

TASMANIAN GOVERNMENT

# communications policy

FOURTH EDITION





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# 1. INTRODUCTION

The Tasmanian Government delivers a wide variety of policies, programs and services that share the same goal: to serve the people of Tasmania. Effective communication can enhance service delivery to the community by managing expectations, identifying issues, improving community interactions with government and informing members of the public of their obligations, rights and entitlements.

The *Tasmanian Government Communications Policy* (the Policy) aims to ensure effective communication between the Tasmanian Government and the people of Tasmania.

The current edition of the Policy was released to reflect the implementation of new Tasmanian Government policies and frameworks including Collaboration – a Tasmanian Government approach and the Buy Local Policy. It also reflects amendments to the Tasmanian Government corporate identity and incorporates an approval matrix to make the document easier to use (see [section 10. Communications Approvals](#))

The Policy advocates a balance of ‘flexibility within guidelines’, whereby agencies have autonomy to conduct their particular communication activities, but in doing so must meet Tasmanian Government standards and guidelines, and the Policy’s requirements.

The Policy is supported by tools and resources provided on the [Tasmanian Government Communications website](#) – [www.communications.tas.gov.au](http://www.communications.tas.gov.au).

## 2. SCOPE

### 2.1 COMMUNICATIONS SCOPE

For the purposes of this policy, ‘communications’ includes:

- activities involved in the production and dissemination of material and information to the Tasmanian public – whatever the communication medium - about government policies, programs and services
- informing members of the public of their obligations, rights and entitlements
- corporate identification of Tasmanian Government agencies, policies, programs, services and infrastructure
- interaction and engagement with the public including the use of collaborative communication channels
- internal communication activities and processes within government
- communications advice, including to heads of agency and Ministers
- management of issues of importance or strategic value
- communications research and analysis of public information needs/ views
- monitoring and evaluation of communication programs and projects.



## 2.2 EFFECTIVE DATE

*Tasmanian Government Communications Policy* Fourth Edition issued July 2015.

## 2.3 APPLICATION

This policy applies to the following Tasmanian Government agencies:

- Department of Education
- Department of Health and Human Services
- Department of Justice
- Department of Police and Emergency Management (including State Fire Commission)
- Department of Premier and Cabinet
- Department of Primary Industries, Parks, Water and Environment (including Inland Fisheries Service)
- Department of State Growth
- Tourism Tasmania
- Department of Treasury and Finance.

Tasmanian Government Business Enterprises (GBEs), State-owned Companies (SOCs) and independent statutory authorities may use the policy as a guide to their own communications.

## 2.4 LEGISLATION

Legislation referenced in this policy includes:

*Archives Act 1983*

*Copyright Act 1968 (Cwth)*

*Libraries Act 1984*

*Personal Information Protection Act 2004*

*Right to Information Act 2009*

*State Service Act 2000*

*Trademark Act 1995*

## 2.5 CARETAKER CONVENTIONS

During the period preceding an election for the House of Assembly, the Government assumes a 'caretaker role'. The business of Government continues and the provision

of services remains unchanged. However, caretaker conventions are implemented to protect the apolitical nature of the State Service during an election campaign.

At the beginning of the caretaker period, individual agencies need to review all communications activity, including television and print advertising, newsletters and information on websites, to ensure it is apolitical and does not promote the Government's policies or emphasise the achievements of the Government or a Minister.

Read the full State Election Caretaker Conventions at [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au).

### 3. POLICY STATEMENTS

The policy statements provide overarching guidance to all Tasmanian Government communications activities.

It is the policy of the Tasmanian Government that all its communications activities:

#### Encourage community engagement through the provision of information and consultation

The Government has a responsibility to ensure that accurate and relevant information about its policies, programs and services is disseminated or made available to the public in a timely manner. Government should also engage openly and responsively by seeking and considering public input and feedback when establishing priorities and planning or reviewing its activities.

#### Provide information through channels and via formats that meet the needs of all community members

The Government recognises that not all individuals or groups are equally placed to access and understand government information. Particular attention should be given to ensuring information is accessible and easily understood by people with diverse communication needs, including people:

- with low levels of literacy
- with sensory or cognitive disabilities
- who rely on assistive technology
- who are from culturally and linguistically diverse communities
- with limited access to technology.

#### Reflect the diversity of society

Government communications must depict diversity in society in an inclusive manner. Communications must not contain:

- unacceptable language
- sexual or cultural stereotyping
- unfair or negative depiction of people in relation to race, ethnic origin, disability, age, gender or sexual orientation.

#### Ensure the Government is visible and identifiable to the public

Clear and consistent branding enables the public to recognise Tasmanian Government activities, improving awareness of and access to information about government policies, programs and services. The public can also have confidence in the credibility and authority of information by clearly identifying Government as its source.



### Are an integral component of the strategic management processes

It is essential that agency strategic planning considers communications as a tool to achieve organisational goals. Internal and external communication requirements must be identified and taken into account when developing or reviewing policies, programs and services.

### Foster a cooperative and collaborative approach to communication across government

Communications on whole-of-government themes or issues require cooperation and coordination between agencies to ensure government messages are clearly and consistently communicated to the public. This requires communications specialists to work with senior management, policy officers and staff involved in program delivery, and to liaise with communications colleagues across government.

### Deliver value for money and meet all government procurement requirements

Government communications activities should be subject to a cost-benefit analysis to ensure the method, medium and volume can be justified in relation to the need to communicate. There must be a clear record of decision making, particularly in relation to expenditure, which must meet all government procurement requirements.

### Present information in an objective and apolitical manner

Communications activities should not have political purpose and should be delivered with the intent of effectively informing the public of their obligations, rights and entitlements. Communication should be presented in unbiased and objective language, be free from political argument and project a neutral impression of any political party or a party's political interests.

## 4. USING THIS POLICY

### 4.1 POLICY STRUCTURE

Throughout this policy:

- Principles describe how a communication method or overarching statement may assist staff in meeting their organisation's objectives.
- Policy requirements provide a guide to executing communications activities in accordance with best-practice, and will generally include:
  - actions that must be done
  - actions that are recommended.

When undertaking any communications activities, including the communications methods specified in this Policy it is important that communications staff consider the policy requirements outlined in the following sections of this policy:

- section 4. Policy statements
- section 5. Corporate identity
- section 6 Availability, accessibility and intellectual property rights
- section 7. Planning, evaluation and procurement.

Definitions have been included to aid interpretation of the policy as intended.

An approvals matrix has been included to present all communications approval requirements under this Policy as a checklist (see [section 10. Communications approvals](#))

### 4.2 KEY TERMS

Key words	Interpretation
Must	The action is mandatory
Must not	The action must not be done
Recommended	The specified action is regarded as being best practice in the context of the <i>Tasmanian Government Communications Policy</i> but not mandatory. There may be situations where valid reasons exist to choose a different action. In choosing to deviate from the recommended action all implications must be considered.

## 5. CORPORATE IDENTITY

### 5.1 TASMANIAN GOVERNMENT CORPORATE IDENTITY

#### Principles

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A clear and consistent corporate identity enables the public to recognise Tasmanian Government activities, and enhances service to the public by improving access to government programs and services and increasing awareness of government policies.

In broad terms, corporate identity refers to logos, logotypes, badges, design elements, symbols, slogans, and other visual and aural identification and promotional features.

#### Tasmanian Government logo

The primary Tasmanian Government logo shows an image of the thylacine drinking from a stream and is accompanied by the words Tasmanian Government.



The logo is a copyright design and has been registered as a trademark under the *Trademark Act 1995* (Commonwealth).

