

**Ministry of
Social Development and Social Innovation**

**REVISED 2013/14 – 2015/16
SERVICE PLAN**



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Message from the Minister and Accountability Statement



It is my pleasure to present the *Revised 2013/14 - 2015/16 Service Plan* for the Ministry of Social Development and Social Innovation. We will be facing many exciting challenges and opportunities in the months ahead as we continue to focus on creating a strong economy and a progressive, accessible province. We will ensure fiscal responsibility with both our budget, and the Community Living BC budget, to make certain that we are able to maximize our services while respecting our financial commitment to lower our debt for the youth of tomorrow.

The ministry is committed to helping British Columbians in their greatest time of need and challenge. Our goal is to help individuals and families become more self-sufficient by focusing on supporting our most vulnerable citizens, giving families the support to participate more fully in their communities, and providing people with the tools and ability to be independent. We are also committed to delivering on the platform commitment to create a white paper on how to improve the lives of those living with disabilities in British Columbia.

The three core programs of the ministry are income and disability assistance, the Employment Program of BC (EPBC) and Community Living BC (CLBC). The ministry is also responsible for driving social innovation in B.C.

British Columbia has a solid income and disability assistance system. Although we believe our income assistance system is one of the best in Canada, we also understand that we can make improvements. After listening to concerns from job seekers, families and advocates, we implemented some modest changes to income assistance policies last fall to ensure that we are providing the supports people need to get back into the workforce, while helping to improve household finances for vulnerable individuals and families. These changes have made immediate improvements to the income and disability assistance system, and we will continue to work with job seekers and stakeholders to look for other innovative, progressive ways to improve the system. Moving forward, the ministry will be implementing the next phase of our social assistance reform.

We believe that people who are able to work want to be self-sufficient, support their families and contribute to their communities. By providing temporary help to those who can work, and longer-term aid to those who, through disability or other barriers, have a more difficult time working or who cannot work, our government is ensuring that the needs of all British Columbians are being respected. A good paying, stable and secure job in a safe and supportive community is one of the most important contributions to a healthy, happy and strong family. The EPBC, launched in April 2012, offers a full suite of employment services to help unemployed British Columbians, including specialized populations – such as Aboriginal peoples, francophones, individuals with disabilities and people who

live in remote or rural areas – find and keep a job. The EPBC is offered through 85 WorkBC Employment Services Centres, and more than 100 satellite centres, mobile offices or outreach services, across the province.

The Integrated Case Management system, a large, complex, multi-phase project involving a wide range of critical social programs in both this ministry and the Ministry of Children and Family Development, is scheduled for completion on budget in December 2014. This crucial computer system upgrade is replacing a 30-year old information system that can no longer meet today's standards and the public's service quality expectations. This system will enable staff to provide better, faster services to citizens, while improving information sharing between ministries.

As the minister responsible for CLBC, I am committed to completing and monitoring the improvements to the way government delivers services and supports to individuals with developmental disabilities and their families. Since the release of the comprehensive 12-point plan in January 2012, an inter-ministry team – including the ministries of Social Development and Social Innovation, Children and Family Development, Education and Health, along with CLBC – have been working together to develop an integrated service delivery system to improve supports for people with developmental disabilities and their families. I am pleased to say that we are making progress, and we will be moving forward with an integrated service delivery model in select sites in the fall 2013.

Regarding social innovation, we intend to raise awareness of its potential to make a difference in the lives of British Columbians by leveraging resources from business, government and non-profits to achieve a common purpose in almost any area of society where there is an interest to do so. To help position B.C. as a North American leader in social innovation, our government supported BC Ideas, an online competition that resulted in more than 460 innovative solutions to social issues submitted by British Columbians. Our government is also looking at how we can implement the recommendations made in the BC Social Innovation Council's Action Plan to maximize social innovation in B.C., and continue to provide ongoing support for social innovation and entrepreneurship in B.C. through collaborative partnerships with other sectors.

