

Two parallel diagonal lines, one gold and one dark blue, extending from the top left towards the center of the page.

# **Funding approach considerations**

## **First Nations not affiliated to a FNCFS agency**

**DRAFT – FOR DISCUSSION ONLY**

May 2023

## IFSD's mandate

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- Assess needs in First Nations not served by a First Nations child and family services (FNCFS) agency for the delivery of prevention and other child and family related services.
- Quantify a structure and a range of costed approaches for the delivery of child and family services focused activities on-reserve.
- Consider capital, programming, and operational requirements (e.g., staff, IT, etc.) in the analysis.

## Considerations for a path forward

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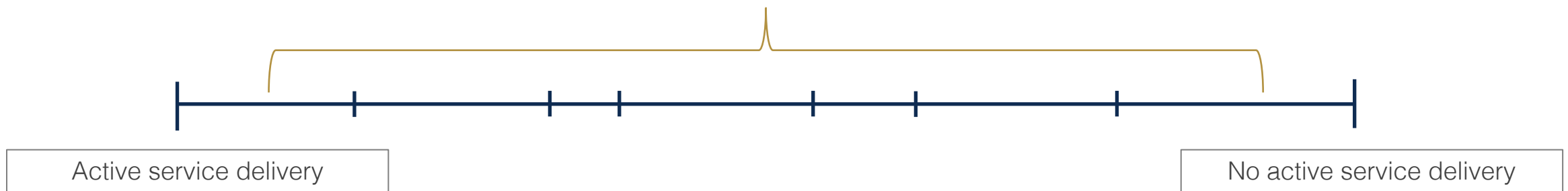
- There are gaps in cost data and variability in starting points that will require a nuanced approach to building funding models for First Nations not affiliated to a FNCFS agency
  - Questionnaire was released but cost data was limited
  - 9 workshops hosted with helpful contributions but no consistency in mandate, activities, or starting point
  - 11 collaborator agreements released, only 5 returned, with limited engagement on case study development
- To build funding approaches, the following should be considered:
  - Define four typologies of funding models based on starting point and program/service delivery
    - Develop guiding questions to build differentiated budgets
  - Through regional organizations, engage in outreach to review/revise the approach for regional applicability

## Typology analysis

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- There is significant variability operationally, financially, and organizationally when it comes to how First Nations are delivering child and family and related services.
- Most First Nations are offering some services, but not the services they would like to offer to meet their communities' needs.
- There are two extremes: there are First Nations offering a variety of services in CFS and related areas at one end, and at the other, First Nations without active service delivery (or, where service delivery is desired).

Various approaches between extremes



## Funding approach considerations

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No single funding approach will be practical for First Nations not affiliated to a FNCFS agency.

- It is anticipated that the result of the analysis will be an approach with five components that can be applied based on context:
  - 1) Funding principles
  - 2) Baseline
  - 3) Program activities
  - 4) Performance framework
  - 5) Treasury Board Policy on Transfers
- These are components of a funding approach that First Nations not affiliated to a FNCFS agency can leverage to provide a diagnostic or basic needs assessment to substantiate or support planning.

Component	Definition	Costing considerations
Funding principles	Spirit and intent of funding guiding the structure of the allocation, e.g., consistency, carry-forwards, block or other mechanism.	The dollar amount associated to program design and delivery is the last step of the process. The principles that provide structure and guidance to the approach should be defined and aligned to the goal of the initiative.
Baseline	Starting point of services with consideration of First Nations' context.	Define the starting point, including existing services, staff, funding, capital, that will support future service delivery. If no baseline exists, proxies from other sources, e.g., First Nations, organizations with similar mandates for services delivery, etc.
Program activities	Various activities and services to be provided, e.g., early childhood education, mental wellness supports, etc.	Use data from existing models and programs to build cost estimates of desired programs and services. Sources include, Band Council, other programs, e.g., MFI, existing cost analysis, e.g., IFSD, industry standards, etc.
Performance framework	Vision of child and family services indicators to track changes in the well-being of children, families, and the community.	The indicators should collect data for evidence generation. Care and control of delivery requires information for First Nations for planning, decision-making, and advocacy. Ensure the funding approach and framework are linked.
Treasury Board Policy on Transfers	Government of Canada requirements for receiving funds and reporting on activities/results.	The terms and conditions for the funding should be consistent with funding principles.

## Readiness assessment

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- A clearly defined starting point and plan are critical to mapping a way forward.
- There are key questions that a First Nation may wish to consider to plan their path forward on the delivery of child and family services.
- A framework to clarify the starting point is a useful tool before embarking on subsequent activities.

Guiding questions	Considerations		
What is your vision?	- What is the vision of a healthy child and family in your community?		
What's the problem you're trying to solve?	- Define the purpose and goals of designing and delivering services		
What will you do to solve the problem?	<ul style="list-style-type: none"> <li>- Identify the activities you will take to deliver on goals</li> <li>- What are the root causes/sources of the problem?</li> <li>- What are options and tools at hand to address the problem?</li> </ul>		
What do you need to solve the problem?	- Define the inputs, e.g., tools, resources, services, necessary to take action to deliver on your goal. Examples include, people, money, capital, and data, etc.		
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## Questionnaire analysis

## Principal takeaways

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- First Nations not served by a FNCFS agency encompass a range of typologies, and have a variety of characteristics, e.g., geography, current capacity, program delivery, funding, etc. Their points of departure vary significantly, with some offering child and family services programming, and others unsure of their budgets.
- It will take time to recruit staff, build capacity, design programs, and in certain places, build structures appropriate to desired programs. These are essential considerations for any long-term and sustainable reform, setting up those supporting children and families for success.
- **There are significant gaps in budgets and overall financial portraits.** This will limit IFSD's ability for bottom-up cost analysis using data from the questionnaire.
  - IFSD is reviewing publicly-accessible financial statements from participating First Nations to try to understand if there are broader financial challenges in defining expenditures in child and family services.
- There are no relevant correlations or cost-driving patterns observable in the questionnaire data. This suggests diverse and inconsistent starting points, e.g., programs, services, staff, etc.

## Principal takeaways from questionnaire analysis

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- Budgets:
  - Lack of clarity around resources may suggest that those delivering services do not control/shape their budgets, but are rather provided budgets by their First Nation. Another possible explanation is that they did not want to share the information.
- Technology
  - Gaps in hardware and internet connectivity were reported.
  - This has implications for service delivery (incl. access to services outside of the community) and data collection/analysis.
- Building infrastructure
  - Significant gaps in staff and programming spaces were highlighted.
  - Capital needs assessment (national) will be undertaken with collaborators as part of this project.

## Principal takeaways from questionnaire analysis

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- Staff/capacity
  - Challenges attracting and retaining staff have been expressed nationally.
- Data collection and evidence generation
  - Capacity gaps.
  - Emphasis on input data, with limitations on well-being focused information.

