

# Delivering shared corporate services in Queensland

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(Report 3: 2018–19).  
Tabled 27 September 2018.

## Slide 1: Welcome

This presentation summarises our performance audit report on *Delivering shared corporate services in Queensland*.

Please note that this is a summary. The full report can be read on our website.

## Slide 2: Audit objective

This audit assessed whether the Queensland Government's shared service providers are delivering value for money now and positioned to successfully deliver into the future.

We audited Queensland Shared Services, the Corporate Administration Agency, and the Business and Corporate Partnership. In this report, we refer to these entities, along with others, collectively as shared service providers. We also engaged with customers.

## Slide 3: What are shared services?

Shared service providers typically deliver processes that can be centralised, standardised, and automated. They aim to achieve efficiencies by simplifying processes or building expertise that means services can be delivered with less resources than its customers could do individually. Examples of services that are often shared are finance, procurement, human resources, and technology processes.

## Slide 4: Industry insights

Globally, it is clear that rapidly emerging technology will fundamentally change how shared services operate and will reduce the manual effort needed for routine tasks. For public shared services, experience tells us that releasing ongoing efficiencies requires:

- visible and durable political sponsorship
- agency commitment to the success of the shared services model, and
- a focus on defining and measuring benefits.

## Slide 5: Are shared services designed and governed strategically?

The operating model has evolved overtime and is now quite complicated. With more than seven shared service providers in place, there are now some services which are delivered by more than one provider, and some customers are serviced by numerous providers.

The lack of a central strategy that aligns to both technology and workforce strategies, means decisions are made that may not consider all relevant facts—or are not made at all. Monitoring and reporting of progress against stated objectives for shared services is fragmented and incomplete.

## Slide 6: Are shared services delivered efficiently and effectively?

We found that customers became increasingly satisfied with their shared corporate service provider as technology makes their work easier or costs cheaper.

We found that providers need to improve their understanding of what it costs to deliver each service. This includes understanding all components of costs, including where public ownership supports or detracts from cost effective service delivery.

Customers also need to understand how their actions can contribute to, or detract from, effective and efficient shared services.

## Slide 7: Our conclusions

There is still significant benefit to be realised from the shared corporate services models that exist within the Queensland Government. Recently, shared service providers have demonstrated their ability to improve a service by consolidating, standardising and automating offerings.

Over time a vision for Queensland's shared corporate services, and customers' confidence in the benefits it can deliver, have started to fade. This is driving customers to make decisions in silos which will limit the benefits that can be achieved at a whole of government level.

The agencies we audited agreed that a stronger focus at the whole-of-government level is required.

## Slide 8: What we recommend

We recommend that:

- Department of Housing and Public Works (DHPW), in consultation with central agencies, prepares a vision, strategy and principles, and a proposal for a governance arrangement
- DHPW, with Queensland Treasury, proposes options for a revenue and investment model for shared corporate service delivery in Queensland
- the Public Service Commission works with agencies to ensure they can plan, support and manage the impact of automation on corporate services employees
- providers better define, measure and price services and formalise agreements with their customers
- customers commit to shared service effectiveness through quality input, collaboration and communication, consideration of whole-of-government implications, and monitoring of provider performance
- agencies work together to develop and align shared service, technology and workforce strategies.

## Slide 9: For more information

For more information on the issues, opportunities and recommendations highlighted in this summary presentation, please see the full report on our website.

Thank you.