asked by the Minister of Labour, Citizens' Services and Open Government to provide a formal assessment of the BC Teachers' Bargaining Dispute. This assessment concluded that it was very unlikely that the union and employer would be able to reach a voluntary settlement. Subsequent to the report, the Ministry of Education passed Bill 22, *The Education Improvement Act*, which ended the teachers' union job action, imposed a "cooling off" period, and allowed for the Minister of Education to appoint a mediator to assist with bargaining.

Establishing New Regulated Timelines for Labour Relations Board Decisions

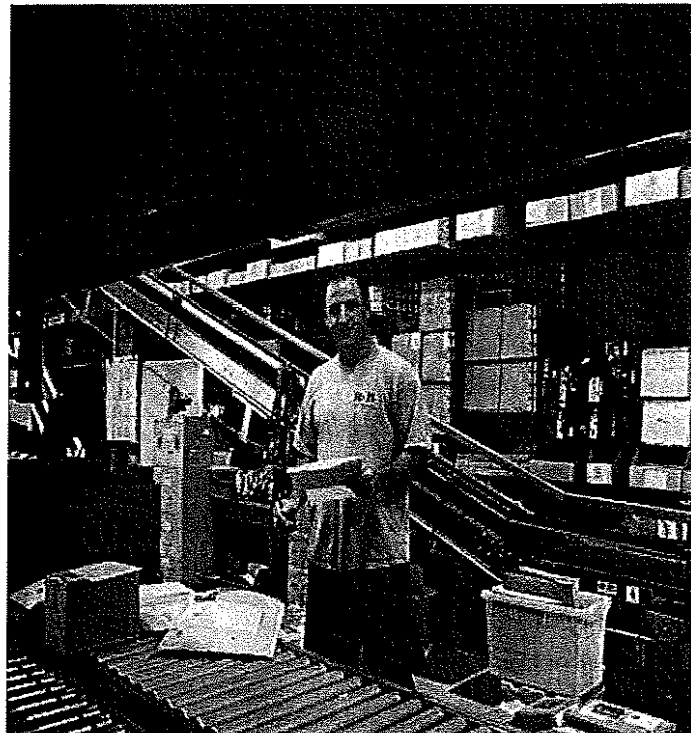
The Minister of Labour, Citizens' Services and Open Government approved a regulation establishing a 180-day timeline for the Labour Relations Board (LRB) to issue a final decision on all complaints and applications. The regulation takes effect on September 1, 2012.

Continuing on Improvement of Temporary Foreign Worker Compliance

The Employment Standards Branch continued its focus on temporary foreign workers and compliance in the agriculture sector through active participation in federal-provincial and interagency committees, and providing education through culturally-specific media outlets and multicultural associations.

Developing a Worker Safety Education Program

In 2011, in partnership with the Mexican government, WorkSafeBC developed a safety and health education program for seasonal agriculture workers coming to B.C. from Mexico. The program will be delivered in Mexico to approximately 3,500 workers annually.



Strategic Context

British Columbia's real GDP increased by 2.9 per cent in 2011 (according to preliminary GDP by industry data from Statistics Canada), following growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. However, several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility and slower than anticipated Asian demand for B.C. products.

The labour aspect of the Ministry of Labour, Citizens' Services and Open Government faced opportunities and challenges in the pursuit of its mandate over the last fiscal year. The goals, objectives and strategies identified in the service plan were implemented to mitigate risks, maximize opportunities and address key challenges.

Challenges

- Changing workforce demographics and new technologies continued to drive changes in social norms and expectations.
- At the start of 2011, 160 public sector collective agreements (covering over 135,000 workers) which had expired in 2010 had not yet been renegotiated. As these negotiations progressed throughout the 2011/12 fiscal year, the ministry continually monitored them, providing assistance to the parties where necessary and encouraging labour stability.
- British Columbia's labour market includes many young, less experienced workers as well as recent immigrants and temporary foreign workers. These often vulnerable workers posed an increased challenge for the Employment Standards Branch and WorkSafeBC, both of which continued to implement initiatives designed to assist and protect them.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining required a continued emphasis on injury prevention and occupational health and safety initiatives.

Opportunities

- The Ministry of Labour, Citizens' Services and Open Government enabled a stable labour relations climate through policies and legislation that support the development of a productive and efficient labour force, safe workplaces, and basic standards of compensation and conditions of employment. A stable labour relations climate fosters economic stability which attracts investors and employers to our province.

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- Fair and balanced laws and regulations that reflect the changing social norms and expectations of employers and employees in the 21st century enhanced British Columbia's position as an attractive location for business and employment.
- The Ministry of Labour, Citizens' Services and Open Government actively promoted mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.
- The quality of employment relationships – as measured by indicators such as days lost due to strike activity, the safety of the province's workplaces, and how well employers and workers understand and meet or exceed the province's minimum labour standards – remained a priority for the ministry.
- Citizen-centred service improvements and proactive initiatives, such as improving service timeliness and providing workers' compensation and employment standards information in multiple languages, helped lay the groundwork for ongoing labour stability and prosperity. In addition, the ministry expanded its web presence through the open government initiative. The B.C. Labour Relations Board expanded its web presence by providing access to case law and annual reports from 1990 to 2001.
- A focus on prevention, including education, served to promote compliance with the laws and regulations under the Ministry of Labour, Citizens' Services and Open Government's mandate.



Report on Performance

Performance Results Summary Table

Goal 1: Balanced law and policy. For greater detail see pages 14 to 16		2011/12 Target	2011/12 Actual
1.1 Labour laws and policies responsive to, and supportive of, the evolving world of work			
1.2 Clients and stakeholders have knowledge of an understand labour requirements and processes			
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.	96.5 - 98.5%	97.4%	ACHIEVED
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2009 - 2011).	0.95 - 1.00	0.31	EXCEEDED
Goal 2: Outstanding People For greater detail see page 16 to 17			
2.1 Highly engaged, qualified people to deliver our services now and into the future			
Goal 3: Service Excellence For greater detail see pages 17 to 20			
3.1 Accessible, reliable, and timely adjudicative services			
3.2 Innovative early intervention processes			
3.3 Increased client and stakeholder satisfaction through open and effective communication			
Percentage of Employment Standards Branch cases completed within 180 days	>78%	82%	ACHIEVED
Percentage of client satisfaction with the Employment Standards Branch	75%	86%	EXCEEDED
Percentage of client satisfaction through open and effective communication.			
• Employers' Advisers Office:	> = 90%	87%	SUBSTANTIALLY ACHIEVED
• Workers' Advisers Office:	> = 80%	82%	ACHIEVED

Goals, Objectives, Strategies and Performance Measures

This section describes the ministry's overall goals with respect to labour, the supporting objectives that should be met along the way, the major strategies the ministry uses, and targets against which performance is measured.

Goal 1: Balanced Law and Policy

Objective 1.1: Labour laws and policies responsive to, and supportive of, the evolving world of work

The Ministry of Labour, Citizens Services and Open Government's legislation, policy and services are designed to protect the health and well-being of British Columbia's workers, foster fairness, ensure that appropriate protections, supports and remedies are available, and promote labour stability. In order to maintain these outcomes, the law, regulations and processes must keep pace with changes in the labour and health and safety environment.

Strategies:

- Created dialogue between the ministry and stakeholders in the employer and worker communities so that critical employment and labour relations issues were addressed in a timely, effective and mutually beneficial manner and in a way that promotes labour stability.
- Ensured that the principles of early intervention are applied, where necessary and appropriate, in collective bargaining and in the disposition of employment standards complaints.
- Developed new initiatives, and continued with existing initiatives, aimed at maintaining and improving accessibility of Labour Relations Board services to all parties.

Objective 1.2: Clients and stakeholders have knowledge of and understand labour requirements and processes

In order to achieve our objective of employment and labour laws and policies being responsive to and supportive of the evolving world of work, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.

Strategies:

- Ensured access to a responsive and efficient Labour Relations Board to address issues in the unionized workplace as regulated by the *Labour Relations Code*.

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- Provided educational initiatives that provide comprehensive information on employment standards to employees and employers.
- Provided direct workers' compensation assistance, guidance and service to workers and employers.
- Provided training, mentoring and coaching to the labour community and employers on workers' compensation and occupational health and safety issues to create safer, more effective workplaces and protect vulnerable workers.
- Provided translated information through websites and culturally-specific media outlets and translation services to reach out to workers and employers with language barriers.

Performance Results

Performance Measure 1: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

Performance Measure	2004/05 Baseline	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	97.5%	96.5 - 98.5%	97.4% ACHIEVED

Data Source: Employment Standards Branch Case Management System and BC STATS

Discussion

This performance measure is an important indicator of labour stability within the province, which reflects the ministry's focus on prevention, labour stability and competitiveness. This performance measure is determined by dividing the total number of complaints filed with the Employment Standards Branch within a fiscal year by the total number of business establishments with employees throughout the province. A high percentage of employers without employee complaints registered with the Employment Standards Branch suggests a stable labour climate within the province, which in turn attracts investors, thus promoting continued economic growth and prosperity. While there are no specific national benchmarks for this performance measure, other jurisdictions within Canada have also adopted this measure as a means to track labour stability.

The measure is derived from two sources: Employment Standards Branch data, which shows the number of employers who are the subject of one or more employment standards complaints over the course of a fiscal year; and BC STATS data on the total number of business establishments (by location) with employees over the same period.

Performance Measure 2: Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average)

Performance Measure	2004/05 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole	0.96	0.29	0.95 - 1.00	0.31 EXCEEDED

Data Source: Government of Canada

Discussion

This measure is an indicator of the relative degree of labour peace in British Columbia compared to Canada as a whole, and strongly reflects the ministry's focus on labour stability and competitiveness. This measure shows the number of person-days lost due to strikes and lockouts as a proportion of the British Columbia labour force, and compares this with the number of person-days lost across the entire country as a proportion of the Canadian labour force.

A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost in proportion to the labour force) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

Goal 2: Outstanding People

Objective 2.1: Highly engaged, qualified people to deliver our services now and into the future

Strategies:

- Supported a high-performance, service-oriented culture.
- Supported and promoted health and wellness.
- Promoted employee engagement by building leadership and relationships.
- Maintained and enhanced the level of expertise of staff by providing professional development.

Goal 3: Service Excellence

Objective 3.1: Accessible, reliable, and timely adjudicative services

Timely, accurate and quality decisions are critical in ensuring that a fair and effective legislative process exists and the successful delivery of ministry programs and services is achieved.

Strategies:

- Continued to improve the efficiency and effectiveness of the Employment Standards Branch decision-making process through access to clear policy direction, sharing of best practices, implementing a peer review program and the development and delivery of appropriate training.
- Ensured that the Employment Standards Branch continues to meet or exceed established timeline targets for cases.
- Ensured that systems are in place to track productivity and adherence to timeline targets for administrative tribunals.
- Established timelines and a baseline for the disposition of cases before the Labour Relations Board.
- Continued with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Results

Performance Measure 3: Percentage of Employment Standards Branch cases resolved within 180 days

Performance Measure	2010/11 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Percentage of Employment Standards Branch cases resolved within 180 days	78%	82%	>78%	82% ACHIEVED

Data Source: Branch case management statistics

Discussion

The ministry has developed this performance measure to reflect timeliness indicators for the Employment Standards Branch. It is based upon case management statistics and is calculated by dividing the number of cases resolved within 180 days by the total number of cases filed.

Objective 3.2: Innovative early intervention processes

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation and fosters stability in labour relations. The Ministry of Labour, Citizens' Services and Open Government continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

Strategies:

- Encouraged the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building.
- The Labour Relations Board continued to offer conflict resolution programs to the labour relations community that focus on team building, joint consultation committee effectiveness, and relationship enhancement, to promote and encourage cooperative participation in resolving workplace issues between employers and unions.
- The Employment Standards Branch provided education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards, including self-help materials and mediation prior to adjudication.
- Ensured that sector-specific initiatives undertaken by the Employment Standards Branch, such as the Inter-Agency Agriculture Compliance Committee, fostered mutual co-operation between government and industry, particularly as they related to vulnerable workers.
- Promoted use of early intervention and early dispute resolution in the workers' compensation system, including self-help materials and merit assessments.

Objective 3.3: Increased client and stakeholder satisfaction through open and effective communication

Increased satisfaction arises from increased understanding, trust and respect. The success of these values relies upon open and effective communication.

Strategies:

- Continued with initiatives to provide services in other languages.
- Conducted a survey to measure overall client satisfaction with the service of the Employment Standards Branch.
- Continued with the bi-annual Employers' Advisers Office and Workers' Advisers Office surveys, which measure overall client satisfaction.

Performance Results

Performance Measure 4: Client satisfaction with the Employment Standards Branch

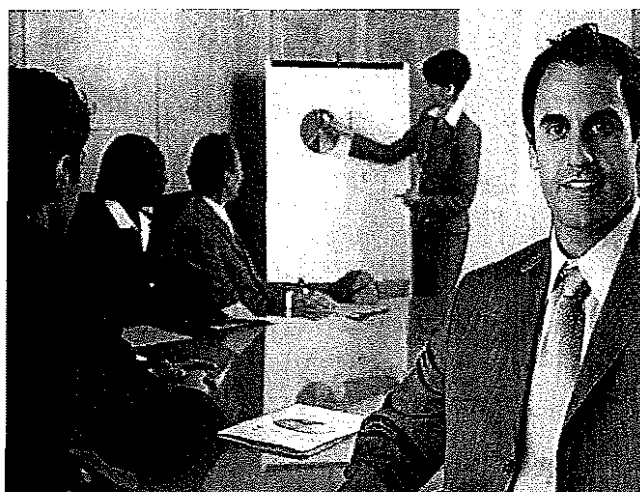
Performance Measure	2010/11 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Percentage of clients satisfied with Employment Standards Branch service	75%	86%	>75%	86%* EXCEEDED

Data Source: ESB Client Satisfaction Survey Results 2010

Discussion

The ministry created this performance measure to assess client satisfaction with the services provided by the Employment Standards Branch. The measure is based on responses to a client satisfaction survey conducted between September and December, 2010.

* The 2011/2012 result is based on the survey last completed in the 2010/2011 fiscal year. No survey was conducted in 2011/12, however, a survey is being planned for the 2012/2013 fiscal year.



Performance Measure 5: Percentage of client satisfaction with Employers' Advisers Office and Workers' Advisers Office

Performance Measure	2004/05 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Percentage of respondents satisfied or very satisfied with Employers' Advisers Office (EAO)	90%	87%	> or = 90%	87%* SUBSTANTIALLY ACHIEVED
Percentage of respondents satisfied or very satisfied with Workers' Advisers Office (WAO)	73%	82%	> or = 80%	82%* ACHIEVED

Data Source: Scores from biannual surveys of the Employers' Advisers Office and Workers' Advisers Office

Discussion

This measure demonstrates client satisfaction with the services provided by the Employers' Advisers Office and the Workers' Advisers Office.

* The 2011/2012 results provided for the Employers' Advisers and Workers' Advisers Offices are based on the survey last completed in the 2010/2011 fiscal year. The Employers' Advisers Office has undertaken work to develop its case tracking and client data systems which will enable the Office to conduct a more meaningful survey in the 2012/2013 fiscal year.

Citizens' Services and Open Government

Highlights of the Year

In 2011/12, Citizens' Services and Open Government carried out its mandate as a leader to transform how citizens and clients interact and receive services from government. The ministry has a commitment to citizen-centred service delivery enabling the BC Public Service to deliver effective and accessible services for British Columbians and lead the advancement of innovation and collaboration across government, providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. Achievements of the past year include:

Citizen Participation

Conventional and New Approaches to Communication

The ministry ensures information is provided to British Columbians through traditional mechanisms, most notably through interaction with the media. In 2011/12, the Government Communications and Public Engagement office issued 1,842 news releases and 603 media advisories and responded to 13,289 media enquiries, meeting reporters' deadlines on 99.51 per cent of those requests (which exceeded the target of 97 per cent). This office has subscribed to a service that provides improved access to footage by a broader range of media outlets. The use of social media tools such as Twitter and Facebook and the redesign of the web-based newsroom continue to compliment traditional communications activities.