## Approach overview

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- There is no baseline understanding of the resources, capacities, and needs of First Nations not affiliated to a First Nations child and family services (FNCFS) agency.
- To develop a baseline, IFSD reached out to First Nations not affiliated to a FNCFS agency requesting participation through:
  - A questionnaire (46% participation rate)
  - In-depth collaboration (5/10 collaborators confirmed; 11 collaboration agreements released)

## Workshops across Canada

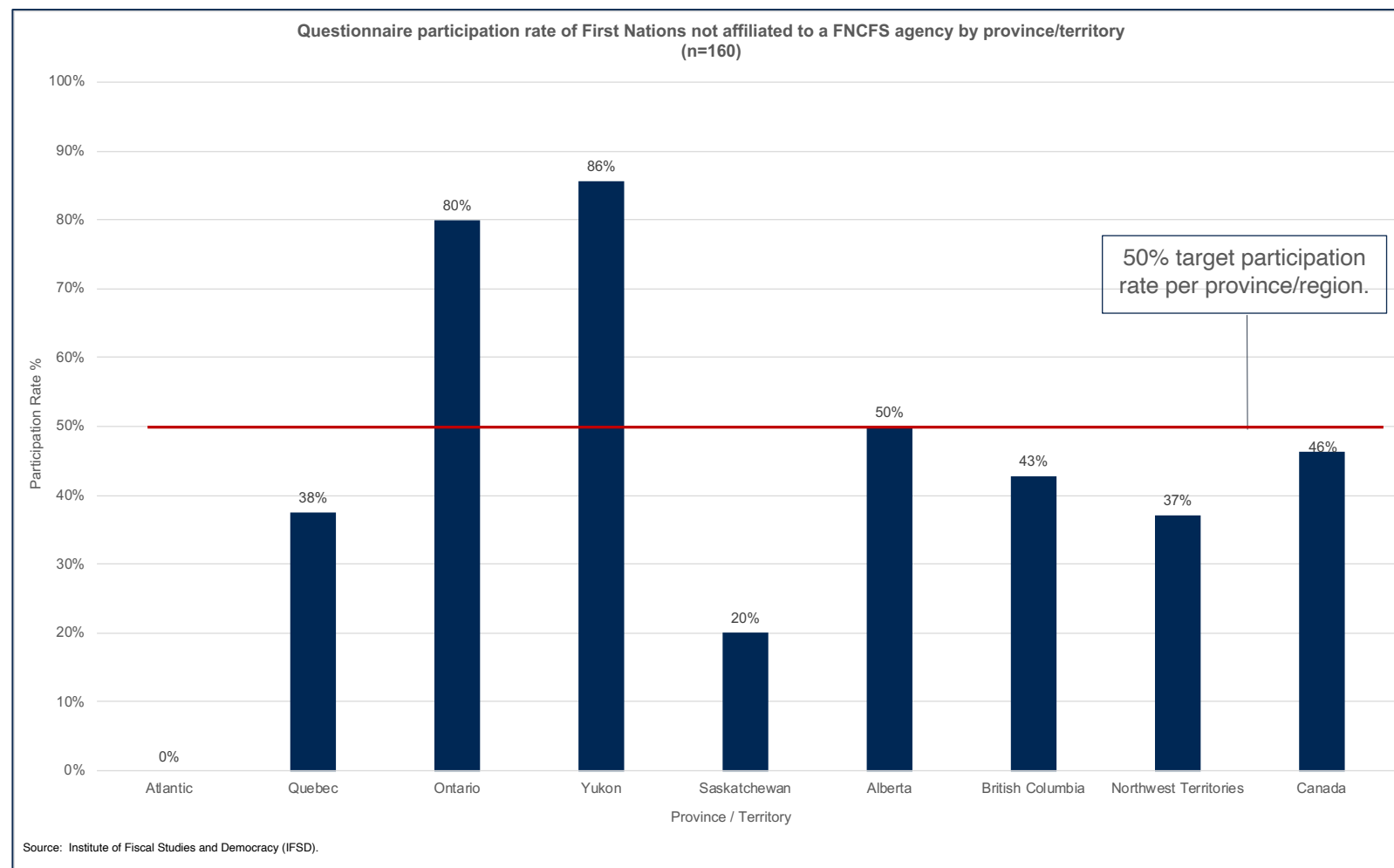
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- In May and June 2022, IFSD hosted **9 workshops** with First Nations not affiliated to a FNCFS agency.
- IFSD heard from representatives (principally, technicians or those managing services, as well as some Band Council representatives) from over **70 First Nations Bands and over 125 participants**.
- Participants were invited to complete a questionnaire during the session and engage in discussion on current state and future needs.
- The different needs and starting points of First Nations not affiliated to a FNCFS agency should inform a future approach.

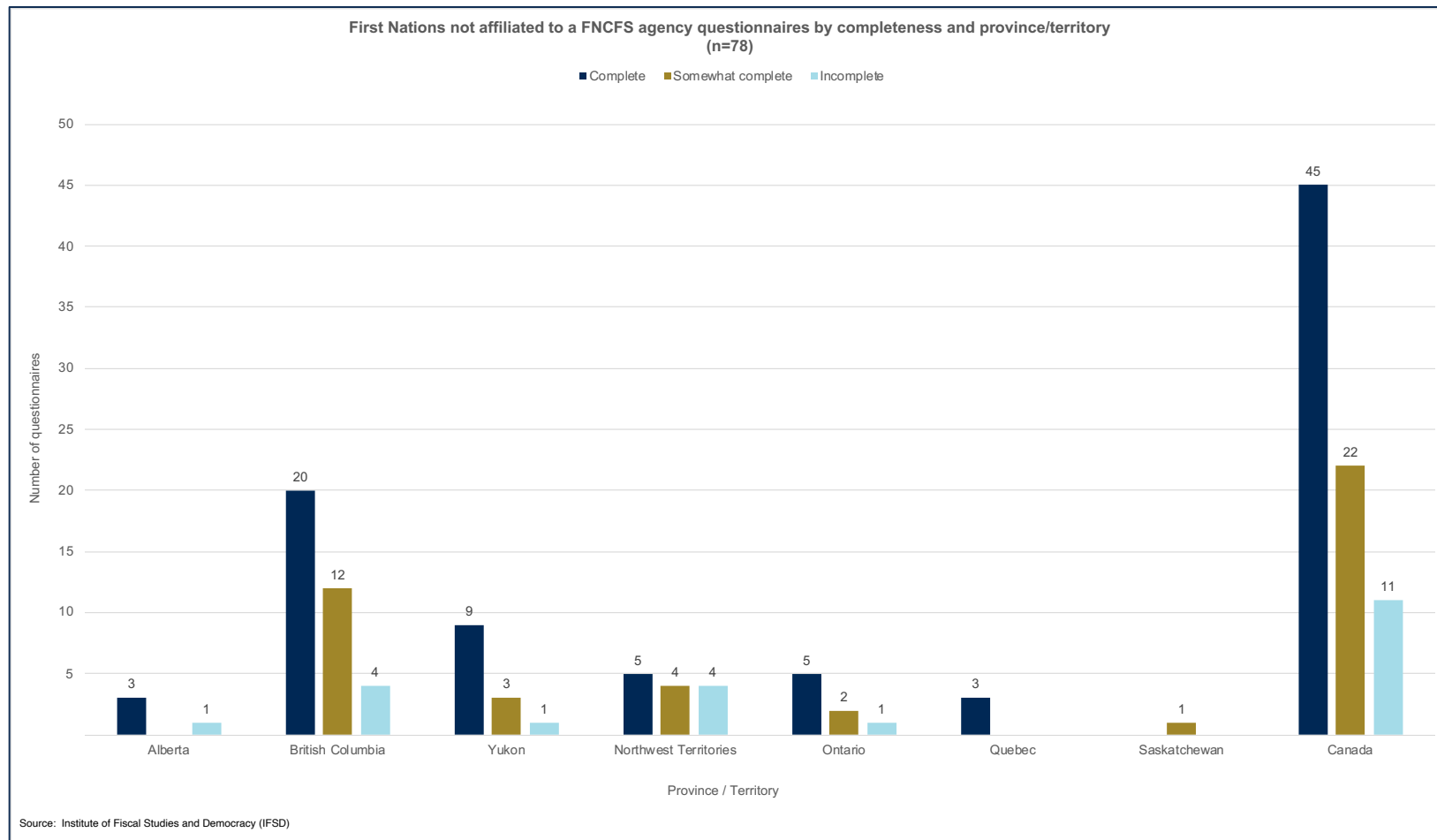
## National questionnaire participation

- National participation in the questionnaire (with the population adjustment for Quebec) was 46% (n=160).



