

Strategic Plan 2011 - 2014



Service NL

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Service NL

Message from the Minister

It is my pleasure to present Service NL's Strategic Plan for the three-year period 2011-14. 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 2011-14 and sets forth how the Department will address its strategic directions (Annex A) in accordance with my mandate as Minister of Service NL.



Enhancing program and service delivery and improving regulatory processes are the two principal areas of focus over the next three years. Building a strong customer service culture, improving program and service quality and access, enhancing the Department's legislative and regulatory framework and providing leadership toward achieving more efficient government service delivery through regulatory reform are the Department's key priorities for fulfilling the outcomes of this plan.

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 black ink, appearing to read "Paul Davis". The signature is fluid and cursive.

Paul Davis
Minister



Table of Contents

Plan at a Glance	1
Departmental Overview	3
Mandate	9
Lines of Business	9
Values	11
Primary Clients	11
Vision	11
Mission Statement	12
Strategic Issues	13
Issue One	13
Goal One	13
Objectives	14
Issue Two	14
Goal Two	14
Objectives	14
Issue Three	15
Goal Three	15
Objectives	15
Issue Four	16
Goal Four	16
Objectives	16
Annexes	17
Annex A: Strategic Directions	17
Annex B: Ministerial Entities	19
Annex C: Legislation	21

Plan at a Glance

Vision

People in Newfoundland and Labrador living and working in healthy and safe environments with access to efficient and responsive programs and services.

Mission

By March 31, 2017, Service NL will have enhanced program and service delivery through improved standards and regulatory processes that promote living and working in a healthy, fair and safe environment.

Goal One:

By March 31, 2014, Service NL will have improved client service through an enhanced culture of service excellence.

Objectives

1. By March 31, 2012, Service NL will have developed a framework for the creation of a culture of service excellence.
2. By March 31, 2013, Service NL will have evaluated its customer service capacity and delivery standards in the identified priority areas.
3. By March 31, 2014, Service NL will have implemented enhancements to its customer service capacity and delivery standards in the identified priority areas.

Goal Two:

By March 31, 2014, Service NL will have improved the quality of, and strengthened access to, its programs and services through streamlined operations and expanded single-window access.

Objectives

1. By March 31, 2012, Service NL will have developed an Evaluation Plan and initiated activities to improve the quality of, and strengthen access to, its program and services.
2. By March 31, 2013, Service NL will have improved the quality of, and strengthened access to, its programs and services in select areas.
3. By March 31, 2014, Service NL will have continued to implement changes and enhancements to strengthen and improve the overall quality and accessibility of its programs and services.

Goal Three:

By March 31, 2014, Service NL will have strengthened the foundation for consumer, worker, public and environmental protection through an improved legislative and regulatory framework.

Objectives

1. By March 31, 2012, Service NL will have developed a framework for the review and evaluation of its legislation.
2. By March 31, 2013, Service NL will have identified priorities in select areas to enhance its legislative and regulatory regime.
3. By March 31, 2014, Service NL will have implemented changes in select areas to enhance its legislative and regulatory regime.

Goal Four:

By March 31, 2014, Service NL will have provided leadership toward achieving more efficient government service delivery through regulatory reform.

Objectives

1. By March 31, 2012, Service NL will have facilitated the implementation of priority regulatory reform initiatives.
2. By March 31, 2013, Service NL will have continued facilitation and monitored progress of improvements to government client services.
3. By March 31, 2014, Service NL will have supported departmental efforts to reduce timelines and complexity of regulatory processes for clients.

Departmental Overview

Service NL delivers citizen protection services to the public in areas of public health and safety, environmental protection, occupational health and safety, consumer and financial interests and in the provision and preservation of vital events and documents. In addition, through the Office of the Queen's Printer, the Department provides printing, micrographic and digital document services for Government and the general public (including copies of provincial legislation, *The Newfoundland and Labrador Gazette* and select documents and books). The Department is also responsible for the leadership and ongoing coordination of government's regulatory reform mandate.

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 statutes and regulations, as well as standards and codes of practice.

Service NL employs 516 employees (241 men and 275 women) across the province and is comprised of three branches: the Government Services Branch; the Consumer and Commercial Affairs Branch; and the Occupational Health and Safety Branch. Table A below provides a breakdown of departmental staff according to gender, while Table B on the following page is a map of employee distribution according to region.

