Ministry of Social Development

REVISED 2011/12 – 2013/14 SERVICE PLAN

May 2011



For more information on the British Columbia Ministry of Social Development, see Ministry Contact Information on Page 20 or contact:

Ministry of Social Development:

PO BOX 9933 STN PROV GOVT VICTORIA, BC V8W 9R2

or visit our website at www.gov.bc.ca/sd

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Message from the Minister and Accountability Statement



At the Ministry of Social Development (responsible for multiculturalism), we aspire to ensure that everyone can participate in the economic, social and cultural opportunities of British Columbia. This is an exciting time of change for our Government – we have a new Premier and a new agenda. Our three key priorities are families, jobs and open government, and my Ministry will have an important role in all three areas.

In March 2011, responsibility for multiculturalism was transferred to the Ministry to promote cultural, racial and linguistic diversity throughout the province, and to provide support so communities are welcoming and inclusive of all citizens. The Multicultural Advisory Council gives recommendations to the Minister to help British Columbians live together respectfully, and to ensure that the principles of multiculturalism are

reflected in all aspects of government operations.

I don't think there's much dispute that everyone is better off with a job. Good jobs are the foundation of strong families and this government will be tireless in working to strengthen job creation across the province. Employment results in higher incomes, better health and better outcomes for families. Working also means increased Canada Pension Plan contributions, which in turn make people better off in their senior years.

Most British Columbians who are eligible for Employment and Income Assistance need it only for a short time during a crisis. If they struggle to be self-supporting, we help with a range of integrated services to help them prepare for and find employment.

In British Columbia, we are ending the so-called "welfare trap" in which families were only marginally better off in the work force than on income assistance. Today, benefits such as child care subsidies and dental and optical care for children are available to low-income families until their employment income rises to the level where they are self-supporting. The Province also works with the federal government to support families financially through the Canada Child Tax Benefit – including the BC Family Bonus – which is available to those with low incomes as well as people receiving income assistance.

British Columbians who receive disability assistance are not required to work – but many want to – and the Ministry supports their aspirations with a range of programs and supports, including customized employment programs, job coaches and adaptive technology. This Ministry is also proud to support Community Living British Columbia, which provides services to people with developmental disabilities and their families. Community Living British Columbia looks to support similar aspirations relating to opportunities for employment and further involvement in community activities for individuals with developmental disabilities. In February 2010, Community Living British Columbia launched the Personalized Supports Initiative to assist adults diagnosed with Fetal Alcohol Syndrome Disorder and Pervasive Developmental Disorder by providing customized strategies to support them in the workforce or in becoming more involved in the community.

The Ministry funds innovative projects that help people gain valuable job skills, and works with employers to identity opportunities. We are transforming employment and labour market programs in British Columbia to respond to today's economic realities and meet the needs of British Columbians seeking work.

In 2009, responsibility for the delivery of federally-funded employment programs was transferred to British Columbia. The integration of former federal programs with provincial employment services will result in a single point of service for British Columbians, no matter where they live or what their employability needs are. The Province is creating the Employment Program of British Columbia, which includes new employment centres that will make it easier to help people find work and provide stability for their families. The program was developed after considerable consultation with stakeholders across the province since 2009, and reflects the feedback received regarding the need for better services for those trying to find a job. The proposed employment centres integrate all of the services currently offered and will ensure quick and easy access through a single door, so people get what they need to get back into the workforce as quickly as possible. The new centres are scheduled to be opened in April 2012.

Regarding every one of the 178,000 clients of the Ministry as a unique individual, and matching his or her needs to a range of supports and services, requires that government has efficient and modern operations systems. To that end, we are replacing a 30-year old information system that can no longer meet today's standards and expectations. The new Integrated Case Management system will more effectively support our dedicated staff and enhance service delivery both for this Ministry and the Ministry of Children and Family Development. This major initiative will result in more efficient and effective processes while enhancing protection of personal information. When fully implemented, the system will provide citizens easier and timelier access to services and information.

