

**Deloitte.**  
Private



## **Managed Services**

The next big advantage for  
Australian Private Businesses

## In an environment of constant change, how can Australian private business owners avoid being weighed down by finance and process complexity while staying focussed on growth and what truly matters to their business?

For many Australian private business leaders, this question becomes unavoidable as rapid growth and constant change begin to expose the limits of finance functions that are not built to scale. As transaction volumes rise and operations grow more complex, gaps in controls, visibility and confidence can quickly surface — at the same time as regulatory demands across the ATO, BAS, GST, Fair Work, and other compliance obligations continue to intensify. In this environment, even small missteps can trigger penalties, rework, and regulatory scrutiny.

Compounding this challenge, building and sustaining a fully capable in-house finance function is increasingly difficult for many small and medium-sized businesses, particularly in a tight labour market with limited access to specialist skills. These constraints can elevate risk, reduce decision-making insight, and pull leaders away from growth — highlighting the need of tailored support to help businesses confidently navigate each stage of their growth journey.

This is where managed services move the dial for Australian private businesses. As growth accelerates and expectations rise, managed services allow business owners to access specialist finance, payroll, and tax capability without continually stretching internal teams. Support can scale up or down as needs change, providing a practical and cost-effective way to manage complexity without the burden of building or maintaining a large in-house function.

Unlike traditional outsourcing models that focus purely on cost savings, today's managed services go further by delivering confidence, control, and capability. By combining deep expertise, cutting edge technology, strong governance, and well-designed processes, managed services reduce risk, improve visibility, and strengthen decision-making. For private business owners, this means gaining the benefits of a fully resourced finance function — while keeping internal focus firmly on growth, customers, and the long-term success of the business.

# Turning barriers into breakthroughs

Today's market dynamics mean private companies now face many of the pressures and risks of publicly listed organisations.

Although these challenges are shared across the market, private companies typically bear a greater burden — without the scale, infrastructure, or surplus resources of publicly listed companies to absorb the impact.

## Bridging talent and technology gaps to enable growth

An Australian multi-location bakery built on quality, nutrition, and sustainability was ready to expand—but its finance function was quietly holding it back. Leadership needed clear insights and a finance model that could scale, yet growing talent gaps, fragmented systems, and the relentless pace of technology change were consuming time and attention. Instead of enabling better decisions, finance was stuck in day-to-day firefighting, with reporting, systems, and capability uplift feeling increasingly difficult to achieve. As the challenges became clearer, the solution felt increasingly out of reach.

The business engaged Deloitte's Business Process Solutions covering Finance, Tax and Payroll Operate Services to take full ownership of its finance function, turning a growing constraint into a scalable advantage. In just 12 months, the bakery opened four new locations and tripled revenue, backed by stronger financial insight, tighter controls, and faster decision-making. Leadership stepped away from day-to-day finance entirely, redirecting focus to growth and innovation — delivering results at a fraction of the cost of building the capability in-house.

- 

New technologies are critical to compete, yet AI-driven change feels increasingly out of reach.
- 

Keeping up with regulatory change is getting harder as complexity grows.
- 

Administrative burden consumes bandwidth needed for business transformation initiatives.
- 

Scarce specialised talent, rising talent costs, and geographic constraints are intensifying the challenge.
- 

All of the above, combined with inefficiencies and limited insight, continue to drive higher operating costs.

	Do It Yourself Finance Operate	Deloitte Finance Operate
<b>Length of time</b>	Over a year.	1 week client handover, followed by parallel operations and transformation.
<b>Cost</b>	Material upfront and ongoing investment to establish and sustain an in-house operation.	Proportional talent across various seniority levels for the cost of Finance team.
<b>Talent</b>	Require multi-level specialist talent with high recruitment effort and lead time.	Services/talent included.
<b>Results</b>	Delays, additional advisory costs, and increased risk of compliance and process issues.	Best in class solution, automated processes, integrated controls and data-driven insights.

# Transform beyond core finance

The emergence of managed services has enabled private companies to address key pain points while transforming their organisations to unlock deeper insights and sustainable value. Increasingly, private organisations are re-examining not only core finance, but also specialist functions such as tax and payroll, to gain greater flexibility, agility, and efficiency.

## Reducing material tax risks for a financial institution

Tax is one of the areas that most often creates unease for business leaders as complexity increases and the stakes rise. The risk of getting it wrong, falling behind regulatory change, or missing obligations can quickly escalate — diverting attention and exposing the business to financial and reputational risks. Tax managed services remove this burden by taking end-to-end ownership of tax compliance and governance, supported by specialist expertise and strong controls that ensure obligations are met accurately and on time.

This approach was demonstrated through a co-sourced Tax Operate engagement with a financial institution, where Deloitte tax operate team delivered a comprehensive, multi-service solution. By embedding targeted governance, actively mitigating risk, and proactively identifying opportunities, we strengthened the client's tax operating model and improved financial outcomes. Working as an extension of the client's team, our Tax Operate specialists were recognised as a trusted strategic partner, delivering measurable value while enhancing confidence, control, and capability across the tax function.

