

# BRAND TASMANIA

Role Statement – Chairperson and  
Board Member

## ABOUT BRAND TASMANIA

Brand Tasmania is the State's place branding organisation. Tasmania's Brand is one of this State's greatest assets, and Brand Tasmania (also referred to as 'the Authority' in this document) is responsible for taking a contemporary, best practice approach to ensuring that Tasmania's image and reputation is strengthened locally, nationally and internationally, and is promoted and protected as a key asset of the Tasmanian community.

Brand Tasmania is established under the *Brand Tasmania Act 2018* (the Act), and has the following statutory objectives:

- to ensure that a Tasmanian Brand, which differentiates and enhances Tasmania's appeal and national and international competitiveness, is developed, maintained, protected and promoted;
- to ensure that Tasmania's image and reputation, locally, nationally and internationally are strengthened; and
- to ensure that the Tasmanian Brand is nurtured, enhanced and promoted as a key asset of the Tasmanian community.

Brand Tasmania has been designated as a state authority under the *State Service Act 2000*, and is led by a Chief Executive Officer (CEO). The CEO is the 'Head of Agency' for the purposes of a number of key Acts governing the operation of the public service.

## ABOUT THE BOARD

The Brand Tasmania Board (the Board) is established under Section 10 of the Act.

The Board is a skills-based Board, comprising between 9 and 11 Members appointed by the Governor on the recommendation of the Minister.

The Board operates in a legislative and public policy environment that provides frameworks for accountability, governance, management, policy development and service delivery. It is critical that the Board effectively applies these frameworks to maintain public trust in the Board and individual Board Members.

Brand Tasmania derives its objectives, functions, powers and responsibilities from the Act and the Minister's Statement of Expectations. As a governing Board, the Board is responsible for ensuring effective systems and processes are in place to shape, enable and oversee management of Brand Tasmania to achieve its statutory objectives.

Board Members undertake their duties and responsibilities honestly, fairly and diligently, in accordance with the law and all policies, procedures and guidelines of Brand Tasmania, for the benefit of the Tasmanian community.

As an organisation with a clear statewide focus, the Authority's Board will be made up by representatives from across the State. Strong regional representation is essential to ensure the Tasmanian Brand continues to be of relevance to, and representative of, Tasmania and Tasmanians.

## SKILLS-BASED BOARD

The Board is a skills-based Board and the Act specifies that the Board Members, collectively, are to have expertise relevant to the Authority's objectives and functions, in addition to qualifications or experience in, or including expert knowledge of, most of the following matters:

- place branding and public diplomacy;
- heritage conservation, biosecurity, environmental conservation, and natural resource management;
- trade and exporting from Tasmania;
- industry development;
- brand marketing and communications, including research and digital technologies;
- community engagement;
- corporate governance, including finance, accounting and strategic planning;
- legal and commercial skills; and
- public sector administration.

## ROLE OF THE BOARD

The Board is responsible to the Minister for the performance and exercise of Brand Tasmania's functions and powers, and the achievement of Brand Tasmania's objectives. The Board is not responsible for the day-to-day management and administration of Brand Tasmania, that responsibility rests with the CEO.

The key role of the Board is to:

- develop the Strategic Plan and the Corporate Plan for Brand Tasmania;
- report on the performance of the Board and the Authority through the Annual Report;
- provide innovative leadership within a framework of best practice governance controls that enables risks to be assessed and managed;
- demonstrate ethical and responsible standards in its actions and decision making;
- in conjunction with management, set the strategy and goals for the Authority with regard to the general management, operation, financial sustainability and development of Brand Tasmania, including Brand Tasmania's financial plans;
- set the strategy for attaining Brand Tasmania's goals and strategies, and evaluate the effectiveness and attainment of these goals and strategies,
- engage and effectively communicate with the Minister and other stakeholders; and
- establish Board Committees as required.

## ROLE OF THE CHAIRPERSON

The Chairperson is to lead the Board in the performance and exercise of the Authority's functions and the achievement of the Authority's objectives. The Chairperson is also responsible for providing leadership and support to the CEO.

The Chairperson needs to be fully conversant with the business of the Board and ensure compliance with all legal, statutory and policy obligations.

The Chairperson must have an understanding of the public sector environment in which Brand Tasmania operates, including the Government's objectives, policy framework and risk appetite.

The Chairperson is to endeavour to ensure that other Board Members, the Minister, employees of Brand Tasmania, stakeholders and ultimately the Tasmanian community have confidence in his/her leadership and in the operations of the Board.

## KEY RESPONSIBILITIES - BOARD MEMBERS

Board Members must be familiar with the Act, and other legal and statutory obligations that apply to Brand Tasmania.

Members of the Board are expected to stay informed about the business of the Board and of Brand Tasmania, in order to make conscientious and informed decisions. Board Members must take reasonable steps to ensure that they are knowledgeable about the objectives and functions of the Authority and the purpose, business and responsibilities of the Board and can make a contribution to the work of the Board. In addition, Board Members are expected to work constructively and cooperatively together as well as with senior management of Brand Tasmania.

Board Members are appointed on the basis of the skills they bring to the Board, not as a representative of a particular stakeholder group. As such it is essential that each Member understands that he or she is obliged to always act in the best interests of the Board.

