

Ministry of Children and Family Development

2008/09
Annual Service Plan Report



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Published by the Ministry of Children and Family Development

Message from the Minister and Accountability Statement



I am pleased to present the Ministry of Children and Family Development *Annual Service Plan Report* where we report on our progress and achievements for 2008/09.

The Ministry's top priorities are the protection of vulnerable children and youth and the healthy development of families. This includes our shared goal with First Nations, Aboriginal and Métis communities to regain their historic responsibilities for child welfare and family support services. Guided by the five pillars in *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth*, we build on existing strengths to help ensure that the province's children and families have the best opportunity to succeed and thrive. Since releasing *Strong, Safe and Supported* in April 2008 we have made significant progress on the challenging goals we set to improve our services, and the lives of the British Columbians we serve.

2008/09 brought many accomplishments and successes in all our regions. The number of children in care continued to decline, falling to 8,959, the lowest level in more than a decade and a 13 per cent reduction since 2001.

Along with our partners in the health, education and social service sectors, we launched the *Children and Youth with Special Needs Framework for Action*, a plan that reflects our common purpose to improve access, quality and coordination of services for children and youth with special needs and their families.

A progress report on our now implemented five year Child and Youth Mental Health Plan was released in January 2009. The plan was the first of its kind in Canada. The review looked at the work done to enhance services and identified improvements in service delivery, a broader continuum of support for children and youth in British Columbia affected by mental health issues and continued support from stakeholders.

In 2008/09, our relationship with Aboriginal people expanded and grew deeper as we continued to build trust and work together on a common vision for Aboriginal child and family wellness in British Columbia. We are working to create a vision that respects First Nations' jurisdiction over their children and families, an approach that recognizes First Nation laws and traditions, and a comprehensive plan to help us succeed.

Safe, high quality child care is a vital element for a healthy province and for our economy. We work closely with our partners and community stakeholders to continually improve child care options for British Columbia's families and over the last few years government has invested heavily in child care programs and in supporting the creation of new spaces. It is a privilege to report that in 2008/09 we exceeded our performance target and funded 92,743 licensed child care spaces in communities throughout the province.

All of our accomplishments are made possible through the dedicated and professional staff in the Ministry and our network of community partners. Across the province, there are thousands of Ministry and support agency staff, foster families, and community organizations that make a positive impact and help improve the lives of British Columbians every day. Strong partnerships build strong communities, healthy families and a better future for us all.

The Ministry of Children and Family Development's *2008/09 Annual Service Plan Report* compares the actual results to the expected results in the Ministry's *2008/09-2010/11 Service Plan*. I am accountable for those results.



Honourable Mary Polak
Minister of Children and Family Development and
Minister Responsible for Child Care

July 27, 2009

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Highlights of the Year

Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth

In April 2008, the Ministry released *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth*, providing the overarching framework for improving services to children and families. The accompanying Operational Plan initiated a shift from risk reduction to proactive integration by focusing on preventing vulnerability from occurring in children and youth and providing early intervention and intervention services and supports based on the assessment of individual strengths and needs. This report reflects the progress against the five pillars that form the key elements of a developmental strengths-based approach.

Pillar 1: Prevention

The primary focus of the Ministry is to prevent vulnerability and support the healthy development of children, youth and their families through programs as diverse as early childhood development and support for youth who might otherwise require more intensive services.

- *Period of PURPLE Crying* materials were delivered to new parents in all birthing hospitals and Health Units across the province. The program, targeted at reducing shaken baby syndrome, includes training materials for health care workers and research and evaluation components.
- The Ministry released *Child Care in British Columbia* which outlines a vision, five principles and direction to support children and their families' access to a range of quality early learning and child care programs and services within their own communities.
- 92,743 licensed child care spaces were funded through the Child Care Operating Funding Program, which provides operating funding to eligible licensed group and family child care providers to help meet the costs of providing care. Approximately 50,000 children from low and middle income families were supported with the cost of child care through the Child Care Subsidy Program. In 2008/09, approximately 1,400 family child care spaces were funded through the Major Capital Funding Program.
- The Ministry launched five crime prevention pilot projects in five communities: Communities That Care (Williams Lake, Anahim Lake and Prince George); I-RAYL, the Inter-Regional At-Risk Youth Link (Lower Mainland); and the Youth Inclusion Program (Duncan/Cowichan Valley). The projects involve local governments and community agencies, and aim to reduce youth involvement in criminal activity by providing at-risk children and youth with social supports, positive peer groups, nurturing environments and other resources.

Pillar 2: Early Intervention

The Ministry continues to provide early intervention services to vulnerable children, youth, their families and communities. The Ministry works collaboratively across ministries and programs to ensure families' experiences, as receivers of services, are seamless.

- The Ministry increased the use of Family Development Response by 48 per cent, providing protective services to children and families without requiring an investigation, where the risk was determined to be low and the family and Ministry were able to work cooperatively on a solution. The Ministry also increased the use of family group conferencing by 12 per cent and mediation by almost seven per cent as preferred options to the courts.

