



ACT
Government

Transport Canberra
and City Services

TCCS Internal Communications and Engagement Strategy

2021–2024



Summary


Employing over 2000 staff across the ACT with a diverse range of skills, backgrounds and expertise, TCCS is committed to building a culturally diverse workforce and an inclusive workplace that supports its vision and mission. The Directorate is committed to offering an environment where employees enjoy coming to work every day and where we take pride in where we work and what we do. Internal Communications and Engagement will play an integral role in supporting the workforce to deliver these commitments and TCCS core objectives.

The Internal Communications and Engagement Strategy has been prepared to support the **TCCS Strategic Plan**, as well as the five priorities outlined in the **TCCS People Strategy**, by improving current internal communication practices and identifying new initiatives that will enhance communication across the TCCS workforce.

The TCCS Internal Communications and Engagement Strategy will provide recommendations on how to provide effective communication to staff and ensure a unified, well-informed, engaged and committed workforce that supports TCCS' vision and organisational objectives. The recommendations will also aim to increase trust and understanding between operational/field staff and executives to create a connected workforce.

Our objectives

- 1 Ensure TCCS employees are well informed through consistent, timely and accurate information
- 2 Ensure all TCCS employees understand how they contribute to the Directorate's vision and mission
- 3 Provide the opportunity for all employees to engage with the wider Directorate, provide feedback and contribute ideas
- 4 Support TCCS' commitment to providing an inclusive workplace, empowering employees so they take pride in the work that we do



Our goal:
The goal of this strategy is to support the **TCCS Strategic Plan 2021–2024** and the **TCCS People Strategy 2019–2023**

What informed our strategy?

2020 Employee Engagement Survey

The following key insights from the 2020 **Employee Engagement Survey** have been considered when developing this strategy

- > improving trust and confidence in Executive from the workforce. High levels of trust and confidence from the workforce stops with the direct supervisors/managers
- > more recognition of the work done by the Directorate as a whole and as individuals
- > assist the workforce to understand their individual role in achieving TCCS vision and mission
- > increase the percentage of employees who believe TCCS is a truly great place to work

What was considered when developing the strategy?



Stakeholders

The following stakeholders set direction and deliver key messaging supporting TCCS' vision and business objectives:

- > Chief Minister
- > Minister for Transport and City Services
- > Minister for Sport and Recreation
- > Director-General
- > Deputy Director Generals
- > Chief Operating Officer
- > All Executive and Executive Sponsors
- > Individual business units
- > Internal Communications