#### Policy requirements

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All Tasmanian Government agencies **must** comply with the Tasmanian Government corporate identity requirements, including the use of the Tasmanian Government logo, as outlined in the [Tasmanian Government Style Guide and Logo Policy](#) (the Style Guide).

The Tasmanian Government logo must not be used by non-government organisations unless it is required by an agency to acknowledge government support or sponsorship. In these situations, a 'supported by' or 'sponsored by' version of the logo must be used as [outlined in the Style Guide](#).

The Style Guide has four mandatory elements:

- logo
- font



- colour palette
- basewave.

The Style Guide requirements apply to materials including, but not limited to:

- stationery
- publications
- brochures, flyers and newsletters
- banners, posters and presentations
- radio, television and press advertising
- outdoor advertising
- signage
- multimedia productions
- websites and mobile websites
- social media sites, online advertising and applications
- giveaways and merchandise.

Queries about corporate identity should be directed to [agency communications managers](#) or the [Manager, Communications and Protocol Unit \(DPAC\)](#).

## 5.2 TASMANIAN BRAND MARK

### Principles

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The Tasmanian brand mark is managed by the [Brand Tasmania Council](#), an independent organisation that promotes the Tasmanian place-of-origin brand. The brand mark is designed to communicate the value of being 'Tasmanian' and the State's appeal as a place to live and work, visit, learn, trade and invest.

### Policy requirements

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The use of the brand mark is not mandatory in Government but agencies can elect to use it in circumstances as outlined in the [Tasmanian Government Style Guide and Logo Policy](#).



## 5.3 STATE SYMBOLS

### Principles

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Permission is required to reproduce Tasmania's official state symbols, including the Tasmanian Coat of Arms.

The Coat of Arms is used by Tasmanian Government authorities (including the State Service Commissioner) and the Judiciary (including the courts) and in the course of official business, to identify the Government's authority and property. The Coat of Arms is not to be used by any other person or organisation to indicate an affiliation with Tasmania, or to imply Tasmanian Government involvement and/or support.

Use of the Coat of Arms for commercial purposes (e.g. on mementos, souvenirs or collector items or sporting apparel) is not permitted.

### Policy requirements

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Use or reproduction of the following, by other than Tasmanian Government bodies, requires written permission from the State Protocol Officer, Department of Premier and Cabinet:

- Coat of Arms
- Floral emblem: Tasmanian blue gum (*Eucalyptus globulus* Labill).
- Mineral: crocoite (lead chromate)
- Tasmanian flag
- Tasmanian badge (white shield and Red Lion featured on Tasmanian Flag)

Visit the [Department of Premier and Cabinet website](#) for more information on these elements.

### Contact

Communications and Protocol Unit  
Department of Premier and Cabinet  
Email: [protocol@dpac.tas.gov.au](mailto:protocol@dpac.tas.gov.au)



## 6. AVAILABILITY, ACCESSIBILITY AND INTELLECTUAL PROPERTY RIGHTS

### 6.1 AVAILABILITY

#### Principles

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The Government has a responsibility to ensure that information about its policies, programs and services is made available to the public in the short and long term (see [Policy statement 1](#)). This means that particular attention should be given to ensuring that information can be found through sources that are commonly available to the public. It also requires information to be well catalogued, easily retrievable and securely maintained.

#### Policy requirements

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Agency information must be made available in accordance with the [Right to Information Act 2009](#) (commenced 1 July 2010), which encourages the release of information held by Tasmanian public authorities, including government agencies, without the need for a formal process. The underlying principle of the Act is that information held by public authorities belongs to the people of the State, and has been collected for them and on their behalf.

Agency information must be recorded in a format that complies with the records management policies and procedures of the agency and with the [Archives Act 1983](#).

In complying with disclosure and deposit requirements of the *Right to Information Act 2009* and the *Archives Act 1983*, agencies must also ensure all requirements of the [Personal Information Protection Act 2004](#) are met.

Additionally, agencies **must**:

- maintain a register or record of all publications for publishing each year in its annual report
- maintain a current, comprehensive and well-structured identification or classification records system that provides an effective means for organising, locating and retrieving published information
- ensure all publications feature:
  - contact details for the originating agency and unit so questions, comments, feedback, requests for further information or complaints can be received and dealt with promptly
  - acknowledgement of copyright



- the title of the publication
- the date of publication
- ensure information about an agency's mission, structure, programs and services is publicly accessible through their agency website and/or the [Service Tasmania](#) or [www.tas.gov.au](http://www.tas.gov.au) portals
- provide one copy of all publications to the State Library of Tasmania within one month after publication, as per the Tasmanian [Libraries Act 1984](#)
- within one month of publication, deliver one copy of all publications to the Legal Deposit Unit of the National Library of Australia in accordance with the [Copyright Act 1968](#)
- deposit copies of all electronic publications in the Stable Tasmanian Open Repository Service (STORS) to fulfil the legal deposit obligations under the [Libraries Act 1984](#).

In addition, it is recommended that:

- where applicable, agencies include authoring names (the name of the department, not the name/s of individual employee/s), volume/issue number and International Standard Book Number (ISBN) or International Standard Series Number (ISSN) in publications.

## 6.2 ACCESSIBILITY

### Principles

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Our community includes people with diverse communication needs. We must make sure that Government communications materials are accessible to all (see [Policy statement 2](#)). We must ensure that we meet the needs of people:

- with low levels of literacy
- with sensory or cognitive disabilities
- who rely on assistive technology
- from culturally and linguistically diverse communities
- with limited access to technology.

Particular attention should be given to ensuring the public can understand and use the information in the way it was intended.

### Policy requirements

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To maximise accessibility of information, agencies **must**:



- consider the accessibility of particular communication methods among target audiences when designing communications strategies (e.g. internet access in rural areas, podcast usage among seniors, text heavy messages to young people)
- use plain language, a consistent style and an appropriate tone to ensure target audiences (external and internal) can understand information being communicated in writing or verbally
- consider the need to deliver information in alternative formats (e.g. Braille, large print, via accredited interpreters or translators) where target audiences are from culturally and linguistically diverse communities or have diverse needs including low levels of literacy, sensory and cognitive disabilities or reliance on assistive technology
- ensure information published on websites is accessible to all Tasmanians in accordance with WCAG 2.0 level AA accessibility requirements
- ensure Tasmanian Government multimedia productions such as DVDs, animations and videos include captions or are accompanied by a transcript
- ensure audio productions such as podcasts or audio clips are accompanied by a transcript
- ensure Tasmanian Government television commercials include captions.

## 6.3 INTELLECTUAL PROPERTY RIGHTS

### Principles

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Government agencies must be aware of their rights and obligations under intellectual property laws – including copyright, trademarks and moral rights - to ensure they both protect the interests of government and avoid infringing the rights of others. Agencies should be mindful that copyright applies to a wide range of formats, from printed material to contributions to websites (user-generated content).

The copyright in materials created by Tasmanian Government employees in the course of their employment and by any other person under the direction or control of the Crown is owned by the Crown, except by prior agreement to the contrary. Note that copyright ownership rests with the Crown, not with individual agencies or officers.

Intellectual property rights should be considered when establishing partnerships between the Crown and third parties.

## Definitions

**Copyright** provides legal protection for people who produce things like writing, images, music and films by preventing others from doing certain things - such as copying and making available online - without permission (Source: Australian Copyright Council, <<http://www.copyright.org.au/information/cit014/wp0125>>, accessed 16 July 2010).

