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Auditor-General report assesses the effectiveness of Shared Services in Tasmanian general government agencies

Agencies reported 69 individual shared services arrangements with a total of charge of \$49.9million each year. Some of these services are standardised, such as paying invoices and employees. Other services are more specialised, such as data modelling. Entities refer to these as shared services.

Mr Thompson found that ‘the arrangements were only in part, effectively designed and delivered, but I was unable to form a conclusion on the efficiency and economy of shared service arrangements because these are inadequately measured’. Areas for improvement included:

- applying good practice principles to planning shared services
- improving the detail in agreements to align provider’s and recipients’ expectations
- assessing shared services delivery in a more structured way
- establishing and monitoring the efficiency and cost of shared services.

As findings varied across the shared services assessed, the Auditor-General recommended the Department of Premier and Cabinet:

- develop a strategy and guidelines to support entities to design and deliver shared services
- monitor the effectiveness, efficiency, and cost to ensure the strategy and guidelines are suitable.

These recommendations align with a recommendation made in the 2021 Independent Review of the State Service on shared services and the comments made by the Premier in the 2025 State of the State address.

Mr Thompson made 4 more recommendations to providers and recipients of shared services.

[Click on this link to read the Report.](#)

ENDS

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