To further enhance these collaborative strengths-based responses, 24 of the Ministry's child and family service offices and a delegated Aboriginal agency became Child Protection Learning Sites, to explore ways to improve the experiences and outcomes for children and families and pilot new processes for assessing child and family strengths, needs and vulnerabilities.

Pillar 3: Intervention and Support

The Ministry recognizes that each child or youth's needs are different and uses a strengths-based approach when considering the child. Services are provided across a comprehensive continuum based on individual assessment and planning.

- In collaboration with the Ministries of Education and Health Services, continued implementation of the *Children and Youth with Special Needs Framework for Action*, British Columbia's strategy for improving the system of support for children and youth with special needs and their families. The framework provides a coordinated approach to service delivery — improving access to service; supporting the training, recruitment and retention of high quality skilled service providers; improving the quality and evaluation of services; and improving integration and coordination.
- The FRIENDS program has reached an estimated 50,000 students in grades four and five and was expanded in September 2008 to include grade seven students. FRIENDS is a school based prevention program that increases resiliency in children by helping them learn how to cope with fears and anxiety.
- The Ministry released *A Review of Child and Youth Mental Health Services in B.C.* The report evaluated the impact of the five year 2003 Child and Youth Mental Health Plan — the first of its kind in Canada. Today, nearly 20,000 children and youth receive Ministry of Children and Family Development outpatient and mental health services annually — almost double the number who received services in 2004.
- In July 2008, the Agreements with Young Adults Program was introduced to better support young people transitioning out of care and into adulthood. By March 31, 2009 there were 210 youth over the age of 19 with active agreements.

Pillar 4: The Aboriginal Approach

The Ministry supports Aboriginal people to exercise jurisdiction in providing for the safety and well-being of their children, including the development of alternative models of service delivery that reflect Aboriginal culture and traditional ways of practice.

- On March 30, 2009, the Ministry and the political executive of the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs who form the First Nations Leadership Council, signed the Recognition and Reconciliation Protocol on First Nations Children, Youth and Families — an agreement to establish a common vision for child, youth, and family wellness in British Columbia.
- Since January 2008, the Ministry has led the Premier's commitment to implement Jordan's Principle. Jordan's Principle ensures that jurisdictional funding disputes do not prevent or delay First Nations children from accessing available health and social services. As the federal and provincial governments share responsibility for funding health and social services for First Nations, the Ministry will continue to work in partnership with First Nations, and provincial and federal partners to support the implementation and application of Jordan's Principle.
- The number of Aboriginal Supported Child Development initiatives increased from 13 to 20. Aboriginal Supported Child Development programs provide community-based, culturally relevant services to enable the inclusion of Aboriginal children, both on and off reserve, who require extra support in child care settings.
- Youth Custody Services continued to work on improving outcomes for Aboriginal youth through the delivery of culturally diverse programs, increased staff and community engagement and improved case management planning. Traditional and cultural programs acknowledge personal trauma and establish cultural pride and identity with a focus on integrating traditional and western supports and interventions.

Pillar 5: Quality Assurance

Integrated quality assurance increases the effectiveness, efficiency and accountability of supports and services for children, youth and their families through internal and external evaluations, implementation of programs and services, and ongoing research.

- The Ministry developed a new Procurement Quality Assurance Framework that promotes sharing of good procurement practices and identifies procurement standards and processes. This framework further improved service quality, establishing better accountability and promoting communication between contracted social services agencies and Ministry staff.
- The Integrated Case Management project supports the vision of having the right information to the right people at the right time, by allowing information sharing in a secure privacy protecting manner, and to support improved integration and service delivery. The Ministry expects to implement the system in 2010.

Purpose of Ministry

The Ministry of Children and Family Development promotes and develops the capacity of families and communities to care for and protect vulnerable children and youth, and supports healthy child and family development to maximize the potential of every child in British Columbia.

The Ministry is responsible for regional and province wide delivery of services and programs. In order to effectively and efficiently deliver services and programs, the Ministry is organized into five regions: North, Interior, Fraser, Vancouver Coastal and Vancouver Island (refer to Ministry Contact Information).

The Ministry's responsibilities include: family development, early childhood development, services for children and youth with special needs and their families, child care, child protection, residential and foster care, adoption for children and youth permanently in care, community child and youth mental health services, programs for at-risk or sexually exploited youth and community youth justice services. In addition, the Ministry is responsible for a number of provincial services, such as youth custody, youth forensic psychiatric services, services for deaf and hard of hearing children and youth, and the Maples Adolescent Treatment Centre.

Ministry service delivery partners include: contracted service agencies, family foster homes, communities, delegated Aboriginal agencies, school districts, health authorities, Community Living BC and other ministries.

The Ministry's legislative mandate includes the *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act* and the *Social Workers Act*.