**Moral rights** are the rights of individual creators in relation to copyright works or films they have created. Moral rights are separate from the 'economic rights' of the copyright owner, such as the right to reproduce the work or communicate it to the public. Moral rights protect against the derogatory treatment of works such as failing to attribute the owner of moral rights and not allowing the work to be changed. The creator of a work, who holds moral rights, is not necessarily the owner of copyright in the work (Source: Australian Copyright Council, Information sheet G043 Moral Rights, June 2006).

**Trademarks** are a word, phrase, letter, number, sound, smell, shape, logo, picture, aspect of packaging or a combination of these used to protect a brand name and distinguish the goods and services of one trader from those of another. (Source: IP Australia, <[http://www.ipaustralia.gov.au/trademarks/what\\_index.shtml](http://www.ipaustralia.gov.au/trademarks/what_index.shtml)., accessed 16 July 2010).

## Policy requirements

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Agencies **must**:

- comply with the [Copyright Act 1968](#)
- manage the administration and licensing of Crown copyright as per the [Crown copyright: guidelines for administration](#)
- display the [Tasmanian Government Copyright and Disclaimer Notices](#) on their websites
- ensure all agreements for the procurement of communications goods and services consider intellectual property rights where required, such as:
  - design work
  - copy writing
  - multimedia production
  - research
  - photography services

- ensure all copyright works are managed and used with intellectual property rights in mind.

## Contact

Administrator Crown Copyright

Department of Justice

Email: [legislation.development@justice.tas.gov.au](mailto:legislation.development@justice.tas.gov.au)

Phone: 6165 4930

## 7. PLANNING, EVALUATION AND PROCUREMENT

### 7.1 COMMUNICATIONS PLANNING AND EVALUATION

#### Principles

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Communication is an integral part of the development, management and delivery of government policies, programs and services. As such, communication requirements should be fully accounted for when budgeting for new initiatives.

Communications is a shared responsibility that requires the support, co-operation and interaction of various personnel throughout an agency (see [section 9 - Roles and responsibilities](#)).

Communications planning – through the development of a communications strategy or plan - identifies the communication objectives of a project, the means by which they can be achieved, and methods of monitoring and evaluation. Communications planning also considers any community engagement and collaboration required, as identified in the project planning process.

#### Agency collaboration

The Tasmanian Government Approach to Collaboration provides a framework to help government agencies work better together on complex policy and service delivery issues. It identifies critical factors for collaborative projects, including leadership, trust, shared aims, accountability, information sharing and communication.

#### Cabinet submissions

It is particularly important that communication issues are considered in drafting and developing Cabinet submissions likely to generate public interest.

The inclusion of a communications strategy with Cabinet Minutes provides Ministers and Cabinet with a basic outline of how agencies intend to communicate and engage on a particular decision. It also provides evidence that communication issues have been properly considered.

The communications strategy will also be attached to the signed Cabinet decision communicated to the responsible Heads of Agency.

#### Policy requirements

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Agencies **must**:



- ensure all Cabinet Minutes involving policy changes, public announcements, new initiatives and major decisions include a communications strategy
- ensure the Cabinet Minute is approved by the agency communications manager.

It is **recommended** that:

- a communications strategy or plan be developed at the initiation of a project
- qualitative and quantitative research (including concept testing) be used to inform the development of a communications strategy (see [section 8.13 Social and market research](#))
- agencies seek the advice of the Government Communications Office on issues and themes that may have whole-of-government implications that require co-ordination of communications planning across multiple agencies
- communications activities be monitored to allow improvements or adjustments to be made as needed during implementation
- communications strategies are formally evaluated to assess their effectiveness (including cost-effectiveness)
- when using surveys for evaluation purposes, the Tasmanian Government is clearly identified as the source of the survey, a contact point for questions about the survey is provided and any personal or confidential information collected as part of the survey is adequately protected.

## 7.2 COMMUNICATIONS PROCUREMENT

### Principles

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The procurement of communications goods and services should be planned and executed to deliver the communications objectives of the project, while encouraging fair and open competition between suppliers and achieving best value for money.

Procurement should comply with the purchasing principles embodied in [Treasurer's Instruction 1101](#):

- value for money
- open and effective competition
- procurement ethical standards and code of conduct
- enhancing opportunities for local business.

### Policy requirements

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The procurement of communication goods and services **must**:

- be approved by the Communications Manager prior to initiating any procurement activities.
- comply with the requirements of the [Treasurer's Instructions](#) relating to procurement, including Common Use Contracts and Master Ordering Arrangements (MOAs) for television, print media for vacancy, tender and public notices and radio advertising.

Further information is available from [www.purchasing.tas.gov.au](http://www.purchasing.tas.gov.au), including the publication [Purchasing Goods and Services - A Guide for Government Buyers](#) which summarises the requirements of the Treasurer's Instructions. It also includes the publication [Buy Locally – A Guide for Tasmanian Government Agencies](#) which summarises the Buy Local Policy and provides tips for meeting the Government's policy objectives.

- include the full-cost figures for every stage of production or service (e.g. creative services, production, distribution, advertising). It is not acceptable to split the services or goods – where they are part of a single campaign – with the intention of reducing the value of the procurement and therefore circumventing approval requirements.

In addition, the following requirements **must** be met in procuring communications goods and services:

#### **Communications goods and services valued at \$50 000 or less (exclusive of GST)**

- [Treasurer's Instruction 1105](#) states that the quotation process is at the discretion of agencies.
- [Treasurer's Instruction 1119](#) requires that an assessment of the impact on local suppliers be undertaken.
- In line with the intention of the Buy Local Policy, a quote should be sought from a local supplier where local capability exists.

#### **Communications goods and services valued between \$50 000 and \$250 000 (exclusive of GST)**

- [Treasurer's Instruction 1106](#) requires that agencies seek at least three written quotations unless otherwise authorised by the head of the relevant agency in accordance with [Treasurer's Instruction 1114](#).
- [Treasurer's Instruction 1119](#) requires that suppliers be requested to provide a [Local SME Industry Impact Statement](#). The Instruction also requires that the evaluation criteria include, as a criterion, the Local SME Industry Impact Statement provided by the supplier and that the weighting applied to the criterion be at least 10 per cent.



- [Treasurer's Instruction 1106](#) requires that at least one quotation be sought from a local business where local capability exists.
- be approved by the Manager, Communications and Protocol Unit, DPAC
- be approved by the Head of Agency (or delegate) including approval of the Pre-procurement Local Impact Assessment form.

**Communications goods and services valued at \$250 000 and over (exclusive of GST)**

- Any evaluation process (for example a tender evaluation panel) must include the agency communications manager or their delegate and the Manager, Communications and Protocol Unit (DPAC) or their delegate.
- [Treasurer's Instruction 1107](#) requires that a public tender must be conducted unless otherwise authorised by the head of the relevant agency in accordance with [Treasurer's Instruction 1114](#) OR where an approved pre-existing contract for communications services exists with a provider.
- In accordance with [Treasurer's Instruction 1119](#) the planning process and specification for any procurement process must not disadvantage local SME suppliers and agencies must disaggregate all substantial procurement opportunities unless the benefits of the aggregation clearly outweigh the potential negative impacts on local SME suppliers/the local economy. In such cases, an exemption from the requirement to disaggregate must be approved by the head of the relevant agency.
- [Treasurer's Instruction 1119](#) requires that suppliers be requested to provide either a [Local SME Industry Impact Statement](#) or a [Tasmanian Industry Participation Plan](#), dependant on the value of the procurement. The Instruction also requires that the evaluation criteria include, as a criterion, the Local SME Industry Impact Statement or the Tasmanian Industry Participation Plan (as relevant) provided by the supplier and that the weighting applied to the criterion be at least 10 per cent.
- [Treasurer's Instruction 1107](#) requires that at least one tender must be sought from a local business where local capability exists.
- the Manager, Communications and Protocol Unit, DPAC must approve the tender evaluation report by participating in the tender evaluation panel.
- be approved by the Head of Agency (or delegate) including approval of the Pre-procurement Local Impact Assessment form.

