



Australian  
**BORDER FORCE**

## ABF Podcast Series

A monthly podcast series featuring different elements of Australian Border Force will be developed. The series will invite engagement with ABF by the Australian public and related government agencies, promote ABF's border security arrangements and position ABF as a policy champion. The podcast series will be developed in-house and distributed via a number of suitable podcast directories and the Border.gov.au website. The series could be promoted through LinkedIn, Twitter and Facebook engagement, Border Bulletin, and the revised DIBP intranet.

### Five reasons to podcast

#### #1: Professional Development

From Walkmans to iPods to smartphones, portable music has revolutionised the world, but in today's society people are looking to take more than music with them—they're looking for ways to learn more. Podcasts provide opportunities to learn without taking extra time in their day.

#### #2: Trust

Websites and blogs are a great way to give valuable information to your audience, but by delivering the same content through a podcast, you're able to use your voice to bring your content to life. You have the ability to connect with your audience on a more personal level.

#### #3: Mobility

According to Eddison Research, nearly two-thirds of podcast consumers do most of their podcast listening on mobile devices. With a website or blog, you are asking an audience to sit down and give you 10 – 15 minutes of their time to read your posts. By turning that same material into a podcast, you've opened up your audience from people sitting down at their desk to people in the car, jogging, and working.

#### #4: Networking

With podcasts, you are paving the way to connecting to other professionals and opening the door to future conversations.

#### #5: Reach

With podcasts, you can reach people anywhere the world.

#### FAQ - What is a podcast?

Some people confuse a simple audio file with a podcast. A podcast is an audio file that is automatically 'delivered' to a subscriber. It is similar to subscribing to a newspaper: the paper is delivered to you, rather than you going to the shop to get it.

Although the name was initially a combination of iPod (the hand-held digital music player made by Apple) and broadcast, podcasts can now be played on any computer, including smart phones and tablets.

Podcasting is known as 'push' technology, because once subscribed to an RSS feed, the content is 'pushed' to the user. For example, any new podcast from Emergency Management Australia (EMA) is automatically offered once the user subscribes to an initial EMA podcast. The file can be played on a computer or smart device or copied to an iPod or other digital audio player.

This is different to 'pull' technology, which requires the user to manually stream or download a file. Most podcast producers will, along with their RSS feed, have their program available to be played or downloaded directly from a webpage. In this format, they are not true podcasts, because the user manually retrieves the file.

Podcasting is a really exciting medium for the ABF. It will allow us to tell the real story of our work in new and interesting ways.

### **ABF podcasting protocols and guidelines**

- Podcast interviews must not be "spin". They have to be balanced, newsy and interesting.
- They must be presented professionally and presented by someone with a good voice who speaks clearly and sounds interesting (radio broadcaster or television journalist experience preferred). They must feature clear, plain, interesting language.
- They must invite a two-way conversation around those stories on the full range of social media platforms.
- ABF podcasts should be about border security/law enforcement, and to maintain credibility in the format, it is essential to stick to talking about it in an accessible manner.
- The stories should not just be about the organisation's successes, but also about its challenges and struggles.

### **Producing an audio file**

#### **Equipment:**

One of the attractions of podcasting is that it is much easier than conventional broadcasting. Anyone with a microphone, computer, recording device and an editing programme can podcast. Whether they put together a listenable podcast or not is another matter.

#### **Recording:**

There are several very good recording devices, including smartphones, which will allow you to record interviews in the field.

## Software:

DIBP Production and Design retain suitable audio editing software for the manufacture of podcasts.

The end product should be produced in the MP3 format, and include descriptive ID3 tags such as episode number, track name and cover art.

## What makes a podcast listenable?

Ever listened to a radio programme and started drifting off, thinking about what you're going to have for dinner? It's because it's boring. Here's how to avoid boring your audience to death.

Don't fall into the "worthy but dull" trap. Don't think "well the audience SHOULD listen to this". Avoid the "should" factor. The audience must WANT to listen. It's our responsibility to make it interesting.

What's boring?

- Long repetitive answers.
- Answers that start with "well it's a three part answer really"
- Dull subjects which just don't interest the audience.

Before you put together a podcast interview, be ruthless about it. Ask yourself "why this story, and what makes it relevant now?" In other words, is it newsworthy? It needs to have a hook, an angle.

## Keep your audience in mind at all times

It's a common mistake made by even the huge conglomerates to put together a podcast revolving around the company. Our podcast interviews should be aimed squarely at the audience.

## Make your story understandable

An experienced radio journalist will tell you that stories are much easier to tell if people can relate to them. So for example, you can do a very worthy story about counterfeit goods, but people may start turning off if it's too dull. It's best to relate the issue to people's lives, for example do a story on "how counterfeit goods can be harmful", because people want to know how counterfeit goods will affect their lives.

## Podcast quality is important

It is essential that every podcast produced by the ABF is a quality product. Listeners expect a certain level of professionalism, and we must live up to this.

So how do you define "quality"? For a start, every podcast should be easy to listen to. The audio levels should be acceptable. Audio levels mean the recording level. If you record someone at too low a level, it can be very hard to hear the interviewee. And if the level is too high, the audio will be distorted and sound terrible.