Key Initiative Communications Support

Ministry assigned communications staff play an integral role in developing information resources in key areas of government. Staff prepare a wide range of communications materials in support of government initiatives, including: the *BC Jobs Plan*, the *BC Education Plan*, the liquid natural gas strategy and the mining strategy.

Actively Managing Freedom of Information Requests to Statutory Timelines

Despite an increase in information request volume received by government in 2011/12, government met its 2011/12 target of 90 per cent on-time completion for requests. The Information and Privacy Commissioner is satisfied with the on-time completion rate improvement for freedom of information requests over the past three years and has indicated she will no longer produce an annual report on timeliness.

New and Updated Websites

The ministry has improved government Internet presence, which focuses on accessibility of government services and information, and enables citizens to create value from using government data and information.

- **Government Website**

In July 2011, a new citizen-centred, service-focused government website was launched, allowing visitors to access information and services more quickly. In addition, the ministry developed training and other resources to support ministries to improve their own Internet sites and services, and provided direct support to pilot projects in the Natural Resource sector and the Ministries of Advanced Education, Education, Health and Transportation.

- **Creating Opportunities with DataBC**

Launched in July 2011, the DataBC website makes government data available to the public through a single website. The data is in a form that a computer can accept, and is supported by analytic tools and other resources that enable the use of the data for a variety of purposes. As of March 31, 2012, 2,970 datasets were available to the public, the site had received more than 48,000 unique visitors and datasets were downloaded more than 15,000 times.

- **Proactive Disclosure with Open Information**

Government's open information and open data policy was released on July 19, 2011, with the launch of the Open Information website. Since July 2011, government has proactively disclosed responses to 738 (as of March 31, 2012) access to information requests and routinely released over 400 travel expense summaries for ministers and deputy ministers. There have been approximately 31,000 visitors to the site, resulting in 24,000 downloaded files.

- **BC Stats Site Re-designed**

The new Internet presence for BC Stats, launched in February 2012, offers numerous improvements for visitors, many of which are based on user feedback from all levels of government and the public. Features such as an improved search function means information is more accessible, which translates into statistics that are easier to find and utilize in everyday work or research for British Columbians. In addition, BC Stats' open data offering is expanded with the availability of population projections now available at no cost.

Identity Information Management

The BC Services Card will be issued to citizens and residents of British Columbia over the next five years and will be used to replace the province's existing Care Card. The card will have a picture and modern security features that will provide improved confidence in user identity and enable the province to offer higher value online services to British Columbia's citizens.

Service Innovation

Blue Pages Re-Design

The current design of the blue pages, found in phone books, is a mixture of keywords, ministry names and MLA contacts; and they are often lengthy and difficult to use. In November 2010, Service BC was tasked with revamping the format to simplify listings using service keywords. Service BC began by developing a list of keywords based on other jurisdictions, government website taxonomy, and citizen use of the government website. A cross-ministry working group analyzed and evaluated these keywords based on specific criteria and the resulting listings were tested with citizens. The final improved keyword listing was produced in August 2011, with the first phone book using the new shortened and easy to use keyword listing being released in the spring of 2012. All 36 phone books across the province will have the new blue page keyword listings implemented by the spring of 2013.

Improvements for Societies and Firms Online

In October 2011, BC Registry Services launched societies and firms online. This service allows BC Registry Services to issue business numbers for all firms at the time of registration as well as provide B.C. societies with the ability to complete their annual reports online. Now, not only can societies file their annual reports online, they can also update changes to directors and to the registered office address. For firms, clients can search both active and historical firms online. These changes have created time-saving efficiencies for staff at BC Registries and for businesses.

Flexible Work Environment Complements Improved Office Space Use

WorkPoint, a new corporate strategy for flexibility and mobility in the workplace, was released on February 1, 2012, which launched Leading Workplace Strategies (LWS) as a government corporate initiative. Over the last year, LWS pilot projects have successfully brought an increased focus to how we can use space better. Each solution has supported a shift in organizational culture that promotes greater mobility, flexibility and increased collaboration within the public service. By aligning the employee's work environment, furniture and mobility tools with their work patterns, the space better supports employee productivity and provides organizational agility while increasing space utilization. Shared Services BC continued to optimize the use of office space across government in 2011/12 in conjunction with LWS. As a result, government reduced the number of leased buildings by 16, totalling 9,100 m² (or 97,952 square feet) of office space.

Successful LWS pilots have been implemented with the Ministry of Education, the Ministry of Labour, Citizens' Services and Open Government, the Public Service Agency, and the Ministry of Transportation and Infrastructure, achieving goals of supporting mobility, flexibility and choice for employees while reducing the amount of space required to accommodate them.

Government Technology Transformation

Transformation and Technology

Citizens' Services and Open Government has a leadership role in setting the framework to maximize the accessibility and availability of public-facing services that are delivered online. The ministry will also play a critical enabling role in government, supporting ministries in achieving the open government vision by providing the foundational infrastructure, legislation policies and governance. Over the last year, government has embraced a vision to transform the public sector, through the use of technology, in response to changing citizen expectations and needs in order to reframe how citizens access services and how the public sector delivers those services. This transformational strategy was outlined in the document *Citizens @ the Centre: BC Government 2.0*, released last year. In February 2012, the *Families First Agenda for Change* document confirmed the strategy and included commitments to further the strategy and endorse the principles behind an open government agenda.

In July 2011, the Information Management and Information Technology (IM/IT) Enablers Strategy v1.5 was released, providing updates on all strategic enablers. The foundations of an Internet strategy, open data and open information were established when the DataBC, open information and new government homepage were launched. An open information and open data corporate policy document was released at the same time, providing both policy guidelines and corporate direction to ministries to participate in the initiatives and an open data licence to enable anyone accessing the open data site to use the data free of charge.

Legislation Amendments

Received Royal Assent on Bill 3, the *Freedom of Information and Protection of Privacy Amendment Act*, 2011. These amendments enable the use of new technologies and the delivery of citizen-centred, integrated and online services, while ensuring the strongest privacy protection and oversight in Canada.

Government has been moving towards horizontal and integrated program delivery models to more effectively serve citizens and achieve better outcomes. Our freedom of information (FOI) legislation was originally designed for a siloed system of distinct programs that didn't exchange or share much information. Government also needed to change how it does business with citizens. British Columbians told government they want to interact with government and access more government services online. The amendments enable this by permitting government and public bodies to use social media to communicate with British Columbians and to more actively engage with citizens. The amendments to the FOI legislation also enshrine the premier's policy direction of last year for open data and open government and open information into law.

Improved Carbon Emission Reporting

More than 60 local governments have signed up to use the ministry's SMARTTool services to support their voluntary commitment to report the carbon emissions from the delivery of traditional local government services. SMARTTool significantly simplifies the task of

Ministry of Labour, Citizens' Services and Open Government

measuring and reporting emissions while improving accuracy and completeness. This enables them to spend less time on measuring their carbon footprint and more time on managing it through measures that increase their operating efficiency.

Strategic Context

The past few years have brought with them a series of challenges in Citizens' Services and Open Government. The ministry continues to work through the effect of budget pressures and explore new ways of organizing the work and developing cross-government strategies to address societal shifts that can have significant impacts on government. These shifts include how citizens want to receive and access services, the way the ministry delivers services, the need for ministries to work together, while recognizing the global context in which British Columbia operates.

The ministry's response to these challenges has been a dedication to work together, and the development of a shared mission: enabling the public service to provide effective and accessible services.

Citizen Expectations: Expectations for government openness and accessibility challenges many of government's traditional approaches. The increasing expectations of citizens for services that are co-ordinated and easy to access will compel government to be more co-ordinated in its service design and delivery. As the population of the province becomes more culturally diverse and technologically literate, expectation for better and more efficient government services increases. Citizens would like access to services when and where they need them and by the delivery method of their choice. With the province's growing diversity, government also recognizes the importance of continuing to promote welcoming and inclusive communities where multiculturalism is accepted and embraced.

Demographics: An aging and increasingly diverse population naturally results in increasing demands and challenges for public services. B.C.'s senior population currently makes up 15 per cent of the total population and is expected to double within the next 20 years, making it one of the fastest growing senior populations in Canada.² First Nations culture is central to B.C.'s



identity and First Nations art and culture is recognized throughout the world for its many unique forms. B.C.'s cultural mosaic is ever-evolving as immigration from places such as India and China continues to fuel a growing provincial population. Already, one out of every four British Columbians is an immigrant, and that ratio is expected to continue to rise.³

As the population of the province becomes increasingly diverse, there is a demand for multilingual, cultural and specialized service. To meet these needs, government must continue to develop ways to enhance access to government's information and services, and to support

² Ministry of Health 2012/13 – 2014/15 Service Plan

³ Ministry of Community, Sport and Cultural Development 2012/13 – 2014/15 Service Plan

communities to be welcoming and inclusive of cultural diversity.

At the same time, an older population is also expected to result in a smaller public service workforce that will challenge our ability to meet increased service demand. Designing and delivering services requires that government be responsive to citizens' changing expectations to access services in-person, by telephone and online. Government is addressing the challenges associated with ensuring multi-channel service delivery is efficient and effective to meet citizen expectations. An older population and smaller BC Public Service workforce as a result of an expected increase in the rate of retirements will result in more vacancies than can be filled in an increasingly competitive labour market. Maintaining a high quality of service will require the development of strategies to ensure an engaged workforce is able to meet the expectations of changing service demands.

In 2011/12, government has been focusing on building a new culture for the BC Public Service: a workforce of trusted professionals that embraces open communication, a collaborative work environment, and flexibility and choice in work styles and tools; support for the diversity, professional development and career aspirations of employees; and recognition that employees' safety, health and work-life balance have an important influence on their professional success and productivity.

These cultural shifts are essential to build the kind of public service needed to deliver the services British Columbians expect and deserve in the years ahead and will result in a more modern, competitive and successful public service.

Technology: Released in October 2010, the *Citizens @ the Centre: B.C. Government 2.0* strategy is about the citizens of British Columbia and how their shifting demographics, expectations and needs are changing government. It is about using technology to change how citizens access the services they expect and how to deliver those services efficiently. It is also about how the BC Public Service must transform itself in response to all these factors. The operations of government and the delivery of public services are complex. Citizens' access to their government and to public services should be easier. This new transformation and technology strategy sets out a vision for how the BC Public Service will bridge the gap between the complexity of government and the need for more accessible services to citizens. Three fundamental shifts are the foundation of this strategy:

- Citizen participation: engaging British Columbians more directly with their government, particularly through improved access to government data and sharing of information;
- Service innovation: expanding opportunities for citizen self-service by improving and modernizing the government's online service offerings so they are shaped less by the structure of government and more by citizen needs; and
- Business innovation: taking a more corporate approach to technology planning and innovation for the benefit of citizens and public service employees.

Economy: British Columbia's real GDP increased by 2.9 per cent in 2011 (according to preliminary GDP by industry data from Statistics Canada), following growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. However, several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility and slower than anticipated Asian demand for B.C. products.

Report on Performance

Performance Results Summary Table

Goal 1: Citizen Participation For greater detail see pages 30 to 34		
	2011/12 Target	2011/12 Actual
1.1 Empower citizens to create value from using government data and information 1.2 Enhance two-way dialogue between government and citizens through social media and the Internet 1.3 Citizens are engaged to provide input about how they access services and information 1.4 Government supports the development of infrastructure that allows British Columbians to participate in the knowledge-based economy 1.5 Support partnerships to strengthen communities across B.C. 1.6 Communication of government's policies and programs to the public is timely, relevant and readily accessible		
Timely response to media inquiries	97%	99.51% EXCEEDED
Compliance with statutory freedom of information response times	90%	90% ACHIEVED
Citizen satisfaction with provincial government services	Next survey 2012/13	Next survey 2012/13
Percentage of First Nations with access to broadband facilities	84% (170 of 203 First Nations)	84% (170 of 203 First Nations) ACHIEVED
Goal 2: Service Innovation For greater detail see pages 35 to 36		
2.1 Increase citizen and client satisfaction with a consistent service experience 2.2 Optimize value to government through innovation and more effective utilization of infrastructure 2.3 Provide well managed, integrated and sustainable core services for government		
Service BC satisfaction	Next survey 2012/13	Next survey 2012/13
Goal 3: Government Technology Transformation For greater detail see page 36		
3.1 Improve the planning and design of service delivery resulting in improved service quality for citizens and clients 3.2 Government information management strategies allow for effective use of information while also protecting privacy 3.3 Government works innovatively to transform the delivery of services and how citizens interact with their government		
Goal 4: Public Service Transformation For greater detail see page 37		
4.1 Develop strategies to ensure that human resource management is modernized, responsive and flexible 4.2 Tracking and administering the goals of the Corporate Human Resource Plan for the BCPublicService, <i>Being the Best</i>, to help ensure their realization		

Goals, Objectives, Strategies and Performance Results

Goal 1: Citizen Participation – Citizens are informed and engaged with government services in a way that is inclusive, builds trust and provides value

- Objective 1.1:** Communication of government's policies and programs to the public is timely, relevant and readily accessible
- Objective 1.2:** Empower citizens to create value from using government data and information
- Objective 1.3:** Enhance two-way dialogue between government and citizens through social media and the Internet
- Objective 1.4:** Citizens are engaged to provide input about how they access services and information
- Objective 1.5:** Government supports the development of infrastructure that allows British Columbians to participate in the knowledge-based economy
- Objective 1.6:** Support partnerships to strengthen communities across B.C.

Strategies

- Communicate through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching British Columbians where they live.
- Support the development of information resources in key areas of government such as health care, education, *Budget 2011*, community safety, the economy, forest fire prevention and climate action.
- Make information about government programs and services more accessible to all citizens and grassroots communities through innovative technologies and stakeholder relations.

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- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Establish an online resource that will provide public access to government data.
- Develop policies and practices to release government information frequently requested through freedom of information requests.
- Actively manage to statutory timelines for information access requests with ministry customers.
- Enhance government's presence on social media.
- Support ministries in planning and launching public engagement using social media and face-to-face techniques.
- Transform the government's Internet presence to improve accessibility of government services and information.
- Provide citizens with an opportunity to identify what, when and how they want services delivered.
- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.
- Look at strengthening the role of non-profit organizations and volunteers in delivering services to British Columbians.
- Explore ways to develop a greater role for non-profit public partnerships.

Performance Results

Performance Measure 1: Timely response to media inquiries

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Timely response to media inquiries	99.24%	99.52%	97%	99.51% EXCEEDED

Data Source: Government Communications and Public Engagement

Discussion of Results

This performance measure is an average of two indicators of the ministry's Government Communications and Public Engagement office's (GCPE) ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.



In 2011/12, GCPE responded to over 13,200 media enquiries and exceeded the target of 97 per cent with a measurement of 99.51 per cent. This represents a slight decrease compared to 2010/11, which had a final result of 99.52 per cent, as well as a decrease of 300 media inquiries compared to 13,500 in 2010/11. For the past four years, results have exceeded the baseline and targets of 97 per cent. This reflects the commitment by GCPE to maintain a high level of service with regard to response times.

Performance Measure 2: Compliance with statutory freedom of information response times

Performance Measure	2008 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Compliance with statutory freedom of information response times	71% ¹	90%	93%	90%	90% ACHIEVED

Data Source: BC Stats

¹ The baseline percentage has been calculated for calendar year 2008. Future reporting is based on fiscal year data.

Discussion of Results

Providing timely responses to freedom of information (FOI) requests is a crucial aspect of government accountability, transparency and openness. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

Government now responds to approximately 8,000 requests every year, many of which are complex and involve multiple ministries and evolving information technologies. To reflect the commitment to improve the response times to FOI requests, government centralized its information and access operations in January 2009. The focus of this new approach is to facilitate more efficient request processing by standardizing government-wide practices and streamlining business processes.

The baseline of 71 per cent for this performance measure is based on the compliance result for calendar year 2008 published in the Office of the Information and Privacy Commissioner 2009 *Timeliness Report*. Future year targets reflect a commitment to maintain or improve response times. The targets are based on the number of closed requests completed on-time as a percentage of the overall requests closed in each fiscal year.

