

Social Services Sector Forum

Together for Social Change



November 15, 2019

Forum Report

Pacific Gateway Hotel
Richmond, BC

Sponsored by:

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THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC

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Overview of the Forum

The Forum brought together 135 representatives from across the social services sector to:

- learn about the progress that has been made and the work that has been done from a Panel of Social Services Sector Roundtable (Roundtable) members;
- hear from the Chair of the Roundtable, the Honourable Shane Simpson, Minister Responsible for Social Development and Poverty Reduction; and,
- engage in table discussions to define what successful collaborative engagement could look like to inform the on-going work of the Roundtable.

Esteemed Elder, Grace Elliot Nielsen, President of Tillicum Haus Friendship Centre offered the opening remarks and a traditional welcome, on behalf of the Coast Salish people.

This report provides the results of the Forum. It provides an overview of panel discussion, address by the Honourable Shane Simpson, Minister Responsible for Social Development and Poverty Reduction, as Chair of the Roundtable, and the suggestions and comments made during the table discussions, with detailed results and supporting documentation included in the appendices.

The overall response to the Forum was very positive with 90% of those who responded to the evaluation form stating that they would attend similar events in the future – a summary of the Forum Feedback is included as Appendix A.

The Social Services Sector Roundtable – A Panel Discussion

This panel, composed of members of the Roundtable, provided background and context about the work of the Roundtable. The Panel members (in alphabetical order) were:

- Ross Chilton, CEO of Community Living BC
- Rick FitzZaland, Executive Director of the Federation of Community Social Services BC
- David Galbraith, Deputy Minister of Social Development and Poverty Reduction
- Jody Paterson, Executive Director of the Board Voice Society of BC
- Leslie Varley, Executive Director of the BC Association of Aboriginal Friendship Centres

Full biographies of the Panel members are included in Appendix B.

Panel members provided:

- background on how the Panel came to be,
- shared some of the early work undertaken;
- provided perspectives about the potential for the Roundtable to achieve social change;
- outlined the unique challenges faced by the indigenous services sector; and

- described the importance of culture change within the sector.

A summary of their key messages is provided in Appendix C.

The following themes of questions were received during a question and answer session:

- Sector Recruitment and Retention
- Sector Compensation
- Indigenous Social Services
- Procurement and Contracting
- Collaborative Engagement
- The Work of the Roundtable
- Complexity of Social Services in Remote and Rural Communities
- The Structure of, and Participation on, the Roundtable
- Sector Structure

It was not possible, in the time available, to answer all the questions raised by participants – the questions answered were selected based on those receiving the most votes. All the questions raised, along with the answers provided to the selected questions, are included in Appendix D.

Address from the Chair of the Social Services Sector Roundtable

The Honourable Shane Simpson, Minister Responsible for Social Development and Poverty Reduction, provided an address that spoke to the theme of the Forum – Together for Social Change. The following provides a summary of his key messages.

Since this government came into office in July 2017, there has been a change in the priorities of government. In particular, this government has worked to increase the priority of the issues that the sector works on each day; to strengthening the social fabric of the province. Some of the progress that has been made in this direction includes:

- A poverty reduction strategy and new legislation.
- Increased investment in social housing – 20,000 new social housing units have been added.
- Improved access to childcare through reduced childcare costs, new child care spaces, more early childhood educators and effort to increase wages.
- The creation of a ministry devoted to mental health and addictions.
- Work on the children in-care network and on transitioning young people out of care more successfully.
- Re-imagining Community Inclusion created a plan for the next 10 years that brought the sector together to imagine that future and a way forward.
- A focus on Reconciliation through reliable funding and UNDRIP legislation that puts into law Indigenous rights in BC.

This has been a significant start and there is more work to do. Meaningful engagement has been limited outside of contractual obligations. For significant social change to happen, this must change. So how do we move this engagement forward, how do we find common answers to help us focus our work and guide important conversations about:

- How we develop policy for the province?
- Who should be at the table for this discussion?
- How do we address the issue of resources?
- How do you change the “culture” so that people stop seeing “my” disability but see “me” for who I am?

These conversations can lead to changing the culture (poverty, housing, disabilities, etc.).

There are many questions to ask about how we work together:

- How do we set priorities, allocate resources, measure success?
- How do we build a long-term relationship between community and Government to solve complex issues?
- We know we will be stronger if we work together and are engaged. How do we do this with all the challenges that exist?
- How do we make decisions to better support the people we serve?

None of this can be done in isolation from each other. Government is part of the sector, not apart from it. We need to develop a relationship that is mature, interactive, and based on goodwill.

This Forum is a start along this path and a way to begin having these conversations – together for social change.

Minister Simpson engaged in a question and answer session after his opening comments. Most of the questions raised by Forum participants centered on:

- Sector Compensation;
- Procurement and Contracting;
- Work of the Roundtable; and
- Sector Structure

It was not possible, in the time available, to answer all the questions raised by participants – the questions answered were selected based on those receiving the most votes. All the questions raised, along with the answers provided to the selected questions, are included in Appendix E.

Graphic Illustration

A graphic chart recording the highlights of both the opening comments by the Panel Members and Minister Simpson is provided on the following page.



Together for Social Change: Exploring Collaborative Engagement

The ability to achieve lasting change must be done in collaboration – none of the issues can be tackled in isolation by one part of the sector or another. It will only be through the creation of a mature and interactive relationship, based on goodwill, that we will be able to move forward. To this end, the balance of the Forum explored what collaborative engagement could look like to create a new way of having strategic conversations to collaboratively drive social change.

Participants worked through a series of three table discussions designed to identify:

1. What successful collaborative engagement looks like;
2. What gets in the way of successful collaborative engagement; and
3. What specific steps need to be taken to support collaborative engagement over the long-term.

Successful collaborative engagement was characterized by participants as having:



This section provides a summary of specific actions that could be taken to successfully establish collaborative engagement across the Sector to inform the on-going work of the Roundtable. It was created by evaluating the identified barriers to collaborative engagement and the actions needed, as identified by participants.

1

- Invest in and build, strong, inclusive, and respectful relationships

- Collaborative engagement requires trust, respect, accountability, and a willingness to struggle through difficult issues together over a long-time horizon.
- It requires the removal of power imbalances and historical challenges to address mistrust and the fear that openly sharing in a broad forum will not result in negative consequences (such as the loss of funding).
- “Trust is created out of well-tended relationships” – time is needed to create conversations and relationships that will facilitate productive collective actions.
- Support the development of collaboration skills to empower participants and build the ability to have difficult conversations.

2

- Build broad membership that is comprehensive and equal

- Collaborative engagement needs to include broad membership that is comprehensive and equal. It needs to include providers, recipients, decision makers, invisible voices, and atypical partners.
- Resources are needed to support participation in collaborative discussions. To ensure that participation is broad and inclusive, mechanisms are needed to increase the capacity within the sector to engage in a meaningful way.
- Use a variety of approaches that make broad participation easier and cost effective (specific ideas included the use of regional tables and community level involvement).
- Invest in building capacity in Indigenous communities to ensure that Indigenous voices and knowledge is well represented and heard.

3

• Establish a clear and agreed upon direction, outcomes, and measurements

- A shared agenda that sets out a universal common purpose is needed to move forward collectively.
- There is a need to reduce the potential for power imbalances, ego, focus on individual agendas rather than collective goals, and to help move away from entrenched and long held positions.
- Within this broad framework, pick strategies that could build trust and encourage relationships to grow; seek quick wins to keep the energy and show progress towards goals.
- Create a governance model for on-going engagement of the Roundtable that establishes metrics and measurement of impact.

4

• Define processes and structures that support productive dialogue and action

- Clear frameworks are needed to guide conversations and to facilitate the open and honest exchange of ideas – courageously pursue new ideas.
- Processes need to be built on agreed upon principles of transparency, honesty, accountability, responsiveness and humility. Ground rules, feedback loops, and working groups could support this work.
- Actively listen with genuine curiosity, a willingness to learn and value all contributions.
- Identify where action can be held back by policies, procedures, and legislation; or, where information and tools are missing to do the work that is needed.
- Create clear communications to keep the Sector involved and informed.
- Embed a collaborative approach into policy – for example look for opportunities to collaborate on contracts.
- Create a structure with a mandate to represent the social services sector in its relations with government.

