



SILVERTOWN TUNNEL

DOCUMENT TITLE:

Community Engagement Plan

DOCUMENT NUMBER:

ST150030-RLC-ZZZ-XX-ZX-PLN-SM-0003

Asite Task ID: STT-DCO-0ZZ.12.1.22

PURPOSE OF ISSUE	For Acceptance	DOCUMENT SUITABILITY	S3 - For Review & Comment	TOTAL PAGES (Including this page)	26
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Prepared by	Checked by	Approved by	Date	Revision
 CJV Community Construction Liaison Manager	 CJV Lead Procurement Manager	 CJV Project Director	13/08/2020	P03

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ST150030-RLC-ZZZ-XX-ZX-PLN-SM-0003

Issue and Revision Control

Distribution and revision control is managed through the Electronic Document Management System – ASITE, with the latest revision displayed.

Document uncontrolled when printed.

Revision History			
Rev No	Date	Summary of Changes	Section & Number
P01	07/02/2020	First Issue	
P02	20/05/2020	Updated to address CMNT034 Updated section 6.2 to include timings, locations and publicising of public exhibitions Updated Appendices- 'Key Interested Parties' and Riverlinx CJV's approach to managing them added; Elected Members and other parties and Canary Wharf Group added.	Section 6.2 Appendices
P03	13/08/2020	Updated to address CMNT150 Updated section 1,3,5,8	Section 1,3,5,8

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1. Aims and Objectives

The Community Engagement Plan (CEP) and accompanying host borough Liaison Plans outline how Riverlinx CJV will deliver community engagement activities in relation to the construction of the Silvertown Tunnel (STT) as per Schedule 6 Interested Parties, Third Parties and Liaison Procedures. The Community Engagement Plan has been developed for submission and approval (by the relevant planning authorities), under Schedule 2, Part 1 (requirements) 5(3)(c) of the Development Consent Order. Riverlinx CJV is a joint venture between Ferrovial Agroman, BAM Nuttall and SK Construction brought together to undertake the construction of Silvertown Tunnel. This CEP focuses specifically on the approach to the following key activities:

- Communications
- Resourcing
- Silvertown Tunnel helpline
- Public exhibitions prior to the commencement of the Works (and in accordance with the requirements of paragraph 2.7.12 of Part 1 of Schedule 6 Interested Parties, Third Parties and Liaison Procedures)
- Community Liaison Groups; and
- Voluntary and educational activity.

The CEP and Liaison Plans are inclusive and identify how communication with stakeholders will be managed and programmed throughout the construction period. The Plan will provide the context and scope for liaising with stakeholders who are potentially affected by the Silvertown Tunnel work. Riverlinx CJV partners have already adopted the approach and structure to deliver three current major projects along the River Thames successfully. This CEP and the borough Liaison Plans cover the broader requirements of the Project Agreement including the Code of Construction Practice (CoCP)

2. The Project

Silvertown Tunnel is located between Silvertown Way (A1011) and Blackwall Tunnel Southern Approach (A102) within the London Boroughs of Newham to the north, Blackwall Tunnel Northern Approach in Greenwich to the south and Tower Hamlets to the west, in accordance with the Transport for London (TfL) client brief. See route below:



3. Community Engagement Plan

The CEP is the overarching plan for the delivery of community engagement during the construction of Silvertown Tunnel. It will be further developed collaboratively with the London Boroughs of Greenwich, Newham and Tower Hamlets, approved by aforementioned boroughs and submitted TfL for approval under the Review Procedure within 3 months of the Effective Date. The CEP will then be reviewed annually. Our community engagement will provide a two-way conversation between the local communities and Riverlinx CJV. The CEP identifies how communication with stakeholders will be managed and programmed. In addition to the Plan, several activities are detailed within this CEP which have been completed during the three months from the Effective date (21st November 2019), and these activities will be maintained during the construction of Silvertown Tunnel. Outlined below are the project behaviours Riverlinx CJV will adopt that will help to deliver our Community Engagement activities and drive our vision for inclusive, fair and high-quality community involvement and improvement:

Volunteer: Be a volunteer in the community

Big Picture: Be considerate and think how you are affecting the project legacy

Inspire: Work with schools and early career colleagues to educate/inspire and share knowledge and expertise

Ambassador: Be an ambassador for the ‘value’ major infrastructure projects bring to a community

Passion: Share great stories about your work.

Throughout our engagement with the local community, Riverlinx CJV will strive to share information, listen and respond in a timely manner to mitigate local concerns and maintain a positive reputation for all parties involved in the delivery of Silvertown Tunnel. The effective implementation of a well-considered and focused CEP is a key factor in reducing negative impacts on local communities and building a lasting legacy.

The Riverlinx CJV Community Liaison team will uphold TfL’s principles of integrity, visibility, timely provision of information, fair interpretation of data, accessibility of personnel and transparency. The CEP will be issued to the TfL Project Leader and the TfL Stakeholder Manager for review and comment, as well as for approval by all host-borough planning authorities within three months of the Effective Date.

The SPV and TfL team will review the CEP and the borough Liaison Plans annually, with amendments implemented in accordance with document control protocols.

4. Acronyms and Abbreviations

CEP	Community Engagement and Liaison Plan
CJV	Construction Joint Venture
CLG	Community Liaison Group
ELBA	East London Business Alliance
LBN	London Borough of Newham
LBTH	London Borough of Tower Hamlets
RBG	Royal Borough of Greenwich
SLNT	Strategic Labour Needs and Training
SME	Small to medium enterprises
SPV	Special Project Vehicle
STEM	Science, technology, engineering and mathematics
STT	Silvertown Tunnel
TfL	Transport for London

5. Interested Parties

Riverlinx CJV commits to communicating effectively with Interested Parties before and during construction to enable a two-way dialogue. Interested Parties include those directly affected by the works such as the host boroughs, vulnerable people, residents, and businesses close to the work sites, and those who are interested in an update on the construction of Silvertown Tunnel. Interested Parties also include representatives from key local groups, user representatives, all affected landowners of the project and other local authorities. The list of Interested Parties in Appendix 3 is contact information obtained during TfL’s Silvertown Tunnel consultation stage. Additional interested parties will be identified and engaged with as the project progresses such as new residents and businesses moving into the local area. Transport for London will manage all matters relating to TfL policy, local transport and other issue not directly related to Silvertown Tunnel project delivery. Information will be made available to Interested Parties on Riverlinx’s website.