The *Ministry of Social Development Revised 2013/14 - 2015/16 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Minister's Signature



Honourable Don McRae
Minister of Social Development and Social Innovation

June 14, 2013

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Purpose of the Ministry

The Ministry of Social Development and Social Innovation focuses on delivering responsive, innovative and integrated services to individuals and families by providing a strong system of supports to British Columbians. The Ministry provides support and assistance to people with disabilities and offers unemployed and underemployed British Columbians access to programs and services that allow them to find work, attach to the labour market and secure their future.

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 such as employment and connect to their communities; and,
- Delivery of employment programming and services to unemployed and underemployed individuals, employers and communities, including employment supports for British Columbians with disabilities.

The Ministry provides a broad range of supports to those in need and funds a diverse mixture of employment services for unemployed and underemployed citizens with a wide range of abilities. The Ministry continues to assist those who receive our services by using outcome-based practices and working in collaboration with other ministries and levels of government, businesses, communities and service organizations. The Ministry also funds community services that are delivered by third party service providers throughout the province.

The Ministry of Social Development and Social Innovation leads the provision of core programs and services for persons with disabilities and their families. The Ministry continues to support Canada's commitment to the UN Convention on the rights of people with disabilities, a joint effort between governments, community organizations, clients and their families. The Ministry focuses on integrated, citizen-centered service delivery, disability supports and services, and supporting community led innovations that increase employment and inclusion opportunities for persons with disabilities. This includes working with counterparts to improve the transition for youth with disabilities and continuing the work of the Minister's Council on Employment and Accessibility, formed in 2012. The Council engages business, community, families and other disability stakeholders to increase employment gains, inclusion and independence for persons with disabilities.

Community Living British Columbia (CLBC) is a provincial Crown agency that delivers supports and services to adults with developmental disabilities and their families in the province. The agency works to support adults and their families, and helps to create communities where people with developmental disabilities have more choices about how they live, work and contribute.

Citizens at the centre is key to the Ministry's service delivery model which provides a number of channels through which British Columbians can access programs and services. Our commitment to cross-Ministry integration and cooperation is demonstrated in our support of Integrated Case Management and other technological initiatives. The Ministry conducts business in accordance with

the core values of the British Columbia Public Service: integrity, courage, teamwork, passion, service, accountability, and curiosity.

The Ministry leads the cross-ministry work to construct a made-in B.C. model for social innovation partnerships; encouraging and developing new partnerships and new ways of working with non-profits, businesses and governments. Social innovation is about utilizing existing social and financial resources to find new ways to achieve large-scale change to take on difficult social, financial and environmental challenges. To advance social innovation in British Columbia, the Ministry will play a key role in supporting the implementation of the recommendations made by the Advisory Council for Social Entrepreneurship; this will involve bringing together people and resources from across government, the private sector and the greater community.

For individuals who disagree with a Ministry decision regarding their eligibility to receive assistance, the Employment and Assistance Appeal Tribunal is a quasi-judicial body that provides an independent and accessible appeal process. Its mandate is to deliver timely and fair decisions while reviewing Ministry of Social Development and Social Innovation 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

The Ministry provides support and assistance to people with disabilities and offers unemployed and underemployed British Columbians access to programs and services that allow them to find work in the labour market and secure their future.

Economic Outlook

The Economic Forecast Council expects British Columbia's real GDP will grow by 1.6 per cent in 2013 and 2.5 per cent in 2014. Risks to British Columbia's economic outlook include the following: further slowing of domestic economic activity; renewed weakness in the US economy; the ongoing European sovereign debt crisis threatening the stability of global financial markets; exchange rate volatility; and slower than anticipated economic growth in Asia dampening demand for BC's exports.

The Ministry continues to focus on and ensure effective and efficient use of all its resources especially during a period of slower economic growth and fiscal constraint. This includes the use of innovative initiatives like Lean to improve upon service design and processes, financial management, and human resource management to continue to deliver consistent programs and services across the province.

The temporary assistance caseload has declined since the start of fiscal 2010/11. Based on research from the 1980s recession, the caseload declines following a downturn and it occurs more slowly than the increases during a downturn. Therefore, it is expected that the reduction of the Ministry's temporary assistance caseload will continue to lag behind improvements in the economy.