Assisting people to achieve their potential in the community and the workplace is essential to continuing to provide high levels of social services in British Columbia. B.C.'s aging demographic requires our province's social supports to change with it. The Ministry must be able to respond with a collective approach that includes the best ideas and practices of governments, businesses, non-profit organizations and most importantly, the people we serve. To support this collaborative environment the Ministry is taking steps to become more open and accessible to the people it serves.

The Ministry of Social Development *Revised 2011/12 - 2013/14 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 Harry Bloy

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Minister of Social Development

Minister Responsible for Multiculturalism

April 28, 2011

Table of Contents

Message from the Minister and Accountability Statement	
Purpose of the Ministry	6
Strategic Context	8
Goals, Objectives, Strategies and Performance Measures	11
Resource Summary	19
Resource Summary Table	19
Appendix	20
Ministry Contact Information	20
Hyperlinks to Additional Information	22

Purpose of the Ministry

In the Ministry of Social Development, our vision is of a province where every British Columbian is able to achieve his or her social and economic potential. The Ministry focuses on delivering responsive, innovative and integrated services to clients in need, by providing both low income persons and those with disabilities with the best system of supports in Canada. The Ministry supports a model of citizens at the centre by providing a variety of avenues through which British Columbians can access services. We demonstrate our commitment to championing cross-ministry social, health and employment programs and services in our support of Integrated Case Management and e-Government initiatives.

The Ministry's key accountabilities include:

- Provision of income assistance to those in need;
- Support for community living services that help adults with developmental disabilities and their families achieve their goals and connect to their communities;
- Delivery of employment programming and services to unemployed and underemployed individuals, employers and communities, including employment supports for British Columbians with disabilities; and,
- Support and promotion of a culturally and ethnically diverse province with welcoming and inclusive communities, and anti-racism initiatives.

The Ministry leads the Provincial Disability Strategy through which Government invests approximately \$5 billion annually, ensuring British Columbia provides a citizen-centred system of supports and services enabling individuals with disabilities to participate more fully in their communities and in the labour market. Disability services are delivered directly by the Ministry and through Community Living British Columbia.

The Ministry provides a comprehensive range of supports to those in need, and funds a spectrum of employment services including life skills for unemployed and underemployed citizens who have a wide range of abilities. Using effective, outcome-based practices and working in collaboration with other ministries, levels of government, business, community and service organizations, the Ministry is focused on serving the needs of those who receive our services. The Ministry also funds community services that are delivered by third party service providers throughout the province.

In October 2010, responsibility for provincial housing policy, homelessness, residential tenancy, gaming policy and enforcement, and liquor control and licensing was transferred to the Ministry of Public Safety and Solicitor General (Minister Responsible for Housing). Responsibility for oversight of the associated Crown corporations was also transferred, including the British Columbia Housing Management Commission, the British Columbia Lottery Corporation, and the Liquor Distribution Branch.

In March 2011, responsibility for multiculturalism was transferred to the Ministry, including responsibility for the Multicultural Advisory Council. With this responsibility, the Ministry promotes

and encourages cultural and ethnic diversity across the province, supports communities in their efforts to address racism, and works to create welcoming and inclusive communities.

The Employment and Assistance Appeal Tribunal is a quasi-judicial body which provides an independent and accessible appeal process. Its mandate is to deliver timely and fair decisions reviewing Ministry of Social Development determinations related to employment programs and income assistance, and Ministry of Children and Family Development determinations related to the child care subsidy program.



Strategic Context

Economic Outlook

The Economic Forecast Council estimates that British Columbia's real GDP grew by 3.3 per cent in 2010. The Council projects this rate of growth to slow in 2011, with real GDP expected to increase by 2.6 per cent on the year. The Council then expects the province's real GDP to expand by 3.0 per cent in 2012. Risks to British Columbia's economic outlook include continued economic weakness in the United States; the sovereign debt crisis in some European countries threatening the stability of global financial markets; a sudden weakening of the American dollar resulting in significant disruptions to global commodity and financial markets; slower than anticipated global demand resulting in reduced demand for B.C.'s exports; and greater than anticipated moderation in the Canadian housing market.

