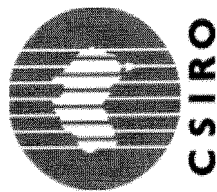


www.csiro.au



CSIRO Communication Strategy 2003 – 2007

Strategic Imperatives

- A Great Investment
- Brand Positioning
- Policy Advice
- Scientific Literacy
- Clarity of Purpose
- Internal Efficiency

CSIRO Communication Strategy 2003 – 2007

Scope of the Strategy

This strategy has been developed to support all communication activities across CSIRO and will be driven by the CSIRO Communicators' Network (which comprises the Divisional Communication Staff and the Corporate Communications Group). The Communicators' Network will support CSIRO by providing specialist advice and assistance to enable the effective communication, both internally and externally, of CSIRO's research and strategic goals as outlined in the CSIRO Strategic Plan.

Strategic Imperatives

The Communication Strategy identifies six Strategic Imperatives which set the overall framework for CSIRO's engagement with the Australian and International communities.

These Imperatives will drive delivery of CSIRO's strategy over the next four years. They focus specifically on raising awareness of the value and work of CSIRO to Government, industry and the Australian community generally. The Imperative also focus on CSIRO's brand positioning and on it being open and transparent in all of its communications. The last Imperative focuses on improving the efficiency, quality and effectiveness of the communications function.

Key Stakeholders and the Value Propositions

Eight stakeholder groups have been identified for the purposes of this Plan. For each, we have developed a "value proposition" which sets the key message that we want to give to each about CSIRO. Key to our stakeholder interaction is the ability to 'listen' to their views and needs. Regular stakeholder analysis will play a crucial role in assisting this process. A detailed analysis of each stakeholder group is shown at Attachment 1 and this identifies key issues, strategic objectives, communication initiatives, measures of success, outcomes and risks for each.

Priority Strategic Objectives

We have identified a number of Priority Strategic Objectives which will form the basis of our engagement with key stakeholder groups over the next four years. We have prioritised these and are in the process of preparing detailed action plans which will articulate how these objectives will be achieved. These Priority Strategic Objectives are a distillation of the key elements of the individual stakeholder objectives and provide the "call to arms" over the period of the plan.

Timeframe for Delivery

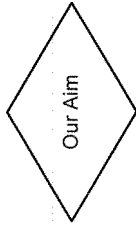
The strategy identifies a large number of key strategic objectives and communication initiatives. Clearly it is not within the scope of the function to deliver on all of these in the short-term. Consistent with the timing of the CSIRO Strategic Plan, the aim is to deliver on these over the next four years and Attachment 2 provides a mapping of these objectives under each stakeholder group to the CSIRO Strategic Plan.

One-CSIRO Approach

It is crucial to the success of this strategy that proper analysis of stakeholder perceptions is undertaken and is delivered on a regular basis to CSIRO Management. The success will also depend on the Communicators having a "seat at the table" and by providing strategic communication and marketing advice. It will also depend on the Communicators' Network adopting a collegiate approach and on a high level of involvement and commitment from management and staff at all levels of the Organisation. Given that delivery of the strategy will require efficient and effective deployment of resources, it is intended a review be undertaken as to appropriate resource levels and the current capability of the communication function to deliver on these challenging objectives.

CSIRO Purpose

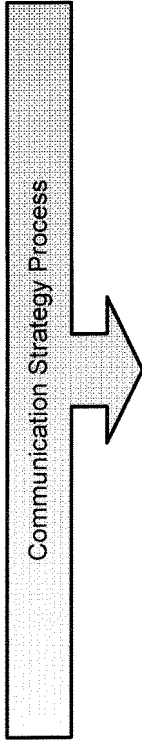
"By igniting the creative spirit of our people we deliver great science and innovative solutions for industry, society and the environment"



