



## SILVERTOWN TUNNEL

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### Community Engagement Plan – Planning (Royal Borough of Greenwich)

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## Table of Contents

1. Aims and Objectives .....	4
2. The Project.....	4
3. Community Engagement Plan .....	5
4. Key Stakeholders .....	6
5. Communications .....	6
Information bulletins and newsletters.....	8
Public Exhibitions .....	8
24-hour / 7-day Project Helpline .....	9
6.3.1. Project Helpline Operation .....	9
Database .....	10
Website .....	10
Site visits .....	11
Internal Communications .....	11
6. Diversity and inclusion .....	11
7. Community Liaison Groups.....	12
Community Liaison Group venues locations.....	13
8. Voluntary and Educational Activity.....	13
9. Resourcing .....	15
Community Construction Liaison Manager .....	16
Community Liaison Representative .....	17
Community Liaison Coordinator.....	17

## APPENDICES

- Appendix 1 Royal Borough of Greenwich – Site-Specific Activities
  - 1.1 Silvertown Tunnel Programme Overview
  - 1.2 Programme of Works – Greenwich
- Appendix 2 Example of Silvertown Tunnel Community Liaison Group (CLG) Draft Agenda
- Appendix 3 Indicative list of Interested Parties/Stakeholders

## 1. Aims and Objectives

The Community Engagement Plan (CEP) outlines how the RiverLinx Construction Joint Venture (CJV) will deliver community engagement activities in relation to the construction of the Silvertown Tunnel (STT). 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 (
- Community Liaison Groups; and
- Voluntary and educational activity.

This CEP is inclusive and identifies how communication with stakeholders will be managed and programmed throughout the construction period, taking into account the requirements of the Code of Construction Practice (CoCP). This Plan will provides the context and scope for liaising with stakeholders who are potentially affected by the Silvertown Tunnel construction activities.

### Acronyms and Abbreviations Used

CEP	Community Engagement 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

## 2. The Project

Silvertown Tunnel is located between Silvertown Way (A1011) and Blackwall Tunnel Southern Approach (A102) within the London Borough of Newham (to the north), and Blackwall Tunnel Northern Approach within the Royal Borough of Greenwich (to the south). The route of the tunnel is outlined below within Figure 1:

**Figure 1. Outline diagrammatic representation of the Silvertown Tunnel route**



### 3. Community Engagement Plan

The CEP is the overarching plan for the delivery of community engagement during the construction of Silvertown Tunnel. Riverlinx CJV's community engagement will provide a two-way conversation between the local communities and RiverLinx CJV. The CEP will identify how communication with stakeholders will be managed and programmed.

Outlined below are the project behaviours RiverLinx CJV will adopt that will help to deliver the project's Community Engagement activities and drive its 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 our work.

Throughout the project's 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, reducing negative impacts on local communities and building a lasting legacy.

#### 4. Key Stakeholders

RiverLinx CJV commits to communicating effectively with key stakeholders before and during construction to enable a two-way dialogue. Key stakeholders 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. Additional stakeholders, such as new residents and businesses moving into the local area, will be identified and engaged with as the project progresses. Outside of the scope of the CJV works, Transport for London will manage all matters relating to TfL policy, local transport and other issue not directly related to Silvertown Tunnel project construction delivery.

In addition, a comprehensive communications protocol and procedures document will be developed in partnership with TfL’s Project Communications Specialist in advance of construction work beginning. The protocol will form as an appendix to this plan.

#### 5. Communications

Engaging with the local community will be based on clear and effective communication. 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 2. Overarching model for Community Communications delivery excellence**



RiverLinx CJV 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 stakeholders.

RiverLinx CJV will aim to use social media, local press, road signs, site hoardings and direct communication with stakeholders such as email. The project will also look to 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 address and 24/7 telephone number.

Email: [help@riverlinxcjv.co.uk](mailto:help@riverlinxcjv.co.uk)

24/7 Helpdesk number: **079 079 7 84 86**

The contact email and phone number will be displayed on site hoardings, correspondence and the project website.

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.

Due to the global pandemic since early 2020, additional forms of communication may 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.

