

Statement of Mandate 2015–2016



Service Nova Scotia



NOVA SCOTIA

Service Nova Scotia

Statement of Mandate

2015-16

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Message from Minister and CEO

We are pleased to present the 2015 – 2016 Statement of Mandate for the Office of Service Nova Scotia.

Service Nova Scotia has recently undergone a restructuring. The changes are about strategically redeploying our resources so we can work smarter, create centres of excellence, reduce red tape, and focus on what matters – the client.

Service Nova Scotia has been given a new mandate that will allow us to play a key role in making it easier for Nova Scotians to interact with government, and align with government's overarching direction and priorities.

We're ready for an exciting year of change, with an emphasis on our two new branches – one focused on the client experience and service excellence in all client channels, and the other on program modernization and red tape reduction. These branches will work closely together with a common focus on our mandate and aims.

Highlights for the 2015 – 2016 fiscal year will include:

- Creating effective and efficient access to government information and services through our in-person, telephone, and digital service channels.
- Collaborating with internal and external partners to evaluate and improve the quality and effectiveness of government services.
- Creating mechanisms, including legislation, to sustain the regulatory modernization agenda over the long term.
- Optimizing licensing and compliance processes by expanding the use of the business number across all levels of government.

Through these initiatives, and many others, we will work diligently to make it easier for Nova Scotians to interact with their government, and deliver on the priorities identified in this Statement of Mandate.

We encourage readers to learn more about our department by visiting www.novascotia.ca/sns.



Hon. Mark Furey
Minister



Joanne Munro
CEO

Mandate 2015/16

Service Nova Scotia will continue to lead the Government's "one window" approach for clients as we review our programs, modernize our services and reduce red tape. Service Nova Scotia will focus on providing higher levels of service to our clients; create centres of excellence; and, most importantly, take an approach that puts our clients at the center of everything we do. Service Nova Scotia will seek to enhance the customer experience through the fiscally responsible approach that sees investment in new and emerging channels like social media and digital. Service Nova Scotia will contribute to overall efforts to create the climate that will encourage economic development, build consumer confidence and promote a fair and efficient marketplace. Success will come from the valued difference Service Nova Scotia makes in the lives of Nova Scotians.

Mission

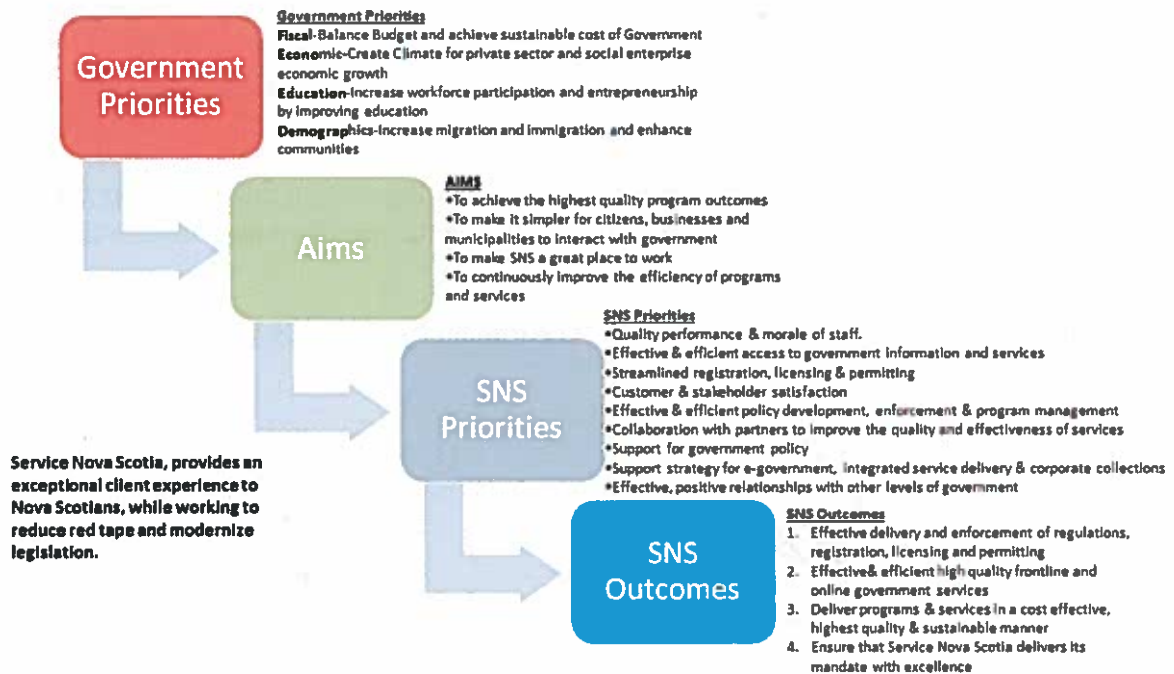
- Service Nova Scotia delivers services to citizens, businesses and municipalities and administers a diverse range of programs for the public good.