Despite an increase in the number of information requests received by government in 2011/12, government met its 2011/12 target of 90 per cent on-time completion for requests. The 90 per cent on-time completion rate was lower than the 93 per cent on-time completion rate achieved the previous year. In 2011/12, government was challenged to deal with large increases in the volume of FOI requests. Overall, government experienced an eight per cent increase in the number of requests including a 21 per cent increase in the number of general FOI requests.

Performance Measure 3: Citizen satisfaction with provincial government services

Performance Measure	2007/08 Baseline	2010/11 Actual	2011/12 Target	2011/12 Actual	2012/13 Target
Citizen satisfaction with provincial government services	54 ¹	57	Next survey 2012/13	Next survey 2012/13	61

Data Source: BC Stats

¹ The baseline is an average score that is calculated by converting a five-point survey question scale – where 1 equals very dissatisfied and 5 equals very satisfied – into a scale ranging from 0-100

Discussion of Results

Through a biennial, province-wide citizen satisfaction survey, Citizens' Services and Open Government monitors how British Columbians rate the services they received from the provincial government. The survey measures the overall satisfaction of citizens with provincial government services. The results of the survey are used to improve provincial government service delivery.

The performance targets for this measure reflect the expectation that citizen satisfaction with provincial government services will increase from the 2007/08 baseline as government continues to improve the quality of services by pursuing innovative solutions to meet the needs of citizens. Targets have been set with the expectation that citizen satisfaction with B.C. government services will remain higher than the national average⁴. As noted in the 2011/12 – 2013/14 Service Plan, this survey will be conducted every two years. The next survey will take place during the 2012/13 fiscal year. Should the 2012/13 Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

⁴ The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biennial Citizens First survey, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the trend of Citizens First survey results to the Citizen Satisfaction Survey 2010/11 results indicated that citizen satisfaction with provincial government services in B.C. (57) is higher than the national average (51).

Performance Measure 4: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of First Nations with Access to Broadband Facilities	42% (85 of 203 First Nations) ¹	73% (148 of 203 First Nations) ²	77% (157 of 203 First Nations) ³	84% (170 of 203 First Nations)	84% (170 of 203 First Nations) ACHIEVED ⁴

Data Source: Network BC

¹ The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007.

² The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2010.
(Data Source: All Nations Trust Company).

³ The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2011.
(Data Source: All Nations Trust Company).

⁴ The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2012.
(Data Source: All Nations Trust Company).

Discussion of Results

This performance measure demonstrates the availability of Internet gateway services to communities, which will enable First Nations or their designated Internet service provider to serve homes, schools and businesses. The provincial government continues to support First Nations-led connectivity and capacity building initiatives. The provincial government will work with First Nations organizations, the federal government, the broader public sector and the private sector towards ensuring that 203 First Nations have broadband access.



In June 2011, community members joined then-Minister Stephanie Cadieux, the All Nations Trust Company and the Pathways to Technology project team to celebrate the arrival of connectivity in the remote north eastern community of Doig River.

Goal 2: Service Innovation – A trusted organization that maximizes benefits to citizens and clients

Objective 2.1: Increase citizen and client satisfaction with a consistent service experience

Objective 2.2: Optimize value to government through innovation and more effective utilization of infrastructure

Objective 2.3: Provide well managed, integrated and sustainable core services for government

Strategies

- Ensure our services are fully co-ordinated by sharing knowledge internally to improve service to citizens and clients.
- Invest in government infrastructure in order to provide more service options for government services to citizens and clients.
- Demonstrate that services delivered to clients are efficient and provide value for money.
- Improve utilization of government's real estate portfolio.
- Seek new opportunities to leverage the benefits of shared services.
- Mitigate the effects of a changing climate by developing processes to ensure critical government facilities remain available when flood events occur.
- Redesign and streamline our business processes for internal government services with input from clients.

Performance Results

Performance Measure 5: Service BC satisfaction

Performance Measure	2004/05 Baseline²	2010/11 Actual	2011/12 Actual	2012/13 Target
Service BC satisfaction ¹	96%	96.77%	Next survey 2012/13	At least 96%

Data Source: BC Stats

¹ This rating is an index comprised of customer satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of customers served by each channel.

² The baseline was established in 2004/05 based on survey results from January/February 2004.

Discussion of Results

This performance measure demonstrates the level of satisfaction that citizens and customers report on the availability, usability and delivery of services they receive when they access government programs and services through Service BC. The measure is based on a biennial survey that focuses on the satisfaction of citizens and businesses when they access government programs and information through in-person and telephone service channels. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. The next survey will be conducted in 2012/13 fiscal year.

Goal 3: Government Technology Transformation – Provide the foundation to enable effective and innovative citizen-centred services

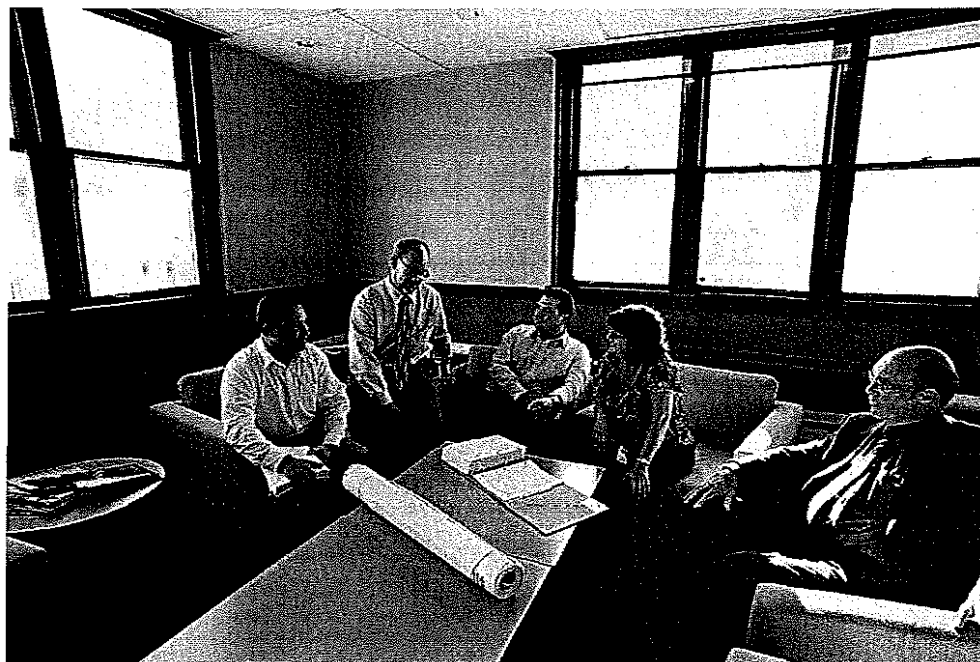
Objective 3.1: Improve the planning and design of service delivery resulting in improved service quality for citizens and clients

Objective 3.2: Government information management strategies allow for effective use of information while also protecting privacy

Objective 3.3: Government works innovatively to transform the delivery of services and how citizens interact with their government

Strategies

- Consolidate and optimize government service delivery channels.
- More efficient and accessible citizen services are supported by up-to-date applications, streamlined processes, lean infrastructure and integrated enabling technology.
- Continue to provide guidance for a consistent, long-term, co-ordinated vision and process for how technology will be applied across government.
- Develop and implement a co-ordinated approach to working with the public sector.
- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions to government to allow citizens to access a wider range of services online at their convenience.
- Support government's commitment to carbon neutrality through shared services that assist ministries and broader public sector agencies with emission reduction, verification and reporting.



Goal 4: Public Service Transformation – Innovative workforce solutions that enable the BC Public Service to deliver services expected and needed by British Columbians

Objective 4.1: Develop strategies to ensure that human resource management is modernized, responsive and flexible

Objective 4.2: Tracking and administering the goals of the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, to help ensure their realization

Strategies

- Analyze the workforce to address long-term issues facing the B.C. public sector.
- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.
- Promote employee engagement and create an organizational culture that leverages employee ideas.
- Develop new practices to support citizen engagement across government.

Report on Resources

Core Business Area	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Service to Citizens and Businesses	17,406	0	17,406	18,421	1,015
Strategic Initiatives	16,290	0	16,290	21,009	4,719
Office of the Chief Information Officer	11,849	0	11,849	10,845	(1,004)
Executive and Support Services ⁵	26,621	0	26,621	19,921	(6,700)
Sub-total Ministry Operations	72,166	0	72,166	70,196	(1,970)
Logistics and Business Services	17,723	0	17,723	20,474	2,751
Integrated Workplace Solutions	277,543	0	277,543	273,335	(4,208)
Technology Solutions	156,422	0	156,422	157,051	629
Sub-total Shared Services BC	451,688	0	451,688	450,860	(828)
Government Communications and Public Engagement	26,155	0	26,155	26,012	(143)
Labour	15,713	0	15,713	15,008	(705)
Adjustment of Prior Year Accrual				(3,403)	(3,403)
Total	565,722	0,000	565,722	558,673	(7,049)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Citizens' Services	3,340	0	3,340	4,047	707
Shared Services BC	101,227	0	101,227	86,186	(15,041)
Government Communications and Public Engagement	0	0	0	291	291
Labour	433	0	433	275	(158)
Total	105,000	0,000	105,000	90,799	(14,201)

⁵ The Executive and Support Services core business variance of 25 per cent of annual budget was due to the realignment of expenses resulting from changes in the organization structure, in addition to ensuring corporate priorities were funded accordingly.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	www.lrb.bc.ca
Employment Standards Office	General Inquiries: 1 800 663-3316*; in Prince George: 250 612-4100	www.labour.gov.bc.ca/esb/
Employment Standards Tribunal	604 775-3512	www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800	www.wcat.bc.ca
	1 800 663-2782*	
WorkSafeBC	1 888 621-SAFE (7233)*	www.worksafebc.com
	1 866 WCB-HELP (922-4357) after hours*	

Location	Employment Standards Branch Office	Employers Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492*	604 870-5488 1 888 295-7781*
Campbell River			250 830-6526
Dawson Creek	250 784-2390		1 888 643-0013*
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Langley	604 513-4635		
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550		250 354-6933 1 866 354-6933*
Prince George	250 565-6120	250 565-5285 1 888 608-8882**	250 565-4280 1 800 263-6066*
Richmond	604 660-4946	604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Terrace	250 638-6525		
Trail		250 364-0730 1 877 877-5524**	
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4893 1 800 661-4066*

* Toll-Free in B.C.

**Toll-Free in B.C. and Alberta

Citizens' Services and Open Government

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	www.cio.gov.bc.ca/cio/priv leg/index.page
Government Chief Information Officer	250 387-0401	www.cio.gov.bc.ca/
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	www.gov.bc.ca/public affairs
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.servicebc.gov.bc.ca/
Strategic Initiatives	250 953-3470	www.data.gov.bc.ca www.openinfo.gov.bc.ca

Appendix B: Hyperlinks to Additional Information

Listing of Ministry Legislation

www.leg.bc.ca/PROCS/allacts/LCSOG.htm

**Ministry of
Labour, Citizens' Services and
Open Government**

**2012/13 – 2014/15
SERVICE PLAN**

February 2012



For more information on the British Columbia

Ministry of Labour, Citizens' Services and Open Government
see Ministry Contact Information on Page 29 or contact:

Ministry of Labour, Citizens' Services and Open Government:

PO BOX 9440
STN PROV GOVT
VICTORIA, BC
V8W 9V3

or visit our website at

www.gov.bc.ca/citz

Published by the Ministry of Labour, Citizens' Services and Open Government

Message from the Minister and Accountability Statement



It is my honour to present the *2012/13 – 2014/15 Service Plan* for the Ministry of Labour, Citizens' Services and Open Government.

The Labour side of the ministry takes a fair and balanced approach to workplace-related legislation and policy. Recent minimum wage increases and the new Family Day statutory holiday demonstrate our commitment to modernizing employment standards to reflect the needs of businesses, workers and families in British Columbia.

The safety of all workers remains a priority for our government. We will continue to foster a culture of safety in every workplace and, through our work with WorkSafeBC and industry partners, we will address evolving workplace needs while ensuring employees and employers work together to create a culture of safety.

Labour will continue to create an environment that facilitates stable labour relations in both the private and public sectors, including support to resolve collective bargaining disputes.

We will continue to support the *BC Jobs Plan* by maintaining an environment that encourages job creation and investment while protecting jobs by supporting the competitiveness of B.C. businesses.

On the Citizens' Services and Open Government side of the ministry, we're continuing to improve how government delivers services so that they are meaningful to and meet the needs of British Columbians.

Open government is a major focus for our ministry. We're helping the Province to change its approach to governing by focusing our web services on the end user, and by making government data and information more freely available. Sharing information and data enables citizens to participate in decisions that affect their lives. In the coming year, we'll be introducing a new public engagement website to help us better communicate and collaborate with British Columbians.

Enabling our citizens to connect through technology is also a priority. Work is already underway to increase the level of Internet and cellular access throughout the province. Communities across B.C. experience first-hand, the benefits of improved connectivity, including increased access to education, health care and business services.

In addition, effectively managing the provincially-owned real estate portfolio, providing innovative, integrated and sustainable technology and purchasing services at the lowest cost, and delivering core services to citizens, businesses and the public sector will remain key focuses of the work of Shared Services BC.

Through the Government Communications and Public Engagement resources in the Ministry, we will continue to lead and coordinate external communications, with the goal of engaging with and informing citizens about the many government policies, programs and services available.

Together, these parts of the ministry work together to provide top quality services and programs to workers, families and businesses in B.C. I look forward to working with staff in the ministry to achieve our ambitious goals.

The *Ministry of Labour, Citizens' Services and Open Government 2012/13 – 2014/15 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Margaret MacDiarmid,

Minister of Labour, Citizens' Services and Open Government

February 21, 2012

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Purpose of the Ministry

The Ministry of Labour, Citizens' Services and Open Government provides services to families, employees, employers, unions, and businesses in British Columbia to support a modern and stable work environment. The Ministry also provides services to transform, deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients¹. The Ministry provides products and services to other ministries to ensure economies of scale are realized and required service standards are achieved.

The Ministry sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, the Ministry has overall responsibility for British Columbia's labour and employment statutes – including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers Compensation Act* – and for the effective administration and enforcement of those statutes. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — also fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

The Employment Standards Branch and the Ministry's three administrative tribunals are involved in managing complaints and issues that have been brought before them. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders. The Ministry also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.

Educational services and initiatives, provided by the Employment Standards Branch and by the Employers' Advisers Office and Workers' Advisers Office, increase understanding of and compliance with the *Employment Standards Act* and *Workers Compensation Act*.

The Ministry brings together the centres of expertise for the planning and support of public service delivery under the umbrella of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services from government. The Minister also oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens.

A core component of the Ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for citizens. *Citizens @ the Centre: BC Government 2.0* strategy is one such plan.

In addition to providing services to citizens, the Ministry leads the advancement of innovation and collaboration across government. Through this role, the Ministry is responsible for modernizing the internal operations of government, providing much of the enabling infrastructure and services that

¹ Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Labour, Citizens' Services and Open Government.

government needs to perform core business operations efficiently and effectively. The Ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

The Ministry is also leading in support of the Open Government vision for government. This includes pursuing new approaches to citizen-centric online services, providing more government data to citizens, releasing more information about government decisions, and directly engaging with citizens on issues and decisions made by government. The Ministry provides the core infrastructure to support these activities through corporate web services, data services, information access and policy supports in areas such as citizen engagement.

With its leadership and expertise, the Ministry of Labour, Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's Strategic Plan. Integrating these responsibilities enables the Ministry to put B.C. families, employers and workers first and deliver services and build strong partnerships to support communities across B.C.

Labour

Strategic Context

The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.2 per cent in 2011 and projects that the rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. Risks to British Columbia's economic outlook include a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for B.C. exports; and a weakening of the US dollar disrupting the financial markets and raising the cost of B.C. exports abroad.

