

PROVINCE OF SASKATCHEWAN



10-11

ANNUAL REPORT

MINISTRY OF
SOCIAL SERVICES

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This annual report is also available in electronic format from the Ministry’s website at www.socialservices.gov.sk.ca.

Letters of Transmittal



July 28, 2011

His Honour, the Honourable Dr. Gordon L. Barnhart
Lieutenant Governor, Province of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Ministry of Social Services for the fiscal year ending March 31, 2011.

The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to managing expenditures responsibly on behalf of Saskatchewan people.

Significant accomplishments and commitments met by the Ministry of Social Services in 2010-11 include completion of a new organizational management structure for the Ministry, launched in June 2009. This positions the Ministry to become a more effective, efficient, high-performing organization that realizes the best outcomes for its clients, the most vulnerable citizens of Saskatchewan.

Additional Ministry highlights in 2010-11 include:

- The announcement in March 2011, as part of the Saskatchewan Advantage Housing Plan, of two new programs to engage municipalities and help stimulate and support housing development opportunities in the province.
- Receipt of the final report of the independent Saskatchewan Child Welfare Review in December, followed by government's initial response to the report, which included:
 - formation of a Cabinet Committee on Children and Youth to direct development of a "Saskatchewan Children and Youth Agenda";
 - formation of a Deputy Ministers' Committee on Children and Youth to support the Cabinet Committee; and
 - a government-wide budget submission on the Children and Youth Agenda.

The Saskatchewan Children and Youth Agenda, announced in March 2011, is a new, cross-government approach to the complex issues facing Saskatchewan children, youth and families.

- Continued achievement in reducing the waitlist of people with intellectual disabilities who require programs and services for their assessed needs. As of March 31, 2011, services for 316 individuals of the original 440 Community Living waitlist from 2008 (71.8 per cent) were under way or in development.

We will continue to build on these achievements in the year ahead as we deliver on Government's commitments to the people of Saskatchewan.

A handwritten signature in black ink that reads "June Draude". The signature is written in a cursive, flowing style.

June Draude
Minister of Social Services



July 28, 2011

The Honourable June Draude
Minister of Social Services

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Social Services for the fiscal year ending March 31, 2011.

I acknowledge responsibility for this report and assure that the information contained herein is accurate, complete and reliable. I further acknowledge responsibility for the financial administration and management control of the Ministry.

A handwritten signature in black ink, appearing to read "Marian Zerr". The signature is fluid and cursive, with a large loop at the end.

Marian Zerr
Deputy Minister of Social Services

Introduction

This annual report presents the Ministry's activities and results for the fiscal year ending March 31, 2011. It reports to public and elected officials on public commitments made by the Ministry and on other key accomplishments.

With the release of the Ministry Plan for 2010-11, results are provided on the publicly committed strategies, actions and performance measures identified in the Plan. This report also demonstrates progress made on Government commitments as stated in the Government Direction for 2010-11, the Minister's mandate letter, throne speeches, and other commitments.

This report sets the stage for future planning and budgeting processes by providing an opportunity to assess the accomplishments, results and lessons learned, and identifying how to build on past successes for the benefit of Saskatchewan people.

Alignment with the Government's Direction

Ministry activities in 2010-11 align with Government's vision and three goals:

Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of Government's three goals and work toward a secure and prosperous Saskatchewan. The Ministry of Social Services aligns with Government's direction by protecting Saskatchewan's vulnerable people and supporting their inclusion in the province's prosperity. The role of Government through Social Services is to ensure that:

- children are safe from abuse and neglect;
- people have basic shelter, food and clothing; and
- vulnerable citizens have an opportunity to participate in the community.

Ministry Overview

With a budget of more than \$757.8 million and more than 2,000 employees (1,879.4 actual FTEs along with 24 for summer students, with a budget of 1,913.1 FTEs), Social Services is one of the largest ministries in the Saskatchewan Government. Social Services provides child welfare services, income-support programs for low-income families, seniors and people with disabilities, social assistance programs for people out of work, housing supports, and programs and services to support families and people with disabilities. The Ministry delivers most of its programs through 20 service offices (as well as a number of day offices) in communities across the province.

Initial application to most of the Ministry's financial assistance programs is through a central, phone-based Client Service Centre. The Centre is the first point of contact for low-income people applying for income assistance from the Ministry.

In 2010-11, the Ministry had 212 contracts with community-based organizations (CBOs) in various communities across the province, at a total annual investment with CBOs of approximately \$155.6 million. These independent organizations form an important part of the human services system by addressing local issues and needs. Services range from group homes for people with disabilities to mobile crisis units.

The Ministry includes Saskatchewan Housing Corporation (SHC), a Treasury Board Crown with offices in Regina, Saskatoon and Prince Albert. SHC provides a range of housing programs and services, including social and affordable rental housing, tenant programs and services, home repair, renovation and adaptation programs for homeowners and landlords, supply-focused programs, and homeownership options.

SHC supports about 23,500 government-funded social and affordable rental housing units and about 5,400 special-purpose housing units (i.e., special care and group homes) in the province. Over the years, SHC has helped many households achieve

homeownership, and about 1,200 households still have forgivable loans with SHC. In total in 2010, SHC provided support to approximately 30,100 housing units. SHC owns 61 per cent of these, which local housing authorities manage on SHC's behalf. The remaining units are owned and managed by non-profit and co-operative groups and by the private sector.

SHC manages operating agreements with approximately 450 organizations. For more information about SHC's partnerships and budget, please refer to the 2010 SHC Annual Report available at: <http://www.socialservices.gov.sk.ca/housing>.

The Ministry also includes the Status of Women Office. The Office is responsible for conducting gender-based analysis, developing and reporting on equality indicators, and collaborating with government and community-based stakeholders to monitor the impact of programs, services and initiatives of the Government of Saskatchewan on women and their families.

Our Mission

We protect Saskatchewan's vulnerable people and support their inclusion in the province's prosperity.

Our Mandate

The Ministry supports citizens at risk as they work to build better lives for themselves through economic independence, strong families and strong community organizations. The Ministry assists these efforts through income support, child and family services, support for persons with disabilities and efforts to develop affordable housing, and by building greater capacity in community-based organizations.

Ministry Transformation to High Performance

In 2009, the Ministry undertook a major reorganization, positioning it to become a more effective, efficient, high-performing organization that realizes the best outcomes for its clients. Throughout 2010-11, the transition to the new management structure was completed. This work was guided by an Organizational Effectiveness Framework that contained specific strategies and actions in the key areas of strategic clarity, structure and governance, performance and accountability, and leadership and attitude. One of the hallmarks of the Ministry's reorganization was the clear integration of the Government of Saskatchewan's strategic direction through the alignment of the Minister's mandate with the goals and objectives of the Ministry, which cascade into the work of its divisions and its staff. Highlights of the work completed this fiscal year include:

- continued dedication to effective change management with the identification of additional change management initiatives necessary to support employees;
- establishment of vertical governance structures for each division;
- establishment of formalized "horizontal" committees for key governance and planning functions across the Ministry, such as policy and financial management;
- documentation of roles across divisions for policy and financial management;
- focus on accountability and achieving outcomes through a formal performance management system;
- development of a plan to advance Business Process Improvement (BPI) throughout the Ministry; and
- creation of a risk management framework for the Ministry.

In just over one year, the reorganization is already demonstrating significant results. Saskatchewan's communities and vulnerable

citizens, Ministry employees and government as a whole are benefiting from the Ministry's renewed focus on management oversight, innovation, integration and client outcomes.

Key Programs and Core Services

Child and Family Services (CFS) Division

is responsible for developing, designing, implementing and maintaining effective programs and services for at-risk children, youth and families. Programs and services are designed to protect children and youth from abuse and neglect, and preserve and strengthen the family unit. CFS programs and services are delivered directly by Ministry staff and by an extensive network of CBOs and First Nations agencies. CFS programs and services include:

Child Protection Services promote the safety and well-being of children and youth in need of protection by offering services that are designed to support children and their families. These services are focused on addressing identified risks to child safety and working with the family to address these risks so that children can return home as soon as possible. When it cannot be assured that the risks to child safety will be addressed, it may be necessary for children to remain in the care of the Minister and long-term planning is required.

Family Support Services include a range of in-home family services provided to support and assist families to address child safety issues so that out-of-home placements will not be required. Services are generally purchased directly from professionals, private individuals or CBOs. Services available include intensive short-term in-home services from parent aide/ family support workers, homemaker services, life-skills training, parenting education, assessments, respite services or child care, and counselling services.

Services for Children and Youth include out-of-home care resources (such as extended family placements, foster care, group homes, assessment/stabilization

facilities, peer homes and private treatment) to provide protection for children who cannot remain in their home for reasons of safety.

Support Services to 16- and 17-year-old Youth provide support and guidance to youth within an individualized, integrated case-planning approach. Services include caseworker support and counselling, advocacy and assistance to address personal and family issues, educational/vocational and/or employment planning, supervision and accommodation assistance, and remedial care and treatment.

Adoption is a permanency planning option for children who may be adopted through a variety of legal processes, such as Crown ward adoptions, independent adoptions, step-parent adoptions and inter-country adoptions.

Post-Adoption Services include the Saskatchewan Post-Adoption Registry, which processes requests for information or contact from those involved in the adoption process. Registry services include provision of non-identifying information, search and contact services, passive registration and special search services.

