

BC Family Maintenance Agency

2025/26 – 2027/28 Service Plan

March 2025



**BC Family
Maintenance
Agency**

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Board Chair's Accountability Statement



The 2025/26 – 2027/28 BC Family Maintenance Agency Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2025 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Family Maintenance Agency's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Family Maintenance Agency's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in blue ink, appearing to be 'R. Fyfe', written in a cursive style.

Richard J.M. Fyfe, KC
Board Chair, BC Family Maintenance Agency
February 20, 2025

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Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how BC Family Maintenance Agency (BCFMA) will support the government's priorities and selected action items identified in the most recent [BCFMA Mandate Letter \(see Appendix A\)](#).

Purpose of the Organization and Alignment with Government Priorities

BCFMA puts people first by providing a free service that is available to all British Columbia families who are eligible to receive or pay family support. BCFMA has been delegated authority to monitor child and spousal support orders and agreements from the Director of Maintenance Enforcement under the [Family Maintenance Enforcement Act](#). The services and supports offered by the Agency strengthen families so that they may achieve their full potential and secure the best possible future for their children. BCFMA facilitates over \$210 million in support payments annually, which produces better economic circumstances and contributes to the financial stability and security of children and families across the province.

BCFMA supports government's main foundational principles through our commitment to promote equity, anti-racism, and multiculturalism, to address social and health issues such as poverty and mental health, and to provide services that assist our clients with accessing justice services. BCFMA is committed to lasting and meaningful reconciliation as demonstrated through First Nations-specific community recognition, outreach, and relationship building. Through partnerships with federal, provincial and community organizations, and by applying a provincial model, BCFMA is better able to support B.C.'s historically, persistently or systemically marginalized populations and to support the province in meeting [TogetherBC](#) targets.

Families affected by separation or divorce benefit from harmonized services at both community and provincial levels. BCFMA strives for outcomes that support healthy communities in British Columbia, including social, economic, and environmental well-being.

BCFMA's [Strategic Business Plan Overview](#) provides clarity and understanding of the Agency's principles, goals, and overall business direction. BCFMA's vision is to be a leading family

maintenance organization by providing a diverse range of supports and services to ensure healthy and thriving families. BCFMA's mission is to provide the highest quality client-centric service, helping families achieve their best outcomes and future for their children. A balanced approach to family support services within the justice and social services environments ensures constant communication and collaboration with all clients to achieve the best outcomes for children and families.

Economic Statement

B.C.'s economy experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation.

Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

Performance Planning

Goal 1: BCFMA is effective and efficient in providing family support services and referrals for British Columbians

BCFMA strives to provide an excellent level of customer service to clients through continuous client-centric education/training of staff and improvements to technology and methodologies used.

Objective 1.1: Administer support orders and agreements filed under the *Family Maintenance Enforcement Act* and recover payments

Each year BCFMA facilitates over \$210 million in transfers between payors and recipients. Most of the families in receipt of support payments have low or modest earnings, and the monies received account for a significant proportion of their monthly income.

Key Strategies

- Implement and evaluate a Quality Assurance Framework that promotes better client outcomes through continuous improvement and a commitment to quality and collaboration.
- Update operational and payment service delivery models to provide more positive outcomes for clients through an efficient user experience.
- Update business practices and technology systems that focus on accessibility and connectivity with clients to enhance supports for individuals and families and improve service delivery.
- Increase focus on client and public outreach activities to provide Indigenous and historically, persistently or systemically marginalized communities with improved access and supports.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[1a] Maintain or improve the ratio of support payments received over support payments due	85.0	88.0	90.0	91.0

Data source: BCFMA

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[1b] Maintain or improve (reduce) the median number of calendar days between initial filing kit submission and BCFMA program enrolment	5	5	5	5

Data source: BCFMA

Discussion

Performance measure 1a, to maintain or improve the ratio of support payments received over support payments due, assesses the health of payment collections. As mature, funded cases depart the program (when children age out) they are replaced by new cases that require significant effort to establish (to put effective support payment arrangements in place). A constant ratio of support payments received relative to the amount of support payments due is an indicator of program effectiveness in collecting and distributing payments.

