

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

**2013/14 – 2015/16
SERVICE PLAN**

February 2013



For more information on the British Columbia

Ministry of Citizens' Services and Open Government,
see ministry contact Information on Page 19 or contact:

Ministry of Citizens' Services and Open Government:

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

or visit our website at

<http://www.gov.bc.ca/citz/index.html>

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Message from the Minister and Accountability Statement



It is my honour to present the 2013/14 – 2015/16 Service Plan for the Ministry of Citizens' Services and Open Government.

My ministry continues to work actively to support this government's agenda to keep our economy strong with well-paying jobs, while making life more affordable for British Columbians. It has embraced and modelled the principles of open and transparent government and is a national leader in making government data available to citizens.

Continuing to meet our commitment to open government, we are expecting to process approximately 10,000 Freedom of Information (FOI) requests in the 2012/13 fiscal year, which represents an unprecedented volume of requests in a single year. We continue to prioritize transparency, innovation and service delivery by continuing to release datasets on the DataBC website for public use; refining and improving our Open Information website, making FOI requests accessible to all; and engaging with citizens through the recently launched govTogetherBC website, our central resource for citizens looking for community engagement and government consultation opportunities. In addition, the Government Communications and Public Engagement division works toward making sure British Columbians can access all the information they need about government services and programs in an open and transparent manner.

The delivery of quality citizen-centred services remains a priority as well. Through Service BC, we provide in-person, telephone and online services to citizens across our regions, as well as information and services through ongoing enhancements to government websites, including citizen-centred enhancements to www.gov.bc.ca. In partnership with other ministries and organizations, including the Office of the Information Privacy Commissioner, we are working to implement several important new programs that will enhance opportunities for quality service delivery even further, including the launch of a new BC Services Card, which will take public access to government services to a new level. At the same time, we continue to ensure that the privacy of citizens is protected.

Expanding connectivity to every citizen in B.C. is another goal of the ministry. In the second year of a 10-year strategic telecommunications services contract with TELUS, we continue to reach toward our target of providing high-speed connectivity to 97 per cent of British Columbians. So far, 455 of 1,700 kilometres of additional cellular coverage, along primary and secondary highway segments throughout B.C., have been completed and 181 schools have had their Internet connections upgraded to high-speed fibre optic cables.

The hard work and dedication of the ministry's public servants continues to receive accolades, recognizing its leadership and excellence in its use of information technology. Multiple awards were

received this year for innovation in government services, notably the recent awarding of the provincial distinction award at the 2012 Government Technology Exhibition and Conference (GTEC).

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.

I am pleased with the leadership we have demonstrated last year with the launch of Leading Workplace Strategies for mobile workers in the BC Public Service. We are greatly positioned in this ministry to integrate the use of technology and real estate to provide more effective working solutions for public servants. In just the first year, we have over 1,000 public servants benefitting from these strategies and, over the next few years, we can see more public servants working in a more mobile environment to better serve citizens.

My ministry reaffirms its commitment to being a rich resource for all British Columbians as a centre for innovation, leading the way in Canada on open government and excellence in service delivery.

The *Ministry of Citizens' Services and Open Government 2013/14 – 2015/16 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 Ben Stewart
Minister of Citizens' Services and Open Government
February 6, 2013

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Purpose of the Ministry

The Ministry of Citizens' Services and Open Government 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 brings together the centres of expertise for the planning and support of public service delivery 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. The *Citizens @ the Centre: BC Government 2.0* strategy reaffirms government's commitment to this strategy and supports government's vision for transformative change. 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. These activities align with existing service delivery activities through online, in-person and telephone channels through Service BC. 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.

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 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.

With its leadership and expertise, the Ministry of 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 B.C. in a manner that upholds and is consistent with 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. citizens, families and businesses first, and deliver services and build strong partnerships to support communities across the province.

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

Strategic Context

The focus of the Ministry 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 in the spring of 2011. Since that time, government has reaffirmed the strategy, and added an Open Government agenda as a key priority. The ministry continues to adapt and evolve in its transformation tactics and activities since the first release. In the fall of 2012, the ministry released an updated two-year plan for those related strategies.

