

Sent: Wednesday, 17 December 2025 11:27 AM

To: DeputySecretary.PD; Zeng, Zoe (NRE); Deputy Secretary for Improvement and Evaluation (DoE); McFadyen, Michelle (DPFEM); Justice OTS; DSBSadmin@stategrowth.tas.gov.au; Treasury OTS; Medina, Celia (Treasury); Secretary@health.tas.gov.au; Badcock, Sally (Health); McLennan, Cameron
Cc: Concierge Distribution List; Moore, Thomas; Healey, Mathew; Lee, Jennifer; Wilson, Louise; Burgess, Jenny; Gonzalez, Michel; Conway, Angela; Howes, Lisa

Subject: Establishment of a Communications & and Marketing Shared Service

When: Thursday, 18 December 2025 2:00 PM-2:30 PM (UTC+10:00) Hobart.

Where: Microsoft Teams Meeting; Hobart-15 Murray St-Level 4-Large Meeting Room

-----Original Appointment-----

From: DeputySecretary.PD <DeputySecretary.PD@dpac.tas.gov.au>

Sent: Monday, 8 December 2025 11:26 AM

To: DeputySecretary.PD; DeputySecretary.PD; Zeng, Zoe (NRE); Deputy Secretary for Improvement and Evaluation (DoE); McFadyen, Michelle (DPFEM); Justice OTS; DSBSadmin@stategrowth.tas.gov.au; Treasury OTS; Medina, Celia (Treasury); Secretary@health.tas.gov.au; Badcock, Sally (Health); McLennan, Cameron

Cc: Concierge Distribution List; Moore, Thomas; Healey, Mathew; Lee, Jennifer; Wilson, Louise; Burgess, Jenny; Gonzalez, Michel; Conway, Angela

Subject: Establishment of a Communications & and Marketing Shared Service

When: Thursday, 18 December 2025 2:00 PM-2:30 PM (UTC+10:00) Hobart.

Where: Microsoft Teams Meeting; Hobart-15 Murray St-Level 4-Large Meeting Room

Dear All,

You are invited to attend a 30 minute meeting with Mat Healey to discuss establishing a Communications & Marketing Shared Service.

Format: Microsoft Teams / In person (If you are attending in person please present to concierge).

If you have any queries please contact deputy.secretary.pd@dpac.tas.gov.au or phone 03 6232 7550

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 448 678 481 482 36

Passcode: QP2Qi9eV

For organizers: [Meeting options](#)

↓ ☆ 🗑️ | ⓘ ...

From: Barbara McGregor **s 36**
Sent on: Wednesday, January 14, 2026 10:15:09 AM
To: Healey, Mathew **s 36**
Subject: Proposal for Services
Attachments: Proposal for services DPAC.pdf (68.7 KB)

Hi Matt,

it was good to catch up today and discuss the body of work. Please see attached proposal for services based on that discussion.

Kind Regards

Barb





Proposal

Purpose

This proposal outlines a targeted body of work to support DPAC in strengthening whole-of-government communications capability by improving coordination, effectiveness and efficiency, while respecting departmental subject-matter expertise.

The objective is to investigate the move from a dispersed communications environment to a coordinated, strategically governed and capability-led model that delivers clearer outcomes for government, agencies and the Tasmanian community, with demonstrable efficiency gains and better use of public resources.

Context & Opportunity

Communications capability is currently distributed across departments, enabling local delivery but limiting whole-of-government optimisation. This risks:

- Duplication of effort and inconsistent prioritisation
- Limited central visibility of workload, skills and capability
- Variable quality, pace and strategic alignment
- Inefficient use of specialist skills and emerging technologies

This presents an opportunity to design a best-practice whole-of-government communications model that maintains departmental responsiveness, while delivering measurable efficiency, consistency and performance uplift.

Objectives

This body of work will:

- Establish a clear, shared case for change focused on efficiency and effectiveness
- Improve coordination and strategic oversight of communications activity
- Create line of sight over skills, resourcing and workload across government
- Identify opportunities to reduce duplication and improve scale benefits
- Leverage technology and AI to lift productivity and responsiveness
- Support better decision-making, faster delivery and stronger outcomes

Scope of Work (Phased)

Phase 1: Communications Plan – Framing the Reform

Development of a concise communications plan to support DPAC to articulate internally:

- Why a more coordinated and efficient approach is required
- What the reform seeks to achieve in practical and fiscal terms
- How the work will be delivered, staged and governed
- What success looks like, including efficiency, performance and risk reduction

This phase ensures shared understanding, confidence and momentum before structural or capability decisions are made.

Phase 2: Best-Practice Model for Optimisation & Efficiency



Design of a whole-of-government communications model informed by Australian and international best practice, addressing:

- Governance, accountability and decision-making
- Central coordination vs departmental delivery
- Models that optimise resource allocation and reduce duplication
- Mechanisms for prioritisation, surge capacity and issues/crisis management
- Efficiency opportunities through shared services or centres of excellence

This would potentially explore three different models with a recommendation based on best value and performance delivery analysis.

Phase 3: Skills, Capability & Resource Alignment

A strategic assessment of current and future communications capability, including:

- Mapping existing skills and resource distribution
- Identifying capability gaps, duplication and development needs
- Aligning future skills to strategic, digital and issues-based demands
- Identifying opportunities where AI and automation can improve efficiency, speed and quality
- Clear recommendations to improve productivity without increasing cost

This phase ensures the right skills are in the right places, supported by the right tools.

Deliverables

- Executive-level communications plan
- Best-practice whole-of-government model and options paper
- Capability and resource insights with efficiency recommendations
- Practical pathway for staged implementation and decision-making

Investment

- s 37
-
- Any additional work beyond this scope to be agreed in advance

McGregor & Associates

McGregor & Associates is a specialist advisory firm working across strategy, communications, engagement and organisational culture, supporting complex organisations to build capability and deliver strong outcomes.

Barb McGregor, Managing Director and Founder, brings over 25 years' experience leading global, national and state executive teams across strategy, communications, engagement and people & culture functions across public and private sector environments.

From: [Barbara McGregor](#)
To: [Healey, Mathew](#)
Subject: declaration
Date: Thursday, 29 January 2026 1:35:22 PM

Hi Matt,

As discussed I do have some work with s 36 however I do not perceive this to be of any conflict to the proposed scope of work with DPAC.

Kind Regards
Barb



From: [Barbara McGregor](#)
To: [Ingham, Courtney](#)
Cc: [Howes, Lisa](#)
Subject: Re: Fully executed - Contract - McGregor and Associates - DPAC 2025-26-75 [SEC=OFFICIAL]
Date: Thursday, 5 February 2026 12:40:13 PM
Attachments: [image001.png](#)

You don't often get email from barbara@mcgregorassociates.com.au. [Learn why this is important](#)

OFFICIAL

Thank you Courtney,

Lisa let me know if you have a good time to meet next week to discuss next steps.

Kind regards

Barb



OFFICIAL

On Thu, 5 Feb 2026 at 8:59 am, Ingham, Courtney <s 36> wrote:

OFFICIAL

Dear Barb

Please see the fully executed contract for services. I have copied in Ms Lisa Howes, who will be working with you and who you may address your invoices to.

With thanks

Courtney

Courtney Ingham

Director, Executive Government Services

Department of Premier and Cabinet

Level 7, [15 Murray Street](#)

[Hobart, Tasmania](#) 7000

s 36



CONTRACT FOR SUPPLY OF CONSULTANT SERVICES

No approach to market

Contract adopts 'Consultant Services SCC: Version 2021-01'

Review of Whole of Government communications functions

Contract reference No.: DPAC 2025-26-75

Principal: **The Crown in Right of Tasmania**
(acting through The Department of Premier and Cabinet)

Supplier: McGregor and Associates Pty Ltd

CONTRACT FOR SUPPLY OF CONSULTANT SERVICES

No approach to market

Contract adopts 'Consultant Services SCC: Version 2021-01'

Review of Whole-of-Government communications functions

Date:

04.02.2026

Parties:

Name

The Crown in Right of Tasmania
(acting through the Department of Premier and Cabinet)

Short form name

Principal

Notice details

C/- Department of Premier and Cabinet
15 Murray St, Hobart, Tasmania, 7000

Email: s 36

Telephone: s 36

Attention: Lisa Howes, Chief Governance and Risk Officer

Name

McGregor and Associates Pty Ltd

ACN

669 784 614

ABN

47 669 784 614

Short form name

Supplier

Notice details

Taroona, Tasmania, 7053

Email: s 36

Telephone: s 36

Attention: Barbara McGregor, Managing Director

Background:

The Principal and the Supplier have agreed to be bound by the Contract.

Pursuant to the Contract, the Supplier agrees to deliver or supply the Services (described in the Contract Information Table) to the Principal.

The parties agree as follows:

1 Contract

1.1 Principal and Supplier agree to be bound by Contract

The Principal and the Supplier agree to be bound by the Contract.

1.2 Contract comprises

The Contract comprises:

- (a) this document;
- (b) the Contract Information Table included in Attachment 1 to this document;
- (c) the Tasmanian Government's 'Consultant Services SCC: Version 2021-01' (the **Conditions of Contract**), which are taken to be incorporated by reference in this document; and
- (d) if the Contract Information Table states that any other documents form part of the Contract, then those other documents.

1.3 Supplier's acknowledgment

The Supplier acknowledges that it received and read a copy of the Conditions of Contract before signing this document.

1.4 Defined terms

For the avoidance of doubt, unless the context otherwise requires, terms defined in the Conditions of Contract and the Contract Information Table (as applicable) have the same meanings when used in this document.