Income Assistance and Disability Services (IADS) Division designs, delivers and monitors programs that provide financial assistance to meet basic needs and support economic self-sufficiency. The division also provides supports for community inclusion of people with disabilities. Programs are delivered to individuals directly by Ministry personnel and through an extensive network of CBOs and service providers. IADS recognizes the importance of working with and supporting community-based service providers and government partners to ensure that communities are able to best support citizens who are economically or socially marginalized. The Ministry hosts the Office of Disability Issues (ODI), which serves as a focal point for disability policy issues for the provincial government and is a key entry point for the

disability community. ODI also participates in the development of policies and programs within the Ministry and across government.

Income support programs and services include:

Saskatchewan Assistance Program (SAP) is a program of last resort for families and individuals who, for various reasons including disability, illness, unemployment or low income, cannot meet their basic needs.

Transitional Employment Allowance (TEA) provides financial assistance to support people with basic financial needs while they participate in employment services or pre-employment services and training. TEA also provides temporary assistance to those who have a known date for employment or who expect to receive Employment Insurance benefits or some other form of financial support.

Saskatchewan Employment Supplement helps parents with the child-related costs of working (child care, transportation, etc.).

Seniors Income Plan is a monthly supplement for seniors who have little or no income other than the federal Old Age Security (OAS) pension and Guaranteed Income Supplement (GIS).

Saskatchewan Family Rental Housing Supplement is paid to eligible low-income parents to promote access to safe, affordable and quality housing.

Child Care Subsidy helps eligible parents meet the monthly costs of licensed child care by reducing the fees charged to eligible parents. Subsidies are paid directly to child care centres or family child care homes.

Disability income support and benefit programs and services include:

Saskatchewan Assured Income for Disability (SAID) is an income-support program for people with significant and enduring disabilities. SAID is currently available to people who live in a residential care arrangement and have an assessed level-of-care of two or higher.

Cognitive Disability Strategy Benefit is a flexible funding benefit based upon assessed need which supplements existing programs to meet the unique needs of individuals with cognitive disabilities and their families.

Community Living Family Respite Program is a monthly respite benefit based on assessed need and paid to the parent(s) or guardian(s) of eligible children with intellectual disabilities.

Saskatchewan Disability Rental Housing Supplement is a benefit paid to eligible low-income individuals with disabilities to promote access to safe, accessible, affordable and quality housing.

Other income assistance programs and services include:

JobsFirst provides services designed for social assistance clients who are ready to work and need assistance with job search skills. Participants are referred by Income Assistance workers and the service is delivered by the Ministry of Advanced Education, Employment and Immigration.

Employment Service for Parents provides active job search services for parents to accelerate progress to employment and inform parents of the supports and services available to help them with the transition to work. Participants are referred by Income Assistance workers and the service is delivered by CBOs.

Discounted Bus Pass Program provides discounted bus passes to eligible low-income people through transit authorities in the communities of Regina, Saskatoon, Prince Albert, Moose Jaw, Swift Current and Yorkton.

Community Living programs and services for people with intellectual disabilities include:

Group Homes, operated by CBOs, are licensed to provide personal care, supervision and support for typically three to six adults with intellectual disabilities. Homes are located in residential neighbourhoods throughout Saskatchewan.

Group Living Homes are operated by CBOs for usually three to six people with intellectual disabilities who are responsible for paying their basic shelter costs. The individuals are recipients of social assistance benefits such as SAP or SAID. IADS may provide funds to a CBO for personal care, supervision and support services.

Approved Private-service Homes are licensed private community homes that provide a family atmosphere and daily living supports for one to five people with intellectual disabilities.

Supported Independent Living Programs provide adults with intellectual disabilities living in their own residence with the limited support and supervision they may require to live as independently as possible. Examples of supports may include help with banking or shopping for nutritious foods.

Day Programs, operated by CBOs, support individuals to develop work, leisure and life skills. Supports are provided to help individuals reach their potential and/or obtain a higher level of independence. Supports may include vocational training, employment experiences, life skills, socialization and recreation.

Valley View Centre, located near Moose Jaw, provides 24-hour, seven-days-a-week residential services for 218 (as of March 31, 2011) people with intellectual disabilities, many of whom have complex medical and behavioural support needs. No new admissions have been accepted since October 2002.

North View Home, located in Prince Albert and operated directly by the Ministry, provides 24-hour residential care in a community neighbourhood for five people with intellectual disabilities. North View Home also operates a provincial Crisis Support Program that provides outreach and residential supports for people in the community who have intellectual disabilities and complex needs.

South View Home, located near Moose Jaw and operated directly by the Ministry, provides a home for up to three people with intellectual disabilities and complex needs. One space is reserved for individuals in crisis or in need of respite.

Housing Division performs the work of Saskatchewan Housing Corporation (SHC). The division is accountable for developing, designing, delivering, monitoring and maintaining effective housing programs and services for people who could not otherwise afford or obtain adequate, safe and secure shelter in the market. SHC promotes independence and self-sufficiency through its provision of housing, and housing programs and services, that are delivered either directly through SHC, by local housing authorities or by third-party groups.

Housing programs and services include:

SHC Supply-Focused Programs help increase the number of affordable housing units in the province.

- **The Rental Development Program** provides one-time capital funding to assist non-profit corporations, co-operatives, municipalities and the private sector to develop affordable rental units for low-to-moderate income households.

- **The Secondary Suite Program** provides forgivable loans to individuals, non-profit organizations and the private sector to develop affordable rental suites in existing and new housing.

Homeownership Programs provide various forms of funding to eligible families to help them buy or build a home. For example, SHC provides financial assistance to help Habitat for Humanity Saskatchewan affiliates build safe, quality homes for lower-income families in selected communities across the province.

Social and Affordable Rental Programs provide low-cost rental housing for eligible individuals and families. The Social Housing Rental Program provides quality, suitable, affordable rental housing for low-income seniors, families and people with disabilities. Rent is based on income, with priority given to lower-income households, families in crisis and those with health and/or social needs. The Affordable Housing Rental Program enables eligible low-to-moderate income families and individuals to access suitable, affordable rental accommodations. The program's objectives are to alleviate the shortage of quality, affordable housing for moderate-income families and individuals in larger-market communities and create a supply of rental housing in communities where there is limited private market rental accommodation. Rents are set at the low end of the market.

Repair, Renovation and Adaptation Programs offer forgivable loans to low-income homeowners and to rental property owners with low-income tenants to upgrade their properties to minimum health and safety standards. Home adaptation programs offer financial assistance to low-income homeowners and tenants to make homes accessible for seniors or people with disabilities to help them live independently. Emergency repair programs offer financial assistance to low-income homeowners who require emergency repairs for continued safe occupancy of their homes. Forgivable loans are also available to assist existing

emergency shelter providers to bring their buildings up to an acceptable level of health, safety and security. SHC also provides forgivable loans to increase the number of emergency shelter spaces and second-stage housing units for victims of violence.

As part of the **Saskatchewan Advantage Housing Plan**, two new programs were announced in March 2011 to engage municipalities and help stimulate and support housing development opportunities in the province:

- **The Affordable Home Ownership Program** reimburses participating municipalities an amount up to the equivalent of five years of the education portion of the property tax to a maximum of \$5,000 per household to provide homeowners assistance with the purchase of a new home.
- **The Rental Construction Incentive** provides provincial grants up to \$5,000 per unit to participating municipalities which have programs that support the development of new, purposely-built rental housing or the conversion of non-residential property to rental units.

The Status of Women Office adds capacity to government's policy and decision-making function by conducting gender-based analysis, developing and reporting on equality indicators, and collaborating with government and community-based stakeholders to monitor the impact of programs, services and initiatives of the Government of Saskatchewan on women and their families. Social Services assumed responsibility for the Status of Women Office from Advanced Education, Employment and Immigration in June 2010. Integration of the Status of Women Office into the Ministry's Corporate Services Division and strategic planning processes is in progress.

In 2010-11, the Status of Women Office released two reports:

- *Women in the Saskatchewan Labour Market: A Comparison of Wage Rates (2010)* examines and analyzes sex-based differences in hourly wage rates in Saskatchewan's 2009 labour market, and builds knowledge about the status of women in Saskatchewan's labour force. The first section of the report paints a broad picture of women in Saskatchewan's labour market. The next two sections focus on employment and wage rates respectively in terms of the characteristics of workers, and the characteristics of jobs. The final section analyzes and discusses sex and gender differences in wage rates.
- *Sex and Gender Equality in Saskatchewan* is a four-part report intended to inform and raise awareness about the impact of sex and gender on life experiences and outcomes for women and men in Saskatchewan, and to contribute to and advance work to increase women's security and independence. The four indicators examined in this report are education, income and wealth, living arrangements and paid and unpaid work.

Progress in 2010 - 11

The Ministry of Social Services supports Government's goal to sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.

Support people to enter the workforce

Results:

In partnership with Advanced Education, Employment and Immigration (AEEI), continue to deliver JobsFirst and Employment Service for Parents to assist employable income assistance clients to obtain employment.

- In 2010-11, Social Services referred 7,134 participants to JobsFirst and 2,936 to Employment Service for Parents. JobsFirst and Employment Service for Parents are operated through a partnership between the Ministry and AEEI. AEEI's Career and Employment Centres deliver these services through contracts with community-based organizations. JobsFirst is available in all major Saskatchewan cities; Employment Service for Parents is offered in Saskatoon, Regina, and Prince Albert. Social Services refers employable Saskatchewan Assistance Program (SAP) and Transitional Employment Allowance (TEA) applicants to these services to help people receiving financial support to develop skills to become financially independent.

With AEEI, enhance existing service linkages and programming for employable income assistance clients.

