



# Why Wait in Line?

Opportunities to Improve  
Government Services  
and Infrastructure in  
Newfoundland and Labrador

Tom Clift and Tom Cooper  
January 2016

A Report Commissioned by

NEWFOUNDLAND & LABRADOR  
**employers'**  
COUNCIL

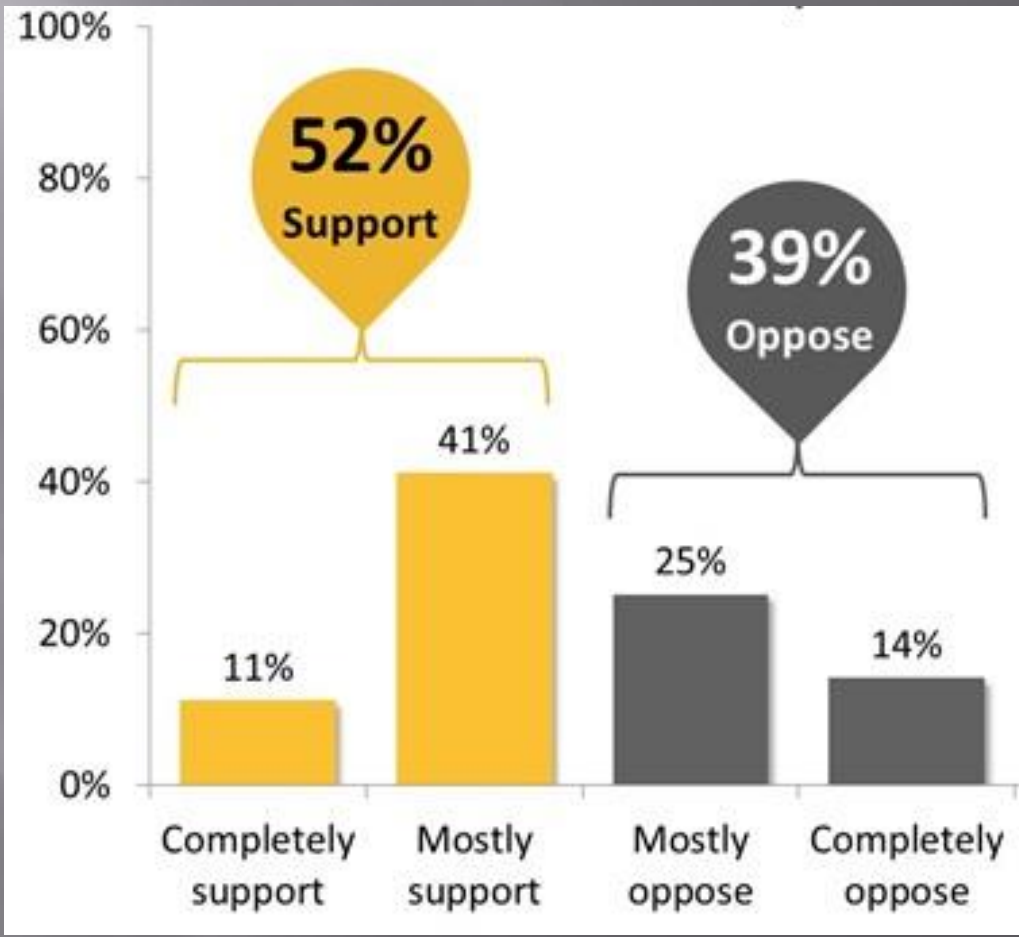
NEWFOUNDLAND & LABRADOR  
**employers'**  
COUNCIL

Study	Sample	Results
UK – Controller and Auditor General	37 <b>Traditionally Procured</b> Capital Projects	73% had <b>cost overruns</b> , 70% had <b>delays</b>
UK – HM Treasury	61 Operational <b>PPP projects</b>	Only 12% had delays, <b>no cost overruns</b> borne by public
Australia – The Allen Consulting Group report to Infrastructure Partnerships Australia	33 traditional capital projects and 21 PPPs	<b>Traditional:</b> cost overruns of <b>35.3%</b> <b>PPP:</b> cost overruns of <b>only 11.6%</b>
Canada – Conference Board of Canada	19 PPP projects	<b>Cost savings</b> measured between <b>1% and 61%</b> relative to traditional procurement  <b>17 of 19</b> delivered <b>early or on time</b>
The Serco Institute	Review of over 200 reports on ASD from 12 different countries	Average <b>cost savings</b> of nearly <b>20%</b>

## Why Wait in Line?

Professor Tom Clift & Dr. Tom Cooper  
January 2016

# Generally speaking, do you support the private sector becoming more involved in the delivery of services traditionally delivered by government?



