

# **BC Family Maintenance Agency**

## **2023/24 – 2025/26 Service Plan**

**February 2023**



**BC Family  
Maintenance  
Agency**

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## Board Chair's Accountability Statement



The 2023/24 – 2025/26 BC Family Maintenance Agency Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2023 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 over a light blue horizontal line.

Richard J.M. Fyfe, KC  
Board Chair, BC Family Maintenance Agency  
February 13, 2023

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## Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how British Columbia 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 is responsible for the administration of the Family Maintenance Enforcement Program (FMEP) and for offering supports that strengthen families, so that they may achieve their full potential and secure the best possible future for their children. BCFMA is central to supporting government's foundational principle of putting people first. The Agency facilitates over \$210 million in support payments annually, which produces better economic circumstances for children and families throughout the province. The [Family Maintenance Enforcement Act \(FMEA\)](#) provides the authority for BCFMA to monitor, facilitate and enforce court ordered maintenance orders and agreements, ensuring that families receive the financial support that they are entitled to under provincial and federal law.

BCFMA activities align with many of government's current priorities and strategic direction as identified in the [Ministry of Attorney General Mandate Letter](#). By committing to promoting equity, anti-racism and multiculturalism, addressing social and health issues such as mental health and poverty, and providing services that make communities safer, BCFMA supports the B.C. government's main foundational principles. BCFMA's commitment to lasting and meaningful reconciliation is demonstrated through Indigenous-specific community recognition, outreach, and relationship building efforts. Through the development of federal partnerships, by applying a province-wide model approach, and by utilizing the modernization of virtual courts, BCFMA is improving access to and the value of our programs for B.C.'s underserved populations.

Families impacted by separation or divorce benefit from BCFMA's strategic direction to integrate services at a provincial level, and from the Agency's focus of improving outreach and

communications with both clients and family support providers to strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.

The three main themes that capture BCFMA's strategic challenges and opportunities are:

- Accessibility – making the BCFMA program more accessible, available, and approachable to those who need our help, our clients and partners, through the use of technology and client-centric re-design of technology services. Developing and promoting service offerings in multiple languages and improving access to services for Indigenous peoples and under-served and marginalized populations, by conducting a multiculturalism program pilot that recognizes diversity and accessibility;
- Modernization – ensuring BCFMA operations, information technology (including utilizing virtual courts), financial, legal, and human resources business areas have the appropriate systems, policies, and procedures in place to efficiently and effectively support client needs; and
- Connections – enhancing community outreach opportunities by improving integration with justice, economic, and social sector service delivery providers to ensure family support solutions address the needs and expectations of clients. Building relationships with Indigenous governments, First Nations communities, and under-served populations to generate understanding and to provide greater opportunities for developing co-operative solutions that best support the well-being of clients.

## Operating Environment

BCFMA has implemented a provincial model that will allow the organization to offer flexibility and greater efficacy for the delivery of services and resource utilization thus improving client and organizational outcomes. Having the flexibility to move the work, not the people in tandem with increased leveraging of technology as BCFMA moves away from a paper-based organization enables greater agility in the delivery of services to meet client needs. A provincial model also allows for greater flexibility for career development and opportunities as positions are offered across all offices, which allows for greater access to opportunities in the communities where people live. Equity and inclusion planning ensures strategies for recruitment efforts and retaining staff focus on diversity and heterogeneity. Enhancing BCFMA's remote working environment supports staff and leaders to assist and train one another across the Province.

BCFMA continues to enhance a citizen-centric approach to policies, procedures, systems and operations. All staff undertake an initial two day citizen-centred Certified Service Professional training program that focuses on the fundamentals and tools needed to apply a client focused lens. BCFMA will further support staff through the advanced Certified Service Professional certification process to enhance leadership, service design and digital services components of the BCFMA program. Through evolving recruitment/onboarding, individualized training programs, and operational support practices staff are provided with the tools necessary to provide solutions that result in positive outcomes for parents. BCFMA's workplace engagement

teams promote quality assurance, green initiatives, and a positive and supportive work environment. In support of government's anti-racism priority the Agency will implement an Inclusion, Diversity, Equity and Accessibility (IDEA) Plan that encourages organizational awareness, promotes accessibility, adds to the number of languages in which services are provided, and mobilizes the implementation of equitable and inclusive behaviours and practices within the organization.