Executed as an agreement

Signing

Signing by the Principal

Executed as an agreement on behalf of **The Crown in Right of Tasmania** by the person named below in the presence of the witness named below:

Signature:
→



Being a person who has authority to sign
this Agreement on behalf of the Principal

*Print
name and
position:

Chief Governance
+ Risk Officer

Witness'
signature:
→



*Witness
print
name and
position:

Courtney Ingham
Director, Executive
Government Services

*Use BLOCK LETTERS

*Witness
print address:

15 Murray Street
Hobart 7000

Signing by the Supplier

Executed as an agreement by **McGregor and Associates Pty Ltd** in accordance with section 127(1) of the *Corporations Act 2001* (Cwlth):

Signature:
→



Signature:
→



*Print
name and
office
held:

BARBARA MCGREGOR
MANAGING DIRECTOR

*Print
name and
office
held:



*Use BLOCK LETTERS

Note: In the case of a company that has only one director and one secretary, show the office held as
"SOLE DIRECTOR AND SOLE COMPANY SECRETARY"

Attachment 1: Contract Information Table

IMPORTANT NOTES:

- A. The Contract Information Table:
- Sets out the key variable contract details relevant to the application and operation of the Conditions of Contract to the procurement. (**NOTE:** The Conditions of Contract are incorporated by reference into the Contract).
 - May modify the Conditions of Contract as they apply to the delivery of the Services and in other respects.
 - May include additional terms and conditions of contract which will apply to the Contract.
- B. The Contract Information Table must be read in conjunction with the Conditions of Contract.
- C. A reference in the Contract Information Table to a row also includes a reference to the heading for the row.

Services to be supplied:

The services (the **Services**) to be supplied by the Supplier to the Principal in accordance with the Contract are as follows:

Review of the Whole-of-Government communications functions.

A more detailed description of the Services being procured is included in the Specification.

Specification applicable to Services:

The Services must comply with, and also where applicable be delivered in accordance with, the following specification (the **Specification**):

Design a best-practice whole-of-government communications operating model that maintains departmental responsiveness, while delivering measurable efficiency, consistency and performance uplift.

Scope of Work (Phased)

Phase 1: Communications Plan – Framing the Reform

Development of a concise communications plan to support the Principal to articulate internally:

- Why a more coordinated and efficient approach is required
- What the reform seeks to achieve in practical and fiscal terms
- How the work will be delivered, staged and governed
- What success looks like, including efficiency, performance and risk reduction

This phase ensures shared understanding, confidence and momentum before structural or capability decisions are made.

Phase 2: Best-Practice Model for Optimisation & Efficiency

Design of a whole-of-government communications model informed by Australian and international best practice, addressing:

Specification applicable to Services:

- Governance, accountability and decision-making
- Central coordination vs departmental delivery
- Models that optimise resource allocation and reduce duplication
- Mechanisms for prioritisation, surge capacity and issues/crisis management
- Efficiency opportunities through shared services or centres of excellence

This should explore three different models with a recommendation based on best value and performance delivery analysis.

Phase 3: Skills, Capability & Resource Alignment

A strategic assessment of current and future communications capability, including:

- Mapping existing skills and resource distribution
- Identifying capability gaps, duplication and development needs
- Aligning future skills to strategic, digital and issues-based demands
- Identifying opportunities where AI and automation can improve efficiency, speed and quality
- Clear recommendations to improve productivity without increasing cost

This phase ensures the right skills are in the right places, supported by the right tools.

Deliverables

1. Executive-level communications plan
2. Best-practice whole-of-government model and options paper
3. Capability and resource insights with efficiency recommendations
4. Practical pathway for staged implementation and decision-making

Delivery of Services:

Phases 1 and 2 will be completed by 31 March 2026. Phase 3 will be completed by 30 June 2026.

The Supplier must ensure that the Services are delivered by the persons named below (or by other persons approved, in writing, by the Principal). The Supplier must ensure that each named person below provides the part of the Services specified in relation to that named person. If a named person is not available for any reason beyond the reasonable control of the Supplier, then another person approved, in writing, by the Principal must provide the specified part of the Services.

Person 1 details:

Name: Barbara McGregor

Position: Managing Director

Specified part of Services to be provided by Person 1: All

~ Repeat as necessary for additional persons. Change 'Person 1' to 'Person 2' etc. ~

Contract Sum:

The contract sum (the **Contract Sum**) for the supply of the Services is **\$ 37** and includes a daily rate of **\$ 37**. The Contract Sum is to be paid upon receipt of reports provided to the Principal documenting the hours worked, to the satisfaction of the Principal, acting reasonably.

The contract sum shall not exceed \$35 000 (**cap amount**), unless approved by the principal in writing prior to the commencement of the additional work being undertaken.

Out-of-pocket expenses and disbursements:

Not applicable.

Insurance:**Public liability insurance:**

Policy type: Public liability insurance policy.

Required cover: The policy must cover liabilities arising out of, or in connection with, the performance of the Contract by the Supplier, including liabilities in respect of:

- (a) personal injury to, or the death of, any person (excluding a person who at the time of the injury or death is defined as a worker of the Supplier under any Law relating to workers' or accident compensation insurance); and
- (b) loss, destruction or damage to any property.

If the Supplier is supplying Services, the public liability insurance policy must indemnify the Principal for any vicarious or other legal liability that the Principal may have in respect of any willful or negligent act or omission of the Supplier or any Supplier's Personnel.

Period of insurance: The period commencing on the date of the Contract until the Supplier has performed all of its obligations under the Contract, or the date on which the Contract is terminated (whichever first occurs).

Amount of cover: Not less than \$20 million for each individual claim or series of claims arising out of a single occurrence.

Workers' compensation insurance:

Policy type: Workers' compensation insurance.

Required cover: In accordance with the Law.

Professional indemnity insurance:

Policy type: Professional indemnity insurance.

Required cover: The policy must indemnify the Supplier for any breach of professional duty, whether owed in contract, tort or otherwise, in connection with the performance of the Contract by the Supplier. The policy must include an automatic reinstatement clause.

Period of insurance: The period commencing on the date of the Contract until the date six years after the date the Supplier has performed all of its obligations under the Contract.

Amount of cover: Not less than \$10 million.

Special terms and conditions:

The special terms and conditions (each a **Contract Special Condition**) set out below apply to the Contract.

If there is any inconsistency between a Contract Special Condition and another provision of the Contract, the Contract Special Condition overrides the other provision to the extent of the inconsistency.

A Contract Special Condition is taken not to be inconsistent with another provision of the Contract if the Contract Special Condition and the other provision of the Contract are both capable of being complied with.

Contract Special Conditions:**Contract Special Condition 1: Child and Youth Safe Organisations Act**

- (1) The Child and Youth Safety Organisations Act (Tas) 2023 (the Act) establishes a framework to promote the safety and wellbeing of Children, and direct how organisations respond when there are concerns about behaviour towards Children
- (2) The Principal is required at law to comply with the Act.
- (3) Under this Contract, the Supplier and Supplier's Personnel may provide Goods and/or Services for Children or in its provision of Goods and Services may be in close proximity to and/or interact with Children (whether or not such Children are under the supervision of the Principal or another party).
- (4) The Supplier must comply with the Standards as set out in Schedule 1 of the Act, to the extent that the Standards apply to its supply of the Goods and/or Services.
- (5) The Supplier must comply with the Reportable Conduct scheme outlined in Part 4 of the Act, to the extent it is applicable to its supply of Goods and/or Services.
- (6) In complying with the Standards and the Reportable Conduct scheme in accordance with subclauses (4) and (5), the Supplier must cooperate with the Principal and the Regulator.
- (7) Breach of this Contract Special Condition is grounds for the Principal to terminate the Contract in accordance with clause 8 of the Conditions of Contract as if the Supplier has repudiated the Contract.
- (8) Without limiting clause 1 of this Contract, in this Special Condition capitalised terms have the meaning defined in the Act unless the context otherwise requires.

From: [Healey, Mathew](#)
To: [Howes, Lisa](#); ["Barbara McGregor"](#)
Subject: Functional Leadership Framework for the Tasmanian State Service
Date: Wednesday, 18 February 2026 11:33:28 AM
Attachments: [Functional Leadership Framework for the Tasmanian State Service.docx](#)

For discussion as part of the Comms and Marketing Shared Service

From: [Howes, Lisa](#)
To: ["Barbara McGregor"](#)
Cc: [Healey, Mathew](#)
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Date: Wednesday, 18 February 2026 4:29:04 PM
Attachments: [image004.png](#)
[NRE Tas Comms and Marketing - as at 11 Feb 2026.xlsx](#)
Importance: High

OFFICIAL

Dear Barb

Please find attached the data in regard to NRET for the Comms and Marketing Shared Service project.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Wilson, Louise <s 36 >
Sent: Tuesday, 17 February 2026 12:07 PM
To: Howes, Lisa <s 36 >
Cc: Yan, Anita (DPIPWE) <s 36 >; Wilson, Deidre (DPIPWE) <s 36 >
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Importance: High

Hi Lisa
Apologies for not making yesterday's deadline.
Please see completed template attached and expenditure info for NRE Tas below.
Cheers
Louise

From: Yan, Anita <s 36 >
Sent: Monday, 16 February 2026 1:21 PM
To: Wilson, Louise <s 36 >
Cc: Wilson, Deidre <s 36 >; Round, Allison <s 36 >

Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Importance: High

Hi Lou,

Please find below and attached the information requested by DPAC due back to them today.