6. Communications

Engaging with the local community during the contract will be based on clear and effective communication for number of elements. The diagram below identifies each of the areas where clear and specific communication will be applied, tailored to best suit the individual element within the diagram.



Figure 1. Overarching model for Community Communications delivery excellence

The external communications methods undertaken by Riverlinx CJV will be comprehensive in its delivery. We will use a range of communications channels to ensure optimal awareness levels and attendance at public meetings and events. Clarifying Riverlinx CJV and TfL roles and responsibilities to Interested Parties.

Riverlinx CJV, subject to agreement from TfL, will use social media, local press, road signs, site hoardings and direct communication with Interested Parties such as email. We will also use a range of other communication methods including:

- Information bulletin letters on the works prior to new works starting
- Newsletters
- 24/7 Project Helpline
- Project email address
- Community Liaison Groups
- Public exhibitions
- Project website

Contact with Riverlinx CJV can be made via a dedicated project email and 24/7 telephone number.

6.1 Information bulletins and newsletters

Information bulletins and newsletters will be delivered within the affected surrounding areas to provide work updates and keep the local community informed. The information bulletins and newsletters will notify on each phase of works, including details of the works, anticipated impacts, working hours, estimated duration and measures being implemented to mitigate those impacts. These communications will assist Riverlinx CJV to develop

stakeholder relationships, confidence and trust during the construction phase between the local community, Riverlinx CJV and TfL. All work update communications, activities and programmed developments will go through the Riverlinx CJV and TfL's approvals procedures prior to publication. Materials can be provided in appropriate accessible media formats for the visually impaired and in other languages.

6.2 Public Exhibitions

Guidance published by the Department for Communities and Local Government (DCLG) entitled Planning Act 2008: Guidance on the pre-application process (March 2015) promotes the concept that a "one-size-fits-all" approach does not work when devising a strategy for stakeholder engagement. Riverlinx CJV shares this view and proposes to reflect the TfL Stakeholder Engagement Strategy for a seamless but clear transition from TfL consultation to contractor liaison, Riverlinx CJV will implement a series of public exhibitions prior to the commencement of Works, as part of the overarching stakeholder engagement strategy, delivered within the Community Engagement Plan. The stakeholders identified to engage in public exhibitions include:

- Businesses
- Residents Associations
- Road Users
- Community Groups
- Schools
- General Public

Key objectives for public exhibitions are listed below however it is noted that objectives can develop over time

- To inform stakeholders of scheme developments
- To inform stakeholders of changes and/or updates to construction
- To engage stakeholders in opportunities of construction process
- To provide stakeholders with a channel for expressing concerns, posing questions and receiving a specific response to their points raised
- The CEP is flexible to enable an event to be arranged to discuss a specific theme of interest to stakeholders.

The timings of the public exhibitions will be prior to commencement of the works and not less than one week prior to work commencing. The locations will be those used for the Community Liaison Group meetings where available. Details of public meetings will be publicise using various methods including CLG members, and website. All invitees will receive follow-up communications after the events including information on how to stay informed.

6.3 24-hour / 7-day Project Helpline

Riverlinx CJV aims to be accessible during the construction phase. To enable this, a 24/7 project helpdesk will be available during construction.

6.3.1. Project Helpline Operation

RiverLinx CJV will provide, operate and publicise a direct, first single point of contact facility for all enquiries from Interested Parties or other members of the public, incident notifications and complaints relating to the works. RiverLinx CJV will provide a 24/7 helpline. Contact with RiverLinx CJV can be made via a dedicated project email address and 24/7 telephone number. The contact email and phone number will be displayed on site hoardings, correspondence and the project website.

Email: help@riverlinxcjv.co.uk

24/7 Helpdesk number: 079 079 7 84 86

As part of the complaints process, the Project Helpline will adhere to the following:

- Be operated 24/7, from the commencement of relevant physical works on site, until the Permit to Use Date
- Answer 70% of calls received within 30 seconds, 30% of calls within 4 minutes (with the rate of abandoned calls below 10%)

All contacts to the helpline are categorised according to their approximate location in relation to the works. This allows for more effective and efficient reporting via the Central Complaints Log and the identification of trends in topics raised. Providing an opportunity for the Silvertown Community Relations team to provide a more comprehensive engagement plan. The operation of the Helpline is the subject of a KPI pursuant to Schedule 15, Part 2, Annex 1.

6.4 Database

Riverlinx CJV is responsible for updating the stakeholder database on a weekly basis for the duration of the contract, reporting any issues arising. A Windows-based stakeholder database will be used by Riverlinx CJV to enable the recording and storing of information from local stakeholders, as well as other interested parties. This will enable us to record all inquiries via email and telephone. Information contained within the database is subject to General Data Protection Regulations (GDPR) and the Data Protection Act. New information such as contact details and complaint resolution details obtained through the helpline will be added. Silvertown Tunnel stakeholders will be categorised according to their approximate location relative to the Silvertown Tunnel works and grouped by common stakeholders e.g. residents, business, local council. The stakeholder database will be accessed via a secure location on the project server and available on a secure Common Data Environment between Riverlinx CJV and TfL (Asite or similar). A regular report will be provided with information on all contacts received and any complaints or inquiries raised. This information will be reviewed weekly. A report will also be included within regular management meetings to ensure senior leadership teams are informed about all complaints, inquiries and pertinent information received. The report will enable trends to be recognised to enable Riverlinx CJV to pre-empt issues throughout the programme.

6.5 Branding

Branding will be managed via TfL and RiverLinx CJV approved branding guidelines for a suite of uniform and recognisable Silvertown Tunnel materials including messaging, visuals/images, toolbox talks, and “credit-card” sized contact cards for distribution to the public that includes project helpline info. A branded project website will be developed and maintained by RiverLinx CJV and will display the construction programme, main construction activities and updates, (CoCP clause 4.1.4). A social media strategy will be delivered in collaboration with TfL. As per document 6.10 Code of Construction Practice section 5.3.1 each site will clearly display on its boundary the name and contact details of the persons accountable for air quality and dust issues.

6.6 Photography

We will provide photographs of works and events on a regular basis. Images and videos will be used for external and internal purposes. For external use, the main audience will be the public. After undergoing an internal approval process, the material may be used in external newsletters, Riverlinx CJV’s website, or partner company websites. For internal use, the material may be used in internal newsletters or any communication campaigns targeting Riverlinx CJV employees.