Since the start of fiscal 2010/11, the Ministry's temporary assistance caseload has been declining. Research on the recession experience in the 1980s indicates that caseload declines following a downturn come about more slowly than the increases during a downturn. As a result, it is expected that the reduction of the Ministry's temporary assistance caseload will lag behind improvements in the economy.

Changing Demographic Characteristics

Like many other jurisdictions, British Columbia is experiencing a significant demographic shift as a result of longer life expectancies, low birth rates and the aging baby boom generation. Population projections indicate that in 2012 the number of people aged 65 years or over in the province will likely surpass the number of children aged 14 years or under for the first time. By 2036, projections indicate there will be half as many school age children as seniors.

Medical and technological advances will continue to result in individuals with significant health issues enjoying a longer life expectancy. Therefore, the number of individuals with disabilities or who require accommodation to take part in employment and inclusion is also projected to increase as the population ages.

Social Service Integration

Challenges such as labour market uncertainty, homelessness, mental health conditions, affordable housing shortages and addictions cannot be solved by a single organization. Their complex nature requires a collective, integrated and citizen-centered response from all levels of government, the business sector, non profit groups and community organizations. The Ministry's social development programs support this integrated response to complex social problems and contribute to the Province's commitment to build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors. This approach also aligns with the service integration principle of Government's plan to save time for citizens when they interact with government and make it easier to access better quality services, as outlined in *Citizens @ the Centre: BC Government 2.0*.

Integrated Case Management

Integrated Case Management is an ambitious and complex project that is key to the transformational changes in service delivery in both this Ministry and the Ministry of Children and Family Development. Current information systems that were custom-built almost three decades ago have been modified, patched and extended over the years to meet changing business needs. These systems are now struggling to support the complex range of services delivered by each ministry. Integrated Case Management will introduce effective tools for front-line workers and service delivery partners, and support the business transformation underway in each ministry.

Integrated Case Management will improve the ability of authorized staff in each ministry to capture, retrieve and protect client information. It will enable service delivery to be founded on a secure and holistic view of a citizen's needs and service history to improve each individual's access to effective service, and most importantly, to ensure critical personal case information remains safe and secure.

Employment Program Transformation

Employment and labour market programs are moving through a period of transformation in British Columbia. In February 2009, responsibility for employment programs for Employment Insurance clients transferred to British Columbia from the federal government. Integrating the former federal programs with the provincial employment programs sets the foundation to enhance the employment and labour market system so it can better meet the needs of citizens, while building efficiencies. A one-stop approach will ensure that all British Columbians will be able to access the full suite of employment programs regardless of where they live. The new integrated employment program will be implemented across British Columbia in April 2012.

Catastrophic Events and Emergency Management

The potential for a catastrophic event, such as an earthquake, tsunami or influenza pandemic, poses significant risk to the continued delivery of the Ministry's mission: delivering critical services and programs to the public. Recent emergencies, such as the extensive 2003 forest fire season and flooding events, have shown how exposed the most vulnerable in our society are in emergencies and catastrophic events. They have also shown the necessity of addressing the immediate needs of our employees and their families, so that they are best able to assist our clients and those in need of the Ministry's assistance. In an effort to minimize the impact of future catastrophic events, the Ministry continues to develop expertise in emergency management and business continuity planning, and shares lessons learned from past events to improve our planning for the future.

Climate Adaptation

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

Carbon neutrality is another aspect of the Government's climate call to action, making British Columbia a role model for other jurisdictions. Efforts are being made to reduce emissions across the Ministry; operational greenhouse gases emissions are offset.



Goals, Objectives, Strategies and Performance Measures

In October 2010, there was a major realignment of program responsibilities amongst provincial ministries. As a result, four objectives, 18 strategies and four performance measures were transferred to the Ministry of Public Safety and Solicitor General as part of a reorganization of activities.