- In 2010-11, a series of five new measures, Accelerating Connections to Employment (ACE), were implemented to counteract the impact of higher unemployment on the social assistance caseload:
 - Clear and consistent messaging and a new Commitment Form were implemented in April to provide employable SAP and TEA clients without

children with clear expectations about their responsibilities to look for work. This measure included a strengthened message that employable applicants are expected to find a job as soon as possible, look for work every day, and provide evidence of their job search efforts when requested. Applicants are asked to sign the Commitment Form to confirm their understanding of these expectations.

- An interview process was implemented in November in Saskatoon, Regina, Prince Albert, Moose Jaw, North Battleford and Yorkton whereby fully-employable clients without children in receipt of their third month of benefits from either SAP or TEA are asked to demonstrate their job search efforts in an interview. If the client does not attend the interview or demonstrate adequate job search efforts, his or her benefits are stopped.
- A Monthly Report Form was implemented in September. All TEA clients and fully-employable clients without children in receipt of SAP receive this form at month end. Clients who still require benefits must sign and return the form by the 15th of the next month. Clients who do not return the form do not receive benefits.
- A more structured referral process for TEA clients and fully-employable SAP clients to AEEI's employment services was implemented in January to include 18 more communities. Before the change, referrals occurred in only the six largest centres in Saskatchewan. Clients who choose not to attend the employment service have their benefits stopped.
- The requirement for an Employment Insurance (EI) application was implemented in January. Fully-employable clients are now required to apply for federal EI benefits. Clients must show proof of application to continue receiving SAP or TEA benefits. This approach ensures that individuals are receiving the EI benefits to which they are entitled.

- Also in 2010-11, development began on an evaluation plan to assess the impact of the five measures above.

(Mandate Letter)

Provide financial support and incentives for households to enter and remain in the labour force through the Saskatchewan Employment Supplement (SES).

- As of March 31, 2011, 6,371 people were receiving SES, which helps parents with low incomes cover the child-related costs of working.

Measurement Results:

Number of families receiving the Saskatchewan Employment Supplement (SES).

The performance measure may be influenced by several factors, including the health of the labour market at the lower end of the income scale. The measure is based on the monthly average number of families receiving SES payments during the fiscal year.

Fiscal year	Average number of families receiving SES per month
2006-07	6,852
2007-08	6,043
2008-09	5,874
2009-10	6,090
2010-11	6,084

Source: Social Services Report MRPW01

In 2008-09, income thresholds were increased, resulting in an increase in program utilization. Since 2008-09, the caseload has stayed at a consistent level.

The Ministry of Social Services supports Government’s goal to secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Support basic needs of individuals and families

Results:

Provide basic last resort income support through the Saskatchewan Assistance Program (SAP) and Transitional Employment Allowance (TEA).

- On February 1, 2011, the Ministry increased the earned income exemptions in SAP for singles and childless couples with a disability. This change increased the base exemption (fully exempt) for single recipients by \$100 per month and for childless couples by \$125 per month.

Measurement Results:

Number of households and beneficiaries receiving Saskatchewan Assistance Program (SAP) or Transitional Employment Allowance (TEA) benefits.

SAP and TEA are last-resort income supports for people who have no other alternatives. A reduction in the number of households and persons depending on these programs for assistance indicates better outcomes for Saskatchewan people with low incomes. Although social assistance caseloads increased this past year due to the continued impact of the global economic downturn, Saskatchewan is faring better than most Canadian jurisdictions.

Fiscal year	Average number of households on SAP/TEA per month	Average number of beneficiaries on SAP/TEA per month
2006-07	27,079	46,346
2007-08	25,963	43,759
2008-09	24,412	40,713
2009-10	23,409	40,408
2010-11	24,169	41,734

Source: Social Services Income Assistance Report ER02

The measure is calculated as a monthly average over a 12-month period.

Percentage of population 0-64 years who receive social assistance.

This measure helps evaluate the steps the Ministry has taken to ensure a “secure Saskatchewan” that is safe to live in and raise a family. Ministry programs to assist people who do not have alternative means of financial support to assist with their basic needs include the Saskatchewan Assistance Program (SAP), Transitional Employment Allowance (TEA), Saskatchewan Assured Income for Disability (SAID) program, Seniors Income Plan, and Child Care Subsidy.

Social assistance dependency reflects the proportion of the population aged 0-64 that derives some or all of their income from social assistance. The measure is the monthly average number of provincial social assistance beneficiaries calculated as a percentage of the total provincial population aged 0-64, not including First Nations people living on reserves.

Social assistance dependency can be affected by factors the Ministry cannot influence, including the unemployment rate, state of the economy, population growth and educational levels.

Fiscal year	Percentage of population dependent on social assistance*
2006-07	5.7%
2007-08	5.3%
2008-09	4.8%
2009-10	5.1%
2010-11	5.2%

Source: Social Services - Social Worker Information Network (SWIN)

**Expresses the average monthly count of social assistance beneficiaries during the fiscal year as a proportion of the off-reserve population aged 0-64 (recorded in the Ministry of Health’s “covered population” as eligible for provincial health insurance). Social assistance beneficiaries include persons enrolled in SAP, TEA or SAID.*

From April 2008 to April 2010, Saskatchewan’s social assistance caseload increased by eight per cent, partly due to the global economic downturn. Over the last five years, the

dependency rate has decreased from 5.7 per cent in 2006-07 to 5.2 per cent in 2010-11.

Income supplement programs help low-income people from slipping into poverty. As of March 31, 2011, 6,371 people were receiving the Saskatchewan Employment Supplement (a 1.0 per cent increase from the previous year), 8,591 people were receiving the Saskatchewan Rental Housing Supplement (a 22.6 per cent increase from the previous year), and 3,589 people were receiving the Child Care Subsidy (a 5.3 per cent increase from the previous year).

Provide assistance for special groups through the Seniors Income Plan (SIP) and the Child Care Subsidy program.

Results:

- No eligibility or benefit changes to SIP or the Child Care Subsidy were made in 2010-11. The Ministry continued to provide support to low-income seniors through SIP and support to parents utilizing licensed child care while they work or go to school through the Child Care Subsidy.

Measurement Results:

Number of families receiving Seniors Income Plan benefits.

The Seniors Income Plan (SIP) provides low-income senior citizens with financial assistance to help meet their basic needs. No separate application is required to receive SIP. Eligibility is automatically determined using GIS application and/or income tax return information and SIP benefit delivery is integrated with federal OAS/GIS payments.

Fiscal year	Average number of SIP beneficiaries per month
2006-07	11,642
2007-08	10,961
2008-09	12,269
2009-10	17,626
2010-11	16,891

Source: Social Services Report BR65

SIP benefit levels were increased in January 2009 which resulted in a substantial increase in the number of seniors eligible to receive SIP payments.

Number of families receiving the Child Care Subsidy.

Child care is a necessary expense for working families with young children. The Child Care Subsidy program covers a portion of the parents' costs for licensed child care services. The subsidy is scaled to income so that families with lower incomes have a higher proportion of their child care costs covered.

Fiscal year	Average number of child care subsidy cases per month
2006-07	3,362
2007-08	3,412
2008-09	3,278
2009-10	3,159
2010-11	3,390

Source: Social Services Report BR65

This measure is based on the average number of subsidies provided each month.

The Child Care Subsidy caseload has remained relatively stable for the last several years; however, in 2010-11, utilization began to increase slightly. The increase is thought to be related to more child care space development in lower-income neighbourhoods.

Continue to advance the overall readiness of the Ministry to respond to and recover from a disaster and provide provincial Emergency Social Services (ESS) response:

- **expand and formalize delivery partnerships and Memorandums of Understanding;**
- **work with other ministries, Crowns and agencies and non-government organizations (NGOs) to ensure effective communication and operational strategies; and**
- **work with communities to assist in ESS preparations and training.**
 - In 2010-11, the Ministry responded to devastation caused by forest fires, floods and tornados—disaster events which in some instances required an extensive response period by provincial ESS.
 - For many years, the Ministry has partnered with NGOs assisting in the delivery of ESS (emergency evacuation, shelter, food, clothing, counselling) to those affected by disaster.
 - NGOs are valued partners with specialized training and skill-sets that bring a large base of volunteers who enhance service delivery and ensure the Ministry has the capacity to respond to disasters. In 2010-11, the Ministry partnered with the Canadian Red Cross Society, the Governing Council of the Salvation Army, St. John's Ambulance, Prince Albert Grand Council, Victim Services, and Saskatchewan Transportation Company, along with other government ministries and agencies.
 - During a disaster, the Ministry also works closely with municipalities and First Nations communities when requested to coordinate the provision of ESS to meet the needs of those impacted by a disaster. By working together in partnership, the basic needs for food, clothing, shelter and transportation

of people who are impacted by an emergency can be met.

- Also in 2010-11, Ministry area ESS leaders were identified throughout the organization and province to provide local ESS management support and they began to prepare and enact their response plans and resources. Training and preparation of the area ESS leaders occurred in March.

Measurement Results:

The Ministry provides Emergency Social Services (ESS) including emergency evacuation, food, shelter, clothing, and personal services such as counselling to communities requesting assistance from the province in the event of a disaster.

Fiscal year	Number of disaster events	Number of people supported through ESS
2006-07	9	2,856
2007-08	1	632
2008-09	8	2,188
2009-10	0	0
2010-11	6	929

Source: Social Services Risk Management and Business Improvement Unit

Over the years, disaster events have included floods, wildfires, smoke hazards, and severe weather such as tornados and blizzards.

Support housing affordability

Results:

Support the Saskatchewan Housing Corporation (SHC) Board as it engages municipalities and the private sector to identify housing program needs and solutions as the foundational elements of the Corporation’s renewed mandate.