## Note: Questionnaire completeness

- Questionnaire completeness is variable.
- Not all questions were answered; some responses were incoherent or contradictory.
- Nearly 60% of submitted questionnaires were complete, 28% somewhat complete, and 14% incomplete/unusable.
- The Northwest Territories proportionally had the most incomplete questionnaires.

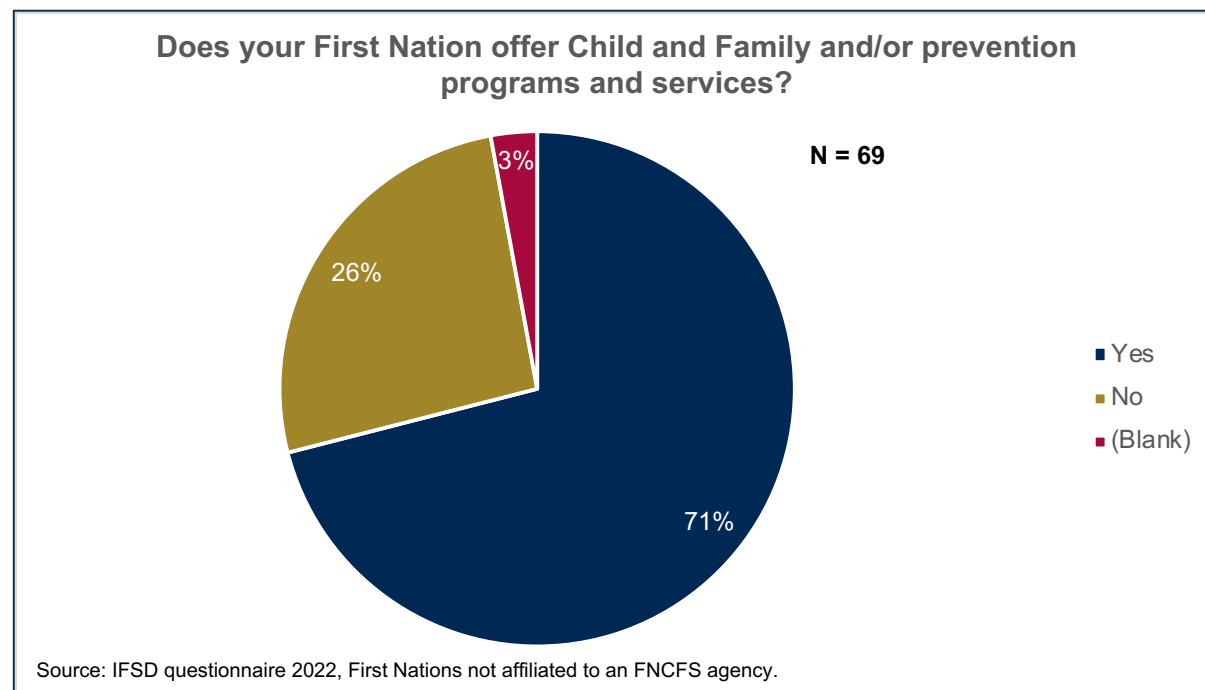




## Service provision

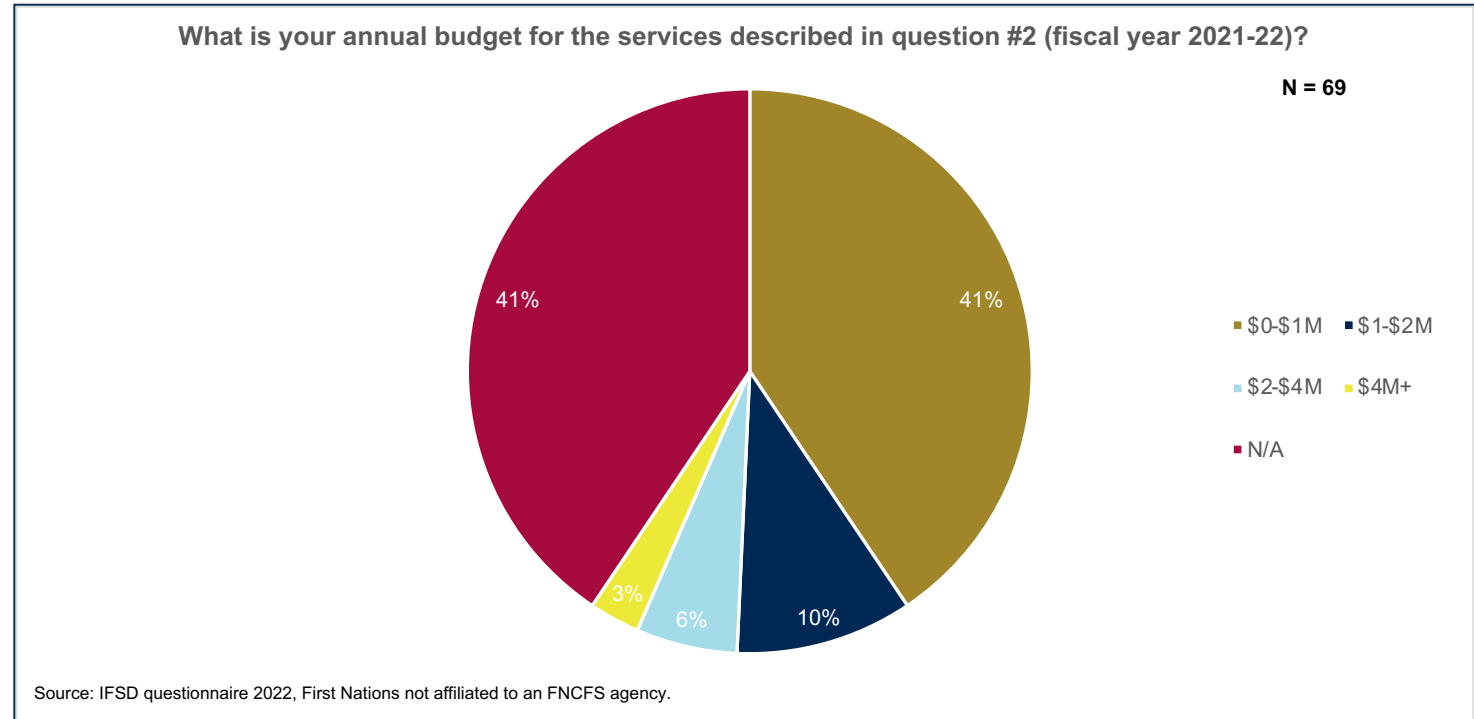
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- Most First Nations reported delivering child and family services and/or prevention programs and services.
- Over a quarter of respondents reported not delivering such services (or did not respond).