BCFMA has historically collected at one of the highest ratios in Canada, and maintaining a high ratio ensures that both current and missed support payments are being made by paying clients. Targets for Performance measure 1a have been lowered from 89.0 and 90.0 for 2025/26 and 2026/27 to 88.0 and 89.0 respectively to reflect the impacts of higher interest rates and cost of living increases.

Performance measure 1b reflects the median number of calendar days required from initial receipt of an enrolment filing kit to when a client is enrolled in the BCFMA program. An expedited enrolment process means a simplified process, lessening the time between enrolment and receiving payments, creating trust in the maintenance system, and generally placing less stress on program participants. Maintaining or improving on a low median enrolment time demonstrates the success of BCFMA enrolment practices.

BCFMA’s historical manual enrolment practice acted as a barrier for clients trying to enter the program, as the process was labour intensive and required the printing and mailing/faxing of a significant amount of paper. The Agency implemented an online enrolment program during 2022/23 that improved the user experience by removing the need for most clients to print and mail in documents. It also lessened employee time and effort as staff would no longer need to enter paper-based client information into BCFMA computer systems.

Information is now quickly and securely transferred between clients and the Agency through electronic means, with 83 per cent of new client information now received digitally through the web. As a result of both online enrolment and further enhancements to operational processes enrolment times fell to five days during 2023/24, a number that was much less than the 2023/24 target of 35 days. For 2024/25 the median enrolment time is forecast to fall to five days, less than the target for 2024/25 which was set at 14. As a result, the Agency has lowered 2025/26 and 2026/27 targets from a median of 13 and 12 calendar days to enrol respectively, to five calendar days.

Goal 2: BCFMA's services are reflective of the clients we serve and support the needs of individuals and families

BCFMA's marketing and outreach strategies endeavour to address the diverse needs of our client population through inclusion and accessibility. We are expanding our community and service provider outreach services to provide more opportunities for collaboration with our stakeholders, service delivery partners, Indigenous communities, and historically, persistently or systemically marginalized populations. Improvements to integrated service delivery and enhanced connections with external service providers are expected to result in improved outcomes for British Columbian families.

Objective 2.1: Expand awareness of the BCFMA mandate and services

BCFMA exists to support the people of British Columbia. Through improved client access and community outreach, BCFMA will continue to raise organizational awareness so that the families who need our services may access them.

Key Strategies

- Increase awareness of BCFMA services through enhanced communications and by increasing outreach opportunities.
- Conduct community outreach to raise awareness of BCFMA support services and to collect user experience feedback and suggestions that inform policy, procedures, and practices.
- Continue relationship-building discussions with Indigenous communities and leadership to form a long-term vision of reconciliation under the Declaration on the Rights of Indigenous Peoples Act.
- Engage in continuing legal education with lawyers and advocates by speaking at and attending provincial court practice conferences (including the BC First Nations Justice Council Forum), legal education conferences and other professional development events to discuss, educate, and share BCFMA efforts, issues, and developments within the family law legal community.
- Attend conferences, including Inclusion Works and the Public Sector Conference on Diversity, Equity, Inclusion and Accessibility, to discuss best practice with business partners/contacts and to stay current with key industry learnings.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[2a] Annual number of outreach or educational presentations with communities or partner organizations that serve Indigenous governments and under-served groups	15	15	18	21

Data source: BCFMA

Goal 3: BCFMA is a resilient, diverse, inclusive, and engaged organization

BCFMA values the importance of diversity and acceptance and understands the impact the organization has on the learning and development of staff. Strong employee skills-development and engagement practices will ensure an inclusive workplace that embraces differences, leading to increased employee confidence and improved workplace performance.