Vision

- We are a client focused organization that makes a valued difference in the lives of Nova Scotians.

Aims

- To achieve the highest quality program outcomes
- To make it simpler for citizens, businesses and municipalities to interact with government
- To make SNS a great place to work
- To continuously improve the efficiency of programs and services



Strategic Outcomes

Organization

In the Throne Speech from the 2014 Fall Session of the Legislature, Government said: “The creation of a new office of Service Nova Scotia last spring was a step toward creating a better climate for business and evidence of a strong commitment to improving service and reducing red tape.” The speech also asked all government departments and offices to look with a critical eye at how services are delivered across government.

Government has given Service Nova Scotia a mandate to provide higher levels of service to Nova Scotians, while working to reduce red tape and modernize legislation. Service Nova Scotia (SNS) must also find ways to make it easier for Nova Scotia citizens, businesses and municipalities to interact with government. SNS will deliver its mandate with excellence. This will be done with an outside-in approach, putting the client at the centre of everything we do, creating a client-centric culture.

The office has been organized into two branches that have a clear focus for achieving our mandate. The Client Experience branch will be focused on modernizing all aspects of the client experience and service excellence. Program Modernization will focus on red tape reduction, modernizing legislation and leading transformation.

SNS measures success against our progress in improving service levels, reducing red tape and achieving our Aims. The Office is responsible for ensuring results in the following areas:

- Quality performance and engagement of staff.
- Effective and efficient access to government information and services through in-person, telephone, and digital service channels.
- Streamlined registration, licensing and permitting processes.
- Customer and stakeholder satisfaction with SNS services.
- Effective and efficient policy development, enforcement and program management.
- Collaboration with internal and external partners to evaluate and improve the quality and effectiveness of government services.
- Support for government policy in several areas including data privacy, security and access and integrity of data holdings.
- Support Government's corporate strategy for e-government services, integrated service delivery and its corporate collections policy.
- Effective and positive relationships with other levels of government, provincial departments and agencies and the private sector.
- Effective and efficient management of the Office's resources (financial, human, information technology, information).

Most of these responsibilities will be fulfilled via ongoing operations, through the services and programs identified in the Office's core business areas. However, a select few of these responsibilities have been identified for added emphasis over the next several years and represent the Strategic Goals that SNS will strive to achieve over the foreseeable future.

Service Nova Scotia works hard to support the Government Priorities: Fiscal, Economic Development, Education and Demographic. In addition SNS uses the One Nova Scotia Coalition

report as a lens for aligning Government's strategic priorities and the resulting activities and initiatives of the Office.

Outcomes

Service Nova Scotia is committed to helping the Government balance the budget by 2017-2018 and achieve ongoing, fiscal sustainability. Service Nova Scotia will pursue a number of initiatives to improve our efficiency in support of this goal. These initiatives will result in direct savings for the province.

- Explore alternate service delivery opportunities for Land, Motor Vehicle and Joint Stock Companies Registries.
- Review alternate ways to perform some regulatory functions.
- Improvements to services delivered via our digital channels for business owners will streamline the business registration and licensing process for new and existing businesses improving service and reducing costs.
- Ensure all debts over 90 days past due are referred to SNS in a timely manner; reducing debt write offs for the Provincial Government.

Service Nova Scotia will make it easier for Nova Scotian citizens, businesses and municipalities to interact with government. This will be accomplished through red tape reduction and legislative modernization. This will include initiatives like:

- Repeal of outdated legislation, streamlining regulations for more effective enforcement and compliance and reduce regulatory overlap and redundancies
- Leverage technology to improve Registry accuracy, accessibility and efficiency.
- Create mechanisms, including legislation, to sustain the regulatory modernization agenda over the long term.
- Focus our regulators and inspectors on those areas where the risks to society are the greatest, and licensing requirements in low-risk areas should be simplified.

This will all be done with the objective of building consumer confidence and promoting a fair and efficient marketplace.

Service Nova Scotia acknowledges the need for more self-service for clients. SNS will improve digital services for Business - Enhancing functionality and availability of information for new and existing business. Goal 4 of the One NS report focuses on business start-ups and how through the efforts of the Coalition the Nova Scotia economy will be generating 4,200 new business start-ups per year, a 50% increase over the current 10 year average. The modernization of the digital service channel for business will make it simpler for these new businesses to interact with Government. This will be accomplished by:

- Optimizing licensing and compliance processes by expanding the use of the business number across all levels of government.
- Making information gathering and government forms simpler.
- Our digital service channels will transform the way government services are delivered. SNS's online services for individuals and businesses will offer client centric self-serve options, with easy access to many programs and services in one online location, available at the client's convenience

These last two strategic goals combined with the proclamation of legislation for Community Interest Companies will support the Government's priority of economic development by reducing red tape and improving Nova Scotia's business climate.