To be a research enterprise with global reach



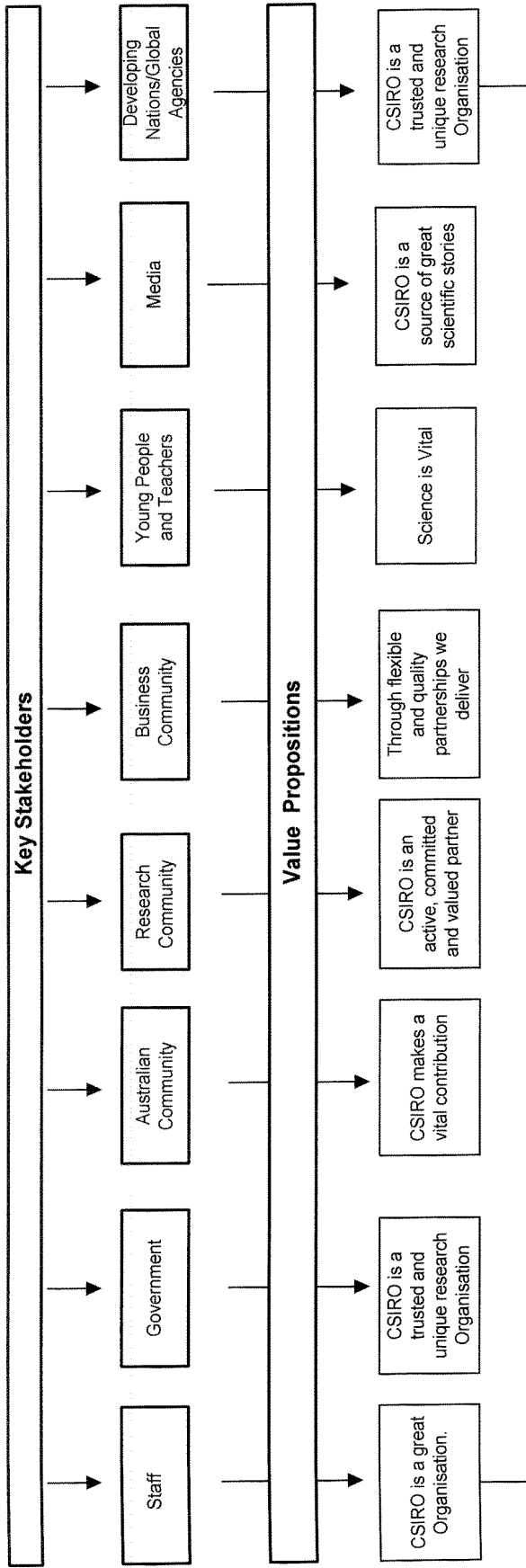
- Focusing our science investment
- Delivering world-class science
- Partnering for community impact
- Serving as catalyst for industry innovation
- Building one-CSIRO capabilities and commitment
- Securing a financial foundation for growth



Statement of Intent
Promote and enhance the reputation and influence of CSIRO by actively managing internal and external stakeholders so as to create an environment in which CSIRO is able to achieve its strategic objectives.
This will be achieved by positioning CSIRO as a unique Organisation which, because of its breadth, diversity and global credibility, is able to deliver focussed and strategic research which addresses significant national and global issues and priorities.

Strategic Imperatives

- A Great Investment**
Position CSIRO as responsive, collaborative and innovative, thereby bringing great value to the Nation
- Brand Positioning**
Promote and enhance CSIRO's reputation
- Policy Advice**
Influence and anticipate the public policy debate
- Scientific Literacy**
Generate community interest and understanding of science and its applications
- Clarity of Purpose**
Clearly communicate CSIRO's role, work and means of engagement
- Internal Efficiency**
Improve the internal efficiency, quality and capabilities of the communications function



Priority Strategic Objectives

- ❖ Position CSIRO as a trusted and leading commentator on research, science and socio-science issues
- ❖ Articulate the research priorities of CSIRO highlighting Flagships and Emerging Science and their relationship with the National Research Priorities
- ❖ Generate excitement and interest in science and promote understanding of social and ethical issues
- ❖ Cultivate championship of CSIRO's value across political parties and at all levels of Government
- ❖ Develop an integrated approach to managing CSIRO's relationship with all levels of Government
- ❖ Enhance the capability of CSIRO scientists and management to strategically engage with and influence Government
- ❖ Ensure CSIRO's value proposition and the "when, where and how" to do business with CSIRO is well understood
- ❖ Actively build networks and relationships with key influencers both in Australia and in the international arena
- ❖ Align all communications, brand and marketing activities to drive one-CSIRO positioning and corporate identity