

◀ Communications approach – programme schedule

August 2018

Introduction



- ▶ No announcement will be made before the Crossrail Board meeting on 29 August - however news could enter into public domain at any time between now and the formal announcement date.
- ▶ The Crossrail Board meets on 29 August, CRL will issue an Adverse Event Notice to Sponsors on 30 August, Sponsor Board meets on 3 September, the Mayor's meeting is on 6 September, TfL Board papers publish on 12 September and next TfL Board meeting is on 19 September. House of Commons returns on 4 September and rises for conference season on 13 September.
- ▶ Likely dates for an announcement are 31 August (following the issuing of the Adverse Event Notice) or 7 September but otherwise will be early September. Planning underway to manage the communications activity, a priority is the development of the core narrative, press notice and media Q&A as well a reactive line should the news break prior to the CRL Board meeting on 29 August.
- ▶ Multiple communications strands for CRL - focus will be on developing materials that can be activated at short notice but additional time enables more detailed preparation to be undertaken

- ▶ Sponsors are aware of the schedule issue. CRL has also informed Siemens, Bombardier Transportation and ATC JV.
- ▶ Announcement will generate significant media and stakeholder interest, defining the project short-term and lead to increased scrutiny
- ▶ Given the close proximity to the WMS, questions are likely to be raised about timing and whether this information was known in July
- ▶ Crossrail and Sponsors will need to align on the reasons for the delayed schedule
- ▶ Need to avoid risk of blame assignment – tier 1 contractors, specifically Siemens, Bombardier and the three companies in the ATC JV will view as a major reputational issue
- ▶ Significant potential for a marked increase in information requests by external organisations, elected representatives, statutory bodies, FOIs etc. and impact on resources

Risks overview



Risks	Mitigation
Revised schedule is leaked – information becomes known before formal announcement	<ul style="list-style-type: none"> • Development of communications approach including reactive line
Community relations - local stakeholder response assumes prolonged impacts (construction fatigue) - boroughs, residents and businesses	<ul style="list-style-type: none"> • Clear explanation of issue and new timelines, tailored to local area impacts
Supply chain – tier 1 contractors seek to protect their own reputations	<ul style="list-style-type: none"> • CRL + TfL led media engagement
CRL workforce – uncertainty about indicative end dates and when they will be departing project	<ul style="list-style-type: none"> • Internal communications
Politicisation of project – government, City Hall, elected representatives and Committees amplify issue / return of Parliament in September	<ul style="list-style-type: none"> • Work with Sponsors on engagement strategy / targeted stakeholder engagement
Increased scrutiny – risk of significant increase in project scrutiny and requests for information	<ul style="list-style-type: none"> • Review available resources
Wider relationship impacts - Key beneficiaries (CWG, NWECC, etc.), funders and institutions as well as media (BBC documentary) have tied plans to Stage 3 / December 2018 operations	<ul style="list-style-type: none"> • Engagement plan to be developed

Explaining the issue

- ▶ Key to the delivery of the communications outputs will be an agreed narrative that explains the contributory factors in a concise way
- ▶ This narrative will need to explain how the programme schedule became compressed
- ▶ No single event – construction, railway systems and rolling stock – this a complex integration story
- ▶ Narrative will need to be agreed with Sponsors and also align with the WMS and CRL media / stakeholder response

CRL communications strands



- ▶ **Liaison with Sponsors** – determine who will make the announcement and agree the external communications materials, specifically media + liaison re: stakeholder mapping
- ▶ **Media** – development of core narrative, press notice, media Q&A and reactive line
- ▶ **Political stakeholders including National and Boroughs** – development of engagement plan including face-to-face meetings, drafting of template letters and external briefing note
- ▶ **Community relations** – development of engagement plans for residents and local businesses with particular focus on stations in Westminster and Tower Hamlets. Engagement with Crossrail Complaints Commissioner and Planning Forum chair.
- ▶ **Tier 1 contractors** – communication from CRL to tier 1 contractors and key suppliers. Identification of issues likely to be raised and rebuttals prepared in event of suppliers briefing media.
- ▶ **CRL employees** – development of internal bulletin and proposal for series of All Hands Briefings with leadership team at sites and offices to explain announcement and schedule priorities
- ▶ **Other** – Key beneficiaries, funders and institutions engagement

Comms priorities next steps



- ▶ Communications approach agreed with TfL and DfT
- ▶ Align communications activity with Sponsors including agreement on who leads announcement
- ▶ Finalise core narrative and draft press notice and media Q&A including statements
- ▶ Prepare CRL communications materials that will be required if announcement needs to be made at short notice – draft internal bulletin, draft stakeholder letter, supporting materials and mailing lists etc.
- ▶ Further develop communications planning – including detailed stakeholder mapping, who we talk to and the sequence, assign leads for each stakeholder and engagement output / coordination with TfL as required