The Ministry of Social Development is completing an internal review of its public performance reporting. The Service Plan for 2012/13 will include an increased number of performance measures.

The following four goals, eight objectives and three performance measures articulate the Ministry of Social Development's priorities.

Goal 1: Income assistance for those in need.

Objective 1.1: British Columbians receive all supports for which they are eligible.



Strategies

- Provide individualized supplemental assistance, including subsidized bus passes and dental and optical assistance, to eligible British Columbians
- Work with partner ministries to provide more accessible service to those in need, including 24/7 access to an expanded range of income assistance information and services
- Work collaboratively with other ministries, agencies, non profits and community partners to deliver targeted and innovative community-based outreach programs, assisting "at risk" populations to access the stable housing, services and supports they need. These populations include the chronically homeless, and individuals who are transitioning from hospitals, correctional facilities, and alcohol and drug residential treatment facilities.

Performance Measure 1: Percentage of B.C. population aged 19 to 64

receiving temporary assistance.

Performance Measure	2001/02	2010/11	2011/12	2012/13	2013/14
	Baseline ¹	Forecast	Target	Target	Target
Percentage of the B.C. population aged 19 to 64 receiving temporary assistance with employment-related obligations	3.4%	1.6%	1.3%	1.3%	1.2%

Data Source: Temporary assistance caseload numbers – Employment and Income Assistance Branch, Ministry of Social Development; B.C. Population – BC Stats

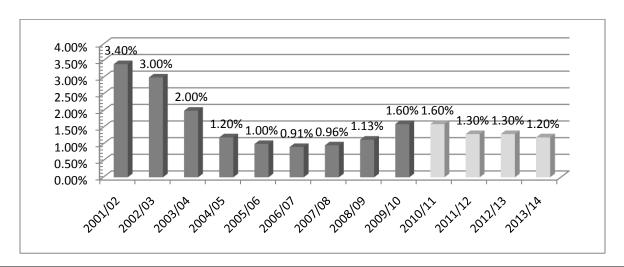
Discussion

This measure tracks the percentage of British Columbia's working age population who receive temporary assistance and have employment-related obligations. Assisting clients to find employment is a critical part of the Ministry's work. The Ministry's policy framework and employment programs and services influence this measure.

The baseline reflects the Ministry's caseload at the end of fiscal year 2001/02 (March 2002), which was the month prior to the introduction of the BC Employment and Assistance Program. The percentage of British Columbia's population receiving temporary assistance with employment-related obligations has declined significantly since that time.

Trends in the temporary assistance caseload have returned to pre-recession patterns while trends in the number of regular Employment Insurance beneficiaries and number of initial Employment Insurance claims suggest that the Employment Insurance 'bubble' has burst. Historically, the labour force recovers at a slower rate than the economy following a recession. As the economy recovers and strengthens through 2011 and into 2012, the Ministry's employable caseload is expected to decline and stabilize, as can be seen in Chart 1.

Chart 1: Percentage of the B.C. population aged 19 to 64 receiving temporary assistance (historical results, 2001/02 to 2009/10; forecast, 2010/11 to 2013/14)



¹ Result for March 2002

Goal 2: An integrated and responsive employment and labour market system.

Objective 2.1: Transform employment programming into a highly integrated, efficient and effective model of accessible services that ensures British Columbians are supported in employment and volunteer opportunities.

Strategies

- Maintain a focus on employment while managing a transition from an income assistance philosophy to an enabling philosophy, in which all British Columbians are supported to achieve their economic and social potential
- Migrate ministry systems to the new cross-ministry Integrated Case Management system to support improved service delivery and performance reporting
- Continue to provide a continuum of employment services that meets the needs of British Columbians, including persons with disabilities and individuals with barriers to employment

Objective 2.2: Deliver accessible services that help workers and employers seek and develop sustainable employment.

Strategies

- Launch the new Employment Program of British Columbia on April 1, 2012
- Increase British Columbians' awareness of available employment and labour market services
- Deliver employment and labour market services in partnership with other ministries, community organizations and employers



Performance Measure 2: Percentage or number of employment program clients who achieve employment.

