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# DRAFT STRATEGIC COMMUNICATIONS YEAR ONE PLAN

1 JULY 2013 – 1 JULY 2014

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Date: 17 September 2013

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## 1. INTRODUCTION

The Strategic Communications team's role, as part of the Intelligence Coordination Group, is to support New Zealand Intelligence Community (NZIC) activities. We will do this by delivering high quality communications advice and products.

Parts of the NZIC are in the midst of a period of high visibility and significant change. The New Zealand public, and also internally our staff, need to be well informed with reliable, open and consistent communications.

A four year engagement calendar has been created by the Strategic Communications team to address our long term objectives both internally and externally. The engagement calendar will require regular revisions to meet new and changing needs.

Stepping down from the strategic to the tactical for the Strategic Communications team:

- 1.1 The overarching strategy for the team will be developed with each agency in the core New Zealand Intelligence Community. This will ensure individual and collective priorities are identified and how the strategic communications contribution will support the delivery of priority programmes.
- 1.2 Maintaining and building trusted effective working relationships, and ensuring high quality professional development for the strategic communications team will ensure the team is capable of delivering on its work programme to a high standard.
- 1.3 This document provides the outline for the development of the Strategic Communications function, and describes specific activities in the next 12 months that the Strategic Communications team can contribute to, and suggests the focus areas be:

- Public confidence
- Media monitoring and support
- Providing communications support and advice when issues are running
- Defining visual identities
- Aligning and providing content for websites and intranets
- Staff communications, development and recognition

Detail on each of these points can be found under the approach and activities sections.

## 2. BACKGROUND

The Strategic Communications function is new to the NZIC, having been established on 1 July 2013. The team has two allocated headcount – a Strategic Communications Manager and a Senior Communications Advisor.

We understand the need to ensure the plan supports appropriate recommendations made in the Kitteridge and Couchman reports, climate surveys, and NZIC Performance Improvement Framework document. Our initial tasks will include:





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- Reviewing current audiences, communications processes and functions (eg intranets, public websites, recognition programmes, recruitment, and communication channels).
- Reviewing organisation profiles (eg climate survey, organisational vision/goals, attrition, and staff makeup).
- Build trust with our staff, community partners, customers and the public by creating a list of key messages to be integrated into communications activities.
- Identifying activities that will support each organisation and the NZIC. Prioritising and ongoing review will be required. Developing and refining our short and long-term strategic plans to meet our objectives.
- Delivering on agreed activities.

### 3. OUR ROLE

We see our role as being:

- To provide high quality and timely advice to support the executive/senior leadership teams deliver high quality individual and collective NZIC work programmes.

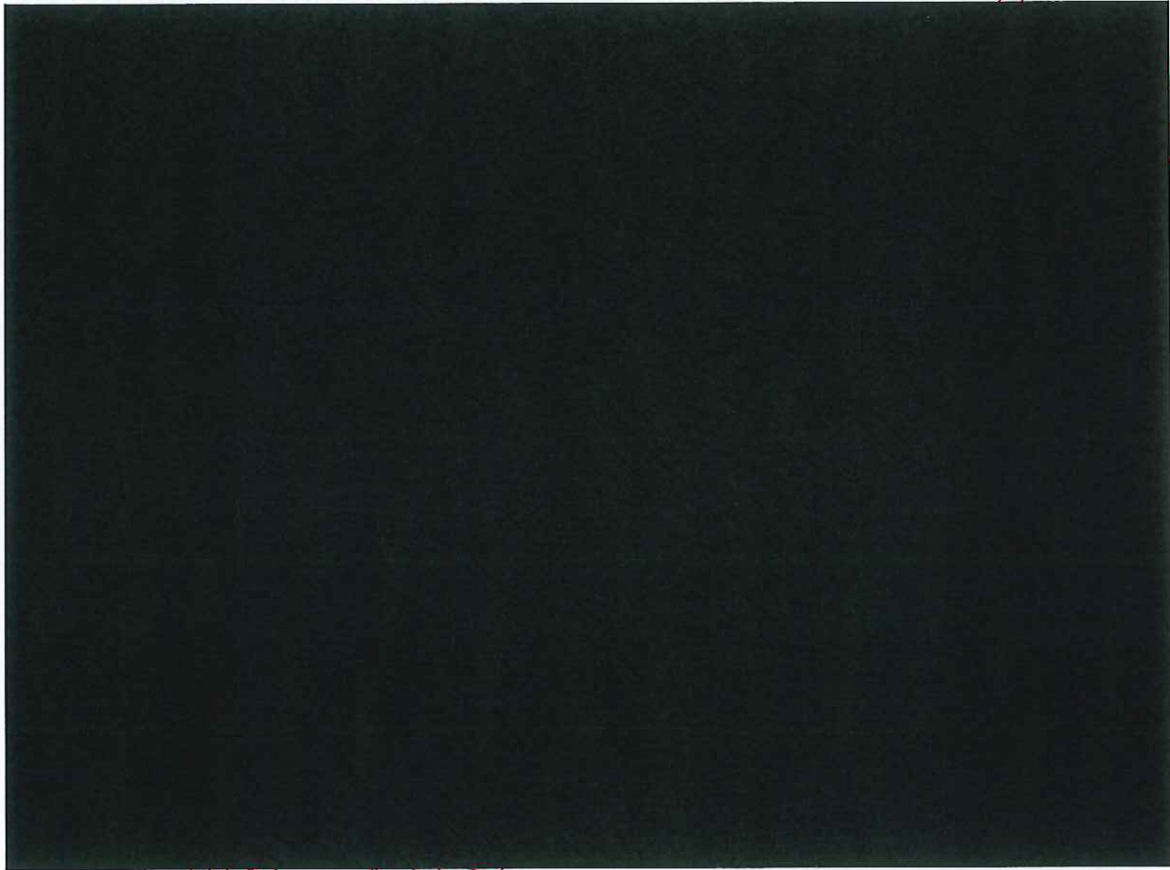
### 4. OBJECTIVES

The objectives of the strategic communications year one plan are to:

1. Provide open, relevant and timely information and advice to the NZIC management teams
2. Build trust and confidence in the NZIC through transparent communications to our community partners, international partners, customers and the public
3. Build public awareness of the NZIC and its purpose, role and objectives
4. Demonstrate how the NZIC is working closer together with a shared purpose, strategy and action programme
5. Provide responsive media support capability across the NZIC
6. Continue to build and sustain strategic relationships with key stakeholders
7. Consolidate and enhance NZIC intranet and internet sites available to New Zealand public and staff
8. Support business units to improve staff development, recognition and awareness of policies and procedures
9. Ensure DPMC, NZIC, GCSB and NZSIS visual identities are clear and consistent
10. Establish the new team as the principal point of contact for media for NZIC matters
11. Develop Strategic Communications team professional development plan, creating and taking opportunities for continuous improvement.



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## 6. KEY CONTACTS

NAME	POSITION	CONTACT DETAILS
Andrew Kibblewhite	Chief Executive	DPMC
Ian Fletcher	Director	GCSB
Dr Warren Tucker	Director	NZSIS





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## 7. STAKEHOLDERS AND AUDIENCES

The stakeholders and audiences include:

STAKEHOLDER/AUDIENCE
Ministers
Intelligence and Security Community
DPMC management and staff
GCSB management and staff
NZSIS management and staff
Community partners, eg Defence, MFAT, Customs etc
International partners
Other Government agencies
General public
News media
Interest groups

## 8. SUGGESTED APPROACH

The approaches below detail initiatives by department.

### NZIC (RELEVANT TO ALL AGENCIES)

#### *Externally*

- Develop messaging on NZIC – the what, why and how – to grow public trust
- Grow the profile of NZIC directors
- Create visual identity and templates for NZIC
- Expand content on NZIC website
- Liaise with ICSS and CASS to enhance and grow our recruitment drive

#### *Internally*

- Grow the profile of the NZIC management teams
- Provide support and advice to the NZIC management team
- Lead when required, facilitate, and support wider communications resource in GCSB and NZSIS.
- Develop communications policies
- Develop communications standards guide



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### GCSB

- Make guidelines available for GCSB logo refresh

[REDACTED]

- Profile success stories [REDACTED]
- Create visual identity guidelines
- Ensure the department's goals and vision are reinforced through to all communications to staff
- Develop communications channels for tier 3-4 managers
- Continue to ensure staff communications are consistent and relevant

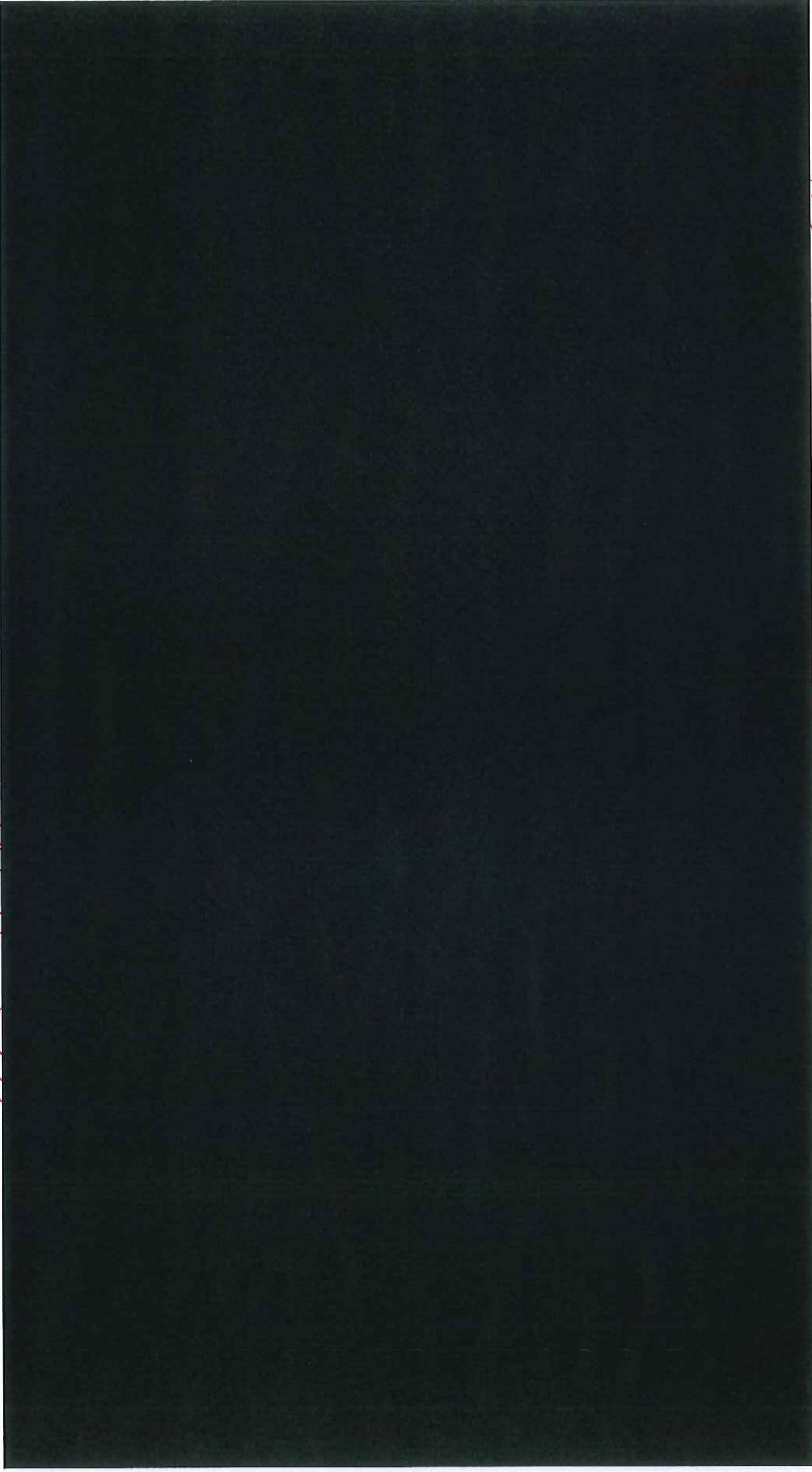
### NZSIS

- Create visual identity guidelines
- Ensure the department's goals and vision are reinforced through to all communications to staff
- Develop communication channels for tier 3-4 managers
- Continue to ensure staff communications are consistent and relevant