6.7 Site visits

Client, community and educational visits will be enabled and delivered by RiverLinx CJV throughout the project delivery upon request, subject to health & safety and operational requirements of the work.

6.8 Internal Communications

In addition to delivering a project that meets the highest quality standards, Riverlinx CJV's objective is to leave behind a long-lasting legacy for the local boroughs. It is therefore important that Riverlinx CJV's whole team and supply chain understand the local stakeholders environment. To explain the characteristics of the local environments to the workforce, Riverlinx CJV will develop internal communications outlining key information such as the location of residents in relation to the project. These materials will be delivered through pathways such as onboarding, toolbox talks, briefings, staff newsletters, weekly success report for the project with progress and milestones achieved, staff visits and events. The work sites will be part of the local community during the contract and internal communications will promote a sense of community on the project.

7. Responsible Procurement

The Community Engagement Plan aligns with the requirements of the Responsible Procurement Plan. These commitments will be delivered by both Riverlinx CJV and our supply chain

8. Diversity and inclusion

Riverlinx CJV are committed to being fully inclusive and seek to enable hard to reach groups to engage with the project during the construction of Silvertown Tunnel. Methods to connect with hard to reach groups include working with established community organisations and optimising their local knowledge to create contacts with hard to reach groups. Appeals will be made during regular CLGs and meetings with Interested Parties for information on vulnerable persons and hard to reach groups who may be interested in understanding more about the Silvertown project but whom may be unable or reluctant to participate in the structured forums. Separate contacts can be made with individuals/groups using a method of communication which is most effective for them.

It is recognised that during the covid-19 pandemic that although online meetings will be the main forum for meetings in order to adhere to UK government guidelines, this may inadvertently exclude members of the community without access to devices or broadband. Alternative methods of sharing the information presented at meetings can be arranged where required e.g. telephone communication posted information.

Riverlinx CJV are particularly interested in addressing the skills gap facing the industry by building a diverse, skilled workforce. Reaching out to under-represented groups via targeted employment and 'inspire-me' related activities will be a key element of the delivery programme.

Riverlinx CJV will work in collaboration with local authorities, non-governmental organisations and community bodies to identify and reach people within the diverse local community relevant to protected characteristics as well as wider, more generalised careers and skills promotional work. The supply chain will be actively involved and engaged in these activities.

9. Community Liaison Groups

Riverlinx CJV will establish and maintain Community Liaison Groups (CLG) in accordance with Schedule 6 Part 1 clause 5 and the Code of Construction Practice; These groups will meet regularly before and during the construction period. Invitations will be sent out so that the CLGs comprise of representatives from key local groups, user representatives, all affected landowners of the project and the local authorities. The principal objectives of the CLG meetings will be:

- To brief on forthcoming construction activities
- To inform on upcoming traffic management measures and noise
- To inform and reassure on how we will use best practicable means to tackle key local issues
- To inform on positive social value, and educational and volunteering activities delivered by the project

The Community Liaison Groups will be actively promoted to key stakeholders and they will be encouraged to attend to hear project updates and share their views. A range of methods and communications channels will be

used to ensure strong attendance at the quarterly CLG meetings including developing a yearly schedule of meetings and creating an email group of interested attendees. Invitations will also be sent to all affected landowners. Regular CLGs will provide an opportunity for the Community Construction Liaison Manager to brief attendees about forthcoming construction activities and answer questions.

The terms of reference will include provision for communications between the Community Construction Liaison Manager and the CLG between meeting dates, a chairperson, and frequency of the CLG will be finalised at each first meeting. The key CLG stakeholders will comprise of TfL project representatives, Riverlinx CJV representatives and local borough representatives as well as the local community. Riverlinx CJV will use a number of methods to advertise CLG meetings including:

- Direct mail communications with Interested Parties and identified stakeholders
- Direct email communication with Interested Parties and identified stakeholders
- Social Media
- Through the local boroughs
- Newsletters
- Communications between the Community Engagement team and stakeholders
- Via 24-hour Helpline provider to all who make contact
- Notices on site noticeboards

During the CLG meetings information will be provided in accessible formats including information panels, presentations, audio-visual and virtual reality (VR) about the project to enable attendees to understand the nature of the works used during the CLG.

Common issues raised are often related to activities that are consented by the local borough e.g. construction related noise consented by a Section 61, consents under the DCO involving traffic management (includes pedestrians) and hoardings. The following issues were raised within TfL's Silvertown Tunnel Consultation Report (Section 20):-

General disruption, coordination with other existing construction projects in area, noise and dust pollution as a result of works, safety of construction areas for general public, local employment and local SMEs, scheme design, traffic impact on existing routes during and after scheme delivery.

A more informed and collaborative meeting occurs where the relevant representative can take the feedback back to the local borough.

9.1 Community Liaison Group venue locations

Riverlinx CJV will hold CLG meetings in Greenwich and Newham (incorporating any issues concerning Tower Hamlets) to enable discussion to be focused on what is of local relevance. Should there be a requirement to bring together key stakeholders from these boroughs a Core Community Liaison Group will be established. CLGs will be held quarterly in venues which will hold at least 100 (one hundred) people in each of the boroughs.

The meeting venues will be held in accessible locations close to our work sites in Greenwich and Silvertown. Riverlinx CJV will build on the engagement undertaken by TfL during the Silvertown Tunnel consultation roadshows; We will also aim to support local schools and charities by hiring suitable premises from these organisations.

The meeting time will be arranged to maximise attendance, in accordance with venue availability. Most events will be evening and weekend although this can be adapted to suit local needs. This will be developed in first three months of contract and will be flexible according to local requirements during the project.

Due to the global pandemic which has impacted since early 2020, additional forms of communication will be undertaken such as virtual meetings and online events where it is not possible to hold face-to-face meetings in line with government guidelines in place at the time of the meeting/event.

10. Voluntary and Educational Activity

Riverlinx CJV recognise the importance of engaging with local educational institutions during the construction of Silvertown Tunnel to provide training and educational opportunities via volunteering, community engagement and visits.

Riverlinx CJV will deliver social value activities to benefit a number of local community groups and build a lasting legacy. Specific engagement with local organisations and community groups will identify what support is needed to positively improve community perception and 'give back' to the community affected by the works.

