

Service NL

STRATEGIC PLAN

2017-20



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MESSAGE FROM THE MINISTER

It is my pleasure to present Service NL's Strategic Plan for the three-year period 2017-20. This plan was prepared under my direction in accordance with government's Transparency and Accountability Act. I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained herein.

This Strategic Plan identifies the key strategic goals and objectives to be accomplished during the fiscal period 2017-20. The goals and objectives included in this plan were prepared in consideration of the strategic directions detailed in Annex A.

Enhancing program and service delivery as well as consumer protection and safety are the principal areas of focus over the next three years. Identification and implementation of better service delivery options, increasing access to online services, identifying deterrents to bad business practices, and strengthening provincial safety regulations are key priorities for fulfilling the outcomes of this plan. These priorities align with The Way Forward and its objective of "Better Services".

As Minister, I look forward to working with departmental staff, the public, industry partners and other government departments in implementing this plan and achieving its important goals and objectives.

A handwritten signature in blue ink, reading "Perry Trimper". The signature is fluid and cursive, with a stylized "P" and "T".

Honourable Perry Trimper

Departmental Overview

Service NL delivers citizen protection services in the areas of public health and safety, environmental protection, occupational health and safety, consumer and financial interests, the provision and preservation of vital events and documents and printing and micrographic services for Government and the general public. The Department was created with the aim of consolidating, where possible, the licensing, permitting, inspection, and regulatory functions within government and providing a single-window point of access to the public for those services. The authority to carry out the department's mandate is derived from over 175 pieces of legislation and related regulations, standards and codes of practice. In February 2017, the Office of French Services (OFS) was moved from the Human Resource Secretariat to Service NL to support government's capacity to deliver services in French. In addition, the Minister of Service NL is the Minister Responsible for Francophone Affairs.

A brief overview of Service NL's two branches and their respective divisions and operational units is outlined below. A full description of the Department's mandate and lines of business is available online at:

<http://www.servicenl.gov.nl.ca/departement/index.html>

Government Services Branch

The Government Services Branch provides a variety of services internally to government and externally to the people of this province. This is accomplished through the branch's six divisions: Government Service Centres; Support Services; Motor Registration; Engineering and Inspection Services; Vital Statistics; and the Office of the Queen's Printer/Printing and Micrographic Services.

Government Service Centres

Government Service Centres (GSCs) consolidate a wide variety of licences, permits, approvals and registrations for the general public and business community through a single-window service delivery model. Programs include: environmental health (e.g. inspection of food premises, schools, daycares, personal care and group homes; septic system approvals; sanitation inspections for parks, pools, correctional and other facilities); environmental protection (e.g. management of oil spills; inspection of waste disposal sites, farms; asphalt plants, service stations and bulk oil facilities); development control (e.g. protected roads; highway signage); electrical inspections; sale of small game and wildlife licences; and delivery of motor registration, vital statistics, public safety and other programs and services.

Support Services Division

The Support Services Division provides support to the Government Service Centres through a number of oversight functions, including development of policies, procedures and management information systems in areas such as environmental health, environmental protection, electrical safety, customer service, and development control. The division also liaises with partners in these and other areas (e.g. Health and Community Services; Regional Health Authorities; and Municipal Affairs and Environment) in the management of Memoranda of Understanding (MOUs) and cross-departmental issues. In addition, the Support Services Division is responsible for BizPaL, an online one-stop service for entrepreneurs that simplifies the process of finding information on business permits and licences from all of government - federal, provincial and municipal.

Motor Registration Division

The Motor Registration Division (MRD) is responsible for driver and vehicle safety through a number of programs and services, including: driver licensing and vehicle registration; driver examinations; highway enforcement and weigh scales for commercial vehicles; driver records (convictions, suspensions, accident and

medical records); and the collection of taxes on vehicle sales, court fines and other government revenues. The division also issues photo identification cards to the general public.

Engineering and Inspection Services Division

The Engineering and Inspection Services Division manages a number of public safety programs in a variety of technical service areas including: registration and inspection of boilers, pressure vessels, propane and medical gas systems, elevating devices and amusement rides; building plan review and approval for fire and life safety and building accessibility (for persons with disabilities); welding inspections; and approvals for larger septic/waste water disposal systems.

Vital Statistics Division

The Vital Statistics Division registers and certifies all vital events (e.g. births, deaths and marriages) and issues related certificates and documents to support personal identification needs. The Division also registers adoptions and legal name changes, and certifies clergy and civil authorities for marriages.

Office of the Queen's Printer/Printing and Micrographic Services Division

The Office of the Queen's Printer/Printing and Micrographic Services Division is responsible for: the publication of The Newfoundland and Labrador Gazette; all printing for the House of Assembly (including statutes and subordinate legislation; annual Budget; Throne Speech); the Office of the Auditor General and Special Commissions; and provides internal printing and micrographic services for all government departments, agencies, boards and commissions.

