



TfNSW Sydney Trains Rail Operations Centre (ROC)

Overview

A historic first for Australia, the Rail Operations Centre (ROC), a \$400M state-of-the-art nerve centre, will help Sydney Trains to run its network more efficiently, improve punctuality and achieve faster incident recovery.



Winner 2019 Australian Rail Association

The ROC won the Employee Engagement category, reflecting the spirit of co-operation and respect between an organisation and its employees.

Communication challenges

Previously, the communications function was embedded within the change team, which led to few communications delivered to impacted stakeholders across agency or staff.

EnterpriseCreativeCloud (ECC's) Communications Program Manager, Gemma Schlosrich was tasked to start over the approach, to onboard a team and work with the incoming Change Manager. Together a highly successful and engaging campaign was delivered over a six-month period, with no risk to business, stakeholders or unions.

Program scope

- Set up a team to deliver two suites of engaging communication collateral for 600 impacted staff and promotional 'awareness' communications for 12,500 Sydney Trains staff.
- Identify and manage impacted stakeholders through weekly executive meetings, with various impacted directories.
- Present fortnightly to the Sydney Trains and Program Executive on communications.
- Impacted stakeholders: Over 600 impacted staff, from siloed NSW offices and eight directorates, local communities, transport industries, overseas delegations, emergency services, local and federal MPs, Ministers, Premier, transport agencies and rail companies.

Key metrics

Within six months, over 100 quality collateral items were delivered.

- Emails (impacted and general staff updates)
- Rail Union correspondence, presentations and letters
- VIP events (Minister, Secretary, NSW Premier)
- 3 community open days (over 500 guests)
- 20 Staff fact sheets
- 5 Posters, 1 desk guide, 2 Infographics
- 10 Staff and Manager FAQs
- 15 Newsletters
- Multiple Briefing packs
- 1 dedicated intranet site
- 50 roadshow events, facilitation sessions and briefings
- 20 digital videos

Stakeholder engagement

The critical nature of this project required sensitive stakeholder consultation and management to keep parties involved and updated on the construction and change activities.

Community: Construction activities impacted local residential areas, which required the following regular community newsletters, response to complaints, letters, ministerial correspondence, community open days, response to enquiries.

Impacted staff: Sensitive collateral developed to support change activities. With staff relocating or changing roles face-to-face engagement was key. Roadshow events, town hall meetings, briefings, workshops, presentations and various tours were ongoing simultaneously.

Executives: Governance and approvals were key to achieving buy-in and acceptance. The program had three sponsors which required sensitive management. The team also drafted briefing notes and ministerial correspondence.

Agency and staff: All communication activities managed through corporate channels, Mode magazine, Sydney Trains Weekly, Group emails and intranet.