NRE Tas 2024-25	
Campaign advertising	314,678.26
Non Campaign advertising	588,687.65
Total	903,365.91

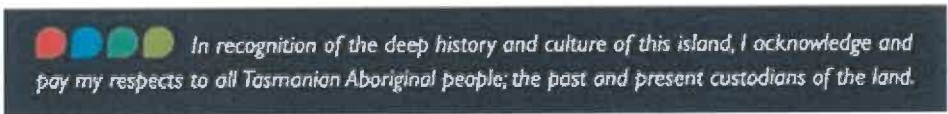
If you're happy with them, could you respond to Lisa, please? Or please let us know if you have any questions.

Thanks,
Anita



Anita Yan | Deputy Chief Operations Officer
Strategy and Business Services
Department of Natural Resources and Environment Tasmania
134 Macquarie Street HOBART TAS 7000
M: s 36
E: s 36
W: www.nre.tas.gov.au

Delivering a sustainable Tasmania



From: Wilson, Louise <s 36>
Sent: Friday, 30 January 2026 2:37 PM
To: Yan, Anita <s 36>
Cc: Wilson, Deidre <s 36>
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Hi Anita
Can SBS please coordinate. Will need input from divisions not just SBS presumably.
Thank you
Lou

From: Howes, Lisa <s 36>
Sent: Friday, 30 January 2026 12:27 PM
To: Celia Medina <s 36>; Badcock, Sally (Health)

OFFICIAL

King, Gemma

From: Howes, Lisa s 36
Sent: Wednesday, 18 February 2026 4:30 PM
To: 'Barbara McGregor'
Cc: Healey, Mathew
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Attachments: Final Functional Template - Communications & Marketing - DECYP.XLSX; DPAC Campaign Advertising Request.docx

OFFICIAL

Dear Barb

Please find attached the data in regard to DECYP for the Comms and Marketing Shared Service project.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Deputy Secretary for Strategy and Performance <ootds.strategyandperformance@decyp.tas.gov.au>
Sent: Tuesday, 17 February 2026 8:00 AM
To: Howes, Lisa s 36
Cc: Burgess, Jenny (DoE) s 36; Wilson, Erin (DoE) s 36; Wilson, Jodee (DoE) s 36
Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Hi Lisa

Please see attached information from DECYP, as requested.

Note we have added a column in the spreadsheet for "incident management", as well as included a column of notes where applicable. Note there are also three separate tabs, reflecting distinct areas across the department.

For operational expenditure we have provided campaign & advertising expenditure. If additional expenditure information is required, we will need additional time as this is not easy to pull together particularly with current pressures for the budget team.

Please let me know if any questions. Note Jenny is back from leave from Wednesday.

Kind regards

Erin Wilson
Senior Policy & Project Advisor

Strategy and Performance | Department for Education, Children and Young People
Salamanca Building, Parliament Square
Level 8, 4 Salamanca Place | GPO Box 169, Hobart, Tas 7001

s 36
www.dec.vp.tas.gov.au



In recognition of the deep history and culture of this island, I acknowledge and pay my respects to all Tasmanian Aboriginal people; the past and present custodians of the Land.

From: Howes, Lisa **s 36**
Sent: Friday, 30 January 2026 12:27 PM
To: Medina, Celia (Treasury) **s 36**; Badcock, Sally (Health) **s 36**; Wilson, Louise (DPIPWE) **s 36**; Conway, Angela (StateGrowth) **s 36**; Burgess, Jenny **s 36**; Hinkley, Ross (TFS) **s 36**; Lee, Jennifer (DoJ) **s 36**
Cc: Healey, Mathew (DPaC) **s 36**; Howes, Lisa (DPaC) **s 36**

Subject: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

OFFICIAL

Dear all

Thank you for your feedback on the proposed template.

During the feedback process, operational expenditure for external communications and marketing services (ie advertising, campaigns, design etc) was raised.

I recognise the decision to engage external services will be different across the agencies. For example, agencies might use external communications and marketing services to complement internal capabilities and/or increase capacity in peak periods as required. Or decisions may have been made to increase internal capacity to reduce the need for external services.

As part of this process, can we please seek your assistance to:

- Complete the functional template for your agency (see attached)
- Seek the 2024-25 operational expenditure for external communications and marketing services for your agency. (Hopefully, this information might be in a BEB.)

[illegible]

DECYP – Advertising and Campaign Spend – 2024/25

Agency	Non-Campaign advertising (\$)	Campaign advertising (\$)***
DECYP	Total spend for the placement of Public Notices, Tender and Employment Advertising: \$82,933 +GST	Every School Day Matters Campaign: Campaign to highlight the importance of attending school everyday. Included new website, TVC and Social asset production, Media placement and talent fees: \$250,000 +GST Recruitment Advertising Campaigns: General recruitment advertising including airport billboard: \$39,852 + GST Teacher Recruitment campaign advertising both intrastate and nationally: \$101,380 +GST Child Safety recruitment campaign advertising both intrastate and nationally: \$137,141 +GST The Line Campaign: Campaign promoting the important of being respectful to teachers and principals. Included TV advertising as well as billboard and social media. \$173,269 +GST Independent Education Review: Advertising and communication activities to promote the review, the production of marketing and promotional materials and advertising to promote how people can get involved: \$59,036 +GST Get Involved campaign: Get Involved is a consultation campaign including marketing collateral and advertising to engage individual communities on the builds and

	development of new facilities in different communities. For 2024/25 this included: • South George Town PS redevelopment Get Involved consultation • Dodges Ferry PS redevelopment Get Involved consultation • East Derwent PS redevelopment Get Involved consultation • Clarence HS redevelopment Get Involved consultation • New Dorset CFLC Get Involved consultation • Huonville CFLC service provision Get Involved consultation \$61,877 +GST Applied Capability Qualifications – ACQs – campaign: Targeted at Years 9 to 12 students, and their parents/carers • External Media company • Creative & production • Video, Radio, Back of Bus, social media \$73,331 +GST Careerify website campaign: Promotion and development of Careerify website for students. \$61,075 +GST Homestay Campaign: Recruiting homestay hosts for exchange students \$10,530 +GST TOTAL: \$908,455 +GST
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**There may be schools and individual business units who undertake advertising at a local level that may not be accounted for in this table.

King, Gemma

From: Howes, Lisa s 36
Sent: Wednesday, 18 February 2026 4:27 PM
To: 'Barbara McGregor'
Cc: Healey, Mathew
Subject: FW: CONFIDENTIAL : Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Attachments: Marketing and Communications - DSG Data - 16 Feb 25.xlsb

OFFICIAL

Dear Barb

Please find attached the data in regard to DSG for the Comms and Marketing Shared Service project.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Conway, Angela s 36
Sent: Tuesday, 17 February 2026 7:40 PM
To: Howes, Lisa s 36
Cc: Limkin, Craig (StateGrowth) s 36
Subject: CONFIDENTIAL : Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Hi Lisa,

Please see attached summary of DSG's assessment; a table outlining external expenditure on marketing in 2024-25 is also included below.

In providing the Department's assessment, it is useful to understand some details regarding the approach taken, as follows:

- Roles were identified on DSG's establishment on the basis of having either Communications, Marketing, Events and/or Stakeholder in the position title, as well as a few others that appeared to be related disciplines clearly within the scope of DPAC's request (e.g. Media Manager, Graphic Designer).
- A number of positions have been identified in the attached listing, which have been split into two broad categories - those which have been 'assessed' and have information regarding their functions per DPAC's list highlighted herein; and those which have not been assessed based on a preliminary assessment (with rationale provided).

- High level criteria were applied to determine whether the role should be assessed for the purposes of the request as follows:
 - Generic marketing, communications and related task activities across a range of areas within the department (such as central communications team), were considered in scope and assessed, as opposed to those that are immersed in core service delivery functions themselves and are critical to successful delivery of departmental responsibilities (such as stakeholder engagement roles within the Road Services area).
 - Fixed-term positions have not been assessed; these roles are not representative of ongoing functional requirements for the agency and are often attached to short term, specific projects (for example, Manager Stakeholder Communications for Bridgewater Bridge project).
 - Positions where the fund source is specific to the Department and is not appropriated (for example, Road Safety Levy funded positions) have not been assessed.
 - Positions where the function is actually reflective of the service delivery requirements for the Department itself (for example, Events Development officer for Events Tasmania) have not been assessed.
 - Roles where the title for the position is doesn't necessarily reflect the actual work undertaken have not been assessed (for example, Senior Communications Officer in Transport is actually required to deal with complaints).
- From the preliminary review, there appear to be a range of positions which, despite their title, actually perform functions which are much broader or only tenuously linked to marketing and communication related activities. It is likely that these positions may require revised titles to more accurately reflect actual work undertaken.

The attached information is provided on the assumption that data collection represents a first step in a longer and more detailed discussion regarding functional centralisation. It is also acknowledged that roles currently assessed may increase or decrease over time as these discussions evolve and there is greater certainty regarding centralised functions (if any).

Please note that of the roles reviewed or assessed as 'in scope'; not all positions are occupied (and as such, do not have funding allocated).

Consolidation and rationalisation of communication related functions is part of DSG's longer term strategy to achieve efficiencies. It is unclear how the marketing and communication centralisation task sits alongside State Growth's Budget efficiency focus. It is noted that this process has the potential to exacerbate Budget efficiency requirements for State Growth if not managed sequentially and transparently. It will be important that a fair determination in this regard is established and agreed before any changes are made to centralise staff for this function.

