



Shared Services, *Shared Future*

ACT Government Shared Services Centre

Implementation Challenges

Shared Services
Connections Conference
Brisbane 2007



High Level Context

- Combination of state and city responsibilities
- 8 Departments, multiple Agencies, 15,000 public servants
- 2006/07 – Massive restructuring, staff and budget cuts
- Shared Services announced as a budget initiative in May 06 with a go live in February 07



How Shared Services Operates

- ICT & Procurement – Transactional, Tactical, Strategic
- HR & Finance – Transactional and Tactical
- Part of the Department of Treasury
- 950 staff over 4 primary sites
- Mix of centralised and dispersed staff
- \$150m budget & \$230m capital - all cost recovery
- Savings of \$12.3 in 06/07, \$20m for 07/08



Surprises, Challenges and Lessons

- Thin crust of experienced staff
- Potential for grow back
- **Petrophobia**
- Audit – Internal and External
- Centralised vs dispersed service delivery
- **Communication**
- Measures of performance
- Process change in recruitment services
- **Rapid ramp up of expectations**
- Culture clashes
- Leveraging internal synergies
- Living in Treasury
- Boundary issues, particularly in HR



What Helped

- Good data to start with
- Clever approach to savings & resource harvesting
- Investment of significant political capital
- **Assistance from more advanced jurisdictions**
- Relatively small size
- **Engaged governance**
- Existing internal models
- Short time-frame
- **Existing common HR & Finance systems**



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Thanks!