A graphic illustration of the highlights from each round of discussion is included after the closing remarks section below; with detailed results from each round of table discussions located in Appendix F.

Closing Remarks

The Forum closed with short remarks from David Galbraith, Rick FitzZaland, and Minister Shane Simpson, acknowledging the openness and richness of the dialogue over the course of the day.

The immediate next step is for the Roundtable to review the Forum report from today at its next meeting in early December.

The innovation and creativity that will be needed to pursue the change we are looking for will require vulnerability - this will be hard. Trust is needed to reach a place where we can build dynamic rounds of collaboration.

Today has started to build the foundation on which we can continue to grow long term sustainable relationships across the sector that are strong and progressive.

We will stumble, and, we will have success!



LIVE GRAPHIC RECORDING
APRIL ORLOFF - OUTSIDE THE LINES CA
Outside the Lines

Appendix A: Summary of Forum Feedback

Overall, feedback for the Forum was very positive. 70 out of 135 attendees (52%) filled out a feedback form. 90% of responses indicated that they would attend a similar event and average ratings for the first 3 questions were:

On a Scale of 1 to 10 how would you rate the overall effectiveness of this Forum?	On a scale of 1 to 10 to what degree would you say today's program met its purpose?	On a scale of 1 to 10 how would you rate the facilitation of this Forum?
7.87	8.01	8.94

84% of responses contained further comments for consideration:

What was the most helpful or significant part of the Forum for you?

- Attendees overwhelmingly responded that the most significant part of the Forum was meeting other people in the sector and having conversations with them. 14% of responses specifically referenced "Networking" as one of their highlights.
- 20% of responses spoke highly of the diverse representation of people from across the sector. Many highlighted how great it was to meet other people and learn about differences and commonalities in their work. There were a few suggestions to have people from different groups within the sector be more easily identified through ice-breakers/other exercises to spotlight all the different groups.
- 10% of responses identified the Minister's talk as their most significant portion of the day. Responses were positive and emphasized how genuine they felt the address was.
- 9% of responses named the panel discussion and Q&A as a highlight of the forum.
- 17% of responders said Pigeonhole was a great use of technology, while 4% found it created barriers to respond and that voting is not always the best way to get the right questions answered.

What could have been better?

- 10% of responses requested increased diversity, including more northern representation and more representation from service recipients.
- 7% of responders asked if there was a way to increase the visibility of attendees by providing a contact list, better identification of the different groups present, or moving people around throughout the discussion portions of the day.
- Attendees felt there was a lack of specified action/outputs that would be generated by this forum. 16% of responses highlighted concerns about creating measurable, impactful changes.
- There were a small amount of responses asking for shorter breaks, particularly in the afternoon.

Is there any other feedback you'd like to provide about today's Forum?

- 10% of responders specifically mentioned wanting a followup report to keep informed of the next steps after the Forum.
- There were many thanks for the travel subsidies and many mentioned that they would not have been able to attend without financial support.

Appendix B: Biographies



Honourable Shane Simpson

Minister
Ministry of Social Development and Poverty
Reduction
Government of British Columbia

Born and raised in East Vancouver, Shane has lived, worked, and engaged in community- building activities in his community since 1971.

In his professional career, Shane has worked as the director of policy and communications for Smart Growth BC, chair of the Vancouver City Planning Commission, and instructor in the Community Economic Development program at Simon Fraser University, executive director of the Worker Ownership Resource Center, legislative coordinator for the Canadian Union of Public Employees, co-ordinator and fundraiser for the Ray Cam Cooperative Center, executive assistant to former Vancouver East MP Margaret Mitchell, and as a self-employed consultant on business and economic development for labour, co-operative and non-profit groups.

In 2002, Shane was the recipient of the Queen's Golden Jubilee Medal for his contribution to community. In 1992, he was awarded the Governor General's 125th Anniversary Commemorative Medal for Community Service.

Shane and his partner Cate Jones have one adult daughter and have lived in the Burrardview neighbourhood of Vancouver Hastings since 1989.



David Galbraith

Deputy Minister
Ministry of Social Development and Poverty
Reduction
Government of British Columbia

David has been with the Provincial government since 1992. He has held a variety of executive and management level positions in a number of ministries including Finance; Environment, Lands and Parks; Tourism Sport and the Arts; Healthy Living and Sport; Community, Sport and Cultural Development; and Social Development. During his career, he has been responsible for a wide variety of program areas including: the development of the provincial budget; delivery, budgeting and accountability for provincial granting programs; developing provincial public policy and delivery of on-the-ground services across B.C.

David is an economics graduate of the University of Victoria. He has a passion for good governance, empowering people and ensuring excellent government service to British Columbians.

David was born, raised and lives in Victoria with his wife and family. His spare time is spent enjoying family, travel and walking their dogs.

**Jody Paterson**

Executive Director
Board Voice Society of BC

Jody Paterson is the part-time Executive Director of the Board Voice Society of BC and a communications consultant. She is a writer, editor and communications strategist with extensive experience writing for and managing B.C. daily newspapers. Since leaving journalism in 2004, she has worked primarily for community-based non-profits, the sector that most feeds her passion. She is the former executive director of the sex worker-led non-profit Peers Victoria, and continues to pursue opportunities in Canada and abroad to work with grassroots and activist organizations focused on social justice. Jody returned to Victoria in May 2016 after almost five years with Cuso International in which she worked with grassroots non-profits in Honduras and Nicaragua to improve communication strategies and help them tell the stories of the impact of their work.

**Leslie Varley**

Executive Director
British Columbia Association of Aboriginal
Friendship Centres

Leslie Varley, MBA, a member of the Killer Whale clan of the Nisga'a Nation, is a committed social justice advocate. She is the Executive Director of British Columbia Association of Aboriginal Friendship Centres, an umbrella agency supporting 25 Friendship Centres within the Province.

Previously, Leslie was Director, Indigenous Health at Provincial Health Services Authority where she led the development of San'yas Indigenous Cultural Safety, a cutting edge on-line, decolonizing anti-racism training program offered to the health, social and justice sectors in Canada.

Leslie's community work focuses on ending racism and violence against Indigenous people. She is a proud board member of Central City Foundation which invests in social impact real estate including Ashnola at the Crossing, B.C.'s only long term youth treatment centre.

**Rick FitzZaland**

Executive Officer
The Federation of Community Social Services of BC

Rick has worked in the health and social services sector in B.C. for over 40 years. He has held senior roles in government, the non-profit sector, and as a private consultant. His volunteer work has included setting up a school for the deaf in Chile, fundraising for special education programs in Mexico, and setting up an international parent support group for families of children with Ohdo Syndrome. His work with The Federation is informed by this experience, but his passion comes from his and Mary's many years as foster parents, raising their children, grandchildren, and the many challenges they have faced with their two adopted sons with neuro-diverse special needs. Rick's joy comes from his family and from working with people who care.

**Ross Chilton**

Chief Executive Officer
Community Living BC

Ross is a long-time leader in British Columbia's community living sector and brings extensive experience advancing inclusion in social service agencies and on sector boards.

From 2007 until joining Community Living BC (CLBC) in 2019, Ross served as CEO of Community Living Society (CLS), which provides services to individuals with developmental disabilities and families across Metro Vancouver and the Fraser Valley. At CLS, he helped expand employment and support options, and formed the Community Living Housing Society to support innovative, inclusive housing solutions. Ross has previously served on several boards including the Family Support Institute, the BC Non-Profit Housing Association, the BC CEO Network and Steps Forward.

Ross holds a Master's degree in Counselling Psychology from the University of British Columbia and has worked as a counsellor and vice president for the Interlock Employee Assistance Program. Ross is also the parent of an adult son with developmental disabilities.