Finally, I note the sensitivity of this task and the potential impact on affected staff. I'd appreciate if future discussions could further consider communications and change management – including how this process should be managed internally and consistently within agencies until a decision is made regarding a shared service scope and its staffing implications.

Regards,
Ange

Agency	Non-Campaign advertising (\$)	Campaign advertising (\$)
State Growth	\$281,507.65	\$345,243.09

State Growth	2024-25	
Campaign advertising	345,243.09	
Recruitment advertising	170,694.15	
Public Notices advertising	73,829.05	
Other/miscellaneous/business as usual	36,984.45	281,507.65
Total	626,750.74	

Department					Functions														
					Communications Strategies (eg cyber comms strategy, emergency response comms strategy)														
					Internal Communications (eg newsletters, all staff messages)														
					Publications (eg drafting, reviewing, advice, accessibility)														
					Advertising / Campaigns / Marketing														
					Photography														
					Digital Media (eg podcasts, webinars)														
					Social Media (eg Facebook)														
					Media														
					Stakeholder / Community Management / Engagement														
					Change Management														
					Web Services - Internal and external content (non-IT functions)														
					Web Services - Internal and external (IT functions)														
					Events / Promotions														
					Policies and procedures relating to functions listed in spreadsheet (eg style guide, branding)														
Function	Band	FTE	Business unit	SOD Comment															
Digital Communications Officer	Band 6	1	Tasmanian Museum and Art Gallery	Assessment based on SOD only; position is currently vacant.															
				Assessment based on SOD only; position also has research and policy activities in objective. The proportion of time spent on communications and marketing related activity only is unclear. Further information related to this split would be required at a future stage of process.															
Senior Communications Officer	Band 5	0.8	Professional Sport and Operations																
Media Manager	Band 7	1	Communications	Assessment completed based on Management comments; would likely require further consideration and detail.															
Graphic Designer	Band 5	1	Communications	Assessment completed based on Management comments; would likely require further consideration and detail.															
Senior Media Consultant	Band 6	1	Communications	Assessment based on SOD only; position is currently vacant.															
Director, Communications	Band 8	1	Communications	Assessment completed based on Management comments; would likely require further consideration and detail.															
Graphic Designer	Band 5	1	Communications	Assessment completed based on Management comments; would likely require further consideration and detail.															
Senior Media and Communications Advisor	Band 6	1	Communications	Assessment completed based on Management comments; would likely require further consideration and detail.															
				Assessment completed based on Management comments; would likely require further consideration and detail. Also specifically makes and edits videos, animations, internal and externally focused															
Multimedia Specialist	Band 6	1	Communications																
Marketing and Communications Advisor	Band 5	1	Communications	Assessment based on SOD only; position is currently vacant.															
				Assessment based on SOD only; position is embedded in Hydrogen industry activity. Further information regarding this position and its integration within ReCFTT would be required at a future stage of process.															
Manager Communications and Stakeholder Engagement	Band 7	1	Energy and Renewables	Assessment based on SOD only. It is noted that the role is fundamental to the Trade function itself and that any change would lead to inefficiency of service delivery. Further information regarding this position would be required at a future stage of process.															
Trade Marketing Manager	Band 7	1	Trade Marketing	Assessment based on SOD only. It is noted that the role is fundamental to the Trade function itself and that any change would lead to inefficiency of service delivery. Further information regarding this position would be required at a future stage of process.															
Trade Marketing Officer	Band 5	1	Trade Marketing	Assessment based on SOD only. It is noted that the role is fundamental to the Trade function itself and that any change would lead to inefficiency of service delivery. Further information regarding this position would be required at a future stage of process.															
				Assessment based on SOD only. It is noted that the role is fundamental to TMAG exhibition services itself and that any change would lead to inefficiency of service delivery. Further information regarding this position would be required at a future stage of process.															
Graphic Designer	Band 4	1	Tasmanian Museum and Art Gallery	Role also has a focus on projects, research and analysis.															
				Assessment has been completed on the basis of SOD only; the proportion of time spent on communications and marketing related activity is unclear. Further information related to this split would be required at a future stage of process.															
Communications and Project Support Officer	Band 5	1	Climate Change	Assessment based on SOD only; activities very specific to PFT function itself. Further information regarding this position would be required at a future stage of process.															
Engagement and Innovation Specialist	Band 6	1	Operations (Private Forests Tasmania)																
The following Positions were identified in the discovery process based on titles/function; however, they have not been assessed for the reasons noted in Column E.																			
Program and Marketing Officer	Band 5	N/A	Global Education	Role is part of service delivery function itself, with strong focus on education policy, program development and planning, trade missions, roadshows and student workshops.															
Program and Marketing Officer	Band 5	N/A	Global Education	Role is part of service delivery function itself, with strong focus on education policy, program development and planning, trade missions, roadshows and student workshops.															
Strategic Communications Lead	Band 6	N/A	Strategy and Reform	Fixed term role, specifically designed to support temporary projects															
Events and Communication Coordinator	Band 5	N/A	Events and Promotions	Role title is incorrect in establishment, approved SOD is 'Project and Policy Officer'. Role has a specific focus on projects and initiatives for workforce development.															
Manager, Events and Promotion	Band 7	N/A	Events and Promotions	Fixed term role, specifically designed to support temporary projects															
Stakeholder Engagement and Marketing Consultant	Band 7	N/A	Small Business	Fixed term role, specifically designed to support temporary projects															
Trade Connections and Events Manager	Band 7	N/A	Trade Connections and Events	Fixed term role, specifically designed to support temporary projects															
Trade Connections and Events Officer	Band 5	N/A	Trade Connections and Events	Fixed term role, specifically designed to support temporary projects															

[illegible]

Industry and Community Engagement Senior Officer	Band 7	N/A	Major Renewable Energy Projects	Fixed term role, specifically designed to support temporary projects
Communications and Community Engagement Coordinator	Band 6	N/A	Tasmanian Green Hydrogen Hub	Fixed term role, specifically designed to support temporary projects
Communications Specialist	Band 6	N/A	Operations (PFT)	Fixed term role, specifically designed to support temporary projects
Communication and Training Officer	Band 4	N/A	FPA	Role has a significant focus on training courses and materials for industry and others; It is unclear and inefficient to determine extent of position's split to communication activities.
Communications and Training Manager	Band 6	N/A	FPA	Role has a significant focus on training courses and materials for industry and others; It is unclear and inefficient to determine extent of position's split to communication activities.
Senior Communications and Marketing Officer	Band 5	N/A	TNAG	Fixed term role, specifically designed to support temporary projects
Events Coordinator	Band 4	N/A	Events and Promotions	Role has a specific focus on projects and initiatives for workforce development; It is unclear and inefficient to determine extent of position's split to generic event activities.
Senior Adviser, Stakeholder Engagement	Band 6	N/A	State Planning Office	Role has a strong focus on policy research and development and how this modifies engagement; embedded in delivery of function.

From: [Howes, Lisa](#)
To: ["Barbara McGregor"](#)
Cc: [Healey, Mathew](#); [Howes, Lisa](#)
Subject: Comms Marketing and Marketing Functions Summary.xlsm
Date: Tuesday, 24 February 2026 1:27:00 PM
Attachments: [Comms Marketing and Marketing Functions Summary.xlsm](#)

Hi Barb

Pls see attached for DPAC.

Regards

Lisa

OFFICIAL

From: [Howes, Lisa](#)
To: ["Barbara McGregor"](#)
Cc: [Healey, Mathew](#)
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Date: Tuesday, 24 February 2026 1:24:00 PM
Attachments: [image001.png](#)
[Communications responsibilities - Department of Police, Fire and Emergency Management.DOCX](#)
[DPFEM Communications functions.XLSX](#)

Hi Barb

Pls see data for DPFEM.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

From: Hinkley, Ross <s 36 >
Sent: Friday, 20 February 2026 10:49 AM
To: Howes, Lisa <s 36 >
Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

You don't often get email from s 36 . [Learn why this is important](#)

Hi Lisa, apologies in the delay in coming back to you.

I'll have the \$\$ part of the below to you early next week, but in the meantime, please find attached:

- Completed spreadsheet (with column added at the end); and
- Summary document 'Communication responsibilities', so the audience has a clear understanding of the responsibilities carried out to support the front line across the three emergency organizations (Tas Police, Fire & SES).

I'll shoot you another email early next week with the \$\$.

Cheers, Ross

From: Howes, Lisa <s 36 >
Sent: Friday, January 30, 2026 12:27 PM
To: Medina, Celia (Treasury) <s 36 >; Badcock, Sally (Health) <s 36 >; Wilson, Louise (DPIPWE) <s 36 >; Conway, Angela (StateGrowth) <s 36 >; Burgess, Jenny (DoE)

Communications responsibilities: Department of Police, Fire and Emergency Management

The Department of Police, Fire and Emergency Management (DPFEM) comprises the operational arms of Tasmania Police, Tasmania Fire Service (TFS), State Emergency Service (SES) and Forensic Science Service Tasmania. It also includes Business and Executive Services which provides the human, financial, facility and resource services support to the operational areas of the Agency.

The diverse and unpredictable nature of the work undertaken by the operational areas has required DPFEM to develop a highly specialised communication capability to ensure that the operational needs of the Commissioner of Police and the Fire and Emergency Services Commissioner are able to be met.

Given the high level of the functions described in the attached spreadsheet, further information is provided below to outline the media and communications support provided to support operations and emergency responses within DPFEM.

Operational communications capability

DPFEM has an obligation to provide information to the public about police, fire and emergency incidents. This routinely includes incidents that occur outside of business hours, which DPFEM has a 24/7 on-call function to support.