Stakeholder responsibility

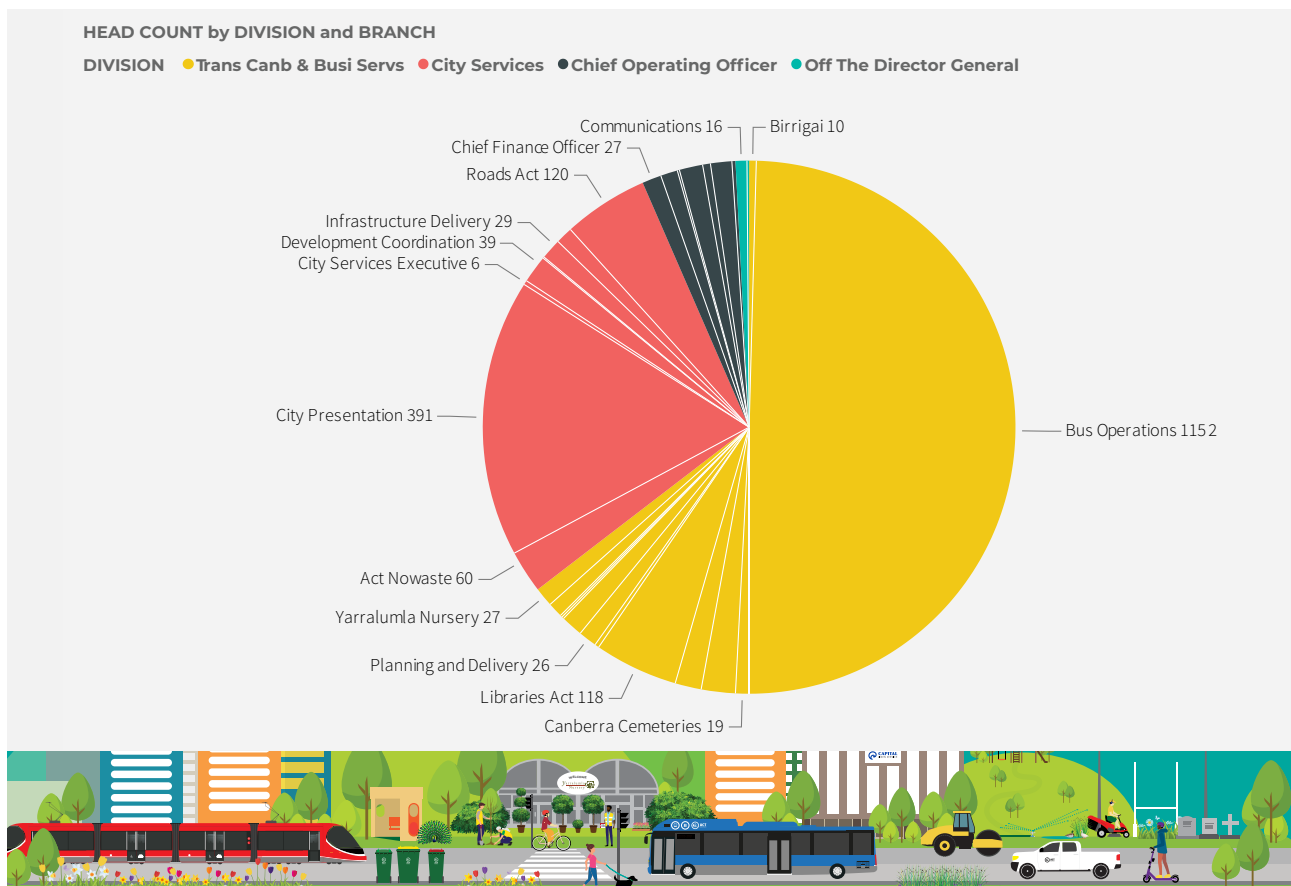
The following stakeholders are responsible for both all staff messaging and targeted messaging to identified audience segments.

Stakeholder messaging will be included in proactive communication plans in the attached action plan.

Roles	Key messaging responsibilities	Frequency
Director General	<ul style="list-style-type: none"> > Strategic direction > Supporting WhoG messaging > Reinforcing TCCS values > Staff wellbeing and encouragement 	Monthly or as required
Deputy Director Generals	<ul style="list-style-type: none"> > Service and operational messaging > Safety messaging 	As required
Chief Operating Officer	<ul style="list-style-type: none"> > Corporate communication > Directional messaging > Innovation 	As required
Executive Sponsors	<ul style="list-style-type: none"> > Advocating diversity > Promoting TCCS as an inclusive workplace 	As per diversity and inclusion calendar
Individual Business Units	<ul style="list-style-type: none"> > Local internal communications following principles of the Strategy 	As required
Internal Communications	<ul style="list-style-type: none"> > Ensure correct, consistent, and relevant information is available to the workforce by: <ul style="list-style-type: none"> > Developing key communication messages relevant to each identified audience to support objectives of this strategy > Coordinate communication distribution from each division to relevant audience segments. > Distribute messages across the Directorate, via targeted communication channels. > Encourage staff engagement with internal initiatives, programs and campaigns. 	As required

