

DRAFT SECOND READING SPEECH

HON. WILL HODGMAN MP

Brand Tasmania Bill 2018

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Madam Speaker, I move that the Brand Tasmania Bill 2018 now be read a second time.

It gives me great pleasure to bring before this House a Bill for an Act to establish Brand Tasmania.

Members would all agree that our brand is one of our State's greatest assets. Ensuring we have a contemporary, best practice approach to managing, developing, promoting and protecting our brand – our reputation, our unique competitive identity – is an important step.

Members would be aware that the profile of Tasmania's Brand has been built through the hard work of the Brand Tasmania Council and Tourism Tasmania, supported by a network of organisations that promote Tasmania internally and externally, together with Tasmanians and Tasmanian businesses.

I would like to extend my thanks to the Brand Tasmania Council, and all past and present Councillors. The Brand Council's efforts and energy have driven the local, national and international appreciation and recognition of our brand for over two decades. Importantly, the work of the Brand Council will continue in the new statutory authority, but with an increased effort and more resources to support Brand promotion, collaboration and management in Tasmania.

Madam Speaker, Tasmania's Brand has served us well in the past and transitioning the Brand Council to a statutory authority provides us with an opportunity to strengthen our brand even further.

The Bill before the House today is the culmination of a significant amount of work that has been progressed by my Department since late 2016. My Government's commitment to transitioning the Brand Council to a statutory authority structure, responsible for managing and developing the Tasmanian Brand, came about through a review of the Tasmanian Brand undertaken by my Department in late 2016 and early 2017. This review found that the Tasmanian Place Brand is strong, but that we also have an immense opportunity before us for improvement, and to more clearly differentiate ourselves from our competitors. A key recommendation was to formalise governance arrangements to ensure Tasmania's Place Branding efforts are properly resourced and sustainable over time.

Madam Speaker, in today's globalised world, 'place branding' has emerged as a means through which countries, cities, states, nations and regions competitively differentiate themselves. Place branding aims to enhance and promote the competitive identity of a place, through a combination of brand management, public diplomacy, trade, investment, tourism and export promotion.

Place branding experts argue that governments have a responsibility, on behalf of their people, their institutions and their companies, to understand the image and reputation of their place, and to develop a strategy to manage it so that their place remains competitive. In Tasmania, this work will be led by the new Authority, through the enabling legislation, which clearly specifies the objectives and functions of the Authority.

We know that places with strong, positive brands attract more tourists, greater foreign direct investment, increase exports and attract and retain talent. This means that having a strong, recognised, and admired brand and reputation can have an impact on economic indicators.

As Members are aware, the purpose of this Bill is to transition the Brand Council into a statutory authority. As is the case with Tourism Tasmania, this Authority will be a State Authority under the *State Service Act 2000*, with the chief executive officer the Head of Agency for the purposes of the *State Service Act 2000*. The Authority will be required to comply with all applicable legislation for government bodies, including the provisions of the *Financial Management and Audit Act 1990*, and from 1 July 2019, the *Financial Management Act 2016*.

Madam Speaker, I will now turn to the specific provisions of the Bill before us that give effect to the Government's policy intent.

With regard to the objectives of the Authority which are set out in Clause 7, there are three broad, but important, objectives specified. Firstly, the Authority is to ensure that a Tasmanian Brand, which differentiates and enhances Tasmania's appeal and national and international competitiveness, is developed, maintained, protected and promoted.

The new Authority will be responsible for communicating and promoting a deeper explanation of our unique Tasmanian attributes in a way that more clearly differentiates us from our competitors.

The second objective of the Authority is to ensure that Tasmania's image and reputation locally, nationally and internationally, is strengthened.

And thirdly, the Authority is to ensure the Tasmanian Place Brand is nurtured, enhanced and promoted as a key asset of the Tasmanian community. In this regard, the Authority is the 'custodian' of the Tasmanian Place Brand, on behalf of the Tasmanian community.

The Authority's functions are listed in Clause 8. The Authority will promote the Tasmanian Brand by creating, coordinating, managing, developing and supporting promotional and marketing activities that are designed to:

- strengthen Tasmania's image and reputation; and
- enhance the attractiveness of Tasmania as a place in which to live, work, study, visit, invest or trade; and
- maximise the profile, and the competitive position, of Tasmanian goods, services, experiences and products in local, national and international markets.

While it will be up to the new Authority to decide the exact form those promotional and marketing activities take, there are numerous examples from other place branding organisations around the world that demonstrate the types of 'tool kits' that can be developed to support place branding strategy and engagement.

What is important is that this Authority develops its own toolkit, in partnership with its stakeholders, which will be an establishment task the Authority will undertake in early 2019.

In line with the objective of the Authority to strengthen and protect Tasmania's image and reputation locally, the Authority will be required to manage any risk to the reputation of the Tasmanian Place Brand, including the early identification of risk and the development of mitigation or contingency plans in relation to that risk.

Madam Speaker, we know from the research and from our own experience that place branding is most successful when it is a collaborative effort across government, non-government, business and community sectors. That is why an important function of this Authority will be to drive collaboration, engage both the public and private sectors, ensure coordination across government agencies, and, most importantly, engagement with the Tasmanian community.

To inform the Authority's strategic direction, the Authority has the responsibility to undertake, support and interpret any research, or any other insights, into matters relevant to the Authority's functions.

