

**Ministry of
Children and Family Development**

**2016/17 – 2018/19
SERVICE PLAN**

February 2016



Minister Accountability Statement



The *Ministry of Children and Family Development 2016/17 - 2018/19 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.

A handwritten signature in cursive script that reads "Scadieux".

Honourable Stephanie Cadieux
Minister of Children and Family Development
February 16, 2016

Purpose of the Ministry

The Ministry works together with Delegated Aboriginal Agencies, Aboriginal service partners and approximately 5400 contracted community social service agencies and foster homes, cross government and social sector partners to deliver inclusive, culturally respectful, responsive and accessible services that support the well-being of children, youth and families. The primary focus is to support vulnerable children and their families using a client-centred approach to service delivery that builds on the family's existing resources and capacities. Services are delivered in a respectful, compassionate, strengths-based and culturally appropriate manner to achieve meaningful outcomes.

Ministry services are complementary and families may access a combination of services delivered through: Early Years Services; Services for Children and Youth with Special Needs; Child and Youth Mental Health Services; Child Safety, Family Support and Children in Care Services; Adoption Services and Youth Justice Services. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. For information on specific programs and services, visit the Ministry of Children and Family Development internet site.

Goals, Objectives, Strategies and Performance Measures

Eleven performance measures appear in this Service Plan; however, many other performance indicators are tracked and publicly available through the ministry's [Performance Management Report](#).

Goal 1: Improve safety and well-being outcomes for Aboriginal children, youth and families.

Objective 1.1: Improve and strengthen services to Aboriginal children, youth and their families by increasingly reflecting an indigenous perspective in policies, practices and services.

To support strong working relationships with Aboriginal families, communities and leadership and to improve and strengthen services for Aboriginal people, the ministry will focus on the following short and longer term strategies:

Strategies

- Strengthen relationships in each Service Delivery Area with local Aboriginal leadership, bands, and communities
- Cultivate constructive and collaborative partnerships with Delegated Aboriginal Agencies
- Build relationships with other Aboriginal agencies
- Implement the Aboriginal Practice and Policy Framework
- Increase Aboriginal staff through a recruitment and retention project for positions across the Ministry
- Deliver cultural competency training as part of core training for new child welfare social workers hired and move to expand to all child welfare staff
- Continue to work with federal government partners to ensure equitable and culturally safe child and family services for Aboriginal children, youth and their families

Performance Measure 1: Rate of Aboriginal children and youth in care per 1000 population

Performance Measure	2014/15 Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Rate of Aboriginal children and youth in care per 1000 population	55.6	55.2	54.9	54.5	54.0

Data Source: Management Information System/Social Worker System, ICM and Resource and Payment System

- Embed permanency training in the guardianship training curriculum and deliver guardianship training
- Increase the number and timeliness of permanency placements for children and youth, including adoptions, out of care placements and, where possible, family reunification
- Continue development of public facing web portal to streamline the process of approving and supporting adoptive parents

Performance Measure 3: Children and Youth in Care who achieved permanency

Performance Measure	2014/15 Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Percent of children and youth in care who achieved permanency	19.6%	21.6%	21.8%	22.0%	22.2%

Data Source: Adoption Management System and ICM

Discussion

Permanence is achieved by leaving the care of the Director of Child Welfare through return to family, adoption or permanent transfer of custody under the Child, Family and Community Service Act (CFCSA). This new measure is the proportion of children and youth in care more than two months that achieved permanency over the twelve month fiscal year.

Performance Measure 4: Children and youth placed for adoption

Performance Measure	2011/12 Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Percent of children and youth with adoption plans who have been placed	12.3%	23.5%	23.0%	22.5%	22.5%

Data Source: Adoption Management System

Discussion

This adoption measure is included in Performance Measure #3. While a plan for adoption is developed once it is decided that adoption is the best long term plan for a child in care, placement occurs when a child first moves in with prospective adoptive parents. An adoption order is only granted once all legal issues are addressed and a successful six month placement has occurred.

The ministry strives to maximize the number of adoptions, however the trend in this measure is slightly downwards because there is a declining number of Continuing Custody Order wards (CCOs) and CCOs are becoming older on average. Also, the proportion of CCOs that are Aboriginal is becoming larger.

good measure of whether the system of support for youth in care supports their education. This measure includes all youth in care by court order under the Child, Family and Community Service Act.

Goal 3: Standardize and improve ministry services

Objective 3.1: Implement the Early Years Strategy to better support families with young children.

The Provincial Office for the Early Years monitors the implementation of the Early Years Strategy, which is focused on the goals of improved accessibility, affordability, quality and coordination. To support the implementation of early years initiatives, the ministry will:

Strategies

- Continue to expand the network of Early Years Centres
- Continue to fund the creation of up to 13,000 new licensed child care spaces by 2020 to improve child care availability
- Continue to redesign web-based information related to early years programs and services
- Implement a provincial curriculum guide for Early Childhood Education in BC

Performance Measure 7: Licensed child care spaces

Performance Measure	2013/14 Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Number of licensed child care spaces	98,432	102,300	104,000	106,000	108,000

Data Source: Child Care Operating Funding Program Datamart

Discussion

This measure speaks to the average monthly number of licensed spaces approved for funding through the Child Care Operating Funding Program. Increasing the number of child care spaces across BC is an objective of the Early Years Strategy.

