

◀ Programme schedule – communications approach

August 2018

Timeline



- ▶ Following a decision by the Crossrail Board, an announcement would ideally be made in early September.
- ▶ External announcement and stakeholder activity will be led by Crossrail with the support of Sponsors. Announcement will not reference cost consequences.
- ▶ Timing issues include Adverse Event Notice issued by CRL to coincide with Sponsor Board on 3 Sep, Mayor's meeting also on 3 Sep, House of Commons returns on 4 Sep (rises 13 Sep), TfL Board meets on 19 Sep (papers published on 12 Sep).
- ▶ Sponsors have not formally agreed on a timeline for the announcement. DfT's preference is for an announcement following return of House of Commons on 3 Sep. TfL's preference is likely to be for an announcement following Sponsor Board on 3 Sep - TfL also required to issue a markets update.
- ▶ Crossrail's preference is for an announcement following Sponsor Board and meeting with Mayor on 3 Sep, preferably 5 or 6 Sep.

- ▶ Multiple communications strands for C R L ranging from route MP s and local residents to Crossrail employees and tier 1 contractors. Direct communications with key stakeholders will be undertaken in parallel to external announcement.
- ▶ Announcement will generate significant media and stakeholder interest, defining the project short-term and lead to increased scrutiny
- ▶ Significant potential for a marked increase in information requests by external organisations, elected representatives, statutory bodies, FOIs etc.
- ▶ Tier 1 contractors, specifically Siemens, Bombardier and the three companies in the ATC JV will view as a major reputational risk
- ▶ Key to the delivery of the communications outputs will be an agreed narrative that explains the contributory factors in a concise way
- ▶ This narrative is under discussion with Sponsors and outlines how the programme became compressed
- ▶ No single event – construction, railway systems and rolling stock – this a complex integration story

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, NWE C, 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

Communications strands



- ▶ **Liaison with Sponsors** - communications planning and stakeholder mapping
- ▶ **Media** – development of agreed narrative, press notice, media Q&A
- ▶ **Political stakeholders including National and Boroughs** – development of engagement plan including face-to-face meetings, drafting of template letters
- ▶ **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 C R L to tier 1 contractors and key suppliers.
- ▶ **CRL employees** – development of internal bulletin and content for All Hands Briefings etc. to explain announcement and schedule priorities
- ▶ **Other** – Key beneficiaries, funders and institutions engagement

Outline timeline for announcement



- ▶ **09:00** – TfL inform London Stock Exchange / Credit Rating Agencies
- ▶ **09:30** – Pre-brief key journalists and top tier stakeholders
- ▶ **09:30** – Internal CRL bulletin issued
- ▶ **10:00** – Crossrail press notice issued
- ▶ **10:00** – Stakeholder briefings continue by Crossrail and TfL
- ▶ **DfT and TfL currently propose that no media interviews should be undertaken. All media enquiries will be handled reactively.**

Key messages



► Overarching

► Local

- ◆ Most of the testing activity next year will take place within the stations and tunnels, and will not have a material affect on local communities.

▶ xxxx

▶ xxxx

Key stakeholders



- ▶ Julian Bell – Ealing Leader and London Councils
- ▶ Nickie Aiken – leader City of Westminster
- ▶ Graham King - City of Westminster and Borough lead SPOC
- ▶ Mike Gapes MP – Chair Crossrail APPG
- ▶ Keith Prince – Chair, London Assembly Transport Committee
- ▶ Caroline Pidgeon – Deputy Chair, London Assembly Transport Committee
- ▶ Florence Eshalomi – Labour Transport lead, London Assembly
- ▶ Lilian Greenwood – Chair, Commons Transport Committee
- ▶ Andy McDonald – Shadow Transport Secretary
- ▶ Amyas Morse - Comptroller and Auditor General, the NAO
- ▶ Sir George Iacobescu - Canary Wharf Group
- ▶ Jace Tyrrell - New West End Company
- ▶ John Holland-Kaye – CEO, Heathrow Airport
- ▶ Network Rail
- ▶ Crossrail employees
- ▶ Key tier one contractors

▶ Central Government

- ◆ Liaison with key departments led by DfT – No10, Treasury, Cabinet Office, HDCLG
- ◆ Follow up letters to key Ministers from CRL (?)

▶ Route MPs

- ◆ Early calls to key route MPs: Mike Gapes
- ◆ Follow up letters to all route MPs

▶ London Assembly Members

- ◆ Early calls to Transport leads
- ◆ Follow up letters to all AMs

▶ Other key political stakeholders

- ◆ Follow up letters to other key political stakeholders including Transport Committee Chair, Comptroller of NAO, Shadow Transport Secretary, the IPA and Public Accounts Committee

Community relations



▶ All route Borough leaders

- ◆ Early call to City of London Corporation led by CRL
- ◆ Early calls to Westminster and London Councils led by CRL
- ◆ Early calls to other central section Borough leaders led by TfL
- ◆ Follow up letters to all leaders from CRL

▶ All route Borough SPOCs

- ◆ Early call to Graham King (Westminster and HLP subgroup chair) led by CRL
- ◆ Early calls to all central section SPOCs led by TfL
- ◆ Follow up communications to all SPOCs and transport leads led by TfL

▶ Mail out to central section local residents via CLP and CSD

- ◆ Only to relevant central section stations and led by CRL

▶ Oversight bodies

- ◆ Early calls to the Crossrail Complaints Commissioner and the Chair of the Planning Forum led by TfL

Other stakeholders



▶ Partner and funding organisations

- ◆ Early calls to – MTR, Network Rail, Canary Wharf Group, Heathrow Airport, Berkeley Homes led by CRL, DfT and TfL

▶ Lobby groups

- ◆ Follow up engagement including London Travel Watch, Transport for All and Passenger Focus led by TfL

▶ Business groups

- ◆ Follow engagement including NWECC, LCCI, LDN First, CBI led by TfL

▶ TOCs

- ◆ Follow up engagement including Govia Thameslink, South Eastern, FGW and Great Anglia led by TfL

▶ Property developers

- ◆ Follow up engagement with OSD developers led by TfL

Tier 1 contractors + supply chain



▶ XXXX

▶ XXXX

- ▶ XXXX
- ▶ XXXX

Chairman



▶ XXXX

▶ XXXX

Chief Executive



▶ XXXX

▶ XXXX