Too many cadet journalists make the mistake of saying "it'll be right, no one will notice" but listeners DO notice, and bad levels are the obvious sign of an amateur. Bad levels and poor audio mean that your audience will assume you don't know what you're doing and they won't come back.

## How long should an interview be?

Three to five minutes is optimal.

### **Why can't we just record an SES speech at a lecture series and put it up as a podcast?**

No offence to the SES, but a 40 minute speech from a lectern can be very dull in a podcast format. There are several reasons for this. The speech was "designed" and written for the audience in the lecture room. It was probably accompanied by PowerPoint slides. The audio is likely to be "flat" in a podcast format. It would be much better to interview the SES after they step down from the lectern.

### **How long should the podcast be?**

The ABF podcast will cover the news and issues relating to border security and the organisation, so should be long enough to serve its purpose, but not so long that we bore or lose listeners. In general, a 20-30 minute show is a good length. ABF podcast listeners might listen to a lot of podcasts. If you want the ABF podcast to be one that they listen to regularly, then we don't want to take up more of their time than we need to.

Proposed segment structure:

1. Intro Theme Song
2. Welcome
3. Announcements
4. First Interview
5. Second Interview
6. Third Interview
8. Final Comments
9. Outro Music

### **What should the ABF podcast be about?**

The podcast must be about the ABF and our mission. No matter what the format, the presenter, the style, the common denominator must be border security. It is essential that the podcasts aren't propaganda tools or a personal vehicle or management vehicle. Podcasts aren't a way to "spin" our message, they are a window into the ABF, and should be treated with respect.

### **Language**

Use normal words. Anything that is too technical or too "management speak" just won't work.

Don't write too formally. Avoid any talk of "stakeholders" and "synergies"! It is essential that the language used in podcasting is simple and straightforward. A script that is written (and approved) by committees always sounds that way.

Bottom line is: don't create a podcast interview by committee. There's nothing worse than a podcast interview that has clearly been edited within an inch of its life. If you find various stakeholders are trying to dissect a podcast story, it's best not to go ahead.

It is best not to rehearse or give the interviewee the questions before hand; your interview will sound too strained and formal. Give your interviewee a general sense of what you want to discuss, do the interview and see what happens.

### **Target audiences**

- DIBP

- Australian community
- Educational institutions and academia
- Local governments
- Media
- Ministers
- Non-government organisations
- Other Australian government agencies
- Private sector organisations
- International governments
- State and Territory governments
- Technical experts and practitioners

<b>ABF Podcast series costs</b>	
Podcast hosting	Approx. \$12 a month for business account–unlimited storage and bandwidth, stats.
Digital Recorder	Smartphone (no cost)
Podcasting editing Software	Freeware (no cost)
Audio Royalties	Royalty free music (no cost)
<b>Total cost of podcast production: \$12.00 per episode</b>	

#### **How long does it take to create a well-produced podcast?**

The ABF podcast will be a quality product and require a degree of dedicated resourcing. To be successful, it is essential we have access to appropriately skilled staff capable of:

- Script writing
- Narrating
- Researching
- Identifying talent
- Interviewing
- Editing
- Post production
- Clearances
- Uploading
- Social media promotion

Once we commit, it's vital to have a regular schedule for the posting of new podcasts to maintain listener loyalty. They will know when to expect from us and look forward to our new shows.

#### **Other noteworthy Australian Government podcasts include:**

- Emergency Management Australia (AGD)
- Australian Bureau of Statistics
- Department of Communications and the Arts

## Summary

Podcasts are finally positioned to achieve mainstream penetration, mostly because of mobile phone adoption and technologies that have lowered the barrier to entry. Podcasting offers a level of engagement with audiences that is incomparable with other digital media; it thus presents a remarkable opportunity for the ABF to cultivate and build strong audience relationships.



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# Communication and Media Framework

2017 - 2018

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## Document control

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## Related documents

Executive Division discussion paper 'Drawn from the Executive Committee discussion paper  
*Contributing to a more informed public and media discourse*

## Attachments

Attachment 1: ABF Communication Working Group—Terms of reference and membership

Attachment 2: ABF Communication and Media Framework roles and responsibilities

Attachment 3: ABF Border Watch research

Attachment 4: Key messages

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## Purpose

The purpose of this framework is to ensure that Australian Border Force (ABF) communication and media efforts throughout the 2017-18 financial year are framed according to a strategic narrative that:

- builds awareness and enhances the reputation of the ABF
- dispels myths and mistruths that may be harmful to both the ABF reputation and mission
- builds pride amongst staff and showcases their work
- positions the ABF as an 'employer of choice'
- aligns with the Department's broader narrative.

Communication and Engagement Branch and Media Operations will be responsible for ensuring all ABF communication and media activities are aligned with this framework, as well as the organisation's Vision, Mission and Values.

Best practice communication principles and techniques and multiple communication mediums will be employed to reach our audiences and to achieve the ABF's communication objectives. This framework will remain a 'living document' which provides the flexibility to respond to new, innovative opportunities to communication and engage with key audiences.