General economic sustainability concerns exist due to higher interest rates, cost of living increases, and the impacts of a potential recession. BCFMA will modernize by expanding the breadth of our program, working more closely with communities and government partners, and through selective improvements to business systems and processes in support of a stronger B.C. economy. Communication systems and process advancements will improve the timeliness of transactions and enhance user accessibility to information. New/emerging technology will replace BCFMA's aging/expiring systems, including the Agency's Telephony System. A mobile App, updates to online enrolment, and the streamlining and updating of BCFMA's public facing website will improve access to online web accounts, allow for easier access to program information, and enhance the citizen experience. Internal modernization of BCFMA's staff intranet and completion of an organization-wide migration to Microsoft 365 will allow the Agency to more effectively conduct operational practices and will support effective staff engagement by having information and tools readily available.

Effective community outreach, cultivating working relationships, and seeking input on BCFMA's programs and services will inform our processes and policies and are all key to improving service delivery to clients. Through involvement with provincial and national/international cross-jurisdictional working groups BCFMA team members are actively contributing to the establishment of information sharing standards and improving communication flows between service delivery partners. Conducting outreach with under-served communities and client groups and working with the Alliance of BC Modern Treaty Nations to support protocol agreements in support of reconciliation will result in improved access to services and better outcomes for parents. BCFMA will utilize program user feedback and lessons learned from a pilot project to inform the development of a service delivery model that best reflects all citizens and communities whom we serve, with a focus on improving access to and utilization of services by Indigenous clients. For BCFMA's legal counsel, engagement with law students and legal clinics in addition to community service providers will continue to enhance and inform our client-centric approach. Updated court practices allow for virtual court appearances (when appropriate), contributing to safer communities, efficient court proceedings, and reduced travel time/emissions.

## Annual Economic Statement

B.C.'s economy has been resilient to pandemic, geopolitical and climate-related disruptions. However, higher interest rates are expected to weigh on the economy in the coming years. Following a rapid recovery from the economic impacts of the COVID-19 pandemic, high inflation led to successive interest rate increases from the Bank of Canada in 2022. The impact of higher interest rates has been evident in housing markets and there is uncertainty over its transmission to the rest of the economy in B.C. and among our trading partners. B.C. is heading

into this challenging period in relatively strong position, with a low unemployment rate. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 3.0 per cent in 2022 and expects growth of 0.5 per cent in 2023 and 1.6 per cent in 2024. Meanwhile for Canada, the EFC estimates growth of 3.4 per cent in 2022 and projects national real GDP growth of 0.5 per cent in 2023 and 1.5 per cent in 2024. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook center around interest rates and inflation, such as the risk of further inflationary supply chain disruptions, the potential for more interest rate increases than expected, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, the emergence of further COVID-19 variants of concern and lower commodity prices.



## Performance Planning

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

BCFMA endeavours to provide a high level of customer service to clients of government services through continuous client-centric education/training of staff and improvements to technology and methodologies used.

#### Objective 1.1: Enforce 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

- Apply a client-centric approach that utilizes negotiation skills and demonstrates flexibility when working with payors and recipients to ensure the terms of support orders meet the needs and expectations of all parties.
- Support the one provincial model approach by standardizing operational practices to ensure a common user experience no matter where a client is located.
- Refine service technology and case management methodologies to enrich communications towards improving the efficiency and efficacy of services provided.
- Display compassion and understanding by utilizing strong communication and solutioning skills to create positive service experiences for clients.
- Utilize technology and enhance enrolment practices and procedures to address information sharing challenges towards increasing the efficiency of parent enrolment into the program.

#### Discussion

BCFMA will continue to apply a “one model” approach across the province to ensure implementation of best practices, improvement on operational approaches, and consistency of client service. By focusing on putting the client first and using best-fit technologies and methodologies program success will be measured through improved outcomes.

#### Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1a] Maintain the ratio of support payments received over support payments due <sup>1</sup>	87.0	88.0	90.0	91.0

<sup>1</sup> Data Source: BCFMA

## Discussion

The ratio of support payments recovered over support payments due is a sophisticated way to track payment activity and clearly assess the health of support payment collections by BCFMA. The measure allows BCFMA to compare support payment collection results with other Canadian jurisdictions. A challenge for all jurisdictions is that in general as mature, funded cases depart the program (when children age out) they are replaced by new cases that require significant effort to establish (to arrange for the collection of support payments). BCFMA collects 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 payors. As BCFMA continues to modernize and enhance service delivery to a client-centric model that focuses on service coordination and modernization, the measure is intended to assess the organization's ability to successfully disburse funds to parents.