Key strategic focus will be on skills and employment, employability, school engagement, environmental awareness and conservation, traffic management, road safety, and equality and inclusion. Through a strong community relationship, gained via clear and timely communication of project information and impactful volunteering and education programmes, we will:

- Share project benefits across a wide diversity of beneficiaries
- Ensure activities are sustainable beyond the project's lifetime
- Build capacity within communities to develop and grow activity and benefits
- Meet identified local needs and aspirations with meaningful activities
- Recognise and support existing organisations and partners that are already delivering benefits locally
- Build positive local networks and relationships within communities that enable access to benefits arising from our STT activities.

Riverlinx CJV will be clear in communicating and co-ordinating volunteering opportunities internally so that events gain maximum attendance and value, Riverlinx CJV employees are encouraged to become STEM Ambassadors, delivering activities in line with our partner companies' STEM Ambassador Programmes in schools and educational institutions in the three boroughs.

We will deliver inclusive school engagement activities and programmes around construction, transport, employment, and safety and skills. Riverlinx CJV have already formed links with Tower Hamlets EBP (Tower Hamlets and Greenwich), 15Billion EBP (Newham) and East London Business Alliance and will continue to work with them together with TfL during the contract period to support various employment and educational activities within Newham, Greenwich and Tower Hamlets. Activities will include:

- Work experience opportunities that are aligned with our Strategic Labour Needs and Training commitments throughout the duration of the project
- Engineering/Transport/Careers Days: These events organised by TfL aiming to raise awareness amongst young people and inspire new generations of professionals, related to engineering, transport etc. Riverlinx CJV will support TfL by taking an active role in these events
- Cycling safety days and responsible travel educational campaigns: developed in collaboration with TfL and the local boroughs as well as in partnership with our supply chain. Exchanging Places (EP) events have been successfully organised by TfL in conjunction with local police and cycling safety bodies, delivered to schools to raise awareness around safe cycling
- Careers talks will be offered to schools and colleges to support their curriculum. Careers talks will include interactive tasks and developing critical thinking to grow student's employability skills. The ultimate aim is to raise young people's aspirations and offer advice on how they can achieve their chosen career
- Youth Involvement: We are open to receiving proposals from stakeholders on opportunities to involve young people in Silvertown Tunnel work via TfL's Stakeholder Engagement Strategy. Local councils will be contacted to strategically advise and inform opportunities

Regular meetings will be held with Newham, Greenwich and Tower Hamlets to discuss skills and employment opportunities and review the engagement approach. School and youth engagement will be included in Community Liaison Group meetings on a quarterly basis. The number of school engagement opportunities are not fixed but will not be less than the number of school engagement as identified within Riverlinx CJV's Strategic Labour Needs and Training Management Plan.

The table below summarises three levels of engagement for activities for each activity-type:

Activity Body	General School Activities	Science Technology Engineering Maths (STEM) Activities	Strategic Labour Needs and Training (SLNT) activities
Driver	RiverLinx Stakeholder Managers Local Authorities	RiverLinx Stakeholder Managers Local Authorities	RiverLinx Stakeholder Managers Local Authorities / Job Brokerages
Coordinator	RiverLinx CSR coordinator and CLR Officer	RiverLinx CSR coordinator and CLR Officer	RiverLinx CSR coordinator and CLR Officer
Promotion on Site	RiverLinx Skills and Employment Advisor	RiverLinx Skills and Employment Advisor	RiverLinx Skills and Employment Advisor
Reporting to Local Authorities	RiverLinx Skills and Employment Advisor	RiverLinx Skills and Employment Advisor	RiverLinx Skills and Employment Advisor
Resources for activities	Volunteers and RiverLinx Management	Volunteers and RiverLinx Management	Volunteers and RiverLinx Management
Supervision	TfL Management	TfL Management	TfL Management

11. Risk Mitigation

The risk register below forms the basis of the Risk Mitigation Plan. It will be reviewed and updated as new potential risks are identified. Risks are managed and mitigated through best practicable means. Clear communication and positive engagement with stakeholders will enable risks to be reported by stakeholders and Riverlinx CJV to advise what actions have been taken to resolve them.

Risk No.	Issue	Mitigating action	Measurement
1	Risk of misunderstanding about the Silvertown Tunnel project and subsequent early complaints/objections from local residents (nearest residents)	Early engagement with North Woolwich residents to be a visible and regular presence within the community. Informal and planned meetings with residents To provide accurate information about the project and to be available to answer questions. To provide continuity of community engagement personnel to enable trust and relationships to develop.	Local residents recognise Riverlinx CJV community engagement personnel and have built up trust Increasingly well-informed community Log of complaints and enquiries from stakeholders
2	Risk of delay, disruption and congestion impact on local traffic movements (and related disruption to communities), particularly Silvertown Way, North Woolwich Road	Engage with relevant stakeholders prior to any final decisions being made e.g. via Transport officers Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead Utilise social media* (e.g. Twitter) to provide real-time information about any road issues *Subject to client approval	Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Log of complaints and enquiries from stakeholders
3	Additional delay and disruption to road travel caused by increased volumes of road traffic, resulting from contractor staff travelling to and from site.	Plan all road, worker and contractor movements. Liaise with the Local Authorities. Travel Plan for contractor staff	Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Log of complaints and enquiries from stakeholders
4	An increased safety risk to motorists, pedestrians, cyclists, equestrian and other road users, particularly resulting from: -increased lorry movements -potential for confusion caused by temporary signage and changes to road layout	Early community engagement to provide written information and verbally prior to proposed changes Design and install all temporary signage and layout with clarity and safety as a priority Provide safety training to schools and other potentially vulnerable road users regularly throughout the life of the project to reiterate the safety and to capture new road users	Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Road incident and accident data Number of people to whom safety training is provided Log of complaints and enquiries from stakeholders
5	Noise, vibration and fumes from lorries	Use best practicable means to consider and reduce noise & vibration during site design and management Monitor and report noise & vibration levels Develop and implementation of traffic management plans	Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Log of complaints and enquiries from stakeholders
6	Mud on roads, as a result of works and lorry movements	Wheel and vehicle washing facilities on site(s) Management of logistics and supply chain partners so that they do not deviate from pre-agreed routes Implementation of traffic management plans Regular toolbox talks to site team	Clean roads observed by local stakeholder and local authority street works Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Log of complaints and enquiries from stakeholders