Changing Demographic Characteristics

As in other jurisdictions, British Columbia continues to experience demographic shifts as a result of longer life expectancies, low birth rates and the aging baby boomer generation. Population distributions indicate that in 2013 the number of people aged 65 years or over in the province will surpass the number of children aged 14 years or under. By 2036, projections indicate there will be half as many school age children as seniors.

Those individuals that have significant health issues enjoy a longer life expectancy as medical and technological advances continue. As a result, the number of individuals with disabilities or who require accommodation to take part in employment and inclusion is projected to increase as the population ages.

Citizen-Centred Service Delivery

The Ministry delivers a wide range of services through a diverse variety of channels including office based visits, phone systems and an expanding capacity to perform some functions through computer based self-service. The Ministry continues to seek service delivery improvement opportunities in all service channels by working with other ministries, service providers, community groups and clients. Improvements will also be sought through the use of a Lean organizational approach that focuses on maximizing existing resources to ensure services are effective and client-centred. The Ministry will also focus on developing effective performance reports across all services lines.

Increased community inclusion for persons with disabilities creates challenges that cannot be solved by a single organization. These challenges require an integrated response from all levels of government, the business sector, non-profit groups, community organizations and citizens. Many individuals with disabilities and their families look for increased employment opportunities.

The Ministry continues to work with families and groups to increase inclusion and employment opportunities for persons with disabilities through a revitalized volunteer program and other initiatives. The Ministry will also continue to support the innovative, joint government and community led Equipment and Assistive Technology Initiative which provides equipment and assistive technology for persons with disabilities to achieve their employment goals.

In January 2012, Government announced service enhancements for individuals with developmental disabilities and their families. The Ministry continues to work closely with Community Living British Columbia, the ministries of Children and Family Development, Education and Health, and other individuals and groups to deliver on the 12 point plan for improving services for people with developmental disabilities and their families. The inter-ministry team is working towards having an integrated service delivery model implementation plan ready by spring, 2013.

Building our Workforce

Ministry employees are among the most engaged and productive in the entire British Columbia Public Service. The Ministry continues to foster a positive work environment for staff by supporting personal development programs, exploring innovative workplace designs and continuing to build engagement through communication, strong supervision and respectful work environments. These initiatives will ensure the Ministry remains resilient and well positioned to face any future challenges and support service delivery enhancements.

Integrated Case Management

Integrated Case Management is a partnership between the Ministries of Social Development and Children and Family Development to replace outdated and inflexible information systems used to deliver critical social programs, such as the BC Employment and Assistance Program, the Employment Program of British Columbia, the Child Care Subsidy Program and Child and Family Services. When fully implemented, Integrated Case Management will replace a number of separate computer systems that deliver services across the two ministries. The main system being replaced is more than 30 years old and obsolete and can no longer be updated, modified or adapted.

Phase 1 of the Integrated Case Management system was implemented in November 2010. Phase 2 was implemented on April 2, 2012. Ongoing enhancements are made based on feedback from staff and contractors, as well as modifications required to support Ministry policy changes as they occur. Phase 3 will be implemented in the spring of 2013, and the system will be fully implemented by December 2014.

The Changing Nature of Social Welfare

The Ministry recognizes and monitors the important changes in the evolution of social welfare programs in other Canadian and international jurisdictions. This is done to learn about the latest technology and best practices in program delivery, design and their impacts on employment and social development. The Ministry recognizes that social welfare programs must contribute to self-sufficiency and improved labour skills leading to better labour market outcomes. For those citizens who are not able to be self-sufficient, the Ministry will continue to work with partners to ensure they have the greatest possible opportunities for a high quality of life and community engagement.

Protecting Vulnerable Populations during Emergencies and Catastrophic Events

The potential for a catastrophic event, such as an earthquake, tsunami or influenza pandemic, poses significant risk to the continued delivery of ministry services and programs. Recent events such as the earthquakes off the coast of northern British Columbia, Fukushima, Japan and Christchurch, New Zealand have shown the necessity of being prepared to address the needs of clients in times of emergency.

In the event of any emergency/disaster, the Ministry will provide assistance to impacted individuals. If warranted, Emergency Social Services Provincial Emergency Program will be involved, providing immediate assistance generally for up to 72 hours or longer depending on the circumstances. Ministry staff in the field would work with their community partners to assess the needs of citizens.