The operational arms of DPFEM – in particular Tasmania Police, TFS and SES – require media and communications support for critical day-to-day operations including, but not limited to:

- Missing persons
- Public order incidents
- Major crimes such as murder, sexual assaults, armed robberies and firearms crime
- Search and rescue operations
- Bushfires, floods and severe weather
- Road closures and traffic incidents
- Evacuations and community warnings
- Structural fires
- Hazardous material incidents

To support this, DPFEM operates a statewide communication capability, with a dedicated resource in the north of the state. Where significant incidents occur, for example the recent shooting of a police officer at North Motton, DPFEM will deploy communication resources to assist frontline and executive members with media management and communications.

Under the *Police Service Act 2003*, the Commissioner is responsible for the control and management of the Police Service, including all operational decisions. Similarly, under the *Fire Service Act 1979*, the Fire and Emergency Services Commissioner is responsible for the control and management of the fire-fighting resources of the TFS.

In these statutory roles, the Commissioner of Police and the Fire and Emergency Services Commissioner rely on a 24/7 media and public communications service to support operational responses and to build and maintain credibility and public trust in the police and fire services.

It is critical that staff working in police communications understand the policing and emergency management environment, including the legal limitations that apply to the release of information. Select roles are subject to national security clearances and trained in the Australasian Inter-service Incident Management System (AIIMS), with a requirement for experience in court and police reporting.

In the month of January 2026, DPFEM issued 187 media releases and provided 403 media responses, published 300 social media posts and coordinated 25 media events. Tailored media training is delivered to staff within all service arms, with approximately 150 police (including Sergeants, Inspectors, Radio Dispatch Service, Prosecution) and 75 TFS and SES staff participating in the in-house training in 2025 through dedicated workshops or inclusion in existing professional development (Investigative Skills, S3MP) and promotional programs. In Tasmania Police in particular, it is an organisational priority that each police officer is able to competently and professionally be interviewed at an incident and provide informative, legally and operationally appropriate and reassuring messages to the community. Tailored social media training is delivered to more than 80 TFS and SES volunteers annually.

The internal communications function supports the Commissioner and other Executive members in day-to-day information sharing and engagement across service arms and with frontline members and, in the case of TFS and SES, volunteers. This includes issuing internal communications on behalf of the statutory roles, such as the Police Gazette, and writing speeches in collaboration with the Commissioner of Police, who is regularly requested to present at forums, conferences and community events.

Emergency response capability

The DPFEM operational arms are identified in the Tasmanian Emergency Management Arrangements (TEMA) as an Advisory Agency or Management Authority for a number of hazards. This includes the functional role and responsibilities of a Response Management Authority (RMA) who are responsible for command, control and coordination of resources to protect the community.

DPFEM maintains capabilities to support the public information and warnings needs of the community across the hazards where DPFEM operational arms are the RMA. This includes media management and coordination of internal communications, particularly during responses that involve multiple operational arms.

These capabilities are maintained within two business units: Media, Communications and Engagement (MCE) and TFS-SES Public Information and Warnings Unit (PIWU).

PIWU is responsible for coordinating and issuing warnings and community information across all hazards on behalf of TFS, SES and in relation to land tenured to Parks and Wildlife Service (PWS) and Sustainable Timber Tasmania (STT) as part of the *Inter-Agency Bushfire Management Protocol*. This includes a 24/7 on-call function that supports Duty Officers, Incident Controllers, FireComm and the State Operations Centre and manages critical warning systems including:

- TasALERT (TFS & SES hazards)
- Australian Warning System
- Emergency Alert
- National Messaging System (AusAlert)
- Standard Emergency Warning Signal

Emergency management communications staff within MCE also manage planning and training for emergency responses, including liaison with other RMAs and participation in national sub-committees of the Australia–New Zealand Counter-Terrorism Committee (ANZCTC).

In the event that a State Control Centre is activated under the TEMA, and the Commissioner for Police assumes the role of State Controller, the communications staff within DPFEM have undertaken the planning and training, and have the relevant experience and familiarity with the operational arms of DPFEM, to support a whole-of-state emergency response.

[illegible]

King, Gemma

From: Howes, Lisa s 36
Sent: Tuesday, 24 February 2026 1:23 PM
To: 'Barbara McGregor'
Cc: Healey, Mathew
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Attachments: DoH Comms_roles_functions_DPAC Completed.xlsx

OFFICIAL

Pls see attached for DoH.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Planchon, Anita J s 36
Sent: Tuesday, 24 February 2026 1:18 PM
To: Howes, Lisa s 36
Cc: Badcock, Sally (Health) s 36; Webster, Dale E (Health) s 36; Nugent, Darren P (Health) s 36
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

You don't often get email from s 36 [Learn why this is important](#)

Hi Lisa

Apologies for the delay in getting this information to you. Please find completed spreadsheet attached. We are still working on the 25-26 operational expenditure which unfortunately was not neatly contained in a BEB, and will get this to you as soon as possible.

Kind regards
Anita



Anita Planchon
Executive Director, Office of the Secretary, Department of Health
Tel: s 36
Email: s 36

I acknowledge and respect Tasmanian Aboriginal people as the traditional owners and ongoing custodians of the land on which I work and live, and pay respect to Elders past, present and emerging.

From: Webster, Dale E s 36
Sent: Friday, 30 January 2026 2:00 PM
To: Planchon, Anita J s 36
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Regards



Dale WEBSTER PSM
Secretary
(he/him/his)
Department of Health
10/22 Elizabeth Street, Hobart TAS 7000
03 6166 3530
secretary@health.tas.gov.au | www.health.tas.gov.au

It's always OK to speak up

Find out how at:

www.health.tas.gov.au/child-safety-and-wellbeing



'I acknowledge Aboriginal people as the traditional owners of this Land and respect their culture and identity which has been bound up with the Land, Sea, Waterways and Sky for generations.'

From: Howes, Lisa s 36
Sent: Friday, 30 January 2026 12:31 PM
To: Webster, Dale E s 36
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

OFFICIAL

Hi Dale

Just sharing this email in case you may wish to allocate this for action, given Sally is on leave until 10 February.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

Business Unit										Functions														Policies and procedures relating to functions listed in spreadsheet (eg style guide, branding)
										Internal Communications (eg newsletters, all staff messages)	Publications (eg drafting, reviewing, advice, accessibility)	Communications Strategies (eg cyber, crisis strategy, response, crisis strategy)	Advertising / Campaigns / Marketing	Photography	Digital Media (eg podcasts, webinars)	Social Media (eg Facebook)	Media	Stakeholder / Community Management / Engagement	Change Management	Web Services - internal and external content (non-IT functions)	Web Services - internal and external (IT functions)	Events / Promotions		
Position Title	Band	FTE	% FTE during COVID	Business Unit	Graphic Design																			
Manager - Strategic Communications	Band 8	1	1	1	Office of the Secretary (Comms)																			
Senior Communications and Media Advisor	Band 7	1	1	1	Office of the Secretary (Comms)																			
Senior Communications and Media Advisor	Band 7	1	1	1	Office of the Secretary (Comms)																			
Senior Communications Officer	Band 7	1	1	1	Office of the Secretary (Comms)																			
Senior Communications Officer	Band 7	1	1	1	Virtual and Community Care																			
Communications Advisor	Band 6	1	1	1	Office of the Secretary (Comms)																			
Digital Communications Officer	Band 5	1	1	1	Office of the Secretary (Comms)																			
Digital Communications Officer	Band 5	1	1	1	Office of the Secretary (Comms)																			
Digital Communications Officer	Band 5	1	1	1	Office of the Secretary (Comms)																			
Media and Communications Manager	Band 7	1	0.5	0.5	Hospitals NW																			
Media and Communications Officer	Band 5	0.8	0.8	0.8	Hospitals NW																			
Assistant Manager - Communications and Media	Band 7	1	0.5	0.5	Hospitals S																			
Community Relations Support Officer	Band 4	1	0.5	0.5	Hospitals S																			
Coordinator, Public Relations and Event Management	Band 5	1	0.5	0.5	Hospitals S																			
Project Officer	Band 6	1	0.5	0.5	Hospitals N																			
Media and Community Engagement Officer	Band 7	1	1	1	Hospitals N																			
Manager - Communications	Band 9	1	0.2	Community, Mental Health and Wellbeing																				
Senior Consultant, Communications	Band 6	1	0.8	Community, Mental Health and Wellbeing																				
Communications Project Officer	Band 6	1	0.8	Public Health Services																				
Communications and Projects Officer	Band 5	1	0.5	Community, Mental Health and Wellbeing																				
Senior Advisor - Communication and Engagement	Band 7	1	1	1	Public Health Services																			
Senior Communications Officer	Band 7	1	0.8	Digital Health Transformation																				
Senior Communications Officer	Band 7	1	0.8	Digital Health Transformation																				
Senior Communications Officer	Band 7	1	0.8	Digital Health Transformation																				
		23.8 FTE	18 FTE																					

* Events and Media effort is significantly geared towards Ministerial support

From: [Howes, Lisa](#)
To: ["Barbara McGregor"; Healey, Mathew](#)
Subject: Update
Date: Tuesday, 24 February 2026 1:38:00 PM
Attachments: [image001.png](#)

Hi Barb and Mat

I have sent through FTE data for all agencies with the exception of DTF and DoJ. I have followed up with the Dep Secs.