It is recommended that:



- advice on the appropriate procurement process be obtained from an agency's procurement area, particularly as individual agencies may impose additional requirements.
- the Tasmanian Government's online Register of Service Providers is consulted when agencies are trying to identify providers of communications goods and services. It is not mandatory to seek quotes from registered providers.

## 8. COMMUNICATIONS METHODS

### 8.1 ADVERTISING

#### Principles

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The Tasmanian Government may use public funds for advertising to inform the public of their rights, obligations and entitlements, as well as explain government policies, programs and services. As with any of its communications activities, the Tasmanian Government is responsible for ensuring relevance, accuracy, objectivity, accessibility, compliance and accountability through diligent and appropriate planning.

Non-campaign advertising is routine advertising carried out by agencies around their operational activities. This may include - but is not limited to - recruitment, employment, educational courses and enrolment, auctions and tenders, announcements, public and statutory notices and emergency notices.

#### Policy requirements

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When planning and procuring advertising, agencies **must**:

- comply with requirements of the [Tasmanian Government Style Guide and Logo Policy](#)
- comply with [section 7.2 Communications procurement](#) in this policy for quotation requirements.

For television commercials, agencies **must**:

- ensure Tasmanian Government television commercials include captions.

For press ads, agencies **must**:

- place all vacancy notices, tenders and public notices in the consolidated format in Tasmanian papers, and in interstate, and overseas newspapers and/or journals in accordance with the whole-of-government contract [Advertising - Print Media Services for the placement of vacancy notices, tenders and public notices \(contract A003\)](#).

Exceptions to this include:

- where there is a recognised need for a display advertisement to be placed in the early general news (EGN) or other non-classified section



- advertisements that market educational courses.
- Where an agency wishes to run routine Government advertising outside the consolidated format, permission **must** be sought from the Manager, Communications and Protocol Unit (DPAC) outlining justification for the variation.

### Selling or accepting advertising

It is recommended that agencies consult the Manager, Communications and Protocol Unit (DPAC) before publishing advertisements in their print and electronic communication materials, or selling advertising space or time to any source outside government, particularly where advertisements are likely to be contentious (see [section 8.10 Sponsorship](#)).

## 8.2 CAMPAIGNS

### Principles

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Campaigns are a sustained series of communications activities used to motivate, inform, educate or change attitudes or behaviour among a broad range of citizens, and can appear in any media or combination of media. For the purposes of the Policy, a campaign includes a program of sustained communications activities, that:

- directly link to an election commitment or Government priority as identified by the Government Communications Office
- involve a television media schedule or public consultation component
- relate to a project or initiative that is topical in the media at the time of the campaign
- have a value of greater than \$50,000.

### Policy requirements

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When planning or procuring campaigns agencies **must**:

- ensure the initiation of the campaign is approved by the agency communications manager (or delegate) and the head of agency (or delegate)
- ensure the campaign specifications as described in procurement documents are approved by the agency communications manager, the head of agency (or delegate or relevant board where applicable), the Manager, Communications and Protocol Unit, DPAC (or delegate) and the Government Communications Office.



- ensure the Government Communications Office approves the creative concept prior to production and implementation.
- pre-test the campaign to ensure it meets stated objectives and the results forwarded to the agency communications manager, the Manager, Communications and Protocol Unit (DPAC) and the Government Communications Office.
- assess campaigns to measure their effectiveness in achieving stated policy objectives. Evaluation results must be provided to the agency communications manager and the Manager, Communications and Protocol Unit (DPAC).
- comply with the requirements of the [Treasurer's Instructions](#) and the specific requirements for the procurement of communications goods and services (see [section 7.2 Communications procurement](#)).

## 8.3 PUBLICATIONS

### Principles

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Publications in various forms are used to deliver information to the public about Tasmanian Government programs, services and policies. Publications may include:

- flyers, brochures, posters, fact sheets
- newsletters
- research papers
- articles for magazines or scientific and professional journals
- guidelines, protocols and policies
- photographic material
- websites (see [section 8.5 Tasmanian Government websites](#) and [section 8.6 Non-Tasmanian Government websites](#))
- multimedia productions (see [section 8.4 Multimedia productions](#)).

### Definition

A work is deemed to have been published if reproductions of the work or edition have been made available to the public, whether by sale or otherwise.

### Requirements

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When publishing documents agencies **must**:

- comply with requirements of the [Tasmanian Government Style Guide and Logo Policy](#)



- ensure all publications are deposited in accordance with legal deposit requirements (see [section 6.1 Availability](#))
- ensure all publications are well catalogued, easily retrievable and securely maintained by including necessary bibliographic information as specified in the [Tasmanian Government Style Guide and Logo Policy](#)
- consider the needs of target audiences in terms of being able to access, understand and use the information in the way intended (see [section 6.2 Accessibility](#))
- consider all publication formats, including online publication, and select the most appropriate in terms of cost and distribution needs
- ensure that the permission of all subjects is gained from subjects in images used in publications (see [Acknowledgement of use of image \(Adult and Minor\) template](#))
- observe legal requirements relating to intellectual property rights (see [section 6.3 Intellectual property rights](#))
- comply with the requirements of the [Treasurer's Instructions](#) and the specific requirements for the procurement of communications goods and services (see [section 7.2 Communications procurement](#)).

## 8.4 MULTIMEDIA PRODUCTIONS

### Principles

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Multimedia productions, such as DVDs, audio CDs, podcasts and software applications, can be engaging tools for providing information to the public.

Multimedia productions can also be effective ways to communicate with people with low levels of literacy or other barriers to the use of written publications. However, agencies must consider the intended target audience when publishing multimedia productions, particularly if it may include individuals whose access to technology is limited, or who prefer to receive government information through more traditional means.

### Requirements

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**Note:** for requirements for TV and radio advertising, please see [section 8.1 Advertising](#)

Agencies producing multimedia productions **must**:

- clearly identify all Tasmanian Government productions as produced by or for the Tasmanian Government. This can be achieved through use of the Tasmanian Government logo for productions incorporating visual elements, or through the use of a spoken statement for audio-only productions



- for film and video productions include the title, date of and source department or agency - this may be through providing a URL.
- ensure Tasmanian Government multimedia productions such as DVDs, animations and videos include captions or are accompanied with a transcript.
- ensure audio productions such as podcasts or audio clips are accompanied with a transcript.
- ensure the permission of subjects is gained from all subjects in productions (see [Acknowledgement of use of image \(Adult and Minor\) template](#)).
- ensure all publications are deposited in accordance with legal deposit requirements (see [section 6.1 Availability](#))

## 8.5 TASMANIAN GOVERNMENT WEBSITES

### Principles

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Government websites are key platforms for providing access to information and services. They are also a critical part of government's internal communication and information sharing infrastructure.

When creating websites, agencies should carefully consider whether it is appropriate to publish the information on an existing website or a new website. In particular, information about projects with limited lifespan or expected low public interest may be more appropriately and efficiently published on either the agency's main website or another existing site.

### Requirements

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When managing Tasmanian Government websites and portals agencies **must:**

- make Tasmanian Government public information available online except where it is determined there is:
  - high cost relative to the benefit of electronic accessibility
  - low usage
  - high publication complexity
  - low suitability for web delivery.
- make sure the community can find details on the web of public information that is not available on the web. This must be done by providing a brief summary together with details on how to access a copy via email, telephone or mail.