Performance Measure	Baseline ¹	2010/11 Forecast	2011/12 Target	2012/13 Target ²	2013/14 Target ²
Percentage of program clients who achieve \$560 or 70 hours of work per month	23%	25%	25%	Measure closed	Measure closed
 Employment Insurance Part II programming Number of Employment Insurance clients returned to employment 	37,384	20,000	20,000	Measure closed	Measure closed

Data Source: Employment and Labour Market Services Division, Ministry of Social Development

Discussion

Providing support to employment program clients helps them move toward economic independence. The two existing measures track clients who achieve employment through the British Columbia Employment Program and through Employment Insurance Part II programming that was devolved from the federal government in February 2009. In particular, the measures track the level of success the Ministry has in placing clients in employment under the specific program criteria.

Employment and labour market programs are moving through a period of transformation in British Columbia. This transformation will result in the development and implementation of a single program with a flexible menu of client-centred supports and services. The new program will provide an integrated one stop approach for all clients.

In developing the new program, the Ministry has considered how services can be delivered in partnership with other provincial ministries, community organizations and employers. The new program model was also specifically built to leverage existing community networks as well as local expertise and experience.

The Ministry has also considered the needs of specialized populations, which include persons with disabilities, immigrants, Francophones, multi-barriered clients, survivors of violence, and/or abuse, Aboriginals, rural and remote populations and youth. Under the new program model, all clients of specialized populations will now have equal access



¹ The BC Employment Program baseline year is 2006/07. The Employment Insurance Part II program measure was transferred to the Province from the federal government in February 2009 and the Ministry established the baseline in 2009/10.

² The Ministry will be implementing the new Employment Program for British Columbia in 2012/13. "Measure closed" indicates that in 2012/13 and 2013/14 the existing measures will no longer be used and therefore, no target is set. The program will include a new performance measure related to client and program outcomes.

to the full array of specialized services they are eligible for through an Employment Services Centre, regardless of where they live in the province.

The existing performance measures are reflective of the current system. As service delivery is enhanced to better meet the needs of unemployed and underemployed British Columbians, new performance measures will be developed and introduced in a future Service Plan.

Goal 3: An effective system of supports and services for adults with disabilities.

Objective 3.1: Ensure that British Columbians with disabilities have the best system of supports in Canada.

Strategies

- Work collaboratively with other community, public and private partners to continue the integration of innovative and inclusive disability supports and services
- Through Community Living British Columbia, provide adults with developmental disabilities access to high quality, responsive supports and services that enable them to meet their needs and participate fully in their communities
- Monitor the transition process for youth into adulthood, including ensuring that individuals with
 developmental disabilities are able to transfer seamlessly from youth services offered by the
 Ministry of Children and Family Development to the Ministry of Social Development's disability
 assistance programs and services and adult community living services offered through Community
 Living British Columbia
- Promote the use of dedicated social networking sites, such as Tyze, both within and outside government to create secure, online personal networks that allow public and private organizations to support and work together with friends, families and the individuals in their care

Objective 3.2: Deliver accessible services to help persons with disabilities seek and maintain meaningful employment.

Strategies

- Improve labour market participation by persons with disabilities by broadening employer, industry sector and community engagement and improving access to equipment and assistive technology to connect these job seekers with employers through WorkAble Solutions
- Support the Equipment and Assistive Technology Initiative, a multi-partner initiative that provides assistive technology to persons with disabilities to help them achieve their employment goals

Performance Measure 3: Percentage of disability assistance cases with income.

Performance Measure	2002/03	2010/11	2011/12	2012/13	2013/14
	Baseline	Forecast	Target	Target	Target
Percentage of disability assistance cases with income from working or a volunteer supplement	13.2%	19.5%	20.0%	21.0%	21.5%

Data Source: Research Branch, Ministry of Social Development

Discussion

The Ministry provides supports to assist Persons with Disabilities in pursuing employment opportunities. This measure tracks the Ministry's success in assisting these clients to realize their employment goals, increasing self-reliance and community involvement.