## The ABF story

Australia has one of the largest and most challenging border environments in the world. The Department of Immigration and Border Protection (the Department) and operational arm—the ABF—is responsible for protecting Australia's border and contributing to both economic growth and social cohesion by facilitating trade, travel and migration.

The ABF works 24 hours a day, seven days a week to protect Australia's border, prevent the unlawful movement of goods and people across it, and facilitate legitimate trade and travel. The ABF also contributes to whole-of-government law enforcement and national security outcomes. ABF officers patrol Australia's international airports, seaports, mail and cargo centres, remote locations and Australia's extensive coastline.

The ABF also plays a vital role in facilitating the movement of people and goods across Australia's border—processing more than 690,000 international passengers and inspecting more than 1 million mail items each week. In the community, the ABF uses intelligence and field compliance operations to locate non-citizens who don't have a valid visa or those in breach of their visa conditions. The ABF is also committed to protecting vulnerable members of the community from exploitation and harm, such as victims of illegal work operations, human trafficking and sexual servitude.

ABF officers are, first and foremost, here to protect and facilitate a service for the people who interact with the Department, including travellers, traders, industry, visa holders, those in detention and the broader Australian community. ABF officers exercise powers primarily under the *Maritime Powers Act 2013*, *Customs Act 1901*, *Migration Act 1958* and *Australian Border Force Act 2015*.

ABF officers work in partnership with other domestic security and law enforcement agencies. The Government's announcement (18 July 2017) of a new Home Affairs portfolio will see the ABF working more closely with the Australian Security Intelligence Organisation, the Australian Federal Police, the Australian Criminal Intelligence Commission, the Australian Transaction Reports and Analysis Centre and the Office of Transport Security under the one umbrella. These reforms will ensure the ABF is well placed to continue the ongoing protection against threats such as terrorism and transnational organised crime while also facilitating legitimate trade and travel.

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## The current environment

Protecting Australia's border is critical in order to remain a safe, cohesive and prosperous nation—but it is a complex and extremely challenging task. The range, complexity and severity of threats to the border has evolved in recent years and includes people smuggling, illicit drugs, multinational serious and organised crime syndicates, visa and immigration fraud, the exploitation of foreign workers, human trafficking, terrorism, foreign fighters, and more. The ABF continues to facilitate and manage unprecedented and escalating increases of travel and trade at our borders. The table below outlines the ABF's current operational priorities for 2017-2018.

### Tier 1 (highest priority)

- People smuggling – maritime (including Illegal Maritime Arrivals)
- Counter-terrorism (including maritime)
- Illicit drugs
- Illicit firearms
- Organised and criminal exploitation of the visa programme
- Illicit tobacco

### Tier 2

- Exploitation of natural resources (illegal foreign fishing)
- Human trafficking - sexual servitude
- Outlaw motorcycle gangs
- Systemic and serious revenue evasion

## Issues and considerations

- The implementation of the Government's announcement to establish a Home Affairs portfolio is an important priority for this framework.
- Media reporting, social media tracking, anecdotal feedback and the recently commissioned Border Watch developmental research indicate that the level of understanding amongst the general community about the history, role and powers of the ABF remains low. Refer to more research findings at Attachment 3.
- Staff are the Department's most powerful brand ambassadors. The extent to which their values and behaviour align with the objectives of the ABF impact the effectiveness of communication and media activities, and more generally on the reputation of the ABF. This is reflected as a priority in this framework.
- The strategic intent of the 2016-17 ABF Communication and Media Framework was to build a brand for the ABF within Australia that is recognised and respected by the community, industry and law enforcement partners. A concerted effort in profiling the ABF brand needs to be sustained therefore the *2017-18 Communication and Media Framework* will continue to employ a range of communication channels to profile the ABF brand, generate goodwill with key stakeholders and create greater community awareness and understanding of the role of the ABF to develop authentic trusted relationships with stakeholders, industry and law enforcement partners.

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## Communication objectives

Drawn from the Executive Committee discussion paper, *Contributing to a more informed public and media discourse*, the interconnected communication objectives are:

**Objective 1** – To enhance our ability to represent ourselves, including promoting our mission, vision, objectives and work to develop an enduring narrative internally and externally.

**Objective 2** – To take opportunities to dispel misconceptions/misrepresentations which currently exist (or may arise) in the public and media discourse by presenting/explaining the facts and correcting the record.