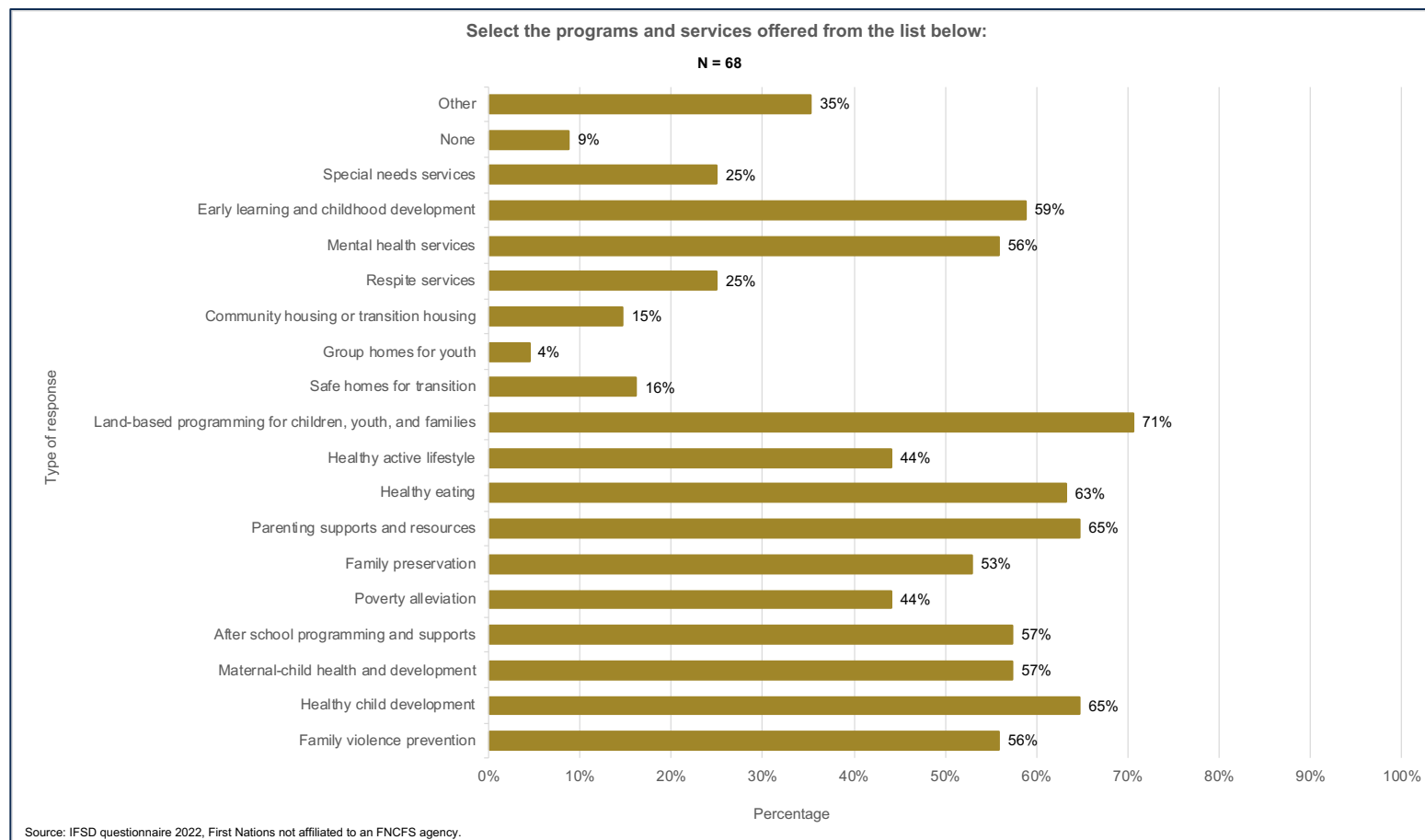
## Expenditure information

- Limited expenditure data was provided by participating First Nations.
- Approximately 40% of respondents did not report a budget.
- Approximately 40% of respondents reported under \$1M annual budget.



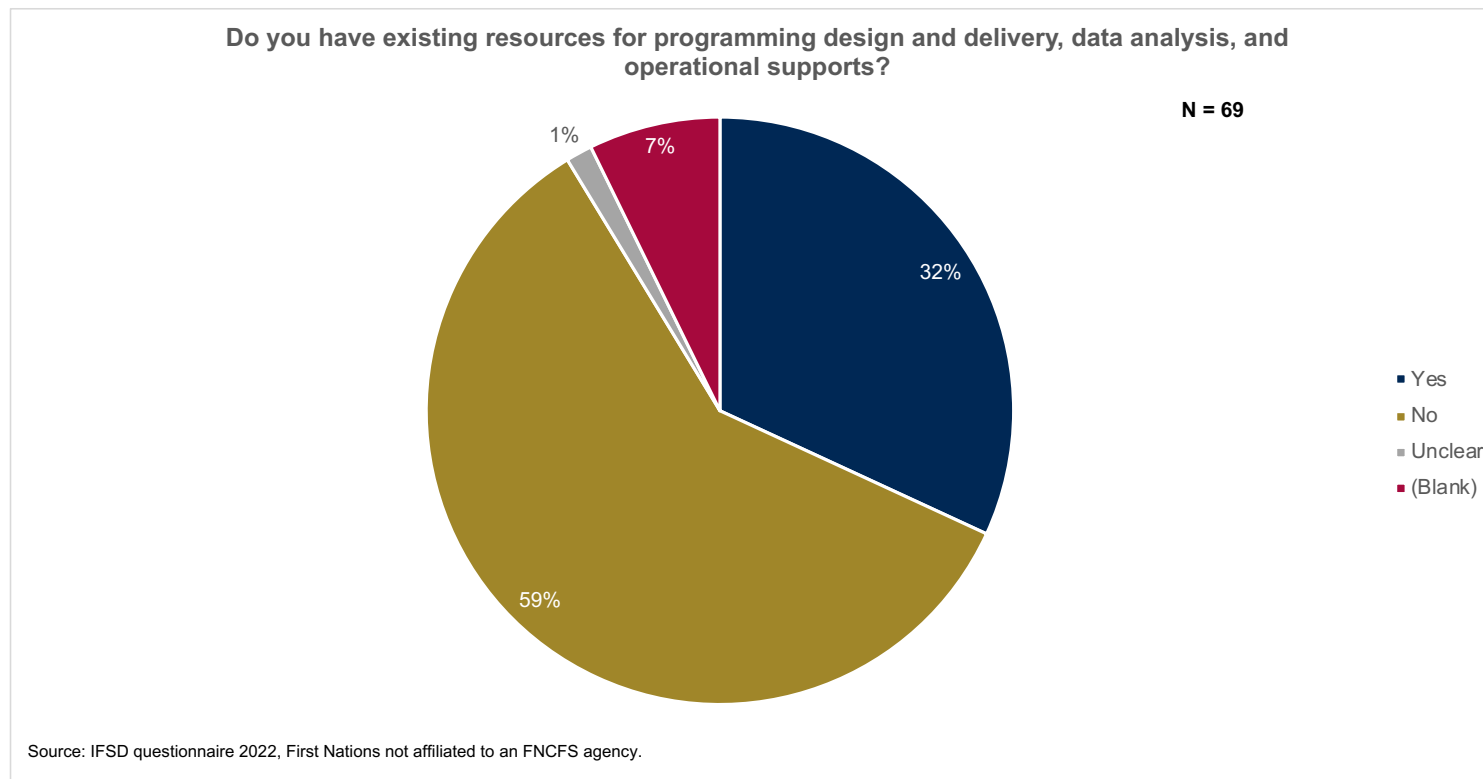
## Current programs and services

- Outside of land-based programs, many programs offered by First Nations emphasize physical and mental health.



