

TASMANIAN GOVERNMENT

communications policy

EDITION TWO
September 2010





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I. 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, enabling identification of issues, improving community interactions with government and informing members of the public of their obligations, rights and entitlements.

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

The policy was first developed in 2003 to ensure Tasmanian community members could participate actively and meaningfully in the democratic process. In response to the rapidly changing communication environment, an evaluation of the policy was conducted in 2009 and a second edition was released in 2010.

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 this policy's requirements.

The policy is implemented across government and is supported by tools and resources provided on the [Tasmanian Government Communications website](http://www.communications.tas.gov.au) – 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
- corporate identification of Tasmanian Government agencies, policies, programs and services
- interaction and engagement with the public including the use of collaborative communication channels
- 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
- monitoring and evaluation of communication programs and projects
- informing members of the public of their obligations, rights and entitlements.

2.2 EFFECTIVE DATE

Tasmanian Government Communications Policy Edition Two issued September 2010.

2.3 APPLICATION

This policy applies to the following Government agencies:

- Department of Economic Development, Tourism and the Arts (including Tourism Tasmania)
- Department of Education
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources
- 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 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.

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:

1. **Encourage public 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.

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

3. **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, or unfair or negative depiction of people in relation to race, ethnic origin, disability, age, gender or sexual orientation.

4. **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 clearly identifying government as its source.

5. Are an integral component of the strategic management processes

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

6. 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 with an awareness of whole-of-government themes to work with senior management, policy officers and staff involved in program delivery, and to liaise with communications colleagues across government.

7. 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.

8. 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
 - available supporting resources and tools.

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

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. Valid reasons to deviate from the recommended action may exist in particular circumstances but the full implications need to be considered before choosing to disregard the action.

5. CORPORATE IDENTITY

5.1 TASMANIAN GOVERNMENT CORPORATE IDENTITY

Principles

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 and positioning statement

The 'Explore the possibilities' Tasmanian Government logo was introduced in 2006 and was an evolution of the original thylacine logo introduced in 1997.



While the logo is a visual communication of the Tasmanian Government's corporate identity, the 'Explore the possibilities' strap line (positioning statement) reinforces the message through language. The strap line was introduced in 2006 to reflect the way Tasmanians view their state and their lifestyle, and to express their sense of confidence and optimism in the future.

A 'Tasmanian Government' version of the logo was introduced in 2010 for use on corporate materials. The logo is a copyright design and has been registered as a trademark under the *Trademark Act 1995* (Commonwealth).



Policy requirements

Tasmanian Government corporate identity requirements, including the use of the logo and strap line, are outlined in the [Tasmanian Government Style Guide and Logo Policy](#) (the Style Guide).

The Style Guide applies to all government agencies. The Tasmanian Government logo and positioning statement 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 two distinct sets of elements – 'mandatory' and 'flexible'.

Mandatory elements:

- logo
- base wave device
- font
- colour palette.

Flexible elements:

- images
- a curve-based design style
- water lines.

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

- stationery
- publications
- television and press advertising
- radio advertising
- vehicles
- signage
- clothing.

Queries about corporate identity should be directed to [agency communications managers](#) or the Manager - Strategic Communications and Marketing (DPAC).

Toolkit resources

[Tasmanian Government Style Guide and Logo Policy](#)

5.2 TASMANIAN BRAND MARK

Principles

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

Policy requirements

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

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

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

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

Contact

State Protocol Office
Department of Premier and Cabinet
Email: protocol@dpac.tas.gov.au

6. AVAILABILITY & ACCESSIBILITY OF INFORMATION

6.1 AVAILABILITY

Principles

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

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 communication materials feature contact details for the originating agency so questions, comments, feedback, requests for further information or complaints can be received and dealt with promptly
- ensure that in addition to contact details, all published material includes the title of the publication, author(s), source, date of publication, volume/issue number if applicable, International Standard Book Number (ISBN) or International Standard Series Number (ISSN), the Tasmanian Government corporate identity (logo) and acknowledgment of copyright
- 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](#) 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](#).