Table A

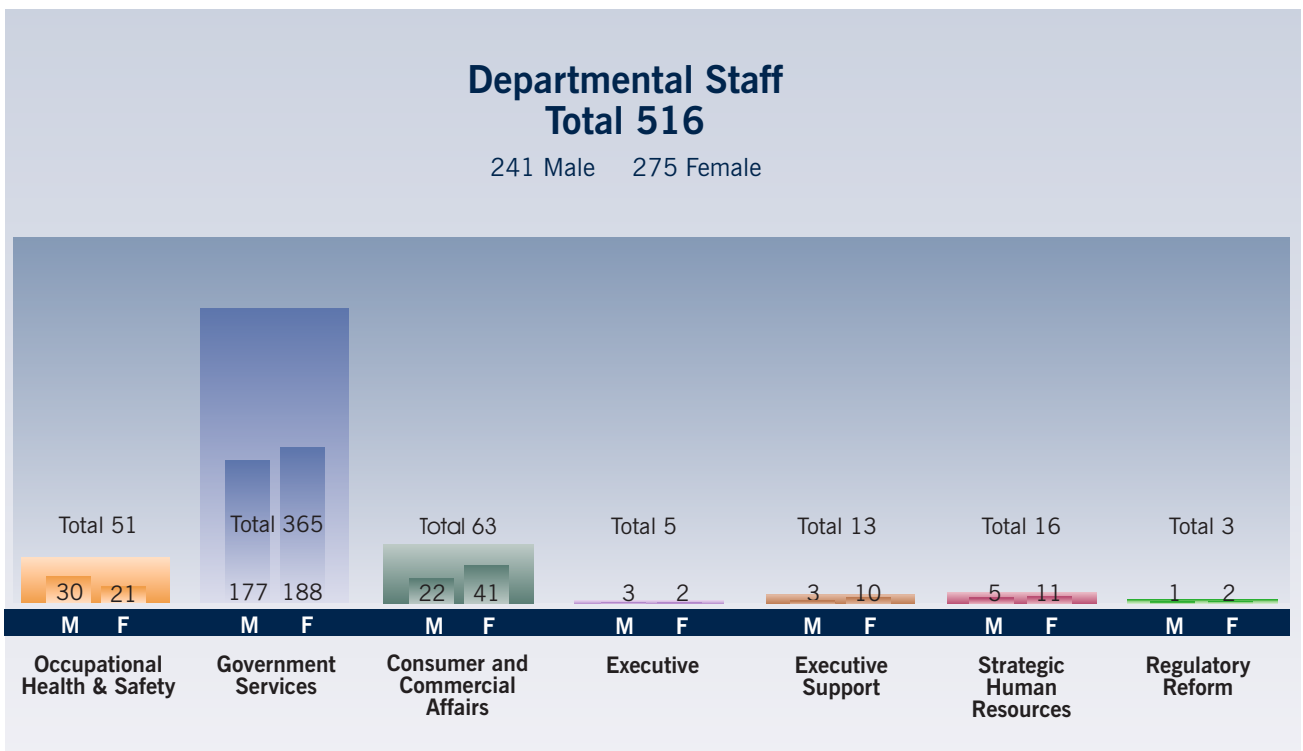
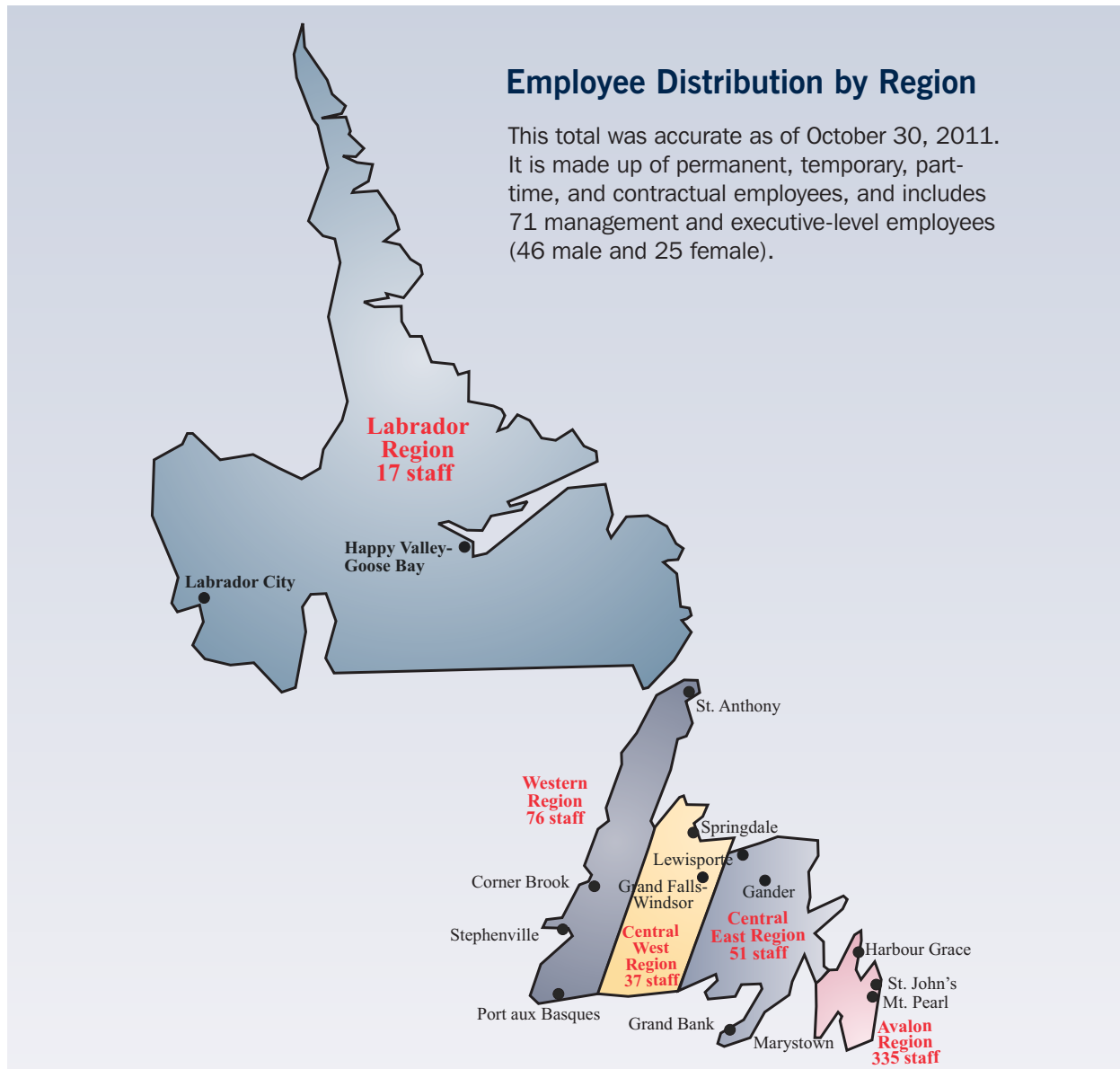


Table B



The Minister of Service NL is also accountable for 11 public entities (Annex B) in addition to oversight of the Public Utilities Board's mandate with respect to auto insurance and the Petroleum Products Pricing Office. The Government Purchasing Agency, the Credit Union Deposit Guarantee Corporation, the Office of the Chief Information Officer, and the Workplace Health, Safety and Compensation Commission report independently to the Minister. As such, each of these entities prepare independent three-year plans and annual reports.