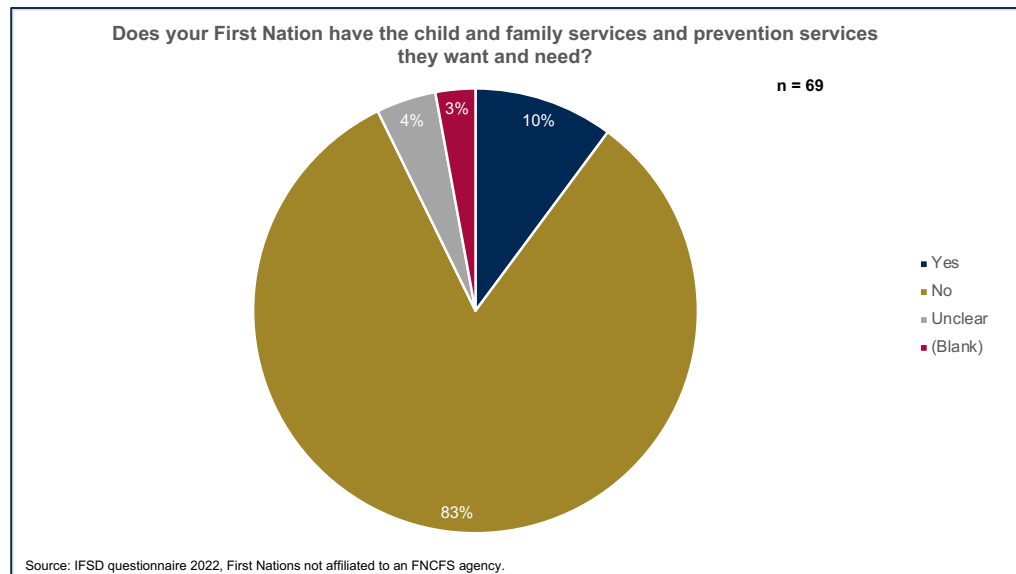
## Resources for program and service delivery

- Most First Nations do not have the resources and supports required for program and service delivery.

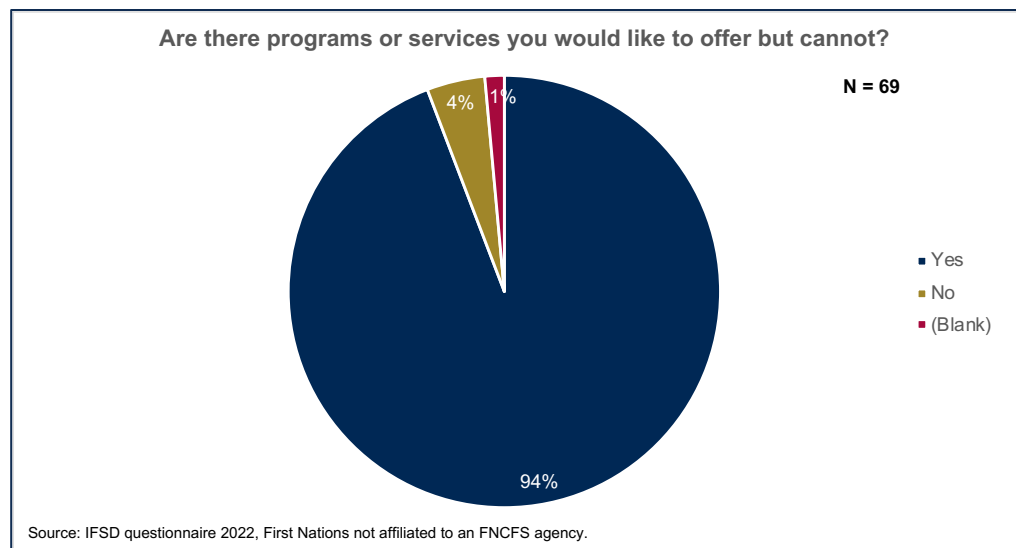


## Capacity for program and service delivery

- Approximately 80% of respondents report that their **First Nations are not offering** the child and family services they want and need.

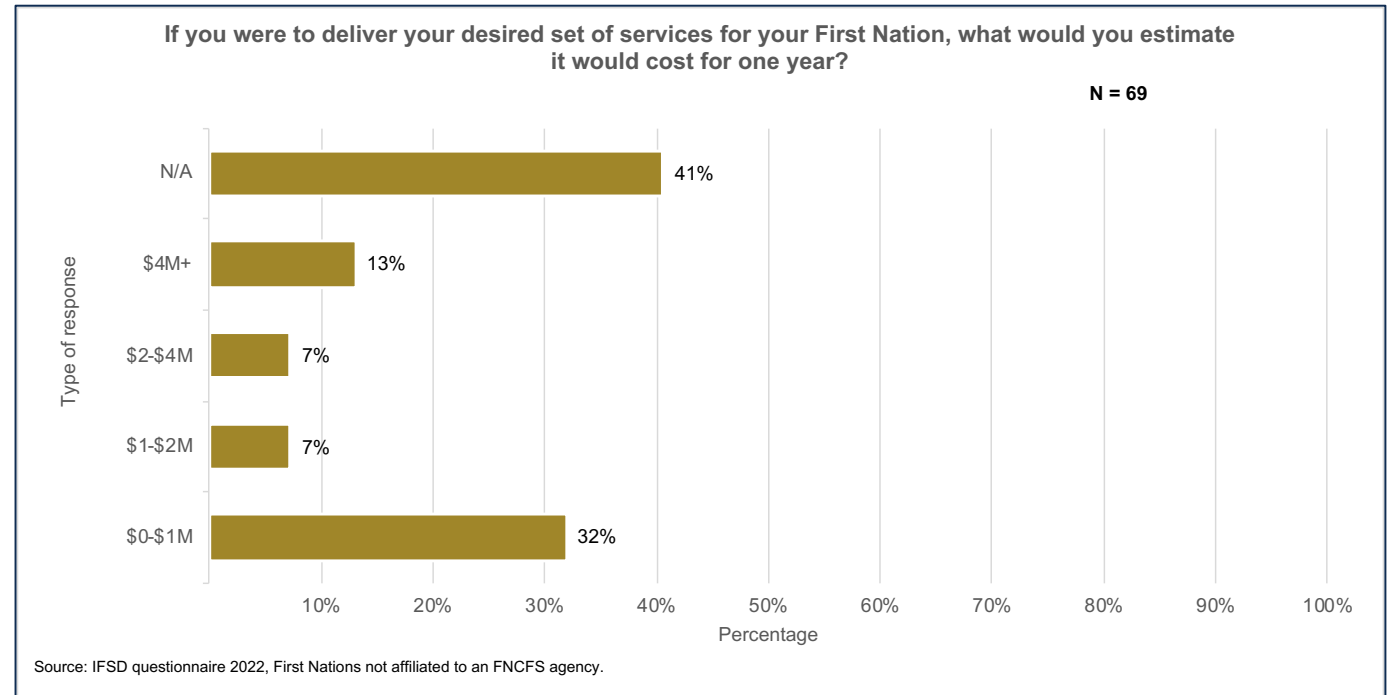


- Over 90% of respondents report not being able to offer the programs and services they would like.