Risk No.	Issue	Mitigating action	Measurement
7	Risk of potholes and road surfaces erosion	Consult with relevant stakeholders prior to any final logistic decisions being made, including traffic liaison groups Induct and train staff and workers to manage this issue Regularly inspect road and ask local stakeholders to act as 'additional eyes & ears' and report any road surfaces which may be eroding in their area	Good condition of roads observed by local stakeholder and local authority street works Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Log of complaints and enquiries from stakeholders
8	Risk of disruption to Britannia Village residents and other local residents – noise, vibration and lighting	Early engagement with Britannia Village residents to be a visible and regular presence within the community Early engagement with residents prior to any final decisions being made Informal and planned meetings with residents Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead	Number of negative media reduced and positive media/social media stories Number of complaints and compliments received Log of complaints and enquiries from stakeholders
9	Risk of disruption to residents on Western Beach Apartments in terms of noise, vibration and lighting	Agree with the local authority Engage with residents prior to any final decisions being made Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead	Number of negative and positive media and social media stories Number of complaints and compliments Log of complaints and enquiries from stakeholders
10	Risk of delay, disruption and congestion impact on local traffic movements affecting Britannia Village School	Agree with the local authorities an HGVs in school drop off/ pick up time Engage with head teacher prior to any final decisions being made Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead e.g. notices on around the school, school bag letters home	Number of negative and positive media and social media stories Number of complaints and compliments from the school and parents Log of complaints and enquiries from stakeholders
11	Risk of delay, disruption and congestion impact on local traffic movements affecting St Mary Magdalene C of E School	Agree with the local authorities an HGVs in school drop off/ pick up time Engage with head teacher prior to any final decisions being made Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead e.g. notices on around the school, school bag letters home	Number of negative and positive media and social media stories Number of complaints and compliments from the school and parents Log of complaints and enquiries from stakeholders
12	Risk of delivery disruption, congestion and temporary impact on access and business continuity to adjacent commercial/industrial park around Dock Road	Engage with local businesses prior to any final decisions being made Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead Use best practicable means to keep accessible for deliveries/customers Establish good community relations with businesses to arrange local access for deliveries where possible	Number of negative and positive media and social media stories Number of complaints and compliments from the school and parents Log of complaints and enquiries from stakeholders
13	Risk of delivery disruption, temporary impact on access and business continuity for Britannia Village	Early engagement with Britannia Village residents to be a visible and regular presence within the community Early engagement with residents prior to any final decisions being made Informal and planned meetings with residents Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead	Number of negative media reduced and positive media/social media stories Number of complaints reduced and compliments received Log of complaints and enquiries from stakeholders

Risk No.	Issue	Mitigating action	Measurement
14	Risk of delay, disruption and congestion impact on local traffic movements impacting Ravensbourne University students	Regular engagement with Ravensbourne University staff and students to integrate any travel plan they may have with Silvertown Tunnel travel plans Informal and planned meetings with the University Provide all relevant traffic information services with information about potential disruption, at least 14 days ahead	Number of negative media reduced and positive media/social media stories Number of complaints reduced and compliments received Log of complaints and enquiries from stakeholders
15	Risk of reduced access to online meetings due to lack of access to ICT devices within the local community.	Using network and contact with community organisations who are able to access online meetings to reach communities without ICT access. Use other methods of communications to brief community on the content of meetings, and to enable questions to be asked.	Increased number of community members reached Log of complaints and enquiries from stakeholders

Risks related to Section 61 of the Control of Pollution Act, which requires local authority consent, work related to traffic management and road safety, are the top identified risks that require effective mitigation and communication. Additionally, reputational damage risks due to disruptive or ill-informed works and staff behaviour will be monitored and mitigation measures implemented. Plans will be in place with the project team and our supply chain prior to commencement of physical works to ensure best practice and knowledge shared.

Collaboration internally and externally with Riverlinx CJV forms the key initial mitigation action. Collaboration occur in a number of ways including:

- Meeting structures to facilitate the efficient and timely exchange of knowledge, information and input regarding how the Project objectives and work with Project stakeholders will be undertaken
- Partnering workshops and forums to ensure that Riverlinx CJV's shared vision, expectations and lessons learned are aligned internally and with TfL and its key stakeholders
- Communication methods that enable us to efficiently generate, share and disseminate information in support of the Project objectives and TfL
- Liaison with other major high-risk Construction Sites
- In this instance, we will hold regular liaison meetings to further understand interfaces and aspects with a high impact on programme concerning air quality, and that particulate matter emissions are minimised across the area.

The above methods ensure risk mitigation delivery within the CEP is a systematic, effective and co-ordinated across the project management team, project sites and local communities.

12. Resourcing

Riverlinx CJV's Community Engagement team will lead on the delivery of the Silvertown Tunnel CEP. The team will work collaboratively with TfL counterparts to ensure both the project and stakeholders are served well, with the structure and responsibilities outlined below.

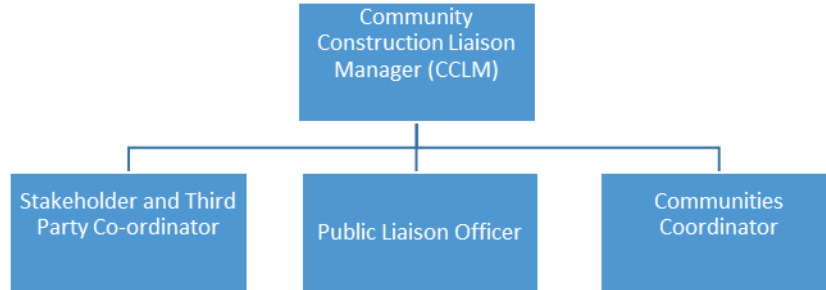


Figure 2. Community Engagement team

12.1 Community Construction Liaison Manager

In accordance with Schedule 6 Interested Parties, Third Parties and Liaison Procedures, Part 1, 3.1 and Schedule 6, Part 1, Annex 2 a Community Construction Liaison Manager (CCLM) has been appointed within three months of the Effective Date.