## Information bulletins and newsletters

Information bulletins and newsletters will be delivered within the potentially affected areas within the immediate vicinity of CJV's construction works 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, key 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 and RiverLinx CJV... Materials will be provided in appropriate accessible media formats for the visually impaired and in other languages for non-native English speakers.

## Public meetings

RiverLinx CJV will hold public meetings prior to the commencement of the main works, as part of the overarching stakeholder engagement strategy, delivered within this Community Engagement Plan. The stakeholders identified to engage with 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 provide stakeholders with a channel for expressing concerns, posing questions and receiving a specific response to their points raised in relation to the detailed designs, construction works, operations of tunnel etc. and not the principle of the development.
- The CEP is flexible to enable an event to be arranged to discuss a specific theme of interest to stakeholders.

Council officers and members will be advised of the date and time of the initial meeting in advance of the local community. At the end of each meeting, the attendees will be consulted during the 'Date of Next Meeting' agenda item to agree the date and time of the next meeting to ensure that the meetings are as suitable as possible for attendees. All invitees will receive follow-up communications after the events including information on how to stay informed.



## 24-hour / 7-day Project Helpline

RiverLinx CJV will implement and maintain a 24/7 project helpdesk service for the duration of main project construction works.

Email: [help@riverlinxcjv.co.uk](mailto:help@riverlinxcjv.co.uk)

24/7 Helpdesk number: **079 079 7 84 86**

## Project Helpline Operation

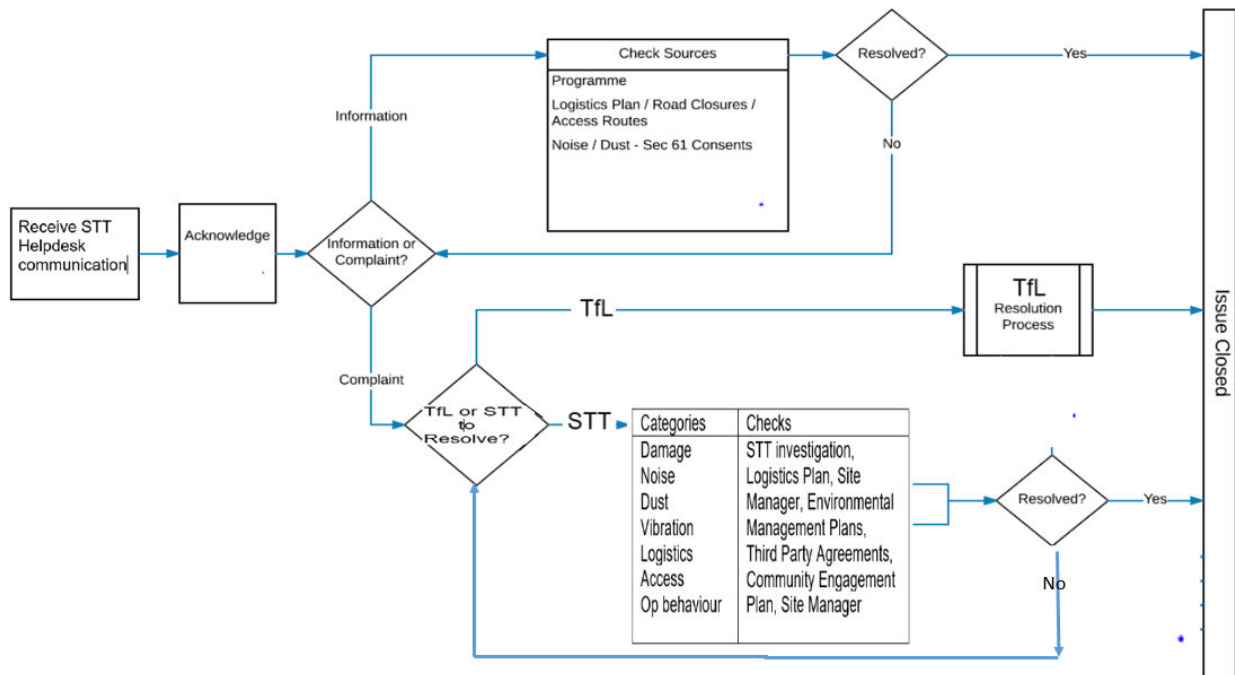
RiverLinx CJV will provide, operate and publicise a direct, single point of contact Silvertown Tunnel Helpdesk facility for all enquiries from non-statutory stakeholders including members of the public.