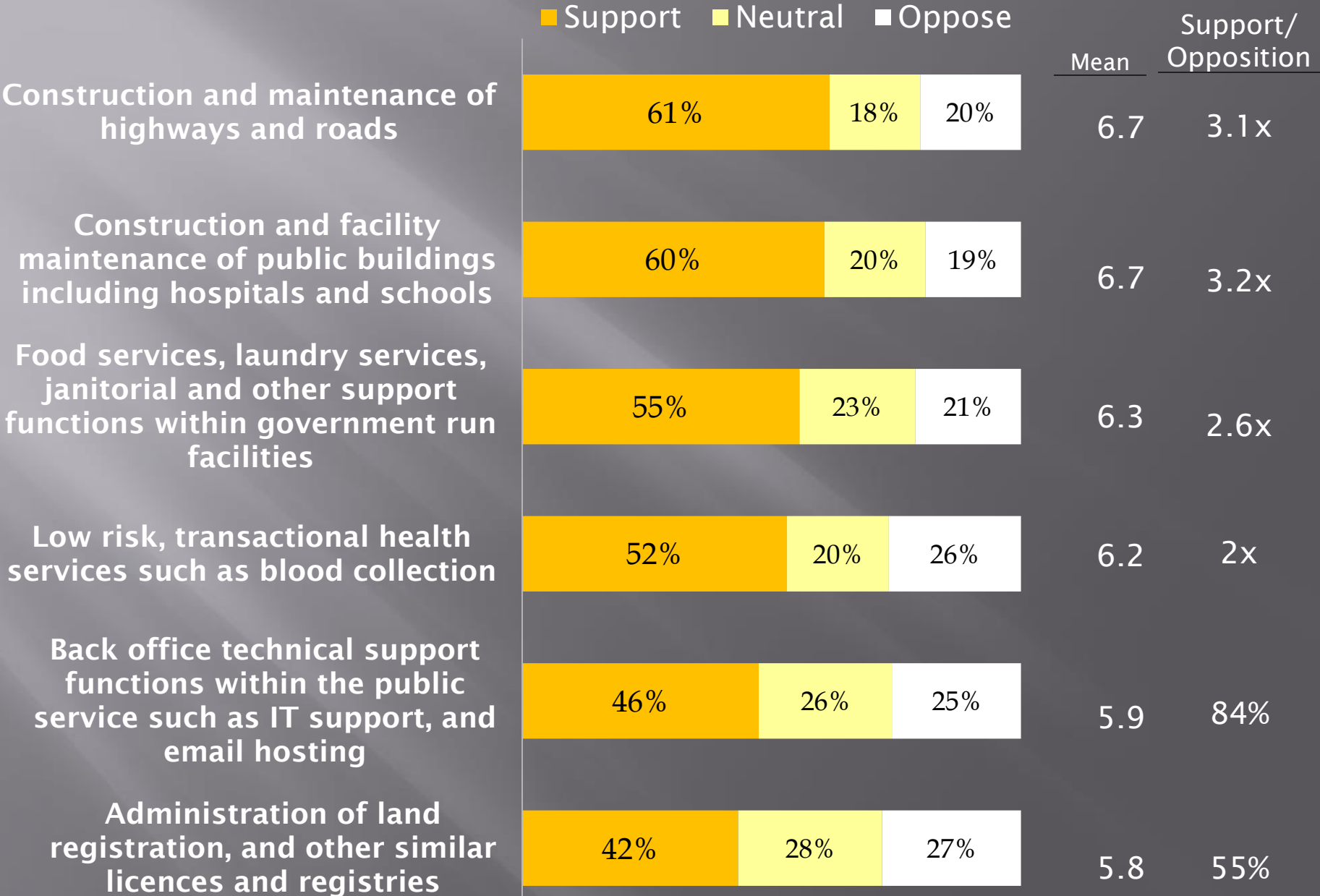
Corporate Research Associates,  
August 2015