### DPMC, INCLUDING NAB

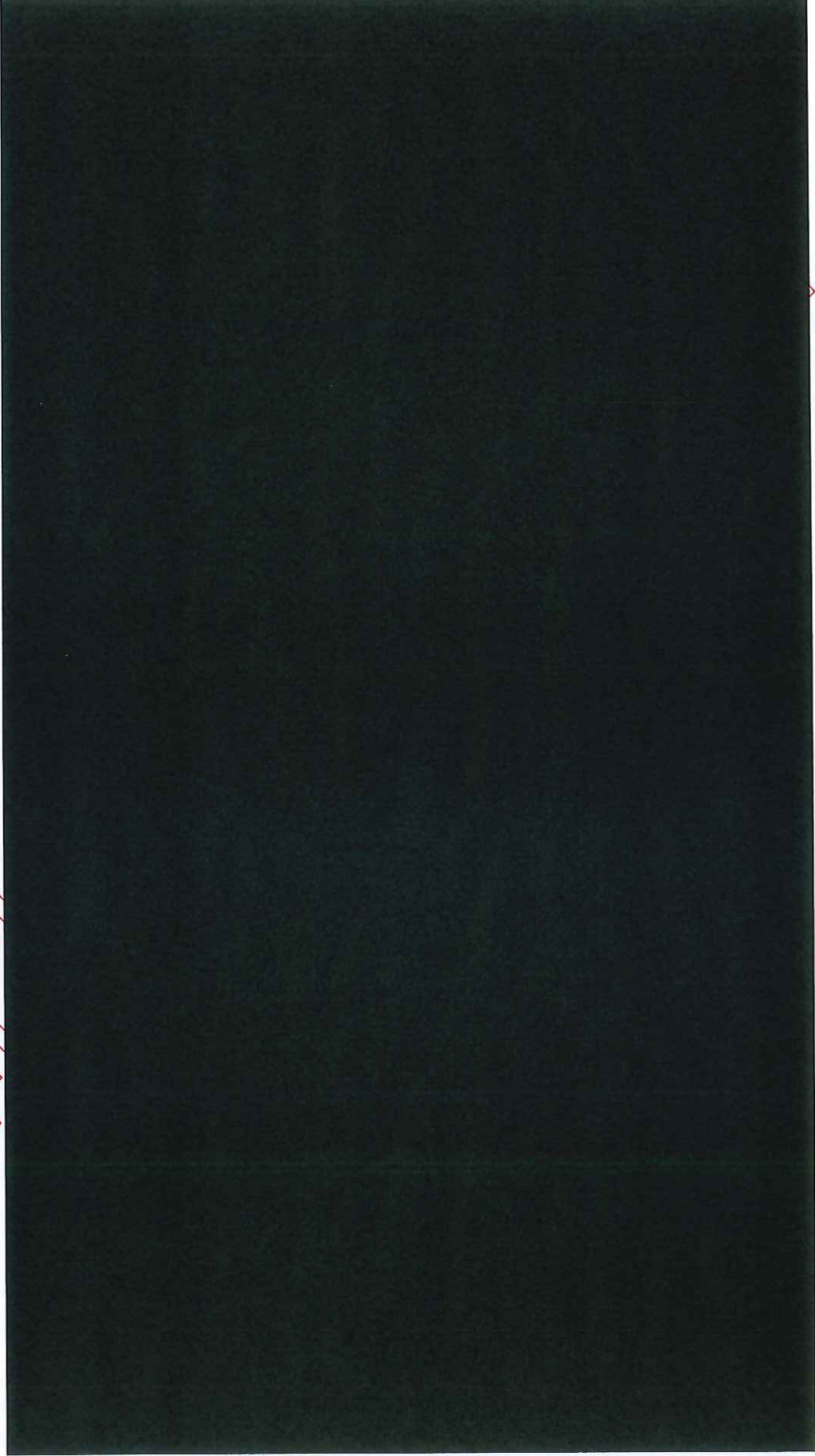
- Communicate better to the public on key aspects of DPMC's work.... including its role on national security and intelligence issues
- Ensure the department's goals and vision are reinforced through all communications to staff
- Create document templates
- Create visual identity guidelines
- Create email signatures template

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New Zealand Intelligence Community  
Te Rōpū Pārongo Tārehu o Aotearoa  
[nzlc.govt.nz](http://nzlc.govt.nz)

**Draft**  
**NZIC COMMUNICATIONS**  
**STRATEGY 2014-2017**

October 2014

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## Purpose

The purpose of this strategy is to provide a framework and detail on how the National Security Communications team will contribute to building trust and confidence in the national security and intelligence parts of government.

This communications strategy and the attached engagement plan outline initiatives that have been identified during the past year to help build trust and confidence, as well as addressing issues identified in the recent NZIC Performance Improvement Framework (PIF) Review, the GCSB's Compliance Review and support changes to the National Security system.

The activities are a mixture of:

- proactively providing information based around events
- reacting in a timely manner to specific requests for information
- passively providing information for people to access themselves
- coordinating and leveraging off activities throughout the core NZIC and National Security system.

Audiences include our customers, other stakeholders and the New Zealand public.