Strategic Context

The Ministry of Children and Family Development operates within the broader economic, social and environmental influences that affect the lives of all British Columbians. The following section provides a brief overview of the challenges and opportunities that affected the Ministry's performance in 2008/09.

Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth

In April 2008, the Ministry released *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth* and accompanying Operational Plan, the culmination of months of collaboration and consultation with Ministry staff and partners. *Strong, Safe and Supported* provides overall direction for the Ministry's programs and service delivery, taking an integrated child centred approach to meeting a child's needs while developing capacity in families and communities.

Over the course of the past year, the Ministry made significant progress toward achieving the challenging goals set out in *Strong, Safe and Supported*. The Ministry's Operational Plan reflects the shift to a strengths-based approach and supports the *Strong, Safe and Supported* vision. The Ministry prioritized its activities to achieve the outcomes established in *Strong, Safe and Supported* and reports publicly on work that has been completed and steps taken in order to accomplish each of the respective actions within the plan.

The introduction of *Strong, Safe and Supported* changed the way the Ministry works in order to better serve children, youth and their families and shapes the Ministry's efforts to improve outcomes for children and families. Going forward, the Ministry will continue to set ambitious goals that challenge us to improve Ministry services through a strong focus on early intervention and a needs-based approach to supporting and protecting vulnerable children and youth — through a strong, integrated system.

Economy

With the downturn in the economy and the accompanying stress on families, critical front-line services have been protected through reductions in administrative and discretionary spending. The Ministry maintained service levels related to the health and safety of vulnerable children, youth and families across the province. Additionally, the Ministry prioritized spending in order to support the healthy development of children and youth.

Demographics

Children and Youth Population¹

Since the number of children and youth in the province is one of the key determinants of the Ministry's caseload, changes in the total population of children and youth had the potential to impact Ministry operations as well as its fiscal and service targets. The Ministry closely monitors these and other changes to align Ministry programs and services to the changing needs of children, youth and their families.

The total population of children and youth (aged 0 - 18 years) in British Columbia was 912,585 in 2008, representing 20.8 per cent of British Columbia's total population. British Columbia's child and youth population declined by 3.8 per cent between 2001 and 2008. It is forecast to decline until 2010. Beyond 2010, the child and youth population is forecast to increase.

The Aboriginal child and youth population increased just over ten per cent between 2001 and 2008 while the Aboriginal youth population (age 15 to 18) increased by nearly 30 per cent.

Aboriginal children continue to be disproportionately represented among children in the Ministry's care. As of March 2009, approximately eight per cent of children in British Columbia and approximately 52 per cent of the 8,959 children in the Ministry's care, were Aboriginal. More children already in care are now accurately being identified as Aboriginal. This may be due to the shift towards more culturally appropriate services, and increased confidence that self-identification will result in a better outcome.

Integration and Collaboration with Partners

While the Ministry made improvements to the system of support for British Columbia's children, youth and families, many of the social problems that impact their well-being require significant and collaborative long-term effort.

Through effective partnerships and collaborations, the Ministry continued to work to improve the coordination and delivery of services to more effectively meet the increasing pressures on Ministry services and the changing needs of British Columbians for social supports.

¹Population figures are based on BC Stats.

Report on Performance

Performance Plan Summary Table

| Goal 1: To identify and strengthen, or develop, effective child, youth and family development services in B.C. within a strengths-based, developmental approach. | 2008/09 Target | 2008/09 Actual |
|--|--|--|
| 1.1 An effective child and family development system built on research-based good practices. Total number of Ministry funded licensed child care spaces. | 86,600 | 92,743 EXCEEDED |
| 1.2 Vulnerable children and youth have access to a continuum of effective integrated services. Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age. Rate of recurrence of child neglect and/or abuse by family. Number of children who are identified as having to leave their parental home due to risks to the child's safety and well-being, that are able to remain with extended family or community. Per cent of children with adoption plans who have been placed. | 82.0% 19.4% 720 17.0% | 78.7% NOT ACHIEVED 20.9% NOT ACHIEVED 647 NOT ACHIEVED 16.6% NOT ACHIEVED |
| Goal 2: To support Aboriginal peoples to achieve their vision and goals with regard to delivery of services to their children, youth, families and communities. | 2008/09 Target | 2008/09 Actual |
| 2.2 Aboriginal communities and service providers are supported in the shift towards governance of service delivery. Per cent of Aboriginal children in care who are served by delegated Aboriginal agencies. | 32.0% | 39.1% EXCEEDED |

Goals, Objectives, Strategies and Performance Results

Goal 1: To identify and strengthen, or develop, effective child, youth and family development services in B.C. within a strengths-based, developmental approach

Ministry services are founded on developmental approaches that recognize and build on the inherent strengths and resourcefulness of each child, youth, family and community. The Ministry is committed to supporting initiatives that increase families' and communities' capacity to support improved outcomes for their children and families.