Regulatory Affairs Branch

The Regulatory Affairs Branch regulates consumer protection and provincial financial services; facilitates commerce in the province; regulates private employer pension plans and public sector pension plans; maintains nine legal registries for

the province; and protects the health and safety of the province's workforce. The branch is comprised of five divisions: Consumer Affairs; Financial Services Regulation; Pension Benefit Standards; Commercial Registrations; and Occupational Health and Safety.

Consumer Affairs Division

The Consumer Affairs Division administers consumer protection legislation to ensure a fair and equitable marketplace, protects the interests of consumers, mediates and adjudicates disputes between residential landlords and tenants, and regulates charitable and non-profit organizations' lottery fund-raising activities. It also licenses and regulates collections agencies, private investigators and security guards.

Financial Services Regulation Division

The Financial Services Regulation Division regulates individuals and companies that provide financial products and services to the public. The regulated sectors include insurance, securities, real estate, mortgage brokers and prepaid funerals.

Pension Benefit Standards Division

The Pension Benefit Standards Division regulates private employer pension plans and public sector pension plans. The division is responsible for the administration and enforcement of pension benefit standards prescribed by the Pension Benefits Act, 1997 and regulations to protect employee pension funds.

Commercial Registrations Division

The Commercial Registrations Division has responsibility for nine legal registries in the province. The Division registers transactions for real property (Registry of Deeds) and personal property and registers all corporations, co-operatives, limited partnerships and limited liability partnerships for the purpose of ensuring these companies uphold their legal responsibilities as prescribed by legislation. The

Division also has responsibility for the Registries of Mechanics' Liens, Condominiums and Lobbyists.

Occupational Health and Safety Division

The Occupational Health and Safety (OHS) Division protects the health and safety of the province's workforce through: the development and enforcement of occupational health and safety legislation; inspection of workplaces; and the investigation of workplace complaints, incidents, and serious injuries and fatalities. Occupational health and safety enforcement is a compliance based program where severe penalties can and have been filed for failure to meet statutory or regulatory obligations, regardless of whether the non-compliance resulted in an injury, for the purpose of insurance consideration by WorkplaceNL. Occupational health and safety activities are an essential public service contributing to the general well-being of society by protecting the rights of workers to work in a safe and healthy environment. The value of the program is evidenced by reduced injury and illness rates in work populations over the past several years and its contribution to the reduced cost of health care, social services and workers' compensation systems.

The OHS Division is comprised of four operational units: Inspections, Occupational Health, Compliance and Regulatory Affairs, and Standards and Regulatory Development.

Inspections Unit

The OHS Inspections Unit (Eastern and Western) is responsible for enforcement of the legislation within provincial jurisdiction. Its activities are conducted on a strategic, routine and demand basis.

Occupational Health Unit

The Occupational Health Unit is responsible for conducting occupational health related inspections, investigations and assignments. This unit has a variety of highly

specialized personnel with professional expertise in chemical, biological, physical and ergonomic hazards.

Compliance and Regulatory Affairs Unit

The Compliance and Regulatory Affairs Unit ensures consistency in the application of enforcement policies and accident/incident investigation protocols. This is primarily achieved by reviewing inspections and investigation reports and compliance orders. The unit is a key liaison between the investigating officer and the Department of Justice and Crown Attorneys. It is also a point of contact for interpretation of technical codes and regulatory standards.

Standards and Regulatory Development Unit

The Standards and Regulatory Development Unit is responsible for technical and related analysis for ongoing regulatory enhancements and effective program management. The unit generates statistical information and analysis and provides a file registry service and a resource centre which maintains codes and standards, and other technical material used primarily by enforcement personnel.

Office of French Services

The Office of French Services (OFS) was moved from the Human Resource Secretariat to the Executive Support section of Service NL in February 2017 to support government's capacity to deliver services in French. In addition, the Minister of Service NL is the Minister Responsible for Francophone Affairs. The OFS was created in 1995 to build capacity within the provincial government to deliver services in French for the benefit of the Francophone community of Newfoundland and Labrador. The OFS accomplishes this by offering services in the areas of document and information translation services, linguistic support, government/community liaison (including management of the Quebec/Newfoundland and Labrador Cooperation and Exchange Agreement), support for the Minister Responsible for Francophone Affairs on both provincial and

national levels, select intergovernmental agreements (the Canada-Newfoundland and Labrador Agreement on French Language Services, and the Cooperation and Exchange Agreement with respect to the Francophonie with the Government of Quebec), and the French Language Services Policy.