The financial \$ is still to be provided.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

King, Gemma

From: Howes, Lisa s 36
Sent: Tuesday, 24 February 2026 4:03 PM
To: 'Barbara McGregor'; Healey, Mathew
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]
Attachments: Department of Justice communications resources list.xlsx

OFFICIAL

Hi Barb

Please find attached the data from DoJ.

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Lee, Jennifer s 36
Sent: Tuesday, 24 February 2026 3:45 PM
To: Howes, Lisa s 36
Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Hello Lisa,

My apologies that this has taken longer than anticipated. I've had to go back and forward with our HR team quite a few times to look at the detail of positions in terms of the duties and funding source. I only got the last gaps in the data filled in a few hours ago and have been in back to back meetings until now.

As you probably know Justice supports a number of independent statutory authorities, a number of which have their own communication resources. These are included in the attached list of our communications and communications related roles, but shaded green so you can see those that are within the control of the Department and those that are part of the bodies we support.

I would also note that our spend on external communication services (aside from the placement of advertisements) was negligible in 2024-25 as we do the large majority of this work in-house. Core areas of the Department (that is non statutory authorities) spent \$10,000 on external design services last financial year and \$8,500 of that was on behalf of the whole of government sex and gender reform project. We have intentionally invested in our in-house capacity in recent years to the extent that even the 660 page State of the Environment Report we were able to prepare ourselves.

Please let me know if any of the information in the spreadsheet is unclear or if you need further details.

Kind regards – and sorry again for the tardy response.

Jen

Jennifer Lee (she, her, hers)

Acting Deputy Secretary - Strategy, Governance and Major Projects

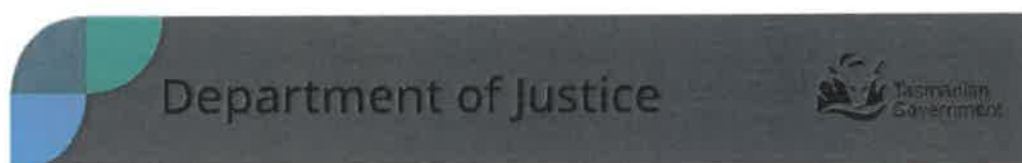
Department of Justice

Level 1, 85 Collins Street

Hobart Tasmania 7000 Australia

M: s 36

E: | W: justice.tas.gov.au



We act with **Integrity** **Respect** **Accountability** Our workplaces are **Inclusive** **Collaborative**

In recognition of the deep history and culture of this Island, we acknowledge Tasmanian Aboriginal people, the original and continuing Custodians of the Land, Sea and Sky. We acknowledge and pay our respects to all Tasmanian Aboriginal people, all of whom have survived invasion and dispossession, and continue to maintain their identity, culture and Aboriginal rights.

From: Howes, Lisa s 36

Sent: Tuesday, 24 February 2026 1:32 PM

To: Lee, Jennifer s 36

Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template
[SEC=OFFICIAL]

OFFICIAL

Hi Jen

Just checking on the status of the DoJ data please. This is the last bit of information we require for this step in the process.

Regards
Lisa



Lisa Howes

Chief Governance and Risk Officer

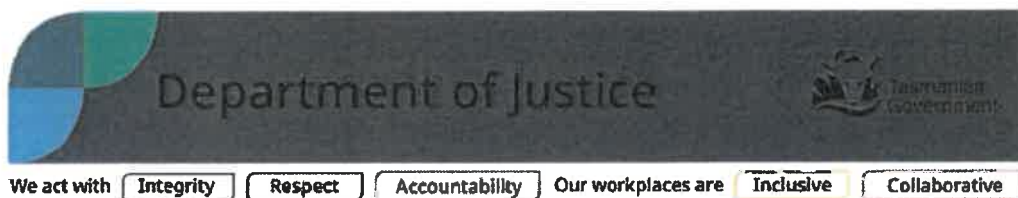
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Lee, Jennifer s 36
Sent: Thursday, 19 February 2026 10:11 AM
To: Howes, Lisa s 36
Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Hi Lisa,
Just a quick note to let you know that I haven't forgotten about this one. I received a list from our HR people at the beginning of this week but there are some positions in there that don't make sense to me so I'm just chasing some more details.
Should have it to you by the end of this week.
Thanks
Jen

Jennifer Lee (she, her, hers)
Acting Deputy Secretary - Strategy, Governance and Major Projects
Department of Justice
Level 1, 85 Collins Street
Hobart Tasmania 7000 Australia
M: s 36
E: s 36 | W: justice.tas.gov.au



In recognition of the deep history and culture of this Island, we acknowledge Tasmanian Aboriginal people, the original and continuing Custodians of the Land, Sea and Sky. We acknowledge and pay our respects to all Tasmanian Aboriginal people, all of whom have survived invasion and dispossession, and continue to maintain their identity, culture and Aboriginal rights.

From: Howes, Lisa s 36
Sent: Friday, 30 January 2026 12:27 PM
To: Medina, Celia (Treasury) s 36; Badcock, Sally (Health) s 36; Wilson, Louise (DIPWE) s 36; Conway, Angela (StateGrowth) s 36; Burgess, Jenny (DoE) s 36; Hinkley, Ross (TFS) s 36; Lee, Jennifer s 36
Cc: Healey, Mathew (DPaC) s 36; Howes, Lisa (DPaC) s 36
Subject: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

OFFICIAL

Dear all

Thank you for your feedback on the proposed template.

During the feedback process, operational expenditure for external communications and marketing services (ie advertising, campaigns, design etc) was raised.

Department	Department of Justice				Functions															
						Internal Communications (eg newsletters, all staff messages)	Publications (eg drafting, reviewing, advice, accessibility)	Communications Strategies (eg cyber security strategy, emergency response communications)	Advertising / Campaigns / Marketing		Digital Media (eg podcasts, webinars)	Social Media (eg Facebook)	Media		Stakeholder / Community Management / Engagement	Change Management	Web Services - Internal and external content (non-IT functions)	Web Services - Internal and external (IT functions)		Policies and procedures relating to functions listed in spreadsheet (eg style guide, branding)
Function	Position Title	Band	FTE	Business Unit	Agency notes	Graphic Design					Photography								Events / Promotions	
	Community Engagement & Education Officer	band6	1.0	Aust Electoral Commission	This position is responsible for the ACTO's training, education and outreach programs rather than more government communication work.															
	Assistant Director, Policy and Stakeholder Relations	band7	1.0	Consumer Building & Occupational Service	These positions lead policy and project work for CBOS across their wide range of legislative responsibilities. The engagement aspects of their role relate to communication and consultation in the context of policy and legislative projects.															
	Director, Policy and Stakeholder Engagement	band8	1.0	Consumer Building & Occupational Service																
	Communications Officer	band5	1.0	Consumer Building & Occupational Service																
	Compliance Education and Engagement Officer	band5	1.0	Consumer Building & Occupational Service	These positions focus on education and awareness for businesses and consumers in relation to the Australian Consumer Law.															
	Compliance Education and Engagement Officer	band5	1.0	Consumer Building & Occupational Service																
	Digital Services Officer	band4	1.0	Chief Information Officer																
	Digital Services Project Coordinator	band5	1.0	Chief Information Officer	These positions are technical roles within the Web Services team that is part of the Office of the CIO rather than a communications team.															
	Web Services Officer	band3	1.0	Chief Information Officer																
	Manager Web Services	band6	1.0	Chief Information Officer																
	Director Strategic Communications	band9	0.8	Strategic Communications																
	Senior Communications Officer	band8	1.0	Strategic Communications																
	Senior Communications Officer	band6	0.9	Strategic Communications																
	Senior Communications Officer	band5	1.0	Strategic Communications																
	Communications and Design Officer	band4	1.0	Tasmania Electoral Commission																
	Communications Manager	band6	1.0	Tasmania Electoral Commission	These positions are part of the Tasmania Electoral Commission which is an independent statutory body that the Department of Justice provides support to. The TEC operates corporately independently in terms of communications and their budget is separate from the Department.															
	Communications Officer	band5	1.0	Tasmania Electoral Commission																
	Communications Officer	band3	0.7	Tasmania Electoral Commission																
	Director Elections and Engagement	band8	1.0	Tasmania Electoral Commission																
	Elections and Engagement Coordinator	band6	1.0	Tasmania Electoral Commission																
	Stakeholder Support Coordinator	band5	1.0	Tasmania Electoral Commission																
	Communications Officer (RWVP-F)	band8	0.8	Justice Support Services	This is a fixed term project position that is funded from the project budget to support the expansion of the RWVP scheme.															
	Senior Policy and Engagement Officer	band9	1.0	Justice Support Services	The stakeholder engagement aspect of these roles is internal to the Department and government and largely															
	Senior Policy and Engagement Officer	band6	1.0	Justice Support Services																
					This position is part of the Supreme Court's establishment. The Supreme Court operates independently of the Department of Justice. The communication responsibilities of this position is for work are shared to internal departments and engagement with the legal profession.															
	Legal Research and Communications Officer	band4	1.0	Supreme Court																
	Client Engagement Officer	band4	0.9	Tasmania Legal Aid	Tasmania Legal Aid is an independent statutory body that the Department of Justice provides administrative support.															
	Communications Officer	band4	0.8	Tasmania Legal Aid																
					This position is part of the Directorate Office at the TPS and oversees internal communications (which are unique in a correctional environment) as well as policy development and acts as a contact point for central Ministerial liaison and Communications teams seeking information to respond to media and Ministerial requests.															
	Assistant Director Engagement, Communications & Po	band8	1.0	Tasmania Prison Service																
	Assistant Director Stakeholder Engagements	band7	0.9	WorkSafe Tasmania	These positions are all funded by the WorkSafe Board.															
	Communications Officer	band4	1.0	WorkSafe Tasmania	Tasmania rather than the Department and specifically work on projects and initiatives for the Board rather than the Department.															
	Director, Stakeholder Engagement	band8	1.0	WorkSafe Tasmania																
	Trained and Recruitment Officer	band4	1.0	WorkSafe Tasmania																
	Publications Officer	band4	0.8	WorkSafe Tasmania																

Tasmanian Government Communications Managers Meeting Minutes

Date: Wednesday, 25 February 2026
Time: 11.00 am – 12.30 pm
Location: DPAC Offices

1. Traditional Acknowledgement

Michael gave an acknowledgement of country.