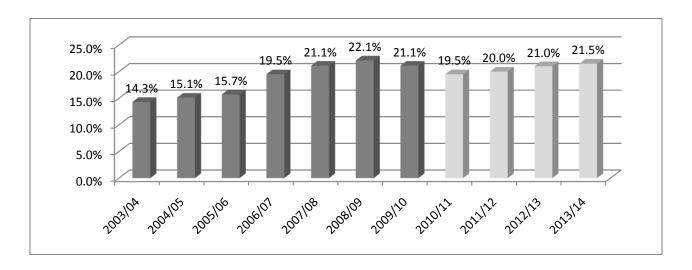
The baseline reflects the percentage of the Ministry's Persons with Disabilities caseload who reported income for March 2003. The percentage of persons with disabilities with earned income or who are volunteering has increased since 2001/02.



The number of Persons with Disabilities cases has increased by 31,378 cases since 2001/02, an increase of 72.7 per cent. Over the same period, the number of Persons with Disabilities cases who report earnings or who are volunteering has increased by 140.0 per cent – a rate nearly double that of caseload growth for the same population.

During the economic downturn, the number of Persons with Disabilities reporting earnings has increased. However, the number of Persons with Disabilities has grown faster. Therefore, we have seen reduction in the performance measure. As the economy recovers, it is expected that the percentage of Persons with Disabilities cases who report earnings will again increase due to the increased availability of opportunities in the labour market.

Chart 2: Percentage of disability assistance cases with income (historical results, 2003/04 to 2009/10; forecast, 2010/11 to 2013/14)



Goal 4: Improve outcomes for clients.



In previous Service Plans, the Ministry has included a performance measure called 'Percentage of ministry services that meet or exceed established standards'. Changing economic conditions over the last number of years have made it very difficult to set a baseline and establish targets for this measure. As a result, this measure has now been dropped and a new service delivery performance measure is being discussed and developed as part of an internal review of the Ministry's public performance reporting that will be initiated in 2011/12.

Objective 4.1: Enhance service excellence by implementing citizen-centred service delivery models.

Strategies

• Implement phases two through five of the Integrated Case Management project to transform business and deliver better outcomes for clients, through coordinated planning and improved access to effective services

- Connect Employment Service Centres and Employment and Income Assistance offices across the province to create an integrated service delivery model in which citizens can access the services of both offices through one enquiry
- Upgrade the Ministry's existing call centre technologies and processes to improve service accessibility for British Columbians
- Enhance clients' access to ministry services by utilizing mobile devices and applications to enable staff to deliver services to clients where they are

Objective 4.2: Increase citizen engagement in public policy by making more data and information freely available online.

Strategies

- Work with the Ministry of Citizens' Services to provide linkages to existing public reports, including descriptive statistics on income assistance caseloads
- Expand the array of information available to the general public and external researchers to include employment programs

Objective 4.3: Individuals feel a sense of belonging and acceptance within their communities.

Strategies

- Collaborate with other orders of government and organizations to promote multiculturalism and build welcoming and inclusive communities in British Columbia.
- Support community engagement in multiculturalism and anti-racism initiatives that focus on partnership development, public education, and mechanisms that prevent and respond to racism and hate.

Resource Summary

Resource Summary Table

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Plan	2012/13 Plan	2013/14 Plan				
Operating Expenses (\$000)								
Income Assistance	1,590,483	1,577,613	1,587,610	1,572,610				
Employment ²	56,113	56,113	56,113	56,113				
Community Living BC	680,977	680,977	680,977	680,977				
Employment and Assistance Appeal Tribunal	1,629	1,751	1,751	1,751				
Executive and Support Services	25,526	22,634	22,854	22,854				
Total	2,354,728	2,339,088	2,349,305	2,334,305				
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)								
Executive and Support Services ³	33,514	38,383	32,765	34,728				
Total	33,514	38,383	32,765	34,728				

¹ Amounts have been restated for comparative purposes only, to be consistent with Schedule A of the 2011/12 *Revised Estimates*.

