



Audit
Tasmania

Investment facilitation through the Office of the Coordinator-General (OCG)

Report of the Auditor-General No. 6 of 2025-26

Background

- All Australian jurisdictions offer a single point of entry to support major investment proposals
- OCG is the entry point for investors
- OCG has a stronger role in supporting existing industries compared to similar roles in other jurisdictions
- OCG does not making funding decisions, it provides advice on projects to decision-makers, such as Tasmanian Development Board and Ministers
- There has been a lack of transparency around OCG's performance

What we concluded

- While OCG reported it met its investment facilitation objectives:
 - investment facilitation objectives are not well defined due to a lack of a whole of government investment strategy
 - has not transparently reported on progress towards investment facilitation objectives

What we recommended

We recommend that ...	This recommendation was ...	Expected completion is ...
1. State Growth lead the establishment of a whole-of-government strategy for investment facilitation	Accepted	Timeframe to be determined by Government
2. OCG develop measures that align with the whole-of-government strategy and can be used: <ul style="list-style-type: none">• by the Tasmanian Development Board to prioritise financial support for investments• to validate project outcomes as appropriate• to publicly report on outcomes achieved	Accepted	December 2026

What we recommended

We recommend that ...	This recommendation was ...	Expected completion is ...
3. OCG develops a divisional risk register that identifies strategic and operational risks and the procedures and controls that reduce those risks to an acceptable level	Accepted	June 2026
4. OCG work with the Tasmanian Development Board to improve the structure and clarity of its advice to them	Accepted	Ongoing

Key finding: a whole-of-government strategy

- There is no whole-of-government strategy for facilitating investment
- This impacts on the quality of advice relating to projects that need financial support
 - OCG is limited in how it identifies why, from the State's perspective, one project should be funded over another
 - It creates a perception of urgency around every investment decision

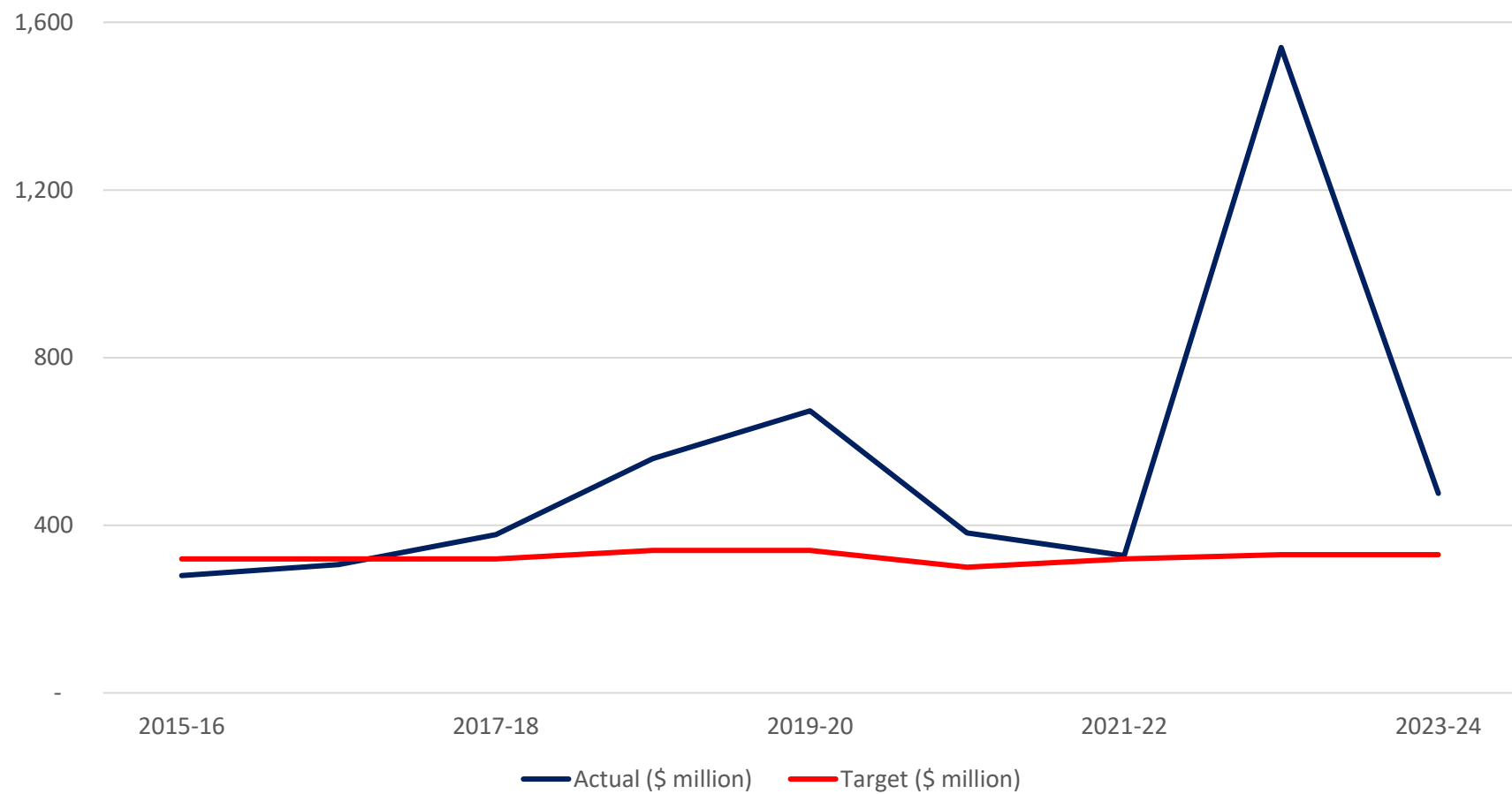
Key finding: a fit for purpose framework