Sample size: 400  
95% confidence level, +/-4.9% margin of error

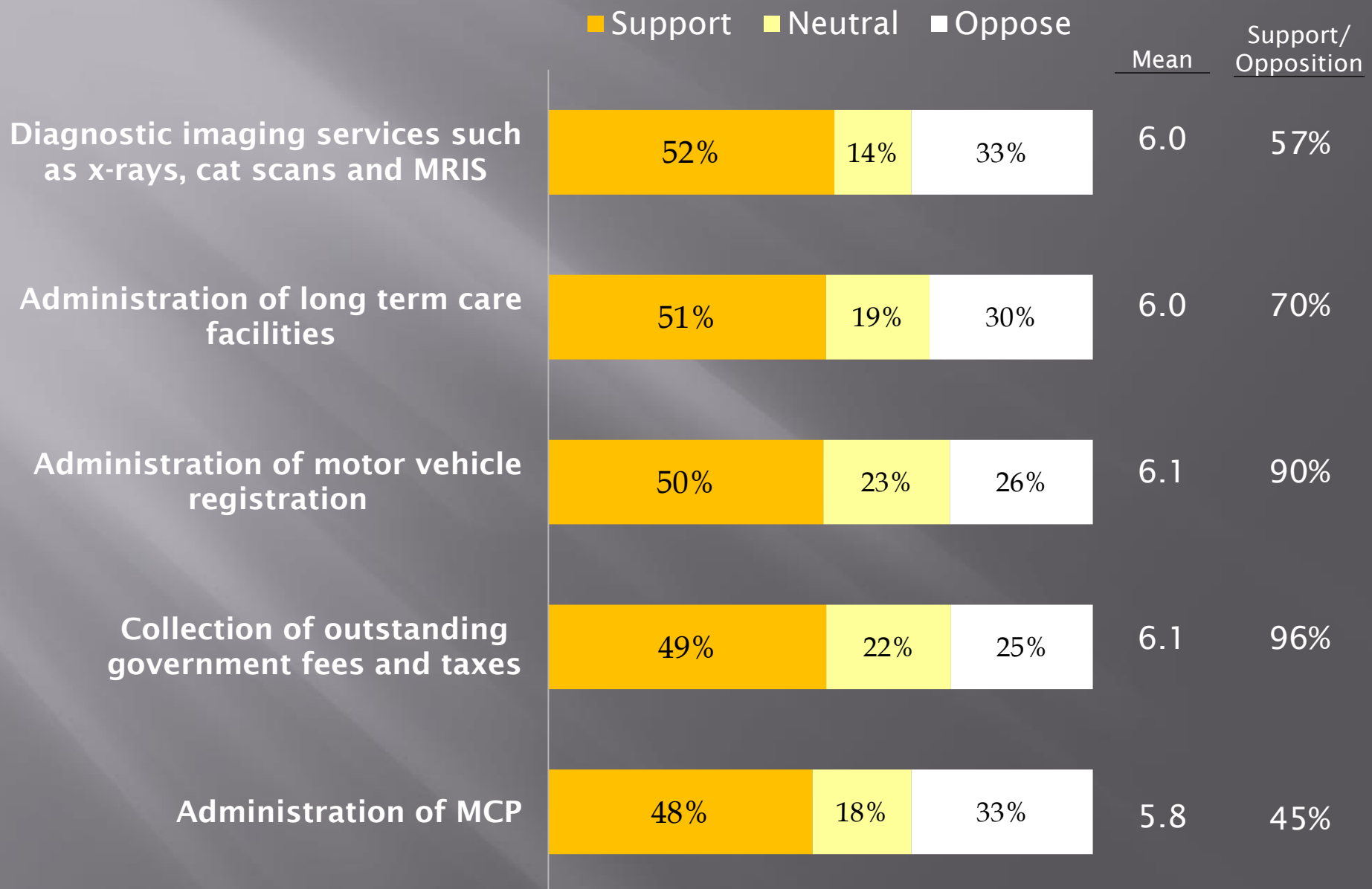
# Recommendations for Government

- Educate & Inform public on benefits of partnership
- Build capacity internally
- Undertake an audit to identify partnership opportunities
- Adopt an “early wins” strategy