The Ministry faces opportunities and challenges in the pursuit of its mandate over the next three years. The goals, objectives and strategies identified in this Service Plan will mitigate risks, address key challenges, and maximize opportunities.

Challenges

- Changing workforce demographics and new technologies are driving changes in social norms and expectations. Fair and balanced laws and regulations must reflect these changes.
- In British Columbia there are 183 public sector collective agreements covering approximately 308,000 workers. In October 2011, the province announced a cooperative gains mandate for 2012 collective bargaining. However, in some instances, negotiations under the 2010 net-zero bargaining mandate continue. As these public sector negotiations progress, there will be a continued need for an increased focus on monitoring the negotiations and providing assistance to the parties where necessary, to promote negotiated settlements, encourage labour stability, and protect the public interest.
- Despite continued economic uncertainty, emerging labour shortages have continued to result in demand for workers from more diverse labour pools. This diversity includes temporary foreign workers and young, less experienced workers. These vulnerable workers pose an increased challenge for the Employment Standards Branch and WorkSafeBC, both of which have implemented initiatives designed to assist and protect them.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining require a continued emphasis on injury prevention and occupational health and safety initiatives.

Opportunities

- The Ministry enables a stable labour relations climate through policies and legislation that support the development of a productive and efficient labour force, safe workplaces, and basic standards of compensation and conditions of employment. A stable labour relations climate fosters economic stability which attracts investors, employers, and employees to our province. In this respect, the goals, objectives, and strategies in this plan will play an important role in the success of the *BC Jobs Plan*.
- Fair and balanced laws and regulations that reflect the changing social norms and expectations of employers and employees in the 21st century will assure British Columbia's position as an attractive location for business and employment. The Ministry will continue to examine the province's employment laws and policy to ensure that we are meeting the needs of employees and employers.
- The recent and upcoming scheduled increases in the minimum wage provide a meaningful benefit to many lower wage workers in the Province. In addition, the current review of the regulated minimum piece rates for the hand harvesting of certain fruits and vegetables will help to ensure a piece rate system that works to the mutual benefit of both employees and employers in the agriculture sector.
- The Ministry actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate. The premise is that the parties are best served by making use of every available means of resolving complaints or disputes before they escalate into either complex litigation or strikes and lockouts.
- Citizen-centred service improvements and proactive initiatives, such as improving service timeliness and providing workers' compensation and employment standards information through different channels, in varied mediums and in multiple languages, will help lay the groundwork for ongoing labour stability and prosperity. In addition, a focus on prevention serves to increase compliance with the laws and regulations under the Ministry's mandate.



Climate Change Adaptation Strategy

The Ministry is supporting implementation of the Provincial Climate Change Adaptation Strategy. This Strategy calls on government agencies to consider climate change and its impacts by assessing business risks and opportunities related to climate change, where relevant, in its planning, projects, policies, legislation, regulations, and approvals processes. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses and communities.

Goals, Objectives, Strategies and Performance Measures

The Ministry works to create safe, healthy and fair workplaces where employers and workers prosper and contribute to British Columbia's economic growth and prosperity.

The Ministry Service Plan establishes priorities for addressing opportunities and challenges in the 2012/13 fiscal year. Three goals govern the Ministry's day-to-day operations:

- 1 – Balanced Law and Policy;
- 2 – Outstanding People;
- 3 – Service Excellence.

The goals, objectives, and strategies of the *2012/13-2014/15 Service Plan* align with the Ministry's internal operations while maintaining the external focus critical to the organization's success in serving the public.

The objectives translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that will be implemented in order to achieve the desired objectives. The performance measures linked to each objective are indicators of the progress being made.

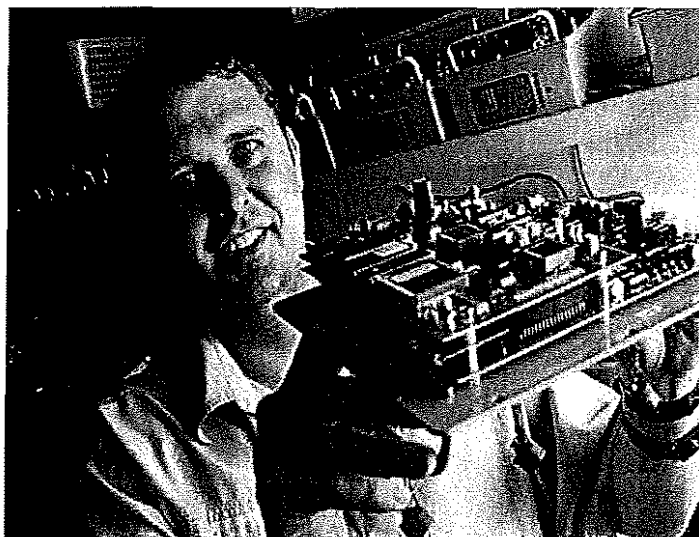
Three-year targets have been set for each performance measure. Internal benchmarks are used to set targets because, in most cases, national standards do not exist.



Goal 1: Balanced Law and Policy

Objective 1.1: Labour laws and policies responsive to, and supportive of, the evolving world of work

The Ministry's legislation, policy and services are designed to: protect the health and well-being of British Columbia's workers; foster fairness; ensure that appropriate protections, supports and remedies are available; and promote labour stability. To maintain these outcomes, the law, regulations and services must keep pace with changes in the labour and health and safety environment.



Key strategies:

- Engage key business and labour stakeholders in discussions aimed at gaining insights on ways to modernize our employment standards to best reflect the needs of employees and employers in 21st century workplaces.
- Create dialogue between the Ministry and stakeholders in the employer and worker communities so that critical employment and labour relations issues are addressed in a timely, effective and mutually beneficial manner and in a way that promotes labour stability.

- Ensure that the principles of early intervention are available and applied, where necessary and appropriate, in collective bargaining and in the disposition of employment standards complaints.

Objective 1.2: Clients and stakeholders have knowledge of and understand labour requirements and processes

To achieve our objective of employment and labour laws and policies being responsive to and supportive of the evolving world of work, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.

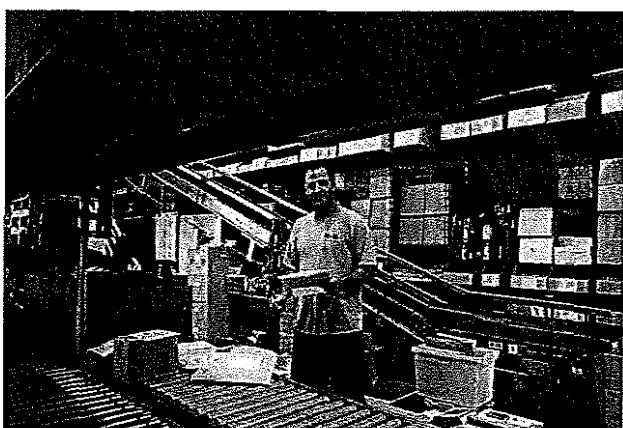
Key strategies:

- Ensure access to a responsive and efficient Labour Relations Board to address issues in unionized workplaces as regulated by the Labour Relations Code.
- Engage in initiatives aimed at increasing knowledge of employment standards among employees and employers.
- Provide direct workers' compensation assistance, guidance and service to workers and employers.
- Provide education, training, and mentoring to government agencies, public groups, professional associations, and unions on compensation claims and appeals issues.
- Provide training, mentoring and coaching to employers on workers' compensation and occupational health and safety issues to create safer, more effective workplaces and to protect vulnerable workers.
- Address language barriers within various ethnic communities, provide information and services in multiple languages.

Performance Measure 1: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

Performance Measure	2004/05 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	96.5 - 98.5%	96.5 - 98.5%	96.5 - 98.5%	96.5 - 98.5%

Data Source: Employment Standards Branch Case Management System and BC Stats.



Discussion

This performance measure is an important indicator of labour stability within the Province, which reflects the ministry's focus on prevention, labour stability and competitiveness. The performance measure is determined by dividing the total number of employers subject to complaints filed with the Employment Standards Branch within a fiscal year by the total number of business establishments with employees throughout the province. A high percentage of employers without employee complaints

registered with the Employment Standards Branch suggests a stable labour climate within the province, which in turn attracts investors, thus promoting continued economic growth and prosperity. While there are no specific national benchmarks for this performance measure, other jurisdictions within Canada have also adopted this measure as a means to track labour stability.

The measure is derived from two sources: Employment Standards Branch (Branch) data which shows the number of employers who are the subject of one or more employment standards complaints over the course of a fiscal year; and BC Stats data on the total number of business establishments with employees over the same period.

The expectation is that educational and compliance initiatives, particularly in those sectors where vulnerable workers are most likely to be employed, will maintain the percentage of employers whose practices do not result in complaints being registered with the Branch at their current high levels.

It should be noted that the target range for this measure has not increased, as it continues to reflect an ambitious and appropriate target for labour stability in our province.

Performance Measure 2: Percentage of mediation applications settled

Performance Measure	2009/10 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of mediation applications settled.	86%	>86%	>86%	>86%	>86%

Data Source: Labour Relations Board Annual Statistics (calendar years)

Discussion

This performance measure demonstrates the extent to which mediation appointments made by the Labour Relations Board have resulted in settlements (i.e., where the parties agree to settle matters by way of mediation and/or arbitration). The measure is an important indicator of labour stability in the province and reflects the broad goal of balanced law and policy.

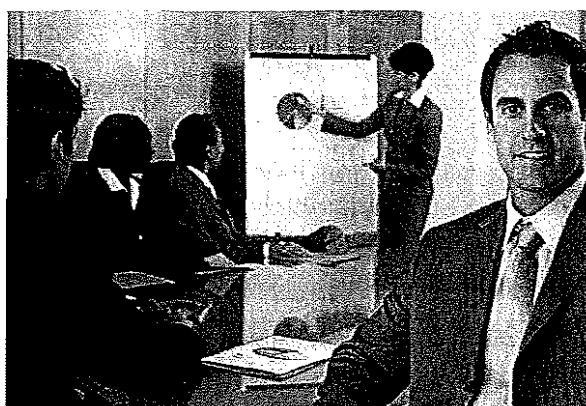
The measure is calculated by dividing the number of mediator appointments under sections 55 and 74 of the *Labour Relations Code*, that resulted in settlements, by the total number of appointments disposed of under those sections. The 2009/10 baseline is used because the current method of Labour Relations Board reporting on these statistics started in 2009.

Goal 2: Outstanding People

Objective 2.1: Leaders who are accountable to deliver service, develop qualified people, and implement transformation

Key strategies:

- Support a high-performance, service-oriented culture.
- Develop a critical knowledge transfer framework.
- Enhance leadership and develop supervisory and management skills.
- Maintain and enhance the level of expertise of staff by providing professional development.



Goal 3: Service Excellence

Objective 3.1: Accessible, reliable, and timely adjudicative services

Timely, accurate and quality decisions are critical in ensuring that a fair and effective dispute resolution process exists and the successful delivery of Ministry programs and services is achieved.

Key strategies:

- Improve the efficiency and effectiveness of the Employment Standards Branch decision-making process through access to clear policy direction, sharing of best practices, and the development and delivery of appropriate training.
- Ensure that the Employment Standards Branch continues to meet or exceed established timeline targets for cases.
- Ensure that systems are in place to track productivity and adherence to timeline targets for administrative tribunals.
- Establish timelines and a baseline for the disposition of cases before the Labour Relations Board, with a performance measure to be implemented in the next year.
- Focus on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Measure 3: Percentage of Employment Standards Branch cases resolved within 180 days

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of Employment Standards Branch Cases resolved within 180 days.	78%	>78%	>78%	>78%	>78%

Data Source: Branch case management statistics

Discussion

Previous service plans included two measures for this goal that addressed the percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal and the proportion of Employment Standards Branch cases closed prior to adjudication. These measures are no longer meaningful because targets were significantly exceeded since 2006/07.

In 2011/2012, the Ministry developed this new measure which presents a timeliness indicator for the Employment Standards Branch. The measure is based on a 2010/2011 baseline and is calculated by dividing the number of cases resolved within 180 days by the total number of cases filed.

Objective 3.2: Innovative early intervention processes

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation and fosters stability in labour relations. The Ministry continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

Key strategies:

- Encourage the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building.
- Continue the emphasis of the Labour Relations Board on offering conflict resolution programs to the labour relations community that focus on team building, joint consultation committee effectiveness, and relationship enhancement, to promote and encourage cooperative participation in resolving workplace issues between employers and unions.
- Support the Employment Standards Branch in providing education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication).
- Ensure that sector-specific initiatives undertaken by the Employment Standards Branch foster mutual co-operation between government and industry, particularly as they relate to vulnerable workers.
- Promote use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).

Objective 3.3: Increased client and stakeholder satisfaction through open and effective communication

Increased satisfaction arises from increased understanding, trust and respect. The success of these values relies upon open and effective communication.

Key strategies:

- Provide services in multiple languages.
- Survey to measure overall client satisfaction with the service of the Employment Standards Branch.
- Survey biannually to measure client satisfaction with the service of the Employers' Advisers Office and Workers' Advisers Office.

Performance Measure 4: Client satisfaction with the Employment Standards Branch

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of clients satisfied with Employment Standards Branch service	75%	>75%	>75%	>75%	>75%

Discussion

This performance measure assesses how satisfied clients are with the services provided by the Employment Standards Branch. The measure is based on responses to a client satisfaction survey first conducted between September and December 2010. Results of the survey assist the Ministry in determining where improvements should be made to the services provided by the Employment Standards Branch.

Performance Measure 5: Percentage of client satisfaction with Employers' Advisers Office and Workers' Advisers Office

Performance Measure	2004/05 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of respondents satisfied or very satisfied with Employers' Advisers Office (EAO)	90%	> or = 90%	> or = 90%	> or = 90%	> or = 90%
Percentage of respondents satisfied or very satisfied with Workers' Advisers Office (WAO)	73%	> or = 80%	> or = 80%	> or = 80%	> or = 80%

Data Source: Scores from biannual surveys of the Employers' Advisers Office and Workers' Advisers Office

Discussion

This measure demonstrates how satisfied clients are with the services provided by the Employers' Advisers Office and the Workers' Advisers Office. The measure is based on client satisfaction surveys conducted biannually.

The Employers Advisers Office is investigating alternate methods and developing a more comprehensive tool for assessing client satisfaction intended to be implemented in 2012. Progress on this initiative will be reported in the Service Plan Report.

Citizens' Services and Open Government

Strategic Context

The focus of Citizens' Services and Open Government is to ensure that the services people need and expect from their government are delivered as effectively as possible. In support of this focus, the Ministry is integral to the continuing evolution of government's vision for transformative change as outlined in the *Citizens @ the Centre: BC Government 2.0* strategy, released last year. Since that time, Government has re-affirmed the strategy, and outlined an Open Government agenda as a key priority.



The Ministry's ultimate vision for how we will meet the Open Government agenda is to provide citizens with the access to the services they need, the choice of how they want to receive those services, the highest quality service experience possible, and the ability to participate in and have an impact on the design or delivery of those services.

The Ministry will also play a critical enabling role in government, supporting ministries in achieving the Open Government vision by providing the foundational infrastructure, legislation policies and governance.

This work includes building upon the renewed government homepage, Open Information site and DataBC site, in order to expand upon and broaden the application of these initiatives in order to put more

information and tools in the hands of citizens and ministries. It also includes taking leadership within government to drive this vision through supporting user-centric web development, providing enterprise data warehousing and geographic services, and acting upon recent amendments to the *Freedom of Information and Protection of Privacy Act* to modernize government's approaches to information and privacy protection.