Finally, under the shared services model for the delivery of Strategic Human Resources Management (SHRM), the Director of Strategic Human Resources Management for the social sector reports to the Deputy Minister of Service NL. The social sector includes the Departments of: Education; Advanced Education and Skills; Municipal Affairs; Health and Community Services; and, Service NL. SHRM is also responsible for the Labour Relations Agency; the Government Purchasing Agency; and Fire and Emergency Services-Newfoundland and Labrador.

A brief overview of the Department's three branches and their respective divisions and operational units are outlined in the following section.

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; Program and 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

The 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 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; as well as delivery of motor registration, vital statistics, public safety and other programs and services.

Program and Support Services Division

The Program and 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 departmental partners in these and other areas (e.g. Health and Community Services; Regional Health Authorities; Environment and Conservation; and Municipal Affairs) in the management of Memoranda of Understanding (MOUs) and cross-departmental issues. In addition, the Program and 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 levels 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 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 services 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 (births, deaths, marriages) and issues related certificates and documents to support personal identification needs. The Division also registers adoptions, legal name changes, and certifies clergy and civil authorities for marriages.

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

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 (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.

Consumer and Commercial Affairs Branch

The Consumer and Commercial Affairs Branch regulates consumer protection and provincial financial services, facilitates commerce in the Province, regulates private employer pension plans and public sector pension plans and maintains nine legal registries for the province. The branch is comprised of four divisions: Financial Services Regulation; Commercial Registrations; Consumer Affairs; and, Pension Benefit Standards.

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, and private investigators and security guard industries.

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 (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 Branch

The Occupational Health and Safety (OHS) Branch protects the health and safety of the province's workforce through: the development and enforcement of occupational health and safety legislation; the 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 the Workplace Health, Safety and Compensation Commission.

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 and its contribution to reduced cost to health care, social services and worker compensation systems.

The OHS Branch 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

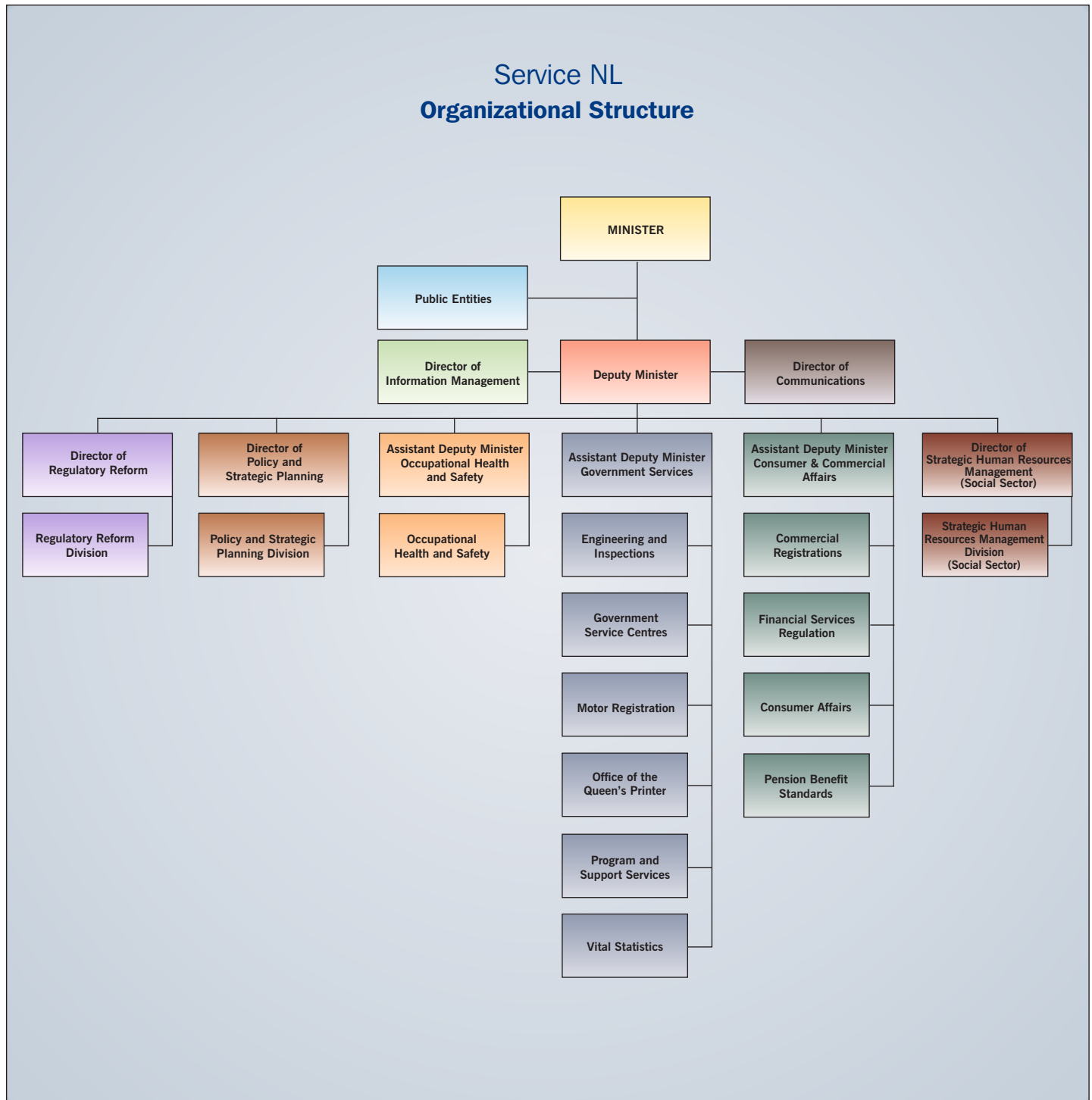
The Compliance and Regulatory Affairs Unit ensures consistency in the application of enforcement policies and accident / incident investigation protocols. This is primarily achieved by reviewing inspections and investigation reports and compliance orders. The unit is a key liaison between the investigating officer and the Department of Justice and Crown Attorneys. The unit 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 to support the activities of the Branch. This unit provides a file registry service and a resource centre which maintains codes and standards, and other technical material utilized primarily by enforcement personnel.