Objective 1.1: An effective child and family development system built on research-based good practices

Strategies:

- Implement a five year Strategic Child Care Plan for B.C. that strengthens child care services.
- Lead the implementation of a coordinated, comprehensive cross government approach to initiatives and services for children and youth with special needs and their families.
- Provide regions and communities with tools, training and expertise for effective service delivery of programs for children, youth and families.

Performance Results

| Performance Measure | 2005/06 Actual | 2006/07 Actual | 2007/08 Actual | 2008/09 Target | 2008/09 Actual |
|--|---------------------|---------------------|----------------|----------------|---------------------------------|
| Total number of Ministry funded licensed child care spaces | 79,031 ¹ | 82,347 ¹ | 87,538 | 86,600 | 92,743 ² EXCEEDED |

Data Source: Ministry of Children and Family Development, Child Care Operating Funding Program Datamart

¹ As a result of data revisions, the 2005/06 actual result has been revised to 79,031 from 79,190 and the 2006/07 actual result has been revised to 82,347 from 82,386.

² 2008/09 actuals as of June 2009.

Discussion of Results

The Ministry contributes to the availability of child care spaces by providing operating funding to licensed child care providers. This performance measure represents the total number of

licensed child care spaces funded through the Child Care Operating Funding Program during a fiscal year.

In 2008/09, the number of licensed child care spaces funded through the Child Care Operating Funding Program rose by 5.9 per cent to 92,743, well above the original *2008/09 - 2010/11 Service Plan* target of 86,600. The number of licensed, funded child care spaces has risen steadily each year since the program's inception in 2003/04. The number of funded child care spaces is dependent on the number of licensed providers that apply for operating funding.

In 2007/08, the province embarked on a capital plan to create 2,000 new licensed child care spaces by 2010 in family child care, private and non-profit group care, community hubs, and in schools and public buildings. The 2008/09 performance measure target was exceeded as an increased number of new child care spaces became operational.

While the performance measure presents the total number of licensed child care spaces contracted through Child Care Operating Funding during a fiscal year, the monthly average number of licensed child care spaces contracted through the Child Care Operating Funding Program provides further information about the supply of child care spaces in an average month. In 2008/09, the average monthly number of active licensed child care spaces funded through the Child Care Operating Funding Program was 84,401, an increase of 6.3 per cent over 2007/08.

Objective 1.2: Vulnerable children and youth have access to a continuum of effective integrated services

Strategies:

- Increase prevention and early intervention services in each region, especially in isolated areas.
- Design and develop a child-centred case management model and practices to support the improved welfare of children and youth.
- Strengthen youth services including: improving youth agreement support services, providing additional emergency shelter beds and transitional housing, and improving post-majority supports for youth as they transition to independence.
- Continue to provide services, for vulnerable children and youth, that support stable living arrangements and lifelong relationships with family wherever possible.

Performance Results

| Performance Measure | 2005/06 Actual | 2006/07 Actual | 2007/08 Actual | 2008/09 Target | 2008/09 Actual |
|---|----------------|----------------|----------------|----------------|-----------------------|
| Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age | 80.0% | 81.6% | 78.1% | 82.0% | 78.7% NOT ACHIEVED |

Data Source: Ministry of Education enrolment data, Ministry of Children and Family Development Information System and Social Worker System

Discussion of Results

This measure identifies the percentage of children in care under a continuing custody order who are at a grade level that is appropriate for their age in September of each year. For the 2008/09 school year, there was a 0.6 percentage point increase over the previous year. However, the 2008/09 target of 82 per cent was not achieved.

The Ministry continues to work with caregivers, educators, boards of education and the Ministry of Education to provide children and youth in care with greater opportunities to succeed at school.

The Ministry collaborated with the Ministry of Education on the development of cross ministry guidelines to support increased resiliency and improved educational outcomes for children and youth in care. The *Joint Educational Planning and Support for Children and Youth in Care: Cross-Ministry Guidelines* will assist social workers and teachers to improve information sharing, strengthen practice and joint planning, and promote effective communication among educators, school-based teams, child welfare workers, caregivers and family members. These guidelines were completed and distributed to all Ministry regional staff, Aboriginal agencies and schools in the fall of 2008.

The Ministry continues to collaborate with the Ministry of Education to carry out plans that include: a single staff person within each school to oversee planning and monitoring of educational success, review of the levels of attainment for children in care by the Superintendents of Achievement and identification of supports required for these children to be successful and achieve their age appropriate grade level.

Performance Results

| Performance Measure | 2005/06 Actual | 2006/07 Actual | 2007/08 Actual | 2008/09 Target | 2008/09 Actual |
|---|-------------------|-------------------|--------------------|-------------------|-----------------------|
| Rate of recurrence of child neglect and/or abuse by family ¹ | 18.1% | 20.9% | 20.1% ² | 19.4% | 20.9% NOT ACHIEVED |

Data Source: Management Information System and Social Worker System

¹ Neglect is defined as failure by the parent or guardian to provide for a child's basic needs. Neglect may include failure to provide food, shelter, basic health care, supervision or protection from risks, to the extent that the child's physical health, development or safety is, or is likely to be, harmed. Abuse is defined as physical or sexual maltreatment or emotional neglect.