# Opportunities for Partnerships with the Private & Not-For-Profit Sector



# Opportunities for Partnerships with the Private & Not-For-Profit Sector

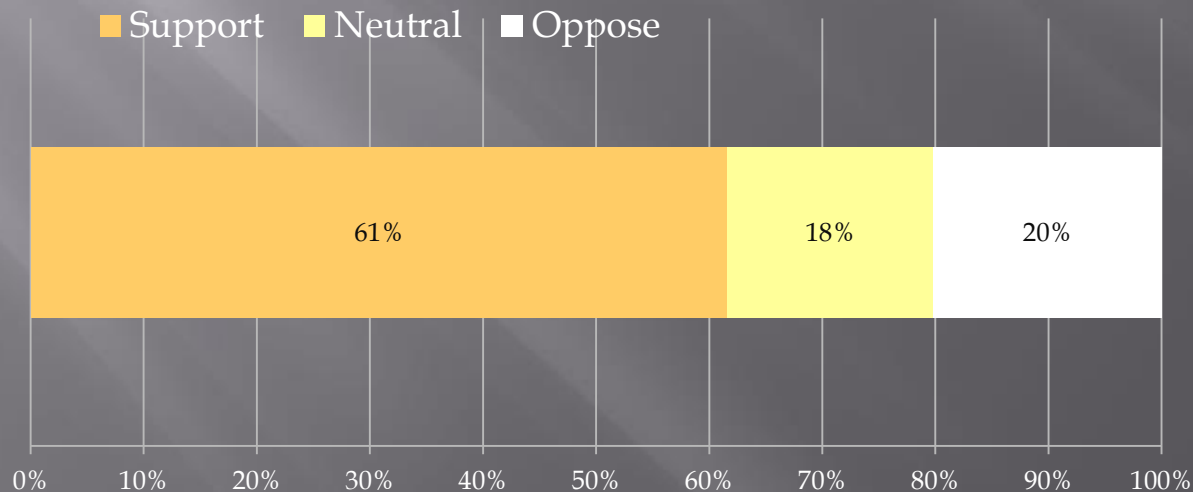


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Construction & Maintenance of Highways & Bridges, Ferry Provision and Maintenance

Where it has worked: Ontario, BC, Alberta, Manitoba, Quebec, Saskatchewan, New Brunswick, Nova Scotia, PEI

Why it would work in NL: Private sector already involved  
High capacity and skill  
High level of public support

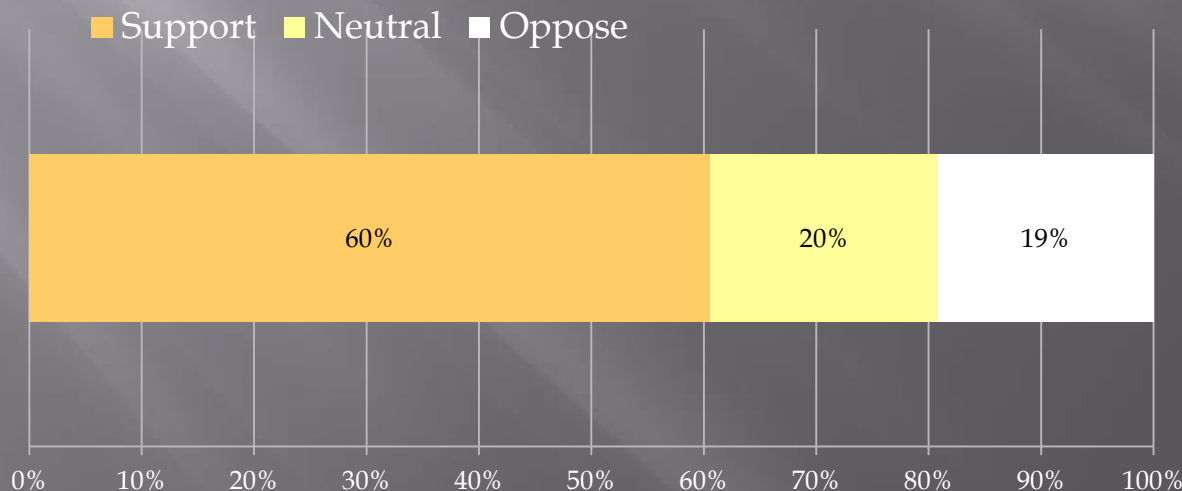


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Design, Construction & Facility Maintenance of Public Buildings

Where it has worked: Ontario, BC, Alberta, Saskatchewan, New Brunswick, Nova Scotia, Quebec

Why it would work in NL: Private sector already involved  
High capacity and skill  
High level of public support



