

Stakeholder and Community Engagement Strategy

March 2009

THAMES TUNNEL

STAKEHOLDER AND COMMUNITY ENGAGEMENT STRATEGY

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1 INTRODUCTION

1.1 Purpose of this paper

- 1.1.1 Thames Water is seeking the views of relevant London local authorities and strategic pan-London stakeholders on this revised Stakeholder and Community Engagement Strategy for the proposed Thames Tunnel Project (the project).
- 1.1.2 Following 12-week and 28-day periods of consultation, this paper sets out the revised strategy we will employ to engage with stakeholders and local communities in relation to the proposed Thames Tunnel.
- 1.1.3 The revised strategy is concerned with all consultation and engagement activities that relate to the preparation and submission of an application for development consent for the project. It is, however, a 'live' document that will continue to evolve over time.
- 1.1.4 A series of three consultation workshops were held during November 2008 and a 12-week period of formal consultation on the draft methodology was undertaken from 13 October 2008 to 12 January 2009. The feedback gained from both the workshops and the formal consultation has been taken into account in the development of this revised Stakeholder and Community Engagement Strategy. The strategy may need to be amended further in light of any subsequent Government guidance produced in relation to the proposed Infrastructure Planning Commission (IPC) or other relevant changes to the planning system or Government policy.
- 1.1.5 The current focus of the Thames Tunnel project team's work is the site selection exercise and therefore the Stakeholder and Community Engagement Strategy focuses in particular on the associated consultation and engagement activities.

1.2 The structure of this paper

- Section 1 sets out our aims and overall approach to consultation and engagement.
- Section 2 outlines the early consultation work which was undertaken to agree the strategy presented for consultation and the aims of the consultation workshops.
- Sections 3 - 5 outline the range of activities and methods we will use to engage with stakeholders and local communities during site selection process.
- Section 6 sets out the engagement activities that will be undertaken after site selection and prior to the submission of an application for development consent.
- Section 7 sets out indicative post submission engagement and consultation activities.
- Section 8 sets out indicative post scheme approval engagement and consultation activities.
- Section 9 provides information on how to comment on the revised strategy set out in this document.

1.3 Aims

- 1.3.1 The aims of the Stakeholder and Community Engagement Strategy are to ensure that:
- Accurate and high quality information and explanation of the project is available and disseminated at all stages of the planning process and beyond.
 - All parties, ranging from statutory interests through to business, local communities, harder to reach groups and individual residents, have good access to information and project staff.

- There are genuine and appropriate opportunities for all those parties to become involved in the planning process and to influence the application for development consent.

1.4 Approach

- 1.4.1 The proposed engagement activities are informed by our experience of previous stakeholder and community engagement programmes for major development projects and our knowledge of the various London local authorities likely to be affected by the development of the proposed Thames Tunnel.
- 1.4.2 We recognise that to achieve effective engagement our approach will need to take into account the requirements of specific sites and communities and take into account the phase of the project which has been reached. The approach and activities set out in Sections 3 – 5 of this strategy provides details of the broad range of consultation and engagement techniques we intend to implement. However, the strategy is designed to allow for the need for specific approaches and activities to evolve taking into account local needs and changing requirements as the project progresses.
- 1.4.3 Due to the complexity of the project, a range of communication and engagement approaches are required. In some cases we are providing information to stakeholders, whereas in others we are looking to engage with stakeholders and communities to gather views and opinions to help inform the site selection and wider planning processes.
- 1.4.4 In developing this strategy we have taken into account relevant current and forthcoming Government policy and guidance for stakeholder and community engagement in relation to the development of major infrastructure projects to ensure that our approach is in line with both the policy requirements and recognised best practice including:
- Consultation Institute/RTPI Consultation Charter (2003);
 - PPS 12: Local Spatial Planning (2008) including guidelines on the development of Statements of Community Involvement;
 - White Paper on Planning for a Sustainable Future (2007); and,
 - Code of practice on the dissemination of information (1999).
- 1.4.5 We will also monitor and follow any new regulations or requirements introduced by the Planning Act 2008.
- 1.4.6 We anticipate the need from time to time to review the strategy in response to significant changes in Government policy or guidance published during the project's lifetime.

Consultation Institute/RTPI Consultation Charter

- 1.4.7 Thames Water is a member of the Consultation Institute and subscribe to the recognised industry best practice as set out by the Royal Town Planning Institute, the Government's Code of Practice on Consultation (revised July 2008) and the Consultation Institute's Guidelines on Effective Community Involvement and Consultation. Seven principles are embraced by the Consultation Institute's 2008 revision of their 2006 charter:
- Integrity – ensuring that the consultation has an honest intent;
 - Visibility – meaning that those most directly affected by the plans are aware of the process;
 - Accessibility – the ease with which potential participants can get involved;
 - Confidentiality – the transparency of the process within the limits of commercial confidentiality;
 - Full disclosure – requiring consultors and consultees to be transparent with each other;
 - Fair interpretation – ensuring data is analysed and interpreted objectively; and,

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- Publication – ensuring the consultation outputs and eventual outcome are available.