Toolkit resources

[Guidelines: Publications](#)

[Government recordkeeping: Archives Act 1983](#)

[Legal deposit of publications: National Library overview](#)

[Legal deposit of publications: State Library overview](#)

[Right to Information Guidelines](#)

6.2 ACCESSIBILITY

Principles

Government information should be equally accessible to all individuals and groups within the community, including those with diverse communication needs, including low levels of literacy, sensory or cognitive disabilities and people who rely on assistive technology, those from culturally and linguistically diverse communities and those with limited access to technology (see [Policy statement 2](#)). This means that particular attention should be given to ensuring the public can understand and use the information in the way it was intended by the Government.

Policy requirements

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 all multimedia productions developed for or by the Tasmanian Government comply with the requirements of the [Tasmanian Government Captioning Policy](#) (See [section 8.3 Multimedia productions](#)).

Toolkit resources

[Communicating with people with disability: guidelines for alternate format material](#)

[Using Plain Language to Communicate](#)

[Tasmanian Government Captioning Policy](#)



7. PLANNING AND PROCUREMENT

7.1 COMMUNICATIONS PLANNING & EVALUATION

Principles

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.

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 (see Requirements) aims to provide Ministers and Cabinet with a basic outline of how agencies intend to communicate particular decisions to the public. It also provides evidence that communication issues have been properly considered.

The Government Communications Office reviews Cabinet Submissions prepared by agencies to ensure appropriate measures and adequate resources are recommended to meet planned communication objectives.

Policy requirements

Agencies **must**:

- Ensure all Cabinet Minutes involving policy changes, public announcements, new initiatives and major decisions include a communications strategy that has been approved by the relevant agency's communications manager or their delegate. Exceptions to this must be approved by the Government Communications Office. The communications strategy will also be attached to the signed Cabinet decision communicated to the responsible Heads of Agency.
- Pre-test and evaluate advertising campaigns valued at more than \$50 000 (see [section 8.1 Advertising](#)).

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).

Toolkit resources

[Communications strategy \(short-term\) template](#)

[Communications strategy \(short-term\) template – Users guide](#)

[Communications strategy \(long-term\) template](#)

[Communications strategy \(long-term\) template – Users guide](#)

[Communications strategy \(long-term\) – Budget template](#)

[Cabinet submission communications strategy template](#)

[Cabinet submission communications strategy template – Users Guide](#)

7.1.1 ISSUES MANAGEMENT

Principles

Strategic issues management enables the anticipation and tracking of problems and opportunities that can impact on the Government and its stakeholders. Through issues 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 negatively impact an organisation's reputation, ability to deliver services and its stakeholders.

Definitions

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

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.

Crisis management is generally reactive, dealing with emergencies and disasters that are often unpredictable and/or unpreventable (see [section 7.1.2 Crisis and emergency management](#)).

Policy requirements

To ensure effective issues 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.

Toolkit resources

[Communications strategy \(short-term\) template](#)

[Communications strategy \(short-term\) template – Users guide](#)

[Communications strategy \(long-term\) template](#)

[Communications strategy \(long-term\) template – Users guide](#)

7.1.2 CRISIS AND EMERGENCY MANAGEMENT

Principles

Effective communication 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 crisis and issues management are often used interchangeably, however there are some fundamental differences and they have been separated in this Policy.

Issues management aims to anticipate emerging issues and plan to influence their development and impact (see [section 7.1.1 Issues management](#)).

Crisis management is generally reactive, dealing with emergencies and disasters that are often unpredictable and/or unpreventable. A crisis or 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. A crisis 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

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
- ensures messages are consistent by coordinating the release of information through all channels, including departmental intranet and internets
- ensures there is a small pool of capable and trained spokespersons available



- meets the requirements of the [Whole of Government Media Protocols](#) issued by the Government Communications Office (GCO).

Agencies must practise the efficacy of communications plans when testing or exercising emergency management protocols.

The Government Communications Office must be immediately notified in the event of a crisis or emergency.

Toolkit resources

[Media protocols: Whole of Government](#)

7.2 COMMUNICATIONS PROCUREMENT

Principles

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
- purchasing ethics and code of conduct
- enhancing opportunities for local business.

Policy requirements

The procurement of communication goods and services must comply with the requirements of the [Treasurer's Instructions](#) on 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, including the publication [Purchasing Goods and Services - A Guide for Government Buyers](#) which summarises the requirements of the Treasurer's Instructions. Alternatively, advice on the appropriate process can be obtained from your agency's procurement area.