[REDACTED] It will also inform our planned engagements and the type of information that will be useful for our stakeholders and the public.

## Introduction

The Strategic Communications team's role, as part of the National Security Group within the New Zealand Intelligence Community (NZIC), is to:

1. *Provide high quality and timely advice to executive and senior leadership teams*
2. *Support activities and encourage collaboration across the NZIC*

Tactically the Strategic Communications team will:

- 1.1 Support the delivery of high priority programmes.
- 1.2 Build and maintain trusted and effective working relationships.
- 1.3 Deliver on specific activities and objectives over the next 24 months. Focus areas include:



- Building awareness and understanding of the role and value of the community through consistency of key messages, recruitment, websites and director engagements
  - Building the reputation, authority and trust in the leadership of the NZIC.
  - Providing valued contributions to ensure well informed public discussion in regards to security and privacy/data
  - Providing communications support and advice when issues are running
  - Providing media monitoring and being the single point of contact for media engagement across the NZIC
  - Supporting community and individual agency internal communications programmes.
- 1.4 Ensure high quality professional development for the Strategic Communications Team.

## Approach

This document is adaptable and flexible. The deliverables, audiences, messages and impacts will emerge and change over time and as such the plan will be reviewed regularly to reflect this.

## Communications vision for the NZIC

1. Our core customers value our professionalism, advice and expertise.
2. The wider government sector has a clear understanding of our work programme and how we can assist them.
3. All work programmes that NZIC is involved in demonstrate our quality contributions and excellent customer service.
4. The public are aware of the work we do and the value we add.
5. Media feel the community is approachable and responsive.
6. The NZIC's collaborative work is seen as an exemplar in the government community.
7. NZIC is seen as a desirable place to work, attracting skilful and talented staff.

## Key contacts

Name	Position	Contact details
Andrew Kibblewhite	Chief Executive	DPMC
Howard Broad	Deputy Chief Executive, Security and Intelligence	DPMC
Rebecca Kitteridge	Director, of Security	NZSIS
Ian Fletcher	Director	GCSB

## Stakeholders and audience

Our approach will be to connect with a wide range of audiences, with emphasis on our core consistent messages at each engagement.

### Stakeholders and audience

#### Government and oversight:

- Ministers (and their offices) (Leader of the Opposition)
- Reporting and accountability – Intelligence and Security Committee (ISC), Office of the Inspector-General of Intelligence and Security (IGIS)
- Local

#### Customers:

- Defined government departments (ODESC)
- Vetting candidates, customers of Intelligence products

#### Industry:

- Intelligence professionals
- Academia
- Business leaders
- Opinion leaders

#### Partners:

- Local
- NGO's
- International

#### Community:

- Associations
- Commerce
- NGO's

#### Employees:

- DPMC management and staff
- GCSB management and staff
- NZSIS management and staff
- Potential employees

#### Press:

- Local and international

#### Interest groups:



## Key messages

Every public engagement can be used to promote our key messages. These touch points will also present the opportunity to put a 'face' to NZIC and provide understanding and awareness of the vital work of NZIC and the overall value of intelligence.

### External

Messaging	Means	Result
Understanding the value of the work of the NZIC	<ul style="list-style-type: none"> <li>■ Regular engagement activities with a wide variety of audiences</li> <li>■ Responses to media issues – discussion of 'thorny issues' and debunk myths</li> <li>■ Recruitment campaigns</li> <li>■ [REDACTED]</li> </ul>	<ul style="list-style-type: none"> <li>■ Mitigate ill-informed commentary about the community</li> <li>■ Build reputation for forthright and timely responses</li> <li>■ Address reputational damage</li> <li>■ Talented people seek to work at the NZIC</li> </ul>
Awareness of the threats we face	<ul style="list-style-type: none"> <li>■ Regular engagement activities with wide variety of audiences</li> <li>■ Description of risks into understandable concepts</li> </ul>	<ul style="list-style-type: none"> <li>■ Audience are better informed of the NZ threatscape</li> <li>■ Successes are communicated to appropriate audience</li> </ul>
The dedication and expertise of our people	<ul style="list-style-type: none"> <li>■ Regular engagement activities with wide variety of audiences</li> <li>■ Build profile and professionalism that supports purpose and strategy</li> </ul>	<ul style="list-style-type: none"> <li>■ The professionalism of the community is recognised.</li> <li>■ The community is seen as cohesive and collaborative</li> </ul>



## Internal

Messaging	Means	Result
Management teams are approachable and transparent	Open and regular communications methods: <ul style="list-style-type: none"> <li>■ Town Hall-(staff meetings)</li> <li>■ Personal Director's message</li> <li>■ Six-monthly team meetings with Director</li> <li>■ NZIC newsletter</li> <li>■ Joint NZIC annual function</li> <li>■ Effective team meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased employee engagement</li> <li>■ Topical issues can be addressed face to face</li> <li>■ Questions are answered promptly and directly</li> </ul>
Staff feel rewarded and recognised	<ul style="list-style-type: none"> <li>■ Communications workshops for management</li> <li>■ Staff successes are acknowledged and celebrated through communications channels</li> </ul>	<ul style="list-style-type: none"> <li>■ Employees feel valued</li> <li>■ NZIC seen as a great place to work</li> <li>■ Talented people seeking to work here</li> </ul>

