The Department of Defence provides strategic policy and capability options for Government to keep our country secure, and protect our interests. Communication is a key capability in achieving our objectives and the outcomes set by Government.

A responsive, flexible and innovative approach to how we communicate is critical to ensuring Defence’s mission, purpose and role – and how we are delivering against it – is well understood by our people, our stakeholders and the community.

This strategy provides guidance on how we can tell our story so that the Australian community understands how the important work we do contributes to keeping our country safe and our national interests secure.

This strategy outlines our key communication themes and approach and reflects our communication priorities around:

- responding to strategic change, globally and in our region;
- operational effectiveness;
- supporting our people;
- continuous improvement;
- capability, force modernisation and industry policies and programs to meet emerging strategic circumstances; and
- embedding a One Defence culture.

We are committed to working together with the senior leadership team and the entire Defence workforce to anticipate and meet the challenges before us.

Building future capability takes commitment, innovation and strong productive relationships across Defence, government and industry. Enhancing our communication capability is critical to navigating this work and building on the One Defence principles and behaviours that will ensure our success.

Greg Moriarty
Secretary

General Angus J. Campbell, AO, DSC
Chief of the Defence Force

Foreword
OUR OUTCOMES
Defend Australia and its national interests through the conduct of operations and provision of support for the Australian community and civilian authorities in accordance with Government direction.

Protect and advance Australia’s strategic interests through the provision of strategic policy, the development, delivery and sustainment of military intelligence and enabling capabilities; and the promotion of regional and global security and stability as directed by Government.

ONE DEFENCE
The One Defence culture requires everyone at all levels within Defence to think about how we work together to connect, share, innovate and continuously improve. Drawing all of these elements together and forming clear, overarching One Defence messaging provides an opportunity for us to unify, integrate and support a culture of One Defence.

Defence recognises the important history and culture of the Australian Defence Force Services and reinforces a cohesive organisation focused on whole-of-Defence – and whole-of-Government – outcomes. This holistic approach is critical to developing capabilities, generating joint forces, creating links with defence industry and building capability through partnerships.

Defence drives how we work together to deliver our Purpose (in support of our Mission), with the following One Defence communication outcomes:

- Defence has a strong reputation and our stakeholders have a clear understanding of the role and function of Defence
- One Defence operates and communicates as a single, unified organisation that is agile, operationally effective and responsive to the changing strategic environment, and able to deliver on the Government’s vision and mandate
- One Defence is clearly led from the centre and works as one effective and skilled team focused on delivering overall Defence and Australian Defence Force capability outcomes.

Government and security communication is inherently dynamic. Political and security environments change rapidly and technologies advance daily.

As our environment grows more complex, our purpose remains clear – to deliver quality communication that supports Government priorities, and builds trust with our people, stakeholders and the community.

This strategy serves as a starting point and frame of reference for all Defence communication.

It sets out the strategic intent and themes for communication activities, as well as the basic principles of communication planning and evaluation. These principles apply to international, domestic, project-specific or internal Defence communication.

This strategy underpins Defence’s strategic framework and the foundation documents that support it.
We will:

- deliver quality communication that supports Government priorities, and builds trust with our people, stakeholders and the community
- ensure our Australian Public Service, Australian Defence Force and industry partners understand their communication responsibilities, and are supported with guidance and tools to deliver targeted and strategic communication to their key audiences
- develop and maintain simple, clear key messages relating to key strategic priorities
- increase opportunities and support for our Ministers and senior leaders to communicate the work of Defence
- increase proactive opportunities for media to engage in what we do, including interacting with Defence senior leadership and being embedded in regional exercises and deployments where appropriate
- be responsive to information requests, media enquiries and correcting the record when there is misleading information in the public domain
- anticipate and identify potential media issues and take action to prepare communication responses
- develop clear communication objectives in consultation with our leaders and Ministers
- build relationships with the public and demonstrate the value of our work
- professionalise our communication workforce and equip staff, including our leaders, with the tools to communicate effectively and consistently
- ensure our communication aligns with strategic departmental documents, including the Defence White Paper, the Defence Corporate Plan, Pathway to Change and the First Principles Review
- enable a culture of collaboration reinforced and modelled through effective communication and engagement activities.
How this strategy enables communication in Defence

Communication strategy and planning is the process for developing communication to deliver on Defence’s strategic objectives. It is based on a clear, engaging narrative through which the story of Defence is told; simple key messages that build on this story in a consistent and accurate way; and a structured yet flexible approach to communication activities with a long-term focus.