## Target audiences

### Primary

### Special audiences

<b>Primary target audience</b>	<ul style="list-style-type: none"> <li>• Australian community</li> <li>• Department staff and ABF officers</li> </ul>
<b>The ABF's key influencers</b>	<ul style="list-style-type: none"> <li>• Media</li> <li>• Minister and Assistant Minister for Immigration and Border Protection</li> <li>• Members of Parliament</li> <li>• Travellers</li> <li>• Industry peak bodies</li> <li>• Australian businesses</li> <li>• National law enforcement and intelligence agencies</li> <li>• State and territory law enforcement agencies</li> <li>• National and local policy and service providers, including:               <ul style="list-style-type: none"> <li>– Australian Government departments and agencies</li> <li>– state and territory government agencies</li> <li>– non-government organisations.</li> </ul> </li> <li>• Key statutory authorities, including:               <ul style="list-style-type: none"> <li>– Commonwealth and Immigration Ombudsman</li> <li>– Australian Human Rights Commission</li> </ul> </li> <li>• Employers, peak industry groups and professional bodies</li> <li>• Migration and education agents</li> <li>• Migrant community groups</li> <li>• Governments of key countries and other international visa and border protection agencies</li> <li>• Key international, multilateral and bilateral organisations and bodies</li> </ul>

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# Communication priorities

## Complementary enforcement and facilitation function

- Role in Home Affairs portfolio
- National security and border risks
- Facilitating legitimate people and goods

## Advancing trade (Australia's customs service) travel and revenue

- Australian Trusted Trader (including the Mutual Recognition Arrangements initiative)
- Australia's customs service
- Managing the collection of border revenue including import duties and GST
- Seamless traveller / Single Window / SmartGate
- Other traveller and trade initiatives / technology (cargo screening, eBorderForce app)

## Professionalism and integrity

- Building a professional workforce
- Training and development
- ABF powers
- Integrity

## ABF in the community

- Protecting and serving the community from harm (illicit drugs, firearms, organised crime)
- Working with law enforcement colleagues
- Regional and remote communities
- Recruitment activity
- Border Watch
- Community protection (protecting vulnerable members of the community from being exploited or harmed i.e. illegal worker operations, sexual servitude, foreign worker exploitation)

# Key messages

- The ABF protects Australia's border and facilitates the movement of people and goods across it—contributing to a strong Australian economy and our nation's security. A safe and secure border enables greater facilitation of legitimate trade and travel, which in turn strengthens our economy.
- The ABF uses an intelligence-informed risk-based approach to focus our efforts on people or goods that represent the highest risks. This supports a streamlined process for legitimate people and goods with ever-increasing volumes traversing our border.
- The ABF is working in partnership with law enforcement and intelligence agencies, and industry to enhance the collection and analysis of information to strengthen how we manage risk and further streamline border clearance processes.

- The creation of the Department of Home Affairs will enhance the coordination of traditional immigration and customs functions and strengthen our focus on industry engagement and facilitation of legitimate trade and travel and at the same time, will continue to reduce the regulatory burden to strengthen the Australian economy and build a prosperous and cohesive society.
- The ABF will remain Australia's customs service, facilitating legitimate trade, and detecting and deterring the unlawful movement of goods and evasion of duties and taxes. Our trade modernisation agenda continues, as does our investment in innovation and technology.
- The ABF is committed to combatting revenue evasion by disrupting illicit tobacco importation and trade-based money laundering, and dismantling any criminal syndicates that support them. Like our law enforcement partners, ABF officers are disciplined, highly skilled, professional, and maintain the highest standards of integrity.

For supporting messages, refer to Attachment 4.

## Communication approach

ABF communication can be broken down into two categories:

Tactical/operational communication	Strategic communication
<p>Immediate communication responses to tactical and operational matters.</p> <p>Identify, capture and capitalise (in a timely fashion) detections and interceptions, investigations outcomes, successful prosecutions and court outcomes.</p>	<p>Timely, relevant and proactive communication.</p> <p>Demonstrate and articulate, at a high level, how the ABF contributes to:</p> <ul style="list-style-type: none"> <li>• travel and trade facilitation</li> <li>• a stronger border</li> <li>• a safer and more cohesive society</li> <li>• a prosperous economy.</li> </ul>
<p><b>Operationally driven</b></p> <p><b>Delivered by Executive Division</b></p>	<p><b>Collaborative approach between Executive Division and business/operational areas or led by Executive Division</b></p>
<p>Examples of activities:</p> <ul style="list-style-type: none"> <li>• media releases</li> <li>• press conferences and radio grabs</li> <li>• social media</li> </ul> <p><b>NOTE:</b> To support tactical communication, operational areas must engage with Executive Division and provide support through:</p> <ul style="list-style-type: none"> <li>• content development</li> <li>• opportunity identification</li> <li>• talent identification</li> </ul>	<p>Examples of activities:</p> <ul style="list-style-type: none"> <li>• website content and promotion</li> <li>• proactive media engagement and targeted media interviews</li> <li>• community/stakeholder engagement</li> <li>• recruitment campaigns</li> <li>• internal communication</li> <li>• media releases</li> <li>• editorial</li> <li>• social media</li> <li>• marketing material</li> <li>• community/stakeholder engagement</li> </ul>

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## Channels and tactics

The following channels and tactics will be used to highlight the ABF's operational priorities for 2017-2018 as well as the ABF's communication priorities centred on trade, professionalism and community engagement.

### Media backgrounders and media engagement

We will continue to engage selectively with opinion leading and influential journalists to explain the role and functions of the ABF.

Media Operations will identify one-on-one media engagement (on the record) opportunities for the ABF Commissioner with key journalists/outlets to promote the work of the ABF at a strategic level. Other senior staff, including Deputy Commissioners, may also directly engage journalists on particular issues.