Appendix C: Panel Discussion Key Messages

Broad History of the Roundtable

- Rick FitzZaland**
- The social service sector (Sector) has provided essential services to communities and the province for many years despite ever-increasing demands and decades of funding that did not keep up with that increasing demand.
- With the change in government, there was also a change in the social agenda of the province. A change that the Sector had advocated for many years. A poverty reduction strategy, work towards universal childcare, reimagining community inclusion, a Child and Youth Mental Health strategy, and long overdue pay increases were all welcomed, but also placed new demands on the Sector.
- Over this same period there were a series of government actions that, although well intended and generally consistent with Sector advocacy, were implemented in a manner that had many negative consequences for Sector viability and service delivery.
- The Sector worked to bring these challenges to the attention of government, but the complex nature of each issue, and the structural barriers to communicating with ministries and central agencies made progress challenging.
- The Sector itself is also fragmented and thus a challenge for government when trying to address these issues.
- A lot of work by many people inside government and inside the Sector resulted in the roundtable process as a means of bringing government and Sector leaders together to begin the conversations required to address the urgent, as well as the longer-term issues.
- David Galbraith**
- The new government set an ambitious social agenda and wanted to implement a lot of programs. It had been a long time since social service sector providers and government had gotten together in a meaningful way. Minister Simpson wanted to change that.
- On May 10, 2019, Minister Simpson convened the first of a series of Social Service Sector Roundtable (Roundtable) meetings with a broad representation of partners to begin discussions on pressing issues. Three meetings have been held so far – in May, August and October. The next meeting is scheduled for early December and will include a review of the results of today's Forum.
- The Roundtable Terms of Reference (TOR) show the focus on collaboration to improve the working relationship between government and community based social service agencies, and the development of actions to improve the sector in partnership (the TOR are included in this document in Appendix G).
- The Roundtable is not just looking at issues but at the actions that can move forward with real change – it's about bringing the voice of community agencies together with government to really

look at where we want to be - for example, where do we see the strategic vision of sector going forward. \$1.6 billion going into the sector and impacts citizens across BC.

Overview of Initial Issues Identified

David Galbraith The issues identified as the initial focus for the Roundtable included: recruitment and retention, procurement and contracting, our ongoing relationship, and sustainable organizations.

At the initial meeting of the Roundtable, participants prioritized recruitment and retention as a key issue impacting the sector. To focus on this issue, a small working group was established to develop a recruitment and retention strategy for the sector.

The Recruitment and Retention Working Group (R&RWG) is actively working to identify and address these concerns—including having developed an action plan for government consideration. The work of the R&RWG – that I Chair – shows a collaborative commitment to address these issues as a priority. The R&RWG has met in June, July and September.

We started by reviewing background research associated with recruitment and retention that was provided by various Roundtable members. A full day workshop in July developed an agreed Action Plan. Key areas of focus for this working group include compensation, recruitment and career pathing, training, and workplace safety.

Thoughts on the Broad Sector Recruitment and Retention Challenges

Ross Chilton Recruitment and retention is a significant challenge for providers and CLBC. The need for skilled workers is increasing, particularly for individuals with complex needs and we are seeing more of complex needs more often. It's not just about having a "warm body" but also about having the right people with the right skills.

Compensation increases are of course always welcomed and recent increases to Home Share rates helps.

We will need to engage with multiple generations in order to meet our needs. We really need to understand the workforce – millennials want clear and direct career paths. We will need to work with people to establish good training and development plans.

One danger always is that it can become a competition for talent – agencies can end up poaching resources from each other – this is not the intent, but it happens. We are potentially facing the fact that the number of actual workers available may be decreasing yet the needs are not.

Local and provincial solutions should be considered. We may also need to look more closely at the role of technology and how it may be able to help us.

Leslie Varley Some specific challenges for Indigenous services organizations exist. For examples, it is challenging recruiting for daycares, finding specialized/skilled counsellors, etc. in Indigenous organization. These organizations tend to pay on the lower end of not for profit organizations.

Together for Social Change

Often, long term employment prospects such as government jobs, with better wages and benefits, are more appealing.

Other challenges include wage differences between daycare employees under new daycare funding model; and, annual contracts and project funding vs sustained long-term funding.

Poaching of Indigenous employees to meet TRC ideals in mainstream organizations has put Indigenous non-profits in constant incubation mode: always mentoring and growing employees then losing them to gov't and other non-profits with better wages/pensions/ benefits.

It can also be hard to get accredited training in small communities (e.g. childcare) – we are working to get colleges interested in providing training for small groups in small communities. Finding funding for this training is an added barrier – service provider can get funding but have difficulty sustaining trainers in small communities.

The Roundtable's Potential to Achieve Social Change

**Jody
Paterson**

A lot of visioning done about social health – we dream big; we rarely have structure in place underneath those dreams to guide us in achieving them.

We can use the roofs on our houses as a metaphor and start with a suitably sweeping vision: “My family will live under a roof that doesn't leak.” It's a great goal. But what if the reality was that you had leaks in many places? Buckets overflowing. Bits of weakening tarpaulin pasted over some of the holes. A major reno in one corner that worked for a while but can't keep up. Leaks patched a couple of years ago that have started dripping again.

So, it is with social care. We often struggle to identify and effectively tackle the root causes. Social care fixes social problems – our lofty visions need to be broken down to the individual strategies to be applied in a planned, thoughtful, flexible and routinely updated, client-centered process based on clear, achievable outcomes.

This is how we fix the root problems and put social care on equal footing with education and health as foundational to improving social health. The Roundtable is a vehicle to get us there – it provides a place to talk about the complex issues associated with social care.

Any region, any community, any neighborhood is only as good as the health and connection of the people who live there – share examples of determinants of social health/social care such as quality child-care, wellness programs, services that improve indigenous peoples lives etc.

Social health is complex and mired in public opinion, fear, judgement, stigma – lots of time is wasted trying to assign blame. Hard to find consistent view on what “social services” means. The Roundtable is a means for establishing shared measurable social goals. It can be a forum to identify and agree on the social challenges that are priorities for tackling in BC and raise them above the political level – social care is foundational to a life well-lived and cannot be realized in a 3-5-year political cycle.

Government is foundational to supporting social health but can't stand alone – all of us have a part to play together. While this is not the first time, we have tried to figure this out – it could be the time that changes everything.

The Unique Challenges of the Indigenous Services Sector

- Leslie Varley** Indigenous service providers struggle with the same issues all other non-profits, plus the following additional challenges:
- Funding inequity: up to 90% of Indigenous citizens live off reserve yet Indigenous non-profits operate at 10% lower wages than mainstream not for profit sector.
 - Poaching: Indigenous non-profits are development and mentoring grounds for other groups, including prov/fed governments who need to fill Indigenous hire quotas.
 - Culturally safe services: Mainstream not for profits, compete for funding with Indigenous not for profit sector. They are encouraged to 'indigenize' opening new funding opportunities but without accountability back to Indigenous people.
 - Often the colonial violence of racism and exclusion equates to Urban Indigenous not for profits being asked to be partners in initiatives in name only. Funding has been fully committed to non-indigenous organizations who are not providing safe inclusive services and there is no accountability back to Indigenous community; no avenue for redress.
 - New funding models negatively impact Urban Indigenous not for profits: We are now squeezed between the shift of funding being redirected from urban Indigenous service organizations to First Nations, and to mainstream organizations who now compete under Truth and Reconciliation Commission recommendations and Indigenizing opportunities.

The Importance of Culture Change

- Rick FitzZaland** First and foremost, it is important to understand that the social services sector (Sector) is a single but complex network that is inclusive of government funders and service providers, community funders and service providers, and the people and communities that we serve.
- We have seen the results when we act as separate or antagonistic pieces. It does not serve the clients and communities well, and it does not build a rational and sustainable network of services. Change is needed and will not take place without a change in the way we work together. We have examples of government and community working collaboratively, and we see the benefits of that relationship.
- A strong, viable, and predictable Sector is vital to economically and socially healthy communities, and a vibrant provincial economy. Therefore, it is critical that we work together. Trusting relationships, a culture of collaboration, and cocreating the service network required by people and communities is required. It is riskier not to trust each other.

This work is complex, with many competing needs, and we have a history of forced competition, secrecy, and mistrust to overcome. As Leslie has illustrated, some solutions that appear at first glance to be the right way forward can-do harm if everyone who will be impacted by policy are not included in the development of that policy.

There is no easy road, only hard work, and we all must be committed to working together to find the best way forward and to respectfully and collaboratively deal with the mistakes we will make along the way.