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

The Tasmanian Government's online Register of Communications Consultants and Service Providers is provided to help agencies identify providers of communications goods and services. It is not mandatory to seek quotes from registered providers.

In addition to the Treasurer's Instructions, the following requirements must be met in procuring communications goods and services:

Goods and services valued at \$10 000 or less (exclusive of GST)

- Approval to initiate the procurement must be obtained from the relevant agency's communications manager.
- [Treasurer's Instruction 1105](#) states that a quotation process may be used and the number of quotations sought is a matter of judgement.

Goods and services valued between \$10 000 and \$100 000 (exclusive of GST)

- Approval to initiate the procurement must be given by the head of the relevant agency or his/her delegate after advice from that agency's communications manager and the Manager - Strategic Communications and Marketing (DPAC).
- [Treasurer's Instruction 1106](#) requires that agencies seek at least three written quotations, unless otherwise authorised by the Secretary of the Department of Treasury and Finance or other authorised delegate.
- [Treasurer's Instruction 1106](#) requires that at least one quotation must be sought from a local business where local capability exists.

Goods and services valued at \$100 000 and over (exclusive of GST)

- A public tender must be conducted except where an exemption from the Treasurer's Instructions has been granted by the Secretary of the Department of Treasury and Finance OR where an approved pre-existing contract for communications services exists with a provider.
- Tender specifications and expenditure must be approved by the relevant head of agency or board (where applicable) and the Premier (through the Manager - Strategic Communications and Marketing in DPAC) .
- The Tender Evaluation Panel must include the agency communications manager or their delegate and the Manager - Strategic Communications and Marketing (DPAC) or their delegate.

Advertising campaigns

There are additional planning and approval requirements specific to advertising campaigns (see [section 8.1 Advertising](#)).

7.3 INTELLECTUAL PROPERTY RIGHTS

Principles

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., accessed 16 July 2010).

Policy requirements

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](#) to 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

Phone: 6233 6401

Toolkit resources

[Crown copyright: guidelines for administration](#)

[Australian Copyright Council's Online Information Centre](#) (information on government rights, website content and seeking and providing copyright permission)

[Copyright Act 1968](#)

8. COMMUNICATIONS METHODS

8.1 ADVERTISING

Principles

The Tasmanian Government may legitimately 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.

Definitions

Campaign advertising is a sustained series of advertising 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.

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

All government advertising must be readily identifiable by the target audience as coming from the Tasmanian Government (see [section 5.1 Tasmanian Government corporate identity](#)).

Campaign advertising

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

- comply with the requirements of the [Treasurer's Instructions](#), including Common Use Contracts and Master Ordering Arrangements (MOAs) for [Television, Advertising - Print Media Services for the placement of vacancy notices, tenders and public notices](#) and [Radio Advertising](#)
- ensure the dollar value for campaign procurement includes full cost figures for every stage of production or service (e.g. creative services, production, distribution, advertising etc) and for each communications activity employed (e.g. print, web, television). It is not acceptable to procure services or goods separately – where they are part of a single campaign – with the intention of reducing the value of the procurement and therefore circumventing approval and quotation requirements.

For campaign advertising valued at \$50 000 or less (exclusive of GST):

- Approval to proceed must be given by the head of the relevant agency or his/her delegate after advice from the agency's communications manager who may require a strategy or planning document. The campaign will be assessed against [Policy statement 8](#).

For advertising campaigns valued at more than \$50 000 (exclusive of GST):

- The campaign must be pre-tested to ensure it meets stated objectives and the results forwarded to the agency communications manager and the Manager - Strategic Communications and Marketing (DPAC).
- Approval to proceed must be given by the head of the relevant agency or his/her delegate, the agency's communications manager and the Manager - Strategic Communications and Marketing (DPAC). A campaign strategy or planning document may be required by any of the people with approval authorities. The campaign will be assessed against the criteria contained in the Policy Statement.
- The campaign must be evaluated by the agency communications manager or delegate to assess its effectiveness in achieving stated policy objectives and the results forwarded to the Manager - Strategic Communications and Marketing (DPAC).

Selling or accepting advertising

It is recommended that agencies consult the Manager - Strategic Communications and Marketing (DPAC) before publishing advertisements in their print and electronic communication materials, or selling advertising space or time to the private sector or to any source outside government, particularly where advertisements are likely to be contentious (see [section 8.8 Sponsorship](#)).