The CCLM has prepared this CEP and will be responsible for coordinating all activities required to deliver effective community engagement during the construction of Silvertown Tunnel. The CCLM be the key representative to TfL in this area. The CCLM is a senior role setting the strategy, direction and public perception of the project for the STT. The CCLM reports directly to the Riverlinx CJV Project Director and will:

- Maintain and update the CEP and stakeholder database to identify and communicate with key stakeholders
- Lead on social value activities to address local needs and deliver with TfL Stakeholder Manager and the Project Manager an inclusive community engagement
- Work with existing TfL and Riverlinx CJV processes to ensure key stakeholders' concerns are captured and raised within Riverlinx CJV and our supply chain
- Lead the Community Engagement team to be the main point of contact for stakeholders on-site, providing information and resolving issues of concern
- Work collaboratively with TfL's Stakeholder Manager to ensure the various elements of the stakeholder liaison and associated consents and commitments are coordinated and monitored to comply with all statutory and contractual obligations
- Be responsible for the provision of information regarding location, programming and nature of any works to the TfL Stakeholder Manager prior to the commencement of the works
- Collaborate with the Riverlinx CJV Management Team in all matters relating to Community Engagement
- Promote and develop positive relationships with local communities and ensure benefits for local employment and skills. The Stakeholder Manager will liaise with the Strategic Labour Needs and Training (SLNT) Coordinator who will be in charge of anything related to Skills and Local employment
- Brief communities about forthcoming construction activity and answer questions at Community Liaison Groups, providing detailed information to project representatives attending sessions as and when appropriate
- Identify, assess and communicate any reputational risks, working in collaboration with Silvertown Tunnel Project Managers
- Represent Riverlinx CJV at TfL's Stakeholder and Communications meetings

- Collaborate with the Consents Manager and Environmental Manager in relation to environmental complaints and enquiries
- Oversee the implementation and operation of the Project Helpline
- Oversee the implementation of secure, GDPR compliant stakeholder database
- Produce a weekly complaints register for progress meetings, period reporting, the Project management team and TfL

12.2 Stakeholder and Third Party Coordinator

The Stakeholder and Third Part Coordinator (STPC) will be the link between the project and the stakeholders, providing a means for the community to be kept updated with the project progress. The STPC will be located on the worksites, spending time in each area to ensure that comprehensive knowledge of the sites and progress is developed, which can then be shared with the stakeholders. Reporting directly to the CCLM, the Stakeholder and Third Party Coordinator will hold the following key responsibilities:

- Provide additional management support to the Community Engagement team
- Be the first line of response and responsible for the management of the resolution of complaints/enquiries directed to the TfL Public Helpdesk, initiating mitigation actions as well as reporting the outcome to the CCLM
- Manage internal communication channels
- Produce a regular newsletter for local business and residents
- Undertake face to face employee engagement activities and support internal communication
- Liaise with the monitoring installation team, attending regular update meetings and visits to residents to survey potential damage to properties by the project
- Manage the process for obtaining and distribution of defect surveys
- Manage property access where required

12.3 Public Liaison Officer

The Public Liaison Officer (PLO) will report directly to the CCLM and will be responsible for coordinating information received on site and information received via the Helpline. The PLO will have the following responsibilities:

- Managing the Riverlinx CJV Helpdesk, managing a schedule of cover to ensure service is provided 24hrs /7 days a week during DCO works
- Managing the complaints/inquiries log
- Be responsible for the regular update of the stakeholder database
- Engage with the community through organised events aimed at providing updates and generating interest in the project
- Planning and implementing letter drops to local business and residents,
- Produce (draft, print and distribute) a regular newsletter for local businesses and residents and keeping community site noticeboards up to date with information
- Support the communicating the availability of training and employment opportunities to the local community
- Manage events and activities to promote a sense of community on the project;

12.4 Communities Coordinator

The Communities Coordinator (CC) will report directly to the CCLM and will be responsible for coordinating information received on site and information received via the Helpline. The CC will have the following responsibilities:

- Ensure stakeholder issues are mitigated in a sensitive manner to avoid disputes which could potentially impact the project
- Delivery of an engagement programme

- Promotion of social value activities across the project internally and externally,
- Assisting with activities to build a positive reputation as well as strong community engagement from each area of the project
- Accountable for the material required for public engagement
- Facilitate communication material for engagement events
- Provide administration assistance for public community panels

13. Appendices

Appendix 1 – Example of TfL/ Riverlinx CJV Stakeholder meeting Draft Agenda

Silvertown Tunnel Stakeholder and Communications Meeting

Date, Time: TBA

Venue: TBA

Attendees:- TfL, RiverLinx CJV

Circulated to:-

AGENDA

1. Introduction and notes from last meeting
2. Memorandum of Understanding
3. Update on programme and current dates
4. Planned engagement programme
5. Key stakeholder concerns
6. Reputational risk and PR agreed principles
7. KPI reporting and complaints – from previous period
8. Social Value update
9. AOB
10. DONM

Appendix 2 – Example of Silvertown Tunnel Community Liaison Group (CLG) Draft Agenda

Silvertown Tunnel CLG

Date:- TBA

Time:- TBA

Venue:-TBA

Attendees:-

Local community and businesses, local council, key stakeholders

TfL

Riverlinx CJV

Circulated to:- By email to developing CLG circulation list unless specific request for paper copy

AGENDA

1. Introduction and actions from last meeting
2. Memorandum of Understanding - agreed principles for engagement for all parties
3. Look back and update on programme
4. Key stakeholder concerns
5. Any other developments in local area (local developers to update)
6. Voluntary and educational activities
7. A.O.B.
8. DONM

Appendix 3 – Interested Parties (Schedule 6 Interested Parties, Third Parties and Liaison Procedures Annex1 of Part 1 – Initial List of Interested Parties)

Note: Some Interested Parties may no longer exist, or new Interested Parties may arise during the life of the contract