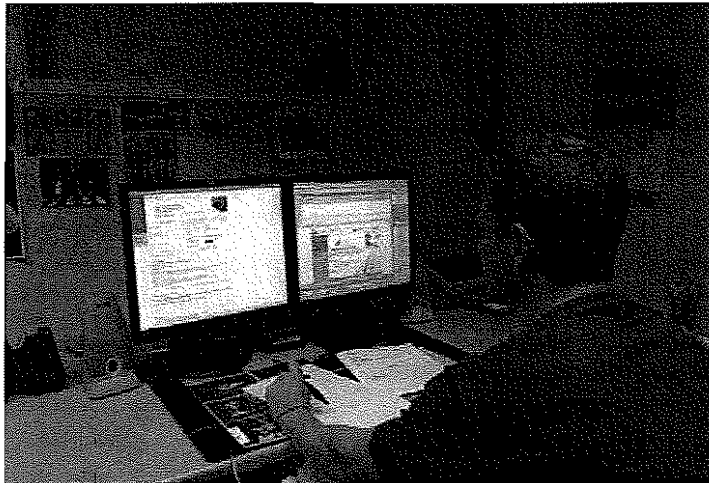
Citizens' Services and Open Government's mandate is a response to several factors. Changing demographics, the advent of new technologies, climate change and the resulting changes in citizen expectations are all colliding with the traditional challenges of privacy protection, fiscal pressures and accountability obligations to present a rising tide of challenges for government that cannot be fully met with existing policies, tools and approaches.

Demographics: As the population of the province becomes increasingly diverse, designing and delivering services requires government to be responsive to citizens' expectations to access services in-person, by telephone and online. Government will need to address the challenges associated with ensuring multi-channel service delivery is efficient and effective to meet citizen expectations.

At the same time, in the future British Columbia will not have enough people entering the workforce to meet demand. This is expected to result in a smaller public service workforce and will impact our ability to meet increased service demands.

As a result of these pressures, maintaining high quality service will require the development of strategies to ensure an engaged workforce able to meet the expectations of changing service demands. This will include rethinking how and where work is accommodated across government's real-estate portfolio to increase choice and foster greater productivity.

Technology: The rapid evolution of technology has enormous potential to support the goal of improving the delivery of services to citizens. At the same time, government must also work to manage and strategically utilize – as a business asset – the vast amount of information we collect, use and produce in our daily operations.



Building a culture of innovation and collaboration in the public service is critical as the pressure on government intensifies to deliver high quality services with a smaller workforce. The Ministry has rolled out advanced communication and collaboration services to connect employees and enable them to work together, and to share information, knowledge and ideas across government. Government will need to continue to work innovatively by using up-to-date applications and technology to transform

the way services are delivered to citizens.

Technology will enable government to meet citizens' needs not only by making a wider range of services available online, but by engaging citizens directly in the shaping of government policy and decisions.

Citizen Expectations: Demographics, changing social attitudes and technology are all creating an increased expectation for government openness and accessibility that challenges many of government's traditional approaches.

The increasing expectations of citizens for co-ordinated services and better access to information compels government to be more co-ordinated in its service design and delivery. As the population of the province becomes more culturally diverse and technically literate, expectations for effective and more accessible government services increase. The voice of citizens has become integral to the improvement in the services provided by government, and understanding the factors that impact citizen satisfaction is a key source of information that can be used to improve service. Citizen

consultation shows that while satisfaction is high with in-person services, the greatest demand from citizens is for more online services. Continued work on improving and integrating telephone and in-service delivery from a citizen-centric perspective will also enhance service quality for citizens and save citizens time and money in their interactions with government.

Economy: Higher citizen expectations, a labour market forecasted to be competitive over the long-term and continued pressure on budgets require government to be increasingly innovative in its approach to delivering services to citizens. Government will need to continue to look for ways to reduce costs by leveraging its common business infrastructure and eliminating duplication and redundancies in its operations. Using the Ministry's expertise in strategic partnerships and developing new ways to work with the broader public sector and private sector will help government build capacity, access capital, transfer risk and leverage economies of scale by reducing unit costs of commodities.

Climate Change: Citizens' Services and Open Government supports the provincial Climate Change Adaptation Strategy and considers the likely effects of climate change in its planning and operations. This Strategy calls on government agencies to consider climate change and its impacts by assessing business risks and opportunities related to climate change, where relevant, in its planning, projects, policies, legislation, regulations, and approvals processes.

Citizens' Services and Open Government will embrace the opportunities presented by this reality by working to redefine the delivery of services to the people of British Columbia and transforming how citizens engage and interact with their government.

Goals, Objectives, Strategies and Performance Measures

Goal 1: Open Government – Citizens are empowered to be informed and engaged with government in a way that is inclusive, builds trust and quality of life

Objective 1.1: Communication of government's policies and programs to the public is timely, relevant and readily accessible

Objective 1.2: Citizens are empowered to create value from using government data and information

Objective 1.3: Citizens are engaged to provide input and have access to services and information

Objective 1.4: Government supports the development of infrastructure that provides citizens accessibility to services and information

Strategies

- Communicate through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching citizens where they live.
- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Support ministries to expand government data available to citizens through DataBC and within government through enterprise data warehousing and geographic services.
- Support the expansion of government information proactively and routinely released to the public.
- Actively manage to statutory timelines for information access requests with ministry customers.
- Enhance government's presence on social media.
- Support ministries in planning and launching public engagement initiatives using social media and in-person techniques.
- Transform the government's internet presence utilizing user-centric design approaches to improve accessibility of government services and information.
- Provide opportunities for citizens to collaborate with government to identify ways to improve frontline service delivery.

- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.

Performance Measure 1: Timely response to media inquiries

Performance Measure	2006/07 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Timely response to media inquiries ¹	97.76%	97%	97%	97%	97%

Data Source: Government Communications and Public Engagement (GCPE)

¹This performance measure was known as "Provide Initial response to media within one hour of enquiry or within media deadline" in the 2009/10 – 2011/12 Service Plan Update.



Discussion

This performance measure is an average of two indicators of GCPE's ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2010/11, GCPE responded to over 13,500 media enquiries and exceeded the target of 97 per cent with a measurement of 99.52 per cent. This represents an increase compared to 2009/10, which

had a final result of 99.24 per cent, as well as an increase of over 700 media inquiries compared to 12,800 in 09/10.

For the past four years, results have exceeded the baseline set in 2006/07 of 97.76 per cent.

Performance Measure 2: Compliance with statutory freedom of information response times

Performance Measure	2008 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Compliance with statutory freedom of information response times	71% ¹	90%	92%	92%	92%

¹The baseline percentage has been calculated for calendar year 2008. Future reporting is based on fiscal year data.

Discussion

Providing timely responses to freedom of information (FOI) requests is a critical aspect of government accountability and transparency. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

Government now responds to more than 8,000 requests every year, many of which are large and complex. Many involve multiple ministries and evolving information technologies. Government's

information and access operations is handled centrally to facilitate more efficient request processing through standardized government-wide practices and streamlined business processes.

The baseline of 71 per cent for this performance measure is based on the compliance result for calendar year 2008 published in the Office of the Information and Privacy Commissioner's 2009 report, *Timeliness of Government's Access to Information Responses*. Despite the fact that the number and complexity of FOI requests continue to increase year over year, the ongoing dedication of highly-trained, professional information access and records management staff; continuous business improvements; and, better use of technologies enable the Ministry to maintain significantly improved response times for FOI timeliness.

The targets are based on the number of closed requests completed on time as a percentage of the overall requests closed in each fiscal year.

Performance Measure 3: Citizen satisfaction with provincial government services

Measure	2007/08 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Citizen satisfaction with provincial government services	54 ¹	Next survey 2012/13	60	Next survey 2014/15	60

Data Source: BC Stats

¹The baseline is an average score that is calculated by converting a five-point survey question scale – where 1 equals very dissatisfied and 5 equals very satisfied – into a scale ranging from 0-100.

Discussion



Through a biennial, province-wide citizen satisfaction survey, Citizens' Services and Open Government monitors how citizens rate the services they receive from the provincial government. The survey measures the overall satisfaction of citizens with provincial government services. The results of the survey are used to improve provincial government service delivery.

The performance targets for this measure reflect the expectations that citizen satisfaction with provincial government services will increase from the 2007/08 baseline as government continues to improve the quality of services by pursuing innovative solutions to meet the needs of citizens.

Targets have been set with the expectation that citizen satisfaction with B.C. government services will remain higher than the national average. Service BC conducted a survey in the winter of 2010, the results of this survey were 57, substantially achieving the target set. The 2010/11 result of 57 represents an increase in citizen satisfaction from the baseline rating and is higher than the national average of 51². The next survey is scheduled for the winter of 2012. Should the 2012/13 Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

² The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biennial Citizens First survey, a national satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the trend of Citizens First survey results to the B.C. Citizen Satisfaction Survey 2010/11 results indicated that citizen satisfaction with provincial government services in B.C. (57) is higher than the national average (51).

Performance Measure 4: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) ¹	84% (170 of 203 First Nations)	89% (180 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)

Data Source: Network BC

¹ The baseline for this measure has been confirmed based on the completion of broadband assessments in mid-2007.

Discussion

This performance measure demonstrates the level of success in facilitating First Nations access to broadband facilities by supporting the development of backhaul or transport infrastructure that allows service providers to connect homes, businesses and schools to the Internet.

Backhaul or transport infrastructure is a network connection that transports data traffic to and from last mile point-of-presence location that connects to the Internet gateway.

This measure does not take into account the number of communities with last mile infrastructure in place, the number of communities with local high-speed services available, or the take-up (i.e., end-user) usage rate.

The provincial government continues to support First Nations-led connectivity initiatives. Targets are presented based on input received from several sources and are subject to change.

Goal 2: Service Excellence – A trusted organization that maximizes value to citizens and clients

Objective 2.1: Increased citizen and client satisfaction with a consistent service experience

Objective 2.2: Optimized value to government through innovation and more effective utilization of government infrastructure

Objective 2.3: Well managed, integrated and sustainable government services

Strategies

- Ensure our services are fully coordinated to improve value to citizens and clients.
- Invest in our infrastructure to maximize accessibility and choice for government services to citizens.
- Provide a better quality service experience to citizens across all channels.

- Provide leadership on enterprise data management and warehousing, capitalizing on the potential of geospatial data infrastructure and geographic services to transform government services.
- Manage government infrastructure to provide clients with the flexibility they require to support service excellence.
- Improve utilization of government's real estate portfolio.
- Seek new opportunities to leverage the benefits of shared services and strategic partnerships across government.
- Redesign business processes for internal government services.

Performance Measure 5: Service BC Satisfaction

Measure	2004/05 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Service BC satisfaction ¹	96% ²	Next survey 2012/13	At least 96%	Next survey 2014/15	At least 96%

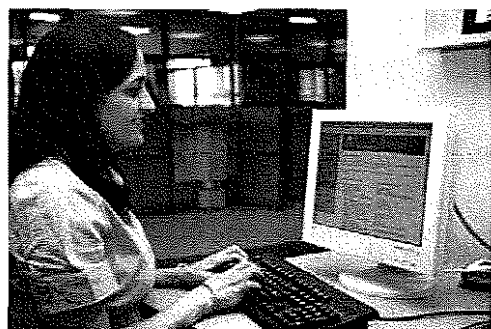
Data Source: BC Stats

¹This rating is an index comprised of citizen satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of citizens served by each channel.

²The baseline was established in 2004/05 based on survey results from January/February 2004.

Discussion

The Service BC rating is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information through two main service channels – in-person and



by telephone. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. In 2008/09, 96.5 per cent of citizens who were surveyed indicated they were satisfied with the quality of services provided by Service BC. Service BC conducted a survey in the fall of 2010, with the result of 96.77 percent. The next survey will occur in the fall of 2012 and the results will be reported in the Ministry's 2012/13 Annual Service Plan Report.

Future-year targets for this measure are to exceed or maintain a 96 percent satisfaction rating. Maintaining a high level of satisfaction will demonstrate that Service BC is continuing to meet citizens' expectations as it pursues new and innovative service delivery approaches.

Performance Measure 6: Percentage of vacant office space

Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Vacancy Rate	1.45%	<1.65	<1.65	<1.65

Data Source: Integrated Workplace Solutions Division

Discussion

This new performance measure demonstrates the provinces' effectiveness in managing its office space vacancy. The baseline for this measure will be the results from the 2011/12 year and be provided in the next Service Plan. This measure will be used as a tool to meet our targets through sub-leasing of vacant space as it becomes available and careful management of the space occupied by ministry clients. Benefits from effective oversight reduce operational costs and demonstrate cost-effective stewardship on behalf of citizens. Maintaining a small vacancy rate results in cost savings when temporary space is required to support relocations during renovations or temporary occupations.

As this is a new measurement that includes the province's entire portfolio of market-comparable office space, both owned and leased, the vacancy of 1.45% is the forecast for 2011/2012. This vacancy measure is calculated by dividing the area of market-comparable office space that is vacant by the entire inventory of market-comparable office space to arrive at a vacancy percentage.

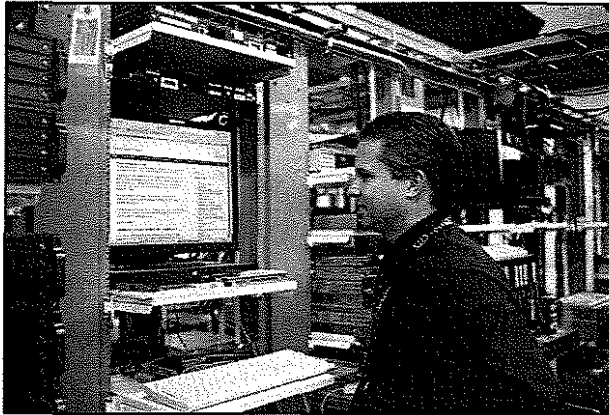
Goal 3: Government Technology Transformation – Set the direction and provide the foundation to enable effective and innovative citizen-centred services

Objective 3.1: Improved planning and design of service delivery for citizens and clients

Objective 3.2: Government information and technology management strategies allow for effective and secure use of information while also protecting privacy

Strategies

- Support efficient and accessible service to citizens and clients through modernized and integrated technologies.
- Provide guidance for how technology will be applied consistently across government.
- Establish strategic relationships with key suppliers of services to deliver better outcomes across the public sector.
- Support corporate planning for ministries focused on business transformation and technology opportunities.



- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions to government to allow citizens to access a wider range of services.
- Enable flexibility and choice in technology tools through developing creative and secure approaches for staff to use technology to conduct their work.

Goal 4: Public Service Transformation – Workforce solutions that enable public servants to work in a flexible and collaborative environment

Objective 4.1: Public servants are supported to change the way they work in order to provide better services to citizens

Objective 4.2: Improved staff capacity and more effective work environments

Strategies

- Provide the tools and supports to ministries to enable flexible work environments for their employees.
- Provide security, privacy and information sharing awareness and material for the public sector.
- Develop new practices to support citizen engagement across government.
- Implement initiatives to build employees' knowledge, skills and abilities.

Resource Summary

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Operating Expenses (\$000)				
Service to Citizens and Businesses	17,406	17,406	17,406	17,406
Strategic Initiatives	16,374	16,536	16,536	16,536
Office of the Chief Information Officer	12,442	12,442	12,442	12,442
Executive and Support Services	20,590	20,590	20,590	20,590
Logistics and Business Services	12,182	12,182	12,182	12,182
Integrated Workplace Solutions	260,510	266,110	261,510	270,110
Technology Solutions	161,452	161,452	161,452	161,452
Government Communications and Public Engagement	26,155	26,155	26,155	26,155
Labour Programs	15,713	15,713	15,713	15,713
Total	542,824	548,586	543,986	552,586
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Citizens' Services	3,340	2,749	52	307
Shared Services BC	98,496	166,144	141,669	216,383
Government Communications and Public Engagement	0	915	0	0

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Labour Programs	433	0	0	0
Total	102,269	169,778	141,721	216,690
Other Financing Transactions (\$000)				
Release of Assets for Economic Generation				
Receipts	0,000	0,000	(8,000)	(5,000)
Disbursements	0,000	3,000	5,000	5,000
Total Net Cash Source (Requirements)	0,000	3,000	(3,000)	0,000

1 For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

Appendix

Ministry Contact Information Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	www.lrb.bc.ca
Employment Standards Office	General Inquiries: 1 800 663-3316*; in Prince George: 250 612-4100	www.labour.gov.bc.ca/esb/
Employment Standards Tribunal	604 775-3512	www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800 1 800 663-2782*	www.wcat.bc.ca
WorkSafeBC	1 888 621-SAFE (7233)* 1 866 WCB-HELP (922-4357) after hours*	www.worksafebc.com

Location	Employment Standards Branch Office	Employers Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492*	604 870-5488 1 888 295-7781*
Campbell River			250 830-6526 1 888 643-0013*
Dawson Creek	250 784-2390		
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Langley	604 513-4635		
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550		250 354-6933 1 866 354-6933*
Prince George	250 565-6120	250 565-5285 1 888 608-8882**	250 565-4280 1 800 263-6066*
Richmond	604 660-4946	604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Terrace	250 638-6525		
Trail		250 364-0730 1 877 877-5524**	
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4893 1 800 661-4066*

* Toll-Free in B.C.