Board Members are to:

- act in good faith and honestly in the performance of their duties at all times, and use judgment, common sense and tact when discussing issues;
- contribute their specific expertise generously to Brand Tasmania, and constructively challenge and contribute to the development of strategy;
- give close attention to the matters under consideration by the Board, obtaining sufficient information and advice, and exercise discretion to make conscientious and informed decisions, while maintaining confidentiality;
- not use information acquired by virtue of their Board appointment to gain an advantage, directly or indirectly, for either themselves or any other person;
- avoid conflicts of interest wherever possible, and where conflicts arise, disclose them and comply with duty and direction regarding presence at the Board table during discussion and voting;
- in relation to their official duties, always act in the interests of Brand Tasmania and not in their own interests or to pursue their own personal agenda;
- exercise diligence, care and skill in the performance of their official duties, and take reasonable steps to inform themselves about the responsibilities of the Board, its business and activities and the circumstance in which it operates;
- comply with endorsed values and behaviours and underlying policies of Brand Tasmania.

## KEY RESPONSIBILITIES - CHAIRPERSON

In addition to the responsibilities that apply to Board Members generally, the following key responsibilities apply to the Chairperson:

### SUBJECT MATTER KNOWLEDGE

- Maintain a sound understanding of contemporary best practice place branding approaches and their practical application.

### BOARD LEADERSHIP

- Build an effective Board with the necessary skills, knowledge and experience, including overseeing the management, recruitment, induction and training of Board Members;
- Assist Board Members to understand their role, responsibilities and accountabilities; motivate, develop and mentor Board Members; and, where appropriate, deal with underperformance;
- Lead by example in demonstrating behaviours desired from Board Members, including integrity, accountability, professionalism and respect;
- Facilitate an environment of trust and openness to ensure consultative and constructive communications amongst Board Members, and encourage their contribution to Board deliberations; and
- Ensure that the information provided to the Board is relevant, accurate, timely and sufficient to keep the Board appropriately informed of the performance, finances, affairs, opportunities and challenges of the Authority and of any developments that may have a material impact on it.

### STRATEGIC LEADERSHIP

- Provide leadership and develop Board Members into a cohesive and effective team that maintains a strategic focus;
- Lead Board meetings and strategic planning sessions of the Board efficiently, and seek consensus when making decisions;
- Clearly articulate what the Board has to achieve, both in the short and long term in order to set objectives and monitor performance; and
- Assess and manage risk and report concerns to the Portfolio Minister.

### BOARD MANAGEMENT

- Ensure there are no undisclosed conflicts of interest, and that conflicts of interest are managed appropriately;

- Shape the meeting agenda in relation to goals, strategy, budget and executive performance;
- Ensure that the Board comes to clear conclusions or gives clear direction to management / CEO at Board meetings and that these decisions and directions are accurately recorded;
- Liaise with Committee chairs and report to the Board where appropriate; and
- Oversee and facilitate Board, Committee, Board Member and CEO evaluation reviews and succession planning.

#### **RELATIONSHIP WITH THE CEO**

- Act as the key point of contact between the Board and the CEO between Board meetings;
- In consultation with the CEO, report to the Board on staff management issues;
- Work with the CEO in negotiation with other organisations; and
- Work with the CEO to develop and deliver the Authority's Strategic Plan, Corporate Plan and Annual Report.

#### **EXTERNAL RELATIONS**

- Develop high-level effective relationships with Brand Tasmania's stakeholders;
- In line with the Authority's media policy, act as spokesperson for the Authority as appropriate;
- Communicate decisions of the Board, in conjunction with the CEO, to the Authority's stakeholders and to the public in a timely and accurate way;
- Represent the Authority as otherwise required from time to time and promote the work of Brand Tasmania in the community as opportunities arise.

# WOMEN ON TASMANIAN BOARDS

The Tasmanian Government is committed to a target of 50 per cent representation of women across government boards and committees by July 2020.

To achieve this aim the Government has developed the *Women on Boards Strategy 2015-20: A Five-Year Plan for Improving Gender Equity on Tasmanian Government Boards and Committees* (the Strategy). The Strategy outlines actions for increasing women's participation on government boards and committees. The Strategy is available at: [http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0004/350275/Women\\_on\\_boards\\_Strategy\\_2015-2020\\_-\\_2017\\_Report\\_.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0004/350275/Women_on_boards_Strategy_2015-2020_-_2017_Report_.pdf)

## HOW TO APPLY

To apply you will need to provide the following:

- The completed application form;
- A covering letter addressing your interest in the role of Chairperson **and/or** Board Member and detailing how your skills, knowledge, attributes, experience and qualifications are relevant to the role;
- A concise resume supporting your application. Your resume should be structured in a way that clearly outlines your work experiences, educational qualifications and relevant skills; and
- The details of two referees who can attest and validate your credentials and suitability for the role.

Electronic applications are preferred – please email the information listed above to [brandtasmania@dpac.tas.gov.au](mailto:brandtasmania@dpac.tas.gov.au).

Hard copy applications should be marked 'Confidential – Brand Tasmania Board' and forwarded to:

Secretary  
Department of Premier and Cabinet  
GPO Box 123  
HOBART TAS 7001

All applications must be submitted by 5pm Friday 25 January 2019.