Appendix D: Panel Questions and Answers

Recruitment and Retention	Votes
<p>Recruitment and retention is a significant issue in this sector. What discussion has occurred regarding wage increases and funding models that could facilitate less precarity among the workforce?</p>	38
<p>Answer:</p>	
<p>Recruitment and retention are the number one issue at the Roundtable as well. This is not surprising. A paper has been developed by the R&R Working Group that is now with government for consideration – at this point the Roundtable has done what it can do and must now wait for further direction.</p> <p>A next step would be to consider how we work on a human resources strategy for the sector that will allow the supports and services needed to be achieved.</p>	
<p>Why were there no self-advocates or Individual funding family representatives' part of the recruitment and retention working groups? Our issues are different than the agencies?</p>	29
<p>Answer:</p>	
<p>At the first meeting of the Roundtable, the group recognized that its scope could not address all issues from the sector and that broader engagement would be required over time. We understood that we could tackle the prominent, common issues. We know that different solutions are needed for different groups across the province. The hope is that we can work together so that we find complete solutions rather than solving just a part of the problem.</p> <p>As a next step, we need to consider the right size of the group to capture all voices and perhaps look at bringing together people to focus on other issues.</p>	
<p>Union and non-union agencies are important components of community-based service delivery yet have significant differences in wages and benefits impacting recruitment and retention. Being addressed?</p>	27
<p>Answer:</p>	
<p>This question is related to the first question above and is tied to the work that has been done by the Recruitment and Retention Working Group. A paper is with government for consideration.</p>	

Additional Questions:	
What concrete actions will you advance to address severe staff recruitment and retention challenges in the non-profit sector?	13
Ross mentioned that we ought to prepare to deal with not enough workers. Please expand on why there would not be enough workers?	7
Many agencies are already facing significant staffing shortages. Recruitment and retention is at a critical level today. What is being done now to correct this ongoing critical challenge?	7
How do we recruit and retain members for Boards of Directors?	0

Regional Complexity	Votes
Can you speak to the complexity of social services in remote and rural communities?	32
Answer:	
<p>The same needs exist in urban and rural areas but in rural and remote areas, there is a scarcity of resources as well as the vastness of the areas served. Attracting skilled people to remote communities is a significant challenge.</p> <p>Generally, people are moving away from remote communities toward urban centres. For example, in area of Prince Rupert the urban Indigenous population is 70% yet there are only a couple of service providers who offer culturally appropriate service because they are not able to bring in the talent needed to support Friendship Centres. Indigenous people also do not have the same ability to move around the province when there are changes in the resources sector.</p> <p>Solutions, and/or qualification requirements, that make sense in urban areas may not work in rural areas. For example, the requirement that a 0.5 FTE position be filled by a person with a master's degree may be appropriate in an urban center, however, in a rural/remote area finding someone with a master's degree to work part time is difficult. More flexibility is needed to meet these challenges.</p>	

Indigenous Social Services	Votes
How can we effectively support Indigenous people when we are not an Indigenous organization	27
Answer:	
<p>It is important to approach this through fulsome discussion. Come together with Indigenous organizations to collaborate as allies – do not offer to solve problems. Instead, ask how to be of service. Ask, how can we contribute and work together? How can we work together to help indigenous organizations get contracts to support our people?</p> <p>Be mindful of the move toward indigenization – be aware that obtaining cultural training does not qualify you to now solve our issues or directly deliver services. In the youth mental health sector, our communities have highest rates of suicide yet there are still no culturally safe youth mental health supports. There is also a need to safe services for indigenous women and girls.</p>	
Friendship Centres are an important element reaching into urban Indigenous populations, what is BC's plan to support other urban Indigenous groups outside of Friendship centers?	27
Answer:	
<p>In response to this question, David Galbraith indicated he will consult with his colleagues and the Roundtable members about this. This issue has been raised in the Roundtable meetings and further discussion on this planned.</p>	
Additional Questions:	
How do you plan the track Indigenous utilization across the service sector...and how do you measure the quality of the service provided?	9
If we are moving towards a different approach to Indigenous communities, why isn't their more support regarding trauma and mental health?	5
Can Indigenous groups be encouraged with funding and supports for their populations to increase the pool of talent available to fill this gap in supply of workers?	2

Collaborative Engagement	Votes
What does collaborative engagement look like for you?	26
Answer:	
<p>The short answer is that collaborative engagement means nobody leaves a loser. More consensus is reached – for example, the land use planning process for the Great Bear Rainforest got all the key people at the table (fishing, municipal government, logging interests, hunters, aboriginal groups etc.) and they worked together to figure it out by finding and aligning their common interests despite apparent differences.</p> <p>To do this requires a lot of trust and honesty and clear motives to find common interests. The Re-imagining Community Inclusion process is a good example – we took a step back and looked at what kind of world we want to see. If the conversations are easy, then likely we are just circling around the edges and not really tackling the hard issues. We need to create the environment that moves from “you against me” to “you and me against the problem”.</p>	
What mechanisms can government put in place to ensure that sector-government collaboration is sustained through changes in governments?	23
Answer:	
<p>This is not just a government responsibility. We are all a part of raising the profile of the sector. No politician would ever say that they will take the average cost of services and pay that out to providers – if the actual cost is more, then individuals have to pay. This does not happen. Health and education are acknowledged as areas that society agrees are needed and are therefore treated differently.</p> <p>The Social Services Sector should be more like Health and Education. We need to show a high functioning Sector that can be treated on an equal basis. For government, this will involve listening more than talking.</p> <p>We will need to be visible in communities, so people become aware and know the value of this diverse sector and the services it provides to the broader society.</p> <p>Creating this change is not an overnight process. Building a different relationship with the administration, staff, public service levels of government is what will sustain us across changes in governments.</p>	
Additional Questions:	
Given that many of the issues our sector is facing require upstream solutions, how can we use this opportunity to engage in collective advocacy?	5
Can we establish an informal link to collaborate cross sector?	4

Procurement and Contracting	Votes
What are your thoughts and/or plans to help mitigate competitive grant funding which contributes to decreased collaboration?	21
Answer:	
<p>We must be thoughtful about how we procure services. We need to always consider the social impacts (e.g. as PWD employment numbers increase, better lives for people are achieved).</p> <p>This question is one of the fundamental reasons for the Roundtable. Great public policy gets built when it's a collaborative effort and not just government building policy. Procurement and contracting will be a discussion at the Roundtable. We need to take a closer look and ask is it achieving what is needed to meet the needs.</p> <p>The focus on the outcomes we are looking for must ground the conversation. What contributes to a healthy community? How can we achieve the outcomes that support this? That should be the focus of a collaborative conversation about this area. As an example, consider housing for people with disabilities. We asked MAH to include a question in RFPs about how housing for people with disabilities would be included – this helps to open up the concept. Then, how this element is scored in the evaluation of RFP responses, helps reinforce its importance.</p>	
Additional Questions:	
What is the solution to competition amongst providers?	17
Why are private service providers treated the same as not-for-profit service providers? Is non-funded community development done by not-for-profit agencies taken into account?	13
Current employment programming in BC has allowed providers to serve communities where they have had zero programming prior to winning a contract. How is that fair? Local years providers left out?	9
Is there an appetite by government to revise the historic business contracting relationship with the social services sector, which is based on a vision of the sector as charity base that needs caretaking?	7
How can community development and, commitment and work in local communities be considered in the procurement process?	2

Sector Compensation	Votes
Questions:	
What are your thoughts and plan if any on supporting families who has a child with disability who could no longer work due to the complexity of their child's disability?	12
Is this government planning to increase funding to this sector?	9
A career in the sector may not make you rich but does it have to make you poor? Can you provide an update on the compensation discussions?	7
How will you compete with other organizations regarding wages and benefits as a means of retention?	6
What is the current thinking on the issue of organizational sustainability and increased funding (or investment) to support the development of effective infrastructure and systems?	4
Will there be more options for family members to be paid to care for their loved ones if they are unable to recruit caregivers? Often family members have to quit their jobs because of no supports.	4
Is there any discussion regarding compensation in reference to cost of living depending on geographical areas?	3
Can the salaries of all service provider EDs be posted publicly?	3
How does the government plan to make housing more affordable for diverse learners when most people don't make enough as it is?	2