- ensure information published on websites is accessible in accordance with WCAG 2.0 level AA accessibility requirements.
- clearly identify the Tasmanian Government as the owner of the website by complying with the requirements of the [Tasmanian Government Style Guide and Logo Policy](#).
- use a .tas.gov.au URL for all Tasmanian Government websites. Approval to request a domain name or request an exemption from using a .tas.gov.au URL must be sought from the Manager, Communications and Protocol Unit, DPAC in accordance with the [Tasmanian Government Domain Naming Guidelines](#).
- link their websites to the Tasmanian Government portal [www.tas.gov.au](http://www.tas.gov.au) and the Service Tasmania portal [www.service.tas.gov.au](http://www.service.tas.gov.au).
- provide a mechanism on all websites that allows members of the public to submit comments, questions or feedback directly to the agency.
- respect privacy rights and copyright ownership in all online publishing and communication in compliance with the [Personal Information Protection Act 2004](#), the [Guidelines on Workplace E-mail, Web Browsing and Privacy](#) (Australian Information Commissioner), and the [Copyright Act 1968](#).
- ensure the permission is gained from all subjects when publishing photographs or videos on agency websites (see [Acknowledgement of use of image \(Adult and Minor\) template](#)).
- ensure information published on websites is recorded and archived in accordance with agency records management policies and with the [Archives Act 1983](#) and the [Libraries Act 1984](#). Advice on Government recordkeeping and legal deposit is available from LINC Tasmania.
- procure the services of external website consultants and developers in accordance with the [Treasurer's Instructions](#), including the [Government Information Technology Conditions](#) (GITC), and the specific requirements in [section 7.2 Communications procurement](#).

## 8.6 NON-TASMANIAN GOVERNMENT WEBSITES

### Principles

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There are a variety of reasons why it may be more appropriate to publish content on a third-party website (external site) rather than a Tasmanian Government website. Certain sites may provide functionality that cannot be provided on internally-run sites (such as allowing user contribution of content), or may be more effective at reaching the target audience than Tasmanian Government websites.



Examples of external websites that could be used to publish content include:

- social networking sites
- wikis
- media sharing sites
- blogs
- forums.

External websites, particularly social media sites such as social networking, wiki and blog sites, usually require regular updates and interaction from both the content provider and the public to be successful. External websites will also have terms and conditions of use that will impact on how the Tasmanian Government can use the site.

### Policy requirements

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When publishing information of non-Tasmanian Government websites, agencies **must**:

- ensure all new pages and sites set up to represent the Government on external websites are authorised by the agency communications manager or their delegate.
- clearly identify the Tasmanian Government as the source of information published on external websites, either through the use of the Tasmanian Government logo, or through a statement of ownership and complying with requirements of the [Tasmanian Government Style Guide and Logo Policy](#).
- provide a link back to the agency's website, as well as a mechanism to contact the agency about the content.
- develop a process to guide how the agency will manage and moderate feedback, comments and formal complaints made via an external site that allows for user comments or interaction (e.g. a social networking site or wiki). Ensure responsible staff understand these moderation expectations.
- ensure the services and information resources provided via non-Tasmanian Government websites are comparable in quality and functionality to those delivered on Tasmanian Government websites or by other means.
- ensure records of government-sourced content and business transactions that occur on external websites are accurately recorded, in accordance with the [Archives Act 1983](#) and the [Libraries Act 1984](#).  
Note: On external websites the Tasmanian Government does not need to record the look or functionality of the site as the Government is not the owner of the website.



- respect privacy rights and copyright ownership in compliance with the [Personal Information Protection Act 2004](#) and the [Copyright Act 1968](#).
- ensure important or critical public information available on non-Tasmanian Government websites is available through other means for those who do not have access to these sites.
- ensure the permission of subjects is gained when publishing photographs or videos on non-Tasmanian Government websites (see [Acknowledgement of use of image \(Adult and Minor\) template](#)).

When publishing on non-Tasmanian Government websites, it is **recommended** that agencies:

- consider the resourcing required to maintain the site, especially moderation and content generation before commencing projects using these channels.
- consider removing content from external websites where the project they relate to has finished and the content will no longer be maintained, while ensuring archiving and recordkeeping requirements are met.
- read the website's terms of use and consider their implications for the intended use of the site. The site's terms of use may also affect the Tasmanian Government's status as the intellectual property or copyright owner of content.
- consider producing guidelines that set out how staff should conduct themselves when representing their agency on sites that allow public comment and response, in accordance with the [State Service Act 2000](#) and [Employment Direction No. 12 of 2013](#) (Internet and email use by State Service Officers and Employees).

## 8.7 MEDIA RELATIONS AND SPOKESPERSONS

### Principles

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For many Tasmanians, media channels such as newspapers, radio, television and the internet are a primary source of news and information about government policies, programs and services.

The media play a significant role in reporting and commenting on government policies, programs and services and it is important that agencies acknowledge and respect this role and the needs of media outlets. Establishing good working relationships with media can provide a useful channel for communicating with the community.

Ministers are accountable for presenting and explaining government policies, programs and services to the public.

## Policy requirements

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With the exception of Cabinet Ministers, no individual is to make a public statement without approval of the statement or the spokesperson by the relevant Minister or head of agency or his/her nominee.

Government roles which may be an exception to this include:

- *Police Media and Marketing Unit* - when dealing with an operational police matter
- *Fire and emergency services* - where there is an emergency operational matter such as fire, flood or storm
- *Director Public Health* - where there is a public health matter
- *Statutory office holders* - with independence from government such as the Auditor-General, the Anti-Discrimination Commissioner, the Ombudsman, the Courts, the Director of Racing, the Rail Safety Regulator, the Director of Industry Safety and the Transport Commissioner
- particular roles as identified and approved by agencies e.g. Learning Services General Managers and school principals dealing with an operational education issue.

When responding to media enquiries and using government spokespersons, agencies **must**:

- seek approval for the approach taken to the enquiry from the Government Communications Office (GCO) in the Premier's Office.
- establish internal processes and procedures in accordance with the *Right to Information Act 2009*, for responding to media enquiries and requests that may come directly to their media unit or through the GCO.
- identify appropriate spokespersons with the knowledge and/or technical expertise to provide input into media responses or to speak as official representatives of their agency if approved by the relevant Minister or head of agency
- liaise with other relevant agency communications units if a media issue has ramifications for other agencies, e.g. swine flu, critical incidents.

When responding to media enquiries and using government spokespersons, it is **recommended** that agencies:

- have a designated unit or officer responsible for managing media activities and for liaising with the GCO and their Minister's Office
- provide in-house or external media training for those managers or staff designated to speak as official agency representatives

- ensure designated spokespersons receive instruction, particularly in media relations, to carry out their responsibilities effectively, including awareness of and respect for:
  - privacy rights
  - security needs
  - matters before the courts
  - government policy
  - Cabinet confidentiality.

## 8.8 MEDIA ANNOUNCEMENTS

### Principles

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Media announcements may be attended by Ministers or senior officials to generate media coverage for Tasmanian Government policies, programs and services.

Examples of activities that may warrant a media announcement include the:

- launch of a new program
- handover of grant money to a community organisation
- opening of a new tourist attraction or building
- release of a report or research
- announcement of a partnership
- release of government advice or announcement of policies on issues of public interest such as public health matters
- response to a crisis
- a matter of public safety.

### Policy requirements

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When undertaking a media event or announcement, agencies **must**:

- consider whether a media announcement is appropriate for the issue
- in consultation with the relevant Minister's Office, determine if the Minister or other Member of Parliament (MP) nominated by the Minister will represent the Government at the announcement
- plan and co-ordinate media announcements with the relevant MP's office
- advise their agency communications unit of the proposed activity as early as possible
- ensure all government materials, displays, speeches or presentations are consistent with government policy and clearly identified in



accordance with the [Tasmanian Government Style Guide and Logo Policy](#).