Non-campaign advertising

All vacancy notices, tenders and public notices must be placed 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 a campaign or notice outside the consolidated format, permission must be sought from the Manager –

Strategic Communications and Marketing (DPAC) outlining justification for the variation.

8.2 PUBLICATIONS

Principles

Publications in various forms are used to deliver information to the public about Tasmanian Government programs, services and policy. 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 8.3 Tasmanian Government websites](#) and [section 8.3 and non-Tasmanian Government websites](#))
- multimedia productions (see [section 8.2 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

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 5.1 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 5.2 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 Image \(Adult and Minor\) Form](#))
- 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](#)).

Toolkit resources

[Tasmanian Government Style Guide and Logo Policy](#)

[Acknowledgement of Use Image \(Adult and Minor\) Form](#)

[Publication: guidelines](#)

8.3 MULTIMEDIA PRODUCTIONS

Principles

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

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
- ensure all publications are deposited in accordance with legal deposit requirements (see [section 6.1 Availability](#))
- aim to make all multimedia productions as accessible as possible to all individuals or groups within the community (see [section 6.2 Accessibility](#))
- for film and video productions include the title, director(s), producer(s), source (department/agency) and date of publication/production



- for all video productions, such as DVDs and television programs, provide captioning in accordance with the [Tasmanian Government Captioning Policy](#). Other multimedia productions that rely on audio for content should be made available in a text-based format
- ensure the permission of subjects is gained from all subjects in productions (see [Acknowledgement of Use of Image \(Adult and Minor\) Form](#)).

Toolkit resources

[Tasmanian Government Captioning Policy](#)

[Acknowledgement of Use of Image \(Adult and Minor\) Form](#)

8.4 TASMANIAN GOVERNMENT WEBSITES

Principles

Government websites are key platforms for providing public access to information and services. They are also a critical part of government's internal communication and information sharing infrastructure. Agencies must aim to meet the public expectation that information on government websites is accurate and up-to-date.

Requirements

Agencies **must** manage their websites and portals in accordance with the [Tasmanian Government Website Standards](#). In particular, the following broad principles, contained within the [Tasmanian Government Website Standards](#), apply to Tasmanian Government websites:

1. Public information is made available online except where the head of agency determines not to publish on the web because of:
 - high cost relative to the benefit of electronic accessibility
 - low usage
 - high publication complexity
 - low suitability for web delivery.
2. Details of public information unavailable on the web must be discoverable on the web. A brief summary must be provided together with details on how to access a copy via email, telephone or mail.
3. Agencies must ensure access to, and usability by, the widest possible target community appropriate to the service or information resource.

4. Agencies are responsible for the content and must ensure services and information resources provided online are comparable in quality and functionality to those delivered by other means.

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.

To ensure publishing standards and communications requirements are met, agencies **must**:

- clearly identify their websites as being a communication tool of the Tasmanian Government
- link their websites to the Tasmanian Government portal www.tas.gov.au and the Service Tasmania portal www.service.tas.gov.au
- ensure information published on websites is regularly updated, accurate and easy to understand
- ensure information published on websites is accessible to users with disability and/or browse the web using assistive technologies, in accordance with the [Tasmanian Government Website Standards](#)
- aim to make non-HTML content (such as PDF or Word) available in a number of alternate formats either on the website or by request
- request new tas.gov.au domain names (where required) in accordance with the [Tasmanian Government Domain Naming Guidelines](#)
- 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 Email, Web Browsing and Privacy](#) (Australian Privacy Commissioner), and the [Copyright Act 1968](#).
- ensure the permission of subjects is gained of all subjects when publishing photographs or videos on agency websites (see [Acknowledgement of Use Image \(Adult and Minor\) Form](#))
- 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](#)
- 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](#).

It is recommended that agencies aim to meet the Tasmanian Government website standards where practical when websites are developed in partnership with third-party organisations.

Toolkit resources

[Web accessibility resources](#)

8.5 NON-TASMANIAN GOVERNMENT WEBSITES

Principles

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

To ensure publishing standards and communications requirements are met, 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
- 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, comment and formal complaints made via an external site that allows for user comments or interaction (e.g. a social networking site or wiki)

- set clear moderation expectations of agency staff as to what kind of comments are unacceptable when using an external site, and how to respond to comments
- 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](#). 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](#)
- aim to provide information available on external websites through another means to individuals who may have limited or no access to the internet; where this is not possible (e.g. due to high frequency of information updates), ensure important or critical public information is available through other means
- ensure the permission of subjects is gained when publishing photographs or videos on non-Tasmanian Government websites (see [Acknowledgement of Use Image \(Adult and Minor\) Form](#)).