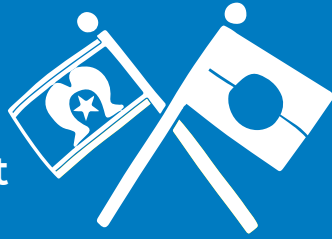
Audience

TCCS Directorate currently has approximately 2300 employees consisting of a diverse range of business units:



Key audience insights considered in this strategy include

Employees who identify as Aboriginal or Torres Strait Island 62



Employees from a non-English speaking background 532



Employees with a disability 91



Female employees 605



Male employees 1742

Challenges and Opportunities

Challenges:

- > More than 50 per cent of the workforce does not use email as part of their daily workflow
- > 25 per cent of the workforce are from non-English speaking backgrounds
- > Limited opportunity for two-way communication
- > Limited knowledge of responsibilities of communication contacts channel
- > Limited resourcing in the Internal Communications and Engagement team to activate new initiatives
- > Operationally diverse Directorate

Opportunities:

- > Executive Board is committed to TCCS being a great place to work
- > Executive Leadership Team who are proactive in being engaged with the workforce
- > Clear set of TCCS values
- > Value of our workforce identified in our vision and mission
- > Already existing channels dedicated to internal communications
- > A newly appointed Internal Communications and Engagement team
- > A diverse range of roles across the workforce, that offer interesting content
- > A directorate that provides services Canberrans rely on every day, coupled with a vocal Canberra community that often provide feedback on TCCS related work
- > A desire for a workforce feedback channel as identified through high engagement rate to send DG a personal message during the employment survey
- > Appointed Executive Sponsors

How we communicate

Communication channels

The below table represents currently available communication channels and initial recommended channels. A channel audit will be conducted as the first step of the action plan to give further insight into TCCS communication channels.

**some channels are not regularly accessed by segments of the workforce due to workday routine*

	Current channels										Suggested channels	
	Intranet	Email	Workplace noticeboards	Printed collateral including internal newsletters	Digital screens	Toolbox talks	Driver notice	Team meetings	Communications Contacts	Engagement opportunities: DG's visit, leadership forums, induction/training, exchange	Sharepoint app — allowing easier access for all employees to the TCCS intranet for access to news, Connections and information	TCCS social media — private Facebook group/Workplace for Facebook
Office based employees	■	■						■		■		
Transport operations	●	●			■		■					
Canberra cemeteries operational staff	●	●										
Capital Linen Service Officers			■									
City Presentation field staff	●	●		●	■	■						
Rangers	■	■		■								
Libraries ACT	■	■										
Roads ACT	●	●	●	●		■						
Yarralumla nursery and Birrigai	■	■		■								

● Limited

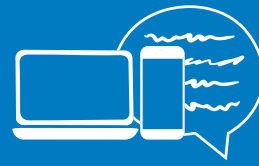
Key initiatives

Whilst the attached action plan will outline in further detail the tactical elements, the following 7 key initiatives will be the focussed outcomes of this Strategy:



CONNECT

Evaluate current communication channels to ensure all TCCS employees have equal access to internal communication. Provide recommendations on how to improve engagement on current channels and recommend new channels.



REACH

Develop a digital communications plan to grow our digital audience. The aim will be to reach and engage more staff using current digital platforms and introduce new digital channels that are easily accessed by all TCCS staff.



SHARE

Develop a content plan to ensure a proactive approach to content creation and distribution. The content will capture and share the human stories of the workforce that make up the Directorate with a focus on examples of TCCS values in action.



RECOGNISE

Aligning with the Recognition Framework, develop a plan to implement recognition programs and improve communication of staff recognition across the Directorate.



LISTEN

Develop an employee feedback framework and engagement plan to provide a channel for staff feedback and engage with staff on the benefits of providing feedback.



INCLUDE

Develop a plan to identify common first languages used by TCCS staff and translate key Directorate communication into these languages to ensure adequate communication access by all TCCS staff.



ENGAGE

Develop an engagement plan for ELT to increase interaction with all aspects of the workforce.