For example, the ministry has a leadership role in setting the framework to maximize the accessibility and availability of services that are delivered online. Our 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, in-person and online delivery from a citizen-centric perspective will enhance service quality for citizens and save citizens time and money in their interactions with government.

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 will continue to build on the successful launch of the revised government homepage at www.gov.bc.ca, the Open Information site at www.openinfo.gov.bc.ca and the DataBC site at www.data.gov.bc.ca, in order to expand upon and broaden the application of these initiatives to put more information and tools in the hands of citizens and ministries. The broader public sector will also be engaged in order to determine how the principles and values of the Open Government agenda can be adopted to provide information and services of interest to citizens.



Government will also need to change the way it works to achieve this vision, particularly in the context of emerging technologies. In this area, the ministry will engage our vendors in a new partnership to determine how we can make this vision a reality over the next five to ten years.

Through the Leading Workplace Strategies initiative, the ministry is implementing innovative workplace solutions for mobile workers across the BC Public Service. This is a major change management initiative. Office spaces are being redesigned to accommodate the needs of mobile workers, increase collaboration and bring down traditional silos between departments. All this has been possible with the use of mobile technology. Successful pilots with many ministries in Victoria have been completed in the last 12 months and we have developed a multi-year plan to support mobile workers in the future. Initially, the focus will be Victoria but we plan to expand the initiative to other communities gradually.

Through these activities, the ministry will play a pivotal role in the transformation of government.

At the same time, the ministry is contributing to government's overall fiscal discipline through such initiatives as Leading Workplace Strategies by reducing government's overall office space footprint and by achieving value for money through its strategic relationships with key suppliers of services across the public sector. In addition, through its shared services, the ministry continues to manage the provincially-owned real estate portfolio, provide innovative, integrated and sustainable technology and purchase services at the lowest cost.

Goals, Objectives, Strategies and Performance Measures

The Ministry Service Plan establishes priorities for addressing opportunities and challenges in the 2013/14 year. Four goals govern the ministry's day-to-day operations:

Goal 1: Open Government

Goal 2: Service Excellence

Goal 3: Government Technology Transformation

Goal 4: Public Service Transformation



The goals, objectives and strategies of the 2013/14 – 2015/16 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 measure linked to each objective is an indicator for the progress being made.

As a result of a satisfaction survey implemented in fiscal 2012, a new performance measure has replaced the previous measure; it is called Service BC Business Satisfaction. Further information on that performance measure can be found under Goal #2.

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: 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 new approaches to ensure information about government programs and services and broader government 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 and within government through the DataBC program
- Support the expansion of government information proactively and routinely released to the public through the Open Information program
- Actively manage to statutory timelines for information access requests with ministry customers
- Enhance government's presence on social media
- Support government in planning and launching public engagement initiatives using social media and in-person techniques, co-ordinated through the govTogetherBC program
- Transform the government's Internet presence utilizing user-centric design approaches to improve accessibility of government services and information, integrated with other service channels
- 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	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Timely response to media inquiries ¹	97.7%	97%	97%	97%	97%

Data Source: (Government Communications and Public Engagement Communications Offices)

¹ This performance measure was called "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 from the office of Government Communications and Public Engagement (GCPE) and their 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 set in 2006/07 of 97.76 per cent.

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

Performance Measure	2008 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 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. Reporting for years that follow 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*.

In the 2012/13 fiscal year, it is anticipated that government will respond to approximately 10,000 FOI requests - an unprecedented volume of requests to receive in a single year, representing a 52 percent increase over the volume received just five years ago. Many of these requests are large and complex, involving 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.

Performance Measure 3: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) ¹	89% (180 of 203 First Nations)	91% (185 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)

Data Source: Network BC

¹The baseline for this measure was confirmed based on the completion of a broadband assessment 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 a 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. 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: Optimize 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 co-ordinated to improve value to citizens and clients
- Invest in our infrastructure to maximize accessibility and choice for government services to citizens
- Provide a quality service experience to citizens across all channels, including in-person, telephone and online channels
- Provide leadership on government web services through user-experience research and design services as well as enterprise-scale web management self-service solutions
- 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, including continued implementation of Leading Workplace Strategies to support greater employee collaboration and mobility
- Seek new opportunities to leverage the benefits of shared services and strategic partnerships across government
- Develop contingency plans to ensure critical services delivered by the ministry are available in the case of an emergency event
- Redesign business processes and service delivery models for internal government services
- Support government in meeting its greenhouse gas (GHG) emissions target by enabling provincial agencies and local government to track, manage and report their carbon emissions