² As a result of data revisions, the 2007/08 result for rate of recurrence of child neglect and/or abuse by family is now 20.1 per cent compared to the originally reported number of 20.9 per cent.

Discussion of Results

This measure is directly linked to the outcome of ensuring child safety and focuses on investigations with a protection finding. Reducing the rate of recurrence of child neglect and/or abuse by family is a Ministry priority. When it has been established that a child has been or is at risk, the Ministry works with families to reduce future harm by providing services that will best address the needs of the child and family.

The rate of recurrence compares the number of families with more than one protection finding to the total number of families with at least one protection finding. The rate of recurrence target was not achieved in 2008/09. At 20.9 per cent, the 2008/09 rate was 0.8 percentage points higher than 2007/08 and the same as 2006/07. Even though fewer families were found to have children needing protection, compared to 2007/08 there were 21 more families with more than one protection finding.

| Fiscal Year | Number of Families with Recurring Protection Findings (1) | Number of Families with Protection Findings (2) | Rate of Recurrence = (1)/(2) |
|---------------------|---|---|---------------------------------|
| 2005/06 | 937 | 5,187 | 18.1% |
| 2006/07 | 962 | 4,615 | 20.9% |
| 2007/08 | 898 | 4,459 | 20.1% |
| 2008/09 | 919 | 4,408 | 20.9% |
| Change from 2007/08 | 21 2.3% | (51) (-1.1%) | |

The Ministry continues its efforts to increase the use of the Family Development Response as an alternative to investigations in less severe cases where the risk to the child is low and the family and Ministry were able to work cooperatively. The Ministry is also reviewing enhancements to

its child protection decision making model to place more emphasis on strengths-based assessment while still addressing risk.

The result of these activities will be the implementation of an improved assessment and intervention model for child protection that supports collaborative, strengths-based practice, promotes alternatives to investigation and court processes, and uses research validated tools to help assess the likelihood of future harm.

Performance Results

| Performance Measure | 2005/06 Actual | 2006/07 Actual | 2007/08 Actual | 2008/09 Target | 2008/09 Actual |
|---|-------------------|-------------------|-------------------|-------------------|---------------------|
| Number of children who are identified as having to leave their parental home due to risks to the child's safety and well-being, that are able to remain with extended family or community | | | | | |
| Ministry Offices | 642 | 623 | 736 ¹ | 720 | 647 NOT ACHIEVED |
| Delegated Aboriginal Agency Offices | 24 | 12 | 25 | | 77 |
| TOTAL | 666 | 635 | 761 | | 724 |

Data Source: Management Information System and Social Worker System

¹ As a result of data revisions, the 2007/08 result is now 736 compared to 742 as reported.

Discussion of Results

This measure identifies the number of children who were placed by agreement in an out of care arrangement with a relative or a person with significant ties to the child.

While the Ministry did not achieve its specific target, there was an increase in the number of out of care arrangements for children served by delegated Aboriginal agencies. When both Ministry and delegated Aboriginal agency placements are considered, 724 children were placed with extended family and community in 2008/09, 37 fewer than in 2007/08.

The Ministry works to achieve permanency and stability for children and youth by promoting the involvement of family members in planning and decision making about their children wherever possible. When a parent is temporarily unable to care for a child, family members or adults who have a significant relationship with the child are the first people considered to care for the child rather than foster parents. The Ministry's 2009/10 - 2011/12 *Service Plan* performance measure target was set at 800 for 2009/10. The Ministry intends to pursue this target through a stronger emphasis on out of care arrangements for children coming into the Ministry's care.

The Ministry continues to make placement decisions based upon a careful and thorough assessment of each child’s unique needs and children are placed in living arrangements that best meets their needs. Programs and services build on individual and collective strengths, building resiliency and connections to community.

Performance Results

| Performance Measure | 2005/06 Actual | 2006/07 Actual | 2007/08 Actual | 2008/09 Target | 2008/09 Actual |
|---|----------------|--------------------|--------------------|----------------|-----------------------|
| Per cent of children with adoption plans who have been placed | 17.7% | 15.1% ¹ | 18.2% ¹ | 17.0% | 16.6% NOT ACHIEVED |

Data Source: Adoption Management System

¹ Revisions have been made to the actual results for 2006/07 and 2007/08 as a result of ongoing efforts to ensure that the information in the Adoption Management System is as accurate as possible.

Discussion of Results

A Ministry priority is to seek a permanent family home for all children who would otherwise remain in Ministry care until they reach adulthood. The number of adoptions of children who have been in the care of the Ministry illustrates how many of these children now belong to a permanent family. In 2008/09, of the 1,776 children in care with a plan of adoption, 294 were placed for adoption.