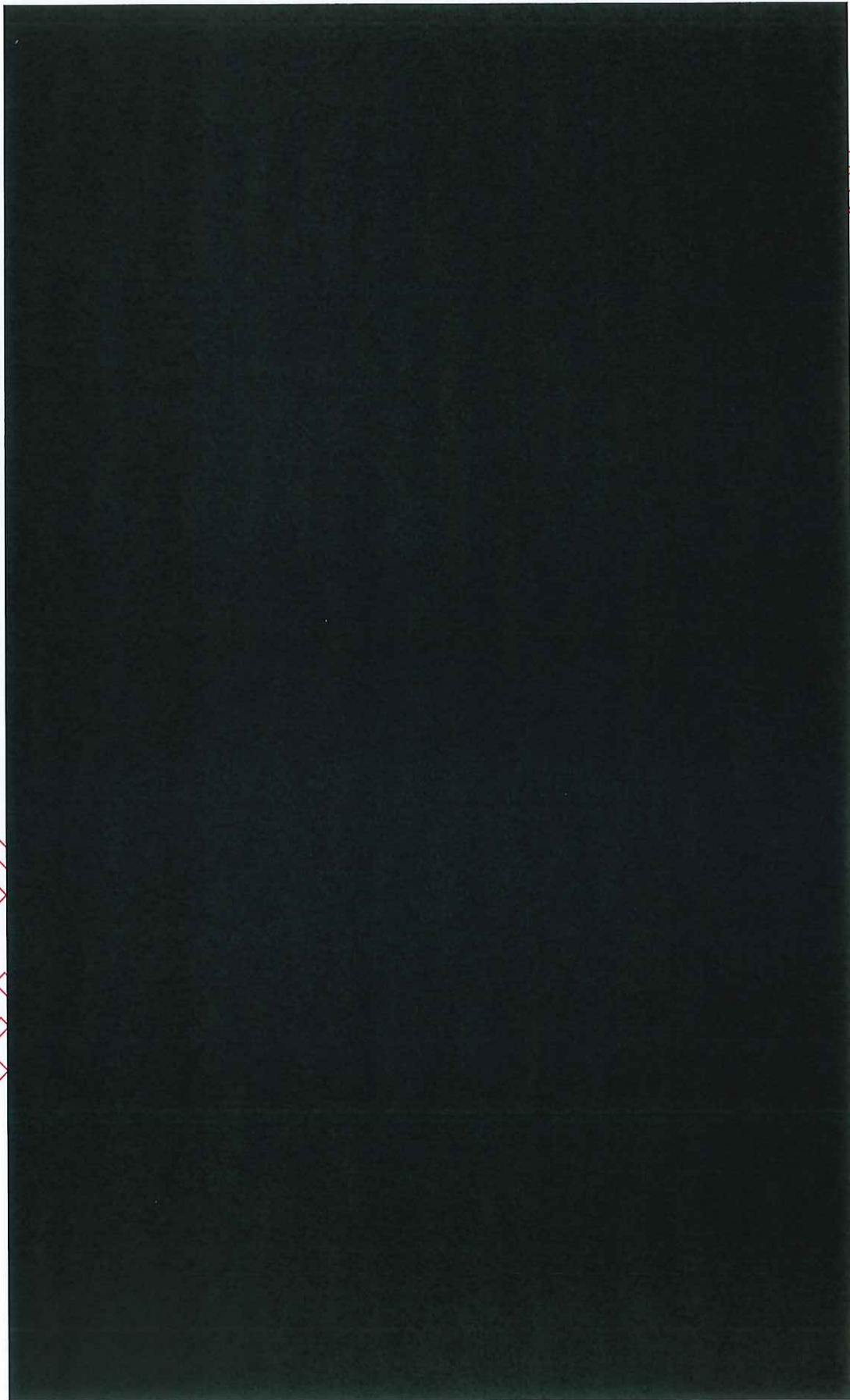
## Channels

Examples of the channels we will use to help deliver our key messages.

Channels
<ul style="list-style-type: none"> <li>■ Speaking engagements</li> <li>■ Business engagements</li> <li>■ Guest lectures</li> <li>■ NZIC and wider Intel Community</li> <li>■ Overseas visits</li> <li>■ Overseas visitors</li> <li>■ Academia</li> <li>■ Media</li> <li>■ Chief Executives' (CE) forum</li> <li>■ Officials Committee for Domestic and External Security Coordination (ODESC)</li> <li>■ Recruitment programme</li> <li>■ Accountability documents and public reporting</li> <li>■ Websites</li> <li>■ Mentoring programmes</li> <li>■ Individual and combined agency Town Halls</li> <li>■ Weekly emails to staff</li> <li>■ [REDACTED]</li> <li>■ Newsletters</li> </ul>