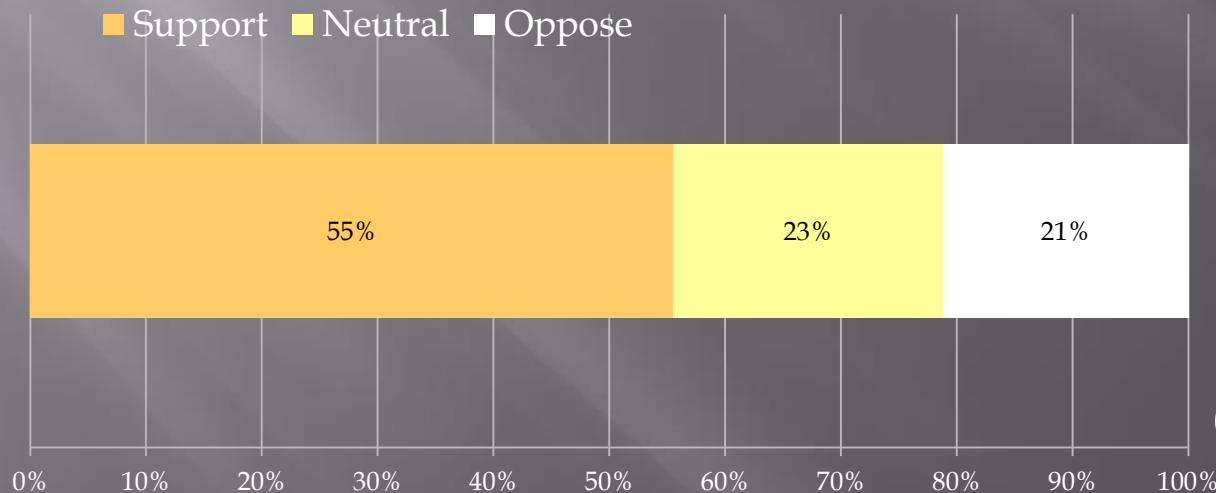


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Food services, laundry services, janitorial and other support functions within public facilities

Where it has worked: Across Canada including NL, UK, Australia, New Zealand

Why it would work in NL: Has already proved successful in some cases in NL  
High level of public support

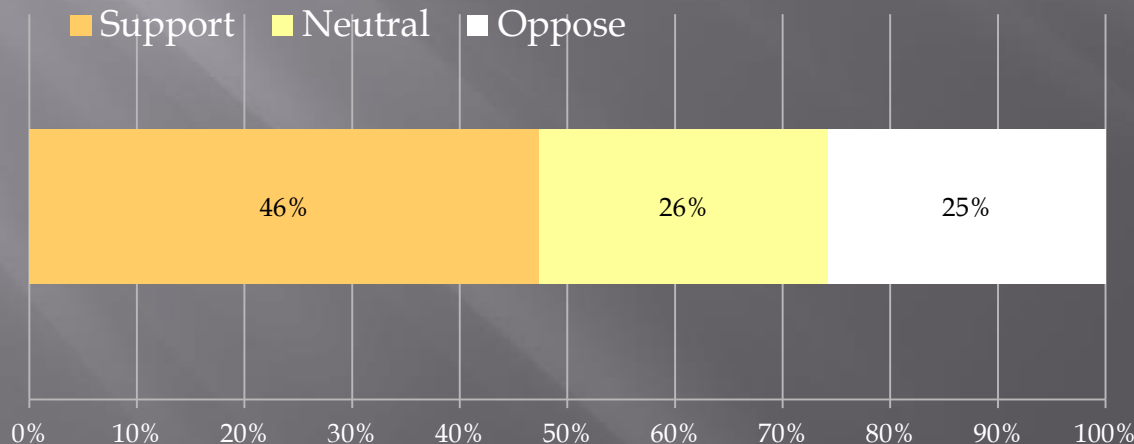


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Information Technology and other back office support functions within government and government agencies

Where it has worked: Federal government, Nova Scotia and B.C

Why it would work in NL: High capacity and skill in private sector  
HIGH potential for innovation, efficiency, and cost savings  
Good levels of public support