## Scaling payroll with confidence

Payroll is another critical function where even small mistakes can carry serious consequences. For many Australian private businesses, increasing regulatory scrutiny around employee entitlements and frequent changes to workplace laws mean payroll errors can quickly escalate into compliance breaches, penalties, and reputational damage. Without strong documentation, clear governance, and defined accountability, these risks often remain hidden until they become costly. Payroll managed services strengthen end-to-end controls and governance, supported by qualified payroll and tax specialists providing peace of mind that employees are paid correctly, and obligations are met with confidence.

This model proved its value for a growing professional services firm engaged us to take end-to-end ownership of its payroll and employment tax obligations, seeking complete coverage and confidence in compliance. We delivered monthly payroll processing across PAYG withholding, superannuation guarantee, payroll tax, ETPs, and redundancy calculations, supported by specialist advisory services including shadow payroll, Fringe Benefits Tax returns, expatriate employee tax returns, corporate tax compliance, and Certificate of Coverage applications. We also supported the firm in accessing the NSW Jobs Plus incentive program. Designed to scale with the business, the model grew seamlessly as the workforce expanded from 40 employees to over 200 - demonstrating a truly scalable operating model and a trusted partnership that continues to evolve alongside the business.

# Capability without complexity

It's the pressure that creates opportunity. Private companies often operate under greater intensity — moving faster, running leaner, and carrying more personal risk. Yet this same reality creates a powerful advantage. Their focus, agility, and entrepreneurial drive make private businesses ideally placed to unlock rapid uplift through managed services.

Unlike large public organisations weighed down by layers of approval, private business decisions sit with a small group of passionate leaders who move quickly and decisively. These leaders focus on results, not internal empires. When capacity is stretched or complexity increases, action follows.

Managed services align naturally with this mindset, designed around outcomes, not headcount — allowing capability to be added without slowing momentum.

Private businesses are also constantly evolving as priorities shift and complexity changes. Fixed in-house models struggle to adapt at the same pace. Managed services, by contrast, provide a flexible operating model that adjusts as the business changes, scaling capability where needed without locking owners into permanent structures or long-term cost commitments.

Just as importantly, private companies are already accustomed to engaging external specialists to support specific business needs.

Managed services build on this model by integrating seamlessly into existing operations, strengthening internal teams rather than replacing them. As a result, teams embrace the support, becoming more effective and confident as long-standing issues are resolved and focus shifts to higher-value work.

Together, these traits make private businesses ideal candidates for managed services — enabling them to achieve their ambitions faster, with less risk and without heavy capital investment. The real question then becomes: **how do you choose the right managed services partner to make this work?**

## Questions to ask

Finding the right managed services partner takes more than comparing offerings. The right provider acts as a trusted advisor, supporting your journey with tailored solutions, not cookie-cutter models. You need confidence they can deliver the right capability, at the right cost, and with consistent quality. As you assess potential partners, consider asking the following questions:

01

### **Do you have experience with private businesses like ours?**

*Look for:* Proven experience within private companies and a clear understanding of how private businesses operate.

02

### **What results have you delivered for other clients?**

*Look for:* Clear examples of reduced risk, better compliance, stronger reporting, or cost savings.

03

### **Can your service scale as our needs change?**

*Look for:* A flexible model that can scale up or down without disruption.

04

### **Can you support finance, tax, and payroll end to end?**

*Look for:* One integrated team, not multiple disconnected providers.

05

### **How do you use technology to improve outcomes and efficiency?**

*Look for:* Practical use of modern tools and automation (including AI) to improve accuracy, speed, and insight.

06

### **Who will do the work?**

*Look for:* Access to experienced professionals, with clear ownership and minimal reliance on junior-only teams.

07

### **Will any work sit outside your firm — and how do you manage continuity?**

*Look for:* Work is delivered by the provider's own team, Transparent delivery, strong backfill plans, and no drop-in service if people change.

08

### **How do you manage quality, controls, and accountability?**

*Look for:* Strong governance, documented processes, and regular reviews.

09

### **How do you keep improving over time?**

*Look for:* Ongoing reviews, open communication, and continuous improvement as the needs evolves.

# Learn more about Deloitte Operate



**Damien Bones**  
**Australian Business Process Solutions  
(BPS) Leader, Tax & Legal**  
**Global Deloitte Private Operate Leader**  
dbones@deloitte.com.au



**Matt Howard**  
**National Lead Partner Tax Operate**  
matthoward@deloitte.com.au



**Kathy Saveski**  
**National Lead Partner Payroll Services**  
ksaveski@deloitte.com.au



**Upuli Dharmawansa**  
**Business Process Solutions Manager**  
udharmawansa@deloitte.com.au



# Deloitte.

## Private

### About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

Deloitte Private is the brand under which firms in the Deloitte network provide services to privately owned entities and high-net-worth individuals.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society, and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte’s approximately 457,000 people worldwide make an impact that matters at [www.deloitte.com](http://www.deloitte.com).

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2026 For information, contact Deloitte Global.

202604-2356-4d037\_Designed and produced by Brand and Marketing | Deloitte Australia\_04/26