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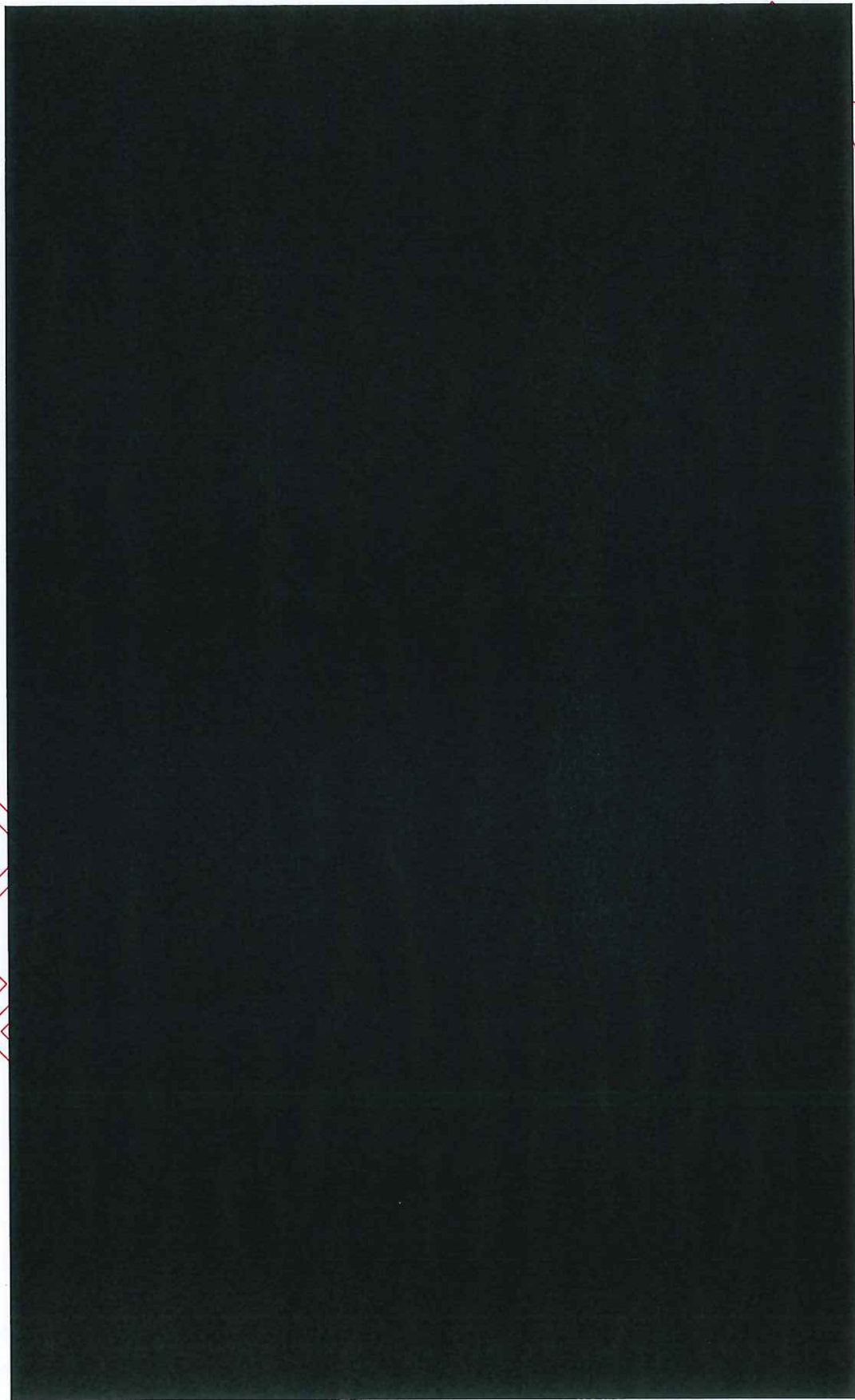