Sector Structure	Votes
Questions:	
The Minister has made comments that “maybe there are too many service providers”. Has there been conversations at the Roundtable regarding this?	14
Can you tell us what role the private sector can, should or shouldn't play in delivering social services?	7
What is the right balance between seeking to maintain the system, vs trying to change it?	2

Structure and Participation on the Roundtable/Panel	Votes
Questions:	
This panel represents the inequity in funding - the larger, better (relatively) funded organizations, are run by white men. Discuss how you can relinquish power to shift the sector.	10
There has been no mention of the Volunteer Sector and how it relates to the Roundtable.	6
Who decides who the key people are to bring to the table? Who decides who is missing?	4
Why is there only one Indigenous group/association on the panel?	4
Why are there no self-advocates on the Roundtable?	4
Since Canada is a settler nation, and waves of immigration continue to increase, what is the role of settlement organization. Why is there no representation from the sector?	3

Work of the Roundtable	Votes
Questions:	
Is there a plan to link the Reimagining Community Inclusion action plan with the Roundtable?	20
Social service sectors and other sectors such as health and criminal justice are interdependent. Are there plans to strengthen collaboration with other actors and government bodies?	17
How can the Roundtable influence government and public opinion that social care is as important as health care and education?	7
It sounds like the round table has discussed what an ideal future state would look like. It's not clear to me what that is. Can one of you outline it?	5
When you think about the work described today, what kind of a time frame are you applying?	4
Do we have more resources allocated for this process?	2
Do we have a plan to oversee the implementation of any new initiative?	2

Training and Development	Votes
Questions:	
As hard as it is to find an individual with training for rural and urban areas, it's just as hard for available training for those looking to get trained for these roles, how will this be addressed?	8

Appendix E: Address by Honourable Shane Simpson, Minister Responsible for Social Development and Poverty Reduction, SSS Roundtable Chair

Questions and Answers

Procurement and Contracting	Votes
What did you mean by needing to change the contracting process?	36
Answer	
<p>There has been a lot of discussion about procurement. For example, how do we measure procurement? What might contracting look like? etc. Some organizations have greater capacity to write proposals to secure contracts than others. There are also challenges around how to properly support reconciliation and how services get delivered.</p> <p>The Minister of Children and Family Development is doing a lot of work in this area as well and the Ministry of Social Development and Poverty Reduction will be looking to them for guidance.</p>	
Additional Questions:	
What are your thoughts on new providers coming into communities to provide services where they have never provided services before?	16
Has there been any thought in weighting unfunded community development in awarding contracts to service providers?	12
How will the government provide an opportunity for diverse learners either to live on their own or live with a friend/partner instead of putting diverse learners into an agency run housing facility?	11
Will the current 2 tier system for autism funding be addressed? Privileged people can pay for an assessment while those on income assistance sit on an 18-month waitlist.	4
Is it better to have a segregated program, or no program at all?	3
Is it possible to have single point of access to government services?	1

Sector Structure	Votes
Minister Simpson has suggested that there are too many service providers in BC. What are his thoughts/plans behind this?	36
Answered:	
<p>I did not mean to suggest there are too many. Rather, if we are looking to deliver services then we might get better value from helping existing organizations do better than support new organizations in development. I don't know if this is the right approach or not. However, if we are going to be efficient and effective, we need to consider duplication of administrative costs for multiple service delivery organizations and focus more money on service delivery. We need a better sense of what is out there now.</p> <p>Government talks about wanting to support capacity – there are a lot of organizations in the sector. Some are large and sophisticated, some are small. The challenge is that when government starts to talk about issues of efficiency and effectiveness, organizations get concerned that government is actually talking about funding reductions.</p>	
Additional Questions:	
When you talk about community, how do you see your relationship with Board of Directors?	0

Work of the Roundtable	Votes
Women need to be at the table in a significant way. They are majority of the SSS workforce. Can you comment on the need to support & include antiviolence organizations as part of the sector?	30
Answer:	
<p>Totally agree with this. We need to do more in this area – from personal experience, feels very strongly about the need for supports and for gender-based analysis models. The poverty reduction strategy also supports this need.</p>	
What do you hope to accomplish with the Roundtable in the short term?	29
Answer	
<p>Change will not happen overnight. If the accessibility legislation passes next fall, it will put a strong foundation in place.</p> <p>The hope is that the Roundtable may be expanded to represent much of the sector, but it needs to remain well-grounded so that it survives any changes in government.</p>	

Together for Social Change

Through the Roundtable, we can strengthen the relationship and talk about how we make social policy, deliver services to the most vulnerable, support communities. We can consider questions about:

- o What kind of standards do we need moving forward?
- o What is the structure, transparency and accountability?
- o Who should be part of the conversation?

If we do this just in my ministry, we will struggle. If it is just government considering these questions, we can limp along. But if we are more collaborative, we'll be much more effective.

Additional Questions:	
How do you propose we measure social impact (and who will pay for this)?	22
Help us understand how the other partner Ministries can be involved in this process - i.e. MCFD, Health in particular.	21
No one is taking about women, yet women make up the vast majority of this sector.	18
We have an epidemic called gender-based violence - what will you do to assist this sector to meet the need for increased services?	9
When can we expect this illusive social policy framework?	4
What do you think needs to happen to elevate social care above politics?	3
What needs to happen for the province to create a social policy framework and how would that be used to measure the impacts of action?	3
Is there a time limit for the Roundtable and, if so, is there a potential to have a Roundtable-type structure that is permanent/long-term?	2
Can you tell us how you see this process affecting people in the community who need support? In what specific ways will this improve their quality of life?	0

Sector Compensation	Votes
Is the government planning to increase the housing allowance rate for people with disabilities?	23
Answer	
<p>The annual rates for income assistance have been increased by \$1,800 and annual rates for disability assistance have increased by \$2,400, in the last two years for support. This is a complex issue – we knew that if we increased shelter assistance; landlords would simply increase their rents. Changes were made to the support side to ensure that funds went to clients rather than landlords.</p> <p>As part of the CASA Agreement, we are looking at the question of a basic income. Would it be possible to do a basic income initiative in BC? Could we afford it? What would it mean? The devil is in the details – for example, what would a basic income change look like compared to income supports that already exist in BC? We have commissioned a study to explore all of these issues – a report is expected in August next year.</p>	
Additional Questions:	
How can this sector support you in advocating to your colleagues for more investment and action on the upstream issues, like increasing income assistance rates?	8
PWD has a cap for the amount to make in a year before your removed from it. This means people must choose employment or just try to live with PWD out of fear. Can the government address this?	6
Will there be a shift to more sustainable funding for the social services sector with reasonable and attainable financial models?	6
Are we going to increase the earnings exemption for people with disabilities?	4
Any appetite Guaranteed Liveable Income?	2
What is the ministry doing to address dental care for people with disabilities - rates have been frozen since 1995?	1

Indigenous Social Services	Votes
Questions:	
What steps are being made to ensure aboriginal contracts are given to ABORIGINAL service providers.	17
As you implement UNDRIP legislation, how will you support urban Indigenous communities?	11

Structure and Participation on the Roundtable/Panel	Votes
Question:	
How do we ensure that this is a community exercise? That people with disabilities and families and non-contracted services are represented too?	10
Is it possible to put 5 people with diverse abilities on the table to work with them and to let them help us move forward?	2

Collaborative Engagement	Votes
Questions:	
What are the plans to bring government staff and agencies together regularly in smaller communities?	2

Appendix F: Table Discussion Results

(highest to lowest # responses)

What does Successful collaborative engagement look like?

Broad and Inclusive Participation

Involve the 'End User' in discussion, planning and decision making with everyone having the tools they need to actively participate with shared understanding of the goal with honesty and transparency

Social change requires participation and contribution from all parties; we all have a part to play.

Common goal Membership - comprehensive, equal, including providers, recipients, decision makers, and the invisible voices, atypical partnerships
Process - authentic, open, repetitive, deep, trusted

Include people outside social services (business, etc.) as change-makers and allies.