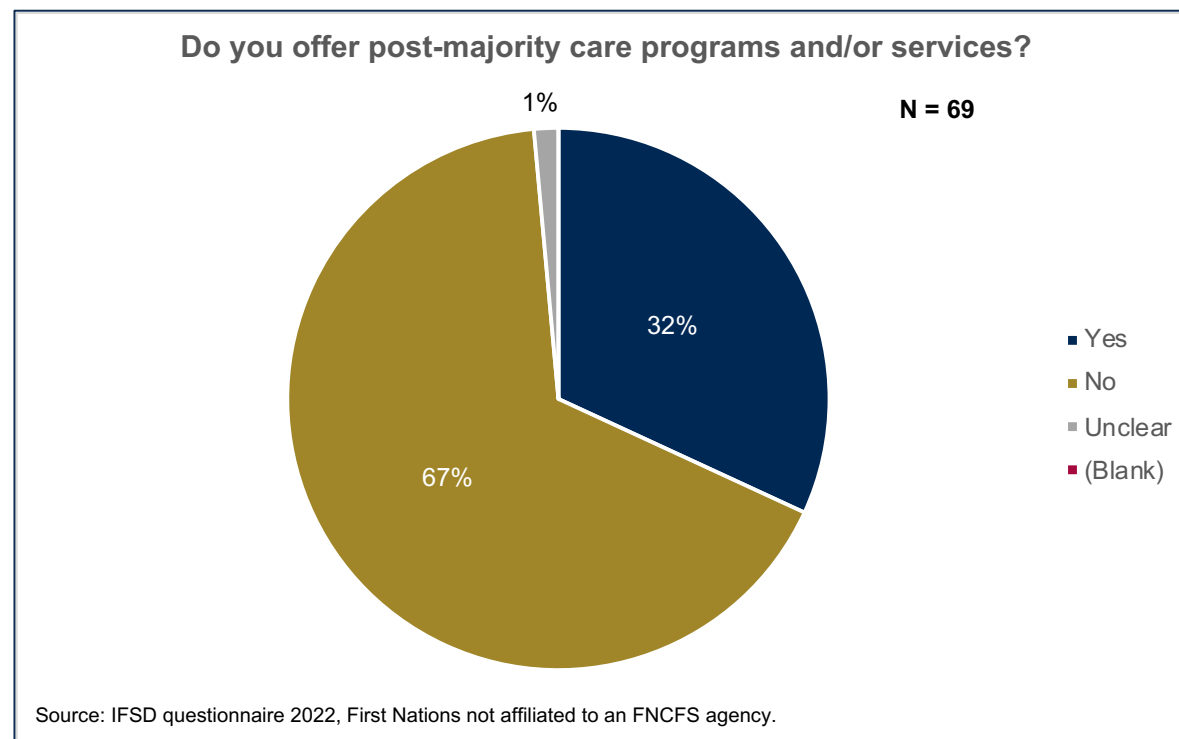
## Delivering desired services

- When asked to estimate the cost of delivering desired services, 59% could provide an answer.
- Most of those responding, suggested that desired services would be under \$1M (the same as the most frequently reported annual budget in the questionnaire).
- This could suggest a lack of planning opportunity or limited engagement with budget, i.e., it is provided by the First Nation rather than developed with service coordinators/providers.



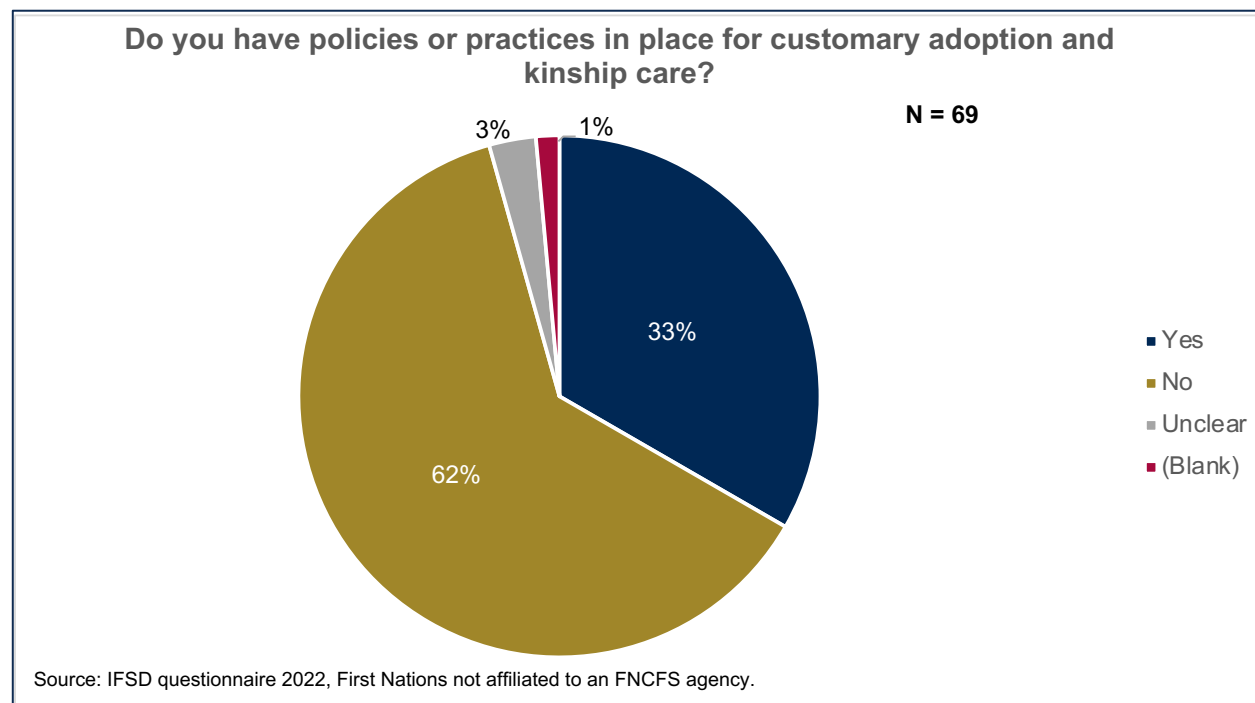
## Post-care supports and services

- Most respondents do not offer post-care supports and services.



