



Better government: with partners, for Canadians



Red Tape Reduction Commission

Key Lessons Learned

National Conference
Presented by Roger Scott-Douglas

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The Commission

- **Announced in Budget 2010 and launched in January 2011**
 - Consisting of six parliamentarians and six private sector representatives
 - Chaired by the Honourable Maxime Bernier, Minister of State, Small Businesses and Tourism
 - Led by the Honourable Tony Clement, President of the Treasury Board
- **Core mandate**
 - Identifying red tape irritants to business that have a clear detrimental effect on growth, competitiveness and innovation
 - Making recommendations on lasting solutions
- **Achievements and challenges**
 - 2600 federal regulations in 14 sectors
 - Multi-layered consultations during an election period
 - Involvement of numerous departments and agencies
 - Environment of fiscal restraints to be considered when proposing recommendations



Commission's essential principles to cutting red tape

- 1. Regulations should be built “from the outside in,” taking into account the circumstances of the businesses being regulated as well as the public interest**
- 2. Common sense should be applied to all aspects of regulatory activity, from planning to management to reporting on performance**
- 3. Governments and regulators should be accountable for regulatory activities and management and, in particular, for taking measures to control the costs associated with regulatory compliance**
- 4. Compliance with regulatory requirements should be promoted while showing professionalism and client-focused service**

Summary of key recommendations

Fifteen systemic and 90 department-specific recommendations

- **Reducing administrative / cumulative burden**
 - “One-for-One” Rule
 - Trimming information demands
 - Enhancing the use of electronic services
 - Improving coordination of activities
 - Reusing information already provided
 - Improving regulatory information on web portals
- **Fostering a strong service culture among regulators**
 - Meeting service standards
 - Reinforcing professionalism
 - Using plain language and definitive interpretations
- **Increasing predictability / improving regulatory design**
 - Publishing regulatory plans
 - Improving assessment of risks
 - Better understanding the impact of regulatory requirements on small businesses
- **Ensuring accountability for progress**
 - Appropriate oversight and accountability

Lessons learned from supporting the Commission's efforts to drive transformational change

- **Four key lessons to be learned from the initiative:**
 - 1. Up-front clarity of mandate and effective governance mechanism**
 - Clear terms of reference / specific objectives / defined timelines
 - Project charter and consultation and work plan developed
 - Establishment of a secretariat headed by an Assistant Deputy Minister (ADM)
 - Governance model with clear roles for lead ministers and chair
 - Advisory committee composed of ADMs from regulatory departments
 - Creation of a working group from regulatory departments for input, advice, fact-checking
 - 2. Seek advice from a broad range of stakeholders / independent experts**
 - Businesses consulted to identify red tape priorities via roundtable sessions (15 sessions, 13 cities, 200 participants) and online consultations (2000 participants)
 - “What was Heard Report” published (September 2011)
 - Independent experts assessing the merits of the proposed changes
 - Experts advice tested at roundtables with businesses
 - Initial assessment and validation of lists of administrative burden solutions developed with front-line regulators

Lessons learned from supporting the Commission's efforts to drive transformational change

3. Be transparent with stakeholders and regulators

- Voices of stakeholders transcribed in the “What was Heard Report”
- Online participants invited to share their submissions publicly
- Roundtable summaries, list of written submissions received and names of participants posted on website
- Executive summaries of policy option papers received are made public
- Full access to consultation input by federal regulators
- Analysis of issues and identification of “root causes” behind the irritants

4. Provide leadership to remain goal oriented

- Initiative launched by the Prime Minister
- Commission's work championed by a Minister
- President of Treasury Board regularly engaging his colleagues
- Commission members provided entrepreneurial perspective, as well as an understanding of Parliament
- Active role played by ADMs and DGs in providing advice and support
- Statements of the President of the TB provide serious call to action
- Announcements demonstrated government's commitment (e.g. One-for-One Rule on receipt of the Recommendations Report)



... For the Commission, all this work will make a difference if:

- Its core principles are embedded in the federal regulatory regime
- The recommended systemic reforms are approved by government and embraced by regulatory departments and agencies, such that a significant “culture change” occurs and that business, particularly small business, feels that there is no need for another Red Tape Reduction Commission
- The recommendations to tackle the root causes of the specific top-of-mind irritants are approved by government and implemented by departments and agencies
- A measureable and meaningful difference is felt by business, particularly small business

Annex A – Summary of the approach

Business consultations identifying red tape irritants and potential systemic solutions

- 15 roundtables in 13 cities; 2 online questionnaires; written submissions from industry associations

Analysis

- Categorization of input and root cause analysis to define red tape issues and potential systemic solutions
- Support and challenge function on formulation of departmental response plans

Further research

- Engaging independent experts to produce options papers evaluating proposed systemic solutions
- Research on similar provincial and international initiatives (best practices, implementation strategies, approaches to measuring administrative burden)

Engagement with departments and agencies

- Liaising with DG-level working groups on systemic proposals
- The Community of Federal Regulators (CFR) as an active partner (2 CFR-sponsored workshops and postings on CFR website)

Liaison with other regulatory modernization initiatives

- Administrative Services Review, Regulatory Cooperation Council, MPMO, NPMO

“What was Heard” Report

- Presenting irritants and potential systemic solutions from the consultation participants

Recommendations Report

- 15 systemic recommendations to get at the root of red tape issues and preventing red tape from creeping back
- 90 recommendations to address department-specific red tape issues