A constant ratio of support payments received relative to the amount of support payments due is indicative of program effectiveness in collecting and distributing payments. The measure may be influenced by external economic factors, including federal and provincial economic support payments, labour market changes, and changing economic conditions (such as the rising and falling of interest rates). The measure is also impacted by changes in the value of arrears payments. In anticipation of an unknown economic environment (e.g. unprecedented inflation and a pending recession) that may adversely impact parents' ability to pay, targets for the 2023/24 fiscal year and beyond have been amended. Non-payment due to inability to pay (i.e. arrears) and increases to the amount of interest applied to a client account (as a result of rising interest rates and/or non-payment of support), including interest due on arrears payments, have been driving this metric lower. Improving payments and increasing the number of new, paying accounts are the most effective ways of improving this ratio.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1b] Maintain or improve on a low median enrolment time (in calendar days) <sup>1</sup>	44	35	35	35

<sup>1</sup> Data Source: BCFMA

## Discussion

For BCFMA, increasing the range and quality of online services will improve parent access to the family support services they require. To this end, BCFMA will continue to implement policy and procedural changes that improve client service coordination through the use of information technology, ensuring timely, secure and complete access to information for staff and clients. Parents will ultimately benefit from improved online service functionality, including significantly faster turnaround times for services, as well as improved security when documents are shared electronically.

The ability to maintain or improve on a low median enrolment time reflects the median number of calendar days required from initial receipt of the filing kit to enrol a client in the

BCFMA program. Maintaining or lowering the median enrolment time demonstrates the success of BCFMA enrolment practices. BCFMA introduced the first phase of an overall redesigned enrolment process over the past fiscal year, which required significant staff training and resources. As a result an anticipated slight increase in the median enrolment time from 41 to 44 days is forecast. The 2023/24 phase of the online enrolment process will see additional online functionality and a simplified enrolment form. When the 2023/2024 phase is rolled out a reduction in enrolment time to the established target is expected.

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

All current and potential clients are important to BCFMA, and the Agency's outreach strategies for new client development encompass all client groups. BCFMA will expand our community and service provider outreach services to provide more opportunities for collaboration with our stakeholders, service delivery partners, Indigenous communities, and under-served groups. 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: Raise awareness of the BCFMA mandate and increase our client base**

BCFMA exists to support the people of British Columbia. The more individuals who are aware of BCFMA and the services we provide, the greater the impact BCFMA will have. Through improved client access and community outreach BCFMA will continue to raise organizational awareness so that the parents who need our services may access them.

#### **Key Strategies**

- Socialize the BCFMA brand and services with by utilizing marketing and communication tools such as developing new brochures, updating the BCFMA website, and conducting marketing and outreach.
- Strengthen relationships by developing an awareness program and holding relationship building meetings in order to work more closely with key client outreach stakeholders, the Alliance of BC Modern Treaty Nations, Indigenous communities, government partners, and national/international expert teams.
- Conduct community outreach in order to raise awareness of BCFMA support services, and to collect user experience feedback and ideas that inform policy, procedures, and practices.
- Encourage or look for ways to expand upon Outreach Officer services as they work alongside Justice Service provider partners to discuss legal/case matters with clients during in-person and/or virtual meetings.
- Engage continuing legal education with lawyers and advocates by speaking at and attending provincial court practice conferences to discuss, educate, and share BCFMA efforts, issues and developments within the family law legal community.

## Discussion

BCFMA is strengthening relationships with industry allies by working closely and more frequently with key client outreach stakeholders, Indigenous communities, government partners, and national/international expert teams. While some client groups know BCFMA well, the Agency recognizes that further brand awareness with Indigenous and under-served groups is needed to ensure that all potential client groups know who we are. Partnering and coordinating with Indigenous and under-served communities when identifying and developing best practices for supporting all clients will result in BCFMA providing more complete family support services for all client groups.

## Performance Measure

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2a] Annual number of outreach or educational presentations with communities or stakeholder organizations that serve Indigenous governments and under-served groups <sup>1</sup>	10	10	12	15

<sup>1</sup> Data source: BCFMA]

## Discussion

BCFMA conducts outreach presentations with Indigenous, under-served, and strategic partners to build relationships, increase the Agency's profile, and to increase the guidance and support options that BCFMA can provide to clients through partner organizations. BCFMA's community and service provider outreach programs incorporate GBA+ analysis and are informed by opportunities to participate in reconciliation and engagement with Indigenous self-governments and First Nations.