## Customary adoption and kinship care

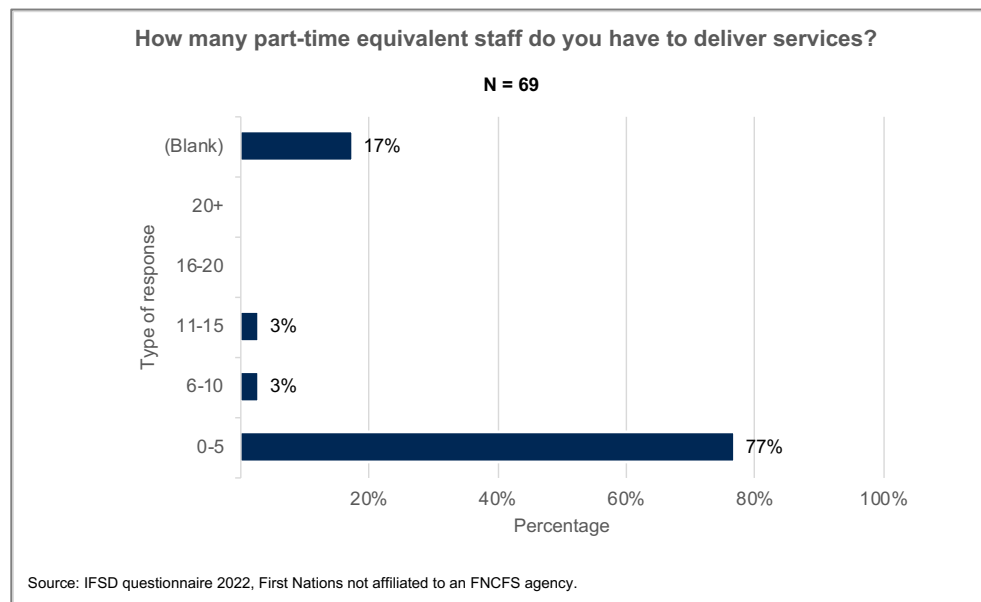
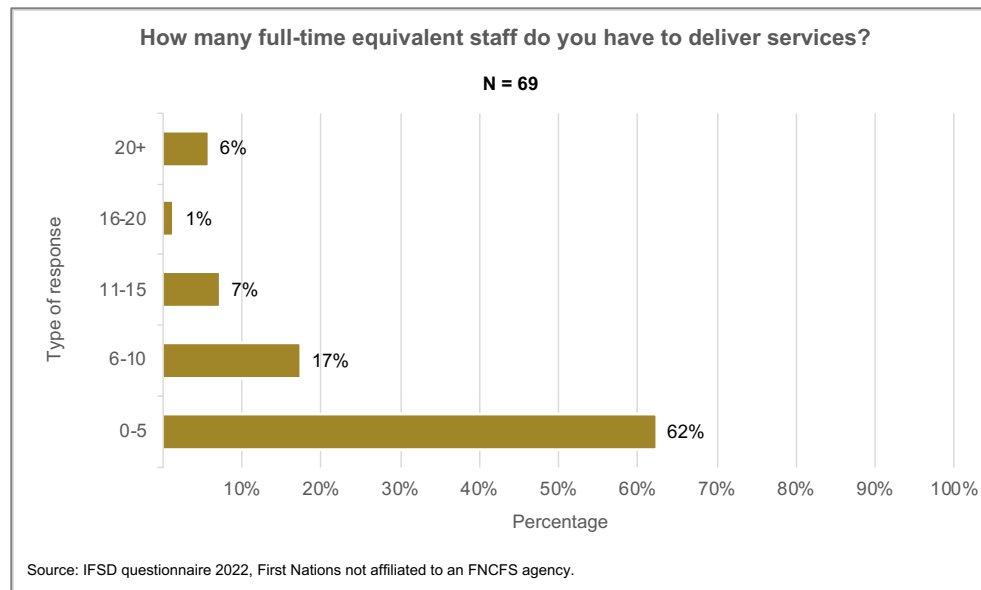
- Most respondents do not have practices for customary adoption and kinship care.





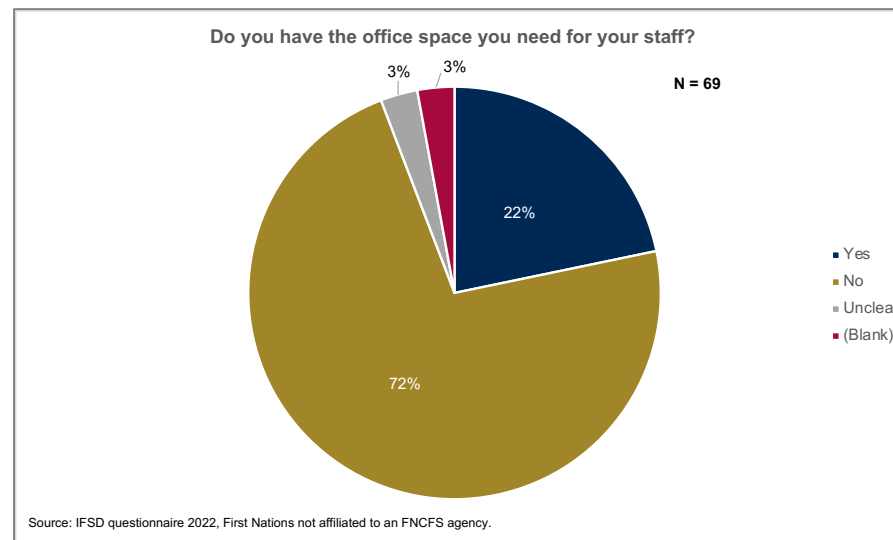
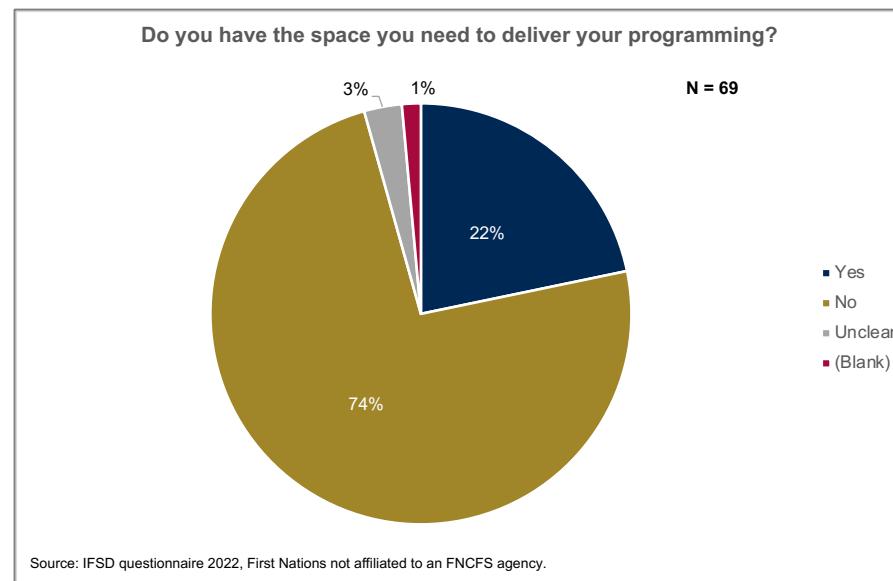
# Staffing

- Most respondents report full-time and part-time staffing levels between 0-5 persons.