## 8.9 EVENTS AND EXHIBITIONS

### Principles

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Government attendance at events and exhibits provides an opportunity to reach a large number of Tasmanians and gives the public an alternative way to access government information and speak with staff face to face.

### Policy requirements

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In planning and delivering an exhibit or event, agencies **must**:

- advise their agency communications unit of the proposed activity as early as possible
- ensure attendance at the events is based on sound business principles and is a cost-effective method of communicating and disseminating information
- ensure adequate planning and preparation is applied to deliver a professional government image with high-quality display materials in terms of format and presentation
- ensure government materials, displays or presentations are clearly identified in accordance with the [Tasmanian Government Style Guide and Logo Policy](#)
- ensure any goods and services used in the development or execution of shows and exhibitions are procured in accordance with the Treasurer's Instructions (see [section 7.2 Communications procurement](#)).

It is **recommended** that agencies:

- adopt a coordinated approach to participation at events where a number of agencies are represented
- aim to attract staff with suitable customer service aptitude and skills to represent the Government at the event or exhibition.

## 8.10 SPONSORSHIP

### Principles

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Sponsorship is used to build an association between two organisations via the exchange of money, goods or services from which both will benefit.



Opportunities for sponsorship may present in many forms, offering diverse marketing opportunities, each unique in size, location, audience reach, objectives and benefits.

The decision to enter into a sponsorship agreement must be driven by sound business principles and only undertaken if it is likely to produce significant net benefit for government and its clients with no detriment to the public interest.

When seeking sponsorship, government should do so in a manner that will withstand public scrutiny and is fair to existing and potential parties.

## Definitions

The terms sponsorship and partnership are often used interchangeably, however there are some fundamental differences and as such they have been separated in this Policy (see [section 8.1.1 Partnerships](#)).

Government will encounter sponsorship from two distinct perspectives:

1. As the proposed sponsor. Another organisation, either public or private, will seek the support of government through the provision of financial or other resources, and in return will offer perceived benefits through association with the sponsored initiative, project or event.
2. As the sponsored organisation. The Government will seek provision of financial or other support from another organisation, and will provide perceived benefits in return.

Sponsorship is not:

- a **grant** where the grantor receives no direct economic benefit in return for the assistance provided
- a **donation** (in cash or kind) for which little or no acknowledgement or commercial return is expected
- a **discount** for normal services
- an **endorsement** of any product or service
- part of normal **assistance programs** run by government.

## Policy requirements

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Government **must** only sponsor, or offer for sponsorship, a specific initiative, project, event or communication, for example:

- conference, public event or material associated with an event
- specific project or programs, such as Crime Stoppers or Neighbourhood Watch.



Government **must not** sponsor, or offer for sponsorship:

- corporate identities i.e. the actual agency or organisation
- core services or any activity or communication that the public has the right to expect would be provided unencumbered by private or commercial interests
- corporate stationery, forms, annual reports or similar materials
- web home or content pages, except for web pages specifically devoted to a sponsored project or event
- corporate uniforms, except for specific event promotional clothing
- external corporate signage on buildings
- fleet vehicles except for advertising on public transport or promotional vehicles for sponsored events or projects.

When entering into sponsorship agreements agencies **must**:

- make the details of the sponsorship the subject of a written agreement that clearly details all terms and conditions of the sponsorship including the delivery obligations, reporting, use of corporate identity, cancellation and operational responsibilities
- ensure government sponsorship or support is recognised in accordance with the [Tasmanian Government Style Guide and Logo Policy](#)
- gain approval to negotiate and issue or accept a sponsorship agreement, regardless of value, from the agency's communications manager and when over \$10,000 in value approval from the head of agency (or their delegate)
- assess any proposed arrangement for its:
  - cost effectiveness compared to other marketing and communications tools
  - management of risk, including maintenance of government credibility
  - compliance/compatibility with agency policies or directions

When entering into sponsorship arrangements it is **recommended** that:

- agencies consult the Manager, Communications and Protocol Unit (DPAC) where a proposed sponsorship may be considered contentious or of higher than normal risk
- agencies consider seeking the assistance of Crown Law to incorporate the appropriate terms and conditions in sponsorship agreements
- an evaluation of the sponsorship occur at the conclusion of the agreement to assess the performance of the sponsorship and the relationship between the sponsorship parties.

## 8.11 PARTNERSHIPS

### Principles

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Partnerships are mutually beneficial and co-operative relationships in which partners may share values, objectives, resources (human, material or financial), roles and responsibilities in order to achieve jointly desired outcomes. Partnerships may exist between two or more parties and can include partners external to government.

To develop cohesive and integrated services, the Government may decide to enter into partnerships that bring together parties with expertise and resources not currently held by government and in doing so improve outcomes and foster a spirit of cooperation within the community.

The decision to enter into a partnership agreement must be driven by sound business principles and only undertaken if it is likely to produce significant net benefit for government and the community with no detriment to the public interest.

When negotiating a partnership, government should do so in a manner that will withstand public scrutiny and is fair to existing and potential parties.

### Definitions

The terms partnership and sponsorship are often used interchangeably, however there are some fundamental differences and as such they have been separated in this Policy (see [section 8.10 Sponsorship](#)).

Partnerships are distinct from sponsorship in that they are:

- typically of greater duration and span multiple events or activities
- composed of organisations working collaboratively together and sharing equally in the outcomes of the initiative.

### Policy requirements

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When entering partnerships, agencies **must**:

- ensure the partnership is the subject of a written agreement that clearly details all terms and conditions of the partnership including the delivery of communication requirements associated with the partnership such as, use of corporate logos and protocols for publically releasing information generated as a result of the partnership
- ensure the Government contribution to the partnership is identified in accordance with the [Tasmanian Government Style Guide and Logo Policy](#)



- consult with the agency's communications manager before entering into any negotiations and gain approval from the relevant head of agency (or their delegate) to accept a partnership agreement with communications implications.
- assess agreements to ensure:
  - cost effectiveness compared to other alternative options to achieve the same business results
  - management of risk, including maintenance of government creditability
  - compliance/compatibility with agency policies or directions.

When entering into partnership arrangements, it is **recommended** that:

- agencies consult the Manager, Communications and Protocol Unit (DPAC) where a proposed partnership with communications implications may be considered contentious or of higher than normal risk
- agencies consider seeking the assistance of Crown Law to incorporate the appropriate terms and conditions in partnership agreements
- an evaluation of the partnership occurs at the conclusion of the agreement to assess the performance of the outcomes and relationship between the parties.

## 8.12 INTERNAL COMMUNICATIONS

### Principles

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Internal communications supports the achievement of organisational goals by:

- creating a positive organisational climate where feelings of trust, awareness, openness, security, involvement and confidence predominate, particularly between the executive group, managers and employees
- articulating the organisation's vision and objectives
- establishing two-way communication channels
- recognising and celebrating staff innovation and achievements
- enhancing employee engagement.

Effective internal communications requires support from the entire management team.

Employees who are thoroughly engaged in the life of their organisation can be valuable allies in external communications - helping to inform the public,

professional colleagues and prospective employees about the Government or individual agencies.