Membership - comprehensive, equal, including providers, recipients, decision makers, and the invisible voices, enabling atypical partnerships

Ensure full representation where all stakeholders have power and are present

Including advocates and clients in the bigger and higher discussions is vital in change

Is it possible to have clients or people who have disabilities/ self-advocates at the table to help us move forward

Strong Relationships based on trust, accountability and a willingness to struggle through difficult issues

Being willing to stay in the messy and sticky conversations...and to come back to the table again to continue them (even when it is hard)

Strong leadership and champions

Meaningful, humble, intentional, respectful relationships

Creating the time and space to have the face-to-face conversations to have collaborative relationships.

Trust that is created out of relationships that are well tended.

Mutual accountability

Trust, authentic relationships and a willingness to adapt and change

Need safe space for meaningful engagement - based on principles of respect, openness, trust and honesty

Authentic, Open, Repetitive, Deep and Trusted Process

Defined scope and clear frameworks to guide conversations.

Good Process - authentic, open, repetitive, deep, trusted

A transparent, open, honest process that allows various stakeholders to be heard, responded to, and see their input acted on.

Skilled facilitator for the consultation

Clearly defined scope with a balanced perspective

Human centered design

Use of Regional Tables

Reintroduction regional sector tables so the work being done is relevant to those regions.

Use technology to create opportunities for involvement in many communities, in order to get multiple voices. Pigeonhole is a good example.

Legislative Framework in Place to Create Permanent Collaborative Mechanisms

When a permanent structure to interface with government exists. e.g. a legislated body

Legislation that establishes mechanisms for collaboration throughout the process - during consultations, through implementation, and evaluation.

Common Vision and Goals

The cause needs to be more important than our individual agendas.

Consistent, incremental, concrete changes towards a common goal.

Common vision understood and agree upon by all participants

Letting go of competitiveness to engage honestly towards a common goal

Removal of Power Imbalances

Be vulnerable, show up in a way where power imbalance does not get in the way of engagement, relationship building, the issues of importance and the possibility for collaboration

Equal involvement Equal resources Equal understanding

Having a provincial domestic violence policy that mandated the sectors to come to a collaborative table leading to high risk intervention teams. Cultural safety Funding

Strong navigator that challenges traditional power

Active Listening/Openness to diverse perspectives

Genuine curiosity and a willingness to learn

Dig in and listen assuming there is value and competency in all contribution

True consultations with the right people and a feedback loop.

When resources are committed to the community coordination as much of this work is currently done off the sides of desks

Funding to Support Collaboration

Collaborative funding model that is non-competitive and opens doors to engage

Programming dollars should be attached to capital projects. i.e. mental health and supportive housing

Realistic financial investment in the solutions that come out of the process.

Long term commitment and risk tolerance

Other

When disability pay goes up our rents also go up so how does this end up benefiting us if we don't actually get to keep or see that raise

What can get in the way of successful collaborative engagement?

Individual agendas instead of collective goals

Individual agendas instead of collective goals

Individuals power imbalance, ego, focus on self/own organization not the common goal

Lack of agreement on vision and goals

Divergent purposes, too large a scope, not a clearly defined outcome

Size, scale and diversity of our province and services and their operations. Ego is a barrier. A separate and divided agenda. assumptions that lead to lack of respect and trust

People and agencies have and protect their agendas. Can't see the 'big picture.'

Lack of Respect, Transparency and Trust

Lack of transparency and hidden agendas.

Lack respect, transparency no understanding of cultural protocols/complicity.

Lack of trust

The Triangle of collaborative dysfunction...harsh public discourse + lack of trust + fear/risk aversion

Mistrust, fear and hidden agendas.

Pre-determined agenda or outcome, real or perceived, creates lack of trust

Resources for Participation in Collaborative Discussions

Insufficient resources to support the participation of government, community and end users. Budget, time, training and support

Limited time and resources, relationship building.

Location: physical, rural, and remote - trying to connect face to face with transportation a barrier

Money to have face to face meetings - innovation; new policy development to support this type of collaboration

Need funding resources for someone to take on this work i.e. taking minutes organizing meetings. Staff are busy doing core work.

Time, capacity, resources

Fear that participation will have negative consequences

Fear of losing your own funding, autonomy, turf and some... Competing resources

A heavy focus on funding as it creates competitiveness. However, more effort to explore evaluation efforts so we have an evidence base can minimize the competitiveness

Existing culture of competition in procurement inhibits collaboration

Legacy of Patriarchal Systems and Colonialism

Bring the next generation of leaders to the table so the history of failed collaborations is less oppressive.

Creating a level playing field for meaningful participation where all voices can be heard

Minimize historic contributions

The patriarchy

Tokenism

Appropriation. Faking partnerships where none exists; tokenism and patronizing attitudes

The ' Aboriginal checkmark' - tokenism

The right people are not included or empowered to participate

Right people are not at the table

Paradigm of custodial care prevents full and meaningful participation of people using services.

Failure to recognize the value and contributions of end users

Invisible and forgotten population

Lack of end user involvement. Nothing about us without us

Power & control; uncertainty how to approach people from another community for risk of offending.

Analysis Paralysis

Lots of talk, not enough action

Lack of ability to manage and stay engaged when things get messy.

Continuity is a barrier, when people constantly change, much effort is spent getting them up to speed or sharing the history of why a decision was reached

Analysis paralysis

Policies, Procedures and Tools

Negative impacts of social media

Silly things like government policies, security issues, firewalls.

Lack of collaboration skills and authentic practice

Lack of authentic process plus inauthentic process.

Ability and capacity for people to engage

What specific steps do we need to take to support collaborative engagement over the long-term?

Establish a clear and agreed upon direction, outcomes and measurements

Together for Social Change

Enshrine collaborative engagement as part of a guiding Social Policy Framework that stands the test of time

Set a Shared Agenda and Agreeing on Shared Measurement to measure success

Establish clearly articulated, concrete goals at the beginning of the process.

Prioritize a social services framework

Create a document that contains the history of the sector; pivotal moments, decisions, how things were. To aid planning and understanding of culture and sector knowledge.

Be clear about outcomes and measurements from the outset; check in points

Invest in, and build, strong, inclusive and respectful relationships

Recognize who is missing and ask why. Make engagement accessible

Build and invest in relationships.

Building and maintaining ally-ship

Training for all participants on collaboration skills. Fierce conversations, conflict resolution.

Offer training in collaboration skills

Create a structure that embeds a collaborative approach into strategic and operational processes

Have collaborative engagement as part of an ongoing, regular strategic and operational planning process.

Revisit the Community Resources Boards Act (1974) model - which created regional SS boards like Vancouver Resources Board.

Act on an urgent basis to create a structure with a mandate to represent the SS sector in its relations with government.

Create a governance model for ongoing engagement of the round table that establishes metrics and measurements of impact

Legislation that mandates consultation

Embed collaborative approach into policy, example look for opportunities to collaborate or partner on contracts

Be clear about why you are engaging before you engage

Define Rules of Engagement that Support Productive Dialogue

Courageously pursue new ideas

Owning your privilege

Support transparency and honesty by establishing ground rules, owning mistakes, establishing feedback loops, minimizing surprises.

Value processes as well as outcomes - recognize time is fluid

Ensure the process is built on clear and agreed upon principles of transparency, honesty, accountability, responsiveness and humility.

Has to be a non-partisan conversation

Establish funding to support on-going collaboration

Funding for admin support for the project

Improve funding climate by using a collaborative funding model that is multi-year and flexible, with other levels of investments, e.g. feds, municipalities, private sector, philanthropic community

Funding commitment in place so it is sustainable

Collectively financial, time and access investments and accommodations to enable all stakeholders to attend.

Encourage a leadership model that brings range of voices to the table

Bring young leaders to the table

Membership and leadership transcend roles going forward

Clarity about who should be at the table informed by outcomes we want to achieve; people need to be excited about the outcomes to stay involved

People need to stay with the collaborative for a set period of time even if they move into new roles; helps to preserve the process, commitments, and ensure outcomes.

Build capacity in aboriginal communities to ensure their full participation

Invest in building capacity in aboriginal communities rather than farming it out.

Ensure Aboriginal input into the agenda.

Develop education and communications plan to build societal awareness and build support for foundational nature of social services sector

Education of the general public about social services so they support the process

Fight stigma and build community acceptance of social service end users; poverty, homelessness, disability, mental health and addictions.