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

- carefully consider whether the external website is an appropriate platform to reach the intended target audience
- carefully consider the resourcing required to make social media communications successful before commencing projects using these channels
- carefully consider whether the resources required to develop and maintain content on an external website are proportional to the anticipated public benefit
- 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 [Ministerial Direction No. 10 of 2003](#) (Internet and email use by State Service officers and employees).

TOOLKIT RESOURCES

[Social media resources](#)

8.6 MEDIA RELATIONS & SPOKESPERSONS

Principles

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. While it is not possible to 'manage' media, establishing good working relationships with media can provide another useful channel for communicating with the community.

Ministers are accountable for presenting and explaining government policies, programs and services to the public. Ministers are the principal spokespersons for the Tasmanian Government and its agencies but may assign other people to speak in an official capacity on issues or subjects for which that Minister has responsibility and expertise.

Policy requirements

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**:

- abide by the [Whole of Government Media Protocols](#) issued by 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.

Toolkit resources

[Media protocols: Whole of Government](#)

8.7 MEDIA ANNOUNCEMENTS

Principles

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

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 presentation or speech material is consistent with government policy
- ensure all government materials, displays or presentations are clearly identified in accordance with the [Tasmanian Government Style Guide and Logo Policy](#).

8.8 EVENTS AND EXHIBITIONS

Principles

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

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.

8.9 SPONSORSHIP

Principles

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 8.9 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

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 of 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](#)
- identify and implement clear assessment procedures for the development/authorisation of sponsorship arrangements
- consult with their agency's communications manager before entering into sponsorship negotiations

- gain approval to 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
 - maintenance of government credibility
 - management of risk
 - compliance/compatibility with agency policies or directions.

Specifically agencies must assess the sponsorship offering based on its:

- contribution to achieving the Government's mission and strategic direction
- ability to provide meaningful benefits to Government and its clients
- cost effectiveness compared to other marketing and communications tools.

No agreement shall be made without careful assessment of the risks to government, its core business and its public reputation through association with the sponsorship parties. Agencies **must** ensure:

- the products and ethics of the sponsorship organisation are consistent with and complementary to the vision and objectives of government. In making the decision, consideration should also be given to the organisations third party associations or other sponsors to ensure they are also complementary and will not impact negatively on the Government
- the sponsorship organisation is not in a line of business or does not have a public reputation that may be an inappropriate associate for the Government, for example, alcohol, gambling or drug companies
- there is no real or perceived conflict of interest, for example, implication of favoured treatment, overt endorsement of products and/or services, privileged access to Ministers or public servants, or any other disproportionate benefit beyond the specific scope of the sponsorship activity
- the benefits to each party in a sponsorship agreement are proportional to their contribution and must be confined to a specific activity or project.

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

- agencies consult the Manager - Strategic Communications and Marketing (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.

Toolkit resources

[Guidelines on Sponsorship/Partnering](#)

[Sponsorship/Partnering Checklist](#)

8.10 PARTNERSHIPS

Principles

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 8.8 Sponsorship](#)).

Partnerships are distinct from sponsorship in that they are:

- typically of greater duration and span multiple events or activities
- more often entered to fulfil the strategic goals rather than the marketing goals of an organisation

- composed of organisations working collaboratively together and sharing equally in the outcomes of the initiative.

Policy requirements

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](#)
- ensure consultation between staff responsible for arranging or administering partnerships and their agency's communications manager before entering into any negotiations
- gain approval from the relevant head of agency (or their delegate) to accept a partnership agreement with communications implications, regardless of value
- implement clear assessment procedures for the development/authorisation of partnership arrangements.
- assess agreements to ensure:
 - maintenance of government credibility
 - cost effectiveness
 - management of risk
 - compliance/compatibility with agency policies or directions.

Specifically, agencies **must** select potential partner organisation/s based on their:

- contribution to achieving the Government's mission and strategic direction
- ability to provide meaningful benefits to the Government and community
- cost effectiveness compared to alternative options to achieve the same business results.