### Policy requirements

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When undertaking internal communications to foster an engaged workforce it is recommended that agencies develop and implement strategies that:

- encourage proactive and interactive communications throughout the organisation
- recognise the contribution of staff (and volunteers) to service delivery and to meeting business objectives
- enable the two-way exchange of information
- establish clear processes and channels for communicating with employees
- are regularly evaluated and reviewed
- communicate with employees openly, frequently and, where possible, before or at the same time as information is communicated to the public, or as soon as possible thereafter
- remind employees of their obligations under the Tasmanian State Service Principles and Code of Conduct, and [Employment Direction No. 12 of 2013](#) (Internet and email use by State Service officers and employees) when encouraging information sharing and discussion with colleagues through internal communications channels.

Information sharing within agencies contains some privacy and security risks. Confidential and sensitive information, including information or documents communicated electronically, must be handled according to the agency's security arrangements, the [Personal Information Protection Act 2004](#), the [Archives Act 1983](#) and the [Right to Information Act 2009](#).

## 8.13 SOCIAL AND MARKET RESEARCH

### Principles

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Social and market research are used to gain a better understanding of society and to identify the perceptions, attitudes, behaviours, needs or emerging concerns of members of the community.

It may be used to:

- assess the public's response to proposals or to possible changes or initiatives;
- to assess the effectiveness of policies, programs and services; to measure progress in service improvement;



- to inform a course of action;
- to inform marketing decisions.

## Definitions

**Social research** is a process of gathering information about the social environment of a society and interpreting it to make a sound decision on a course of action.

**Market research** is the process of collecting and analysing data obtained from a sample of individuals or businesses relating to their characteristics, behaviour and attitudes.

**Monitoring** refers to the ongoing process of assessing whether communication activities are proceeding on target in accordance with the communication strategy.

**Evaluation** is carried out at the end of a specified phase of a communication project to assess whether the goals and objectives of the communication strategy have been met. NB: Monitoring and evaluation are not addressed in this section of the policy. For more on monitoring and evaluation please see [section 7.1 Communications planning and evaluation](#).

Personal information is defined in the [Personal Information Protection Act 2004](#).

## Policy requirements

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When contracting social and market research for the purpose of quantifying, qualifying or evaluating the views, attitudes or perceptions of a given population, agencies **must**:

- comply with the requirements of the Treasurer's Instructions and the specific requirements for the procurement of communications goods and services (see [section 7.2 Communications procurement](#))
- ensure the contractual or procurement arrangements adequately protect any personal or confidential information collected as part of the social and market research.
- deposit copies of final reports of social and market research if published with the State Library of Tasmania as well as with the National Library of Australia. A disclosure period of 90 days applies for all reports. Electronic submission of final reports is acceptable.
- appropriately manage and store commercial in confidence information.



## 8.14 ISSUES / CRISIS MANAGEMENT

### Principles

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Strategic issues or crisis management enables the anticipation and tracking of problems and opportunities that can impact on the Government and its stakeholders. Through issues /crisis management, government can identify and address any gaps between the expectations of its stakeholders and its performance and take action that may involve organisational change and/or a communications strategy/campaign.

Effective communication is an integral part of issues management, because of the potential for an unmanaged issue to become a crisis and negatively impact an organisation's reputation, ability to deliver services and its stakeholders.

Effective issues management establishes the protocols for reacting to a crisis to help limit damage to reputation.

### Definitions

The terms emergency and crisis management are often used interchangeably, however there are some fundamental differences and they have been separated in this Policy.

**Crisis management (issues management)** aims to anticipate emerging issues and plan to influence their development and impact – in some instances, it may aim to prevent an issue becoming a crisis.

**Emergency management** is generally reactive, dealing with emergencies and disasters that are often unpredictable and/or unpreventable (see [section 8.15 Emergency management](#)).

### Policy requirements

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To ensure effective issues / crisis management, agencies **must**:

- prepare a communication strategy that takes into account the information needs of internal and external stakeholders and includes an environmental scan of likely problems and opportunities
- have in place internal processes and procedures for communicating with staff
- have a designated unit or officer responsible for managing media activities and for liaising with the Government Communications Office and their Minister's Office
- identify managers or staff with the knowledge and/or technical expertise to provide input to media responses or to speak as official representatives of their agency.



## 8.15 EMERGENCY MANAGEMENT

### Principles

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A planned, coordinated and strategic emergency management approach is imperative before, during and after times of unrest and uncertainty to:

- prevent injury or loss of life
- help limit damage to assets, reputation and property
- help maintain the delivery of public services
- assist in the process of recovery
- minimise impact on stakeholders
- influence and inform public debate and discussion
- help establish, maintain or restore public confidence in government.

### Definitions

The terms emergency and crisis management are often used interchangeably, however there are some fundamental differences and they have been separated in this Policy.

**Crisis management (issues management)** aims to anticipate emerging issues and plans to influence their development and impact (see [section 8.14 Issues / crisis management](#)).

**Emergency management** is generally reactive, dealing with emergencies and disasters that are often unpredictable and/or unpreventable.

An emergency is an event or significant threat that could endanger human life, property or the environment, or cause or threaten to cause injury or distress to people; and requires a significant response from an agency. An emergency need not pose a serious threat to human life or property but will have a broad ranging impact on the Tasmanian community or sections of the community.

### Policy requirements

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Agency emergency management protocols **must:**

- include a communication plan/protocols that clearly defines the roles and responsibilities of communications and media liaison staff, including using their expertise in preparing messages for staff, other government agencies, the general public and the media
- ensure messages are consistent by coordinating the release of information through all channels, including departmental intranet and internets

- ensure there is a small pool of capable and trained spokespersons available
- ensure a designated unit or officer is responsible for liaising with the Government Communications Office and their Minister's Office
- immediately notify the Government Communications Office in the event of an emergency.
- practise the efficacy of communications plans when testing or exercising emergency management protocols.

It is **recommended** that agencies:

- maintain a communication strategy template that takes into account the information needs of internal and external stakeholders and includes an environmental scan of likely problems and opportunities.

## 9. ROLES AND RESPONSIBILITIES

The communications function is a shared responsibility that requires support, co-operation and interaction across government. Communications is most effective where communications specialists work in conjunction with agency management and staff and Ministerial officers where appropriate to meet the information needs of the public.

### 9.1 MINISTERS

Under the Tasmanian Parliamentary system, Ministers are accountable for presenting and explaining government policies, priorities and decisions to the public.

Ministers, both collectively and individually as members of Cabinet, are the principal spokespersons for the Tasmanian Government and their respective agencies. It is their role to provide leadership in establishing the priorities and overall themes of government communications.

### 9.2 HEADS OF TASMANIAN GOVERNMENT AGENCIES<sup>1</sup>

The head of agency must play an active and visible role in steering and maintaining a viable communication function for their agency.

The head of agency leads, and is responsible for, the overall management of communications and its integration with other key functions, particularly policy and program management. The head of agency champions the agency's internal communications.

Heads of agency are accountable for ensuring that:

- agency communications are aligned with government priorities, themes and key messages for communications
- the communications function is fully integrated into the planning, management and evaluation of policies, programs and services
- the *Tasmanian Government Communications Policy* is implemented within their agency.

### 9.3 GOVERNMENT COMMUNICATIONS OFFICE

The Government Communications Office, in the Premier's Office, has responsibility for providing strategic advice and support on communications

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<sup>1</sup> Heads of agency include secretaries of Government departments and chief executive officers of agencies



issues to the Tasmanian Government and managing day-to-day media relations, including media enquiries and releases.

The Government Communications Office is specifically responsible for:

- collecting and analysing information to provide high-level advice to government
- advising agencies of the Government's priorities, themes and key messages for communications that underpin or inform Government/agency communications plans and activities.
- coordinating major government communications programs and promotions
- liaising with and providing advice to Ministerial offices on day-to-day media issues
- managing day-to-day media relations, including media enquiries and Ministerial media releases, coordinating media relating to whole-of-government activities, including State Budgets and other major announcements
- overseeing the development and implementation of media strategies
- overseeing the Premier's website
- reviewing and approving communications strategies, and creative concepts for campaigns as defined in [section 8.2 Campaigns](#).