Goals, Objectives, Strategies and Performance Measures

Goal 1: British Columbians in need have access to income assistance and receive the appropriate supports to meet their changing needs.

Objective 1.1 Basic income assistance is available to British Columbians to assist with shelter and support costs.

Strategies

- Provide clients with supports for which they are eligible.
- Assist clients to access other potential income sources to improve their independence and self-reliance, including Employment Insurance benefits, family maintenance payments and Canada Pension Plan early retirement and disability benefits.
- Ensure administrative fairness through the provision of an effective and efficient reconsideration and appeal system.



Objective 1.2: Supplementary supports are available and delivered through accessible channels to assist the changing and individual needs of British Columbians.

Strategies

- Provide supplemental assistance to eligible clients including subsidized bus passes and dental and optical assistance.
- Provide eligible low income seniors with the Senior's Supplement.
- Provide eligible low and moderate income families that have children with dental and optical assistance through the Healthy Kids Program.

Performance Measure 1: Per cent of reconsideration decisions that are made within time frames.

Performance Measure	2001/02 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of reconsideration decisions that are made within time frames.	82%	90%	100%	100%	100%

Data Source: Reconsideration and Appeal System Database, Ministry of Social Development and Social Innovation

Discussion

The Ministry has a two stage appeal process for clients who are unsatisfied with a ministry decision regarding eligibility. Clients have a right to request a reconsideration, an internal ministry process. The Legislation, Litigation and Appeals Branch reviews all requests and makes a new and final Ministry decision. If unsatisfied with this decision, a client may request an appeal to the Employment and Assistance Appeal Tribunal. This second step of the appeal process is external to the Ministry.

A higher percentage for this measure indicates the Ministry is doing a better job of meeting time frames and providing efficient service to clients. Adjudication of health decisions represents a large and growing proportion of the reconsideration requests that the Ministry undertakes annually. Health reconsiderations assess issues specific to individuals, such as their eligibility for a persons with disability designation or requirements for tailored medical equipment, supplies and supports. As a result, health reconsiderations are often complex, requiring additional medical evidence to be submitted by professionals and detailed examination of all supporting materials.



Goal 2: Accessible services that support increased independence and sustainable employment for those British Columbians in need.

Objective 2.1: The resilience of families and youth in B.C. is enhanced so that they can achieve increasingly positive economic outcomes and greater well-being.

Strategies

- Reduce unnecessary dependency on income assistance by ensuring that the Ministry’s programs and initiatives support people to work.
- Engage relevant government and community partnerships in discussions on reducing intergenerational dependency.
- Youth and Family Partnership clients are provided with integrated services and supports to increase employment and independence.
- Use client needs assessment to align employment services with individual client needs.

Performance Measure 2: Expected to Work caseload as a percentage of the population aged 19-64.

Performance Measure	Baseline (2001/02)	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Expected to Work caseload as a per centage of the population aged 19-64.	3.4%	1.3%	1.3%	1.2%	1.2%

Data Source: Research Branch, Ministry of Social Development and Social Innovation

Discussion

Clients who are considered employable and are deemed expected to work must participate in employment related activities for the purpose of achieving financial independence.

This measure tracks the percentage of B.C.’s working age population receiving temporary assistance with employment related obligations and assisting clients to find employment is an integral part of the Ministry’s mandate. This performance measure is sensitive to the state of the economy.

Performance Measure 3: Median length of time clients who have employment obligations receive Income Assistance.

Performance Measure	Baseline (2001/02)	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Median length of time clients with employment obligations receive assistance (months).	4.2	5.8	5.7	5.7	5.6

Data Source: Research Branch, Ministry of Social Development and Social Innovation

Discussion

The Ministry closely monitors the length of time clients receive assistance. This measure indicates the median length of time clients who have obligations to seek employment receive assistance. Median durations measure the number of months it takes for half of new starting employment obligated clients to stop receiving assistance. The economic downturn has impacted B.C. especially hard relative to other parts of Canada. With employment opportunities declining over the recession, the median duration on assistance has increased to 5.8 months in 2011/12, up from 5.6 months the year before. Despite signs that the labour market is beginning to slowly recover, unemployment remains over 75 per cent higher than pre-recession levels. The increase in durations has largely been driven by single men, who have been hit especially hard by the recession.

