



# BCFMA Strategic Business Plan 2023 - 2026

## BC Family Maintenance Agency

*Helping families achieve their best outcomes and future for their children*



BC Family  
Maintenance  
Agency



BRITISH  
COLUMBIA

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**BC Family  
Maintenance  
Agency**

# Message from the Chief Executive Officer

On behalf of the BC Family Maintenance Agency's (BCFMA) Board of Directors and Executive Team, I am proud to present our 2023-2026 Strategic Business Plan, which sets the Agency's overarching business goals and the actions we will take to successfully achieve them.

To develop our corporate Strategic Business Plan, we have stepped back from day-to-day operations to ask where our business is headed and what our priorities should be. This document lays out our long-range, strategic planning in alignment with our full mandate/new public sector priorities: 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*, and modernize BCFMA business practices and service delivery levels to better meet the modern service needs of clients and enhance support of individuals and families.

To meet the direction provided by government to support British Columbians, BCFMA will put people first by striving to be both innovative and approachable for the benefit of our clients. Our goals include modernizing business practices and services, creating a client-centric culture, aligning with public sector goals, ensuring diversity and inclusiveness, creating meaningful partnerships, and increasing awareness of the Agency to better meet the modern service needs of clients and to enhance our support of individuals and families.

While addressing these goals, we will continue to align our practices within our principles that include equity and inclusion, climate change accountability, and supporting a strong and stable economy.

Each of our key business areas (Corporate, Operations, Legal Services, Business and Technology Solutions, Finance, and Human Resources) will build out individual divisional business plans and align with our corporate strategies. We have an exciting three years ahead of us, modernizing and evolving our social services and resources to meet the diverse needs of clients and staff.



Joanne Hanson, SHRM-SCP, CPHR  
Chief Executive Officer  
September 30, 2023



# Our Vision, Mission, Principles and Goals



## BC Family Maintenance Agency

### Vision

To be a leading family maintenance organization providing a diverse range of supports and services to ensure healthy and thriving families.

### Mission

To provide the highest quality client centric service, helping families achieve their best outcomes and future for their children.

### Principles

Putting people first

Lasting and meaningful reconciliation

Equity and inclusion

Climate change accountability

Strong and stable economy

### Goals

Enhance our client-centric culture

Modernize business practices

Align with public sector goals

Ensure inclusion, diversity, equality and accessibility

Create meaningful partnerships

Expand awareness of the Agency



# Who We Are

BC Family Maintenance Agency (BCFMA) provides a free service available to families in British Columbia who are eligible to receive or pay family support. The Agency offers supports that strengthen families so that they may achieve their full potential and secure the best possible future for their children. By putting people first, we ensure recipients receive the support payments to which they are entitled, contributing to financial stability and security for B.C. families.

The *Family Maintenance Enforcement Act (FMEA)* provides the authority for BCFMA to monitor and facilitate court filed support orders and agreements, ensuring that families receive the financial support that they are entitled to under provincial and federal law.

The Agency has become one of the most successful family support programs since organizational inception in 1988. When measuring ultimate outcomes for parents (total support disbursed) against the total cost of providing services (return on investment), we have consistently disbursed \$11 for each \$1 applied to program costs, easily making the organization one of the top performing maintenance support jurisdictions in North America. BCFMA facilitates over \$210 million in support payments annually, which produces better economic circumstances for children and families throughout the province.



# What We Do

The foundation of our services is client-centric, inclusive, and the ability to adapt to meet the diverse needs of our clients. We take a balanced approach to family support services that ensures we listen to, collaborate with, and work with all parties to achieve the best outcomes for children and families.

Families impacted by separation or divorce benefit from BCFMA's strategic direction to integrate services at a provincial level, and from the focus of improving outreach communications with both clients. The Agency and family support providers strive for outcomes that support healthy communities in B.C. through social, economic and environmental well-being.

Our activities align with government's priorities and strategic direction as identified in the Ministry of Attorney General and BCFMA Mandate Letters. Our commitment to lasting and meaningful reconciliation is demonstrated through Indigenous-specific community recognition, outreach, and relationship building. The Agency's support of government's main foundational principles is proven in our commitment to promote equity, anti-racism and multiculturalism, to address social and health issues such as poverty and mental health, to provide services that facilitate access to justice, and to contribute towards responsible compliance with lawfully obtained court orders or agreements.

Through the development of federal, provincial and community partnerships, by applying a province-wide model approach, and by utilizing the modernization of virtual courts, we are improving access to and the value of our programs for B.C.'s under-served populations.



# BCFMA Overview

We operate in a multi-disciplinary team-based environment.