2. Welcome/Apologies

Chair: Michael Saunders (DPAC).

Welcome: Allison Round (NRE Tas), Angela Davies attended on behalf of Jen Lee (Justice), Warwick Brennan (DPFEM), Alison Wood (DPAC, RRT), Emma Reid (DSG), Darren Nugent (DoH), Devi Barker (Tourism), Laurelle Halford (Service Tas), Liz Woodberry (DECYP), Kate Patmore (Treasury), Will Charlton (Mac Point) and Renee Watson (DPAC).

(Please note: one representative from DPFEM attends each meeting. If Lisa is unable to attend, Warwick or Mel attend on her behalf).

Apologies: Mel Simmonds (DPFEM), Lisa Stingel (DPFEM), Skye Kelly (Homes Tas), Jen Lee (Justice) and Jemima Phelps (Brand Tas).

3. Update on Centralised Comms

Michael introduced Lisa Howes, Chief Governance and Risk Officer and Mat Healy, Deputy Secretary Strategy and Delivery, to the meeting to provide an update on centralised comms. Discussion points are below:

Mat said this is the first of several updates, and progress has been slow because many details still need to be worked through and finalised.

The work is still in its early stages, and agencies will be consulted as the new shared communications and marketing service is developed. The government has already committed to creating this service, and the focus now is on delivering it effectively.

The scope, how the shared service will relate to existing functions, and the process for establishing it are still to be worked through and will be shaped through discussions with agencies.

A spreadsheet was circulated to agencies a month or so ago and agencies have provided data on their current communications and marketing resources so a clear picture of the existing landscape can be built.

OFFICIAL

From there, a range of shared-service models will be discussed with agencies ranging from a shared service for strategic directions and strategic communications. Also relating to individual communication resources in agencies all the way through to the consolidation of resources into one central unit – and work through the many options in between.

The scope also needs to be defined, including whether it covers media, strategic internal communication, graphic design and web management.

The current message is not helpful in terms of giving a picture of what the future looks like, but hopefully a message around reassurance that there is no predetermined outcome here.

Mat said there are challenges of how the whole-of-government capability is created but to also maintain resources connected to operational areas within the agency. This will be worked through carefully. At the same time there are opportunities for larger, more mature capabilities, being able to encourage increased specialisation within the comms and marketing capabilities for the state service - there could be efficiencies around bringing some functions together to deliver.

Communications resources could be used more flexibly to meet emerging or emergency needs of government.

The data exercise is meant only to create a full picture; it does not define the scope of the work. Its purpose is to ensure we understand the landscape so the eventual scope can be properly informed by it. Agency information is still being gathered, and a consultant will be involved to shape the next stage.

There is no predetermined scope and operating model. An informed process is being worked through with agencies to capture how functions work and how they are aligned with the operational needs of an agency.

Creating some sort of strategic comms function at the centre that's disconnected from the resources in agencies probably won't work, but at the other end of the spectrum, creating a central comms that is disconnected from operations also won't work. Need to find the sweet spot in the middle.

Lisa said a Deputy Secretary Working Group has been established, with all government departments being represented.



s.35

s.35

s.35

s.35

s.35

s.35

s.35

That concludes the discussion. Mat advised he is happy to attend this meeting regularly to provide honest and transparent updates.

ACTION: Renee to invite Mat and Lisa to upcoming meetings.

4.

Not relevant

From: Healey, Mathew s 36
Sent on: Thursday, February 26, 2026 5:45:19 AM
To: Barbara McGregor s 36; Howes,
Lisa s 36
Subject: RE: [SECOFFICIAL]

All good – Lisa is tied up so we can just chat.

Mathew Healey | Deputy Secretary
Strategy and Delivery

Department of Premier and Cabinet
Level 7, 15 Murray Street
Hobart, Tasmania 7000
s 36

s 36 | www.dpac.tas.gov.au



CUSTOMER FOCUS • EXCELLENCE • WORKING TOGETHER • PROFESSIONAL

From: Barbara McGregor s 36
Sent: Thursday, 26 February 2026 4:44 PM
To: Howes, Lisa s 36
Cc: Healey, Mathew s 36
Subject: Re: [SEC=OFFICIAL]

OFFICIAL

Hi Lisa and Mat - apologies I'll need to dial in also as I've been caught in traffic and so have found somewhere to park to dial in.

Cheers
Barb



Barbara McGregor
Managing Director • Founder
s 36
barbaramcgregor@dpac.tas.gov.au

OFFICIAL

On Thu, 26 Feb 2026 at 12:15 pm, Howes, Lisa s 36 wrote:

OFFICIAL

Hi Mat and Barb

Just a heads up, I will be via Teams for the meeting this afternoon.

↓ ☆ 🗑 | 📄 ...

From: Healey, Mathew **s 36**
Sent on: Wednesday, December 10, 2025 9:40:47 PM
To: Barbara McGregor **s 36**
Subject: RE: Touching base

Hi Barb – will call later today.

Mathew Healey | Deputy Secretary
Strategy and Delivery

Department of Premier and Cabinet
Level 7, 15 Murray Street
Hobart, Tasmania 7000

s 36

s 36 | www.dpac.tas.gov.au



CUSTOMER FOCUS • EXCELLENCE • WORKING TOGETHER • PROFESSIONAL

From: Barbara McGregor **s 36**
Sent: Wednesday, 10 December 2025 7:22 AM
To: Healey, Mathew **s 36**
Subject: Touching base



Hi Matt,

Hope you're well. Just following up re next steps for this body of work.

Kind Regards
Barb



Barbara McGregor
Managing Director + Founder
s 36
www.mcgregorconsultants.com.au

King, Gemma

From: Howes, Lisa s 36
Sent: Friday, 6 March 2026 6:11 PM
To: Barbara McGregor; Healey, Mathew
Subject: Fw: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

OFFICIAL

Pls see below for Treasury.

Regards
Lisa

Get Outlook for iOS

OFFICIAL

From: Shelley, Abigail s 36
Sent: Friday, March 6, 2026 5:32:34 PM
To: Howes, Lisa s 36
Subject: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template [SEC=OFFICIAL]

Hi Lisa

Apologies for the delay, in 2024-25 Treasury spent \$58 649.46 (excluding GST) on external communications and marketing services.

Please note this expenditure includes \$39 666.96 in non-campaign advertising costs including Gray Matters advertisements (Vacancy Notices, Tenders and Public Notices), Telstra White Pages, iStock, and similar items.

Regards
Abigail



Abigail Shelley | Deputy Secretary (she/her)
Corporate and Governance | Department of Treasury and Finance
p s 36
e
w www.treasury.tas.gov.au
21 Murray Street, Hobart, TAS 7000 | GPO Box 147, Hobart, TAS 7001

From: Medina, Celia s 36
Sent: Tuesday, 24 February 2026 2:02 PM

To: Howes, Lisa (DPaC) s 36
Cc: Shelley, Abigail s 36
Subject: RE: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template
[SEC=OFFICIAL]

Hi Lisa

Abigail Shelley has taken carriage of this. In relation to the positions, I know it is a nil response as we don't have any dedicated roles for comms / marketing.

Abigail will provide you with information about our external operational expenditure.

Thanks
Celia



Celia Medina | Director People and Culture (she/her)
Human Resources | Department of Treasury and Finance

p s 36
e

w www.treasury.tas.gov.au

21 Murray Street, Hobart, TAS 7000 | GPO Box 147, Hobart, TAS 7001

From: Howes, Lisa s 35
Sent: Tuesday, 24 February 2026 1:36 PM
To: Medina, Celia s 36
Subject: FW: FOR ACTION: Establishment of a Communications & and Marketing Shared Service - template
[SEC=OFFICIAL]

OFFICIAL

Hi Celina

Just touching base in regard to the below request. Do you have an ETA on when the data will be provided please?

Regards
Lisa



Lisa Howes
Chief Governance and Risk Officer
Department of Premier and Cabinet, Tasmania

OFFICIAL

From: Howes, Lisa s 36
Sent: Friday, 30 January 2026 12:27 PM

King, Gemma

Subject: Communications & Marketing Shared Services Meeting
Location: Microsoft Teams Meeting; Hobart-15 Murray St-Level 7-Medium Meeting Room

Start: Mon 30/03/2026 11:00 AM
End: Mon 30/03/2026 12:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: DeputySecretary.PD
Required Attendees: DeputySecretary.PD; Zeng, Zoe (NRE); Deputy Secretary for Improvement and Evaluation (DoE); Dancey, Rebecca (DPFEM); Justice OTS; DSBSadmin@stategrowth.tas.gov.au; Treasury OTS; Secretary@health.tas.gov.au; Badcock, Sally (Health); barbara@mcgregorassociates.com.au; Howes, Lisa; Harris, Danielle (StateGrowth); Colley, Kath; Shelley, Abigail
Optional Attendees: Concierge Distribution List; Moore, Thomas; Healey, Mathew; Lee, Jennifer (DoJ); Wilson, Louise (DPIPWE); Burgess, Jenny; Gonzalez, Michel; Planchon, Anita J; Wilson, Deidre; PSQ - 8.09 - Deputy Secretary Strategy & Performance
Resources: Hobart-15 Murray St-Level 7-Medium Meeting Room

Categories: Internal - 15 Murray

Update: Location – Level 7 Medium Meeting Room

Dear All,

I am sorry, this meeting time may not be suitable for everyone. If your member is not able to attend we will find individual times to catch up – so please let me know.