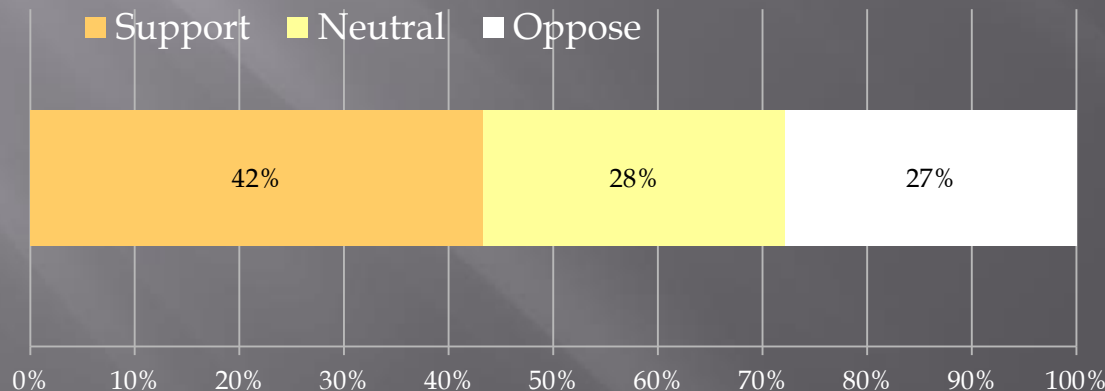


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Administration of land registration, and other similar licences and registries

Where it has worked: Ontario & Manitoba

Why it would work in NL: HIGH potential for innovation, efficiency gains,  
and cost savings  
Good levels of public support



# Opportunities for Partnership with Private & Not-For-Profit Sector

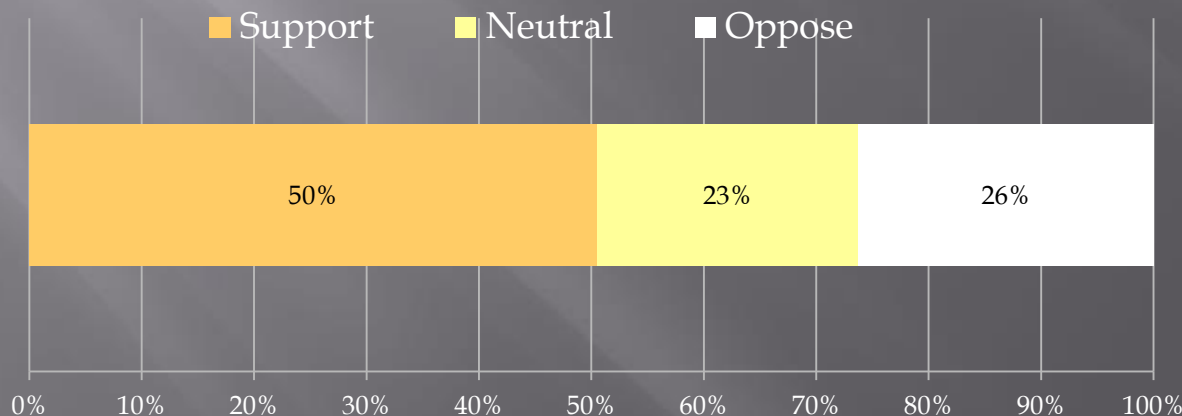
## Administration of Motor Vehicle Registration

Where it has worked: Ontario & US

Why it would work in NL: HIGH Potential for innovation, efficiency gains,  
improved service delivery

Private Sector has capital for technology  
investments

High levels of public support

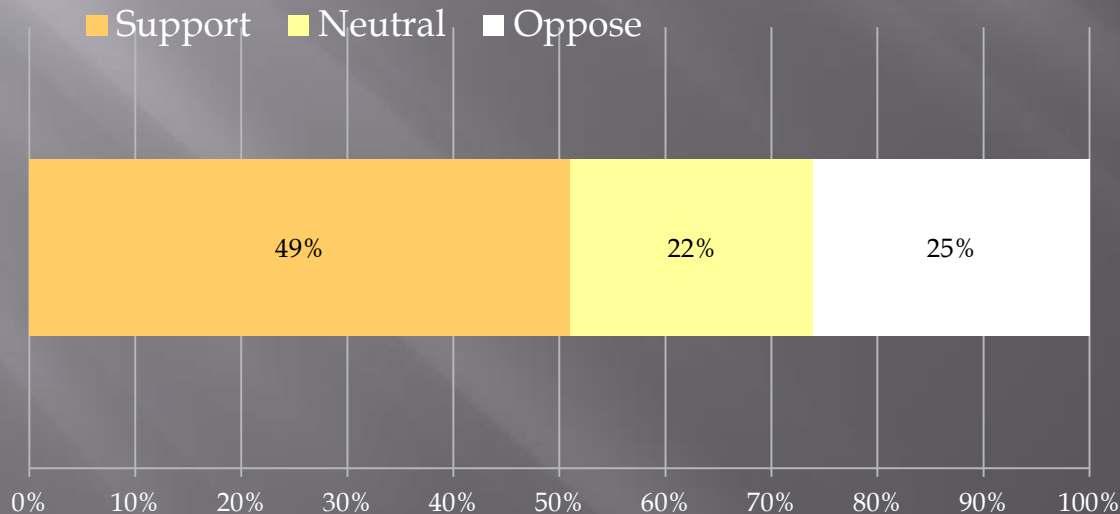


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Collection of outstanding government fees and taxes