Objective 3.1: Provide a workplace that promotes employee engagement and satisfaction

Effective staff engagement leads to a healthy work environment and a successful organization. Through collaborative workplace engagement opportunities, staff will lead aspects of workplace decision-making and creating ownership of outcomes, resulting in a productive and healthy workplace environment.

Key Strategies

- Hold all-staff meetings and support staff-led engagement teams (Workplace Engagement Team, Green Team, etc.) that work together to build upon successes and address concerns identified in our work environment survey.
- Implement the action items identified in BCFMA's [Inclusion, Diversity, Equity and Accessibility \(IDEA\) Plan](#) that are scheduled for completion through 2025/26.
- Build upon diversity and inclusion awareness and education through the efforts of BCFMA's IDEA Employee Advisory Committee.
- Develop diversity and inclusion best practices through leadership and education, structure and alignment, recruitment and retention, and flexibility to ensure equity is reflected throughout the organization.

Objective 3.2: Provide employees with the skills and development opportunities needed to perform their jobs effectively

Providing employees with the skills and resources they need to be successful in the workplace supports job satisfaction, professional development, and contributes to the effective delivery of family maintenance services.

Key Strategies

- Implement performance appraisal planning to ensure staff have opportunities to advance their professional growth and abilities in support of organizational succession planning.
- Update staff training processes to ensure that new and existing staff have the supports and resources necessary to be safe, competent, and effective in their new positions sooner.
- Equip staff with mental health and trauma-informed skills and knowledge through supplemental training and development to identify and address the health of themselves and clients.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[3a] Improve the Overall Employee Engagement Work Environment Survey score	n/a	n/a	65	n/a

Data source: BCFMA

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[3b] Develop and implement Performance Appraisal Plans for all staff	Plan framework completed	50% of staff have a plan	100% of staff have a plan	100% of staff have a plan

Data source: BCFMA

Discussion

BCFMA’s first Work Environment Survey (WES) conducted in June 2021 set a baseline to measure against future results. The 2021 survey established an overall engagement baseline score of 58. The organization’s second WES occurred in May 2023 and achieved an overall score of 63. Performance measure 3a targets have been moved forward one year. The next BCFMA Work Environment Survey will be conducted during 2026/27 instead of the forecasted 2025/26.

During 2025/26 the Agency will focus on conducting an intensive human resources review, including the production of a Workforce Profile Report. Developing a strong understanding of

BCFMA's human resources/workforce has been identified as a key activity for creating a higher-performing organization. Through the completion of a comprehensive workforce analysis, the Agency will capture baseline data on a variety of workforce characteristics to identify skill resource gaps, project future staffing needs, and guide the creation of plans to close those gaps. Outcomes from understanding and addressing staff trends include having a better understanding of the components of BCFMA's workforce, the ability to optimize resources to improve operations and ultimately achieve better client experiences and outcomes, and to provide further insight into how the Agency can best position itself to meet inclusion, diversity, equity and accessibility goals.

Performance measure 3b has been updated for 2025/26. Implementing Performance Appraisal Plans instead of Professional Development Plans will include the elements of building out tools and supports for employee goal setting, continuous feedback, and coaching. These activities support employee career development and organizational succession planning by helping employees to identify their key strengths and weaknesses, highlight areas for improvement, and set actionable goals. Benefits/outcomes from performance assessment plans include improved communication, accountability, customer service, goal alignment, and employee engagement and performance.

A Performance Appraisal Plan is part of building a complete and balanced employee assessment and development plan. In future years once each employee has been properly assessed BCFMA expects to move forward with more detailed Professional Development Planning, which will look to align employees' professional development and career aspirations with the organization's goals, performance measures, and business needs.