You are invited to attend a 1-hour meeting with Mat Healey to discuss Communications & Marketing Shared Services.

Format: Microsoft Teams / In person (If you are attending in person please present to concierge).

If you have any queries please contact deputy.secretary.pd@dpac.tas.gov.au or phone 03 6232 7550

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 448 678 481 482 36

Passcode: QP2Qi9eV

King, Gemma

Subject: Round 2 Communications & Marketing Shared Services Meeting
Location: Microsoft Teams Meeting; Hobart-15 Murray St-Deputy Secretary Strategy and Delivery

Start: Fri 10/04/2026 4:00 PM
End: Fri 10/04/2026 5:00 PM

Recurrence: {none}

Meeting Status: Meeting organizer

Organizer: Healey, Mathew
Required Attendees: Zeng, Zoe (NRE); Wilson, Louise (DPIPWE); Wilson, Deidre (DPIPWE); Colley, Kath
Optional Attendees: Yan, Anita (DPIPWE); Concierge Distribution List; Barbara McGregor; Gonzalez, Michel; Moore, Thomas

Resources: Hobart-15 Murray St-Deputy Secretary Strategy and Delivery

Categories: Internal - Office

Good morning All, invite updated to include Deidre and Anita. Teams or in person is fine.

If you are attending in person, please present to our concierge team on the ground floor.

Kind regards

Mel

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/49909288048421?p=4boyvypEjhfFlaSk6K>

Meeting ID: 499 092 880 484 21

Passcode: qQ9bC3zL

[Need help?](#) | [System reference](#)

For organizers: [Meeting options](#)



King, Gemma

Subject: Round 2 Communications & Marketing Shared Services Meeting
Location: Microsoft Teams Meeting; Hobart-15 Murray St-Level 6-Large Meeting Room

Start: Mon 13/04/2026 12:00 PM
End: Mon 13/04/2026 1:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: DeputySecretary.PD
Required Attendees: Rebecca.Dancey@dpfem.tas.gov.au; Treasury OTS; barbara@mcgregorassociates.com.au; Secretary@health.tas.gov.au; Howes, Lisa; Healey, Mathew; Harris, Danielle (StateGrowth); Colley, Kath
Optional Attendees: Concierge Distribution List; Gonzalez, Michel; Moore, Thomas; ootds.improvementandevaluation@decyp.tas.gov.au; dsbsadmin@stategrowth.tas.gov.au; Justice OTS; Shelley, Abigail; Badcock, Sally; s 36

Resources: Hobart-15 Murray St-Level 6-Large Meeting Room

Categories: Internal - 15 Murray

Dear Ross H, Sally, Barbara, Lisa, Abigail,

Optional: Jenny, Ange, Ross S, Kyle – please feel free to join if you can make it.

You are invited to attend a meeting with Mat Healey to discuss Communications & Marketing Shared Service

Format: In-person / Microsoft Teams

If you have any queries, please contact deputy.secretary.pd@dpac.tas.gov.au or phone 03 6232 7550

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/44044936916719?p=5i98MR0xNQOSe9f3hr>

Meeting ID: 440 449 369 167 19

Passcode: TE6Sn7Xj

[Need help?](#) | [System reference](#)

King, Gemma

Subject: Communications & Marketing Shared Services Meeting
Location: Microsoft Teams Meeting; Hobart-15 Murray St-Deputy Secretary Strategy and Delivery

Start: Tue 14/04/2026 4:00 PM
End: Tue 14/04/2026 4:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Healey, Mathew
Required Attendees: Planchon, Anita J (Health); Burgess, Jenny (DoE); Colley, Kath
Optional Attendees: Deputy Secretary for Strategy and Performance (DECYP); Barbara McGregor
Resources: Hobart-15 Murray St-Deputy Secretary Strategy and Delivery

Categories: Virtual Meeting

Dear Anita and Jenny,

Mat would like to discuss Communications & Marketing Shared Services.

Format: Microsoft Teams or Jenny, Mat did say that he would be happy to come to you.

If you have any questions, please contact deputy.secretary.pd@dpac.tas.gov.au or phone 03 6232 7550

Kind regards,
Mel

Melanie Dawes

Executive Officer | Executive Administrative Support Team



**Tasmanian
Government**

Department of Premier and Cabinet

Executive Building, Level 4, 15 Murray Street, Hobart TAS
Hobart, Tasmania 7000 Australia

P: 

E: deputysecretary.pd@dpac.tas.gov.au | W: www.dpac.tas.gov.au

'I acknowledge Aboriginal people as the traditional owners of this Land and respect their culture and identity which has been bound up with the Land, Sea, Waterways and Sky for generations.'

King, Gemma

Subject: Communications & Marketing Shared Services Meeting
Location: Microsoft Teams Meeting; Hobart-15 Murray St-Level 4-Large Meeting Room

Start: Mon 18/05/2026 9:00 AM
End: Mon 18/05/2026 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: DeputySecretary.PD
Required Attendees: DeputySecretary.PD; Healey, Mathew; Howes, Lisa; Barbara McGregor; sally badcock; Harris, Danielle (StateGrowth); Shelley, Abigail (Treasury); Lee, Jennifer (DoJ); Wilson, Louise (DPIPWE); Burgess, Jenny (DoE); Anita Planchon; Wilson, Deidre (DPIPWE)
Optional Attendees: Concierge Distribution List; Gonzalez, Michel; Moore, Thomas
Resources: Hobart-15 Murray St-Level 4-Large Meeting Room

Categories: Internal - 15 Murray

Dear All,

You are invited to attend a meeting with Mat Healey to discuss shared communications and marketing..

Format: In-person / Microsoft Teams

If you are attending in person please present to concierge on the ground floor.

If you have any questions please contact deputy.secretary.pd@dpac.tas.gov.au or phone 03 6232 7550

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/42484565777704?p=rc9Rnqu61euWdpsLJV>

Meeting ID: 424 845 657 777 04

Passcode: ER7mT9yX

[Need help?](#) | [System reference](#)

For organizers: [Meeting options](#)

King, Gemma

Subject: Communications & Marketing Shared Services Meeting
Location: Microsoft Teams Meeting; Hobart-15 Murray St-Level 4-Large Meeting Room
Start: Wed 10/06/2026 2:00 PM
End: Wed 10/06/2026 3:00 PM
Recurrence: (none)
Meeting Status: Meeting organizer
Organizer: Healey, Mathew
Required Attendees: Badcock, Sally (Health); Harris, Danielle (StateGrowth); Shelley, Abigail (Treasury); Lee, Jennifer (DoJ); Wilson, Louise (DPIPWE); Burgess, Jenny (DoE); Planchon, Anita J (Health); Wilson, Deidre (DPIPWE); Hinkley, Ross (DPFEM)
Optional Attendees: Colley, Kath; Barbara McGregor; Concierge Distribution List; Gonzalez, Michel; Moore, Thomas; PSQ - 8.09 - Deputy Secretary Strategy & Performance
Resources: Hobart-15 Murray St-Level 4-Large Meeting Room
Categories: Virtual Meeting

Apologies, this meeting should have been scheduled for 1 hour – 2.00pm – 3.00pm.

Dear All,

You are invited to attend a meeting with Mat Healey to discuss Communications and Marketing Shared Services and pathway forward since the DSSC meeting has been cancelled.

Format: In-person / Microsoft Teams

If you have any queries, please contact deputy.secretary.pd@dpac.tas.gov.au or phone 03 6232 7550

Kind regards

Mel

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/4285543849937?p=xXk4MKVHFJNX6Kb85w>

Meeting ID: 428 554 384 993 7

Passcode: Q7e55on6



Tax Invoice for payment
(DPAC) Invoice #1
14 day payment terms

2 March 2026

Description	Units (Days)	Cost
Support for review of whole of government communication model	\$ 37	\$5000
Total	\$5000 + GST \$5,500	

Payment Details

\$ 39

Registered address

\$ 36
ABN 47669784614



Tax Invoice for payment (DPAC) #2

7- day payment terms

26 March 2026

Description	Units (Days)	Cost
Reporting period March 2026		
Development of Communications and Marketing Services strategy, including meetings and workshop	\$ 37	\$5,000
Total	\$5000 + GST (10%) \$5500	

Payment Details

\$ 39

Registered address

\$ 36

ABN 22 404 364 144



Tax Invoice for payment (DPAC) #3

7- day payment terms

30 April 2026

Description	Cost
Communications and Marketing Shared Services Review	\$5000
Total	\$5000 + GST (10%) \$5,500

Payment Details

\$ 39

Registered address

\$ 36

ABN 47 669 784 614



Tax Invoice for payment (DPAC) Invoice #4

7 day payment terms

29 May 2026

Description	Units (Days)	Cost
Reporting period May 2026		
Development of Communications and Marketing Services Strategy, including meetings and workshop	\$ 37	\$5,000
Total	\$5,000 + GST \$5500	

Payment Details

\$ 39

Registered address

\$ 36

ABN 47669784614