Where it has worked: Alberta, Ontario & US

Why it would work in NL: Capacity & skill in private sector  
High levels of public support

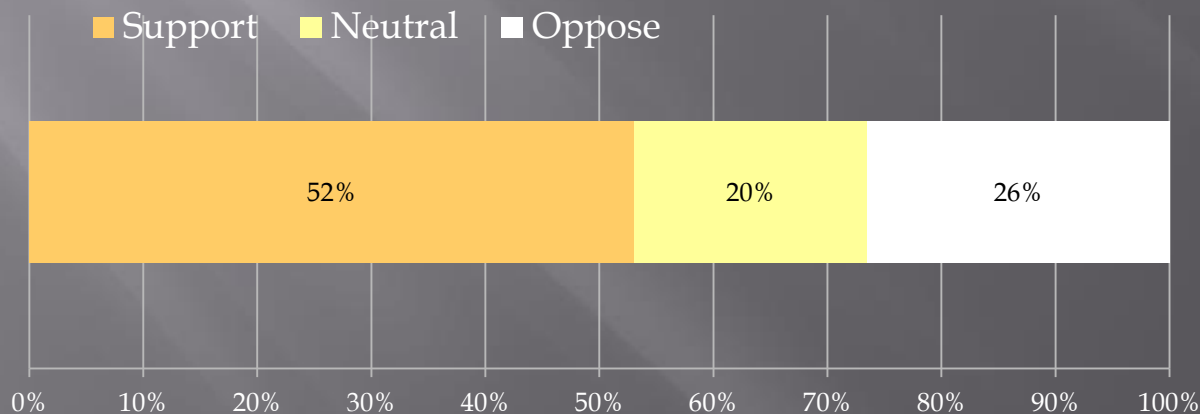


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Low risk, transactional health services such as blood collection

Where it has worked: Ontario, BC, Alberta, Saskatchewan, Quebec, NL

Why it would work in NL: Capacity & skill in private sector  
Already proven successful in some areas  
High levels of public support



# Opportunities for Partnership with Private & Not-For-Profit Sector

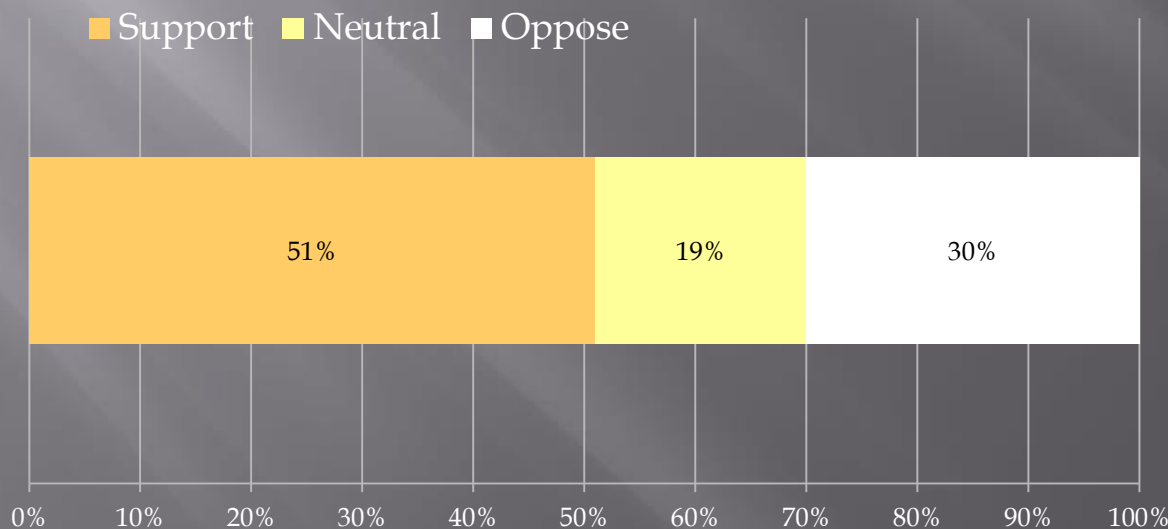
## Operation of Long Term Care Facilities

Where it has worked: Across Canada

Why it would work in NL: Good public support

Existing capacity in private sector

Partnerships would allow more focus on policy development and performance improvement.