Objective 3.2: Strengthen coordination and collaboration of services and supports to families affected by domestic violence.

To support coordination, strengthen services and improve the effectiveness of the systemic response for families affected by domestic violence:

Strategies

- The Provincial Office of Domestic Violence will continue to monitor the third year of the three-year Provincial Domestic Violence Plan

Performance Measure 9: Ratio of FDR to Investigation

Performance Measure	2011/12 Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Ratio of Family Development Responses to Investigations	0.46	6.0	6.5	7.0	7.5

Data Source: ICM

Discussion

Family Development Response (FDR) is an alternate response to investigation that focuses on keeping a child safe while living in the family home and works to address safety issues by building on the family's strengths and support system. This performance measure compares the use of FDR to the use of investigations. The ratio rises as the use of FDR increases and the use of investigations decreases. For example, a ratio of 5.0 means that five times more FDRs were completed than investigations.

Objective 3.4: Redesign ministry services to ensure staff can focus on the needs of children, youth and families in their communities.

To address workload issues for front line staff and improve safety, well-being and permanency outcomes for children, youth and families, MCFD will:

Strategies

- Implement and evaluate a new Service Delivery Redesign approach to address workload issues
- Consider recommendations to improve child protection related policy, standards and practice

Objective 3.5: Expand quality assurance activities to ensure a high quality of practice.

The current functions of the ministry's Quality Assurance system include case reviews, practice audits, administrative reviews, complaints and reportable circumstances. To expand and evaluate these activities to ensure improvements to practice and policy, as well as quality assurance relating to contract management and procurement, the ministry will:

Strategies

- Continue to develop a practice audit process for CYSN, CYMH and Youth Justice
- Continue an aggregate analysis on findings from all Quality Assurance activities
- Continue to make improvements to the quality assurance/audit and performance measurement of Service Providers

that children and youth are more stable in placements where foster parents are well trained and supported; attachment to a caregiver for children under six can occur within as little as two to three months, taking only slightly longer for older children and youth.

Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth, but generally avoiding or minimizing moves while in care is an important goal.

In this measure, “out of home care” includes children living with foster parents or with relatives for protection reasons. This measure is the proportion of these children who remain in the same placement for at least two years.

The breakout table below provides more in-depth information about number of moves over a one and two year period. A child or youth in care that has to move is likely to do so in their first year of care, so preventing moves early in care is key.

	Did not Move 2014/15	Moved Once 2014/15	Moved 2 or more times 2014/15
Percent of children in “out of home care” for at least two years by # of changes in placement	61.4%	20.8%	17.8%
Percent of children and youth in their first year of care by # of changes in placement	66.3%	21.6%	12.1%

Performance Measure 11: Foster Parent Retention

Performance Measure	2013/14 Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Proportion of foster parents aged 64 years or younger that continued to foster one year later	76.9%	77.5%	78.0%	78.5%	79.0%

Data Source: Management Information System/Social Worker System, ICM and Resource and Payment System

Discussion

Effective support for foster parents is a significant factor in their decision to continue fostering over time. The effectiveness of this support will be reflected in rates of retention for foster parents from year to year. This new performance measure looks at the proportion of foster parents that are caregiving on March 31st each year that continue to foster one year later.

Objective 4.3: Support children and youth with complex care needs.

To provide effective and timely responses to children and youth assessed with complex care needs, the ministry will:

Strategies

- Continue to implement trauma informed intervention model throughout the province

Resource Summary

Core Business Area	2015/16 Restated Estimates	2016/17 Estimates	2017/18 Plan	2018/19 Plan
Operating Expenses (\$000)				
Early Years Services	301,507	305,879	305,957	306,100
Services for Children and Youth with Special Needs	285,460	303,568	305,761	309,271
Child and Youth Mental Health Services	80,141	80,374	81,521	82,504
Child Safety, Family Support and Children in Care Services	501,969	536,918	550,392	558,468
Adoption Services	27,728	30,678	30,806	30,912
Youth Justice Services	44,718	45,157	46,067	46,845
Service Delivery Support	118,429	133,820	136,189	137,094
Executive and Support Services	18,975	14,766	15,072	15,174
Total	1,378,927	1,451,160	1,471,765	1,486,368
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Service Delivery Support	2,379	1,519	1,132	1,132
Total	2,379	1,519	1,132	1,132

Appendices

Appendix A: Ministry Contact Information

General Ministry Enquiries:

Client Relations: 250 387-7027 (in Victoria), or toll-free: 1 877 387-7027
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:

PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Appendix B: Hyperlinks to Additional Information

[Contact Us](#)

[Ministry's Homepage](#)

[Residential Review Project - Final Report](#)

[Performance Management Report](#)

[Community Living British Columbia](#)

[Ombudsperson](#)

[Public Guardian and Trustee of British Columbia](#)

[Representative for Children and Youth](#)