All Defence strategic communication, including messaging, related communication planning and public affairs activity, must be aligned to this overarching Defence Communication Strategy.

The strategy provides the opportunity to be more deliberate and proactive in our whole-of-Defence communication planning and execution. This includes responding to Ministerial requests, proactively planning media opportunities, and supporting delivery areas to produce their own communication products through clear strategic direction and clarity of messaging. This will ensure cohesion and alignment across all communication efforts, enabling us to deliver quality communication that supports Government priorities, and builds trust with our people, stakeholders and the community.

How this strategy operates in our communication ecosystem

Defence Communication Strategy

- Define objectives, key messages, channels and audiences
- Develop communication tools and Defence-wide channels to support behavioural and culture change
- Enable agile and responsive crisis/issues management and the effective development and sustainment of strategic relationships
- Ensure an aligned and agile communication environment that is able to get ahead of the day-to-day media cycle to take a proactive, strategic approach to external engagement.

Defence Groups and Services strategies

- Develop Group and Service-specific objectives and content, and demonstrate links to the Defence-wide objectives and key messages
- Leverage Defence-wide channels and audiences, and refine as required to suit Group and Service-specific audiences
- Develop tailored communication materials for use with internal and external audiences
- Enable a culture of collaboration, reinforced and modelled through effective communication and engagement activities
- Ensure everyone is on the same page, supporting leadership and proactively preparing for key issues before they become issues.

Defence Groups and Services event, activity and project plans

- With support and guidance from the strategic centre, Groups and Services develop project-specific tactical implementation plans that align to the Group and Service-specific strategies
- Leverage Defence-wide channels and refine as required to suit specific audiences
- Identify stakeholders and map their interests or concerns to tailor engagement to specific needs and expectations
- Develop individual, project-specific communication materials where required with a view to use internally and externally
- Develop communication tactics to support key identified events and activities.
Effective, aligned, fit-for-purpose communication will be developed using the following principles.

**ACCESSIBLE**
Communication should take into account accessibility considerations for our diverse audiences. This includes culturally and linguistically diverse backgrounds, people with disability, Aboriginal and Torres Strait Islanders, LGBTI audiences and those working in remote locations.

**ACCOUNTABLE**
Everyone plays a role, directly or indirectly, to help share Defence’s story and we are all accountable for helping to build our reputation through engagement with our stakeholders and partners.

**ALIGNED**
Effective communication is coordinated and supported from the top with endorsement by an aligned group of leaders. Our channels and messaging should always reflect and reinforce the objectives of Defence and Government.

**CONSISTENT**
Consistency is critical to the credibility of leadership, information and Defence as a whole. Communication should be consistent in accuracy, reliability and presentation.

**CONSULTATIVE**
Our communication should always be developed in consultation with subject-matter experts and stakeholders to avoid ineffective strategies that won’t make an impact or gain support.

**EVIDENCE-BASED**
Our communication decisions should be based on insight and evidence about audience needs and behaviour. This can come from consultation, feedback or research and helps ensure a message is heard and understood.

**PERSONAL**
Communication needs to resonate with individuals and be presented by leaders in an authentic way. This is critical in building a culture of trust and driving engagement.

**PLANNED**
Communication to maintain alignment and drive behaviour change requires a deliberate and considered approach to ensure the right message reaches the right audience at the right time.

**PURPOSEFUL**
Effective communication requires objectives – it should be clear in its intent, desired audience response and role in helping achieve broader organisational objectives.

**RELEVANT**
Every message and channel needs a clear audience, intent and evaluation mechanism to ensure it is targeted and adding value. Communication is not just about what we want to tell people; it’s about understanding what people want and need to know.

**SIMPLE**
Communication should use plain English, be succinct and designed around the audience with no assumption of prior knowledge about a topic.

**TIMELY**
Effective communication – both proactive and reactive – must be delivered to our stakeholders at the time they need it to make decisions and take action. Timely communication builds Defence’s credibility as a reliable and trustworthy organisation.

**TRUSTED**
We build trust and credibility through transparent and honest communication, while protecting sensitive and operational information.
We are an organisation steeped in tradition with a long history of delivering on our mission – to defend Australia and its national interests.