As part of the complaints process, the Silvertown Tunnel Helpdesk will conform to the following:

- Be operated 24/7, during relevant construction works on site
- 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, with data collated within a centralised complaints log. This also facilitates the identification of trends in topics raised which can allow for pre-emptive action to be taken by the CJV. Providing an opportunity for the Silvertown Community Relations team to provide a more comprehensive engagement plan.

The complaints procedure is shown below:



The Silvertown Tunnel Helpdesk will record and acknowledge all complaints and enquires. Enquiries and complaints will be dealt with pro-actively and resolutions will be communicated to the complainant/enquirer. Complaints that relate to an operational matter rather than the construction of Silvertown Tunnel will be forwarded to TfL.

### 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.

### Website

A project website will be developed and maintained by RiverLinx CJV and will display the construction programme, main construction activities and updates. A social media strategy will be delivered in collaboration with TfL.

Each site will clearly display on its boundary the name and contact details of the persons accountable for air quality and dust issues.

### Site visits

Riverlinx CJV will look to provide and facilitate appropriate community and educational visits upon request, subject to health & safety and operational requirements of the work.

### Internal Communications

It is 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.

## 6. Diversity and inclusion

Riverlinx CJV recognises the diverse communities within which we will be working. As well as a dedicated community engagement team who will be working within the local community and available to answer enquiries, the 24/7 helpdesk will also be available. All communications will be made available in other accessible media and community languages as required. The community engagement team will become familiar with the needs of individuals and vulnerable groups including the visually impaired through meetings, informal chats, written communications and enquiries via the helpdesk to develop good relationships and be provide information that is accessible for all.

RiverLinx CJV are particularly interested in addressing the skills gap facing the industry by building a pipeline of skilled talent from diverse sources. 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 protective characteristics as well as wider, more generalised careers and skills promotional work, involving the supply chain as much as practicable.

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## 7. Community Liaison Groups

RiverLinx CJV will establish and maintain quarterly Community Liaison Groups (CLG) in accordance with the Code of Construction Practice; These groups will meet regularly, before and during the construction period. Key local groups, user representatives all affected landowners of the project and the Local Authorities will be invited to these meetings. 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 them of how we will aim to use best practicable means to tackle key local issues under our control.
- To inform on positive social value, and educational and volunteering activities delivered by the project
- To provide an opportunity to answer questions that attendees may have

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. 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 the first meeting..

RiverLinx CJV will use a number of methods to advertise CLG meetings including:

- Direct mail communications with identified stakeholders
- Direct email communication with 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.

### **Community Liaison Group Venues**

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. In the event of exceptional circumstances, meetings will be held via an accessible online platform.

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; Riverlinx CJV will 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. It is likely that most events will be evening and weekend although this can be adapted to suit local needs.

Due to the global pandemic since early 2020, additional forms of communication may 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.

## **8. 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

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improve community perception and 'give back' to the community potentially 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 look to:

- 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 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.

The project will look to 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 to support various employment and educational activities within Newham, Greenwich and Tower Hamlets. Activities will include:

- Work experience opportunities
- Engineering/Transport/Careers Days: where 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 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. An example of this is Exchanging Places (EP), 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. These could 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