The organizational chart on the following page (Table C) illustrates the Department's reporting structure.

Table C



Mandate

The mandate of Service NL is derived from the *Executive Council Act*. Specifically, the Department is responsible for the supervision, control and direction of all matters related to:

- Vital Statistics;
- Motor Vehicles;
- the regulation and operation of Government Service Centres throughout the province;
- provincially regulated financial institutions;
- consumer and commercial affairs;
- compliance with occupational health and safety legislation, including radiation health and safety; and,
- the administration of the Acts and Regulations set out in the Schedule to the Notice under the *Executive Council Act*.

A comprehensive list of the Department's legislation is attached as Annex C.

Lines of Business

Service NL is responsible for carrying out four basic lines of business through its branches and divisions, including: enforcement of legislated requirements; licensing, permitting, inspections and registrations; conflict resolution; and printing services.

1. Enforcement of Legislated Requirements

Service NL enforces legislated requirements in all mandated aspects of public health and safety, occupational health and safety, environmental protection, provincially-regulated financial services and consumer protection.

2. Licensing, Permitting, Inspections, and Registrations

Service NL provides licences, permits, inspections and registration services at its offices around the province for the following:

Public safety activities

Boilers and pressure vessels, elevating devices, amusement rides, electrical installations, electrical contractors and building design for accessibility and fire/life safety.

Environmental health activities

Food establishments, tobacco retailers, septic and other waste water disposal systems, municipal water supplies, abattoirs, public pools, recreational facilities, daycares, personal care homes and long term care facilities, dairy farms (milk and water sampling) and housing sanitation.

Environmental protection activities

Waste disposal sites, spill responses, petroleum storage tank systems, sawmills, quarries, asphalt plants, scrap yards, used tire facilities, used oil storage facilities, PCB storage sites, farm waste management facilities, soil treatment facilities and illegal dumping.

Provincial financial services activities

Insurance, securities, pension plans, real estate, mortgage brokers and prepaid funeral services.

Consumer protection activities

Consumer affairs, collection agencies, private investigators and security guards, charitable gaming and residential tenancies.

Commercial registrations activities

Deeds, companies, personal property, co-operatives, limited partnerships, mechanics' liens, condominiums and lobbyists.

Occupational health and safety activities

Workplaces, radiation emitting devices, asbestos abatement contractors, explosive magazines on mine sites and underground diesel equipment.

Motor vehicle activities

Driver licensing and vehicle registrations, highway safety-related activities, and commercial vehicle inspections (e.g. for buses, school buses and ambulances and trucks) and other highway-safety related activities.

Vital statistic activities

Registration and certificates for vital events, including: birth, marriage, death, legal name changes, adoptions and gender changes.

Angling and small game licence sales and distribution

Sales to vendors and individuals. Select licensing information is also available on the Department's website at www.servicenl.gov.nl.ca.

3. Conflict Resolution

Service NL provides conflict resolution services for disputes such as residential tenancies and specific issues related to legislative compliance with respect to the provincially-regulated financial services industry, occupational health and safety, buildings accessibility, consumer protection and public safety.

4. Printing Services

Service NL provides printing, microfilming and digitizing services for government departments and agencies through the Office of the Queen's Printer. Provincial government legislation and various provincial government reports are available to the public for purchase through the Queen's Printer Bookstore, located in the East Block of the Confederation Building complex. Purchasing information and select documents, including legislation for free download, are available on the Queen's Printer web site at www.servicenl.gov.nl.ca/printer/.

Values

The work environment of Service NL is focused on the delivery of efficient, accessible, and responsive programs and services. Key to fulfilling this role is a culture of service excellence. While the Department makes every effort to demonstrate a number of organizational values, it has chosen five core values that are fundamental to achieving the desired results of this planning cycle. These are: integrity, collaboration, accountability, respect and excellence. The following action statements have been identified to foster and embrace these values throughout the organization:

I**ntegrity:** Each individual engages in ethical behaviour and exercises the proper use of authority and responsibility.

C**ollaboration:** Each individual supports others through communication and consultation with co-workers, industry partners and the public.

A**ccountability:** Each individual accepts responsibility for their actions and is responsive to meeting public needs and delivering on Departmental commitments in a timely, efficient and satisfactory manner.

R**espect:** Each individual accepts differences, embraces diversity and exercises a caring attitude in their encounters with others.

E**xcellence:** Each individual demonstrates excellence in providing service to the public.

Primary Clients

The primary clients of Service NL include: the general public, employees, employers, consumers, partner departments, agencies, businesses, industry organizations, worker organizations, professional groups, special interest groups, and charitable organizations.

Vision

People in Newfoundland and Labrador living and working in healthy and safe environments with access to efficient and responsive programs and services.

Mission Statement

The mission statement identifies the priority focus area of the Minister over the two planning cycles ending in fiscal year 2017. It represents the key longer-term result that the Minister and the Department will be working towards as they advance the strategic directions of government. The statement also identifies the measures and indicators that will assist both the Department and the public in monitoring and evaluating the Department's success during these two planning cycles. Further, the mission was developed in consideration of the Department's two strategic directions. They include enhancing the Department's program and service delivery and enhancing the province's regulatory environment. Detailed information regarding these strategic directions and their associated components are available in Annex A.

By March 31, 2017, Service NL will have enhanced program and service delivery through improved standards and regulatory processes that promote living and working in a healthy, fair and safe environment.

Measure 1:

Enhanced program and service delivery in the area of public health and safety.

Indicators:

- Process developed for certification and inspection of inflatable amusement rides.
- Official Inspection Station standards for commercial vehicle inspections reviewed and updated.
- Reviewed and updated driver training standards for commercial vehicles, including passenger vehicles such as buses and school buses.

Measure 2:

Enhanced program and service delivery in the area of worker health and safety.