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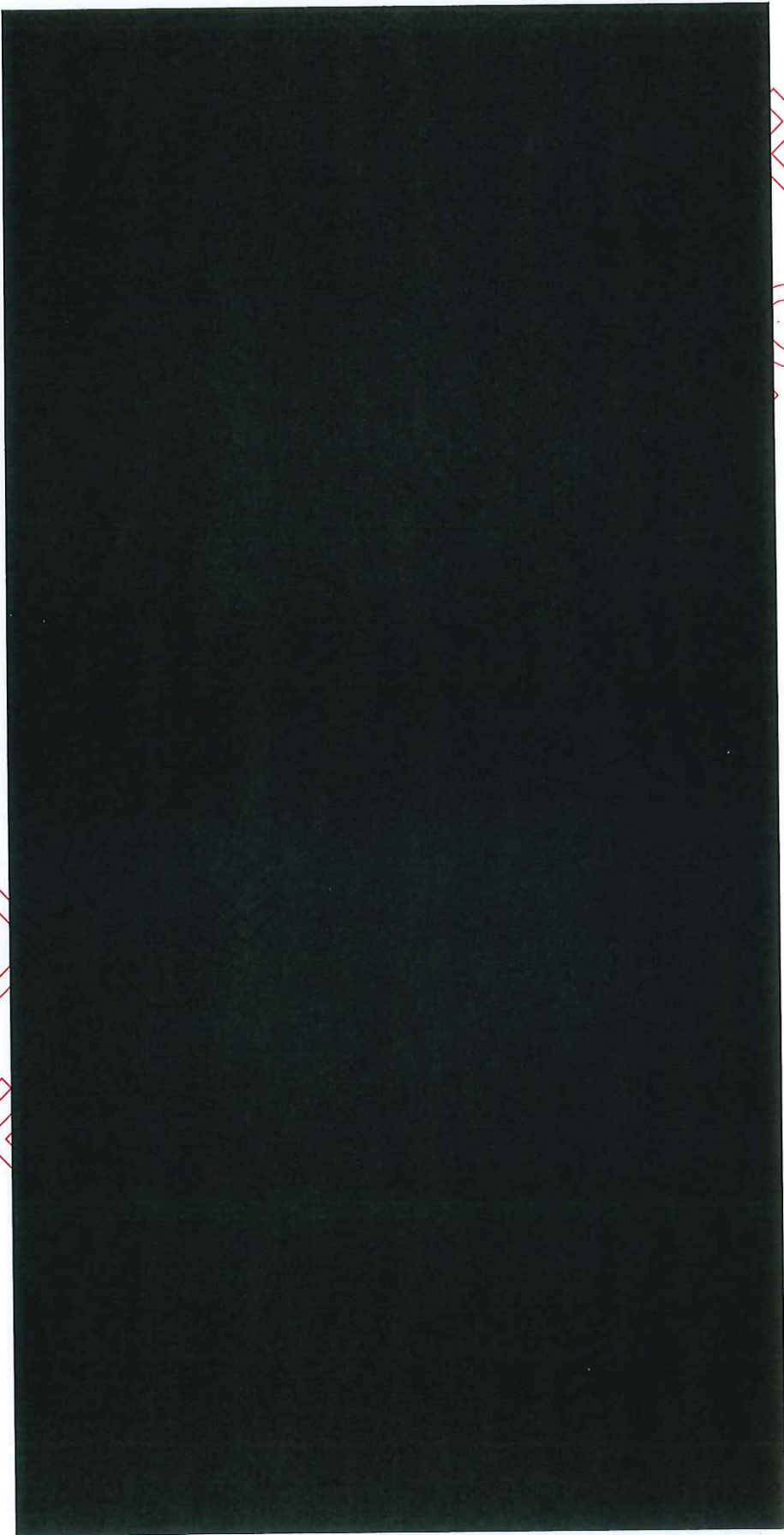
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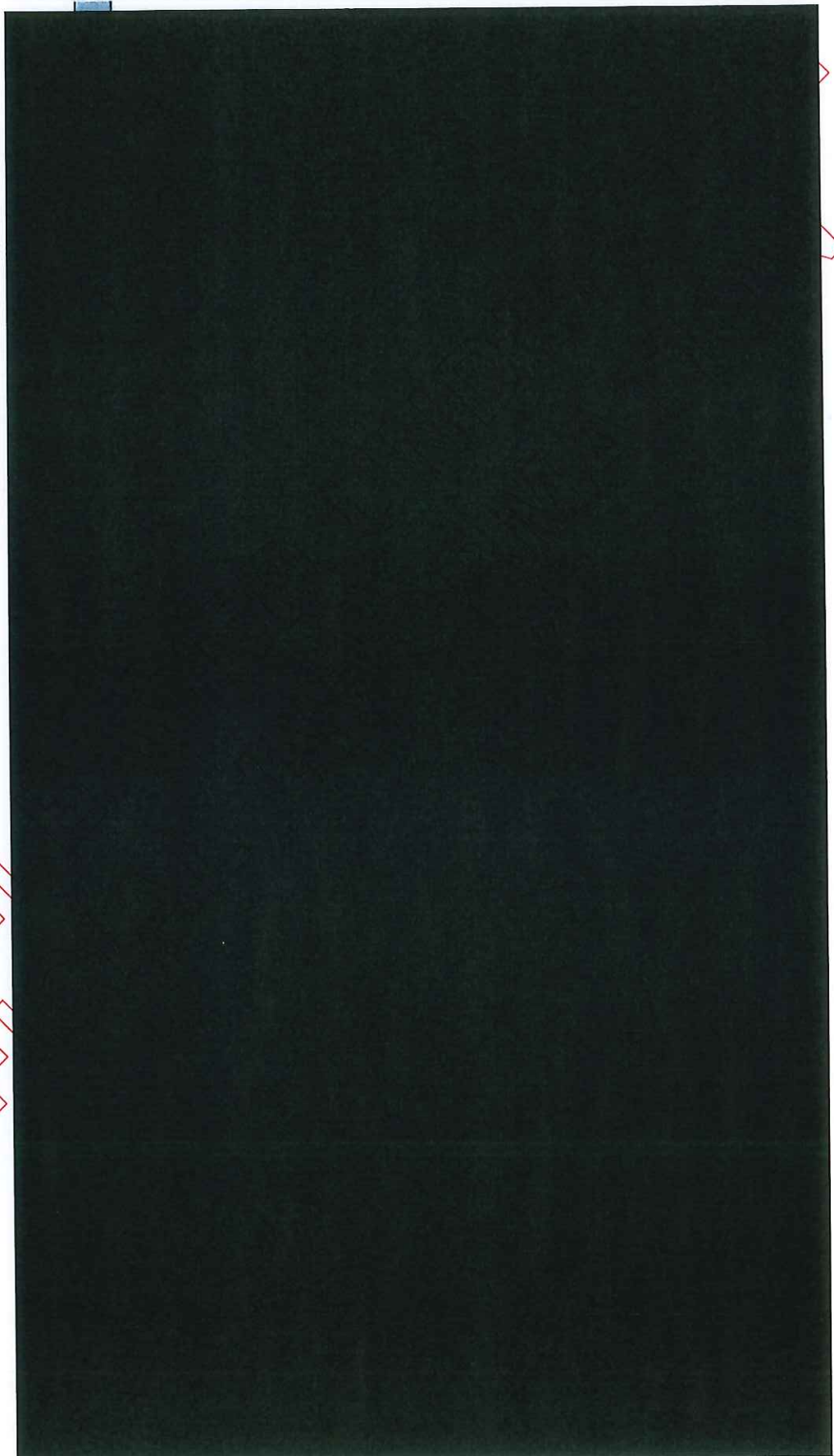