Outreach planning supports BCFMA by raising awareness of programs and services and by seeking input that informs modernization of the program. The development and implementation of BCFMA's outreach program (including conducting outreach presentations to advocacy groups) impacts our organization by improving knowledge and awareness and by increasing the number of Indigenous and under-served clients.

Outreach efforts support BCFMA's accessibility and diversity, equity and inclusion strategies by conducting activities that support Indigenous reconciliation and increase attention to under-served groups. Outreach and educational events target Indigenous accessibility to BCFMA services, and education and training help to inform staff understanding of the barriers and challenges that Indigenous parents experience when accessing family justice services.

BCFMA will become more involved in working with partner groups such as Indigenous organizations and the Hague Convention. Working with Hague Convention partners allows

BCFMA to support industry policy decision-making and to more fully participate in the enforcement of judicial decisions regarding child support (and other forms of family support) between two authorities who have signed onto the convention. Engaging with Indigenous organizations (including First Nation communities and advocates such as the Alliance of BC Modern Treaty Nations) will support relationship building and enable policy development towards mutually beneficial decision-making.

## **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 education 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, creating ownership of outcomes, and resulting in a productive and healthy workplace environment.

#### **Key Strategies**

- Build upon workplace environment successes by holding All-Agency Meetings and supporting staff-led engagement teams (Workplace Engagement Team, Green Team, book club, etc.) that work collaboratively to build upon successes and address concerns identified in the biennial workplace engagement survey.
- Implement BCFMA's Inclusion, Diversity, Equity and Accessibility (IDEA) Plan to support organizational awareness, promote accessibility, and mobilize the implementation of equitable and inclusive organizational behaviours and practices within BCFMA.
- Promote corporate social responsibility and awareness through the use of educational and experiential sessions, joint employer/employee collaboration activities, and employee-driven engagement events.
- Provide significant learning opportunities that promote strong teamwork and open communication amongst all staff members.

#### **Discussion**

BCFMA monitors the effectiveness of employee engagement/staff satisfaction strategies through feedback received by staff. Conducting a biennial Work Environment Survey measures the impact of previous workplace improvement decisions and gathers information on employees' perceptions, opinions and job satisfaction.

## Objective 3.2: Provide employees with the skills 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 BCFMA's staff skills and development program to ensure that staff are competent, knowledgeable, and have the necessary client-centric mediation skills and foundational tools to support clients.
- Utilize a focused, effective and expedited staff training process that ensures new and existing staff are provided with the supports and resources necessary to be competent and effective in their new positions sooner.
- Support mental health by promoting awareness, providing access to supports, and equipping staff with the skills and knowledge needed to identify and address the mental health of themselves and clients through supplemental training and development.
- Undertake Indigenous cultural awareness and trauma/mental health training for all staff to improve interactions and engagement practices in support of working collaboratively towards reconciliation and recognizing trauma/mental health and avoiding re-trauma of individuals and communities.

### Discussion

Enhancing employee skills and development ensures staff have the education and tools needed to provide effective support of clients.

### Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3a] Improve the Overall Employee Engagement workplace engagement score <sup>1</sup>	n/a	60	n/a	62

<sup>1</sup> Data Source: BCFMA

### Discussion

The next BCFMA workplace engagement survey is scheduled to occur in 2023. Workplace engagement drivers identified in the 2021 survey are being used to improve the workplace environment between biennial surveys.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3b] Develop and implement enhancements to the staff skills and development program that expand interpersonal skills and client-focused training (e.g. de-escalation training) <sup>1</sup>	Program Development 0% of staff trained	Implementation and evaluation 25% of staff trained	Implementation and evaluation 50% of staff trained	Implementation and evaluation 75% of staff trained

<sup>1</sup> Data Source: BCFMA

## Discussion

BCFMA has developed a new skills and development program to ensure that BCFMA staff are enabled with the skills and knowledge necessary to provide quality support services to clients. The program focuses on providing specific skills and learning opportunities that support mental health resiliency, interpersonal skills, diversity and inclusion, and conflict resolution to address the ongoing complexity of caseload management and client interaction. Enhanced client-centric and communication skills ensure that staff have the key abilities they need to more fully understand and support BCFMA clients. Improved client interactions and staff satisfaction are expected outcomes.

Providing a tailored skills and development program is seen as an essential step towards attracting, engaging, and retaining staff. A skills and development program that aligns with a staff needs assessment/gap analysis allows for tailoring development to the needs of the individual and/or the organization. Other learning opportunities such as those that address diversity and inclusion and provide mental health awareness will continue to be delivered annually to all BCFMA staff. The impact of BCFMA's staff skills and development program (e.g. performance feedback, client feedback, and evaluating changes to the number and themes of critical incidents and complaints received) will be assessed annually to evaluate program effectiveness.