Indicators:

- Modernized *Mines Safety of Workers Regulations* and standards.
- Reviewed radiation program and legislation and approved changes implemented.
- Process Safety Management Code of Practice for the petroleum processing industry developed and implemented.
- Enhanced enforcement and compliance programs in targeted industry sectors.

Measure 3:

Enhanced program and service delivery in the area of consumer and financial interests.

Indicators:

- Improved access to registration records within the Registries of Condominiums, Limited Partnerships, Companies and Deeds.
- Increased consumer protection in the area of real estate to reflect current industry practices.
- Enhanced professional requirements for mortgage brokers where needed.
- Improved pension standards to further protect pension benefits of plan members.
- Improved processes in the area of residential tenancies.

Measure 4:

Enhanced government service delivery in the area of regulatory reform.

Indicators:

- Coordinated and supported efforts of departments to implement regulatory reform commitments.

- Continued participation in federal-provincial-territorial meetings/forums to discuss regulatory reform issues and implement best practices.
- Reviewed and provided feedback to departments on all new regulatory proposals and associated regulatory impacts.
- Continued to assist departments implement Regulatory Impact Analysis principles in policy development processes.

Strategic Issues

In consideration of Government's strategic directions and the mandate and financial resources of the Department, the following areas have been identified as the key priorities of the Minister for fiscal years 2011-14. The goals identified for each issue reflect the results expected in the three year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for each goal and the first years' objectives to assist both Service NL and the public in monitoring and evaluating the Department's success.

As the Department progresses through this planning cycle, it will consider any potential gender and geographical implications and any resulting impacts on the Department's entities and industry partners.

Issue One: Customer Service Culture

Service NL's ability to meet the challenges of its diverse legislative responsibilities is directly linked to the commitment and efforts of its staff. From front line service representatives to policy and decision-makers, each individual's role is integral to achieving excellence in service delivery and client satisfaction. The Department recognizes that fostering and supporting a culture of service excellence underscores the vital role Departmental employees play in improving the everyday lives of the residents of Newfoundland and Labrador.

The Department will further enhance its culture of service delivery excellence through continued support and promotion of service excellence training for all Departmental staff as well as through cultivating and embracing a citizen-centred approach in the delivery of programs and services. These efforts will strengthen and build upon the foundation set out in the Department's 2008-11 Strategic Plan to increase capacity to support improved customer service. Advancing the service delivery culture is integral to the 'improved client services' component of the Department's strategic direction. It is a key priority for the Department that is intended to contribute to citizen confidence and overall satisfaction and trust in Government and the services it provides.

Goal One:

By March 31, 2014, Service NL will have improved client service through an enhanced culture of service excellence.

Measure: Improved client service.

Indicators:

- Continued development and delivery of service excellence training for departmental staff.
- Customer service standards and criteria developed and implemented in select areas.
- Improved client satisfaction.
- Improved employee engagement.

Objective 1:

By March 31, 2012, Service NL will have developed a framework for the creation of a culture of service excellence.

Measure 1: Framework developed.

Indicators:

- Service standards in at least two areas developed and implemented.
- Client satisfaction measurement tool piloted in select program areas.
- Customer service training requirements identified for departmental staff.

Objective 2:

By March 31, 2013, Service NL will have evaluated its customer service capacity and delivery standards in the identified priority areas.

Objective 3:

By March 31, 2014, Service NL will have implemented enhancements to its customer service capacity and delivery standards in the identified priority areas.

Issue Two: Program and Service Delivery Quality and Access

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 a citizen-centred approach to the delivery of government services by providing seamless integrated services, multiple channels of delivery and convenience for the people of Newfoundland and Labrador. The Department will also focus on expanding its role as 'navigator' and implementing a 'no wrong door' policy by providing information and assistance to customers regarding where to get the service they require in Government.

Greater utilization of technology, the evaluation and streamlining of business processes and the expansion of 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 Two:

By March 31, 2014, Service NL will have improved the quality of, and strengthened access to, its programs and services through streamlined operations and expanded single-window access.

Measure: Strengthened and improved quality and accessibility of programs and services.

Indicators:

- Streamlined business processes in select areas.
- Increased number of services available online.
- Technological advances in program delivery utilized.
- Expanded single-window access.
- More communities added to BizPaL.
- Program evaluation completed in radiation assessment and certification program and recommendations implemented.

Objective 1:

By March 31, 2012, Service NL will have developed an Evaluation Plan and initiated activities to improve the quality of, and strengthen access to, its programs and services.

Measure: Evaluation Plan developed and activities initiated.

Indicators:

- Evaluation Plan developed.
- Review of Printing and Micrographic Services Division conducted.
- Awareness campaigns developed in the areas of consumer and financial protection.

Objective 2:

By March 31, 2013, Service NL will have improved the quality of, and strengthened access to, its programs and services in select areas.

Objective 3:

By March 31, 2014, Service NL will have continued to implement changes and enhancements to strengthen and improve the overall quality and accessibility of its programs and services.

Issue Three: Legislative and Regulatory Framework

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. The authority to carry out these functions comes from more than 175 pieces of legislation and associated regulations for which the Department is either solely responsible, or jointly responsible with other departments through agreements and Memoranda of Understanding (MOUs).

The Department recognizes there is a need to continuously ensure that its legislative and regulatory framework is relevant, meaningful and necessary.

Goal Three:

By March 31, 2014, Service NL will have strengthened the foundation for consumer, worker, public and environmental protection through an improved legislative and regulatory framework.

Measure: Improved legislative and regulatory framework.

Indicators:

- Legislative and regulatory framework reviewed and changes implemented in select areas.

Objective 1:

By March 31, 2012, Service NL will have developed a framework for the review and evaluation of its legislation.

Measure: Framework developed.

Indicators:

- Detailed legislative inventory completed.
- Jurisdictional scan of legislative review processes completed.
- Legislative review policy and framework developed.

Objective 2:

By March 31, 2013, Service NL will have identified priorities in select areas to enhance its legislative and regulatory regime.