- SHC continues to support the SHC Board of Directors in assessing current housing needs, priorities, programs, policies and solutions, and providing strategic direction.

- The SHC Board of Directors met with various stakeholders to gain an understanding of pressures and challenges facing the housing sector, input on solutions, and opportunities for partnerships.
- In 2010-11, the Board undertook a targeted and strategic approach to ensure that all Saskatchewan people have access to a safe, quality home. The Board laid the groundwork on a number of initiatives that, when complete, will contribute toward the following:
 - Development of a comprehensive housing strategy that will ensure that Saskatchewan has a well-functioning housing system into the future;
 - Ensuring that government subsidized housing reaches households most in need;
 - Renewal of the social housing portfolio;
 - An efficient structure to deliver social housing;
 - Integrated approaches to ensure a well-functioning housing system;
 - Continued dialogue with housing stakeholders to better understand housing needs across the continuum, barriers and challenges, as well as opportunities to address these needs; and
 - Positioning SHC as a facilitator of a well-functioning housing system by interacting with various players in the housing system.

(Mandate Letter)

Develop a homeownership program for eligible first-time homebuyers.

- Headstart on a Home, a new provincial initiative that will support rental households that can afford homeownership to purchase a new home, was announced in March 2010. The SHC Board of Directors was tasked with determining the parameters for this initiative. In April 2010, the SHC Board engaged in roundtable discussions to gather input into the development of Headstart on a Home. The Board met with representatives of the housing sector including developers, builders, municipal representatives, and financial sector representatives to gain an understanding of housing pressures, challenges facing the housing sector, and opportunities for partnerships.
- In the five sessions held in Regina and Saskatoon, the Board heard that population growth and demand for housing have created pressures in Saskatchewan communities and the housing sector; the housing sector has an interest in playing a role in a housing initiative to alleviate the pressures; and that there are challenges building homes that are attainable to first-time buyers. However, they also heard that representatives from the housing sector are eager to work together to address these challenges and that there are opportunities for government and the housing sector to work together to lower costs. A report summarizing the findings of the discussions was finalized and circulated to roundtable participants.
- Findings from the roundtable discussions were provided to Crown Investments Corporation (CIC) which, because of its expertise in managing large pools of funds, is leading the design and implementation of Headstart on a Home.

(2010 Throne Speech)

Continue support to the portfolio of 30,100 rental, homeowner, and special purpose housing units, which serve low-income families, seniors, persons with disabilities, and other vulnerable populations in more than 300 Saskatchewan communities.

- In 2010-11, the Housing Division continued to support the general operation and services of local housing authorities and other housing agencies that are responsible for delivering housing programs and maintaining the operation of housing units. This includes broad management support to general operations, property, tenant, and financial stewardship, as well as assisting the diverse needs of each housing group in their delivery of tenant services and programs.

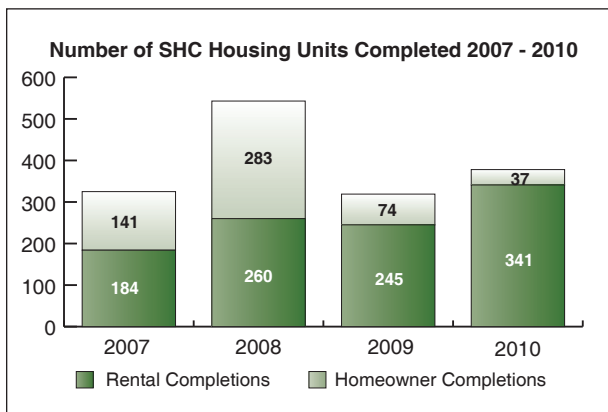
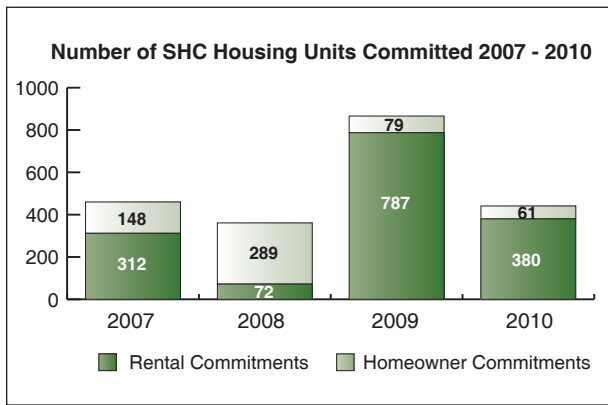
Improve housing affordability through continued implementation of a multi-year plan to: increase the supply of new affordable rental housing.

- Significant investments have been made in many areas that are helping low-income people and other vulnerable citizens find a safe and affordable home. Across the province, housing projects have been completed or are on the go for families, students, seniors and people with disabilities.
- In 2010, SHC committed to develop 441 affordable units (380 rental and 61 homeownership). In the same year, 341 completed units were added to the affordable rental housing stock and 37 families were assisted in achieving homeownership. Each new investment has a multi-year life which has the potential to serve several individuals and families.

Measurement results:

Number of committed and completed housing units.

Through Saskatchewan Housing Corporation (SHC), the Ministry has been working hard to address the challenges that exist in the province’s affordable housing market. Stable and affordable housing enables people to work, engage in education and skills training opportunities, and participate in their community by increasing their financial savings and security of tenure. This is a direct measure of new affordable rental and homeownership housing for low-to-moderate income households that has been completed with financial support from SHC.



This measure further provides a view of how the government is contributing to provincial and federal housing programs to develop new affordable housing units through various means including new construction, acquisition

and renovation. The program statistics above show the Ministry is making progress in helping low-to-moderate income citizens find a suitable home.

From the time of a funding announcement to construction completion, there is a development time lag. Representing commitments and completions separately illustrates progress to date. Delivery is through various programs. Data presented is for the calendar year, which is consistent with SHC corporate reporting.

SHC works in partnership with many stakeholders to address housing challenges throughout the province. For example, SHC is working with the University of Saskatchewan and the North West Regional College to develop more than 440 student beds, which will help free up affordable housing within the community and eliminate barriers for students from surrounding communities. SHC is also working in partnership with First Nations and Métis partners to develop affordable housing through the First Nations and Métis Housing Trust Funds.

Improve housing affordability through continued implementation of a multi-year plan to: extend the useful life of existing government-assisted housing through major repairs and renovations.

- SHC invests annually to improve and renew government-funded rental housing units through modernization, improvements, and regular maintenance. SHC also continues to improve management practices in government assisted housing to ensure effective and efficient operation and use of financial resources.
- In addition to SHC’s ongoing commitment, the provincial and federal governments are investing \$114.8 million to improve the existing government-funded housing portfolio. The funding is from two sources:
 - Federal funding of \$12.6 million under the Aboriginal Housing Trust and the Affordable Housing Trust to improve the existing housing stock owned by Métis and other not-for-profit housing organizations;

- Cost-matched funding of \$102.2 million under the Canada Economic Action Plan was dedicated to stimulate the economy and improve existing affordable housing units developed before 1997.
- All of the funding has been committed and more than 50 per cent of the work was complete as of March 31, 2011, with all work to be completed by March 31, 2012. The funding is being used to improve more than 845 housing projects in 197 communities. This reinvestment will not only ensure that the housing stock remains viable for current and future tenants, but will also provide an economic boost so that Saskatchewan's economy continues to prosper.

federal government, help ensure that units meet minimum health and safety standards, building codes, and accessibility requirements. Rental property owners who receive RRAP forgivable loans are required to keep rents affordable for a specified period of time.

Home adaptation programs offer financial assistance to make homes accessible for low-income seniors or persons with disabilities. Through these programs, SHC helps homeowners and rental property owners make adaptations to their properties in order for people to continue to live independently. Assistance is also available to low-income homeowners when emergency repairs are needed for continued safe occupancy of their homes.

Improve housing affordability through continued implementation of a multi-year plan to: assist tenants and homeowners in health, safety, accessibility, and energy efficiency renovations.

Year ending	Households assisted		
	Health, safety and accessibility renovations	Energy efficiency retrofits	Total
March 31, 2009*	638	1,011	1,649
March 31, 2010	498	614	1,112
March 31, 2011	588	n/a	588

* Baseline year began January 1, 2008.

Source: SHC Repair Unit

- In the year ending March 31, 2011, SHC issued a total of 588 commitments to fund repairs and renovations through the various programs.

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Provide the Saskatchewan Rental Housing Supplement (SRHS) to assist low-to-moderate income families and individuals to access quality and affordable housing.

- Effective October 1, 2010, SRHS benefits were increased for approximately 4,200 Saskatchewan parents and/or people with disabilities. The benefit increases ranged from \$1 to \$42 per month, depending on each client's place of residence and individual circumstances. At that time, shelter allowances for about 2,400 Saskatchewan Assistance Program (SAP) and 1,200 Transitional Employment Allowance (TEA) clients were also increased, ranging from \$2 to \$98 per month.

Measurement results:

Number of households assisted through repair and adaptation programs.

The repair programs delivered by SHC assist low-income homeowners and rental property owners housing low-income tenants to complete repairs to their properties, ensuring that residents have a safe place to live. Some repair programs are 100 per cent provincially funded while others are cost-shared with the federal government.

Programs such as the Residential Rehabilitation Assistance Program (RRAP), which is provided in partnership with the

Fiscal year	Average number of families with children receiving Family Rental Housing Supplement per month	Average number of individuals or families receiving the Disability Rental Housing Supplement per month	Average number of households receiving Saskatchewan Rental Housing Supplement (SRHS) per month*
2006-07	3,236	616	3,682
2007-08	3,048	937	3,777
2008-09	3,076	1,286	4,220
2009-10	4,158	2,042	6,041
2010-11	5,019	2,850	7,648

* Some families receive both the Family Rental Housing Supplement and the Disability Rental Housing Supplement, so the total households receiving SRHS may be more than the sum of the family and disability supplement numbers.