# Financial Plan

## Financial Summary<sup>1</sup>

(\$m)	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenue</b>				
Provincial Transfers <sup>2</sup>	19.140	19.692	19.780	19.780
Interest	0.036	0.020	0.016	0.016
<b>Total Revenue</b>	<b>19.176</b>	<b>19.712</b>	<b>19.796</b>	<b>19.796</b>
<b>Expenses</b>				
Salaries and Benefits	15.034	15.777	15.865	15.865
Travel	0.098	0.093	0.088	0.088
Contracts	0.200	0.100	0.100	0.100
Information Technology	1.074	0.982	0.980	0.980
Office Expenses and Equipment	0.362	0.350	0.350	0.350
Facilities	2.074	2.080	2.150	2.150
Miscellaneous	0.334	0.330	0.263	0.263
<b>Total Expenses</b>	<b>19.176</b>	<b>19.712</b>	<b>19.796</b>	<b>19.796</b>
<b>Annual Surplus (Deficit)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Debt</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Accumulated Surplus (Deficit)<sup>3</sup></b>	<b>(0.063)</b>	<b>(0.063)</b>	<b>(0.063)</b>	<b>(0.063)</b>
<b>Capital Expenditures</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

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

<sup>1</sup> The financial summary presented here is as of Q3-2022/23 and does not include agreements that are pending ratification.

<sup>2</sup> Provincial transfers include \$0.366 million in federal flow-through funding.

<sup>3</sup> Accumulated deficit is a result of the transition from ASPE to PSAS in 2019/20 which resulting in BCFMA taking a one-time non-cash transition expense related to the recognition of employee leave entitlements.



## 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 resulting from increasing salaries and benefits costs, changes to inflation and interest rates, facilities expense increases, 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 affect 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 are associated with ongoing changes in the labour market. These risks are mitigated through implementation of a provincial organizational model, modernized recruitment practices, and staff health supports.

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, building internal talent and capabilities, implementing a succession plan, and through the pursuit of increased collaboration and discussion with partners to explore business development opportunities. BCFMA undertakes active cost containment and frequent and detailed forecast reporting to the Ministry of Attorney General and central agencies to monitor and assess strategies to 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, effective 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. Modernizing BCFMA includes the replacement of key legacy information technology infrastructure in order to maintain organizational functionality. BCFMA risks operational inefficiency and utilizing inaccurate information in support of operational planning if technology systems and business process upgrades are not addressed.

## Appendix A: Mandate Letter from the Minister Responsible



VIA EMAIL

April 20, 2021

Richard J. M. Fyfe, QC  
BC Family Maintenance Agency  
PO Box 9226, Stn Prov Govt  
Victoria BC V8W 9J1

Dear Richard Fyfe:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the BC Family Maintenance Agency, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the BC Family Maintenance Agency about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

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- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** 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. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including 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.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the BC Family Maintenance Agency I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Address the needs of recipients and payors as they cope with the fiscal impacts of COVID-19.
- Develop the BC Family Maintenance Agency's governance structure and support the Ministry of Attorney General to identify and appoint candidates for an experienced and diverse Board of Directors.
- Establish a permanent and financially sustainable service delivery model for the BC Family Maintenance Agency.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your board colleagues to build a better British Columbia

Yours truly,

A handwritten signature in black ink, appearing to be 'DE', written in a cursive style.

David Eby, QC  
Attorney General  
and Minister Responsible for Housing

Date: April 20, 2021

Attachment

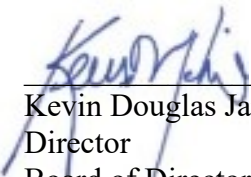
pc: The Honourable John Horgan, Premier  
Lori Wanamaker, Deputy Minister to the Premier, Cabinet Secretary and Head of the BC  
Public Service  
Heather Wood, Deputy Minister and Secretary to Treasury Board, Ministry of Finance  
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat, Ministry of Finance  
Kevin Jardine, Board Member, BC Family Maintenance Agency  
Joanne Hanson, Chief Executive Officer, BC Family Maintenance Agency

BC Family Maintenance Agency Mandate Letter 2021/22  
Board Signature Sheet



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



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Kevin Douglas Jardine  
Director  
Board of Directors  
BC Family Maintenance Agency