Significant emerging global and technological challenges are giving rise to an increased demand for Defence capability. This increasingly uncertain and complex global strategic environment requires us to be an agile and responsive organisation. We must be able to seize opportunities, while anticipating and responding to current and emerging threats.

Our expertly trained personnel are trusted and equipped with technically advanced capabilities and platforms to undertake diverse, critical duties in defence of our nation and our way of life.

Our Australian Public Service, Australian Defence Force and industry partners act as one. This integrated approach is critical to our success and is reflected in the way we build and maintain our regional and global partnerships.

Our allies and regional partnerships form a solid foundation for both regional and Australian security. Cooperation with our Pacific and Southeast Asian partners enables us to support our mutual security and alliance interests and obligations.

This includes supporting humanitarian and peacekeeping operations, countering terrorism and other threats, as well as supporting maritime security, stability and prosperity to safeguard energy and trade routes. When required, we also stand ready to assist communities affected by natural disasters at home and abroad.

These strong relationships and our advanced intelligence systems underpin Australia’s National Security Framework, where we work with other Australian Government agencies to protect the security of our country.

By 2020-21, Australia will spend 2 per cent of its Gross Domestic Product on defence. We are investing in the future by partnering with industry to build and advance Australia’s military capability.

This increase in demand will outstrip traditional models of delivery. It will require us to work with new levels of integration, partnership and alignment across Government, research agencies and industry.

While our work with Australian Government agencies helps maintain our capability, we also play an important role in ensuring Australia is a strong, innovative and prosperous nation. We create jobs and invest in education and upskilling. We are also a major driver in Australia’s space and cyber capabilities through cooperation and collaboration with our industry partners.

Everyone in Defence plays a part in delivering capability through our integrated and efficient workforce, comprising the Australian Defence Force, Australian Public Service and industry.

Whether it’s creating, acquiring or delivering capability, our greatest asset is our people. We recruit the very best people based on education, aptitude and potential, regardless of background. Importantly, we ensure the mechanisms are in place to support our people throughout their career. Our workforce reflects the diversity of the Australian community – allowing us to build a more capable and resilient Defence organisation.

As individuals and teams we work together, combining our abilities and strengths to deliver the future we want to be a part of. A future where we all work as One Defence, that is – a single, unified organisation which allows us to be agile, operationally effective and responsive to deliver on the Government’s vision and mandate.

This is how we ensure our Defence capability remains strong, united and deserving of a first-class reputation with our Ministers, Government, industry, the Australian community, our neighbours and our global allies and partners. We support the security of our citizens and strive to ensure that the Australian community can be proud of who we are and what we do.
Communication is central to everything we do in Defence. To be effective we must have a consistent and coherent approach across the many voices and authorities within the organisation.

The clarity and consistency of our communication directly impacts the experience of our key internal and external stakeholders, as well as our ability to stay aligned and integrated in delivering Australia’s Defence capability. All communication should reinforce our key themes and messaging.

Our communication themes and key messages are directly aligned to six strategic areas of focus, and will enable us to achieve clarity and consistency across all Defence communication and engagement activities.
**KEY MESSAGES**

We support our allies and partners globally and we have a deep shared history of security cooperation with countries in our region.

We actively support nations in our near region to enhance their resilience and security.

We are responsive and build capabilities appropriate to our strategic circumstances.

Through enhanced Defence capability, international partnerships and future developments, we will build, sustain and preserve the principles essential to Australia’s future.

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**WHAT SUCCESS LOOKS LIKE**

We support our allies and partners globally and we have a deep shared history of security cooperation with countries in our region.

We understand our dynamic strategic environment and that we are part of a bigger picture.

We are an efficient, agile and responsive organisation that is well equipped to meet challenges and advance opportunities.

Through enhanced Defence capability, international partnerships and future developments, we will build, sustain and preserve the principles essential to Australia’s future.

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**COMMUNICATION WILL CONTRIBUTE TO ACHIEVING THIS BY:**

- Creating more consistent and clear communication guidance to enhance engagement with key stakeholders nationally and internationally.
- Developing messaging around how investment in Defence keeps Australians safe, builds an industry that opens international market opportunities and creates jobs across the country.
- Managing channels to share our successes, lessons and milestones with others.
- Ensuring a shared understanding of the functioning of a globalised and rules-based order among our allies, partners and neighbours around the globe.
- Providing materials that help leaders communicate the operating environment to employees so they understand how they fit into the bigger picture of One Defence.
- Enabling effective interdepartmental coordination and contributing to closer collaboration and strengthening of bonds with our allies, partners, and neighbours around the globe.
- Promoting the value of, and our commitment to, a globalised rules-based order to challenge those who may seek to undermine it.