1. Local authorities		
Barking & Dagenham Council	Bexley Council	Bromley Council
City of London	Dartford Council	Essex County Council
Greenwich Council	Hackney Council	Havering Council
Kent County Council	Lewisham Council	Newham Council
Redbridge Council	Southwark Council	Tower Hamlets Council
Waltham Forest Council	Westminster City Council	
2. Residents associations and civic society		
A2Dominion Group	Armada Community Project	Asra Housing
Blackheath Society	Britania Village Management Company	Centrepoint
Charlton Central Residents Association	Circle 33	Compass Point Residents Association
CTR Triangle	East Greenwich Residents Association	East Thames Group
Eastney Street TRA	Evelyn Road Residents Association	Family Mosaic
Galleons Point Residents Association	Gallions Housing Association	Gateway Housing Association
Greenwich Creekside Residents Association	Greenwich Millennium Village Association	Greenwich Society
Home from Home HA	Local Space Ltd	London Forum of Amenity & Civic Societies
London Tenants Federation	Look Ahead Housing and Care Ltd	Meridian Community Garden and Allotment
Millennium Primary School	Network Housing Group	Notting Hill Housing Group
One Housing Group	Orchard Tenant & Residents Association	Peabody
Places for People	Southern Housing Group	Tamil Community Housing Association
TARA	The Charlton Society	The Eltham Society
Tom Smith Close TRA	Tower Hamlets Federation of Tenants and Residents	Tower Hamlets Homes
Trafalgar Estate Residents Association	Valley Grove Residents Group	Vanbrugh Park TRA
Virginia Quay Residents Association	Westcombe Society	
3. Third sector		
Action for Blind People	Action on Hearing Loss (RNID)	Age UK London
Apasen	British Deaf Association (BDA)	British Motorcycling Federation
British Red Cross	Campaign for Better Transport	Canal & River Trust
Charlton Rail Users Group	Chinese Association of Tower Hamlets	Citizens UK
City of Peace Community Church	Community Links Trust	Confederation of Passenger Transport UK
Council for Disabled Children	Cundy Community Association	Disabled Persons Transport Advisory Committee
East End Community Foundation	End Violence Against Women	Environmental Protection UK
Friends of the Earth	Greater London Forum for Older People (GLF)	Green Alliance
Greenpeace	Greenwich Carers Centre	Greenwich Kurdish Community Association
Greenwich Peninsular Chaplaincy	Greenwich United Church	Inclusion London
Independent Disability Advisory Group (IDAG)	Institute for Sustainability	Kasmiri welfare alliance
King's College London	Leaders in Community	Leonard Cheshire Disability
Licensed Taxi Drivers Association	Living Streets	London Cycling Campaign
London Forum of Amenity & Civic Societies	London Somali Community Alliance	London TravelWatch
London Visual Impairment Forum (LVIF)	London Voluntary Service Council	London Wildlife Trust

London Youth	Low Carbon Vehicle Partnership	MENCAP
Minet/ROTA	National Children's Bureau (NCB)	National Council for Voluntary Youth Services (NCVYS)
National Union of Students	NCVO	No 2 Silvertown
Noise Abatement Society	Partnership for Young London	Passenger Focus
RADAR	Rail Delivery Group (RDG)	REAL
RoadPeace	Royal London Society for the Blind (RLSB)	Salisa Project
SCOPE	Sustrans	Suzy Lamplugh Trust
The Who Cares? Trust	Tower Hamlets Committee of Local Charities	Tower Hamlets Faith
Transport for All	UK Citizens	United Kingdom Disabled People's Council
University College London	Walk London	Whizz-Kidz
YMCA England	Young Minds	

4. Business groups

a. Notable local businesses

Bazalgette Tunnel Limited	British Land	Canary Wharf Group
Emirates Airline (EAL)	ExCel	HSBC
Ikea	John Lewis	London City Airport
O2 (AEG)	Royal Mail	Tarmac
TfL	Thames Water	Westfield

b. Land interests

AnSCO AEG	ASD (Kloeckner Metals UK)	BirchSites/National Grid
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Brenntag	Knight Dragon	Lidoka
Morden College	Greater London Authority (GLA)	Studio 338
U+I Morden Tenant	Waterfront Studios	Nuplex (Silvertown Land Holdings Ltd)
O'Keefe Construction Ltd	EMR (Tenant Keltbray)	EAL
Priority TM	Port of London Authority (PLA)	Southern Gas Networks (SGN)
London Borough of Newham	Royal Borough of Greenwich	London Borough Tower Hamlets
Docklands Light Railway (DLR)	Thames Water	Silvertown Homes Limited

c. Business associations

Angel AIM	Association for Consultancy and Engineering (ACE)	Association of Newspaper Distributors
British Association of Removers	British Beer & Pub Association	British Retail Consortium
British Vehicle Rental and Leasing Association	Chartered Institution of Highways & Transportation (CIHT)	Civil Engineering Contractors Association (CECA)
Confederation of British Industry (CBI)	East London Business Alliance	EEF (Engineering Employers' Federation)
Federation of Small Businesses (FSB)	Food Storage and Distribution Federation	Independent Shoreditch
Institute of Directors (IoD)	Institution of Civil Engineers (ICE)	Licensed Private Car Hire Association
London Chamber of Commerce and Industry (LCCI)	London First	London Tourist Coach Operators Association (LTCOA)
Motorcycle Industry Association	National Federation of Retail Newsagents (NFRN)	National Joint Utilities Group Ltd (NJUG)
New London Architecture	Newham Chamber of Commerce	Private Hire Car Association
Society of Motor Manufacturers and Traders (SMMT)	South Bank Employers Group	South East London Chamber of Commerce

Stratford Renaissance Partnership		
5. Transport groups		
Automobile Association (AA)	Central London Freight Quality Partnership	Chartered Institute of Logistics & Transport (CILT)
Community Transport Association (CTA)	CTC	East & South East London Transport Partnership
Freight Transport Association (FTA)	Institute of Advanced Motorists	Intelligent Transport Advisory Group on EU Commission
London Cab Drivers' Club Ltd	London European Partnership for Transport	Motorcycle Action Group
National Motorcycle Council	North London Strategic Alliance	North London Transport Forum
PACTS (Parliamentary Advisory Group for traffic Safety)	RAC Foundation for Motoring	Road Haulage Association (RHA)
6. River stakeholders		
Absolute Party Cruises	Ahoy Sailing & Rowing Centre at Deptford centre	Angersteins Inner Jetty (Days Aggregates)
Angersteins Wharf (Cemex)	Bateaux London	Bennetts Barges
Canal and River Trust	Capital Pleasure Boats	Chas Newens Marine
City Cruises	Classic Yacht Charters	Colliers Launches
Complete Pleasure Boats Limited	Cory Environmental	Crown River Cruises
Cruise London Ltd	Curlew Rowing Club - Greenwich	Docklands Sailing and Watersports Centre
Docklands Wharf (Euromix)	General Marine	Globe Rowing Club
GPS Marine	Greenwich Yacht Club	Heritage Boat Charters
Instone Wharf (ASD Metal Services Ltd)	King Cruises	Livett's Launches