Staff and Budget

Branch	Number of Staff	2017-18 Budget (Net)
Minister's Office	3	\$256,200
Executive Support Services	14	\$406,700
Government Services Branch	310	\$20,940,500
Regulatory Affairs Branch	113	\$4,363,800
Office of French Services	4	\$150,600
Total Number of Employees	444	\$26,117,800

Issue One –

Enhanced Program and Service Delivery

Improving access to Service NL's programs and services is an ongoing priority for the department. It coincides with the Strategic Directions (outlined in Annex A) and with commitments made in The Way Forward with respect to enhancing service delivery generally and in particular through a digital-by-design approach. The basic premise is that of enhancing customer service capacity. Service NL recognizes the importance of ensuring citizens of our province receive the best possible program and service delivery. Strengthening and improving the delivery and quality of programs and services, as well as increasing access to these areas is therefore a key area of focus for the department over the next three fiscal years. The department will place particular emphasis on service delivery capacity by increasing the availability of information, offering greater online access and reducing red tape for the people of Newfoundland and Labrador.

Greater use of technology, the evaluation and streamlining of business processes and continued commitment to the single-window service delivery model will help contribute to an increase in the quality and access of the programs and services delivered by the department.

Goal:

By March 31, 2020, Service NL will have enhanced the delivery of its programs and services.

Indicators:

- LEAN processes implemented in multiple divisions
- Identification and development of online service delivery options
- Increased access to online services

- Streamlined business processes

Objective 1:

By March 31, 2018, Service NL will have initiated additional activities to enhance program and service delivery.

Indicators:

- Implement customer flow management system at Motor Registration Division
- Identify service standards for major programs and services
- LEAN process improvements implemented in multiple divisions
- Continue to digitize historical records at Registry of Deeds
- Enhancements to Companies and Deeds Online (CADO) System implemented
- Identification of opportunities to increase accessibility and inclusion

Objective 2:

By March 31, 2019, Service NL will have continued to enhance program and service delivery in select areas.

Objective 3:

By March 31, 2020, Service NL will have completed the implementation of identified changes and enhancements to improve the overall quality of, and access to, its programs and services.

Issue Two –

Enhanced Consumer Protection and Safety

Service NL is principally mandated to protect the public and the environment generally, and the citizen as a consumer. Providing such protection is a considerable responsibility that is primarily achieved through the establishment of timely and relevant standards and enforcement practices designed to ensure compliance. Enhancing consumer protection is also a commitment outlined in The Way Forward.

The department empowers consumers and regulates Newfoundland and Labrador's consumer marketplace by administering modern legislation that protects the public interest. The Department will commence implementing a series of new consumer protection measures to protect consumers against fraud or bad business practices.

Goal:

By March 31, 2020, Service NL will have implemented new measures to protect consumers and enhance safety for workers and the public.

Indicators:

- Reviewed regulatory regimes of other jurisdictions
- Strengthened provincial safety regulations
- Identified deterrents to bad business practices
- Increased availability of information for consumers

Objective 1:

By March 31, 2018, Service NL will have initiated activities to protect consumers and enhance safety for workers and the public.

Indicators:

- Automobile Insurance Review initiated
- Real Estate Trading Act Review initiated
- Implement food safety training requirements for food service workers employed in commercial food service establishments
- Initiate and identify opportunities to alert consumers about bad business practices
- Residential Tenancies Act Review initiated
- Payday Loan regulations developed and implemented
- Identify opportunities to improve highway safety and occupational health and safety regulations

Objective 2:

By March 31, 2019, Service NL will have initiated additional activities to protect consumers and enhance safety for workers and the public.

Objective 3:

By March 31, 2020, Service NL will have completed the implementation of identified measures to protect consumers and enhance safety for workers and the public.

Annex A: Strategic Directions

Strategic directions identify desired physical, social, or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués including The Way Forward and the minister's mandate letter.

The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The strategic directions related to Service NL are provided below. They are comprised of several components or focus areas that are addressed in this strategic plan.

1. Title: Enhanced Program and Service Delivery

Outcome: Program and service delivery improvements that provide more and better ways for citizens to access provincial programs and services.

This direction is addressed through the following focus areas:

1. Improving online access
2. Increased availability of information to public and businesses
3. Reducing red tape
4. Implementing LEAN processes
5. Improving inclusion and accessibility

2. Title: Consumer Protection and Safety

Outcome: Enhanced Consumer Protection and Safety

This direction is addressed through the following focus areas:

1. Increasing availability of information for consumers
2. Identifying deterrents to bad business practices
3. Reviewing regulatory regimes in other jurisdictions
4. Strengthening provincial safety regulations
5. Increasing awareness of people's rights and responsibilities

Annex B: Inactive Entities

Radiation Health and Safety Advisory Committee

The Radiation Health and Safety Advisory Committee is established under Section 11 of the Radiation Health and Safety Act. The mandate of the Committee is to, at the request of the Minister, provide advice to the Minister on the administration of the Act and regulations; promote educational programs to those who may be exposed to radiation; advise the Minister with respect to non-ionizing radiation emitting devices; review professional qualifications of persons applying for appointment as inspectors; and any matter relating to radiation health and safety that the Minister has referred to the committee for its advice. The Radiation Health and Safety Advisory Committee is funded by Service NL. The committee is presently inactive but should it be reconstituted under the Act the committee shall prepare an Activity Plan in keeping with the requirements of the Transparency and Accountability Act.