The powers of the Authority are listed in clause 9. The Authority has the powers to enable it to undertake its legislative functions. This includes the power to acquire, hold, dispose of and otherwise deal with property; enter into contracts; and to control access to the uses to be made of any material or any assets developed by the Authority.

Madam Speaker, in terms of structure, the governance of this Authority is to be led by the Board. The Board of the Authority will consist of between nine and 11 members, and will include three senior public servants, including the Secretary of the Department of Premier and Cabinet and an officer of Tourism Tasmania, with the other members to be appointed on the basis of the skills mix listed in clause 10. Members will be appointed by the Governor on the recommendation of the Minister and members' terms will not exceed three years, and Board members may be eligible for reappointment, although not for more than three terms.

The Board is responsible to the Minister for the performance and exercise of the Authority's functions and powers, with the Minister ultimately accountable to the Parliament. However, it is not the intent that the Board will manage the day-to-day operations of the Authority, that responsibility will rest with the chief executive officer who will have a number of responsibilities both under this Bill, as well as other important legislation such as the *State Service Act 2000*, the *Financial Management and Audit Act 1990*, and from 1 July 2019, the *Financial Management Act 2016*.

Other responsibilities and powers that relate to the Board under this Bill include powers relating to delegation, the responsibility to notify the Minister of developments that may significantly impact the Authority. The Board also has the power to establish any Committees that it requires.

The strategic oversight and direction requirements are set out in Division 2 of Part 3 of the Bill and include provisions for a Ministerial statement of expectations, Ministerial directions, a strategic plan and a corporate plan. The Government may issue a statement of expectations to the Authority in the context of the Authority's objectives, functions and powers. Similar to the type of Ministerial statement of expectations that might be issued for a Government Business Enterprise, the intent of this instrument is to allow the Government to provide more detail on its expectations for the Authority.

The inclusion of provisions around Ministerial statements of expectations and Ministerial directions are not about giving the Minister power engage or interfere in the day to day operations of the Authority. These instruments are included to allow the Minister, when needed, to specifically direct the Board to undertake some action to achieve a strategic objective, or in relation to some administrative or managerial function of the Board.

However, there are limits and checks on the use of this Ministerial power. Recognising the important role the Authority will have to nurture, enhance and promote the Tasmanian Brand as an asset of the community, the Minister cannot issue a direction to the Board that seeks to exert control or influence over the content of events or activities conducted, promoted or supported by the Board.

The Board is responsible for preparing the strategic plan of the Authority, which is to be for a planning period of not less than three years. The strategic plan is to give effect to the Government's expectations communicated through the Ministerial statement of expectations and is to also articulate the Authority's goals for the general management, operational, financial sustainability and development of the Authority, as well as the strategies to be implemented to achieve those goals.

The strategic plan is to also detail the strategies for managing risk, measuring success and monitoring progress towards the attainment of the goals detailed in the strategic plan.

To support the implementation of the strategic plan, and the achievement of the goals and strategies detailed in the strategic plan, the Authority is to also prepare a corporate plan to cover each financial year period. To complete the planning cycle and to report on the achievement of governance objectives the Board is to prepare an annual report, which is to be combined with the Annual Report the chief executive officer is required to prepare under section 36 of the *State Service Act 2000*.

The Authority will be led by a chief executive officer, who will be a Head of Agency for the purposes of the *State Service Act 2000*. The chief executive officer is responsible to the Board for the general administration and management of the Authority, and is to act as secretary to the Board. Staff will be appointed or employed subject to, and in accordance with, the *State Service Act 2000*.

As I have touched on, Brand Tasmania will operate in accordance with legislation that applies to government agencies and authorities such as the *Financial Management and Audit Act 1990*, and from 1 July 2019, the *Financial Management Act 2016*. The Budget for this Authority will be determined through the standard budget development processes.

This Bill transitions the important work of managing and coordinating Tasmania's place branding activities from the Brand Tasmania Council into a new statutory authority model. The Bill provides clear lines of responsibility and accountability for the management and operation of the Tasmanian Place Brand and the Authority which will be tasked with protecting and promoting our Brand. In doing so, the Bill establishes contemporary governance structures and process for strategic decision making, and importantly for the review and evaluation of our place branding efforts to ensure our work in this area remains contemporary and reflective of best practice.

Madam Speaker, places, be they cities, regions, countries or states – just like Tasmania – need to be able to clearly differentiate and communicate their unique ‘competitive identity’ – their brand, their story – in order to be successful and stay competitive in the global market place.

We know that there are huge opportunities awaiting our State, in terms of our economy, attracting visitors and students, and selling our products and services. Of course we could keep doing more of the same. While our Brand is strong, we also acknowledge that we can do better. We can do more.

Through the establishment of the statutory authority we will build an overarching Tasmanian place brand that embodies the spirit of this place and its people. This will help us to best stand out from the crowd as we compete in the global marketplace for tourists, investment, trade, students and talent.

Through this legislation we will provide an enduring governance structure and longevity to our brand efforts; and importantly, we will invite the community to be part of this effort, and to share their stories for the benefits of other Tasmanians.

Our brand efforts will be monitored and evaluated, in line with best practices approaches to ensure we know how our Brand is performing and to allow us to adapt and evolve our Brand over time.

And last but not least, through this new approach we will together work to inspire collaboration across government, brand leaders, the private sector and the community to leverage our unique place brand, to truly capture what is, Tasmania.

I commend the Bill to the House.