Source: SRHS monthly reports (data from SRHS extracts)

As shown above, enrolment in the program has grown significantly over the past five years, especially among people with disabilities. The program is achieving its intended goal of enhancing access to safe, affordable rental housing for families and individuals with low incomes.

Measurement Results:

Number of families or individuals receiving the Saskatchewan Rental Housing Supplement (SRHS).

The SRHS has two components, a Family Rental Housing Supplement for families with children and low incomes, and a Disability Rental Housing Supplement for individuals or families where at least one person in the household has a disability that affects their housing requirements. For families with low incomes, housing costs often consume a high percentage of family income. The SRHS was designed to ameliorate the effect of rental costs for families whose costs are high, relative to their income. The measure reports on the average monthly number of households that receive either of the two rental housing supplements.

Support families to safely care for their children

Results:

Support an independent panel which is undertaking a comprehensive review of Saskatchewan's child welfare system by engaging stakeholders and providing a report to Government.

- The Child Welfare Review was completed in 2010. On December 16, 2010, Government received the Saskatchewan Child Welfare Review Panel's final report, For the Good of Our Children and Youth, from Independent Panel Chair Bob Pringle. The report contained 12 non-binding recommendations, including recommendations which called for fundamental changes to the child welfare system.
- Government's initial response to the report included:
 - Formation of a Cabinet Committee on Children and Youth to direct development of a "Saskatchewan Children and Youth Agenda" focused on policies and strategies across ministries to support children and families through a government-wide approach.
 - Formation of a Deputy Ministers' Committee on Children and Youth to support the Cabinet Committee.

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- A government-wide budget submission on the Saskatchewan Children and Youth Agenda in 2011-12.

Implement an improved risk assessment tool that will more accurately assess families and children most at risk of abuse and neglect.

- In 2010-11, collaboration occurred to determine which risk assessment tools were appropriate for use in child welfare in Saskatchewan. The Structured Decision Making (SDM) risk assessment tools developed by the Children's Research Centre in Madison, Wisconsin were selected.
- The Ministry began working with the Children's Research Centre in August 2010 to customize the SDM tools for use in Saskatchewan and to develop the training and implementation support for Child and Family Services staff. The SDM testing is scheduled to occur in sites on- and off-reserve in the fall of 2011.
- In 2010-11, the Ministry, representatives from the First Nations Child and Family Services Agencies, and the Federation of Saskatchewan Indian Nations met to establish a work plan for SDM testing, training and implementation.
- A draft SDM Policy and Procedures Manual was also completed in 2010-11.

Improve the quality of care for children and youth in the care of the Minister.

Results:

Develop new child and youth residential services based on needs assessments and service gaps.

In 2010-11, 77 new group or peer home spaces were put into operation, as well as 34 spaces for supported independent living for families, for a total of 111 spaces for the fiscal year. Of those 111 spaces, 72 are in Saskatoon, 23 in Regina, 10 in Yorkton and six in Prince Albert.

Support foster families through foster home recruitment, training, development and support in the Parent Resources for Implementation, Development and Education (PRIDE) model of practice.

- PRIDE is designed to strengthen the quality of foster care by providing a standardized, structured framework for selecting, assessing, preparing and supporting caregiver families.
- In 2010-11, work was undertaken to finalize and train staff on PRIDE CORE in-service modules.
- By the end of the fiscal year 2010-11, PRIDE training of CORE modules 1 and 2, designed to support foster families with subject-specific areas in accessing additional information, was well under way. The training was provided to Ministry and First Nations Child and Family Services Agencies staff, along with foster parents. The rollout to all foster parents began in December 2010 and is being delivered throughout the province.
- Modules developed in 2010-11 included:
 - behavioural management of children;
 - self-esteem;
 - communication with children; and
 - conflict resolution with children.
- A Fetal Alcohol Syndrome Module was also developed in 2010-11, with a provincial rollout expected to begin in September 2011.

Increase focus on permanency planning for children in care of the Ministry through Permanency Planners, Family Finders, and partnerships with First Nations.

- In fall 2010, the role of the Permanency Planners was reviewed to ensure optimal permanency outcomes for children in care. Permanency Planners continued to focus on extended family search and placements with notable success.

- Nine First Nations Child and Family Services Agencies signed agreements with the Ministry to deliver Family Finders and employed a total of 13 Family Finders staff. The Family Finders Program is designed to re-connect children in care off reserve to their extended family and/or home community.

Measurement results:

Number of children in out-of-home care at fiscal year-end.

The Ministry supports families to safely care for their children. Children may be placed in care of the Ministry on a temporary or permanent basis if their parents are unable to care for them. In Saskatchewan, about 80 per cent of children coming into care are of First Nations or Métis background and many as a result of neglect. Some of these children are served by Ministry staff and resources, and others by staff from the First Nations Child and Family Services Agencies. The number of children in out-of-home care is affected by external and demographic factors, as well as by social conditions and the incidence of

problems such as addiction and mental health within families.

As a result of a decline in the number of foster parents, the child welfare system is facing intense pressure to find family-centered homes for children and youth.

For the first time in many years, the number of children in care declined in 2010-11. As of March 2011, children in care of the Ministry had dropped by 10.5 per cent to 3,217 from a high of 3,593 in 2009. Likewise, the number of children in care of First Nations agencies fell from 1,206 in 2009 to 1,124 in 2011.

The total number of children in out-of-home care declined 3.6 per cent from 6,096 in 2009 to 5,879 in 2011.

In 2010-11, \$9.6 million was invested to increase support and services for foster families. A further investment of \$5.4 million was made to help operate new child welfare spaces built in 2009-10.

In December 2010, the Ministry announced 34 new spaces for children and youth residential services, in addition to the 58 spaces already created.

Fiscal year end	Non-wards*	Children in care on reserve**	Children in care***	Children in out-of-home care****	Population of children 0-19 years	Percentage of children in out-of-home care (%)
March 31, 2007	1,045	1,159	3,243	5,447	269,415	2.02
March 31, 2008	1,103	1,166	3,336	5,605	272,954	2.05
March 31, 2009	1,297	1,206	3,593	6,096	272,019	2.24
March 31, 2010	1,428	1,176	3,348	5,952	278,072	2.14
March 31, 2011	1,538	1,124	3,217	5,879	N/A*****	N/A

* Includes non wards living in out-of-home care.

** Reflects reconciled stats from INAC as of March of each year. INAC stats are usually received in June.

*** Includes wards and children with apprehended status.

**** Includes all children who are placed in out-of-home care and are involved with the Ministry and children who were apprehended by the Ministry off-reserve and placed on reserve. Placements for these children include foster homes, group homes, assessment and stabilization centres, and placement with extended family.

***** 2011 data not yet available (<http://population.health.gov.sk.ca/csv.htm>).

Source: All data (except the on-reserve numbers and the population of children) are taken from Social Services' monthly MR09 extract and includes active cases at month end.

Proportion of children in out-of-home care who are non-wards (in custody of extended family or person known to the child).

When children are at risk of maltreatment or neglect, it may be necessary for Child and Family Services staff to find alternative living arrangements. For children who will not be able to return home, better outcomes occur when they are placed with extended family members or others who have a significant relationship to the child. The Ministry has allocated dedicated resources to ensure that, where possible and in their best interest, children are permanently connected to families.

Fiscal year end	Proportion of children in out-of-home care off-reserve who are non-wards*
March 31, 2007	24.4%
March 31, 2008	24.8%
March 31, 2009	26.5%
March 31, 2010	29.9%
March 31, 2011	32.3%

* Percentage of active cases on March 31 for each year, calculated by dividing the number of non-wards by all children in out-of-home placements. A non-ward is a child who is placed by court order in the custody of a designated "Person of Sufficient Interest" caregiver.

Source: Social Services Monthly Automated Client Index (ACI) Report

Since 2009, and as of March 2011, the number of non-wards living in out-of-home care has increased from 1,297 to 1,538. Increasingly, there are more children living with extended family instead of in foster care or with other approved caregivers.

The Ministry is looking at options for new programs and services that will provide better supports to families to safely care for their children and help prevent children and youth coming into care. This includes working collaboratively and strategically with First Nations Agencies, across government and with community organizations. The number of children in care of the Minister is being reduced as more focus is placed on finding

extended family for children in need of protection and as more services to families are utilized and developed. For example, services provided by the Central Urban Métis Federation Inc. (CUMFI) allow mothers whose children would otherwise come into care to remain with their children and receive the intensive personal and parenting supports they require. Children are also returning home more quickly as attention is placed on "front-end services" to support families to safely care for their children.

Provide people with disabilities a distinct income-support program

Results:

In collaboration with the community-led Program Implementation Advisory Team:

- **Develop a new impact-based assessment process for the Saskatchewan Assured Income for Disability (SAID) program to meet the unique needs of people with significant and enduring disabilities; and**
- **Develop and implement a training curriculum for staff involved in the delivery of SAID.**
 - In collaboration with the disability community, research continued on the development and testing of the disability impact assessment screening tool to be used to identify individuals with significant and enduring disabilities who may be eligible for SAID.
 - The development and implementation of the training curriculum for SAID service delivery staff was completed in December 2010.
 - Appointment of the SAID Program Implementation Advisory Team (PIAT), comprised of nine members from the disability community, was renewed by the Minister for the period July 7, 2010 to June 30, 2011 to provide advice regarding planning and implementation of the program.