Objective 3:

By March 31, 2014, Service NL will have implemented changes in select areas to enhance its legislative and regulatory regime.

Issue Four: Regulatory Reform

Regulatory reform allows government to function more productively and allows private stakeholders to interact with government in a more efficient manner. It involves streamlined processes, improvements to regulations, increased access to e-government and online services, less paperwork, and overall more efficient service to businesses and individuals.

Government has made significant progress in the area of regulatory reform in recent years. The three-year Red Tape Reduction Initiative (2006-09) reduced government's regulatory count by 25%. Once this was achieved, a long-term commitment to further relieving the regulatory burden was announced by Government. The primary objective was moving forward with a specific focus on achieving qualitative improvements to regulatory processes and thereby improving how government interacts with businesses and individuals. Further, government reiterated its commitment to zero net growth in regulatory requirements and an ongoing strategic direction of ensuring quality improvements in how government interacts with people and business. The zero net growth, in essence, means that for every new regulatory requirement introduced within government, an existing one must be eliminated.

Service NL is committed to achieving more efficient government service delivery. In the next three years, the Department will continue to build on the success achieved in regulatory reform. It will continue to focus on improving the regulatory environment in Newfoundland and Labrador by maintaining a target of zero net growth in regulatory requirements and monitoring the regulatory impact of all new legislation and policies.

Goal Four:

By March 31, 2014, Service NL will have provided leadership toward achieving more efficient government service delivery through regulatory reform.

Measure: Improved client services.

Indicators:

- Actions to improve client service delivery as it relates to regulatory reform.
- Departments and agencies utilized principles of Regulatory Impact Analysis in developing regulation.
- Emphasis on reduction in administrative burden and processes on external stakeholders.
- Maintained zero net growth in regulation.

Objective 1:

By March 31, 2012, Service NL will have facilitated the implementation of priority regulatory reform initiatives.

Measure: Priority initiatives implemented.

Indicators:

- Enhanced Regulatory Improvement Plans.
- Delivered training sessions in Regulatory Impact Analysis.
- Collaborated with and provided support to departments and agencies.

Objective 2:

By March 31, 2013, Service NL will have continued facilitation and monitored progress of improvements to government client services.

Objective 3:

By March 31, 2014, Service NL will have supported departmental efforts to reduce timelines and complexity of regulatory processes for clients.

Annex A

Strategic Directions

Strategic directions are the articulation of 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. The *Transparency and Accountability Act* requires departments and public bodies to take these strategic directions into account 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 directions related to Service NL are provided below. Each strategic direction is comprised of a number of components or focus areas that will be addressed in this strategic plan.

1. Title: Enhanced Program and Service Delivery

Outcome Statement: Enhanced program and service delivery through streamlined operations and improved access.

This direction is addressed:

Components Of Strategic Direction	In the Department's Strategic Plan	In the Department's Operational Plan	In the Branch/ Divisional Work Plans of the Department
1. Expanded single-window delivery access.	✓		
2. Further expansion and enhancements made to BizPaL.	✓		
3. Modernization of legislation.	✓		
4. Development of online service projects.	✓		
5. Improved client services.	✓		

2. Title: Enhanced Regulatory Environment

Outcome Statement: Improved, efficient, flexible and transparent regulatory environment with high quality service delivery standards across government.

This direction is addressed:

Components of Strategic Direction	In the Department's Strategic Plan	In the Department's Operational Plan	In the Branch/ Divisional Work Plans of the Department
1. Regulatory Reform			

Annex B

Ministerial Entities

The Minister is responsible for 11 public entities. The Workplace Health, Safety and Compensation Commission is a category one entity as defined by the *Transparency and Accountability Act* and prepares an independent strategic plan and annual report to the House of Assembly upon approval of the Minister of Service NL. The Credit Union Deposit Guarantee Corporation, the Government Purchasing Agency and the Office of the Chief Information Officer are category two entities and provide independent business plans and annual reports. The remaining seven entities are considered category three entities and prepare activity plans and annual reports. These include:

- Public Safety Appeal Board
- Advisory Council on Occupational Health and Safety
- Buildings Accessibility Advisory Board
- Buildings Accessibility Appeal Tribunal
- Financial Services Appeal Board
- Radiation Health and Safety Advisory Committee
- Workplace, Health and Safety Compensation Review Division

A brief description of each of these seven Ministerial entities are outlined below:

Public Safety Appeal Board

The Public Safety Appeal Board is established under subsection 25(1) of the *Public Safety Act* to hear appeals from people who believe they have been wrongly treated regarding an order, notice, decision or action of the Chief Inspector of Amusement Rides and Elevating Devices, Boiler and Pressure Vessel Systems or Electrical Systems. It is an independent, quasi-judicial body which has the function of hearing and adjudicating an appeal, and may confirm, revoke or vary the notice, order, decision or action of the Chief Inspector. The Board comprises five members appointed by the Lieutenant-Governor in Council, upon recommendation by the Minister, and meets only when an appeal has been filed pursuant to section 26 of the Act. Decisions by the Board are based on review of the written and oral submissions and documents. The Board's decision may be appealed to the courts.

Advisory Council on Occupational Health and Safety

The Advisory Council on Occupational Health and Safety is established under section 12 of the *Occupational Health and Safety Act*. The duties and responsibilities of the Council include providing advice to the Minister on the administration of the Act and Regulations, and any matter relating to occupational health and safety that the Minister has referred to the Council for advice.

Buildings Accessibility Advisory Board

The Buildings Accessibility Advisory Board is appointed by the Lieutenant-Governor in Council under the authority of section 18 of the *Buildings Accessibility Act*. The mandate of the Board is to report to and advise the Minister of Service NL on the application of the *Buildings Accessibility Act* and *Regulations*, and on all other matters related to the Act and regulations that may be assigned to the Board by the Minister. The Buildings Accessibility Advisory Board consists of a chairperson, representatives of persons with disabilities, one representative of the Department (other than the director) and those other members that the Lieutenant-Governor in Council may appoint. This public body serves in an advisory capacity only.