PPS12: Local Spatial Planning

- 1.4.8 Thames Water's approach also embraces PPS12 which sets out a framework for Local Authorities' Statements of Community Involvement and advises on the following matters:
- Details of how more diverse sections of the community are engaged;
 - Identification of which umbrella organisations and community groups need to be involved at different stages of the planning process, with special consideration given to those groups not normally involved;
 - Details of a promoter's approach to pre-application discussions; and,
 - How landowner and developer interests will be engaged.
- 1.4.9 Thames Water has checked all the relevant London local authorities' strategies for community involvement and the London Development Agency's Consultation Framework, and believe this strategy meets the high standards embraced by them.

White Paper on Planning for a Sustainable Future

- 1.4.10 The White Paper on Planning for a Sustainable Future, 2007 sets out the Government's detailed proposals for reform of the planning system.
- 1.4.11 The White Paper proposes the creation of a new Infrastructure Planning Commission (IPC) to determine major infrastructure projects (Nationally Significant Infrastructure Projects). The aim is to provide a more timely, efficient and predictable system which is also more transparent and accountable, and to improve the ability of the public and communities to participate effectively in the decision making process. It is a working assumption that the application concerning the Thames Tunnel will be brought forward under the new Nationally Significant Infrastructure Project regime.
- 1.4.12 The proposals set down in the White Paper suggest that the IPC will only begin formal consultation on an application once it has been accepted. The activities set out in this plan should generally be regarded as pre-application consultation as most will occur prior to an application being submitted. This front-loading of consultation is recognised as best practice for major development proposals or those that are likely to prove controversial.
- 1.4.13 We have endeavoured to meet the consultation and engagement standards suggested in the White Paper, but we will review our approach once the Government issues formal guidance relating to consultation on Nationally Significant Infrastructure Projects – expected Autumn 2009.

Code of Practice on the Dissemination of Information

- 1.4.14 The Code of Practice on the Dissemination of Information has been developed out of the existing Code of Practice on Access to Government Information (COPAGI). This Code sets out the rights and responsibilities of the 'promoter', local authority, land owner, Government departments and other Crown bodies, the general public and the professional services and the media in relation to the dissemination of information in relation to major infrastructure developments.
- 1.4.15 Two of the six stages identified in the code are currently relevant to Phases 1, 2 and 3 of the strategy set out in Sections 3, 4 and 5 of this document as they relate to the pre-application stage and information dissemination during this time namely:
- Stage one: 'preliminary' or very early formative stages of the project; and,

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- Stage two: 'options assessment' stage where the initial idea will have emerged from the preliminary concept stage, acquired some general form, scale, timetable and public awareness.
- 1.4.16 It is worth stressing that the Code addresses only the problems of 'generalised blight' and is therefore concerned solely with the effects of uncertainty operating on the property market. It is not concerned with access to information for any other purpose. Therefore, it only relates to the economic interests of property owners, occupiers or would be owners.
- 1.4.17 When implementing the stakeholder and community engagement strategy detailed here, as promoter we will take into the account the points below, as suggested in the Code:
- Presume that any information requested should be made available to those with property interests which are likely to be affected unless, having regard to all circumstances, harm from its publication would outweigh the benefits;
 - Recognise that the expected benefits flowing from the proposed development may be accompanied, in part, by disadvantages to some individuals or sections of the community. The promoter's publicity should be balanced and refer to the means of redress;
 - Recognise that rumour about the proposed development may cause anxiety and stress to local people and may affect the local property market and will need to be addressed by accurate information;
 - Recognise that a policy of openness about a proposed development is likely to cause less anxiety on the part of those affected than a perception on the part of the public that the promoter 'has something to hide'; and,
 - Wherever possible, provide a best estimate of the timing of various stages through which the project will pass, although caution should be exercised because if reality is significantly different, problems can be magnified.
- 1.4.18 We recognise the importance of releasing information at, and not before, the appropriate time in order to ensure that our engagement with the public is fair, properly informed and does not cause unnecessary concern. In terms of the site selection process, the public will be given information about a potential site once it is on the preferred list. At this stage, the public will be given the opportunity to see the project team's reasoning for selecting certain sites for its preferred list. We believe that this will allow for a more informed public engagement.
- 1.4.19 The above is particularly relevant to the timing of the release of information to land owners (and therefore the general public) with regard to site selection.

1.5 Ongoing dialogue

- 1.5.1 Throughout the site selection period and beyond, and in addition to the local stakeholder engagement identified here, we will ensure an ongoing and constructive dialogue between Thames Water's project team and relevant London local authorities, strategic pan-London consultees and other stakeholders. These discussions will cover, amongst other things:
- General updates on project progress;
 - Emerging planning issues;
 - Conformity with planning policy;
 - Emerging design issues;
 - Emerging EIA issues and proposed mitigation measures;
 - Transportation and highway matters; and,

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- Any other specific issues arising e.g. environmental health issues, socio-economic considerations, ecology, archaeology etc.