- OCG's operating framework could be better aligned with its needs:
 - It does not manage strategic and operational risk effectively
 - Its approach to project risk management is not well documented
 - While in compliance with State Growth's policy, its practice relating to conflicts of interest could be stronger

Key finding: outcomes reporting

- Current outcomes reporting does not provide transparent information to Parliament
- OCG's approach to validating project outcomes is not always adequate

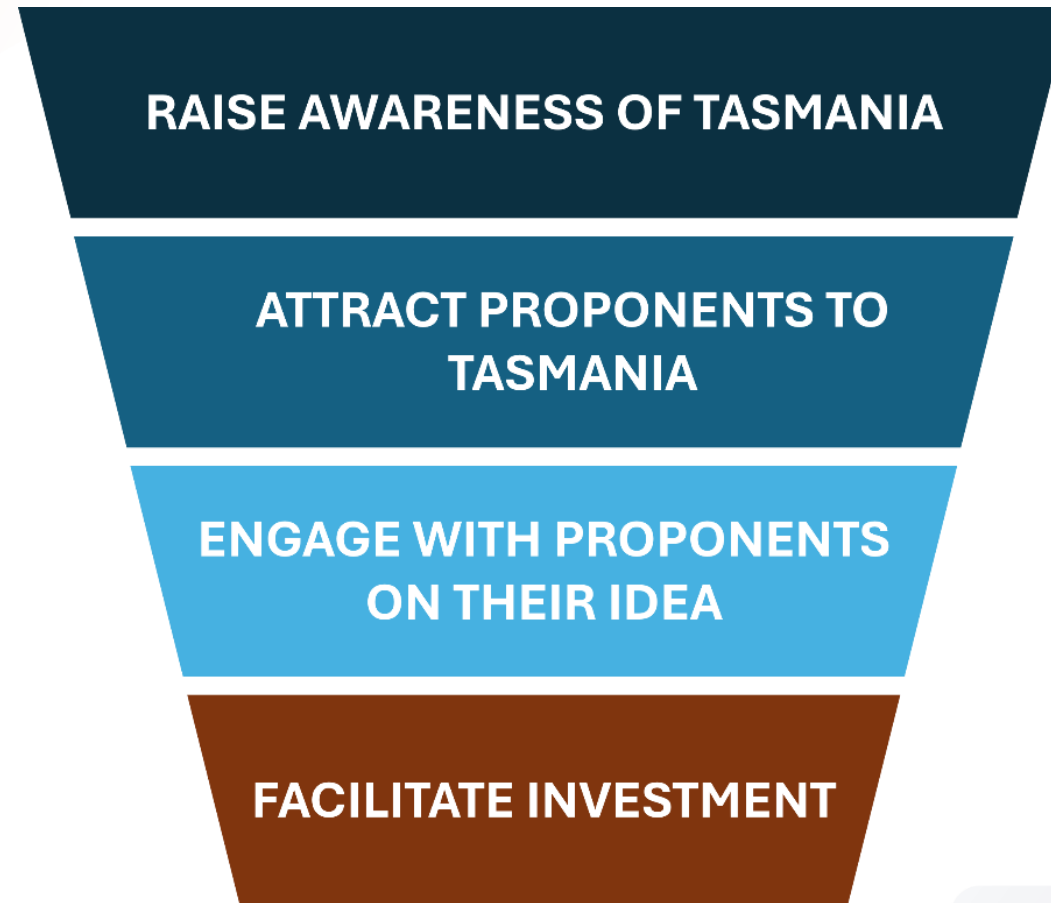
Investment facilitated



Investment facilitated by source

Total investment facilitated from 2016 to 2023	\$4.45 bn
Private investment	\$3.97 bn
State Government funding	\$0.23 bn
Federal Government funding	\$0.25 bn

Conversion funnel



Responses

Responses sought	Received?	Detail
Treasurer	No	-
Minister for Business, Industry and Resources	Yes	Thanked us for the audit and noted that several initiatives were already underway that align closely with the intent of the Auditor-General's recommendations
Department of State Growth and Coordinator-General	Yes	Welcomed the recommendations and committed to implementing them