Buildings Accessibility Appeal Tribunal

The Buildings Accessibility Appeal Tribunal is appointed by the Lieutenant-Governor in Council under the authority of section 20 of the *Buildings Accessibility Act*. The Tribunal's mandate is to hear appeals of notices, decisions, directions or orders confirmed or varied by the director under section 17 of the *Buildings Accessibility Act*. The Tribunal comes together as a group only when the need arises and was inactive for the 2010-11 fiscal year as there were no cases referred for its consideration.

Financial Services Appeal Board

The Financial Services Appeal Board is established under section 3 of the *Financial Services Appeal Board Act*. The mandate of the Board is to hear appeals from persons impacted by a decision or order of the Superintendent of Securities under the *Securities Act*, Superintendent of Insurance under the *Insurance Adjusters, Agents and Brokers Act*, Superintendent of Real Estate Agents under the *Real Estate Trading Act*, and Registrar of Mortgage Brokers under the *Mortgage Brokers Act*. The Board comprises five individuals appointed by the Lieutenant-Governor in Council, with one member being appointed Chairperson. Board members have the power of a commissioner appointed under the *Public Enquiries Act*. An appeal to the Board is to be heard by the Chairperson and two members. The Board comes together as a group only when the need arises and was inactive for the 2010-11 fiscal year as there were no appeals filed.

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 was inactive for the 2010-11 fiscal year, thus, the submission of an Activity Plan for 2011-14 is not expected. In the years in which there is no activity, this information will be provided through departmental annual performance reports. The committee has not been reconstituted under the Act.

Workplace, Health and Safety Compensation Review Division

The Workplace, Health and Safety Compensation Review Division (WHSCRD) is the final level of review within the workers' compensation system in Newfoundland and Labrador. It is responsible for the review of decisions of the Workplace Health, Safety and Compensation Commission. The WHSCRD may review such issues as:

- Compensation benefits;
- Rehabilitation and return to work services and benefits;
- Employers' assessments;
- The assignment of an employer to a particular class or group; and
- The obligations of an employer and a worker with respect to return to work and rehabilitation issues.

Note: The activity reports and plans of those entities considered active in accordance with the *Transparency and Accountability Act* are available online at www.servicenl.gov.nl.ca/publications/.

Annex C

Legislation

Motor Vehicle Registration

1. *Dangerous Goods Transportation Act*
 - Dangerous Goods Transportation Regulations*
 - Dangerous Goods Ticket Offences Regulations*
2. *Highway Traffic Act (with Transportation and Works)**
 - Ambulance, Bus, School Bus, Taxi and Commercial Motor Vehicles Insurance Regulations*
 - Bus Regulations*
 - Cargo Securement Regulations*
 - Carrier Safety Regulations*
 - Commercial Vehicle Maintenance Standards Regulations*
 - Designated Impaired Mobility Parking Regulations*
 - Highway Traffic Demerit Point System Regulations*
 - Highway Traffic Driver Regulations, 1999*
 - Highway Traffic Snow Clearing Regulations*
 - Highway Traffic Trip Inspection Report Regulations*
 - Hours of Service Regulations, 2006*
 - Licensing and Equipment Regulations*
 - Official Inspection Station Regulations*
 - Reciprocity with Ontario Applying the Provisions of Subsection 77(1) Order*
 - Roads Owned by the Churchill Falls (Labrador) Corporation Limited Order*
 - Vehicles Regulations, 2001*
 - Vehicle Seizure and Impoundment Regulations*
3. *Motor Carrier Act (with Transportation and Works)**
 - Motor Carrier Regulations*
4. *Motorized Snow Vehicles and All-Terrain Vehicles Act (with Natural Resources)**
 - Motorized Snow Vehicles and All-Terrain Vehicles Regulations*

Vital Statistics

5. *Adoption Act (with Health & Community Services)**
6. *Change of Name Act, 2009*
7. *Children's Law Act (with Justice)**
8. *Marriage Act*
9. *Vital Statistics Act, 2009*

Government Service Centres

10. *Building Standards Act (with Municipal Affairs)**
11. *Buildings Accessibility Act*
 - Buildings Accessibility Regulations*
12. *Child Care Services Act (with Health and Community Services)**
 - Child Care Services Regulations, 2005*
13. *Communicable Diseases Act (with Health and Community Services)**
14. *Environmental Protection Act (with Environment and Conservation)**
 - Air Pollution Control Regulations, 2004*
 - Environmental Assessment Regulations, 2003*
 - Gasoline Volatility Control Regulations, 2003*
 - Halocarbon Regulations*
 - Heating Oil Storage Tank System Regulations, 2003*
 - Pesticides Control Regulations, 2003*
 - Storage and Handling of Gasoline and Associated Products Regulations, 2003*

- Storage of PCB Wastes Regulations, 2003*
- Used Oil Control Regulations*
- Waste Diversion Regulations*
- Waste Management Regulations, 2003*
- Waste Material Disposal Areas*
- 15. *Fire Prevention Act, 1991 (with Municipal Affairs)* [to be repealed by 2008cF-11.01543 not in force]*
 - Fire Prevention Fire Extinguisher and Fixed Fire Extinguishing Systems Regulations*
 - Fire Prevention Flammable and Combustible Liquids Regulations*
 - Fire Prevention Regulations*
 - Fire Prevention Smoke and Fire Alarm Regulations*
- 16. *Food and Drug Act (with Health and Community Services)**
 - Food Premises Regulations*
- 17. *Health and Community Services Act (with Health and Community Services)**
 - Diagnostic and Public Health Laboratories Regulations*
 - Personal Care Homes Regulations*
 - Public Pool Regulations*
 - Sanitation Regulations*
- 18. *Meat Inspection Act (with Natural Resources)**
 - Meat Inspection Regulations*
- 19. *Public Safety Act*
 - Amusement Rides and Elevating Devices Regulations*
 - Boiler, Pressure Vessel and Compressed Gas Regulations*
 - Electrical Regulations*
- 20. *Tobacco Control Act (with Health and Community Services)**
 - Tobacco Control Regulations*
- 21. *Urban and Rural Planning Act, 2000 (with Municipal Affairs)**
 - Development Control Regulations - Butterpot-Witless Bay Line Environs Development Control Regulations*
 - Highway Sign Regulations, 1999*
 - Interim Development Regulations, 2003*
 - Protected Area - Gander River Protected Area Regulations*
 - Protected Area - Marble Mountain Protected Area Land Use Zoning Regulations*
 - Protected Road Zoning Regulations*
- 22. *Water Resources Act (with Environment and Conservation)**
 - Environmental Control Water and Sewage Regulations, 2003*
 - Well Drilling Regulations, 2003*
- 23. *Works, Services and Transportation Act (with Transportation and Works)**
 - Building Near Highways Regulations, 1997*
 - Works, Services and Transportation Parking Regulations*