Performance Measure 4: Service BC Citizen Satisfaction

Performance Measure	2012/13 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Service BC Citizen Satisfaction	90%	At least 90%	Biennial survey; next survey in 2014/15	At least 90%	Biennial survey; next survey in 2016/17

Data Source: BC Stats

Discussion

The Service BC measure is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information through our two main service channels: in-person and telephone. There has been a change in survey methodology; the next survey will be conducted in 2014/15 fiscal year.

Performance Measure 5: Service BC Business Satisfaction

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Service BC Business Satisfaction	89%	Biennial survey; next survey in 2014/15	Biennial survey; next survey in 2014/15	At least 89%	Biennial survey; next survey in 2016/17

Data Source: BC Stats

Discussion



NEW! BC Registry Services conducted its first Satisfaction Survey in Fiscal 2012 to assist in assessing the quality of existing services and to provide a basis for strategic planning for the effective delivery of services in the future. As the basis for Service BC Business satisfaction, the survey establishes a common measurement across a variety of Service BC services to business that will be used as the baseline for comparison with future assessments of satisfaction and service quality.

Performance Measure 6: Percentage of vacant office space

Performance Measure	2011/12 Established	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of vacant office space	1.5%	<1.65	<1.65	<1.65	<1.65

Data Source: Integrated Workplace Solutions Division

Discussion



This measure demonstrates the ministry’s efficiency in managing office space infrastructure. This includes both the prudent procurement and allocation of facilities for government program use, and the effective management of surplus space, by sub-leasing, sales, demolition and other appropriate solutions.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in target selection as prudent holdings improve effectiveness and reduce

costs by providing space for shorter-term programs, temporary space during renovations and improving responsiveness to emerging needs.

The measure is calculated by dividing the amount of vacancy by the total area of the ministry’s owned and leased market-comparable office space to arrive at a percentage figure.

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 services to citizens and clients through modernized and integrated technologies
- Provide guidance for how technology will be applied consistently across government and for new technology investments to support the enterprise
- 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 through the BC Services Card to access a wider range of services in the future
- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to use information and 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 in changing the way they work in order to provide better services to citizens

Objective 4.2: Improved staff capacity through more effective work environments

Strategies

- Provide or facilitate the tools that enable flexible work environments for government employees
- Provide security, privacy and information sharing awareness and material for the public sector
- Develop practices to support citizen and public service engagement across government
- Implement initiatives to build ministry employees' knowledge, skills and abilities, with a focus on building capacity in leadership and performance management

Resource Summary

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Operating Expenses (\$000)				
Services to Citizens and Businesses	17,697	17,697	17,697	17,697
Strategic Initiatives	16,826	16,676	16,676	16,676
Office of the Chief Information Officer	12,442	12,442	12,442	12,442
Executive and Support Services	20,009	19,909	19,909	19,909
Logistics and Business Services	12,182	12,182	12,182	12,182
Integrated Workplace Solutions	264,560	259,960	268,560	268,560
Technology Solutions	161,302	160,859	160,859	160,859
Government Communications and Public Engagement	26,155	26,155	26,155	26,155
Total	531,173	525,880	534,480	534,480
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Citizens' Services	2,576	574	304	304
Shared Services BC	166,114	128,793	175,858	187,319
Government Communications and Public Engagement	915	0	0	0
Total	169,605	129,367	176,162	187,623

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Other Financing Transactions (\$000)				
Release of Assets for Economic Generation				
Receipts	0	(8,000)	(5,000)	0
Disbursements	3,000	5,000	5,000	0
Total Net Cash Source (Requirements)	3,000	(3,000)	0	0

¹ For comparative purposes, amounts shown for 2012/13 have been restated to be consistent with the presentation of the 2013/14 Estimates.

*Further information on program funding and vote recoveries is available in the ["Estimates and Supplement to the Estimates."](#)

Appendices

Ministry Contact Information

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

Hyperlinks to Additional Information

Listing of Ministry Legislation

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