London Party Boats	London RIB Voyages	London River Cruises
Maritime Yacht Charters	MBNA Thames Clippers	Metropolitan Police - Marine Policing Unit
Murphys Wharf (Hansons)	Nuplex Resin Limited	Peruvian Wharf
Poplar, Blackwall & District Rowing Club	Port of London Authority (PLA)	Princess Pocahontas
Silvertown Homes Limited	River Thames Boat Hire Ltd	Rowing Activities at Trinity Buoy
Royal National Lifeboat Institution (RNLI)	S. Walsh	Sailing Barge Lady Daphne
Thames Barrier Yacht Club	Thames Boats	Thames Clippers
Thames Cruises	Thames Leisure	Thames Pleasure Cruises
Thames RIB Experience	Thames River Boats	Thames River Services
Thames Shipping	Thames Wharf (Keltbray)	TLC - Thames Luxury Charters
Topsail Charters	Topsail Events	Turks Launches
Victoria Dock Entrance	Viscount Cruises	Waverley Excursions
Westminster Party Boats	Wood's Silver Fleet	

7. Political stakeholders		
All GLA Assembly Members	All MPs with a London constituency	
8. Statutory stakeholders		
CCG Bexley	CCG Central London (WESTMINSTER)	CCG City and Hackney
CCG Greenwich	CCG Havering	CCG Hounslow
CCG Lewisham	CCG NHS Central London	CCG Redbridge
Civil Aviation Authority	Crown Estate	Department for Transport
English Heritage	Environment Agency	Greater London Authority (GLA)

Greenwich Clinical Commissioning Group	Health & Safety Executive	Highways Agency
Joint Nature Conservation Committee	London Ambulance Service NHS Trust	London Fire & Emergency Planning Authority
London Fire Brigade	London Fire Brigade (LFEPA)	Marine Management Organisation
Maritime and Coast Guard Agency	Metropolitan Police	Metropolitan Police Authority
National Health Service Commissioning Board	Natural England	Newham Clinical Commissioning Group
NHS CCG Bromley	NHS CCG Newham	NHS London Ambulance Service
NHS Tower Hamlets CCG	Port of London Authority	Secretary of State for Defence
Statutory undertakers	Tower Hamlets Clinical Commissioning Group	Trinity House
9. Utilities		
BT Group plc	Cable & Wireless Communications plc	EDF Energy plc
Ericsson Limited	Interoute Communications Limited	National Grid
Nokia UK	SGN	Telefonica UK Limited
Thames Water Utilities Limited	UK Power Networks	Virgin Media Limited
Vodafone Limited		

Appendix 4 – Canary Wharf Group; Elected Members and other parties

Canary Wharf Group

Canary Wharf Group are a key Interested Party with whom TfL have established regular engagement Riverlinx CJV will maintain the liaison procedures established by TfL. TfL have advised that all communications should be made via TfL for Canary Wharf Group. TfL will maintain the lead for Canary Wharf Group.

Elected members and other parties

Riverlinx CJV will not communicate directly with the organisations listed below without having first obtained prior written approval from the TfL Communications and Engagement Manager in relation to the form and terms of such communications, except to the extent where Riverlinx CJV is legally required to do otherwise:

UK Parliament or any member of

EU Parliament or any member thereof;

Greater London Assembly or any representative thereof;

The Mayor of London;

London Borough, other than the Local Boroughs (Newham, Greenwich and Tower Hamlets)

Councillor of a London Borough

Anyone else reasonably identified by TfL

Riverlinx CJV will promptly inform TfL of any communications in connection with the subject matter of this Agreement with:

Any of the parties referred to above

Any other third party where the matters in question might reasonably be expected by Riverlinx CJV to have political significance, be in the public interest or concern issues of policy or the wider Project.

Where the communications as described above are made in writing, Riverlinx CJV will provide TfL with copies of the written communications within three (3) Working Days of receipt.

Appendix 5 – Liaison Procedures for local boroughs (Newham, Greenwich and Tower Hamlets), local businesses and other interested parties

Liaison procedure will be developed during the construction period and may change over time according to their changing needs. The following indicative contents structure in Table 1 may be used as a basis for Liaison Procedures in terms of the structure and content of Liaison Procedures with Riverlinx CJV.

Table 1 Indicative section structure for Liaison Procedures

1	<p>Introduction</p> <ul style="list-style-type: none"> • Introduction to the STT • Main parties and contact details • The purpose of the document • Process and timescale for the review and revision of the Procedure • Responsibilities, actions, timings, and documentation required • Meetings between the Relevant Authority and RiverLinx to review issues.
2	<p>Associated documentation</p> <ul style="list-style-type: none"> • Other policies, plans, legal agreements, legislation, etc. that should be referenced to support the Liaison Procedure.
3	<p>Interests of the Relevant Authority</p> <ul style="list-style-type: none"> • Statutory remit of body (as relevant) • Non-statutory interests of the body (as relevant) • Main areas of interaction between RiverLinx and the interests of the Relevant Authority.
4	<p>Communication Protocol</p> <ul style="list-style-type: none"> • Preferred methods of communication between the parties • Frequency of communication – e.g. regularity of meetings, working level meetings/communications, strategic senior level meetings, etc • Communication avenues / points of contact – including outline of key attendees from the STT and third party (and as relevant, other stakeholders/consultees) at each category of meeting/workshop • Recording of communication outcomes/decisions reached • Mechanism, nature, and regularity of 'lookahead' of STT demands on the Relevant Authority's time, including for submissions schedules and requests for consultation • Escalation protocol in the event of dispute that cannot be resolved at a working level • Reporting of incidents and breaches of agreements and consents.
4	<p>Submissions protocol (as relevant, and where it exists, in accordance with mandated processes under the DCO, Control of Pollution Act, Permitting Regulations, Third Part Agreements, etc.)</p> <ul style="list-style-type: none"> • Pre-application engagement (extent and methods) • Procedure for the making of submissions, submission references, timing, recipients, covering information etc. • Mechanism for formally communicating requests for further information, and the RiverLinx response to such requests • Method for formally communicating approval • Process for tracking and discharging of consent / permit / licence conditions.
5	<p>Funding / payment mechanisms (where third-party costs are payable by RiverLinx) including if relevant:</p> <ul style="list-style-type: none"> • Invoice procedures/required supporting information • Payment timescales • Requirement to agree fees/costs in advance • Excluded costs • (note – section may simply re-state or reference obligations previously agreed within third party agreements, or under Service Level Agreements/Planning Performance Agreements).
Appendices	<p>Appendices, including where relevant:</p> <ul style="list-style-type: none"> • Contact details for the STT and third party • Relevant existing third party agreements or extracts from the DCO (Protective Provisions etc.) or other non disapplied legislation • Organisation charts • Process/procedure flow charts • Look-ahead schedules of submissions and engagement activities.