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**THEME**

The 2016 Defence White Paper sets out the vision for Defence capability, international partnerships and future developments that will assist in building, sustaining and preserving the norms and principles essential to Australia’s future.
THEME

Military operations and activities defend Australia, advance our interests and deliver relief to those in need.

WHAT SUCCESS LOOKS LIKE

We continue to be recognised as a credible Defence Force with the capability to defend, protect, support and deliver, and a warfighting ethos that is respected around the world.

We have strong effective partnerships across all levels of Government, community and industry, with our allies and within our region.

The Australian community understands, values and is proud of our contribution to national security interests.

The Australian Defence Force is a sought-out, trusted and reliable partner.

WHAT SUCCESS LOOKS LIKE

We contribute to international efforts to ensure a free, open and prosperous Indo-Pacific.

When directed, we support Commonwealth, State and Territory domestic security and emergency responses.

Our Defence Force is highly respected around the world for its people, capabilities and ethos.

COMMUNICATION WILL CONTRIBUTE TO ACHIEVING THIS BY:

Providing consistent and clear communication guidance to enhance engagement with key stakeholders nationally and internationally, and enable our people to tell our story.

Contributing to the development of strong partnerships across a broad cross section of Government, community and industry, including Ministers and their offices.

KEY MESSAGES

The Australian Defence Force’s mission is to apply military power in order to defend Australia and its national interests.

Our Defence Force prepares for and carries out combat operations; protects maritime interests, trade and commerce routes; conducts peacekeeping operations; and provides humanitarian assistance and disaster relief.

Our operations and activities shape our strategic environment and support a rules-based global order.

Enhancing understanding around the role and value of Defence and building trust within the Australian community, across Government and industry

Operations
We deliver Australia’s Defence capability, consisting of strong intelligence, policy, combat capabilities and enabling command and corporate functions.

Demand for capability is reaching unprecedented levels. Within the next decade, over $200 billion will be spent on developing and procuring Defence equipment to enhance Defence capability – meeting this demand will require a collaborative effort between Defence and industry.

Everyone in Defence plays a part in delivering capability through our integrated and efficient workforce, comprising the Australian Defence Force, Australian Public Service and industry.

Defence is underpinned by a robust, competitive, technologically advanced sovereign Defence industry.

Defence is building a world-class intelligence architecture, enabled by a diverse range of domestic and international partners, to share information with a range of stakeholders.

Our serving members of the Australian Defence Forces rely on having quality, technologically advanced capabilities on the front line to keep them safe. This requires collaboration, innovation and strong, productive relationships across Defence, industry and Government.

A continuous commitment to improving capability is essential to a world-class Defence Force able to protect and defend Australia. Working together across Defence, industry, academia and Government is essential. Our business strategies are underpinned by policies and processes that reduce the cost of doing business with Defence.

We are continuously looking for ways to improve and simplify how we plan, govern and assure the delivery of capability in Defence.

With our industry, science and technology research partners, we are investing in modern space and cyber capabilities, infrastructure and information, and communication systems to support our ability to meet the challenges of the changing strategic environment.

We have the largest non-capital city presence of any Government agency and recognise the importance, and value of creating regional jobs and of local and Indigenous contribution to support our mission.

Our shipbuilding plan will transform Australia’s naval shipbuilding industry, generate significant economic growth, sustain Australian jobs over the coming decades and assure the long-term future of this key Australian Defence industry.

Sustainability is at the heart of our estate management and we continue to build a modern, and secure information environment.

We partner with industry to deliver the capability that supports the Australian Defence Force where it’s needed, when it’s needed and in a way that achieves value for money.

Investment in Defence keeps Australians safe, builds an industry that opens up international market opportunities and creates jobs across the country.

Together we ensure we have the equipment and skills to protect our people and our country.

We have a world-class reputation and strong relationships.

We are trusted to deliver the capabilities of Defence on time and within budget.

We support a capable sovereign defence industry that is world-class and technologically advanced, underpinning Defence capability.