Measurement Results:

Number of households and beneficiaries receiving Saskatchewan Assured Income for Disability (SAID) benefits.

Implemented in December 2009, SAID is an income-support program for people with significant and enduring disabilities. Prior to December 2009, these individuals were included in Saskatchewan Assistance Program (SAP) caseload numbers.

Fiscal year	Average number of households on SAID per month	Average number of SAID beneficiaries per month
2009-10*	2,492	2,503
2010-11	2,687	2,689

* Average for 2009-10 is from December 2009 to March 2010
Source: Social Services Income Assistance Report ER02

The increase in beneficiaries in 2010-11 can be largely explained by a gradual shift of individuals with disabilities from SAP to SAID.

Support community inclusion for people with disabilities

Results:

Continue to reduce the waitlist of persons with intellectual disabilities:

- **Expand community-based organization (CBO) residential and day programs to serve individuals identified from the waitlist initiative;**
- **Develop new residential and crisis support programs for clients with complex needs; and**
- **Initiate a redesigned CBO day program funding methodology based on the assessed need of individuals.**
 - As of March 31, 2011, services for 316 individuals of the original 440 Community Living waitlist from 2008 (71.8 per cent) were under way or in development.

- In 2010-11, the Ministry entered into a contract with the Saskatchewan Abilities Council to conduct day program support assessments, following a request-for-proposal process. These client assessments are required for the implementation of a new day program funding standard. All day program support assessments (more than 2,000) were completed by March 31, 2011.
- The redesigned day program funding was piloted and evaluated at eight sites across the province in 2010-11. In addition, a process to assess which individuals have complex support needs was developed. Assessments were under way throughout the province by March 31 and completed in the day program pilot sites.
- A funding framework for developing more appropriate supports for individuals designated with complex needs was developed and shared with CBOs during focus groups in Saskatoon and Regina.
- The Ministry developed standard designs for group homes for three, four or five individuals with intellectual disabilities.
- The Ministry developed a process for SHC to provide “turnkey” projects with CBOs for the construction of new group homes. CBOs have the option to use these designs and engage SHC to manage their construction project using a standard design.

(Mandate Letter)

Measurement Results:

Number of people with intellectual disabilities accessing supported independent living programs while living in their own residences.

Independence and choice are important quality of life aspects for people with intellectual disabilities. This measure indicates success at developing supports that provide people with intellectual disabilities with opportunities to live independently in their communities.

Fiscal year-end	Number of people with intellectual disabilities living in their own residences through Ministry-funded supported independent living programs
March 31, 2006	450
March 31, 2007	446
March 31, 2008	447
March 31, 2009	445
March 31, 2010	415
December 31, 2010*	441

* March 31, 2011 reports not available at time of printing.

Source: Community Living Service Delivery reports

Though the number of people living independently has remained relatively steady, the hours of service required to support them has increased. Participation in supported living programs is expected to increase as the Ministry continues its work in meeting the commitments of the Community Living waitlist initiative. This measure reflects people living in their own residences (typically, individuals live in rental properties; this measure is not related to homeownership) and supported through the Ministry's supported independent living programs.

Number of children with disabilities for whom families receive a respite benefit.

The Community Living Family Respite Program supports families of eligible children with intellectual disabilities to obtain temporary assistance in caring for their child. The program enables the parent to spend additional time with other family members and engage in other family, personal and household activities that are normally not possible because of the intensive care required by the child with the disability. The availability of respite may impact the potential for a child or children with intellectual disabilities to remain at home and be cared for by family members.

Fiscal year-end	Number of children with disabilities for whom families receive a respite benefit
March 31, 2007	429
March 31, 2008	598
March 31, 2009	620
March 31, 2010	629
March 31, 2011	628

Source: Community Living Service Delivery reports

Between 2007 and 2010, the Ministry saw a steady increase in participation of families in the program. Participation in 2010-11 was consistent with 2009-10.

The Ministry of Social Services supports Government's goal to keep Government's promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Improve service delivery through partnerships with First Nations, Métis, and community-based organizations

Results:

Implement a Family Finders initiative with First Nations Child and Family Services Agencies with the goal of finding appropriate and safe resources for First Nations children in care of the Ministry.

- In 2010-11, the Ministry achieved significant results on its Family Finders initiative, as follows:
 - Nine First Nations Child and Family Services Agencies signed Family Finders agreements with the Ministry and employed a total of 13 Family Finders staff (two agencies partnered on an agreement, for a total of eight contracts with the Ministry);
 - 425 Ministry referrals were made to Family Finders;
 - 118 successful Family Finders placements were made; and

- 50 Family Finders home assessments were completed.
- In 2010-11, the total number of children in care off-reserve with First Nations Agencies that have Family Finders contracts was 1,403.

Ensure quality services for First Nations children and youth through the application of Jordan's Principle, cultural component of the PRIDE program and group home service standards on-reserve.

- The Ministry is involved in the operational aspect of Jordan's Principle and acts as the designated contact for the First Nations Child and Family Services Agencies in the implementation of Jordan's Principle. In 2010-11, the Joint Working Committee completed its terms of reference, prepared a draft case conferencing protocol and a draft communications protocol, and began work on a dispute resolution protocol. The completed drafts were provided to legal counsel for review.
- The three-hour PRIDE Aboriginal Cultural Curriculum became part of the foster/ adoption assessment approval process in December 2010 and is now being delivered throughout the province.

Strengthen relationships and increase consistency for CBOs.

- In 2010-11, the Ministry provided CBOs with a one per cent increase in their budgets (2010 Budget address).
- Application for the provision of services by CBOs was centralized to ensure CBOs receive only one, consistent application package, with a streamlined process for CBOs to submit one application package (rather than multiple ones) in an electronic (rather than paper) format.
- A standardized contract for services was developed and implemented, and the CBO contract development process was centralized to ensure CBOs benefit from a consistent approach in contract

development, execution and initiation of payments.

- In consultation with Saskatchewan Justice, a revised capital contract that improves accountability of government capital funding was developed.
- Three First Nations operated group homes and stabilization services had standard reviews completed in 2010-11. Two completed the implementation plan to address compliance with standards, and Keeseekoose is actively working on implementing the plan.
- The Cote Group Home scored in the range of 98 per cent compliance in the standards review process, and since spring 2010 has addressed all remaining compliance factors. The Cote Group Home is in a favorable position to move forward in the accreditation process. Both the Cote Group Home and 4 Directions, Stabilization and Assessment Center (located on Muskowekwan First Nation) are in favorable positions to move forward in the accreditation process.
- Further resource investment in the amount of \$982,000 was approved for existing CBO structures and infrastructures including group homes, family support programs, counseling support, education programs and youth outreach services.

Improve the effectiveness and efficiency of the Ministry's programs and services so as to ensure the best use of public funds

Results:

Continue transforming Social Services into a high-performing organization, building on the organization renewal foundation established in 2009-10, by actively establishing a culture of innovation, evidence-based decision making, evaluation, business process renewal and integrated policy and service delivery.

- The Ministry reorganization began in June 2009 and was completed in 2010-11. An evaluation summary of the reorganization is in progress internally as a tool for

executive management to gauge progress in improving:

- client service and outcomes;
- accountability through line of sight;
- organizational understanding of roles and responsibilities;
- integrated planning and policy; and
- organizational knowledge and understanding of strategic priorities.

The evaluation will also explore progress toward building a high-performance organization and culture of continuous improvement.

- An Organizational Effectiveness Project Charter was signed on December 20, 2010. The Charter will continue to introduce strategies and related actions necessary to create a high-performing culture and organization within the Ministry.
- Other highlights of the work completed in the 2010-11 fiscal year include:
 - continued dedication to effective change management with the identification of additional change management initiatives necessary to support employees;
 - establishment of vertical governance structures for each division;
 - establishment of formalized “horizontal” committees for key governance and planning functions across the Ministry, such as policy and financial management;
 - documentation of roles across divisions for policy and financial management;
 - focus on accountability and achieving outcomes through a formal performance management system;
 - development of a plan to advance Business Process Improvement (BPI) throughout the Ministry; and
 - creation of a risk management framework for the Ministry.

(Mandate Letter)

Implement a management practice of assessment and continuous improvement to ensure a robust, objective and multi-year assessment function.

- In 2010-11, changes to the multi-year assessment (research agenda) were implemented.
- The Ministry developed and implemented a methodology for undertaking systematic core program reviews. Beginning in 2011-12, each Ministry program will be reviewed every five years.

Improve engagement with Ministries to ensure government programs and services address gender equality and equity.

- In 2010-11, the Status of Women Office engaged with other ministries through involvement on interministerial committees and through issues-based collaborations with: Health; Education; Advanced Education, Employment and Immigration; First Nations and Métis Relations; Justice; Enterprise; Agriculture; Labour Relations and Workplace Safety and across divisions within Social Services.

Complete efficiency assessments in the following areas:

- **Develop options for a more streamlined rental housing development process.**
 - Consultation interviews were completed with SHC staff (including delivery, property management and technical services staff, Government Services project management, Saskatoon Health Region project delivery staff, two private developers who have been involved in SHC projects, two non-profit sponsors, and a board member of SHC who is also a proponent of a non-profit sponsor).
 - A recommendations paper was developed and implemented in early 2011.