We will also work closely with operational areas to facilitate media visits to ABF facilities such as mail and cargo centres, the ABF College, Detector Dog training facility. Access to ABF assets such as patrol vessels will also be arranged.

### ABF spokespeople

At a strategic level, the primary spokesperson for the ABF is the ABF Commissioner. Deputy Commissioner Operations, Deputy Commissioner Support and Assistant Commissioner Strategic Border Command may also be called upon to speak on behalf of the ABF on major strategic and reputational matters.

At a tactical communication level, spokespeople will include the following.

- Major positive operational outcomes—Regional Commanders, Deputy Commissioners, Assistant Commissioners
- Local good news stories—District Managers and other suitably qualified ABF officers

From time to time, authorised members of the Media Operations team may also provide radio content (grabs).

### Faces of the ABF—social media and media engagement

Through proactive media and social media we will portray the diversity and human side of the ABF. The *Faces of the ABF* communication activity will promote the ABF's dignity, social conscience and empathy. It is also an opportunity to present a more approachable, fun and engaging brand.

Executive Division is working closely with Regional Commanders and Assistant Secretary/Assistant Commissioners in the ABF to identify suitable people to be promoted as the face of the ABF.

An interim list has been prepared, which includes people from a range of operational and support areas. The final list will be calibrated by the ABF (through the ABF CWG), to ensure the group is comfortable with who has been selected to suit the type of exposure—national media, local media, public events, recruitment activity, social media campaigns and the like.

The Executive Division will work with those selected to determine what training or support is needed, and arrange for this to be provided—including the same media training that is being provided for the SES.

### Border Security—television programme

*Border Security* reaches up to two million viewers around Australia each week and is rated consistently in the top 5-10 most watched factual programmes in the country. The new *Border Security* series airs in July



2016, and will feature our officers predominantly in ABF uniforms—a small number of episodes with the previous customs uniforms are yet to air.

The value of *Border Security* is its longevity, trust and extensive reach as well as the benefit of increased awareness of the challenges faced at the border within the community. Throughout 2016-17 we will continue to seek ways to explore opportunities to broaden the content to align with the strategic narrative of the ABF, and to showcase the work we do outside of the airports in our mail and cargo centres and through compliance and investigation activity.

## ABF podcast series

The podcast series is an audio opportunity to promote the brand. The podcast will continue to look beyond operational outcomes, and focus on the ABF's people, activities and partnerships to engage the audience with its brand. The podcast series is developed in-house and distributed through a number of suitable podcast directories, and through [border.gov.au](http://border.gov.au). The series is promoted on the website, the ABF's social media channels and through internal communication channels. The podcast format and frequency will be revised and refined to ensure it can be produced with more regularity and be of interest to our target audience.

## Community Awareness Programme

The ABF Community Awareness Programme (CAP) is a weekend residential programme, developed to generate a better understanding of the role of the ABF within the Australian community. Throughout the programme, participants will be involved in practical activities intended to provide insight into the work of the ABF. Particularly the breadth of work we do to protect the border, the decisions and challenges we face on a daily basis, and the rigorous training, processes and technologies that underpin our work.

The CAP will be run bi-annually and attendance is by invitation only, key stakeholders and community influencers will be invited to participate, based on issues that are topical on the social, media or community agenda at the time. The first CAP will be run in November 2017, following the successful development and implementation of a CAP pilot in July 2017.

## Community events

To build trust in the community we will increase the ABF's involvement in community events such as fairs, shows and educational and career events. The intention for 2017-18 is to empower regions and district officers to engage with their local communities. Communication and Engagement Branch can provide support through promotional products, event planning advice and expertise, media engagement and talking points.

## Products and resources for community and education institutions

A suite of products and resources have been developed to support the ABF's community engagement and recruitment activities including brochures, posters, banners and promotional products. We will build on this package of products and will develop a package of ABF educational resources that will be made available on [border.gov.au](http://border.gov.au).

## Australia's customs service business cards and templates

A suite of ABF business cards and templates have been developed to clearly highlight that the ABF is and will remain Australia's customs service into the future.



## Regional communication plans

Regional Commands form a vital part of the ABF, responsible for operational activities within each of the regions, and contributing more broadly to the community presence of the ABF within a region. Strategic communication activities will be delivered by state-based public affairs officer in each Regional Command in line with the *Regional Command Communication Plan 2017-18*.

## Border.gov.au

A review of ABF related content on the Department's website ([www.border.gov.au](http://www.border.gov.au)) will be undertaken to ensure alignment with the ABF's strategic narrative, the *ABF 2020* and communication principles outlined in this framework.

## Media releases

Executive Division develops and publishes timely, engaging and newsworthy media releases on the Department's newsroom to promote the work of the ABF and to inform the community—via the media—of major operational outcomes.

## Social media

The Social Media team is developing short success stories drawn from across the ABF to highlight achievements that may not be picked up through broader media promotion. Integrated and ongoing messaging of this nature, across social media, provides the opportunity to:

- promote the diverse work done by the ABF
- educate and inform the public about compliance measures
- showcase ABF capabilities and resourcing
- counter-balance polarised commentary
- highlight frequent operational success.