We are living the One Defence culture and our people understand what is expected, and the bigger picture they are part of; they feel involved, supported and valued within the project lifecycle.

Defence works with industry to embed new solutions and technology.

Creating more consistent and clear communication guidance and messaging

Sharing our successes, lessons and milestones

Providing materials that help us engage with industry and other key stakeholders

Engaging the Australian public on the role and value of Defence in keeping Australia safe, and protecting its interests

Engaging the Australian public on how Defence contributes to building an industry that creates jobs across the country

Providing materials that help leaders embed new ways of working and communicating to ensure employees feel valued and encouraged to live the values and behaviours of One Defence.

Theme

The continuous commitment to improving capability is essential to a world-class Defence Force able to protect and defend Australia. Working together across Defence, industry, academia and Government is essential. Our business strategies are underpinned by policies and processes that reduce the cost of doing business with Defence.

What success looks like

We have a world-class reputation and strong relationships.

We are trusted to deliver the capabilities of Defence on time and within budget.

We support a capable sovereign industry that is world-class and technologically advanced, underpinning Defence capability.

We are living the One Defence culture and our people understand what is expected, and the bigger picture they are part of; they feel involved, supported and valued within the project lifecycle.

Defence works with industry to embed new solutions and technology.

Communication will contribute to achieving this by:

Creating more consistent and clear communication guidance and messaging

Sharing our successes, lessons and milestones

Providing materials that help us engage with industry and other key stakeholders

Engaging the Australian public on the role and value of Defence in keeping Australia safe, and protecting its interests

Engaging the Australian public on how Defence contributes to building an industry that creates jobs across the country

Providing materials that help leaders embed new ways of working and communicating to ensure employees feel valued and encouraged to live the values and behaviours of One Defence.
Our people

THEME
Defence has a large and diverse workforce comprising the Australian Defence Force, the Australian Public Service and a substantial defence industry, and service provider workforce. It is only by investing in the whole of Defence that we will achieve success.

KEY MESSAGES
We’re taking a more proactive approach to helping our people who are leaving Defence find employment, ensure continuity of healthcare and other important services, and build their social and support networks.

We play an important and meaningful story in the life of Australia and reflect a national unity of purpose that is representative of our nation.

Whether by creating, acquiring, operating or delivering military capability, people are at the heart of Australia’s Defence capability.

We attract, recruit, train and retain the right people in the right roles, ensuring we develop a diverse, and capable workforce representative of Australia.

We take an integrated, enterprise approach to: recruitment; career and talent management; workforce mobility; education and training; learning and development; transition and re-engagement; and partnerships with other Government departments, industry and academia.

The health and wellbeing of all Defence personnel is our greatest responsibility, and highest priority.

Creating, supporting and protecting a respectful, and inclusive culture throughout Defence directly enhances our operational capability.

A culture that supports health and wellbeing extends to the families of our Australian Defence Force members – we understand the strength our families give us and the importance of community.

Australia deserves a Defence Force that represents contemporary Australia. Defence actively supports the recruitment, and professional development, of an inclusive and diverse workforce across the Australian Defence Force and the Australian Public Service, including culturally and linguistically diverse groups, people with disabilities, Aboriginal and Torres Strait Islanders, LGBTI groups, and remote locations.

We are responsive to growing workforce areas such as shipbuilding, cyber security and ICT, and build collaborative partnerships with industry, and academia to yield better results for Defence capability.

WHAT SUCCESS LOOKS LIKE
A culture of collaboration and relationships that is built on trust across communities, industry and Government.

Our people are engaged, trust leadership and know their views are sought, considered and acted upon as soon as appropriate.

Our leadership is agile, respected and high-performing, inspiring people and delivering results.

COMMUNICATION WILL CONTRIBUTE TO ACHIEVING THIS BY:
Sharing experiences of Australian Defence Force and Australian Public Service members’ journeys, and their contribution to Australia’s security and prosperous wellbeing

Ensuring everyone’s stories are told and valued as an integral part of the One Defence story, and that communication doesn’t reinforce silos

Creating more consistent and clear communication guidance to enhance engagement and relationship building

Providing materials that help leaders communicate the One Defence culture.
Continuous improvement

Theme

Defence will evolve and adapt to meet Australia’s changing strategic environment on an ongoing basis. We have undertaken a significant transformational change agenda and must continue to improve to be an effective and efficient organisation that can deliver on its purpose and mission.