**Toll-Free in B.C. and Alberta

Citizens' Services and Open Government

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	www.cio.gov.bc.ca/
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	www.gov.bc.ca/gcpe
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.servicebc.gov.bc.ca/
Strategic Initiatives	250 953-3470	www.data.gov.bc.ca www.openinfo.gov.bc.ca

Hyperlinks to Additional Information

Listing of Ministry Legislation

www.leg.bc.ca/PROCS/allacts/LCSOG.htm

FY 2011/12 Fiscal Year End Position - Public Accounts

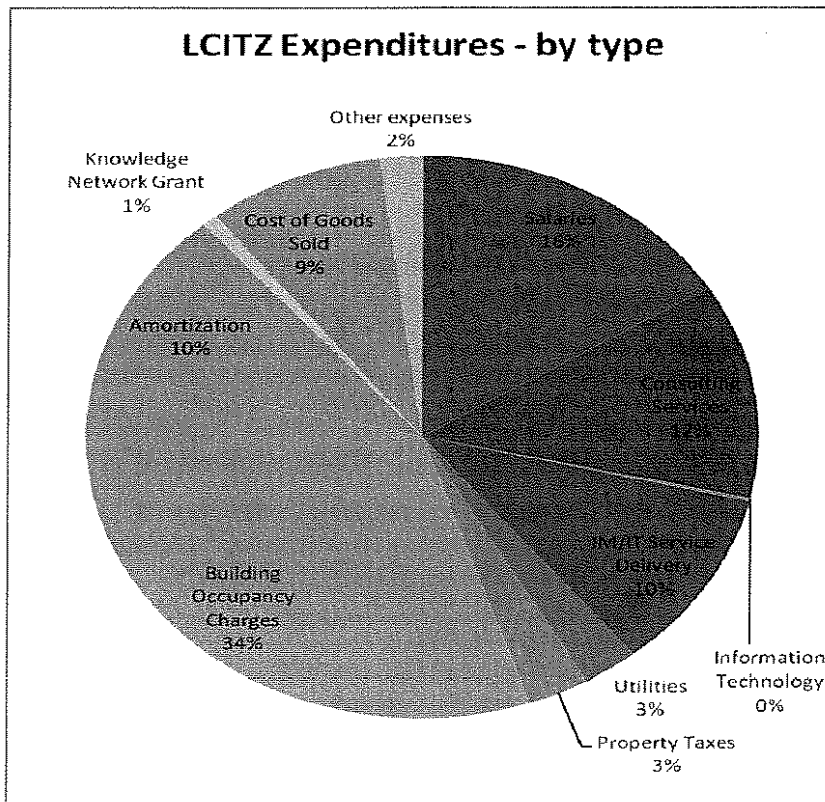
(\$000s)

	Estimates 11/12	Public Accounts 11/12	Variance	Note	Estimates 12/13
Ministry Operations					
Services to Citizens and Businesses	\$17,406	\$18,421	(\$1,015)	1	\$17,406
Strategic Initiatives	\$16,290	\$21,009	(\$4,719)	2	\$16,536
Office of the Chief Information Officer	\$11,849	\$10,845	\$1,004	3	\$12,442
Executive and Support Services	\$26,621	\$19,921	\$6,700	4	\$20,590
Vote Total	\$72,166	\$70,196	\$1,970		\$66,974
Shared Services BC					
Logistics and Business Services	\$17,723	\$20,474	(\$2,751)	5	\$12,182
Integrated Workplace Solutions	\$277,543	\$273,335	\$4,208	6	\$266,110
Technology Solutions	\$156,422	\$157,051	(\$629)	7	\$161,452
Vote Total	\$451,688	\$450,860	\$ 828		\$439,744

Notes

1. Over expenditure occurred primarily within BC Registries Services. While a fully cost recovered service, over the past 4 years the program's gross budget has gone from \$9.812M down to \$5.049M as part of government's efforts to balance the budget. The program has managed much of the reduction through staff reduction and delaying systems upgrades, but pressures for new projects such as New West Partnerships has meant that the ministry has had to offset expenditures with savings elsewhere.
2. Over expenditure related to the Open Government Initiative that the ministry was directed to implement mid year in 2011/12, including Data BC and Open Info web presence with no additional funding.
3. The OCIO was able to finish the year with a \$1.004M surplus through higher than anticipated cost recoveries for services provided (primarily research services on behalf of ministries and BPS clients) and reduced IT related expenditures.
4. Savings were achieved within the program to ensure there was sufficient funding to offset pressures elsewhere in the vote. These saving were achieved by transfer of SSBC financial staff back to the programs (\$3.3M – budget was transferred for fiscal 12/13), reduced systems related project work in Information Management Branch (\$0.8M), reassignment of special project funding (\$1.3M) elimination of the Chief Operating Officer and Strategic Partnership and Planning Branches (\$0.5M) and efficiency savings achieved by the elimination of the Deputy Minister Office – Labour with those functions combined with the DMO – Citizens Services (\$0.4M), The remaining \$0.4M in saving was achieved through minor recruitment lag and operating expense reduction through the division.

5. The primary pressures for Logistics and Business Services include the increased purchase of software licences on behalf of government over the budgeted amount (approx \$2.4M) and the transfer of staff costs from Executive and Support Services (approx \$0.3M).
6. Within Integrated Workplace Solutions, the year end surplus was a result of under expenditures related to facility maintenance (\$3.3M), operating equipment purchases (\$1.5M), amortization expense savings (\$1.5M) offset by \$2.1M in charges related to the transfer of financial and communications staff from Executive and Support Services.
7. The over expenditure in Technology Solutions was created primarily by the transfer of salary costs for the financial staff that were relocated to the division from Executive and Support Services, part way through the year.



The chart above shows the distribution of actual expenditures for Fiscal 11/12 by major expenditure types. It is based on gross expenditures of \$879.986M (before recoveries are factored in).

The most significant factor to note in the chart is that over 50% of the annual expenditures are committed to providing services to client ministries and the broader public sector. This is even before including salary cost and consulting service related expenditures:

• Building Occupancy Charges	34%
• Property Taxes	3%
• Utilities	3%
• Amortization	9%
• IM/IT Service Delivery	10%
• Cost of Goods Sold	<u>9%</u>
Total	68%

Included within consulting services are both operational and advisory contracts; however the largest component of these charges (90%) relate to IT consulting services. These contracts support both ministry and corporate applications and end user services, such as hosting services with HP Advanced Solutions, workstation support with IBM, and telecommunications provided through Telus.

In addition to IT consulting service, we incur additional service delivery charges for items such as hardware and software maintenance and data and voice communications.

Tracking Estimates FY 11/12 to 12/13
(\$000s)

	Estimates 11/12	Adjustments	Estimates 12/13	
Ministry Operations				
Services to Citizens and Businesses	\$17,406	\$0	\$17,406	
Strategic Initiatives	\$16,290	\$246	\$16,536	1
Office of the Chief Information Officer	\$11,849	\$593	\$12,442	2
Executive and Support Services	\$26,621	(\$6,031)	\$20,590	3
Vote Total	\$72,166	(\$5,192)	\$66,974	
Shared Services BC				
Logistics and Business Services	\$17,723	(\$5,541)	\$12,182	4
Integrated Workplace Solutions	\$277,543	(\$11,433)	\$266,110	5
Technology Solutions	\$156,422	\$5,030	\$161,452	6
Vote Total	\$451,688	(\$11,944)	\$439,744	

Notes

1. Net increase of \$0.246M is the result of the transfer out of one staff to the BC Public Service Agency (\$0.092M) and the transfer in of two IT staff from Forest Lands and Natural Resources related to GeoBC (\$0.176M) and a budget lift of \$0.162M for amortization costs related to GeoBC systems development.
2. The net increase in OCIO is the result of the transfer in of \$0.502M funding related to staff working in the Strategic Partnership Office from Logistics and Business Services, the transfer in of staff from Technology Solutions who were working on the telecommunication contract with Telus (\$0.242M) and the transfer of IT security staff to Technology Solutions (\$0.151M)
3. The net reduction to the Executive and Support Services budget was a result of the transfer of financial and communications staff to Shared Services programs (\$5.134M), the transfer out of the Public Service Initiatives Branch to the BC Public Service Agency (\$1.344M) and the transfer in of the Board Resource Development Office from the Office of the Premier (\$0.447M).
4. The net decrease in Logistic and Business Services is the result of the following adjustments: the transfer of responsibility for the purchase and maintenance of corporate software to Technology Solutions (\$15.318M), the transfer of recoveries related to the cost of services provided by the other Shared Services programs to LBS (\$9.713M), the transfer of staff working for the Strategic Partnership Office to the OCIO (\$0.502M) and the transfer in of financial staff from Executive and Support Services (\$0.566M).

5. The net decrease to Integrated Workplace Solutions resulted from the transfer of funding for cost of services provided to BC Ambulance Service to the Ministry of Health (\$12.436M), increased recoveries related to the provision of services to logistics and Business Services (\$5.200M), the transfer of Mandatory Operating Equipment funding to other ministries (\$2.500M), the transfer of \$0.03M to Jobs Tourism and Investment to allow them to find accommodations in London to replace the office space lost when the lease for London House expired, the transfer in of financial and communications staff from Executive and Support Services (\$3.133M), a budget lift to support critical facility maintenance projects throughout the Province (\$5.00M for current year only), and a lift for the operating costs associated with the development of the Surrey Pretrial Centre (\$0.600M).
6. The net increase of \$5.030M to the Technology Solutions budget is a result of the following adjustments; the transfer of responsibility for the purchase and maintenance of corporate software from LBS (\$15.318M), the transfer in of financial and communications staff from Executive and Support Services (\$1.435M), the transfer of security staff from the OCIO (\$0.151M) offset by the following reductions related to the transfer of funding for cost of services provided to BC Ambulance Service to the Ministry of Health (\$7.119M), increased recoveries related to the provision of services to logistics and Business Services (\$4.513M), and the transfer out of staff to OCIO who were working on the telecommunication contract with Telus (\$0.242M).

Ministry 1st Quarter Financial Position
(S000s)

	Estimates 12/13	June 30/12 Forecast	Variance	
Ministry Operations				
Services to Citizens and Businesses	\$17,406	\$19,155	(\$1,749)	1
Strategic Initiatives	\$16,536	\$17,273	(\$737)	2
Office of the Chief Information Officer	\$12,442	\$17,314	(\$4,872)	3
Executive and Support Services	\$20,590	\$18,346	\$2,244	4
Vote Total	\$66,974	\$72,088	(\$5,114)	
Shared Services BC				
Logistics and Business Services	\$12,182	\$12,182	\$0	
Integrated Workplace Solutions	\$266,110	\$266,110	\$0	
Technology Solutions	\$161,452	\$156,338	\$5,114	5
Vote Total	\$439,744	\$434,630	\$5,114	

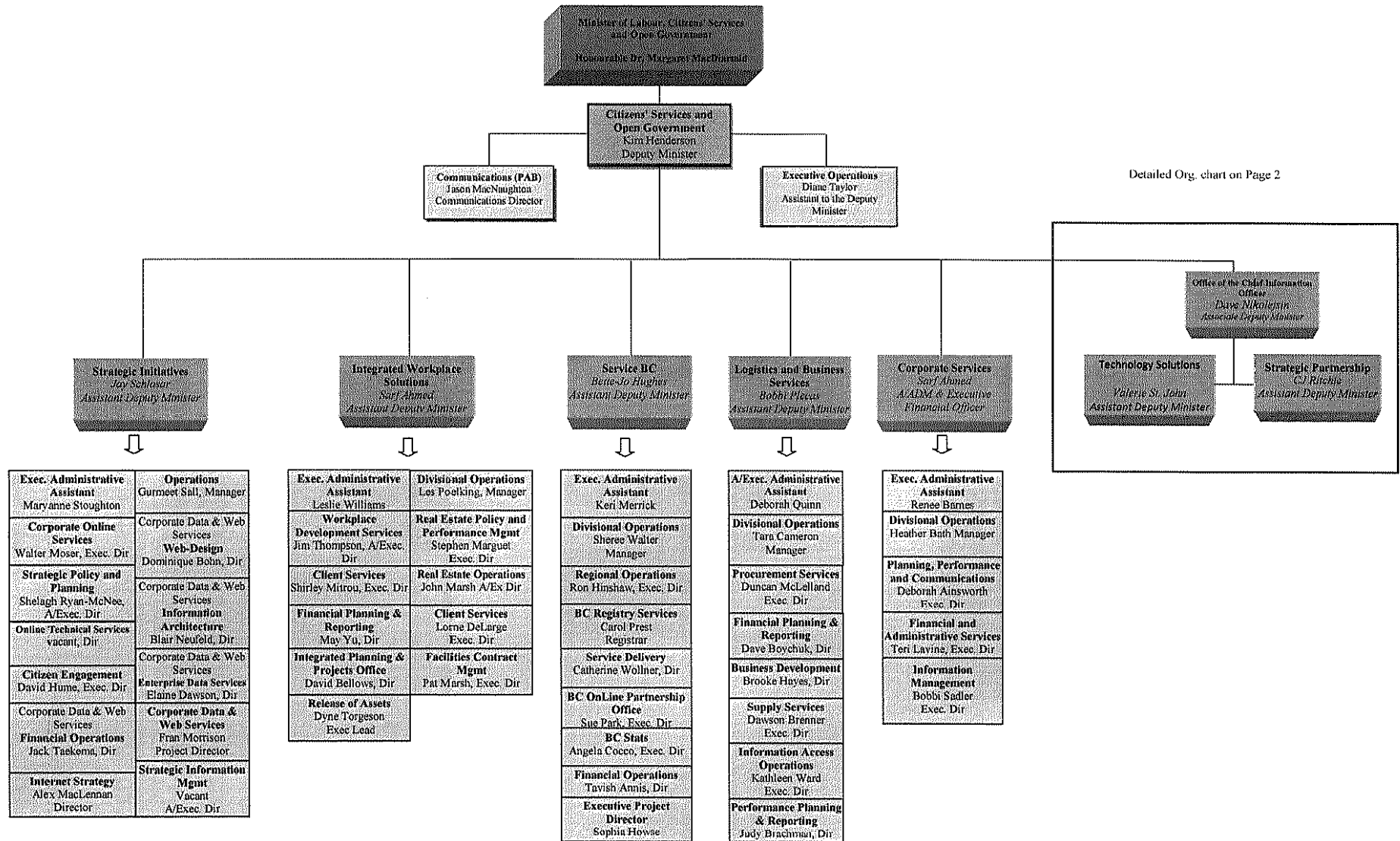
Notes

1. Forecast pressure relates to BC Registries funding pressure that has carried over from the previous fiscal year. The ministry is looking at opportunities within the vote to help offset this pressure prior to year end.
2. The Strategic Initiatives deficit relates to the wrap up of Gov2.0 projects that were started last fiscal, but not completed prior to fiscal year end.
3. The \$4.872M deficit in the Office of the Chief Information Officer is a result of the creation of the Strategic Partnership Office (\$5.114M) that was approved by Treasury Board and was to be funded by efficiencies identified within the Shared Services BC Vote. The program has also identified a small operating STOBs surplus of \$0.242M as of the end of June.
4. Within Executive and Support Services the ministry identified savings as a result of the elimination of both the Chief Operating Officer and related Strategic Partnerships & Planning Office. The ministry is using these savings this fiscal to complete initiatives such as Gov2.0 and manage program pressures for BC Registries on a temporary basis while deferring critical projects/services elsewhere in the ministry.
5. As noted previously, the ministry was directed to identify savings within the Shared Services programs to support the creation of the Strategic Partnerships Office. For the current fiscal year, Technology Solutions identified the following savings to support the initiative:
 - Hosting Contract reduce expenditures on storage and other managed services(\$1.1M).
 - Voice /Telecommunications: Savings with network and telecommunications services (\$1.1M).
 - Microsoft: renegotiated agreements for the Enterprise Architecture licenses (\$2.9M).

