



BCFMA Strategic Business Plan Overview 2023 - 2026

BC Family Maintenance Agency

Helping families achieve their best outcomes and future for their children



BC Family
Maintenance
Agency



BRITISH
COLUMBIA

Table of Contents

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	3
OUR VISION, MISSION, PRINCIPLES AND GOALS	4
WHO WE ARE	5
WHAT WE DO	6
BCFMA OVERVIEW	7
PRINCIPLES	8
GOALS	8
GOAL #1 – ENHANCE OUR CLIENT-CENTRIC CULTURE	9
GOAL #2 – MODERNIZE BUSINESS PRACTICES	9
GOAL #3 – ALIGN WITH PUBLIC SECTOR GOALS	9
GOAL #4 – ENSURE INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY (IDEA)	9
GOAL #5 – CREATE MEANINGFUL PARTNERSHIPS	9
EVALUATION AND LEARNING	10
CONTACT US	11



**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.

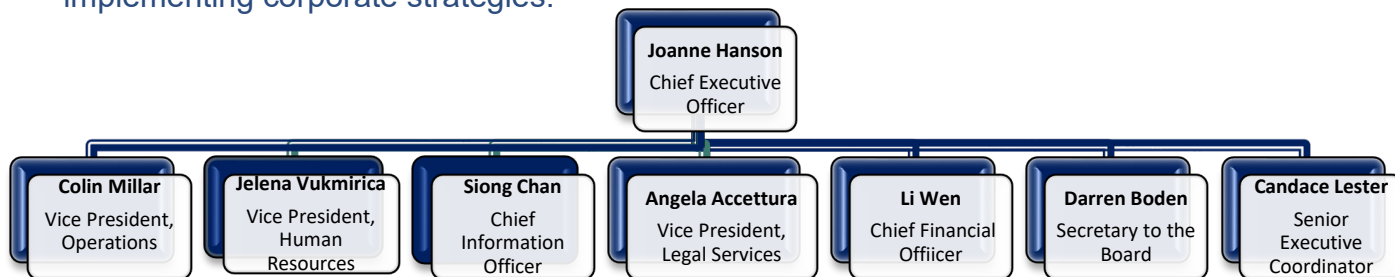


BCFMA Overview

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.

Goals

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





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.



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.



Goal #3 – Align with public sector goals

Objective: Align Agency support services with government priorities and direction.



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

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



Goal #5 – Create meaningful partnerships

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



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.

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

Contact Us



Phone 1-866-557-2427



Email bcfma@bcfma.ca



Mail PO Box 9226 Victoria, British Columbia, V8W 9J1



Website www.bcfma.ca