No agreement shall be made without careful assessment of the risks to government, its core business and its public reputation through association with the partnership parties. Agencies must ensure:

- the products and ethics of the partnership organisation/s are consistent with and complementary to the vision and objectives of government. In making the decision, consideration should also be given to the organisations third party associations or sponsors to ensure they also complement and will not impact negatively on the Government.
- the organisation/s is not in a line of business or does not have a public reputation that may be an inappropriate partner for the Government, for example alcohol, gambling or drug companies



- the benefits to each partner in the agreement are proportional to their contribution
- there is no real or perceived conflict of interest, for example implication of favoured treatment, overt endorsement of products and/or services, privileged access to Ministers or public servants, or any other disproportionate benefit beyond the specific scope of the partnership agreement.

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

- agencies consult the Manager - Strategic Communications and Marketing (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.

Toolkit resources

[Media Protocol for Partnerships Template](#)

8.11 INTERNAL COMMUNICATIONS

Principles

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 is a shared management responsibility that 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

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 [Ministerial Direction No. 10 of 2003](#) (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](#).

Toolkit resources

[Guidelines on Workplace Email, Web Browsing and Privacy](#)

8.12 SOCIAL & MARKET RESEARCH

Principles

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; or 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

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.

Copies of final reports of social and market research if published must be deposited 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.

Commercial in confidence information **must** be appropriately managed and stored.

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 Cabinet Communications Committee

The Cabinet Communications Committee consists of the Premier, Deputy Premier and Treasurer. Other Ministers may be asked to attend to discuss specific projects/campaigns etc. To assist the Committee in its deliberations, officials from Ministerial Offices and agencies may be required to attend its meetings.

The role of the Committee is to:

- Consider and approve the Government's priorities, themes and key messages for communications that underpin or inform government/agency communications plans and activities.
- Approve an annual high-level overarching strategic plan for major government communications.
- Consider major strategic government communication activities, consistent with the overarching strategic plan, that warrant a whole-of-government focus or impact across the usual boundaries of agency/portfolio responsibility.
- Monitor the effectiveness of the communication and marketing of key government policies, initiatives and programs.
- Report to the Cabinet on the effectiveness of whole-of-government communications against plans.
- Approve any major Government communications programs managed centrally, usually by the Government Communications Office in the Premier's Office. The approval may include approval of specific funding submissions to Budget Committee.
- Specify any requirements for agency communication plans.
- In specific instances, request that agencies present information on their agency communications plans and any major communications campaigns.
- Approve the *Tasmanian Government Communications Policy* and corporate branding, monitor its effectiveness and approve any changes to the Policy or branding requirements.

9.2 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.

9.3 Heads of Tasmanian Government agencies¹

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.

9.4 Government Communications Office

The Government Communications Office, in the Premier's Office, has responsibility for providing strategic advice and support on communications issues to the Tasmanian Government, managing day-to-day media relations, including media enquiries and releases, and coordinating and overseeing the effective communication of government policies, programs and services.

The Government Communications Office is specifically responsible for:

- collecting and analysing information to provide high-level advice to government
- developing an annual high-level overarching strategic plan for major government communications for the approval of the Cabinet Communications Committee
- advising agencies of the Government's priorities, themes and key messages for communications – as approved by the Cabinet Communications Committee - that underpin or inform Government/agency communications plans and activities.

¹ Heads of Agency include secretaries of Government departments and chief executive officers of agencies

- coordinating major government communications programs and promotions
- involvement as required in emergency communications management and planning, including whole-of-government and national counter-terrorism arrangements
- reviewing communications strategies accompanying Cabinet Minutes
- liaising with and providing advice to Ministerial offices on day-to-day media issues
- authorising and distributing all media comment, writing media releases and coordinating press conferences
- liaising with the media on media issues and enquiries
- 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.

9.5 Manager – Strategic Communications and Marketing, Department of Premier and Cabinet

The Manager - Strategic Communications and Marketing 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 - Strategic Communications and Marketing is specifically responsible for:

- providing communications advice and expertise 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 (see section 7.2 - Communications procurement)
- 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 8.8 - 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.

9.6 Agency communications staff

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 **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 - Strategic Communications and Marketing (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.

9.7 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. CONTACT INFORMATION

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