As the economy continues to recover, the expected to work client caseload will continue to decline as more employable clients find jobs and the number of employable starting cases falls. A decline in employable starting cases and an increase in more employable expected to work clients exiting assistance results in a higher proportion of the caseload consisting of clients who have barriers to employment. Limited job opportunities and a higher proportion of less employable clients will continue to keep durations up.

Objective 2.2: Ensure effectiveness of the new Employment Program of BC.

Strategies

- Ensure access to Employment Program of BC services via a network of WorkBC Employment Service Centres operated by service providers located across the province.
- Reduce access barriers for all clients of employment and labour market services, including persons with disabilities, immigrants, youth and other specialized populations, by engaging experts through advisory panels.
- Create opportunities for partnerships and innovation at the community and employer partnership level.
- Assist vulnerable youth and adults to move towards independence and self-reliance by providing employment services and supports to assist them to lead more meaningful and productive lives.

Performance Measure 4: Per centage of Active Claimants Served with the employment program of BC.

Performance Measure	2012/13 Baseline	2013/14 Target	2014/15 Target
Per centage of active claimants of employment program of BC that receive case management services	Develop Baseline	Baseline + 2 %	Baseline + 4 %

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

Performance Measure 5: Per cent of employment program of BC clients obtaining outcomes (employment and/or community attachment).

Performance Measure	2012/13 Baseline	2013/14 Target	2014/15 Target
Per cent of employment program of BC case managed clients who receive employment and/or community attachment	Develop Baseline	30%	35%

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

Discussion

In April 2012, the new Employment Program of British Columbia was implemented. It integrates services from 10 different legacy programs into one program available to any unemployed British



Columbian. The Ministry has developed a comprehensive performance measurement framework, which includes measures on service delivery, service quality, and outcomes.

Last year, the Ministry established two performance measures to ensure that client’s needs were assessed in a reasonable time frame and that a client’s employment action plan was also fully developed within an established time frame following a needs assessment.

Since program launch, the Ministry has been working closely with stakeholders in reviewing several program components. As a result of reviews, these two performance measures have been removed. They dealt specifically with service level agreements contractually set at 80 per cent for all WorkBC Employment Service Centres. The Ministry will be collecting data and monitoring performance trends to establish and refine baseline measures and appropriate targets as the Employment Program of BC evolves.

Two new measures have been developed in relation to the Employment Programs of BC. Performance Measure 4 and Performance Measure 5 assess the effectiveness of the program in light of serving clients and achieving employment outcomes. Reporting these measures informs citizens, stakeholders and the Ministry of the efficacy of services to clients and identifies areas where further improvement can be made. It is expected that the performance measure targets will increase in coming years as the Ministry continues to collect program data and monitor performance trends.

Goal 3: Support British Columbians in need who have disabilities by providing an effective system of support to gain and maintain meaningful independence and inclusion in their community.

Objective 3.1: Support a comprehensive and integrated system of supports and services for Persons with Disabilities.

Strategies

- Provide adults with disabilities access to high quality, responsive supports and services that enable them to meet their needs, participate as full citizens and have improved outcomes.
- Facilitate access to all supports outside of income assistance for families who provide support to family members with a disability.
- Work collaboratively with other ministries and local, regional and provincial partners to continue the integration and alignment of innovative and inclusive disability supports and services to improve outcomes for Persons with Disabilities and their families.
- Improve the transition from youth services for children with special needs by identifying and assisting eligible youth to begin the application process at age 17 and a half to come on at age 18 to access the Ministry's disability assistance program and adult community living services offered through Community Living BC.

Performance Measure 6: Meeting timelines for processing Persons with Disabilities applications.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of applications for Persons with Disabilities designation completed within Ministry timelines.	99%	100%	TBD	TBD

Data Source: Provincial Service Branch, Ministry of Social Development and Social Innovation



Discussion

While the process for determining application eligibility is complex, the Ministry is committed to delivering timely and efficient service. The Ministry has set a goal to decrease the average time to process Persons with Disabilities applications by 50 per cent over the next three years. The Ministry anticipates there will be challenges achieving these targets and will be closely monitoring this measure in 2012/13.