Through availability of additional resources, a greater number of children were placed in adoptive homes in 2007/08 than in 2008/09. The Ministry was unable to sustain the same pace of adoptions in 2008/09, and will be reviewing the 18 per cent performance target published in the Ministry's *2009/10 - 2011/12 Service Plan*.

Objective 1.3: Integrated quality assurance and policy that support practice

Strategies:

- Implement integrated quality assurance processes and policies that support strengths-based practices across an integrated continuum of services.
- Work with the Ministry of Citizens' Services and the Ministry of Housing and Social Development on a shared Integrated Case Management System that will facilitate an integrated and citizen-centred approach to service delivery.

Goal 2: To support Aboriginal peoples to achieve their vision and goals with regard to delivery of services to their children, youth, families and communities

This goal reflects one of the Ministry's key priorities: to support greater responsibility and meaningful involvement for Aboriginal communities and families with regard to decision making and service delivery for child welfare and family support services.

Objective 2.1: Improved services and outcomes for Aboriginal children, youth, families and communities in partnership with Aboriginal peoples

Strategies:

- Support the development of comprehensive, integrated, responsive, sensitive and sustainable community-based services for children and youth.
- Continue to improve access to services for children and youth with special needs within Aboriginal communities (such as providing culturally sensitive information resources to Aboriginal families and communities).
- Continue to improve the cultural responsiveness of Youth Custody Services programs and case management practices.

Objective 2.2: Aboriginal communities and service providers are supported in the shift towards governance of service delivery

Strategies:

- Continue to support services to Aboriginal children and youth that are designed and delivered by Aboriginal people.
- Continue working with Interim Authorities and regional Aboriginal Planning Committees in developing models of leadership to support Aboriginal child and family development services and planning.
- Support Aboriginal people in the planning for the transfer of Aboriginal child and family services to Aboriginal authorities that are ready to deliver child and family services.

Performance Results

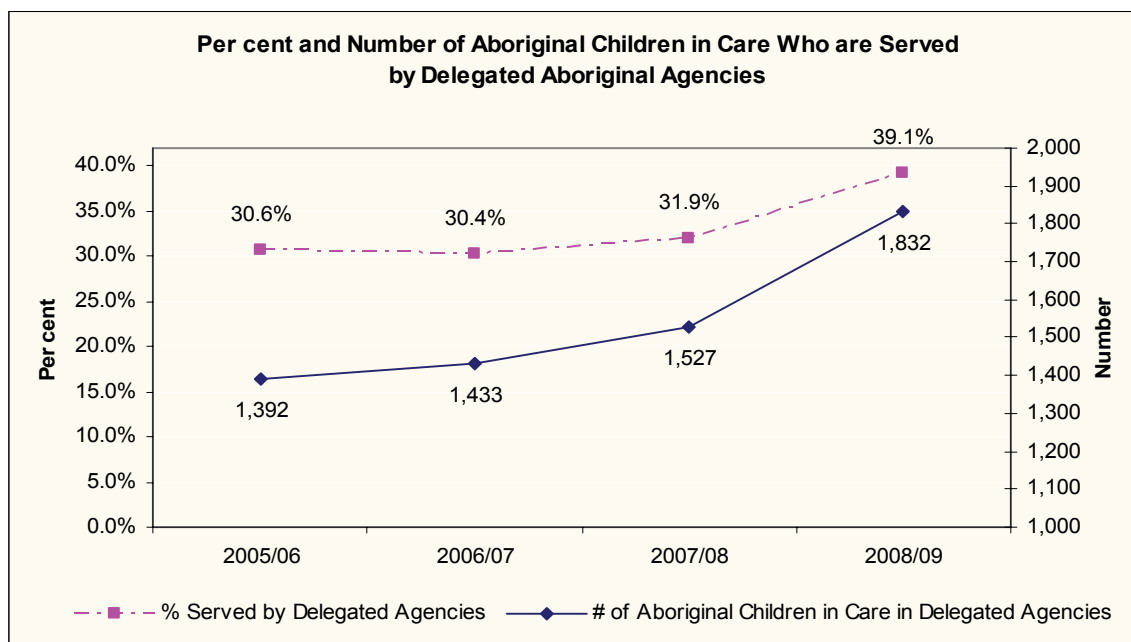
| Performance Measure | 2005/06 Actual | 2006/07 Actual | 2007/08 Actual | 2008/09 Target | 2008/09 Actual |
|---|----------------|----------------|----------------|----------------|-------------------|
| Per cent of Aboriginal children in care who are served by delegated Aboriginal agencies | 30.6% | 30.4% | 31.9% | 32.0% | 39.1% EXCEEDED |

Data Source: Management Information System and the Social Worker System

Discussion of Results

In 2008/09, the Ministry exceeded its 32.0 per cent target for the proportion of Aboriginal children in care served by delegated Aboriginal agencies. The 39.1 per cent result represents a 7.2 percentage point increase over 2007/08. In total, 1,832 Aboriginal children in care were served by delegated Aboriginal agencies in 2008/09 compared to 1,527 in 2007/08.