Social media can also be used to support the *Faces of the ABF* campaign.

## Internal communication

The Communication and Engagement Branch manage a range of internal communication channels such as Border Bulletin, The Week Ahead, Together We're Talking, News, Executive Hub, Notices and all staff messages which will be used to communicate the ABF's priorities, good news stories and achievements to staff.

## ABF News (hardcopy newspaper)

An ABF hardcopy newspaper (two-pager) has been developed in order to deliver ABF and Departmental news content directly to frontline officers. Content will be drawn from existing news on the intranet and disseminated in hardcopy to operational areas including tea rooms and meeting rooms to provide ABF officers with a supplementary avenue to access key information about the ABF. The channel is being trialled for three to six months.

## ABF Weekly Team Brief

The Australian Border Force (ABF) Weekly Team Brief is a weekly bulletin that is emailed to all Assistant Commanders, Regional Commanders, Superintendents, Inspectors and team leaders in the ABF, who then deliver the content face-to-face to the officers under their command. The ABF Weekly Team Brief provides an opportunity to communicate to operational staff about ABF priorities.

## Trial options for Marine Unit

Communication and Engagement is investigating different options for better communicating with Marine Unit officers working at sea such as providing news, video content and executive messages on a USB or disk for all crew to access on the various assets on a regular basis.

## Promote good new stories

- Good news stories are published on *Bordernet* which include links to positive media stories and social media posts.
- The *Border Watch* section of *Border Bulletin* includes articles that promote the work of the ABF.
- *The Week Ahead* includes a summary of media releases that aims to increase staff knowledge about the good and important work done by the ABF.

## Evaluation

The success of the *ABF Communication and Media Framework* will be monitored and measured using:

- *iSentia* media coverage reports
- six-weekly reports tabled at the CWG meetings
- ABF monthly social media reports
  - the number of interactions with the ABF and ABF Commissioner's social media accounts and the number of interactions with ABF content on the Department's website
- anecdotal and formal stakeholder and feedback obtained during meetings and events such as: the Industry Summit and community roundtables
- data obtained from the Department's *Pulse* surveys
- anecdotal feedback from the community at community events and on social media
- Border Watch campaign benchmark and tracking research
- existing industry and stakeholder forums and feedback mechanisms to measure stakeholder engagement.

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# Attachment 1: ABF Communication Working Group—Terms of reference and membership



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## Australian Border Force Communication Working Group (ABF CWG)

### Terms of reference

#### 1. Purpose

The Australian Border Force Communication Working Group (ABF CWG) has been established to support the effective delivery of the *ABF Communication and Media Framework* and oversee the implementation of a number of strategies included in the Executive Committee paper: *Contributing to a more informed public and media discourse*.

The group will provide the Commissioner and Deputy Commissioners with visibility of tactical/operational, thematic and strategic communication initiatives that support the ABF. The group will bring together ABF communication experts from across the Department and will be guided by the *ABF communication and media framework* and the Executive Committee paper: *Contributing to a more informed public and media discourse*.

The ABF CWG provides the forum to manage the ABF narrative more strategically, and in the long-term, whereas the daily ABF Tactical Media meeting allows for agile responses to quick-moving, tactical and operational ABF media issues, of the day.

#### 2. Objectives

The objectives of the group are to:

- ensure the three levels of response—tactical/operational, thematic and strategic communication—are aligned, connected and integrated
- ensure the best opportunities for positive messaging are identified and responded to
- provide regular updates on planned tactical and strategic communication and media activities
- report on the extent to which the planned communication activities are having a positive impact on the public narrative
- identify and resolve barriers to delivering the outcomes of the *ABF Communication and Media Framework* and implementing the recommendations of the Executive Committee paper: *Contributing to a more informed public and media discourse*.

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### 3. Scope

The scope of the group is communication and media activities supported by the Communication and Media Branch within the remit of the *ABF Communication and Media Framework* and the ABF-related opportunities set out in the Key opportunities tracker, a recommendation of the Executive Committee paper: *Contributing to a more informed public and media discourse*.

This does not include:

- stakeholder engagement activities undertaken by the operational areas of the ABF, where the Communication and Media Account Managers do not have immediate visibility over the activities
- non-ABF specific communication and media activities.

### 4. Membership

- ABF Commissioner
- Deputy Commissioner, Operations
- Deputy Commissioner, Support
- ABF Commissioner, Chief of Staff
- First Assistant Secretary, Executive Division (Chair)
- A/g Assistant Secretary, Communication and Media Branch
- Strategic Communication Advisor, Communication and Media Branch
- Director, Corporate Communication, Communication and Media Branch
- Director, Border Management Strategic Communication, Communication and Media Branch
- Director, Media Operations, Communication and Media Branch
- Project Manager, Executive Division
- ABF Social Media Specialist, Communication and Media Branch
- ABF Strategic Border Command Communication Advisor, Communication and Media Branch
- ABF Proactive Media Advisor, Communication and Media Branch
- ABF Narrative Specialist, Communication and Media Branch

### 5. Meeting agenda

The group will meet monthly. Each meeting will include the following standing agenda items, as well as specific agenda items, on a needs basis.