Service Nova Scotia continuously seeks improvement. Our recent reorganization will enable success by reorganizing for maximum effectiveness, enabling strategic use of our resources and ensuring we work smarter. This is an ongoing effort to improve products, services or processes while meeting customer needs.

- The office seeks continuous improvement, as an essential part of the provision of quality public services - including effective and efficient regulation - as well as cost containment.
- Working to incorporate Lean Government practices to enable continuous improvement by reducing internal process complexity and duplication and improve consistency.
- Develop and broaden in-house expertise in continuous improvement methodology and business mapping. Build on skills already existing in Service Nova Scotia.
- Increasing program integrity through a random sample audit of programs like refund and rebate claims.
- Streamline processes to improve the client experience, gain efficiencies for the organization and optimize resource management to provide the highest quality delivery model.
- Survey business and consumer clients to ensure that we are meeting customer expectations and needs
- Reward creativity and transformation.
- Incorporate new ideas and methodologies.

Service Excellence led by Service Nova Scotia is intended to improve service delivery standards, integrate business services, and continue to make tangible improvements to forms, applications, and processes.

As Service Nova Scotia moves toward a performance-based planning and budgeting process it is important to remember the critical role that our staff play in the success of our organization. To attract and retain staff of professional excellence Service Nova Scotia will need to:

- Find innovative new approaches to sustainable government.
- Promote a culture of collaboration.
- Employ a diverse, agile, flexible and adaptive workforce.
- Initiate a deliberate program to balance the legitimate aspirations of public employees with the realities of our province's revenues.
- Improve reference and training material for operational staff to enhance engagement and ensure staff understand expectations in the centres of excellence.

We are accountable to the citizens to always be assessing and evaluating how we do things to ensure that we can deliver what Nova Scotians need in the most cost effective, highest quality and sustainable manner possible. As Service Nova Scotia evolves to the desired service model, we will be focused on making it easier for Nova Scotians to do business with government, focusing on our core services and priorities, red tape reduction, creating more sustainable government and providing employees with a service delivery model that enables them to do their jobs better. Our focus is on continuing the excellent service all our staff provide to citizens and businesses of Nova Scotia.

Budget Context

<i>Office of Service Nova Scotia</i>			
	<i>2014-2015 Estimate</i>	<i>2014-2015 Forecast</i>	<i>2015-2016 Estimate</i>
<i>Program & Service Area</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>
<i>CEO Chief Executive Office:</i>	217	399	515
<i>Client Experience</i>	40,339	39,172	39,765
<i>Strategy and Corporate Services</i>	29,311	28,300	12,260
<i>Program Modernization</i>	32,235	30,985	28,455
<i>Total Program Expenses</i>	102,102	98,856	80,995
<i>TCA Purchase Requirements</i>	8,882	3,772	9,853
<i>Provincial Funded Staff (FTEs)</i>	873	808.2	*670

**117 FTE's transferred to Internal Services on April 1, 2015*

72 FTE's transferred to Transportation and Infrastructure Renewal on April 1, 2015

Service Nova Scotia's Performance Measures for 2015-16

Outcome(s)	Annual Priorities (actions to achieve outcome)	Measure	Data/ Base Year	TARGET for 2015-16	Long-term Target	Trends
1. Effective delivery and enforcement of regulations, registration, licensing and permitting	Be a leader in red tape reduction and legislative modernization	# of red tape reduction initiatives		10		
2. Effective and efficient high quality government services to businesses	Offering client centric self-serve options, with easy access to many programs and services in one online location	Increase in registered users	42,000 - 2014-15	10% increase year over year		
3. Deliver what programs and services Nova Scotians need in the most cost effective, highest quality and sustainable manner	SNS is committed to helping the Government balance the budget by 2017-2018 and achieve ongoing, fiscal sustainability	Reduction in operating expense		\$500K	\$1M for 2016-17	

Outcome(s)	Annual Priorities (actions to achieve outcome)	Measure	Data/ Base Year	TARGET for 2015-16	Long-term Target	Trends
4. Ensure that Service Nova Scotia delivers its mandate with excellence	Service Excellence will improve service delivery standards, integrate business services, and continue to make improvements in the client experience	# of Service Excellence initiatives that are mapped through the continuous improvement process		6	Greater than 6 processes mapped per year	
	Service Excellence will improve service delivery standards and ensure that we are meeting or exceeding client expectations	Establish Customer Satisfaction metrics for Client Experience	2015-16: Baseline			