Key Messages

To deliver the priorities of the Australian Government we must be efficient, agile and responsive.

Defence is continuously improving the way it does business and building on the reform agenda – every person can make a difference.

Defence works collaboratively with a focus on partnership and alignment within Defence, and across Government and industry.

Defence maintains a disciplined focus on our reform priorities, to ensure we can adapt to meet the priorities of Government.

We are building a continuous improvement culture and mindset in our people and leadership.

The One Defence principles and behaviours underpin our continuous improvement.

What Success Looks Like

Reform is not just talked about in high-level ‘value statements’ but is experienced through a new way of working and focus on continuous improvement.

We are an operationally effective and responsive Defence organisation equipped to meet the strategy and capability needs to best protect Australia into the future.

Duplication is reduced, if not eliminated, and we are an efficient organisation to work in and do business with.

Communication Will Contribute to Achieving This By:

Building and reinforcing the One Defence culture as our operating model.

Providing channels to share information about the continuous improvement agenda in a way that enables everyone to understand how it impacts them in their job, and how they can contribute.

Creating more consistent and clear communication guidance to enhance engagement and relationship building.

Providing materials that help leaders communicate the One Defence culture that underpins the improvement agenda.
One Defence operates and communicates as a single, unified organisation that is agile, operationally effective and responsive to the changing strategic environment, and able to deliver on the Government’s vision and mandate.

The One Defence culture requires everyone at all levels within Defence to think about how we work together to collaborate, share, innovate and continuously improve. This approach is critical to developing capabilities, generating joint forces, creating links with defence industry and building capability through partnerships.

**KEY MESSAGES**

Defence is a national endeavour, requiring a whole-of-Government effort to anticipate, prepare for, and respond to national security challenges.

One Defence is about how we work together to collaborate, share and continuously improve. It is only through working together as a single, unified organisation that we will deliver on our common goal to defend and protect Australia, and advance its strategic interests efficiently and effectively.

By being agile, operationally effective and responsive to our strategic environment, we are best placed to deliver on the Government’s vision and mandate.

We will continue to build on the foundations of the First Principles Review by embedding One Defence and a continuous improvement culture so we can evolve and adapt to meet Australia’s changing strategic circumstances.

*Defence 2022 – Embedding One Defence* is our ongoing commitment to continuous improvement across the organisation.

There is a range of planned and ongoing improvement initiatives, and through our people’s stories we will celebrate our successes, openly learn from our experiences and plan for our future.

Together as One Defence, we will operate as a unified organisation, building a cohesive and respected reputation, and strong partnerships.

**WHAT SUCCESS LOOKS LIKE**

We are clearly led from the centre and work as an effective and skilled team focused on delivering overall Defence capability outcomes.

We are outcomes-oriented and deliver results in the most efficient, cost-effective manner – streamlining policy and reducing duplication.

We have a culture of continuous improvement and are agile, and responsive – well equipped to meet challenges and advance opportunities.

Our people model the One Defence Leadership Behaviours, regardless of rank or seniority.

We have a strong reputation and established, successful partnerships.

**COMMUNICATION WILL CONTRIBUTE TO ACHIEVING THIS BY:**

Forming clear, overarching One Defence messaging to unify, integrate and support a culture of One Defence, and enhance engagement with key stakeholders.

Providing materials that help leaders communicate to employees so they understand how they fit into the bigger picture of One Defence.

Building a strong reputation and clear understanding of the role, and function of Defence.
Understanding audiences is essential to government communication. Discovering more about our audiences’ attitudes, habits and preferences ensures our communication is as relevant, meaningful and effective as possible.

Ideally, our communication should facilitate and encourage a two-way conversation, building a consistent and inspiring experience for our audiences. In instances where our communication intent is purely to inform, and not to encourage or engage in dialogue, our audience analysis guides how the intended audience may best receive the information.

In this way, we make our communication as effective as possible by:

**Building an evidence base**
- Techniques we know work best with different audiences

**Sharing knowledge**
- About our audiences across different groups and services

**Replicating communication approaches**
- That are most effective across different campaigns

**Effective targeting**
- Ensuring the right people are hearing the right messages and people aren’t being overloaded with irrelevant communication

**Better scheduling**
- Of communication with audiences throughout the year to help avoid duplication

**Achieving better return**
- On investment by resourcing and delivering more effective communication campaigns

**Better return on investment**
- By resourcing and delivering more effective communication campaigns

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**OUR KEY AUDIENCES**

Our audiences are varied and many, with a complex range of issues and interests which are unique to each. We need to carefully identify and engage audiences relevant to particular circumstances, needs and motivations.