This measure evaluates the Ministry’s performance in the review and adjudication of applications for designation as a person with a disability. Determining eligibility for designation as a person with a disability is a complex and often time intensive process, requiring the review of detailed medical evidence and a close examination of all

case materials. The Persons with Disabilities Designation Application includes detailed information from the applicant’s physician and other health professionals on diagnosis, health history, the degree of impairment and its impact on the applicant’s daily living activities. The length of the adjudication process reflects the commitment to reaching fair and consistent decisions that comply with legislative requirements and the principles of administrative fairness. A triage process allows the Ministry to identify cases involving urgent medical situations or children with disabilities, requiring expedited adjudication.

Objective 3.2: Engage British Columbians across sectors to promote programs and services that enhance community inclusion for Persons with Disabilities.

Strategies

- Continue working with sector partners to develop and implement initiatives to enhance community inclusion for Person with Disabilities.
- Support the mandate of the Minister’s Council on Employment and Accessibility develop solutions and strategies to improve the lives of British Columbians with disabilities and their families, particularly through partnership with business, community organizations citizens with disabilities and their families.
- Continue to develop and identify opportunities for inclusion for increasing persons with disabilities’ employment outcomes by engaging with stakeholders and the public to identify barriers and solutions to improving employment outcomes.
- Continue to seek an understanding of different perspectives by building awareness through the partnerships within the business and community sectors to create opportunities for solutions.



Performance Measure 7: Per cent of Persons with Disabilities cases with declared earnings.

Performance Measure	Baseline (2002/03)	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of Persons with Disabilities cases with declared earnings.	11.4%	14.0%	14.2%	14.4%	14.5%

Data Source: Research Branch, Ministry of Social Development and Social Innovation

Discussion

The Employment Program for Persons with Disabilities provides a range of specialized services to help individuals with disabilities participate in their communities; pursue their employment goals as they are able, increase their self-reliance, and build skills and experience that may lead to further

employment, self-employment, or volunteer opportunities. This is intended to assist persons with disabilities to achieve their economic and social potential to the fullest extent possible.

This measure tracks the percentage of Persons with Disabilities cases declaring earnings. The Ministry provides supports and programs to Persons with Disabilities to work, including earnings exemptions and employment programs. This measure is very sensitive to the state of the economy, as the percentage of Persons with Disabilities cases declaring earnings declined from 15.9 per cent in 2007/08 to 14.4 per cent in 2011/12. As the labour market improves over the next few years, the percentage declaring earnings is expected to increase.

Goal 4: The Ministry will develop and implement innovative, flexible and client-centred service delivery initiatives.

Objective 4.1: Maintain robust financial accountabilities for all Ministry programs.

Strategies

- Protect taxpayers by ensuring a balance between service delivery and financial accountability.
- Maintain fiscal discipline through careful monitoring, controlling and forecasting of ministry spending.

Objective 4.2: Promote a culture of social innovation in B.C.

Strategies

- Foster social innovation and integration by utilizing the expertise and resources of government, non-profit, community and business sectors and other public partnerships to achieve large-scale social change and impact.
- The BC Ideas competition will work on developing new online engagement mechanisms to increase awareness and involvement in a range of social innovation activity in British Columbia.
- The BC Partners for Social Impact will implement the recommendations that came from the BC Ideas competition.
- Support the Government Non-Profit Initiative Action Plan which addresses non-profit concerns, capacity and sustainability.

Objective 4.3: Continue to support innovative workplace initiatives that engage workers and provide excellent service to clients.

Strategies

- Develop and implement service delivery plans to ensure staffing levels, business practices and technological supports are appropriate to support effective service delivery.
- Improve the integration of effective service delivery while ensuring British Columbians critical personal case information remains safe and secure.
- Continue to improve communication channels to support and promote dialogue within the Ministry.
- Provide tools and resources to supervisors and staff that facilitate professional development, access to mentoring programs, and the development of new skills.