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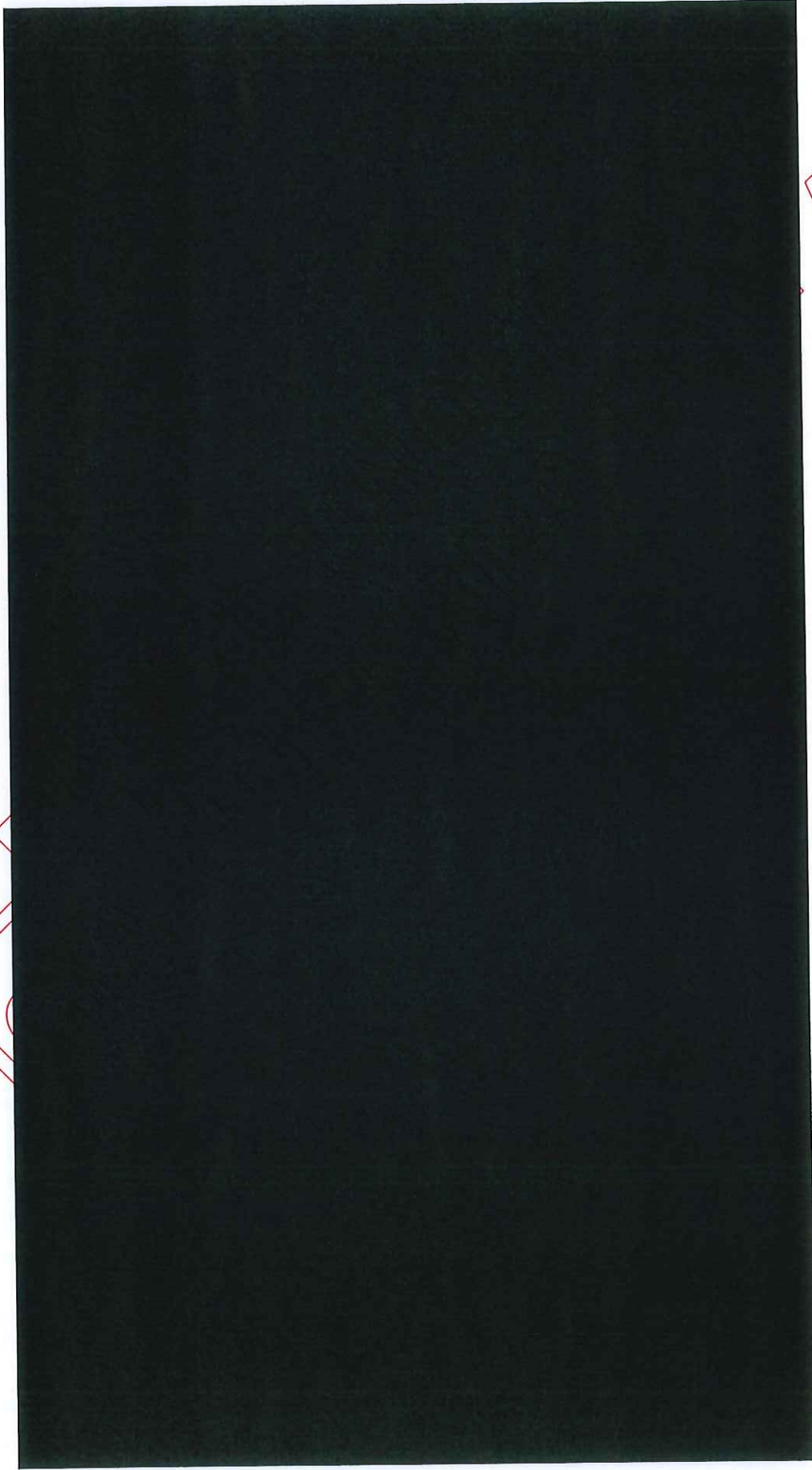
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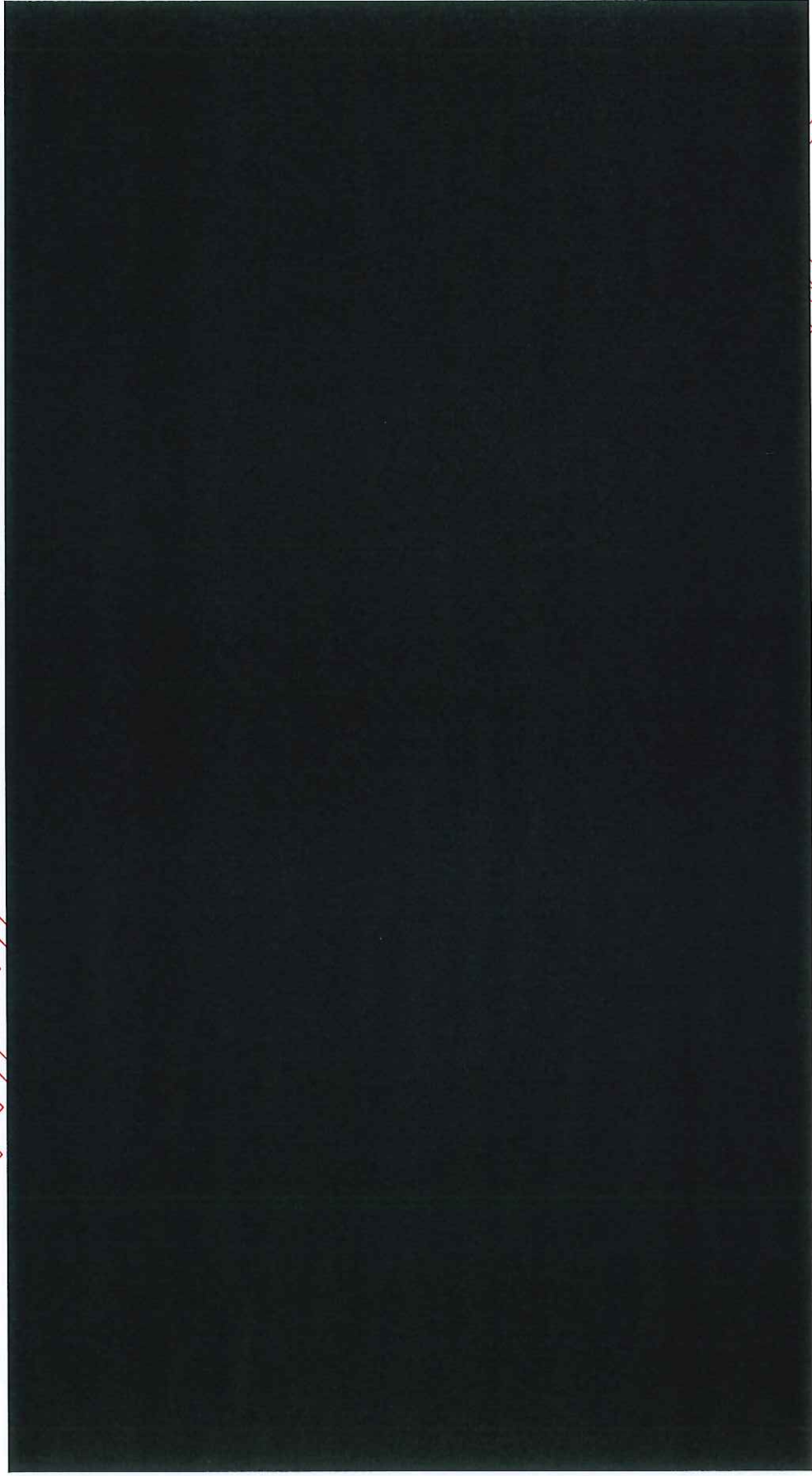


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