#### 9.4 MANAGER, COMMUNICATIONS AND PROTOCOL UNIT, DEPARTMENT OF PREMIER AND CABINET

The Manager, Communications and Protocol Unit in the Department of Premier and Cabinet is responsible for managing the *Tasmanian Government Communications Policy* and the [Tasmanian Government Communications Website](#), including advising agencies on communications policy interpretation and application and evaluating the effectiveness of the policy in helping the Government to meet its objectives.

The Manager, Communications and Protocol Unit (DPAC) is specifically responsible for:

- providing communications advice to agencies as required
- maintenance and development of the [Communications Website](#), including the resources toolkit
- providing advice and approvals for communications procurement, including reviewing tender specifications and participating on tender evaluation panels
- providing advice and approvals for campaign advertising and the sale of advertising and reviewing evaluation of advertising campaigns where required ([see section 8.1 Advertising](#))



- providing advice on sponsorships, particularly those considered contentious or of higher than normal risk ([see section 8.10 Sponsorship](#))
- liaising with the Department of Treasury and Finance in the negotiation of whole-of-government communications contracts
- providing advice to agencies on communications in a crisis or emergency as required, including sourcing communications staff to assist in the case of sustained incidents
- involvement as required in emergency communications management and planning, including whole-of-government and national counter-terrorism arrangements
- initiating professional development opportunities for communications staff across government.

## 9.5 AGENCY COMMUNICATIONS MANAGERS

The role of agency communications staff will differ in each agency, according to structure and business needs. However, the principal role of agency communications managers – or their equivalent under another position – is to coordinate the communications activities of their agency; to support the effective communication of agency services, projects and programs to the public; and to ensure adherence to the *Tasmanian Government Communications Policy*.

This is achieved through communication functions including, but not limited to: corporate identity, internal communications, advertising, print and online publishing, social market research, media relations and event management.

Agency communications managers operate most effectively as members of the senior management team.

Agency communications managers, or their delegate, **must**:

- oversee the development, implementation and evaluation of communications plans for their agency; allocation of communications resources; and management of issues
- ensure agency communications planning and activity is coordinated, integrated and consistent with agency objectives, particularly where communications staff are not centrally located
- assist communications officers through professional development, learning and training projects
- implement and communicate the *Tasmanian Government Communications Policy* within their agency, including the *Tasmanian Government Style Guide and Logo Policy*

- liaise with the Manager, Communications and Protocol Unit (DPAC) regarding interpretation and application of this policy
- liaise with the Government Communications Office to ensure all communications and marketing activities are consistent with whole-of-government priorities
- liaise with other agencies on cross-government or whole-of-government issues and projects
- develop effective, 'workable' communication plans before an emergency or crisis occurs and practise the efficacy of communications plans by testing or exercising emergency management protocols.

## 9.6 AGENCY STAFF

The communications function is a shared responsibility that requires the support, co-operation and interaction of various personnel throughout an agency.

A wide range of government staff are involved in communications activities, including senior managers, policy advisers, program managers and other functional specialists such as researchers, human resource officers, librarians and executive assistants. All staff must meet the requirements of the *Tasmanian Government Communications Policy* in all aspects of their work.

Managers and supervisors must ensure that the [agency communications manager](#), or his/her nominee, is informed of and/or consulted on internal and external communications activities where appropriate under this policy and agency policies and procedures.

## 10. COMMUNICATIONS APPROVALS

This approvals checklist aims to summarise the approval points required in this Policy. It does not replace any other requirements and must be read in conjunction with the other sections of this Policy.

		Agency Communications Managers (or delegate)	Head of Agency (or delegate)	Manager, Communications and Protocol Unit, DPAC (or delegate)	Government Communications Office	State Protocol Officer, DPAC
Coat of Arms	Approve the use or reproduction the Coat of Arms, Tasmanian flag, Tasmanian badge, mineral: crocoite or the floral emblem for organisations other than Tasmanian Government bodies.					✓  Approval must be in writing.
Planning	Approve the initiation of all communications procurements for their agency. *	✓  Approval must be given prior to seeking approval from any other person required by this policy.				
Cabinet Submissions	Approve all Cabinet Communications Strategies for Cabinet Minutes involving policy changes, public announcements, new initiatives and major decisions.	✓				



		Agency Communications Managers (or delegate)	Head of Agency (or delegate)	Manager, Communications and Protocol Unit, DPAC (or delegate)	Government Communications Office	State Protocol Officer, DPAC
Procurement (see section <a href="#">7.2 Communications procurement</a> )	Approve communications procurements valued at greater than \$50,000. *	✓	✓  (including approval of the Pre-procurement Local Impact Assessment form.) *	✓		
	Approve a tender evaluation report by participating in the tender evaluation panel. (tenders are required for communications procurements over \$250,000)	✓		✓		
Press ads	Approve any routine Government press advertisement being run outside the consolidated format. (Specifically this applies to job ads, public notices and tender advertisements)	✓		✓		



		Agency Communications Managers (or delegate)	Head of Agency (or delegate)	Manager, Communications and Protocol Unit, DPAC (or delegate)	Government Communications Office	State Protocol Officer, DPAC
Campaigns (for a definition of a campaign see <a href="#">section 8.2 Campaigns</a> )	Approve the initiation of a campaign. *	✓	✓			
	Approve campaign specifications as described in procurement documents. *	✓	✓ A relevant board may do this where applicable.	✓	✓	
	Approve the creative concept prior to production and implementation for all campaigns. **	✓			✓ (via Manager, Communications and Protocol Unit, DPAC)	
Online	Approve all new pages and sites set up to represent the Government on non-Tasmanian Government websites e.g. social media accounts	✓				
	Approve domain name request and/or request for an exemption from using a .tas.gov.au URL	✓	✓ The delegate may be the communications manager.	✓		



		Agency Communications Managers (or delegate)	Head of Agency (or delegate)	Manager, Communications and Protocol Unit, DPAC (or delegate)	Government Communications Office	State Protocol Officer, DPAC
Sponsorship and partnerships	Give approval to issue or accept a sponsorship agreement, regardless of value.	✓				
	Give approval to issue or accept a sponsorship agreement when the value is over \$10,000	✓	✓			
	Give approval to enter a partnership agreement with communications implications, regardless of value.	✓	✓			
Branding (exemptions from <a href="#">Style Guide</a> )	Exemptions from any mandatory element in the <i>Tasmanian Government Style Guide and Logo Policy</i>	✓		✓		
	Approve the creation of graphic and promotional devices. ***	✓		✓		
	Exemptions from the <i>Tasmanian Government Style Guide and Logo Policy</i> for campaigns.	✓		✓		
	Approve the initiation of a sub-brand on behalf of the Secretary, Department of Premier and Cabinet.	✓		✓		

\* A communications strategy or planning document may be required to approve communications procurement, the initiation of a campaign and campaign specifications.

\*\* The Government Communications Office will require an overview of the creative concept including any briefs to explain the rationale of the creative concept.

\*\*\*A planning document may be required to assess an application for a [graphic device](#).



## 11. CONTACT INFORMATION

Agencies should direct all enquiries about this policy to their respective [communications managers](#), who may contact the Manager, Communications and Protocol Unit (DPAC), about its application and interpretation.

## 12. PUBLICATION INFORMATION

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Visit: [www.communications.tas.gov.au](http://www.communications.tas.gov.au)

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