The Ministry continues to work with delegated Aboriginal agencies to build capacity and plan for the transition of services. There has been a steady increase in the number of Aboriginal children transferred to delegated Aboriginal agencies over the last five years. Transferring responsibility for Aboriginal children in care to a delegated Aboriginal agency is a comprehensive process which entails the Ministry devolving its services to those Aboriginal agencies having the capacity to assume responsibility. Ministry funding to delegated Aboriginal agencies increased from \$45.7 million in 2007/08 to approximately \$67 million in 2008/09. The Ministry is engaged with a number of First Nations and Aboriginal communities in planning for the development of new delegated Aboriginal agencies.



Data Source: Management Information System and Social Worker System

Goal 3: To transform the Ministry of Children and Family Development as an organization, to support Goals 1 and 2

The Ministry is committed to improving the effectiveness, efficiency and accountability of the integrated system of services for children, youth and their families. Decentralized service delivery involving engagement of children, youth, families and communities is a key component in supporting the best possible outcomes for children, youth and families.

Objective 3.1: Regionalized model of service delivery supported by integrated provincial and regional Ministry offices

Strategies:

- Continue to empower the Ministry's regions with greater decision making authority and resources to meet diverse and unique community needs.
- Continue support for regional service delivery by ensuring that local results inform effective policy and program development.

Objective 3.2: A value and principle-centred Ministry that is respected and trusted by the public, service providers and those whom the Ministry serves

Strategies:

- Encourage and support the involvement of children, youth and families in the development of Ministry services.
- Support good contracting practices and principles, in collaboration with the contracted social services sector, and continue to move to performance-based contracting.
- Implement human resource strategies with our service delivery partners, such as exploring opportunities for partnerships to support employee recruitment, development and retention.

Report on Resources

The Ministry provides a wide variety of regionally and provincially delivered services and programs to protect and support vulnerable children and youth and to support healthy child and family development. This section provides information by core business areas on the Ministry's operating expenditures, full-time equivalent staffing and capital expenditures for 2008/09.

Resource Summary Table

| Core Business Areas | Estimated ¹ | Other Authorizations ² | Total Estimated | Actual | Variance ³ |
|---|------------------------|-----------------------------------|------------------|------------------|-----------------------|
| Operating Expenses (\$000) | | | | | |
| Ministry Operations Vote | | | | | |
| Child and Family Development | 750,093 | | 750,093 | 743,286 | (6,807) |
| Early Childhood Development, Child Care and Supports to Children with Special Needs | 466,338 | | 466,338 | 470,418 | 4,080 |
| Provincial Services | 63,767 | | 63,767 | 63,317 | (450) |
| Executive and Support Services | 26,722 | | 26,722 | 27,386 | 664 |
| Total Ministry Operations | 1,306,920 | 0 | 1,306,920 | 1,304,407 | (2,513) |
| Community Living Services Vote | | | | | |
| Ministry Monitoring - Community Living Services | 680 | (680) | | | |
| Transfers to Community Living British Columbia | 679,404 | (679,404) | | | |
| Total Community Living Services | 680,084 | (680,084) | 0 | | |
| Temporary Assistance Vote | | | | | |
| Child in the Home of a Relative | | 19,207 | 19,207 | 18,528 | (679) |
| Total Temporary Assistance | | 19,207 | 19,207 | 18,528 | (679) |
| Adjustment of Prior Year's Accrual | | | | (1,985) | (1,985) |
| Total Ministry | 1,987,004 | (660,877) | 1,326,127 | 1,320,950 | (5,177) |

Ministry of Children and Family Development

| Core Business Areas | Estimated ¹ | Other Authorizations ² | Total Estimated | Actual | Variance ³ |
|---|------------------------|-----------------------------------|-----------------|--------------|-----------------------|
| Full-time Equivalents (FTEs) | | | | | |
| Ministry Operations Vote | | | | | |
| Child and Family Development | 3,310 | | 3,310 | 3,209 | (101) |
| Early Childhood Development, Child Care and Supports to Children with Special Needs | 277 | | 277 | 297 | 20 |
| Provincial Services | 619 | | 619 | 577 | (42) |
| Executive and Support Services | 336 | | 336 | 249 | (87) |
| Total Ministry Operations | 4,542 | 0 | 4,542 | 4,332 | (210) |
| Community Living Services Vote | | | | | |
| Ministry Monitoring - Community Living Services | 5 | (5) | | | |
| Total Community Living Services | 5 | (5) | 0 | | |
| Temporary Assistance Vote | | | | | |
| Child in the Home of a Relative | 0 | | 0 | | |
| Total Temporary Assistance | 0 | 0 | 0 | | |
| Total Ministry | 4,547 | (5) | 4,542 | 4,332 | (210) |
| Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) | | | | | |
| Ministry Operations Vote | | | | | |
| Executive and Support Services | 13,853 | (6,000) | 7,853 | 6,306 | (1,547) |
| Total Ministry Operations | 13,853 | (6,000) | 7,853 | 6,306 | (1,547) |
| Other Financing Transactions (\$000) | | | | | |
| Ministry Operations Vote | | | | | |
| Executive and Support Services – Human Services Providers Financing Program | | | | | |
| Receipts | 125 | | 125 | 295 | 170 |
| Disbursements | 0 | | 0 | 0 | 0 |
| Net Cash Source (Requirements) | 125 | 0 | 125 | 295 | 170 |