**Board of Directors** – BCFMA’s Board of Directors monitors the Agency’s business performance and provides high-level strategic direction over all corporate activities to ensure the Agency meets our obligations.

**Executive Team** – Working with the Board of Directors, our Executive Team provides strategic and operational oversight of the organization by setting goals, developing plans, and implementing corporate strategies.



**Corporate Team** – The Agency has a specialized team of professionals that support the Agency’s strategic direction in the fields of project management, communications and operational research.

**Operations Team** – The Operations Team is focused on the delivery of BCFMA’s services by providing supports and assistance to parties with court orders or agreements and by ensuring that child and or spousal support is received by the party entitled to the support.

**Legal Team** – Legal Counsel and Assistants support our operations in delivering the services of the Agency in alignment with the mission to provide innovative, timely, practical and cost-effective legal services.

**Business and Technology Solutions (BTS)** – BTS is responsible for ensuring problem-free day-to-day operations of all Information Technology (IT) assets including desktop computing, telephony and conference equipment, network, and servers.

**Finance Team** – The Agency’s Finance Team is responsible for the management of the organization’s budget, payroll, and client payments system. Under a public sector financial context, the Finance Team ensures the application of proper governance, accountability, resource management, planning, budgeting, costing, and performance management.

**Human Resources (HR) Team** – Our HR professionals align all the Agency’s HR functions with BCFMA’s mission, vision, and business objectives. The HR Team provides support in the areas of human resources policy, planning and compliance, and works with executives and managers to maximize our client-centric services.



# Principles

BCFMA's principles help to describe the overall direction the organization is taking and provide a guide for our decision-making. Guiding principles provide a framework that holds the organization accountable by ensuring that any decisions made contribute positively towards the intended outcomes.

BCFMA's shared public sector principles include:



- Putting people first
- Lasting and meaningful reconciliation
- Equity and inclusion
- Climate change accountability
- Strong and stable economy

Our principles agree with and support Government's high-level direction and align with our vision and mission. As BCFMA moves forward our principles will guide our corporate strategy as we pursue our goals.

# Goal Development

Establishing clear goals supports BCFMA by focusing our efforts on measurable accomplishments and by providing staff with necessary guidance, direction and motivation. We have developed the following broad goals to help identify the high-level outcomes the Agency needs to achieve to be successful.

- Enhance our client-centric culture
- Modernize business practices
- Align with public sector goals
- Ensure inclusion, diversity, equity and accessibility
- Create meaningful partnerships
- Expand awareness of the Agency



The following pages display each BCFMA goal along with an objective and several key initiatives (with target dates). The objectives and initiatives allow the Agency to clearly define what needs to be achieved for each goal to be met. The initiatives are scheduled to be undertaken over the next three years of this strategic plan.





# Goal #1 – Enhance our client-centric culture

Objective: Enhance the Agency’s client-centric culture by providing seamless and integrated services and supports to families in B.C.

	23/24	24/25	25/26
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1.1 Continue collaboration with First Nation communities and leadership to contribute to a long-term vision of reconciliation under the <i>Declaration on the Rights of Indigenous Peoples Act</i> .	✓	✓	
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1.2 Explore and implement a distinctions-based service model based on feedback gathered in collaboration with First Nation communities that addresses the inherent right of self-government, and supports the social, cultural and economic well-being of Indigenous clients.	✓	✓	✓
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1.3 Expand our integration of services and supports to improve access to justice for British Columbians.	✓	✓	✓
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1.4 Implement supplementary client-centric training for staff to foster positive experiences and satisfaction for our clients.	✓		
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## Goal #2 – Modernize business practices

Objective: Modernize business practices and services to better meet the needs of clients and to enhance supports for individuals and families.

23/24

24/25

25/26

2.1 Undertake a 5-year IMIT strategy to innovate, enhance and replace legacy systems to better meet the current needs of our clients.



2.2 Develop and implement a BCFMA app to support mobile users.



2.3 Update our operational and payment service delivery models with a LEAN approach to create a better user experience and capture efficiencies and outcomes.



2.4 Design, implement and evaluate a Quality Assurance Framework to demonstrate a commitment to continuous improvement and quality assurance in support of value for services and better client outcomes.



2.5 Strengthen standards and systems by enhancing operational quality assurance, fraud prevention, financial services and risk mitigation strategies.