Queens Printer

- 24. *Printing Services Act*

Occupational Health & Safety

- 25. *Employers' Liability Act*
- 26. *Occupational Health and Safety Act*
 - Asbestos Abatement Regulations, 1998*
 - Asbestos Exposure Code Regulations*
 - Mines Safety of Workers Regulations*
 - Occupational Health and Safety First Aid Regulations*
 - Occupational Health and Safety Regulations, 2009*
 - Workplace Hazardous Materials Information System (WHMIS) Regulations*
- 27. *Radiation Health and Safety Act*
 - Radiation Health and Safety Regulations*
- 28. *Smoke-free Environment Act, 2005 (with Health and Community Services)**
 - Smoke-free Environment Regulations, 2005*

Consumer Affairs

29. *Architects Act, 2008*
Architects Regulations
30. *Certified General Accountants Act, 2008*
Certified General Accountants Regulations
31. *Certified Management Accountants Act*
Certified Management Accountants Regulations
32. *Chartered Accountants Act, 2008*
Chartered Accountants Regulations
33. *Collections Act*
Collections Regulations
34. *Consumer Protection and Business Practices Act*
Cost of Consumer Credit Disclosure Regulations
Gift Card Regulations
Insurance Contracts Exemption Regulations
35. *Embalmers and Funeral Directors Act, 2008*
Embalmers and Funeral Directors Regulations
36. *Engineers and Geoscientists Act, 2008*
Engineers and Geoscientists Regulations
37. *Petroleum Products Act*
Petroleum Products Regulations
38. *Private Investigations and Security Services Act*
Private Investigations and Security Services Regulations
39. *Public Accountants Act*
40. *Residential Tenancies Act, 2000*
Security Deposit Interest Regulations
41. *Sale of Goods Act*

Commercial Registrations

42. *Business Electronic Filing Act*
43. *Condominium Act, 2009*
Condominium Regulations, 2011
44. *Conveyancing Act*
45. *Co-operatives Act*
46. *Corporations Act*
Corporations Regulations
47. *Electronic Commerce Act*
48. *Fraudulent Conveyances Act (with Justice)**
49. *Limited Partnership Act*
Jurisdictions Designated for the Purposes of Registration of Limited Partnerships Order
50. *Lobbyist Registration Act (with Justice)**
51. *Mechanics' Lien Act*
Mechanics' Lien Forms Regulations
52. *Partnership Act (with Justice)**
53. *Personal Property Security Act*
Personal Property Security Regulations
54. *Registration of Deeds Act, 2009*
Registration of Deeds Regulations
55. *Warehouse Receipts Act*
56. *Warehouser's Lien Act*

Financial Services Regulation

57. *Accident and Sickness Insurance Act*
58. *Automobile Insurance Act*
Automobile Insurance Rating Bureau Regulations

- Automobile Insurance Regulations*
- Insurance Premiums Interest Rates Regulations*
- Uninsured Automobile and Unidentified Automobile Coverage Regulations*
- 59. *Financial Services Appeal Board Act*
- 60. *Fire Insurance Act*
- 61. *Income Tax Savings Plans Act*
- 62. *Insurance Adjusters, Agents and Brokers Act*
 - Insurance Adjusters, Agents and Brokers Regulations*
- 63. *Insurance Companies Act*
 - Automobile Insurance Prohibited Underwriting Regulations*
- 64. *Insurance Contracts Act*
- 65. *Life Insurance Act*
- 66. *Mortgage Brokers Act*
 - Mortgage Brokers Act Regulations*
- 67. *Prepaid Funeral Services Act*
 - Prepaid Funeral Services Regulations*
- 68. *Real Estate Trading Act*
 - Real Estate Licensing Regulations*
- 69. *Securities Act*
 - Securities Regulations*
- 70. *Securities Transfer Act*
- 71. *Trust and Loan Corporations Act*
- 72. *Trustee Act*

Pension Benefit Standards

- 73. *Pension Benefits Act, 1997*
 - Pension Benefits Act Regulations*
 - Solvency Funding Relief Regulations*
- 74. *Pension Plans Designation of Beneficiaries Act*
- 75. *Perpetuities and Accumulations Act*

Credit Union Deposit Guarantee Corporation

- 76. *Credit Union Act, 2009*
 - Credit Union Regulations, 2009*

Government Purchasing Agency

- 77. *Government Purchasing Agency Act*
- 78. *Intergovernmental Joint Purchasing Act*
- 79. *Public Tender Act*
 - Public Tender Regulations, 1998*

Workplace Health, Safety and Compensation Commission

- 80. *Workplace Health, Safety and Compensation Commission Act (formerly Workers' Compensation Act)*
 - Construction Industry Early and Safety Return to Work and Re-Employment Regulations*
 - Workplace Health, Safety and Compensation Commission Regulations*
 - Workplace Health, Safety and Compensation Commission Review Division Regulations*

* Responsibility is shared with another department, as named.

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