² Includes Multiculturalism moved into Social Development in re-org March 2011.

³ Ministry Capital Expenditures includes funding for \$28.2M in 2010/11, \$31.7M in 2011/12, \$30.96M in 2012/13 and \$33.5M in 2013/14 for the Integrated Case Management System (ICM).

Appendix

Ministry Contact Information

Service BC refers members of the public to the appropriate Ministry office, and transfers calls and forwards e-mails free of charge. Hours of operation for Service BC are 8:00 a.m. to 5:00 p.m., Monday through Friday, excluding statutory holidays.

In Victoria, call: 250 387-6121

• In the Lower Mainland, call: 604 660-2421

• Elsewhere in British Columbia call: 1 800 663-7867

• Outside British Columbia call: 1 604 660-2421

• E-mail address: EnquiryBC@gov.bc.ca

• Telephone device for the deaf and hearing impaired (TDD):

• In the Lower Mainland, call: 604 775-0303

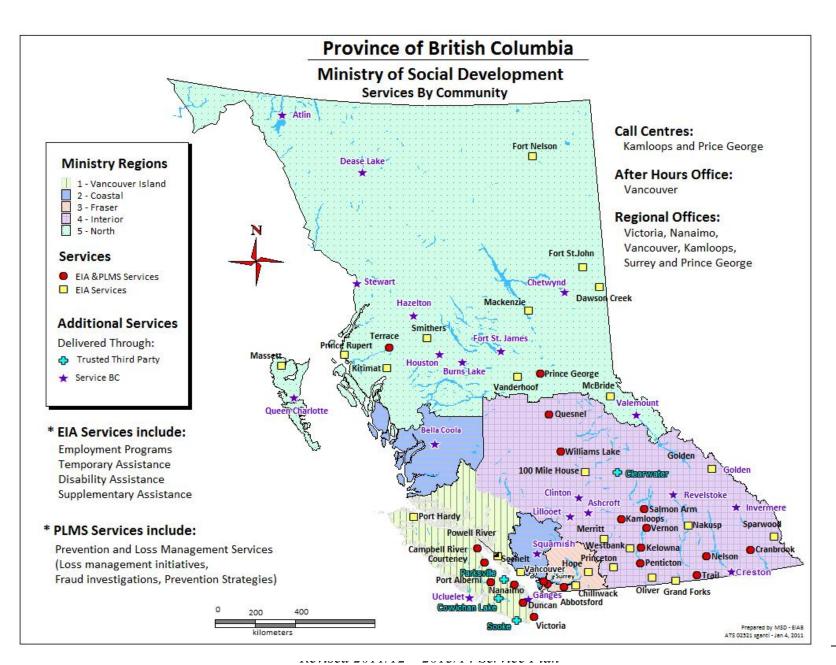
• Elsewhere in British Columbia, call: 1 800 661-8773

Employment and Income Assistance

The Ministry has approximately 100 Employment and Income Assistance offices throughout British Columbia. To find the office that provides services for a specific community, go to: www.hsd.gov.bc.ca/contacts/city.htm, or contact the Ministry toll free by telephone from anywhere in the province at 1 866 866-0800.

Employment and Labour Market Services

General Enquiries: 250 356-0050



Hyperlinks to Additional Information

British Columbia Employment and Assistance Services Map: www.hsd.gov.bc.ca/ministry/MEIA lmap.pdf

Citizens @ the Centre BC Government 2.0 – accessible from: www.gov.bc.ca/citz/citizens engagement/index.html

Community Living British Columbia: www.communitylivingbc.ca

EmbraceBC: www.embracebc.ca

Labour Market Development Agreement: www.labourmarketservices.gov.bc.ca

Online Resource (BC Employment and Assistance Policies and Procedures):

www.gov.bc.ca/meia/online resource

Personal Supports: www.personalsupports.bc.ca