



# Business Plan

2020–21

*Service Nova Scotia  
and Internal Services*



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Budget 2020–21: Business Plan  
Finance and Treasury Board  
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## Message from the Minister and Deputy Minister

We are pleased to present our first business plan as the Department of Service Nova Scotia and Internal Services. We are now one of the largest departments in government with a team of more than 1,500 employees. Collectively, we bring together the end-to-end expertise needed to achieve a unified and coordinated approach to client service and the technology and processes that support it; all in line with government's focus on innovation and excellence.

Our department is in a unique position. We serve both the citizens of this province and the more than 10,000 employees across government. Our strong and solid commitment to service excellence guides and supports everything that we do.

Looking to the year ahead, there are many exciting initiatives underway that will directly benefit Nova Scotians, business, municipalities and the public sector. Our commitment to service excellence will see us using a client-centric approach. This means we will take the time to work with the clients we serve to be sure the work we are doing meets their needs particularly as part of our teams work to design, build and transform digital services across government. Protecting the privacy and security of personal information remains a key part of the job.

I encourage you to take a moment to review our Business Plan for 2020-21. It won't take you long to realize the extent of what we do. From making legislative changes to help more business owners and entrepreneurs succeed to issuing licenses and registrations, to procuring goods and services and supporting the delivery of a modern and integrated health information system, our department is multi-faceted.

We are very proud of the work we do and welcome this opportunity to share it with you.

Thank you.

Original signed by

The Honourable Patricia Arab  
Minister of Service Nova Scotia and Internal Services

Original signed by

Joanne Munro  
Deputy Minister, Service Nova Scotia and Internal Services

## Service Nova Scotia and Internal Services Mandate

The Department of Service Nova Scotia and Internal Services (SNS-IS) interacts with every citizen, business and municipality in Nova Scotia. SNS-IS has a broad legislative mandate, being responsible for the administration and enforcement of a wide range of legislation and regulations. SNS-IS activities include:

- Maintaining the provincial registries of vital events, land, businesses, and in partnership with the Department of Transportation and Infrastructure Renewal providing services relating to drivers and vehicles;
- Processing services for licences, permits, registrations, certificates, and refunds and rebates;
- Providing contact centre services to citizens and businesses, acting as a single point of contact (via telephone and email) for information related to all provincial government programs and services;
- Empowering consumers and regulating Nova Scotia's consumer marketplace, balancing the need to protect citizens and ease of compliance for businesses;
- Providing operational and strategic services relating to information and technology to clients in government departments, health, education, and other agencies, boards, commissions, crown corporations, and public sector entities through the Nova Scotia Digital Service;
- Providing government-wide services, including financial services, procurement services, lean and continuous improvement, corporate security, insurance and risk management, business continuity, and public safety and field communications;
- Licensing and regulation of alcohol and gaming, and undertaking compliance and enforcement activities related to fuel and tobacco licensing;
- Collecting debts on behalf of the Crown and the Municipalities, Universities, School Boards, and Hospitals (MUSH) sector;
- Ensuring public safety and protection of the public good related to regulated activities under the SNS-IS mandate.

## Priorities

The department is focused on listening to the needs and expectations of Nova Scotians and aims to deliver high-quality, accessible programs and services across multiple channels. We utilize a client-centric approach to achieve operational and service excellence, while providing support to our team and remaining fiscally responsible. SNS-IS works to make it simple, fast, safe and secure for our clients and our partners to do what they need to do.

## Actions

The Department will continue the multi-year Registries Transformation Initiative to improve the way in which these services are delivered to Nova Scotians. In 2020-21, SNS-IS will:

- Support the roll-out and implementation of new IT solutions for the Joint Stock Companies (RJSC) and Vital Statistics (VS) registries;
- Continue to advance the modernization of the Land registry and, in partnership with the Department of Transportation and Infrastructure Renewal, the Registry of Motor Vehicles (RMV).

Service Nova Scotia and Internal Services is leading the transformation of digital services across government. The Nova Scotia Digital Service has been created to apply internet-era ways of working to provide services to Nova Scotians. We partner with other departments and agencies and provide leadership in designing, building, and continuously improving simple government services using modern digital tools and platforms. In 2020-21, SNS-IS will:

- Develop and start implementing a Digital Strategy to provide simple, clearer, faster digital services; enhance digital platforms; and ensure the enabling, scaling and sustaining of digital services;
- Develop a Technology Strategy that supports technology investment decision-making and starts to address issues related to legacy systems;
- Continue to provide operational excellence by providing better, more efficient services while improving citizen interactions with government;
- Enhance the corporate cybersecurity program, resulting in better protection of government data and information.