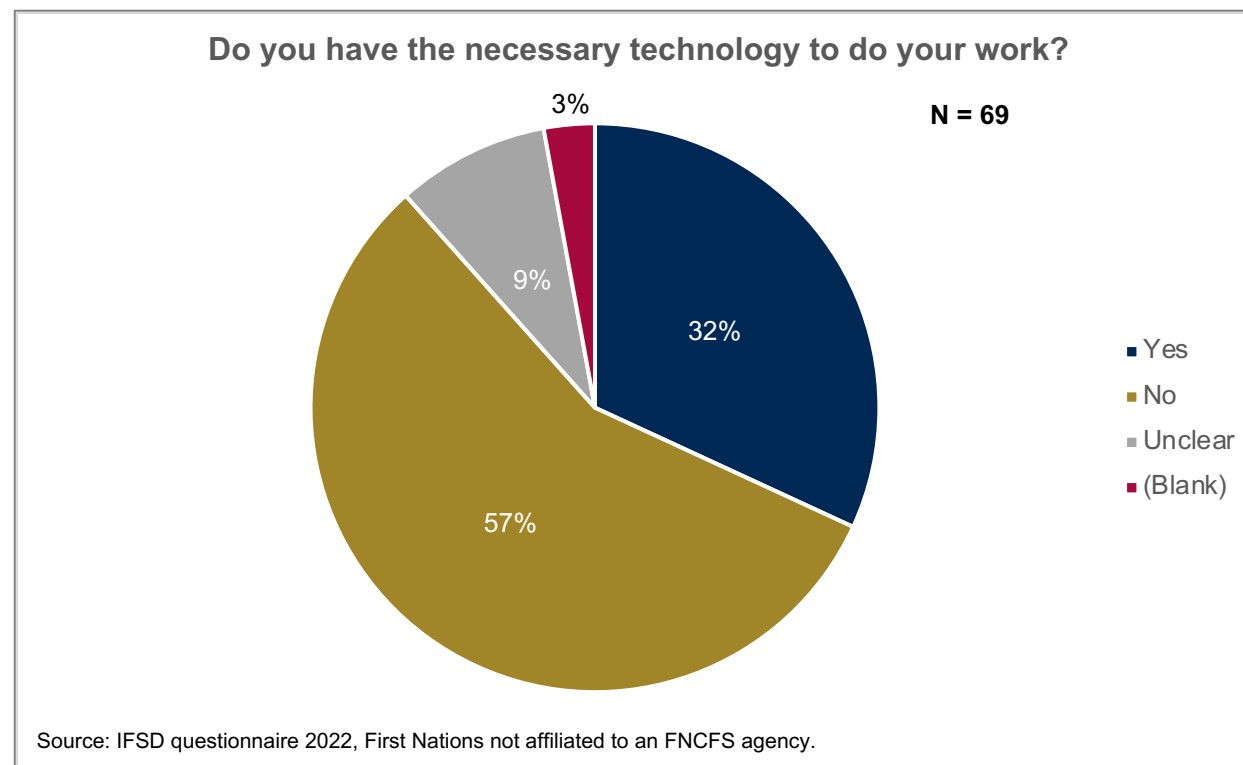
## Capital

- Nearly 3/4 of First Nations do not have the necessary space for program delivery.
- Similar to programming space, staff office space is reported as needed by nearly 3/4 of First Nations.



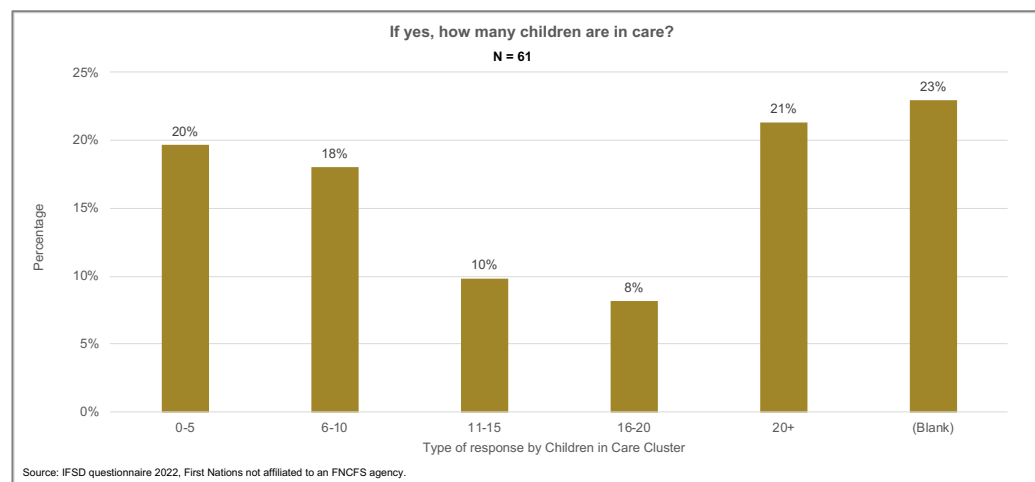
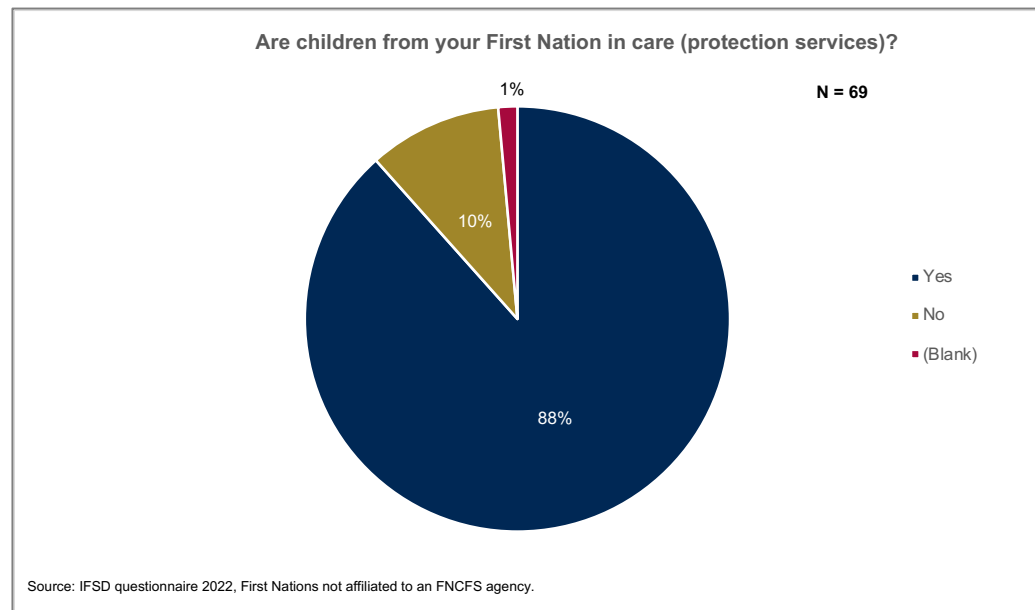
## Technology

- Over half of respondents indicate they do not have the technology required to do their work.



## Children in care

- Nearly 90% of respondents report children in care.
- Of those reporting children in care, over 1/3 have between 0-10 children in care, and nearly 1/4 do not report the number of children in care.



## Considerations and next steps

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- There is a need and desire to increase supports and services to First Nations children
- First Nations have various starting points that should be considered in assessing resource needs
- A range of models should be anticipated for increasing supports and services to First Nations children

## Get in touch

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