S12

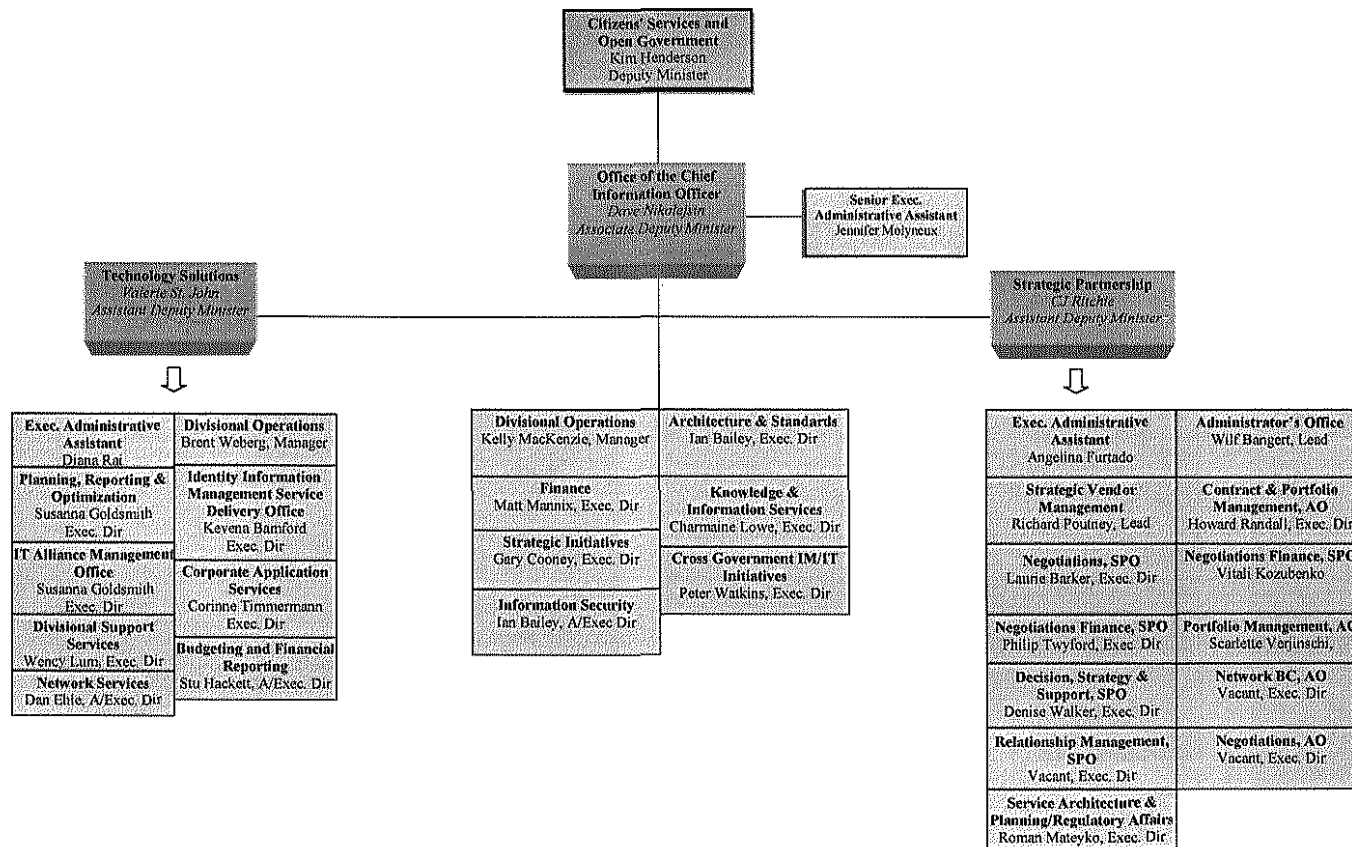
S12

Ministry of Labour, Citizens' Services and Open Government



Detailed Org. chart on Page 2

Ministry of Labour, Citizens' Services and Open Government



DEPUTY MINISTER'S OFFICE - OVERVIEW

Executive Responsible

Kim Henderson

Core Business Description

- Provision of executive leadership to the Ministry of Labour, Citizens' Services and Open Government;
- Direction-setting to enable effective and innovative citizen-centred services, with overall executive accountability for LCTZ strategic and operational performance;
- Principal internal spokesperson for LCTZ; and,
- Oversight of LCTZ interface and co-ordination within the provincial government, with other governments and with external stakeholders.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$0.660M	84.0
Operating Costs	\$0.110M	14.0
Grants	\$0.000M	0.0
Other Expenses	\$0.015M	2.0
Gross Expenditure Total	\$0.785M	
Total Recoveries	\$0.000M	
Net Expenditures	\$0.785M	
Total Capital	\$	

Key Statistics / Facts / Successes

- LCTZ is pushing policy and program boundaries—leading the way in the delivery, use and management of social media tools and other technologies.
- LCTZ is at the forefront of the province's use of communication and collaboration tools, and is also leading the way in transforming the way that government services are delivered to / accessed by citizens.
- LCTZ is part of a unique ministry structure comprised of four well-run and innovative organizations that, together, are helping to address the needs of citizens and the public service.
- LCTZ provides the key strategic capacity for the Deputy Minister to the Premier in setting the direction for the BC Public Service. Those key strategies are Being the Best, the corporate human resource plan; and Citizens @ the Centre, the government's transformation and technology plan.

Strategic Initiatives Overview

Executive Responsible

Jay Schlosar

Core Business Description

- Strategic Initiatives (formerly Business and Workforce Transformation) develops corporate strategies, training and support across all government ministries in the areas of:
 - Open Government (including Open Data, Open Information, Citizen-centric web services and Citizen Engagement),
 - Corporate Data management and Web services, and
 - Integrated planning and policy development
- The name of the division was changed in early 2012 to reflect the shift of the Workforce Planning division to the Public Service Agency

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$9.027M	46.4
Operating Costs	\$3.985M	20.5
Grants	\$6.410M	32.9
Other Expenses	\$0.037M	0.2
Gross Expenditure Total	\$19.459M	100.0
Total Recoveries	(\$2.923M)	
Net Expenditures	\$16.536M	
Total Capital	\$0.960M	
Note all capital appears in ESS in Estimates		

Key Statistics / Facts / Successes

- On July 19, 2011, the Premier announced a suite of programs to support the government's commitment to open government. Those programs include:
 - Open Data (DataBC): a new catalogue containing machine-readable data from ministries across government, licensed to be used and reused by the public to develop new tools and applications, or to inform decisions and public dialogue;
 - Open Information: a new website and policy that permits the *proactive disclosure* of general requests provided through the *Freedom of Information and Protection of Privacy Act* (FOIPPA) 72 hours after they are provided to applicants (when appropriate to release), and the routine release of monthly summaries of expenses incurred by Ministers and Deputy Ministers;
 - Citizen-centric Web: a new approach to government web design that better connects citizens to the services they need, beginning with a complete revamp of www.gov.bc.ca – the B.C. government's website.
- Since launch, these programs have produced the following results (between program launch and December 31, 2011):
 - Open Data: 2,688 datasets have been made available to the public on the catalogue, with over 30,000 unique visits to the site and an average of 54 datasets being downloaded daily;
 - Open Information: 460 general information packages released through FOIPPA and 271 Minister/Deputy Minister expense summaries have been posted to the website (representing over

1,000 documents), and over 17,000 files have been downloaded by public users; and

- Citizen-centric Web: usability testing of the completion of basic service tasks has improved by 34% over the previous design.
- Citizen engagement across government continues to be a priority, most recently demonstrated with the BC Education Plan (through the Ministry of Education) and the BC Jobs Plan (through JTI). In part, this is supported by the Social Media policy created by this division in 2010 – the first jurisdiction in Canada to allow the use of social media by the public service to better serve citizens.
- The division also continues to provide leadership on technology and transformation planning across government, in which ministries articulate their long-term visions for transforming their use of IM/IT in meeting their business needs. Ministries have just completed their second cycle of planning.

Office of the Chief Information Officer Overview

Executive Responsible

Dave Nikolejsin

Core Business Description

- Responsible for legislation governing the protection of privacy, freedom of information and records management. Mandated with governance authority for corporate IM/IT policy.
- Responsible for process and governance to support IM/IT capital planning.
- Provides leadership and support for technology architecture, standards, infrastructure and applications to help manage government information as a strategic business asset.
- Provides leadership and authority in managing the province's portfolio of strategic vendor contracts.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$12.037M	72.9
Operating Costs	\$4.107M	24.9
Grants	\$0.000M	0.0
Other Expenses	\$0.364M	2.2
Gross Expenditure Total	\$16.508M	100.0
Total Recoveries	(\$4.066M)	
Net Expenditures	\$12.442M	
Total Capital	\$	

Key Statistics / Facts / Successes

- Reached a strategic telecommunications services agreement with TELUS. The agreement meets a diverse range of stakeholder strategic business and public policy goals, including supporting government's technology and transformation agenda, achieving price controls and reductions, improving rural connectivity and rural economic development.
- Signed a new Connecting British Columbia Agreement with TELUS, which leverages benefits for citizens in rural and remote areas through expanded access to high-speed Internet services in communities over a 10-year term and access to cellular services along sections of major highways over a five-year period.
- Received Royal Assent on Bill 3 (the *Freedom of Information and Protection of Privacy Amendment Act*, 2011). These amendments will continue government's practice of enhancing the *Freedom of Information and Protection of Privacy Act* to ensure that it remains the strongest legislation of its kind in Canada.
- Increased the OCIO's budget to add additional resources to its privacy protection program. With these additional resources, the OCIO will launch an expanded and proactive privacy program to support government ministries in meeting their increased privacy responsibilities (as a result of Bill 3). This expanded program will include the development of privacy best practices, cross-government policies, guidelines and tools, and the delivery of ongoing training, project support and advice.
- Developed and launched the Open Information and Open Data Policy, establishing a framework for the public release of government information and data specific to Proactive Disclosure, Routine Release and Open Data.
- Sponsored and developed the B.C. government's 13th Annual Privacy and Security Conference - widely recognized as one of the pinnacle events on privacy and security issues in North America.
- Implemented a government-wide Privacy Breach process; developed and implemented mandatory Information Incident training materials for Executives, management, staff and contractors.

Corporate Services Division - Overview

Executive Responsible

Sarf Ahmed

Core Business Description

The Corporate Services Division provides a comprehensive range of financial, administrative and support services through three integrated branches. The focus of the division is to provide strategic advice and recommendations to ministry operations that support the reliable achievement of the ministry's mission and goals.

The three branches that make up the division are:

Financial and Administrative Services

Provides expert financial, budget, governance, risk management, internal control, administrative and business advisory services support to ministry operations. Primary ministry contact with Treasury Board Staff, Office of the Comptroller General and the Office of the Auditor General.

Planning, Performance and Communications

Provides human resource strategies, including organizational development, employee engagement and communications. Responsible for the service plan, workforce plan, business plan, service sector transformation and technology plan, and business continuity plan development.

Information Management

Provides technology solutions to address ministry business needs by managing, executing and supporting Information Management and Information Technology solutions and projects. Responsible for maintaining critical ministry specific information systems.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$11.224M	59.4
Operating Costs	\$5.910M	31.3
Grants	\$0.000	0.0
Other Expenses	\$1.759M	9.3
Gross Expenditure Total	\$18.873M	100.0
Total Recoveries	(\$0.003M)	
Net Expenditures	\$18.870M	
Total Capital	\$	

Key Statistics / Facts / Successes

- The Corporate Services Division is the link that provides services to all Votes within the Ministry of Labour, Citizens' Services and Open Government, including Shared Services BC and Government Communications and Public Engagement.
- The Corporate Services Division is the primary link to central agencies, including:
 - Treasury Board Staff
 - The Office of the Comptroller General
 - Internal Audit and Advisory Services
 - The Office of the Auditor General
- The Corporate Services Division has been an integral part of the ministry transformation over the 2011/12 fiscal year, providing strong leadership with financial, planning and information management services.

Service BC Overview

Executive Responsible

Bette-Jo Hughes

Core Business Description

- Service BC Centres: in-person access to services in 60 locations.
- BC Registry Services: facilitates and supports commerce in the province by providing trusted registry services.
- BC Stats: central statistical agency of the Province of B.C., providing statistical information and analysis to government and citizens.
- BC OnLine: primary e-service delivery channel for information products and services.
- Service BC Contact Centre (formerly Enquiry BC): toll free telephone / email access to information about government programs and services.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$23.647M	70.3
Operating Costs	\$9.045M	26.9
Grants	\$0.000	0.0
Other Expenses	\$0.949M	2.8
Gross Expenditure Total	\$33.641M	
Total Recoveries	(\$16.235M)	
Net Expenditures	\$17.406M	
Total Capital*	\$1.609M	

*Capital funding shows in Estimates under Executive & Support Services

Key Statistics / Facts / Successes

- BC Registries launched Societies and Firms Online in November 2011; allowing annual reporting to be submitted online
- Service Counter Project – improved in-person access to government services at a community level
- Telephone Service Delivery Project – enhance service delivery to citizens as it relates to the telephone
- Address Change for Business and Citizens - the creation of a new single service that will replace the existing change of address services
- One Business One Number – establish a unique identifier (Business Number) for those businesses that provide services to government
- New West Partnership Agreement – align business registration and reporting between B.C., Alberta and Saskatchewan
- Regional Operations - one of the Top 10 Best Places to Work 2012
- Satisfaction: Service BC Centres 98%; Service BC Contact Centre 95%
- BC Stats: 97% of clients view BC Stats as a reliable source of analytic information
- Regional Operations: 1.64M transactions; \$245.290M revenue FY2011
- BC OnLine: 8M transactions; \$122M revenue for 25 partners FY2011
- BC Registries: 3.405M transactions; \$44.937M revenue FY2011
- Service BC Contact Centre: answered 687,221 enquires Jan-Dec 2011

Integrated Workplace Solutions Overview

Executive Responsible

Sarf Ahmed

Core Business Description

- On behalf of Shared Services BC, Integrated Workplace Solutions is responsible for providing a broad suite of real estate services to public agencies.
- Integrated Workplace Solutions provides everything necessary to design, set up and manage a workplace, including management of the province's real estate portfolio, office space, furniture, computers, printers, phones, telecommuting and mobile work tools, workplace project management, and special purpose facilities.
- In addition, the Client Services Branch of Shared Services BC is also part of Integrated Workplace Solutions. This branch is responsible for providing account management and relationship functions for all Shared Services BC services to all ministries and over 200 broader public sector organizations such as the Provincial Capital Commission, health authorities, RCMP, Crown corporations, non-profit organizations.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$17.384M	4.4
Operating Costs	\$349.523M	88.9
Grants	\$0.000M	0.0
Other Expenses	\$26.336M	6.7
Gross Expenditure Total	\$393.243M	100.0
Total Recoveries	(\$127.133M)	
Net Expenditures	\$266.110M	
Total Capital	\$141.041M	
Note Capital Allocation appears against TSD in Estimates		

Key Statistics / Facts / Successes

- We serve the needs of approximately 30,000 public servants in the BC Public Service and more in the broader public sector.
- Our real estate portfolio has 17 million square feet of office space, including 9.5 million square feet in approximately 620 owned buildings and 6.8 million square feet in leased buildings.
- The portfolio includes a wide variety of properties, ranging from the Vancouver Law Courts and Robson Square Complex to heritage buildings dating from the 1860s, and includes: office buildings, courthouses, correctional centres, residential institutions and special purpose facilities (e.g., forestry complexes, ambulance stations, health units).