2.6 Update emergency management and business continuity planning documentation to ensure business operations continue effectively during and after disasters, emergencies and business disruptions.



modernize





## Goal #3 – Align with public sector goals

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Objective: Align Agency support services with government priorities and direction.      23/24      24/25      25/26

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3.1 Support an ongoing commitment to reduce greenhouse gas emissions by implementing new green initiatives.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3.2 Develop, implement and maintain data protection systems including information management, cybersecurity policies, guidelines and standards.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3.3 Develop, implement and maintain an effective fraud risk management strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3.4 Appoint, orientate, and ensure professional development opportunities are provided for a diverse Board of Directors.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

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# Goal #4 – Ensure Inclusion, Diversity, Equity and Accessibility (IDEA)

Objective: Embed Inclusion, Diversity, Equity and Accessibility throughout our organization and services.

23/24

24/25

25/26

4.1 Complete a framework and training plan for IDEA for a sustainable culture, accessible work environment, and service models that honour diversity and are free from systemic discrimination.



4.2 Update the BCFMA Human Resources Framework by applying Gender-Based Analysis Plus and IDEA to all aspects of people management, policy development and Agency engagement.



4.3 Develop a plan and implement all *Accessibility Act* deliverables by September 1, 2024.



4.4 Continue outreach effort to support Indigenous co-op students and internships by providing experiential work opportunities.



4.5 Align with the *Anti-Racism Data Act* to further protect data, increase transparency and accountability, and remove barriers for people to access services.







## Goal #5 – Create meaningful partnerships

Objective: Work collaboratively with partners to enhance relationships and integrate shared supports and services for families.

23/24

24/25

25/26

5.1 Create a community resource guide to connect clients to a diverse range of services and supports for both staff and clients.



5.2 Conduct outreach across communities and social services agencies to socialize the program, gather feedback and create partnerships as part of our commitment to TogetherBC to combat child poverty.



5.3 Engage and collaborate with Indigenous groups and underserved communities to better inform our agency services and create partnerships to support families.



5.4 Continue to work with internal and external Justice partners to champion access to justice for our clients.



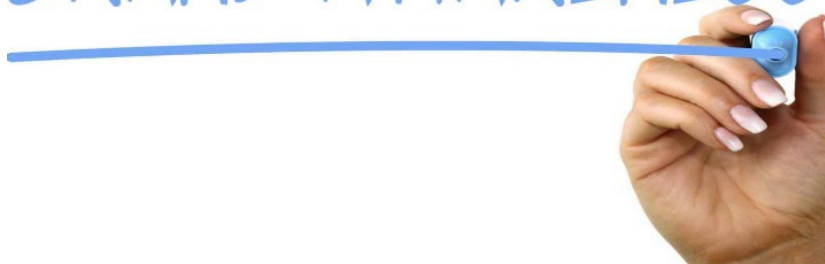


# Goal #6 – Expand awareness of the Agency

Objective: Through marketing/communications efforts create new opportunities to increase our client base and raise awareness of Agency services.	23/24	24/25	25/26
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6.1 Develop a marketing strategy to socialize the Agency's brand and services.	✓	✓	
6.2 Develop and implement a marketing and communications plan that identifies marketing activities and a community communication to increase brand awareness with targeted audiences (including but not limited to single parents, parent groups/events, Indigenous groups, underserved populations, newly landed citizens, and friendship centres).		✓	✓
6.3 Engage in continuing legal education with lawyers and advocates by speaking at and attending provincial court practice conferences to promote our services.	✓	✓	✓
6.4 Explore opportunities to build relationships with family practice law firms and lawyers in B.C. to strengthen Agency referrals.		✓	✓
6.5 Participate in job fairs, conventions and events as indirect marketing opportunities to raise awareness of the Agency.	✓	✓	✓

# BRAND AWARENESS



## Next Steps

From this Strategic Business Plan, we will create divisional plans for our Operations, Finance, Human Resources, Business and Technology Solutions, Legal Services, and Corporate/Financial Services components. The divisional plans will support the overall strategic plan and will further break down each of the activities BCFMA will undertake to meet our commitments and priorities.

## Evaluation and Learning

BCFMA commits to monitoring our progress towards meeting our goals/deliverables and reporting out on the differences our Strategic Business Plan activities make in the lives of the families and communities we serve.

Our first year is expected to involve exploration and discovery as we begin to develop options to meet our multi-year goals. In subsequent years, a greater emphasis will be placed on implementing these deliverables, identifying key learnings as we evaluate their impact, and receiving feedback from our clients/community and government on the key differences our efforts have made to the lives of British Columbians.

As information and lessons learned are gathered, we will report up to the Board of Directors by providing updates and requesting feedback/support on our progress towards meeting our obligations and fulfilling the Agency's strategic direction. The Strategic Business Plan will be revisited and updated/revised as goals are achieved and/or when new direction is decided.





# BC Family Maintenance Agency

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