- **Improve contract management for CBOs to achieve more consistent development, approval, monitoring, accountability and payment efficiency under CBO contracts.**

- A project to improve the processes for managing CBO service delivery was initiated in 2010. The purpose of the project is to create improved client outcomes by ensuring that a Ministry-wide CBO management system is designed that is flexible, effective and efficient and will achieve improved accountability.
- In 2010-11, significant progress was achieved in standardizing CBO agreement clauses and moving to multi-year contracts with CBO partners. In 2011-12, 56 per cent of agreements will be multi-year, compared to eight per cent in 2009-10 and 47 per cent in 2010-11. Multi-year contracts provide the ability for the Ministry to continue to make payments to CBOs throughout the three-year period without disruption subject to appropriations. Multi-year contracts also reduce the amount of paperwork required by both the Ministry and the CBOs.
- A new multi-year Order-in-Council process was implemented and a Ministry-wide Order-in-Council for all CBO contracts was developed.
- The annual Risk Assessment Process was amended to provide for a more robust engagement with CBOs where the CBO and Ministry officials work together to evaluate identified risks and develop management plans to mitigate risk.
- A new contract amendment process was established with Child and Family Services Division to improve timing and accuracy of contract development and payments.
- A new process for CBO budget applications was established that minimizes duplication for CBOs and allows for electronic applications.

- The Ministry developed tools (charter template, checklist, communications strategy) for undertaking enterprise projects. The tools were disseminated by the Deputy Minister to the Premier as potential models.

- **Develop the foundational components and pilot the test stage of an information system that will enable more effective case management and service delivery.**

- The Child and Family Services component of the Ministry's new information system began as a pilot in Fort Qu'Appelle as planned in mid-March 2011. This activity was a useful "proof of concept" exercise which resulted in many lessons learned relating to training, conversion and future business processes. As of March 31, 2011, the CFS component remained on pace for a June 2011 rollout, to be concluded throughout the province by March 2012.
- Resources and plans commenced development in 2010-11 to begin the associated projects which collectively deliver the case management solution. These component projects include:
 - Conversion Project – Developing a solution to extract information from the existing ACI system and load it into the new case management system.
 - First Nations Agency Project – Engagement of First Nations Agencies to identify unique requirements and foster adoption of the new system among these agencies.
 - Change Management Project – Preparing Ministry resources for the transition from a paper-based system to a computer-based one. This includes training.

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- Reporting Project – Identifying and developing the reports to be generated by the new system for the tracking and analysis of case management data.
 - Benefits Evaluation Project – Identifying and measuring baseline and ongoing metrics to measure the benefits delivered by the new case management system.
 - Data Project – Development of interfaces to existing systems to ensure the new system is fully integrated with consistent data across systems.
 - Development Project – The design and development of the new system.
 - Testing Project – The system, user, integration, performance testing of the new system.
 - Infrastructure Project – The architecting and implementation of the computer system for the new case management system.
 - Pilot Project – Small-scale implementations under controlled conditions to validate that the solution meets its requirements and fine-tune the implementation process.
 - Implementation Project – The planning and execution of the rollout of the new case management system across Ministry locations in the province.
 - Integration Project – The overarching project that ensures all of the projects are synchronized and coordinated to reach the final goal.

2010 - 11 Financial Overview

Expenditures

Actual expenditures for Social Services in 2010-11 were \$803.7 million, which was \$45.9 million more than the restated appropriation of \$757.8 million. The Ministry received supplementary estimates of \$10.4 million for increased caseloads for the Saskatchewan Assistance Program, Transitional Employment Allowance and Rental Housing Supplements. Emergency Social Services increased expenditures due to requirements caused by severe weather. The Ministry also received additional funding of \$42.1 million for social housing renovations, as well as for capital initiatives to benefit at-risk children and their families and people with intellectual disabilities. In 2010-11, the Ministry experienced its most significant increases in expenditures for the Saskatchewan Assured Income for Disability program, Disabilities Community-Based Organization Services, the Rental Housing Supplements, and Saskatchewan Housing Corporation. The Ministry finished the year \$6.6 million under its revised appropriation of \$810.3 million.

Revenues

Actual revenues for Social Services for 2010-11 were \$22.7 million, which was \$0.6 million more than the budget of \$22.1 million. The variance is due mainly to increases in transfers from Indian and Northern Affairs Canada and First Nations Child and Family Services Agencies for evacuation of two First Nations communities, and to higher costs for some First Nations children in care. The Ministry collects revenues related to fees for management and collection services, cost-sharing programs with the federal government, and repayments of public assistance. All revenue collected is deposited into the General Revenue Fund.

Full-Time Equivalent (FTE) Utilization

The Ministry's restated budget for FTEs for 2010-11 was 1,913.1 after a transfer of three FTEs from Vote 37 – Advanced Education, Employment and Labour, for the Status of Women Office. The actual FTE utilization was 1,879.4 FTEs along with 24 for summer students. The under-utilization of 9.7 FTEs was mainly due to staffing fluctuations in 24-hour care facilities and to delays in staffing positions.

Other

The Ministry is responsible for Saskatchewan Housing Corporation (SHC), a Treasury Board Crown Corporation. Information on housing, including SHC's annual report for its fiscal year ending December 31, 2010, can be found at <http://www.socialservices.gov.sk.ca/housing>.

2010-2011 Revenue Results

A summary of the Ministry's 2010-11 budgeted revenue compared to actual revenue is presented below with explanations for significant variances.

Revenues (\$000's)

	2009-10 Actual	2010-11 Budget	2010-11 Actual	Variance Over/ (Under)	Notes
Sales, Services and Service Fees					
Management and Collection Services	\$ 7,708	\$ 8,378	\$ 8,026	\$ (352)	
Miscellaneous Medical and Institutional Services	596	674	588	(86)	
Other Miscellaneous Services	1	8	2	(6)	
Miscellaneous Deductions from Staff Salaries	66	66	51	(15)	
Subtotal	8,371	9,126	8,667	(459)	
Transfers from the Federal Government					
Young Offenders Agreement	1,178	1,178	1,178	--	
Special Allowance for Children in Care	8,481	8,000	8,207	207	
Department of Indian and Northern Affairs Canada	1,642	1,100	1,800	700	(1)
Subtotal	11,301	10,278	11,185	907	
Other Revenue					
Maintenance Order Revenues	563	625	627	2	
Casual Revenue	25	45	6	(39)	
Repayment – Public Assistance	2,143	1,500	1,597	97	
Refunds of Previous Years' Expenditures	650	500	664	164	
Collection Agency Fees Withheld	(46)		(27)	(27)	
Accrued Revenue – transfers from other government entities	17,700			--	
Subtotal	21,035	2,670	2,867	197	
Total Revenues	\$40,707	\$22,074	\$22,719	\$645	

Explanation of Significant Revenue Variances

- (1) This variance is due mainly to increases in transfers from Indian and Northern Affairs Canada and First Nations Child and Family Services Agencies for evacuation of two First Nations communities, and to higher costs for some First Nations children in care.

2010-2011 Expenditure Results

The following table outlines actual and budgeted expenditures by subvote and subprogram and provides explanations for significant variances.

(in thousands of dollars)					
Expenditures	2009-10 Actual (Restated)	2010-11 Budget (Restated)	2010-11 Actual	Variance Over/ (Under)	Notes
Subvote/Allocation					
Central Management and Services (SS01)					
Minister's Salary	\$ 44	\$ 45	\$ 45	\$ (0)	
Executive Management	2,017	1,582	1,765	183	
Central Services	16,133	20,436	21,600	1,164	(1)
Accommodation Services	19,006	19,220	19,653	433	
Subvote Total	37,200	41,283	43,062	1,779	
Employment Support and Income Assistance (SS03)					
Saskatchewan Assistance Program	223,585	199,200	215,605	16,405	(2)
Saskatchewan Assured Income for Disability	10,954	39,311	29,460	(9,851)	(2)
Transitional Employment Allowance	24,425	23,400	26,688	3,288	(2)
Seniors Income Plan	22,320	21,900	21,412	(488)	
Saskatchewan Child Benefit	714	500	524	24	
Saskatchewan Employment Supplement	20,351	21,500	19,913	(1,587)	(3)
Income Assistance and Disability Services Program Delivery	48,486	48,037	47,755	(282)	
Income Assistance Community Services	2,256	2,596	2,106	(490)	
Disabilities Community-Based Organizations	104,587	114,114	110,450	(3,664)	(4)
Child Care Parent Subsidies	14,727	14,700	16,407	1,707	(5)
Rental Housing Supplements	17,978	22,500	23,170	670	(6)
Subvote Total	490,383	507,758	513,491	5,733	
Child and Family Services (SS04)					
Child and Family Program Maintenance and Support	78,294	82,887	80,525	(2,362)	(7)
Child and Family Community-Based Organization Services	42,625	53,332	43,052	(10,280)	(8)
Child and Family Services Program Delivery	39,528	46,111	43,089	(3,022)	(9)
Subvote Total	160,447	182,330	166,666	(15,664)	
Client Support (SS05)					
Service Centre Client Support	18,135	5,955	11,337	5,382	(9)
Case Management Project	6,144	9,014	8,423	(591)	(10)
Subvote Total	24,279	14,969	19,760	4,791	
Housing (SS12)					
Program Delivery	10,059	9,074	8,683	(391)	
Saskatchewan Housing Corporation	18,845	2,355	51,995	49,640	(11)
Subvote Total	28,904	11,429	60,678	49,249	
Total Appropriation	741,213	757,769	803,657	45,888	
Add: Capital Asset Amortization	1,071	1,014	1,039	25	
Other Change in Prepaids			(15)	(15)	
Total Appropriation and Amortization	742,285	758,783	804,681	45,898	
Less: Capital Asset Acquisitions	(2,197)	(4,645)	(8,524)	(3,879)	(12)
Total Expenses	\$740,087	\$754,138	\$796,157	\$42,019	

(See following page for notes.)