Host dialogue about the infrastructure of social services. We talk a lot about wanting to be like health and education; what does that mean, what can be learned from the process in health?

Create clear communications to keep the Sector involved and informed

Agreed upon joint communication that is publicly distributed.

Good communications plan that keeps Community informed and provides opportunities for participation.

Communicate that collaboration is key to moving forward with intended plan.

Appendix G: Social Services Sector Roundtable Terms of Reference

Purpose: Social services organizations, in partnership with government and other public sector agencies, provide an important array of services that people count on every day. There is mutual recognition that a strong and sustainable social services sector is essential for ensuring quality services and better outcomes for British Columbians.

The purpose of the Social Services Sector Roundtable (SSSR) is to provide a forum for Ministers and senior executives in government and social services sector representatives to: maintain good relations through on-going communications; discuss matters of importance within the sector; and address issues in a coordinated and collaborative way.

Objectives: The SSSR will:

- Provide a forum to discuss matters of importance within the social services sector and propose actions to respond to issues identified.
- Provide the social services sector with a formal channel for on-going communications and engagement with senior levels of government to foster and ensure a collaborative and respectful relationship.
- Provide opportunities to ensure more coordinated and strategic approaches for the delivery of services and to build a shared vision for the future of social services in British Columbia.

Membership: The SSSR will be comprised of Ministers and senior executives from government ministries and agencies and from representatives of the social services sector. It is expected that members are authorized to speak on behalf of and can represent the interests of their respective organizations.

Membership is set out in Appendix A and will be updated to reflect changes in the composition of members.

The SSSR Chair will be the Minister of Social Development and Poverty Reduction and the Vice Chair, the Deputy Minister, Ministry of Social Development and Poverty Reduction.

Together for Social Change

Key Principles:

- Commitment to open, respectful, and timely communications as well as active participation.
- Commitment to constructive and collaborative discussions and problem-solving - taking into account the shared interest to develop solutions that will lead to better services and outcomes for British Columbians.
- Respect for the diversity of people, interests, organizations, and communities, including Indigenous communities, as represented by members of the SSSR.
- Respect for the confidentiality of issues that may be brought to the SSSR for discussion.
- Proactively strive for action orientated outcomes.

Roles and Responsibilities

- Members commit to attending meetings and only to send delegates when it is required.
- The SSSR can establish sub-committees and working groups as needed and the associated governance and scope.
Sub-committees and/ or working groups established by the SSSR are set out in Appendix B.
- A Secretariat for the SSSR will: document discussions and prepare minutes; inventory issues impacting the social services sector as identified by members and any actions proposed for implementation in the short, medium and longer term to address those issues.

Support and Administration:

The Ministry of Social Development and Poverty Reduction will provide secretariat support for the SSSR.

Agreed/ Approved

October 1, 2019

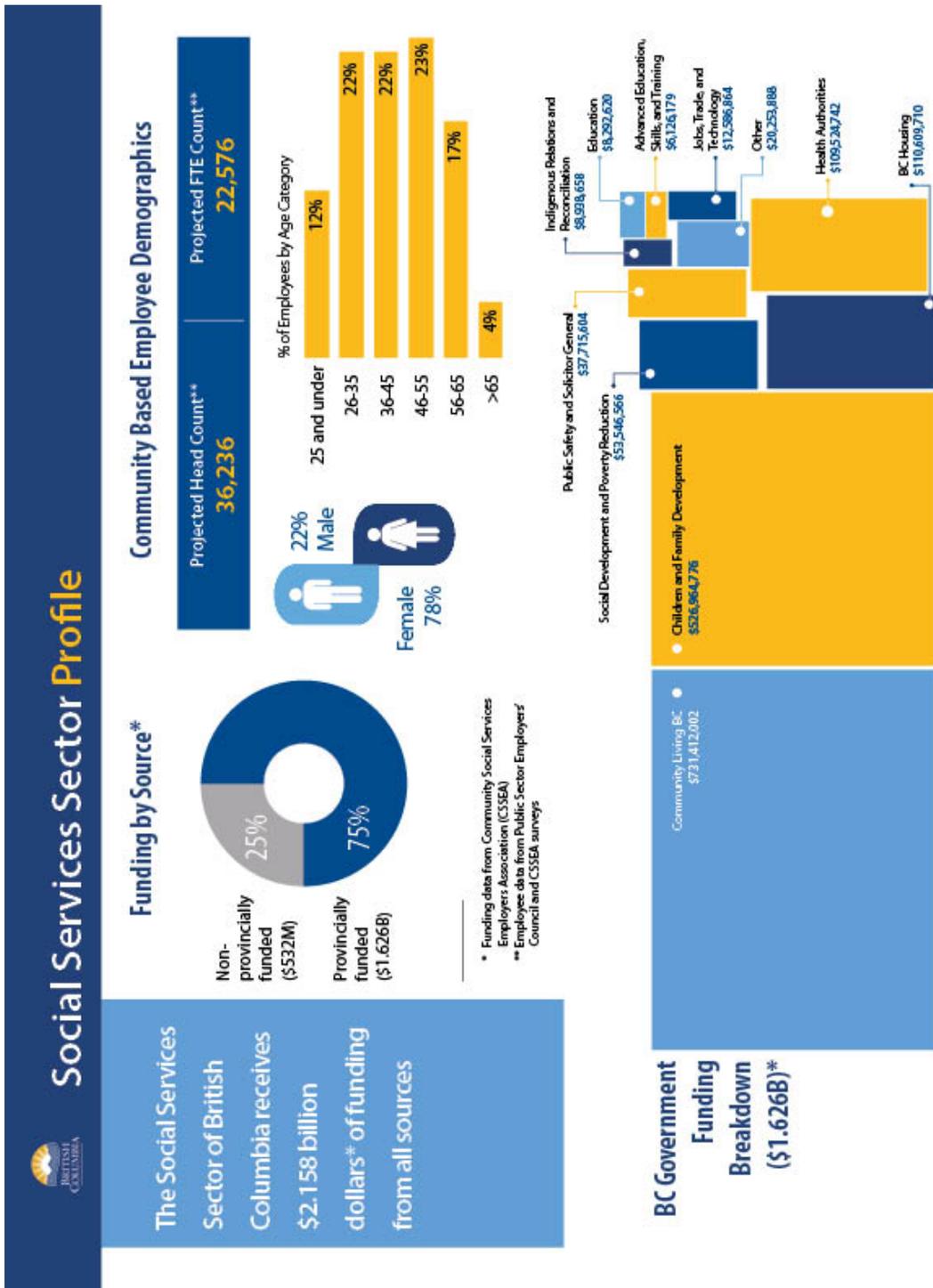
APPENDIX A: SOCIAL SERVICES SECTOR ROUNDTABLE MEMBERSHIP	
ORGANIZATION	REPRESENTATIVE(S)
Ministry of Social Development and Poverty Reduction	Honourable Shane Simpson, Minister
Ministry of Social Development and Poverty Reduction	David Galbraith, Deputy Minister
Public Sector Employers' Council	Christina Zacharuk, CEO and President
Ministry of Social Development and Poverty Reduction	Jonathan Dubé, ADM and EFO, Corporate Services Division
Ministry of Children and Family Development	Rob Byers, ADM and EFO, Finance and Corporate Services
Ministry of Public Safety and Solicitor General	Lisa Anderson, ADM, Community Safety and Crime Prevention
Ministry of Social Development and Poverty Reduction	Teresa Kovacs, Executive Director, Corporate Planning and Strategic Initiatives
Ministry of Social Development and Poverty Reduction	Alissa Brandt, Senior Ministerial Assistant
Ministry of Social Development and Poverty Reduction	Brenda Tombs, Executive Assistant
BC Association of Aboriginal Friendship Centres	Leslie Varley, Executive Director
Board Voice	Terry Anne Boyles, Board Co-Chair
Board Voice	Jody Paterson, Executive Director
CEO Network	Doug Tennant, Past President
CEO Network	Brenda Gillette, CEO
CEO Network	Karyn Santiago, President
Community Living BC	Ross Chilton, CEO
Ending Violence Association of BC	Tracy Porteous, Executive Director
Ending Violence Association of BC	Natalie Dunbar, Legal Analyst
Federation of Community Social Services of BC	Rick FitzZaland, Executive Director