Financial Plan

Financial Summary

[\$m]	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Revenues				
Provincial Transfers ¹	22.159	22.159	22.159	22.159
Interest	0.075	0.065	0.065	0.065
Total Revenue	22.234	22.224	22.224	22.224
Expenses				
Salaries and Benefits	17.973	17.973	17.973	17.973
Travel	0.105	0.098	0.098	0.098
Contracts	0.186	0.105	0.105	0.105
Information Technology	1.114	1.160	1.160	1.160
Office Expenses and Equipment	0.312	0.282	0.282	0.282
Facilities	2.314	2.376	2.376	2.376
Miscellaneous	0.230	0.230	0.230	0.230
Total Expenses	22.234	22.224	22.224	22.224
Annual Surplus (Deficit)	0.000	0.000	0.000	0.000
Total Debt	0.000	0.000	0.000	0.000
Accumulated Surplus (Deficit)	0.000	0.000	0.000	0.000
Capital Expenditures	0.000	0.000	0.000	0.000

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ Provincial transfers include \$0.366 million in federal flow-through funding.

Key Forecast Assumptions, Risks and Sensitivities

BCFMA operations are funded through provincial government appropriations.

The organization allocates this funding to programs that deliver on its mandate. BCFMA is subject to financial pressures/risks/uncertainty resulting from increasing salaries and benefits costs, changes to inflation and interest rates, and costs associated with managing information (e.g., digital strategies, cyber security). Current budgeted increases to general operating costs are in line with the consumer price index and mainly reflect employee compensation and building occupancy costs.

A stable and engaged staff complement is essential to continuity of service to BCFMA clients. Risks to succession planning such as knowledge transfer are associated with ongoing changes

in the labour market. These risks are mitigated through the development of a succession management plans, leadership development, modernized recruitment practices and technology enhancements that ensure knowledge sharing/transfer and a long-term pool of strong internal talent.

Budget pressures/risks are managed through optimization of operational efficiencies and business effectiveness, including making investments in continual improvement of business/workforce productivity and employee engagement, and through the pursuit of increased collaboration and discussion with partners to explore business development opportunities. BCFMA undertakes active cost containment and frequent/detailed forecast reporting to the Ministry of Attorney General and central agencies to monitor and assess strategies that mitigate financial risk.

Management's Perspective on Financial Outlook

As a Crown agency, BCFMA is accountable to the public to be fiscally responsible. BCFMA's application of a provincial model framework supports the organization's financial bearing in much the same way that it provides strategic direction to the organization. Implementation of province-wide technology solutions and streamlined operational processes ensure efficiencies are captured and costs are controlled. Effective financial oversight is further accomplished through the development of strategies that manage expenditure growth in a cost-effective manner, usage of established budgeting and forecasting models, and monitoring of performance against targets.

BCFMA is not a capital-intensive organization and has no capital projects valued at more than \$50 million. The modernizing of BCFMA will maintain organizational functionality by replacing key legacy information technology infrastructure as well as adding infrastructure where none previously existed. Through modernizing, BCFMA will mitigate risks of operational and systems inefficiencies and information inaccuracies in order to best support operational planning and the protection of sensitive client information.

Appendix A: Mandate Letter from the Minister Responsible



June 22, 2023

Richard J. M. Fyfe, KC
Chair, Board of Directors
BC Family Maintenance Agency

Dear Richard Fyfe:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for the BC Family Maintenance Agency, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance is available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Undertake consultations with First Nation communities and leadership to explore new service delivery models that contribute to reconciliation and support the *Declaration on the Rights of Indigenous Peoples Act*.
- Modernize BC Family Maintenance Agency business practices and service delivery levels to better meet the modern service needs of clients and enhance support of individuals and families.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Niki Sharma, KC
Attorney General

Date: June 22, 2023

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Barbara Carmichael, KC
Deputy Attorney General
Ministry of Attorney General

Kevin Jardine
Director
BC Family Maintenance Agency

Joanne Hanson
Chief Executive Officer
BC Family Maintenance Agency



Richard J. M. Fyfe, KC
Board Chair, BCFMA
Date: July 11, 2023



Kevin Jardine
Director, BCFMA
Date: July 11, 2023