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## Standing agenda items

	Agenda item	Lead	Purpose
1	Brief outline of the current focus and interests in terms of communication themes	Commissioner	To ensure the ABF CWG members are up to date and clear about the Commissioner's current tactical, thematic and strategic priorities
2	Discuss current calendar of opportunities/activities (Key opportunities tracker)	FAS Executive Division	To ensure the correct messages are being represented in the correct opportunities and event
3	Update and outcomes of completed activities: proactive media social media account management corporate activities	Director Media Operations ABF Social Media Specialist Account Managers Director Corporate Communication	To report on: the best opportunities for positive messaging have been identified and responded to the extent to which the planned activities had a positive impact on the public narrative
4	Discuss and agree on proposed new activities: <ul style="list-style-type: none"> <li>proactive media</li> <li>social media</li> <li>account management</li> <li>corporate activities</li> </ul>	Director Media Operations ABF Social Media Specialist Account Managers Director Corporate Communication	Ensure proposed and new activities: <ul style="list-style-type: none"> <li>include all three levels of response—tactical/operational, thematic and strategic communication</li> <li>are aligned, connected and integrated</li> <li>enable the key messages to be delivered</li> </ul>
5	Identify and resolve issues, gaps and barriers.	ABF Commissioner Deputy Commissioners Strategic Communication Advisor	<ul style="list-style-type: none"> <li>Refine tactical, thematic and strategic communication activities.</li> <li>Identify and resolve barriers to delivering the outcomes of the <i>ABF Communication and Media Framework</i> and recommendations in the Executive Committee paper: <i>Contributing to a more informed public and media discourse</i>.</li> </ul>
6	Other business	All	<ul style="list-style-type: none"> <li>Discuss any other matters relating to current ABF communication</li> </ul>

## 6. Document control

## Revision history

Version	Date	Author	Details
1.0	24 March 2016	Sally Bower/ s. 22(1)(a)(ii)	Draft
1.1	29 March 2016	s. 22(1)(a)(ii)	Editing
1.2	4 April 2016	s. 22(1)(a)(ii)	Reviewing

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Version	Date	Author	Details
1.3	7 April 2016	Maree Bridger	Reviewing
1.4	8 April 2016	s. 22(1)(a)(ii)	Review

## Document endorsement and approvals

Version	Date	Author	Details
2.0	10 April 2016	Maree Bridger	Approved

## Attachment 2: ABF Communication and Media Framework roles and responsibilities

The table below outlines the roles and responsibilities of areas within Executive Division in relation to this framework.

Role	Responsibility
<b>ABF Commissioner's Communication Working Group</b>	<ul style="list-style-type: none"> <li>• Ensure the best opportunities for positive messaging are identified and responded to.</li> <li>• Provide regular updates on planned tactical and strategic communication and media activities.</li> <li>• Report on the extent to which the planned communication activities are having a positive impact on the ABF's narrative.</li> </ul>
<b>Assistant Secretary, Communication and Engagement Branch</b>	<ul style="list-style-type: none"> <li>• Provide oversight and leadership to the ABF Operations Communication team and oversee the implementation of this framework.</li> <li>• Provide strategic communication advice, support and updates to the Secretary and the ABF Commissioner.</li> <li>• Review and clear communication material.</li> </ul>
<b>Director, Media Operations</b>	<ul style="list-style-type: none"> <li>• Provide oversight and leadership to the Media Operations Section and oversee the implementation of tactical activities in support of this framework.</li> <li>• Use situational awareness to: <ul style="list-style-type: none"> <li>– identify tactical media issues of the day</li> <li>– highlight sensitivities, issues and proposed responses</li> <li>– ensure the senior executive have visibility of operational matters likely to attract media attention</li> <li>– identify proactive media opportunities.</li> </ul> </li> <li>• Provide strategic media advice, support and updates to the Secretary and the ABF Commissioner.</li> <li>• Clear all media materials (when necessary).</li> </ul>
<b>Media Operations and social media teams</b>	<ul style="list-style-type: none"> <li>• Use their situational awareness and professional judgement to develop media materials</li> <li>• Provide media operations support to the Department including ABF.</li> <li>• Manage media enquiries, develop media releases and talking points.</li> <li>• Coordinate delivery of media activities to support ABF tactical activity (e.g. seizures).</li> <li>• Escalate and provide early advice to Assistant Secretary Communication and Engagement Branch <b>or</b> Director Media Operations <b>or</b> Chief of Staff to the A/g ABF Commissioner on emerging issues.</li> <li>• Manage clearance of all media material.</li> <li>• Provide media monitoring services.</li> <li>• Manage ABF social media platforms.</li> <li>• Collaborate with strategic communication teams to identify opportunities to promote the work of the ABF.</li> <li>• Analyse, evaluate and report on the effectiveness of ABF social media activities.</li> </ul>
<b>All strategic communication teams</b>	<ul style="list-style-type: none"> <li>• Drive thematic and tactical initiatives for the ABF.</li> <li>• Support Media Operations to deliver tactical/operational media activity.</li> <li>• Work collaboratively across the communication capability to deliver tactical support of this framework.</li> </ul>
<b>Border Management Section/secretariat</b>	<ul style="list-style-type: none"> <li>• Provide secretariat support for the working group.</li> <li>• Monitor and report on progress against the framework.</li> </ul>



## Attachment 3: ABF Border Watch research

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In May 2017 Essence Communications conducted research on behalf of the Department to ascertain the need for a campaign about Border Watch. The research also sought to determine understanding of the border protection landscape, current awareness levels of the ABF and Border Watch. The findings relevant to this framework are below.