The following are our primary audiences and considerations when engaging with them. While these key audiences will not always be relevant to a communication plan or will need to be addressed as more specific subgroups, they should always be holistically considered and accounted for as the starting point for any communication plan.
Communication channels

An integral part of successfully communicating with our identified audiences is to choose the appropriate channel. From a behavioural perspective, different channels and mediums have different strengths in their ability to connect and engage with wide audiences.

The most appropriate channels are chosen based on the type of content, broader campaign approach and intended outcome or behaviour change.

WHAT IS THE INTENT:

**Inform**

Explain concepts and helps audiences find information that is relevant, interesting or helpful to them. These messages tend to be more detailed and have little ambiguity.  

Best suited to passive channels where the audience can easily find the information when it is needed and relevant to them.

**Influence**

Aim to shift behaviour and mindsets. These messages can have the greatest impact on shaping perceptions and experience of Defence. These messages tend to be very personal, tailored, immediate and have a moderate level of ambiguity.

Best suited to channels that encourage two-way communication and exploration, or channels that provide a nudge where an activity or behaviour is taking place.

**Inspire**

Motivates and aligns the audience around who we are and what we can achieve. These messages tend to be aspirational and emotive, speaking to the power of the collective whole, and tie in strongly with themes around shared identity, pride and future. They may have high levels of ambiguity, and a sense of permanence and longevity.

Best suited to channels that engage multiple senses, such as video and face-to-face.

WHAT IS THE DESIRED OUTCOME:

Understanding why you want to connect and engage with your audiences, and what you want the desired behavioural outcome or change to be, is integral to determining the appropriate communication channels. Audience outcomes may include:

- **Create awareness**
- **Enhance understanding**
- **Ensure compliance**
- **Provide reassurance**
- **Create commitment**
- **Change perceptions**
- **Create engagement**
- **Build relationships**
- **Drive adoption**
- **Change perceptions**
- **Become an advocate**

AUDIENCE AND CHANNEL GUIDE

Some of our channels can be used to communicate to both internal and external audiences. Channel selection will depend on the outcomes of the audience analysis and the identified motivations, behaviour and barriers for each audience.

One or multiple channels can be selected to reach the identified audiences and achieve the intended communication outcomes. Irrespective of the channel(s) selected, it is important to plan how they will work together as part of a communications ecosystem to deliver your communication messages in a consistent and aligned way. For example ‘email’ will not ‘inspire’ when used on its own, but it may be used to build awareness and anticipation of an upcoming campaign or event that will aim to inspire.

The following high-level overview is provided as a guide to how channels could be considered and used to achieve the desired communication intent and outcome.
Key performance metrics, measures of progress and the ongoing evaluation of outcomes are integral to the One Defence agenda.

Evaluation is key to identifying and effectively engaging with our audiences and ensuring our messages are resonating. Baseline research conducted at the beginning of communication planning allows us to understand our audiences’ priorities and values. Throughout implementation, evaluation will help us gather feedback from our audiences and learn how they are responding to our messages. This way, we can adjust our efforts accordingly.

While individual communication campaigns and activities should be measured and evaluated as they happen, this strategy and the supporting tactical delivery plans will be evaluated annually to ensure they remain aligned to Defence priorities and strategic objectives. They should continue to support one another as a communication ecosystem.

We will measure how effectively the Defence Communication Strategy has met its objectives by assessing:

**Enhanced reputation**

We will continue to track our reputation with the public using quantitative and qualitative data, such as social media analysis, focus groups and interviews. We will also monitor our reputation with our own people through data provided in Defence-wide surveys such as YourSay.

Success will be measured by monitoring year-on-year trends.

**Greater effect**

We will undertake evaluation for specific key projects, events or campaigns in a consistent manner.

Success will be measured against the achievement of communication objectives and evaluation results.

**Improved responsiveness**

We will monitor and evaluate our performance against communication responsiveness by tracking all response times to information requests, media and Ministers.

Success will be measured by monitoring response trends and seeking qualitative feedback from the Ministers’ offices.