Continue to support government's priority of providing quality health care to Nova Scotians by working with the Department of Health and Wellness to provide needed tools and supports for health practitioners and administrators across the health system, and deliver a modern, integrated health information system.

SNS-IS works to understand client needs in order to deliver services effectively. In 2020-21, SNS-IS will continue implementation of a citizen and business feedback strategy. SNS-IS will continue the deployment of transactional and reputational surveys of citizens, businesses, agents and stakeholders that interact with SNS-IS programs and services.

As part of our effort to support open government and transparency, we will continue to grow and enhance the corporate open data portal. In 2020-21, we will continue to provide the public, businesses and academic community with a single point of access to government data sets in readable formats. This will allow for data analysis and re-use, to enable inclusive economic growth, regional growth, efficient and effective decision making.

Working to ensure the enhanced protection of personal information and data under the care and control of government, SNS-IS will continue to modernize and enhance privacy practices and awareness across government.

SNS-IS will continue to work in collaboration with the Office of Regulatory Affairs and Service Effectiveness to achieve government's commitment to reduce red tape and reduce the regulatory burden on businesses. In 2020-21, we will continue to identify opportunities to reduce regulatory and compliance burden on Nova Scotians in SNS-IS programs and services through improved service offerings, process improvements, and pursuing opportunities for collaboration with other jurisdictions and levels of government.

In supporting efforts for the sustainable, efficient delivery of services, SNS-IS will continue to enable continuous improvement in government and reduce internal process complexity and duplication through incorporation of Lean Six Sigma principles, training and awareness, and targeted projects.

## Core Responsibilities

Service excellence is at the heart of everything SNS-IS does. As part of our core business, we provide a vast array of services to the citizens and businesses of Nova Scotia. We also provide the services, tools, and supports that enable other government departments and public sector entities to focus on providing quality services.

### Actions

- Support entrepreneurs and business owners to start their new businesses sooner by processing complete new business incorporation requests in three days or less;
- Review, modernize, and update legislation, regulations and programs to meet the evolving needs of citizens and business balanced with the public good;
- Continue to foster innovation and more efficient service in procurement through use of government purchasing where possible to support the purchase of innovative products and services, work to identify new and improved service offerings and delivery methods, and foster efficiencies through FPT cooperation;
- Provide processing services for licences, permits, registrations, certificates, and refunds and rebates;
- Continue to administer and introduce service delivery efficiencies to the Heating Assistance Rebate Program (HARP) and Property Tax Rebate for Seniors (PTRS);
- Develop and implement a framework of robust and modern information access and privacy services including policies, standards, practices and resources for government;
- Through our Geographic Information Services division, provide government and public with Foundation Geography and GeoServices;
- Administering a range of provincial commodity tax programs, including audit and compliance activities relating to fuel and tobacco taxes.

## Financial Summary

<b>Service Nova Scotia and Internal Services</b>			
Program & Service Area	<b>2019-2020 Estimate</b> (\$ thousands)	<b>2019-2020 Forecast</b> (\$ thousands)	<b>2020-2021 Estimate</b> (\$ thousands)
<b>Departmental Expenses:</b>			
Senior Management	393	388	424
Strategy and Corporate Services	10,334	10,283	11,651
Government Services	32,114	36,047	32,097
Internal Audit Centre	2,217	2,547	2,258
Customer Contact & Collection Services	8,341	7,998	9,738
Financial Service Delivery	9,155	9,132	9,324
In-Person Service Delivery	24,500	27,468	24,230
Nova Scotia Digital Services	144,354	153,981	156,103
Procurement	9,615	9,007	9,754
Program Modernization	41,924	42,505	43,620
<b>Total Departmental Expenses</b>	<b>282,947</b>	<b>299,356</b>	<b>299,199</b>
<b>Additional Information:</b>			
<b>Ordinary Recoveries</b>	<b>16,960</b>	<b>20,979</b>	<b>16,547</b>
<b>TCA Purchase Requirements</b>	<b>8,307</b>	<b>13,034</b>	<b>8,172</b>
<b>Funded Staff (Net FTE's)</b>	<b>1,621.9</b>	<b>1,543.9</b>	<b>1,614.9</b>



## Performance Measures

	Baseline 2014-15	Target 2020-21
Percentage of in-person clients served within 20 minutes	72%	80%
Percentage of calls answered within 20 seconds	46%	70%
Percentage of digital uptake for online vehicle permit renewal services	32%	40%
Complete new business incorporation applications processed in three (3) days or less	n/a	100%
Percentage variance of period 10 budget forecast to year-end actuals	1.5%	<2%