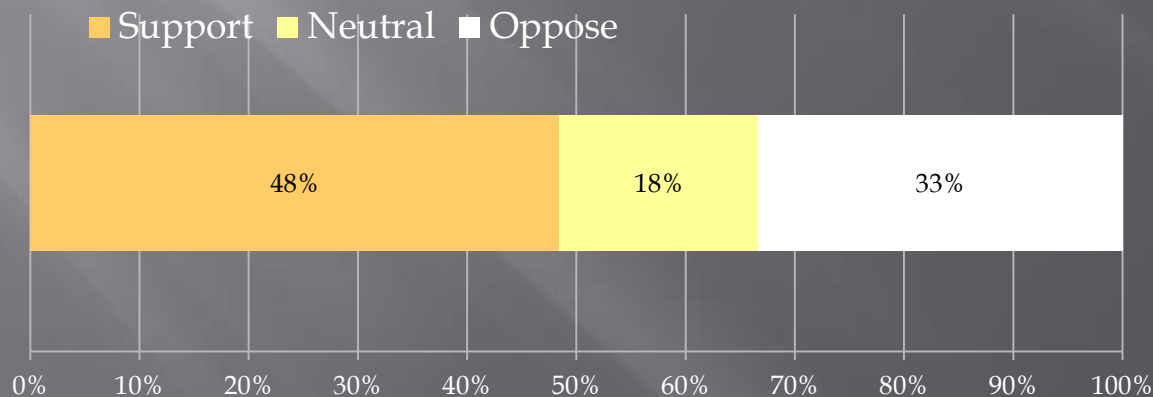


# Opportunities for Partnership with Private & Not-For-Profit Sector

## Administration of MCP

Where it has worked: British Columbia

Why it would work in NL: Private sector has high level of expertise & capital necessary for technology investments  
Potential for innovation, efficiency gains, and cost savings  
Good levels of public support





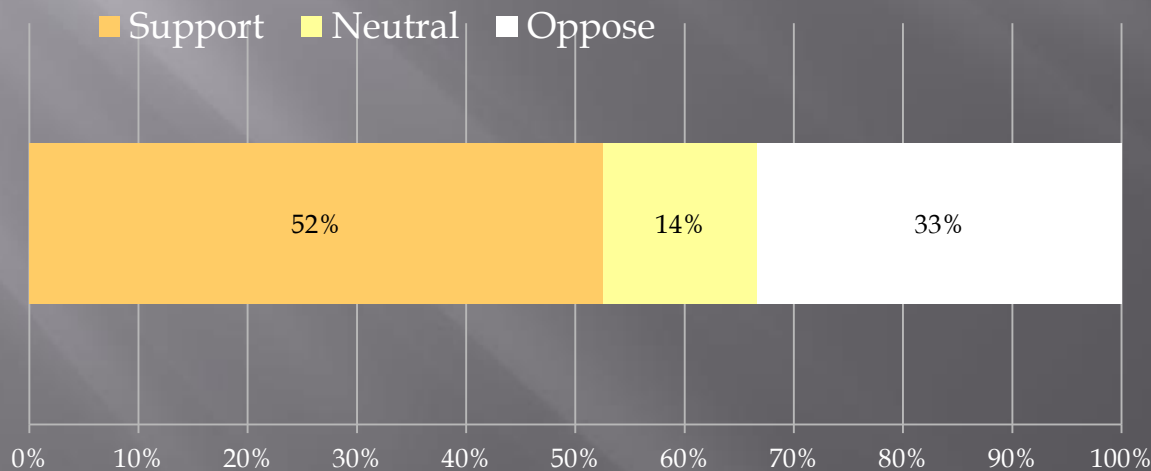
# Opportunities for Partnership with Private & Not-For-Profit Sector

## Diagnostic Imaging

Where it has worked: Nova Scotia, Ontario & Alberta

Why it would work in NL: Good levels of public support

Partnerships would allow more focus on policy development and performance improvement.



# Opportunities for Partnership with Private & Not-For-Profit Sector

## Low risk, transactional health services such as blood collection

Where it has worked: Ontario, BC, Alberta, Saskatchewan, Quebec, NL

Why it would work in NL: Capacity & skill in private sector  
Already proven successful in some areas  
High levels of public support