¹ The "Estimated" amount corresponds to the Estimates as presented to the Legislative Assembly February 19, 2008.

² "Other Authorizations" include Supplementary Estimates, Statutory Appropriations, Contingencies and transfers due to a government reorganization under the *Constitution Act*.

³ Variance is the "Actual" minus the "Total Estimated". Where spending is less than budgeted, the Variance is displayed with a bracket.

Explanation of Resource Summary

Operating Expenditures

The annual Ministry budget is based on assumptions contained in the Ministry's *2008/09 – 2010/11 Service Plan*. Overall the Ministry met its budget target for 2008/09. Ministry operating expenditures were within one quarter per cent of annual budget.

Capital Expenditures

The under expenditure of \$1.5 million (or 19.7 per cent of the budget) was mainly due to reductions in Tenant Improvement projects to align with reprioritization of capital projects across government.

Major Changes from 2008/09 - 2010/11 Service Plan as a result of Government Reorganization

- Transfer responsibility for Community Living BC to the Ministry of Housing and Social Development in 2008/09. (Responsibility for children and youth with special needs served by Community Living BC will move back to the Ministry of Children and Family Development in 2009/10.)
- Transfer of \$19.2 million for the Child in the Home of Relative program from the Ministry of Housing and Social Development. This program was in a separate vote in 2008/09 and will be integrated into Ministry Operations in 2009/10.
- Transfer of \$6 million in capital for the Integrated Case Management Information system to the Ministry of Citizen Services which now owns the system.

Significant Year over Year Resource Changes

Government continues to build on its investments to maintain services for children and youth at risk and to enhance existing supports to children and youth with special needs with:

- Federal funding of \$33.1 million to create child care spaces was first received in 2007/08 as a recovery and is now included in the Ministry's base budget on an ongoing basis.
- \$28.4 million to continue to enhance child welfare services including supporting children in care and alternatives to care; providing increases to foster parents; enhancing services to at-risk youth; and responding to recommendations of recent external reviews.
- \$7.2 million to continue to be responsive to the needs of children and youth with special needs particularly in the areas of addressing wait times for service and increased demand for medical equipment.
- \$4.6 million to continue to support the delivery of services for Aboriginal children in care and to provide funding to build capacity within the Aboriginal community for child and family services.
- \$13.7 million for negotiated labour commitments and other service provider pressures.

Annual Service Plan Report 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

Mailing Address:

**PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5**

Ministry's Regional Offices

Fraser

Mailing/Physical Address:
101 – 10221 153rd Street
Surrey BC V3R 0L7
Telephone: 604 586-4100
Facsimile: 604 586-4151

Interior

Mailing/Physical Address:
400 – 1726 Dolphin Avenue
Kelowna BC V1Y 9R9
Telephone: 250 470-0888
Facsimile: 250 470-0890

North

Mailing/Physical Address:
462 – 1011 Fourth Avenue
Prince George BC V2L 3H9
Telephone: 250 565-4367
Facsimile: 250 565-4427

Vancouver Coastal

Mailing/Physical Address:
601 – 700 West Georgia Street
Vancouver BC V7Y 1B6
Telephone: 604 660-2433
Facsimile: 604 660-1090

Vancouver Island

Mailing Address:

PO Box 9727 Stn Prov Govt

Victoria BC V8W 9S2

Telephone: 250 952-4707

Facsimile: 250 952-4282

Physical Address:

140 – 4460 Chatterton Way

Victoria BC V8X 5J2

Appendix B Hyperlinks to Additional Information

About Us

www.mcf.gov.bc.ca/about_us/index.htm

Contact Us

www.gov.bc.ca/mcf/contacts.html

Ministry's Homepage

www.mcf.gov.bc.ca

Ministry Regions

www.mcf.gov.bc.ca/regions/index.htm

Community Living British Columbia

<http://www.communitylivingbc.ca/>

Ombudsman

www.ombud.gov.bc.ca

Public Guardian and Trustee of British Columbia

www.trustee.bc.ca

Representative for Children and Youth

www.rcybc.ca/content/home.asp