Objective 4.4: Implement Lean across the Ministry.

Strategies

- Develop and implement a Lean engagement program for ministry staff.
- Collect, prioritize and implement potential Lean project identified by staff.
- Continue to work with cross-government partners to identify and support an implementation of Lean processes for projects with high value.

Resource Summary

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates ²	2014/15 Plan	2015/16 Plan
Operating Expenses (\$000)				
Income Assistance	1,663,883	1,684,238	1,690,838	1,690,838
Employment	55,488	55,488	55,488	55,488
Community Living British Columbia	718,777	728,777	738,777	738,777
Employment and Assistance Appeal Tribunal	1,751	1,751	1,751	1,751
Executive and Support Services	16,881	16,961	16,965	16,967
Total	2,456,780	2,487,215	2,503,819	2,503,821

Core Business Area	2012/13 Restated Estimates	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services³	32,538	39,621	18,165	1,320
Total	32,538	39,621	18,165	1,320

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

² Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

³ Ministry Capital Expenditures includes budgeted funding of \$30.96M in 2012/13 and \$38.24M in 2013/14 and \$14.209M in 2014/15 for the Integrated Case Management (ICM). 2013/14 ICM estimates have been adjusted to include \$6.56M deferred from 2012/13. Total ICM project cost estimates are \$181.7 million.

Appendices

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.

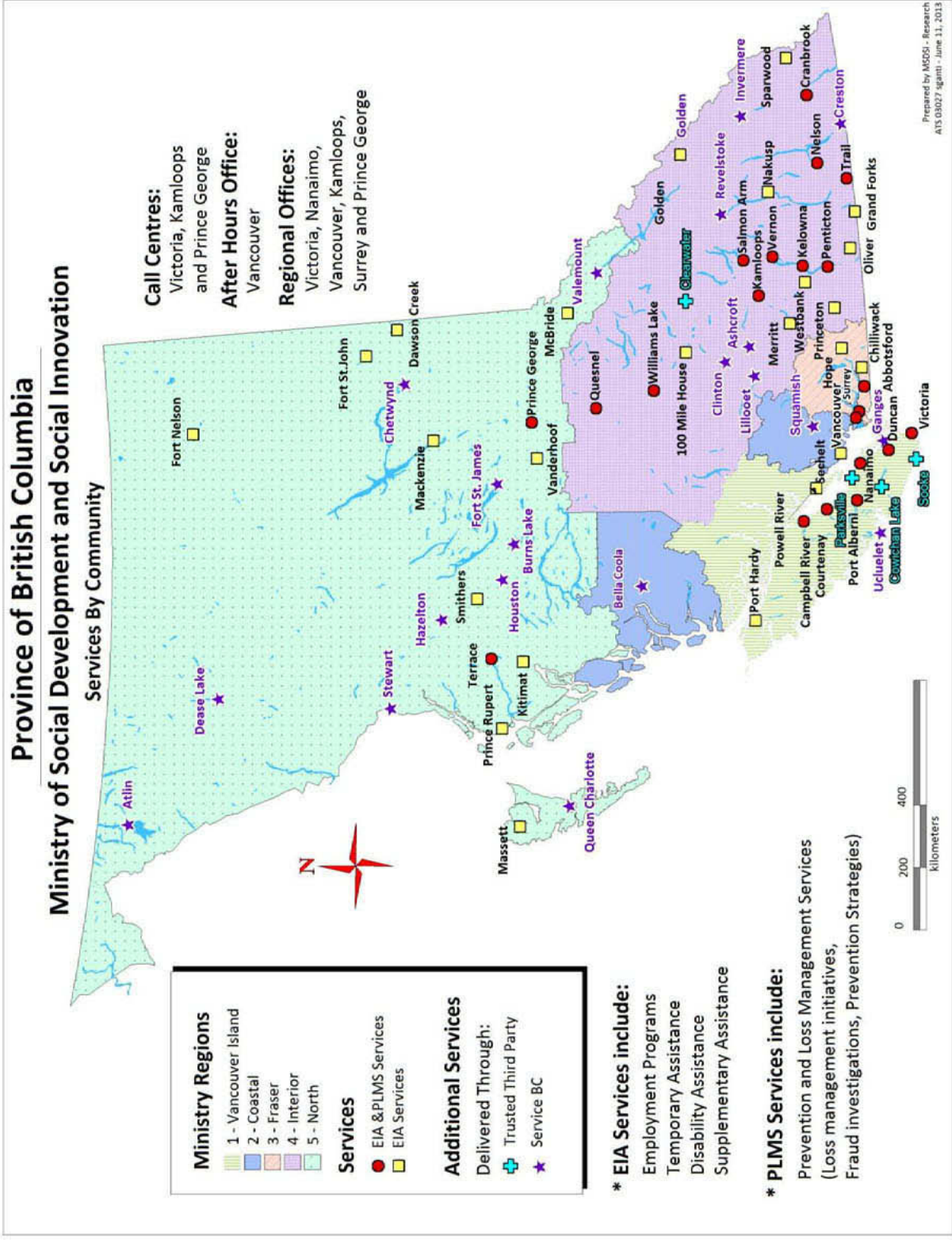
- In Victoria, call: 250 387-6121
- In the Lower Mainland, call: 604 660-2421
- Elsewhere in British Columbia call: 1 800 663-7867
- Outside British Columbia call: 1 604 660-2421
- E-mail address: EnquiryBC@gov.bc.ca
- Telephone device for the deaf and hearing impaired (TDD):
 - In the Lower Mainland, 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