Federation of Community Social Services of BC	Rebecca Ataya Lang, Director of Programs and Services
PARCA Provincial Association of Residential & Community Agencies	Paul Barnett, President
PARCA Provincial Association of Residential & Community Agencies	Tim Agg, Consultant

APPENDIX B: RECRUITMENT AND RETENTION WORKING GROUP

ORGANIZATION	REPRESENTATIVE(S)
Ministry of Social Development and Poverty Reduction	David Galbraith, Deputy Minister
Ministry of Social Development and Poverty Reduction	Jonathan Dubé, ADM and EFO, Corporate Services Division
Ministry of Children and Family Development	Rob Byers, ADM and EFO, Finance and Corporate Services
Ministry of Public Safety and Solicitor General	Lisa Anderson, ADM, Community Safety and Crime Prevention
Ministry of Social Development and Poverty Reduction	Teresa Kovacs, Executive Director, Corporate Planning and Strategic Initiatives
Public Sector Employers' Council	Robert Pauliszyn, Executive Director
BC Association of Aboriginal Friendship Centres	Leslie Varley, Executive Director
BC CEO Network	Ernie Baatz, Board Member
Federation of Community Social Services of BC	Tanya Beharien, President
Federation of Community Social Services of BC	Rick FitzZaland, Executive Director
Federation of Community Social Services of BC	Ingrid Kastens
Ending Violence Association of BC	Tracy Porteous, Executive Director
Ending Violence Association of BC	Natalie Dunbar, Legal Analyst

Appendix H: Social Services Sector Profile



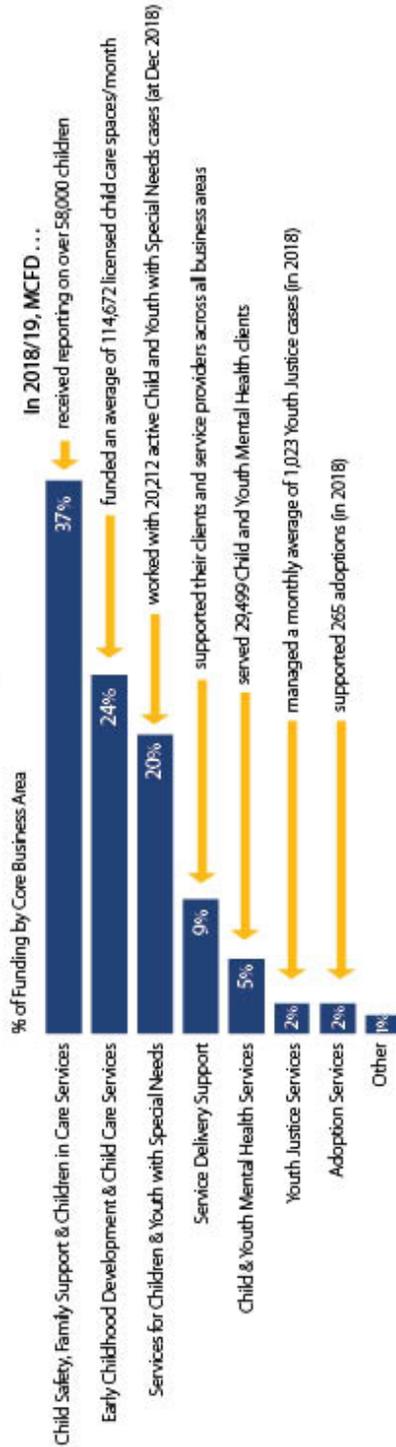
* Funding data from Community Social Services Employers Association (CSSEA)

** Employee data from Public Sector Employers' Council and CSSEA surveys

Social Services Sector Profile

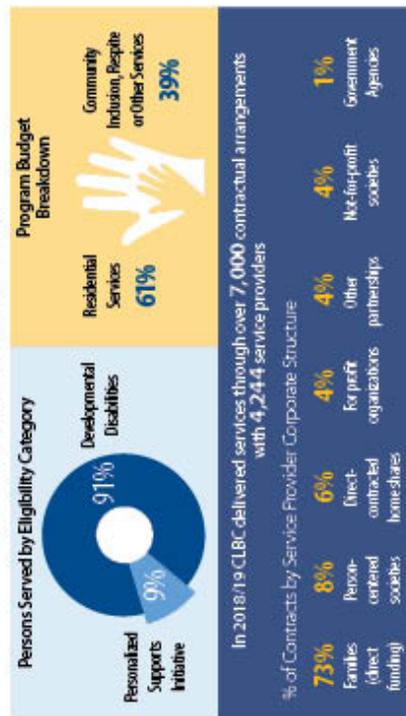


Ministry of Children and Family Development (MCFD)



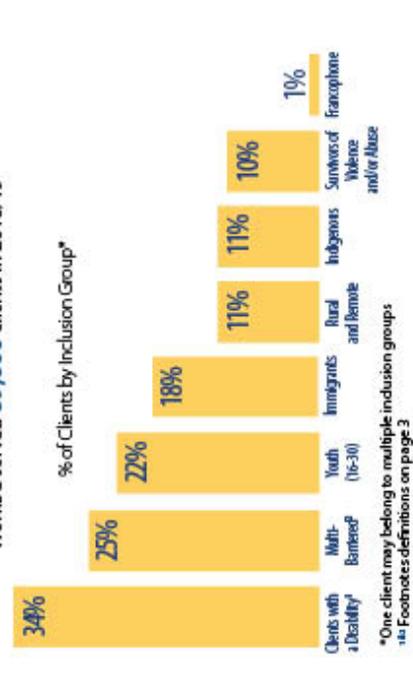
Community Living BC

CLBC currently serves 22,224 people



Ministry of Social Development and Poverty Reduction

WorkBC served 89,000 clients in 2018/19



Social Services Sector Profile



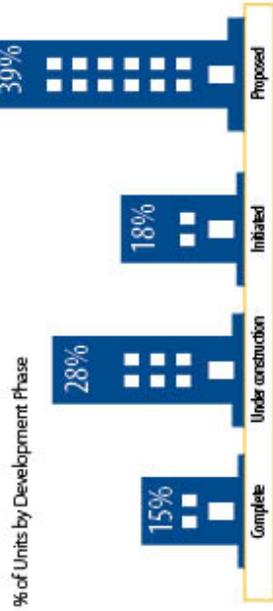
Public Safety and Solicitor General



BC Housing

In 2019/20, BC Housing will assist over 116,000 households in nearly 290 communities across the province through a range of programs, initiatives and partnerships.

As of August 31, 2019, BC Housing and Post-Secondary Institutions had **22,314** Units Completed and in Development*



*All units are new since Summer 2017

Ministry of Social Development and Poverty Reduction continued from page 2

1 Clients with a Disability: Clients with a disability include individuals with a physical, cognitive, mental, sensory, or developmental condition that results in limitations executing tasks or taking actions that relate to Employment.

2 Multi-Barrriers: Multi-Barrriers includes individuals who face chronic mental health, addiction or homelessness. Clients are also considered multi-barrered if they are facing two or more of these challenges.

Social Services in BC are diverse. Some of the services being provided by the sector are:

- Family Development
- Youth Services
- Community Development and Capacity Building
- Mental Health Services
- Early Years
- Family Resource Programs
- Services for Older Adults
- Housing/Housing Supports
- Employment Services
- Sexual Abuse Counselling and Support
- Information Centre/Resource Centre
- Advocacy
- School-Based Supports
- Residential Services for Youth
- Materials Assistance (Food Security, Food Bank, Clothing)
- Childcare/Afterschool Care
- Family Violence Services
- Violence Against Women
- Services for Children and Youth with Special Needs
- Community Living Services (adults)
- Foster Caregiver Services
- Education Programs for Adults
- Substance use Services
- Autism Services
- Infant Development Services
- Immigrant/Refugee Support Services
- Victim Services
- FAS Programming
- Childcare Resource and Referral
- Services for the LGBTQ2S+ Community
- Programs for Aboriginal, First Nations, and Metis
- Adoption Services
- Problem Gambling Services
- Neighbourhood Houses
- Disaster/Emergency Response
- Other Services