August 2012

- On behalf of government, IWS is leading the Release of Assets for Economic Generation project.
- We partnered with the Ministry of Justice on the planning, design and development of the Surrey Pre-Trial expansion project and the new jail in the Okanagan.
- We received the Lower Mainland Regional Premier's Award under the Partnership category for this effort, as well as the 2011 Royal Architectural Institute of Canada's *Prix du XXe Siècle*.

Logistics and Business Services Division Overview

Executive Responsible

Bobbi Plecas

Core Business Description

- Information Access Operations – FOI requests; information access; Open Information; and records management.
- Procurement Services – Goods, services, and information technology purchasing; strategic corporate procurements; charge cards; light vehicle fleet; and BC Bid.
- Supply Services – Asset Investment Recovery, BC Mail, Distribution Centre Victoria, Product Distribution Centre, Queen's Printer Print Services, and Queen's Printer Publishing Services.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$33.573M	27.6
Operating Costs	\$15.191M	12.5
Grants	\$0.000M	0.0
Other Expenses	\$73.005M	59.9
Gross Expenditure Total	\$121.769M	100.0
Total Recoveries	(\$109.587M)	
Net Expenditures	\$12.182M	
Total Capital	\$0.350M	
Note Capital allocation appears against TSD in Estimates		

Key Statistics / Facts / Successes

Information Access Operations

- Improved response time to FOI requests to 90 per cent on time
- Launched the Open Information website
- Implemented broad changes to Administrative Records Classification System to simplify it for users across government
- Working with our client ministries to support routine and proactive release strategies as part of government's Open Information initiative
- Supporting the improvement and modernization of electronic and paper records management across government

Procurement Services

- Over 600 public sector organizations post opportunities to BC Bid
- Corporate Supply Arrangements are used by more than 325 public sector, First Nation, and not-for-profit organizations
- Government operates a fleet of 2,800 cars, vans, pickups and SUVs
- 35 organizations use government's charge card program to make annual payments worth \$190 million

Supply Services

- Approximately 50 per cent of print related products are produced in-house and 50 per cent are procured from the private sector
- The Product Distribution Centre plays a key role in the distribution of products to individuals participating in the province's Smoking Cessation Program
- Asset Investment Recovery is responsible for disposing of assets, like cars and boats, seized under government's criminal and civil forfeiture program
- The Queen's Printer is one of government's oldest institutions – it has existed since 1859 – government's first step in creating an open and accountable government

TECHNOLOGY SOLUTIONS DIVISION Overview

Executive Responsible

Valerie St. John

Core Business Description

- Technology Solutions Division is the Information Technology (IT) division of Shared Services BC. The division provides the cost-effective management and supply of reliable IT services, such as, network, workstations, hosting and corporate applications. These services are provided to both core government and the broader public sector (BPS).
- The infrastructure is essential for providing mission-critical, and often revenue-generating, services that deliver the business functions of all ministries – and many BPS organizations – to the provincial government, its municipal, provincial and federal partners, and the citizens and businesses of B.C.

Budget at a Glance

	2012/13 Estimates	As a % of Gross Budget
Salaries	\$34.971M	14.6
Operating Costs	\$204.763M	85.4
Grants	\$0.000M	0.0
Other Expenses	\$0.025M	NA
Gross Expenditure Total	\$239.759M	100.0
Total Recoveries	(\$78.307M)	
Net Expenditures	\$161.452M	
Total Capital Note all SSBC capital appears against TSD in Estimates.	\$24.723M	

Key Statistics / Facts / Successes

- Data Networks are provided to approximately 700 government offices, 800 pharmacies, 190 liquor distribution stores, 1,800 schools and post-secondary institutions, and 90 BC Ambulance sites.
- Tens of millions of SPAM messages are blocked every month.
- Over 150 million web page requests are analyzed per day to protect ministry staff and public school children.
- Data Centre Services are now delivered from two new, highly-reliable and physically-secure data centres located in Kamloops, B.C. and Calgary, AB. The centres enable the province to relocate data from major earthquake fault lines and flood zones in the event of a catastrophic incident.
- Three new Telepresence rooms are being established; one each in Prince George, Kamloops and Kelowna. These additional rooms will allow government staff to collaborate more effectively with colleagues or clients in other regions such as Victoria or Vancouver, which already have two Telepresence rooms each.
- SMARTTool and SMARTTEC enable the annual measurement and reporting of 8 to 9 hundred thousand tonnes of greenhouse gas emissions from the provincial public sector.

MINISTRY OF LABOUR, CITIZENS' SERVICES AND OPEN GOVERNMENT

TOPIC/ISSUE PAPER

TOPIC: The BC Services Card Program

BACKGROUND:

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The primary goal of the BCSC Program is to issue a high-quality "smart card" to residents of British Columbia, which can be used to access a broad range of in-person and online services across government. Leveraging the in-person identity-proofing practices and infrastructure of ICBC, the BCSC will have the same level of identity assurance as a BC Driver's Licence (BCDL), and will also allow an individual to authenticate their identity when accessing online and in person services.

Residents will have the option of obtaining a "standalone" BCSC at the same time that they are renewing their Driver's Licence or, for added convenience, they can choose to combine their BCSC and BCDL into one multi-function card. A "non-photo" version of the BCSC will be issued to children under 19 years of age and to adults who are either, unable to attend an ICBC counter or, are not required to attend. The "non-photo" card will not have the same level of identity assurance as the photo cards, but it will contain the same integrated circuit chip technology as the other cards and will enable online access to services.

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MINISTRY OF LABOUR, CITIZENS' SERVICES AND OPEN GOVERNMENT

TOPIC/ISSUE PAPER

CONNECTIVITY AND TELECOMMUNICATIONS SERVICES

TOPIC:

Connecting rural B.C. communities requires collaboration, strategic partnerships and leveraging of the Province's telecommunications spend. New initiatives will be required to achieve the Province's goal of 100 per cent connectivity by 2021.

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MINISTRY OF LABOUR, CITIZENS' SERVICES AND OPEN GOVERNMENT
TOPIC/ISSUE PAPER

TOPIC: *The Freedom of Information and Protection of Privacy Act*

BACKGROUND:

The Freedom of Information and Protection of Privacy Act (FOIPP Act) came into force on May 22, 1992 and was proclaimed in stages from 1993 to 1994, extending the Act to an expanded set of public bodies with each stage. The FOIPP Act currently covers over 2,900 public bodies, which fall into four general categories: (1) ministries; (2) crown corporations, agencies, boards and commissions; (3) local public bodies (such as municipalities, health authorities, school boards and universities and colleges); and (4) governing bodies of professions or occupations (such as the College of Physicians and Surgeons).

The purpose of the FOIPP Act is two-fold: (1) to make public bodies more accountable to the public by providing the public with a right of access to information, subject to limited exceptions, and (2) to protect personal privacy by prohibiting the unauthorized collection, use or disclosure of personal information by public bodies.

The Information and Privacy Commissioner (Commissioner), an independent Officer of the Legislature, has responsibility for overseeing and monitoring how the FOIPP Act is administered and for ensuring that its purposes are achieved. In addition, a legislatively-mandated Special Committee to Review the FOIPP Act is struck every six years to review and make recommendations for changes to the FOIPP Act.

The FOIPP Act has been the subject of review by three Special Committees of the Legislative Assembly. It has been amended a number of times since 1992, most recently in the fall of 2011.

The 2011 Amendments

The November 2011 amendments were the most significant set of amendments made to the FOIPP Act since its introduction in 1992. These amendments modernized the Act by enabling the delivery of more integrated, online and citizen-centric services and authorizing new ways of communicating with citizens through the use of emerging technology such as social media. They also established a legislative framework for government's open information and open data initiatives and implemented a number of recommendations made by the Special Committees. Among other things, the 2011 amendments:

- supported Open Government by embedding government's open information and open data direction into the legislation, authorizing the Minister responsible for the Act to issue directions to ministries regarding open information and open data practices and requiring the establishment of categories of records that must be released to the public on a routine basis.
- enabled ministries and other public bodies to collaboratively participate in common or integrated programs or activities and to share information that is necessary for delivering or performing those programs or activities.

- provided authority for public bodies to communicate and engage with citizens through social media or other communication technology.

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- provided the Commissioner with additional oversight powers to balance public bodies' new authorities for collection, use and disclosure of personal information

STATUS:

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FOIPP Regulation

Amendments to the FOIPP Regulation were passed in July 2012. These amendments gave effect to new provisions in the FOIPP Act, such as the authority to collect personal information with consent; the establishment of common or integrated programs or activities; and the ability to disclose personal information through prescribed social media sites. The amendments to the Regulation also modernized the Schedule of Maximum Fees (a Special Committee recommendation) and clarified who may act for others under the Act.

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Data Linking Regulation

The 2011 amendments to the FOIPP Act included a new requirement for public bodies to comply with regulations that set out how data linking initiatives must be conducted.

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Privacy Impact Assessments

The 2011 amendments strengthened and expanded existing requirements for the completion of a Privacy Impact Assessment (PIA) to include all public bodies and oversight by the Commissioner.

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Identity Information Management and the BC Services Card

The 2011 amendments provided the Minister responsible for the Act with the authority to issue designations and directions regarding personal identity information and associated services. In July 2012, the Minister designated the Ministry of Labour, Citizens' Services and Open Government as the Provincial Identity Information Services Provider (PIISP) and authorized the PIISP to provide a number of identity information services. The Minister also issued directions to the PIISP and to the Medical Services Commission to support the establishment of the BC Services Card (BCSC) program.

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Open Information and Open Data

The 2011 amendments authorized the Minister responsible for the Act to establish categories of records that ministries must disclose without a request under the FOIPP Act and to issue directions to ministries regarding disclosure of these categories of records. To date, no directions have been issued, beyond the Premier's direction on Open information and Open Data which was issued in July 2011.

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MINISTRY OF LABOUR, CITIZENS' SERVICES AND OPEN GOVERNMENT

TOPIC/ISSUE PAPER

TOPIC:

Open Government seeks to leverage technology and information to establish a new relationship with citizens, and create more effective services and better, more informed decision making. Through efforts to make government more open and accessible, citizens will be better able to engage with government, to contribute to the creating of new solutions and to have an improved service experience.

BACKGROUND:

The Premier launched the Open Government Program July 19, 2011, with the Open Data and Open Information programs, the new citizen-focused government approach to web development, and broad commitments to greater public engagement on policy decisions.

The strategic direction for this program is set by the Cabinet Committee on Open Government and Citizen Engagement, and has four distinct but related program streams:

Open Data

The purpose of the open data program is to make government data a strategic asset to engage citizens, help business create value from government data and to improve government services. Government data made available in open formats and under a license encouraging promotes its use, presents tremendous potential for increased public engagement and private and public sector innovation.

The Open Data program (branded DataBC), leveraged previous investments in natural resource data management through GeoBC. Since July 2011 we have:

- Established the DataBC program area and a single doorway (databc.gov.bc.ca) for citizens to access government open data, use data exploration tools and to engage on data topics.
- Created a made-in-BC Open Government License (based on the UK model) to ensure that data can be reused without copyright or intellectual property implications.
- Increased datasets by 20% to 2,982, which have accounted for 21,000 downloads of data.
- Have 67,000 visits to the website, 10,000 visits to the blog, over 700 Twitter followers.
- Supported the development of new applications, such as a mobile app to facilitate access to health services, a web app providing information on the justice system, and an online "school finder" application in Education (to be launched in September).
- Supported ministries to change their approach to data management, and the use of data to improve business function and service delivery.

Open Information

The Open Information program, the first of its kind in Canada, provides a platform to increase trust, transparency and accountability through information sharing. The program provides citizens with increased availability of government information in a form that is easy to access, search and understand. Equipped with information, citizens are empowered to engage in robust dialogues with government about policy, service delivery, innovation, and priorities. Since July 2011 we have:

- Established a single doorway (openinfo.gov.bc.ca) for citizens proactively and routine access released government-wide information.
- Established new policy, process and support for the proactive disclosure of general requests made through the FOIPPA process (subject to some exemptions) and routinely release expenses of Ministers and Deputy Ministers.
- Released policy that establishes a corporate governance framework for the proactive and routine release of information, and made amendments to FOIPPA to support those activities.
- Released approximately 1850 items since July 2011 (1250 FOI packages and 600 expenses) which have resulted in 29,000 downloads.

Citizen-Centric Web

Government is transforming its web presence in a way that responds to changing citizen expectations. On July 19th 2011, the ministry launched a citizen-centric main government web presence (www.gov.bc.ca) based on user experience research, a review of leading jurisdictions and best practices in web design.

This new site, specifically aimed to improve navigation of government services by citizens, has resulted in positive user feedback, a 34% increase in usability, and represents the first step towards a broader Internet Strategy to rationalize government's 600 unique properties. Since July 2011 we have:

- Launched a new gov.bc.ca, and have begun to align web development across government and have begun converting existing core government websites.
- Completed key web development projects, applying new user-centric research approach,, including the Ministry of Education website, the Public Service Agency "MyHr" website, and the BC Jobs Plan and GovTogether websites.
- Developed new design, standards, toolkits, training and technology, to support ministries and ensure that all web development is consistent with gov.bc.ca.

Citizen Engagement

Government is following through on its commitment to engage with British Columbians. This means listening to input, and then responding in ways that meet needs, expectations, and aspirations. There are many ways to engage with government, and BC is has established corporate best practices to ensure government has the capacity to engage effectively. Since July 2011 we have:

- Launched a new program (GovTogetherBC); bringing together all public engagement opportunities in a single location that encourages British Columbians to become more involved in their communities.
- Hosted an online consultation to decide on Family Day, which showed there is a large community of people prepared to respond to this style of governing.
- Continued to support large-scale digital citizen engagement initiatives such as the BC Education Plan, the Justice Reform project and the BC Jobs Plan.

STATUS:

British Columbia is now an acknowledged leader in Canada on open government. The independent Stratford institute ranked B.C. first in Canada on e-government this spring, and earlier in the year we received a Silver Medal at the Institute for Public Administration for Canada (IPAC) Leadership Awards.

Going forward, the Open Government program will be focussed on target incremental growth, and work through the Cabinet Committee to explore opportunities. The programs continue to progress by establishing solid operations, and over the next year we will focus on activities to expand the scope and reputation of the programs. Specific activities include:

- Greater cross-ministry emphasis to increase the amount of data into DataBC and the further release of government information of interest to citizens;
- Expand the Open Government program to the broader public sector, including key Crowns such as ICBC and Worksafe, and health authorities;
- Develop partnerships in the post-secondary, municipal and private sectors to participate in Open Government activities and develop their own approaches;
- Advance the reputation of the Open Government program with users and communities through key events such as UBCM;
- Pursue opportunities within government and with partners to utilize open data to enhance services for citizens;
- Partnering with ministries across government to align with gov.bc.ca applying user-centred research and web design principles.

The program has been successful in meeting its business objectives, despite occasional media issues that emerge for other Ministries based on information or data released through the program. Anticipated issues directly for the program that are likely to arise in coming months include:

MINISTRY OF LABOUR, CITIZENS' SERVICES AND OPEN GOVERNMENT
Topic/Issue Paper

Release of Assets for Economic Generation

As a key component of its ongoing mandate to ensure government's resources are efficiently and appropriately allocated and recognizing the need to explore opportunities in all sectors of government, the Province undertook a targeted review of its major asset base in fall 2011 to identify those that were surplus to its needs and no longer offered a financial or strategic ownership benefit. The results of this initiative will see a number of surplus properties and assets released for sale over the next two fiscal years. The sale of these surplus properties and assets will not only provide much needed revenue to the Province but will also generate economic activity such as development and new business opportunities in communities around British Columbia.

With over 90 properties identified as surplus along with other assets through its initial review, the Province has estimated a net gain of more than \$500M to balance the Province's budget in 2013/14 and 2014/15. With a fiscal target of \$350M set for 2013/14.

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