Advocate for Service Quality: www.eia.gov.bc.ca/advocate

The Advocate works for Adults with Developmental Disabilities and transitioning youth with special needs and their families to access supports and services that are available from the Ministry of Social Development and Social Innovation, from other ministries, Community Living BC or from service agencies in the community. If you live outside Vancouver, call Enquiry BC and ask them to transfer you to Office of the Advocate for Service Quality's office at 1 604 775-1238.

Community Living British Columbia: www.communitylivingbc.ca

Community Living BC (CLBC) delivers supports and services to eligible adults and their families in British Columbia. Adults with developmental disabilities or who meet the Personalized Supports Initiative criteria are eligible for supports through CLBC. For more information about CLBC services, please call the toll-free information line at 1 877 660-2522.

Employment and Assistance Appeal Tribunal: www.gov.bc.ca/eaat

The Employment and Assistance Appeal Tribunal hears appeals of the Ministry of Social Development and Social Innovation reconsideration decisions that refuse, reduce or discontinue income, disability assistance or a supplement under the Employment and Assistance Act and the Employment and Assistance for Persons with Disabilities Act, and Ministry of Children and Family Development reconsideration decisions that refuse, reduce or discontinue a subsidy under the Child Care Subsidy Act. For more information about The Employment and Assistance Appeal Tribunal's services, please call 250 356-6374 or call toll-free long distance at 1 866 557-0035.

Integrated Case Management: www.integratedcasemanagement.gov.bc.ca

Information about the Integrated Case Management system, including periodic progress updates, is available on the project web site.

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

The Ministry Employment and Labour Market Services website is an information resource for employment programs and services available in British Columbia. For more information, contact local Employment and Labour Market Services through Enquiry BC by email at EnquiryBC@gov.bc.ca or by phone at 1 800 663-7867.

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

www.gov.bc.ca/meia/online_resource

The Online Resource is the Ministry web based resource for all B.C. Employment and Assistance policy, procedures and program information for eligibility for Ministry programs.

Personal Supports: www.personalsupports.bc.ca

This site contains information about programs that provide equipment and assistive devices or other personal supports to persons with disabilities in British Columbia. If you would like to speak to a Personal Supports representative, please call the toll-free information line at 1 888 818-1211.

Representative for Children and Youth: www.rcybc.ca

The Representative for Children and Youth ensures the agencies serving children and youth between the ages of birth and 24 are providing programs and services that meet the needs of this vulnerable population.

Self Serve Assessment and Application Tool: www.iaselfserve.gov.bc.ca/homepage.aspx

The Self Service Assessment and Application Tool is the Ministry assessment and application web tool that is designed to assist clients in learning more about programs and services available, as well as additional links if clients would like to do an eligibility assessment or apply for Income Assistance.