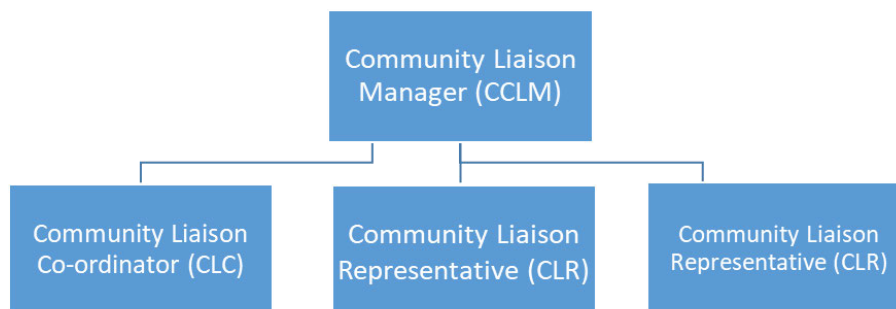
Regular meetings will be held with Newham, Greenwich and Tower Hamlets to discuss skills and employment opportunities and review the engagement approach. School and youth engagement will be included in Community Liaison Group meetings on a quarterly basis. The table below summarises three levels of engagement for activities for each activity-type:

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

## 9. 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 3. Community Engagement team**



### Community Construction Liaison Manager

The Construction Community Liaison Manager (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 is a senior role setting the strategy, direction and public perception of the CJV works. The CCLM is required to:

- Maintain and update the 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 capture key stakeholders' concerns and raise them 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 to ensure stakeholder issues are mitigated in a sensitive manner to avoid disputes which could potentially impact the project
- Collaborate with the RiverLinx CJV Management Team in all matters relating to Community Engagement
- Endeavour to promote and develop positive relationships with local communities and ensure benefits for local employment and skills.
- 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
- 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



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## Community Liaison Representative

Working alongside the CCLM, the Community Liaison Representative (CLR) 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 CLR 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. A CLR will enable residents to have a dedicated resource who will be very familiar with the local area and the needs of the local community. Reporting directly to the CCLM, the CLR 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
- Accountable for the material required for public engagement
- Facilitate communication material for engagement events
- 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

## Community Liaison Coordinator

The Community Liaison Coordinator (CLC) will report directly to the CCLM and will be responsible for coordinating information received CLRs on site and information received via the Helpline. The CLC 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
- 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
- Provide administration assistance for public community panels
- Manage events and activities to promote a sense of community on the project;

- Delivery of an innovative engagement programme and database updated with: Coordination of activities, identification of opportunities, working closely with the Community Liaison team
- 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

## Appendix 1 Royal Borough of Greenwich – Site-Specific Activities

### 1.1 Silvertown Tunnel Project Overview

Silvertown Tunnel Project Phases

	2019	2020	2021	2022	2023	2024	2025
Contact Award		◆					
Pre-Construction Phase		■					
Main Construction Phase			■	■	■	■	
Testing & Commissioning Phase						■	

### 1.2 Indicative Programme of Works - Silvertown

End 2020 Start of coach park works, East Parkside Road

Early 2021 Decked car park, West Parkside Road

Mid- 2022 Access splay for Pressure Reduction Station access on Millennium Way

2022 – 2023 Main construction works

Details of public events (indicative)

- January 2020 - Initial introduction meetings with Greenwich officers and councillors
- Date tbc – Greenwich engagement event for Silvertown Tunnel
- Date tbc – Site visit with Greenwich to identify key stakeholders near construction site
- Date tbc – Annual workshop with TfL and boroughs to provide previous year review and look ahead
- Pre-construction public exhibition
- Construction update
- Mid-construction update
- End construction update

The indicative dates will be aligned following discussions with the local community on how they wish to be updated as well as in line with the works programme.

## 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. Date of Next Meeting

## Appendix 3 Indicative list of Interested Parties / Stakeholders

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

<b>1. Local authorities</b>		
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	
<b>2. Residents associations and civic society</b>		
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 Tennants 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	
<b>3. Third sector</b>		
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	
<b>4. Business groups</b>		
<b>a. Notable local businesses</b>		
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>b. Land interests</b>		
AnSCO AEG	ASD (Kloeckner Metals UK)	BirchSites/National Grid

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
<b>c. Business associations</b>		
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		
<b>5. Transport groups</b>		
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)
<b>6. River stakeholders</b>		
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	
<b>7. Political stakeholders</b>		
All GLA Assembly Members	All MPs with a London constituency	
<b>8. Statutory stakeholders</b>		
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
<b>9. Utilities</b>		
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		