Explanation of Significant Expenditure Variances

- (1) The restated 2010-11 Budget includes a transfer of \$0.435 million from Vote 37 – Advanced Education, Employment and Labour.

Severe weather in 2010-11 caused increases in Emergency Social Services payments. A supplementary estimate of \$1.0 million was provided.
- (2) Saskatchewan Assistance Program (SAP) and Transitional Employment Allowance (TEA) caseloads were higher than expected in 2010-11 due to lower than expected overall caseload decline, and fewer than expected SAP-eligible cases moving to the Saskatchewan Assured Income for Disability program. The Ministry received supplementary estimates of \$7.9 million for SAP and TEA in 2010-11 to cover these increases.
- (3) The Saskatchewan Employment Supplement caseload did not increase as much as expected in 2010-11.
- (4) Disabilities Community-based Organization Services were under-expended as implementation of some specialized program components of the Community Living waitlist initiative was slower than expected.
- (5) The Child Care Subsidy program experienced higher take-up for the first time in several years, mainly due to an increase in new child care spaces being developed in low-income neighbourhoods.
- (6) Rental Housing Supplements were over budget due to volume pressures and rate increases. The Ministry received supplementary estimates of \$1.5 million in 2010-11.
- (7) Foster care caseloads decreased in 2010-11.
- (8) CBOs required additional time to plan, align resources and meet regulatory requirements to develop new spaces for children.
- (9) These variances are mainly due to a required reallocation of funding associated with the Ministry's reorganization.
- (10) The reduction for the Case Management Project is related to the revision of the project schedule.
- (11) In addition to the \$42.14 million of capital for social housing renovations, the Community Living waitlist initiative, and other capital initiatives to benefit at-risk children and their families that was provided through supplementary estimates, an additional \$6.0 million was transferred for the Housing Summit Action Fund and \$1.5 million for Habitat for Humanity.
- (12) There was a higher capitalization of expenses in the Case Management Project than originally budgeted.

Third-party Funding

In 2010-11, Social Services expended \$188.9 million in funding to third parties, the majority of which was provided to community-based organizations.

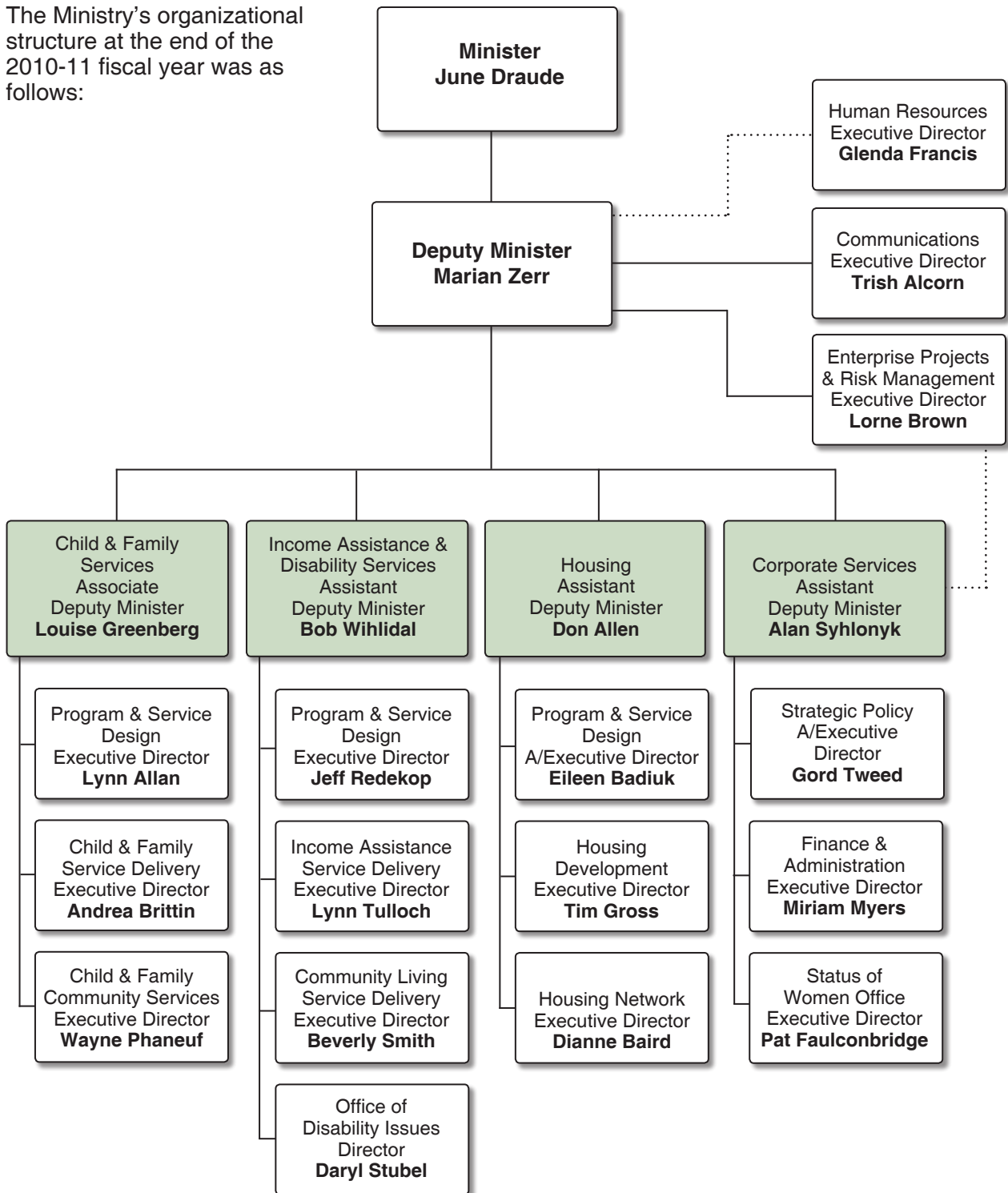
For More Information

Visit the Ministry of Social Services website at: www.socialservices.gov.sk.ca

Client Service Centre	1-866-221-5200 1-306-798-0660 (in Regina) 1-866-995-0099 (TTY) 1-306-787-1065 (TTY, in Regina)
Email inquiries	socialservicesinquiry@gov.sk.ca
Media inquiries	1-306-787-3686
Housing	1-800-667-7567
Office of Disability Issues	1-306-787-7283 (TTY) 1-877-915-7468 (TTY)
Status of Women Office	1-306-787-7401
Service Delivery Offices	
Buffalo Narrows Service Centre	1-800-667-7685
Creighton Service Centre	1-800-532-9580
Estevan Service Centre	1-306-637-4550
Fort Qu'Appelle Service Centre	1-800-667-3260
Kindersley Service Centre	1-306-463-5470
La Loche Service Centre	1-877-371-1131
La Ronge Service Centre	1-800-567-4066
Lloydminster Service Centre	1-877-367-7707
Meadow Lake Service Centre	1-877-368-8898
Melfort Service Centre	1-800-487-8640
Moose Jaw Service Centre	1-306-694-3647
Nipawin Service Centre	1-800-487-8594
North Battleford Service Centre	1-877-993-9911
Prince Albert Service Centre	1-800-487-8603
Regina Service Centre	1-306-787-3700
Rosetown Service Centre	1-306-882-5400
Saskatoon Service Centre	1-306-933-6075
Swift Current Service Centre	1-306-778-8219
Weyburn Service Centre	1-306-848-2404
Yorkton Service Centre	1-877-786-3288

Appendix 1 - Organizational Chart

The Ministry's organizational structure at the end of the 2010-11 fiscal year was as follows:



Appendix 2 - Ministry of Social Services Legislation

- *The Adoption Act, 1998* / Loi de 1998 sur l'adoption
- *The Child Care Act* (jointly assigned to the Ministers of Social Services and Education)
- *The Child and Family Services Act* (section 5 is jointly assigned to the Ministers of Social Services and Education)
- *The Department of Social Services Act* (sections 6, 7, 11, 12, 13, 14, 15 and 18 are jointly assigned to the Ministers of Social Services and Corrections, Public Safety and Policing)
- *The Department of Urban Affairs Act* (section 7(b) only)
- *The Donation of Food Act, 1995*
- *The Emergency Protection for Victims of Child Sexual Abuse and Exploitation Act*
- *The Human Resources, Labour and Employment Act* (section 4.03 only)
- *The Intercountry Adoption (Hague Convention) Implementation Act*
- *The Rehabilitation Act*
- *The Residential Services Act*
- *The Saskatchewan Housing Corporation Act*
- *The Saskatchewan Assistance Act*
- *The Saskatchewan Income Plan Act*
- *The Social Workers Act**
- *The Women's Affairs Act*

* Bill No. 19, an Act to amend *The Social Workers Act*, was introduced on March 31, 2008, received Royal Assent on May 14, 2008, and was proclaimed on December 1, 2010 under Order in Council 692/2010. Amendments included:

- Increasing the number of Saskatchewan Association of Social Workers (SASW) Public Representatives from one to two, and increasing their appointment term from two to three years. A Public Representative is appointed from the public at large (typically from a profession outside the field of social work) and provides input on matters before the SASW Council and sits as a member of the Discipline Committee. Enhancing this external viewpoint, advice and perspective will increase public accountability and protect public interest; and
- Recognition of Registered Social Workers, from other Canadian jurisdictions, by the SASW. Mutual recognition of equivalent educational qualifications, credentials and work experience will improve labour movement into the province and facilitate the timely relocation of registered social workers to respond to short-term emergencies or crises, should the need arise.