### Awareness of the ABF and Border Watch

- The ABF and Border Watch lack salience with both the general community and business.
- 62% of the general public were aware of the ABF, but only 17% said they knew a lot, or something, about what the ABF does.
- For business, 59% were aware of the ABF. When prompted, only 19% said they knew a lot or knew anything about what it does.
- 41% of the community were aware of Border Watch, but only 8% knew a lot or a little about what it is. The qualitative research, however, demonstrated a high level of misattribution—with many believing that 'Border Watch' was the name of the television show (Border Security).
- Awareness of Border Watch was at 45% amongst business, although only 11% knew about what it does.
- A number of other reporting channels are higher in awareness, including Police, Customs and Crime Stoppers and the National Security Hotline had higher top of mind awareness in the general public.
- The ABF is understood to be the enforcement arm, with Border Watch the community reporting programme.
- Despite there being low spontaneous awareness of Border Watch amongst the public, the description of it was well supported.
- 'Border Watch' is acceptable name for the programme. There is recognition that the name is quite broad and is not descriptive of all types of suspicious behaviours to be reported, however a better descriptive name would be long and difficult to recall.
- Most people reported that simply knowing about Border Watch will result in more people calling it to report suspicious behaviours, and that it is a positive outcome.

### Understanding of the border protection landscape

- The community agree we need to be strict about border protection (81%) and it is seen by most to be a major concern for Australia (77%).
- There is strong spontaneous association of 'border protection' with the Border Security television show. The show is a central force in shaping expectations about, and understanding of, border protection to date.
- Understanding of the term is largely dominated by traditional customs infractions in and around airports and boats patrolling our coastline rather than immigration infractions.
- Issues that are more focused on visa infractions are seen as the domain of 'immigration' and not as relevant to the 'border protection' definition.
- Visa and immigration issues are seen by virtually all audiences as not as serious, not necessarily harmful or worth reporting.



## Attachment 4: Key messages

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- Australia is facing complex and rapidly evolving security challenges and in response to this environment, the Australian Government has announced the establishment of a Home Affairs Portfolio of Australia's immigration, border protection and domestic security agencies.
- The new portfolio will be similar to the United Kingdom's Home Office arrangement - a federation, of border and security agencies. The agencies will retain their current statutory independence.
- The operational agencies will include ASIO, the Australian Federal Police, the Australian Border Force, the Australian Criminal Intelligence Commission, the Australian Transaction Reports and Analysis Centre or AUSTRAC and the Office of Transport Security. They will be supported by a central department that will oversee policy and strategic planning and the coordination of the operational response to the threats we face. Work is underway to implement the new portfolio arrangements.
- The ABF will remain Australia's customs service operating in an enhanced security environment.
- The creation of the Department of Home Affairs will enhance the coordination of traditional immigration and customs functions and strengthen our focus on industry engagement and facilitation of legitimate trade and travel and at the same time, will continue to reduce the regulatory burden to strengthen the Australian economy and build a prosperous and cohesive society.
- The ABF will remain Australia's customs service, facilitating trade and travel, protecting our border and contributing to a strong economy.
- Australia has one of the most challenging border environments in the world.
- The ABF is the operational arm of the Department of Immigration and Border Protection.
- Our mission is to protect Australia's border and facilitate the movement of people and goods across it.
- We detect and prevent the unlawful movement of goods (like drugs and firearms) and people across the border to keep the community safe.
- Australian Border Force officers also clear passengers arriving into and departing international airport and seaports, clear goods arriving into mail and cargo centres and patrol Australia's extended coastline.
- In the community, ABF officers use intelligence and field compliance operations to locate non-citizens who don't have a valid visa or those in breach of their visa conditions.
- Australian Border Force officers protect vulnerable members of the community from being harmed or exploited by preventing human trafficking, sexual servitude, contrived marriages and illegal worker operations.
- We work closely with other law enforcement agencies to identify, target, disrupt and dismantle serious and organised crime.
- Protecting Australia's border outside of our main airports and seaports relies on a strong maritime capability.
- The ABF maintains an armed presence around Australia's coastline and responds to reported or suspected border incidents and illegal activity.
- Australian Border Force officers are committed to protecting and serving the community.

- ABF officers are drawn from a diverse range of experience, qualifications, skills and subject matter expertise to maintain responsibility for all border operations, including investigations, compliance, facilitation, enforcement and detention.
- The ABF is committed to staying ahead of evolving threats through continued investment in the development of people, systems, facilities and technology.
- The ABF facilitates legitimate trade, travel and migration to build a strong economy and cohesive society.