NOVA SCOTIA UTILITY AND REVIEW BOARD

STRATEGIC PLAN 2007

Mission

Our mission is to fairly and independently resolve matters.
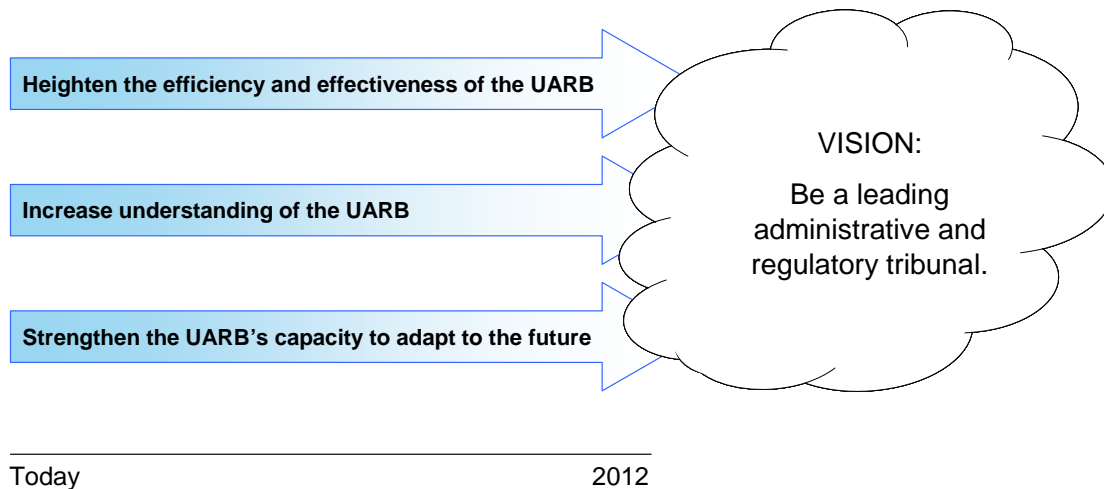
Resolving matters includes:
- Providing efficient, cost effective and fair processes (i.e. hearings, appeals, licensing, and compliance)
- Developing a collective body of knowledge and expertise
- Producing consistent and well reasoned decisions
- Appropriately informing public policy

Vision

Our vision is to be a leading administrative and regulatory tribunal.

We will be widely recognized as a fair, independent and accessible board, making insightful, consistent and well explained decisions, which are provided in a respectful, courteous and timely manner.

Strategic Directions

Heighten the efficiency and effectiveness of the UARB

Increase understanding of the UARB

Strengthen the UARB's capacity to adapt to the future

VISION:

Be a leading administrative and regulatory tribunal.

Today   2012

Strategic Direction 1: Heighten the efficiency and effectiveness of the UARB		
Goals (2-5 year results)	**Objectives (1-2 year results)**	**What we will implement**
1. Shorten the timeline of the decision making process from filing to decision	1. Establish targets for phases and steps for each mandate	1) Initiate small "mandate groups" to: assess the current process for their mandate; identify the phases and steps in the existing process and opportunities for improvement. Use the existing 2 years of data. 2) Also, produce a preliminary User Guide.
	2. Develop policy and rules to achieve new targets	
2. Continue to improve access to the UARB services	1. Implement e-filing, information repository, and case management	Implement the e-filing project which is due Jan 31/08
	2. Develop user guides (for website)	Produce preliminary User Guides (See Strategic Direction 1, Goal 1, Objective1)
3. Establish regular consultation and feedback processes	1. Initiate regular consultation with external stakeholders	1) Develop a feedback process and form(s) (e.g. NEB template, survey) 2) Set a date and the agenda for a meeting with external stakeholders in the first year of implementation
	2. Initiate regular consultation with internal stakeholders	Begin regularly-scheduled general staff meetings
4. Expand non-hearing resolution processes	1. Hold mandate-specific consultation to determine requirements	Complete the initiative that is currently underway

Strategic Direction 2: Increase understanding of the UARB		
Goals (2-5 year results)	**Objectives (1-2 year results)**	**What we will implement**
1. Increase public understanding of decisions	1. Develop a media relations strategy	Secure external assistance to develop a draft media strategy (e.g. adopt a policy re: releasing decisions)
	2. Have every Board Member take a decision writing course	Remainder of Members will take the course
2. Improve parties' understanding of UARB processes	1. Establish process facilitator/navigator function	Develop a recommended model for navigation function
	2. Develop user guides for each mandate	See Strategic Direction 1, Goal 1, Objective 1
3. Be seen by government as a resource to inform public policy	1. Create a briefing note about the UARB for new ministers and deputy ministers	Update and enhance our existing briefings to ensure they reflect our mission and strategic plan
	2. Utilize opportunities for dialogue with government	

Strategic Direction 3: Strengthen the UARB's capacity to adapt to the future

Goals (2-5 year results)	Objectives (1-2 year results)	What we will implement
1. Be prepared to adapt to future trends	1. Consult with external stakeholders	
	2. Create an internal forum to discuss trends	Add 'trends' discussion to our Board Members' meetings once a quarter
	3. Participate in future-oriented conferences and forums	Adopt the practice of assessing the potential for future trends in conference requests (also see Strategic Direction 3, Goal 2, Objective 2)
2. Staff and members have required core competencies	1. Identify core competencies	Begin a process to identify required core competencies in the organization and for each role (e.g. legal research)
	2. Proactively coordinate training undertaken by staff and members	Proactively coordinate training
	3. Encourage continuous learning	Promote Board culture supportive and encouraging of learning – leadership
3. Continuously create and adopt regulatory and adjudicative best practices	1. Encourage staff to identify internal and external best practices and provide them with appropriate recognition	Develop a protocol and communicate it to staff
	2. Develop a knowledge exchange platform	A way of capturing information from all sources and organizing it so that it is useful as precedent and for research