1.5.2 It is envisaged that these discussions will take various forms depending upon the issues to be discussed, including:

- A pan-London Thames Tunnel Forum involving all of the potentially directly affected London local authorities, together with strategic pan-London stakeholders potentially affected by main and intermediate shaft sites and CSO sites. We envisage this will involve senior decision makers from all the organisations listed in Annex 1. Details of the Forum's purpose, membership, chairing arrangements, structure, functions, activities, outputs and conduct are set out in the agreed Terms of Reference in Annex 4. The development of this Forum has been informed by discussions held at the three workshops with London local authorities and other pan-London stakeholders (see 2.1.3), consultation feedback and a detailed review of the operation of similar fora which were successfully operated for the Channel Tunnel Rail Link (CTRL) and Crossrail projects.
- Workshops and meetings within individual London local authorities (cross departmental);
- Focused group meetings with targeted attendees depending on issues to be discussed; and,
- One to one meetings with individuals from London local authorities.

1.6 Wider communications programme

1.6.1 A wider communications programme will support this specific Stakeholder and Community Engagement Strategy. This programme will be designed to raise awareness of the need and rationale for the proposed Thames Tunnel among our customers and other stakeholders. In addition to raising awareness of the project and the ongoing consultation, the communications programme will help to place the Thames Tunnel in the context of our wider investment programme, including work to reduce sewer flooding to our customers' properties.

1.6.2 We intend to develop a specific educational initiative to support the Thames Tunnel. Planning for this will involve discussions with teachers to ensure any resource developed meets their needs and fits with the national curriculum.

1.6.3 The communications programme will include work to increase awareness of the tunnel via media relations activity and through the provision of information via our website. For example, the website will include a 'Frequently Asked Questions' page to address issues raised by stakeholders and an updateable schedule of activities to indicate when we anticipate the various engagement activities will take place (see Annex 3). Consideration is also being given to using the web more interactively.

1.7 Restoration and 'after-use'

1.7.1 We are committed to leaving all selected sites no worse, and preferably better off, upon completion of all works related to the Thames Tunnel. Restoration and after use (i.e. end use and appearance), will be taken into account through its inclusion as a matter for assessment at short list stage of the site selection process. While most of the built development of the Thames Tunnel will be underground, there will be above ground structures. As the site selection process advances, solutions will need to be technically workable, financially viable and evaluated in urban design terms.

1.7.2 As well as meeting the objectives of the project, opportunities around restoration and after use for the preferred sites will be discussed with all those with an interest in a particular site, including the local community through the stakeholder briefings and exhibitions.

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- 1.7.3 Once a preferred option has been identified, further work will be required to develop it to an appropriate level of detail.

2 AGREEING THE FRAMEWORK

2.1 Introduction

- 2.1.1 This section covers consultation work with London local authorities and the relevant strategic pan-London stakeholders in relation to the finalisation of our methodology for site selection and stakeholder engagement.
- 2.1.2 The proposed Site Selection Methodology together with this Stakeholder and Community Engagement Strategy was sent to contacts in each of the potentially directly affected London local authorities and strategic pan-London stakeholders, as listed in Annex 1, for consultation and feedback. To accompany the methodology, a technical report outlining the design, construction and operational considerations leading to the engineering site requirements was also provided.

Site Selection Methodology: Consultation workshops with directly affected London local authorities and other stakeholders

- 2.1.3 To aid the methodology consultation with the potentially directly affected London local authorities and other stakeholders, three consultation workshops were held (in east, west and central London) to engage those London local authorities and relevant strategic pan-London stakeholders on the Site Selection Methodology and this Stakeholder and Community Engagement Strategy. These events were designed to provide the opportunity for the thinking behind the proposed methodology and strategy to be presented and discussed, and questions answered.
- 2.1.4 A list of invitees to the workshops can be found in Annex 1.

Assessment of consultation responses and preparation of report

- 2.1.5 Following a twelve week consultation period, Thames Water has assessed the consultation responses on the Site Selection Methodology and Stakeholder and Community Engagement Strategy. A report has been prepared detailing the consultation responses and the changes to both methodologies and issued to the affected London local authorities and other stakeholders.
- 2.1.6 Following a final 28-day period of consultation on this revised Stakeholder and Community Engagement Strategy and the revised Site Selection Methodology, the final Strategy and Methodology has been adopted and issued to all of the potentially affected London local authorities and strategic pan-London stakeholders.

Activity – Final Site Selection Methodology and Stakeholder and Community Engagement Strategy issued to consultees
Timing – May 2009

3 PHASE 1: INITIAL ACTIVITIES AND STAKEHOLDER AUDIT OF SHORT-LISTED SITES

3.1 Introduction to activities

3.1.1 The communications and engagement activities identified in sections 3-5 of this Strategy relate to Stages 1, 2 and 3 of the Site Selection Methodology, leading up to the point of submission of an application for development consent (see diagram Annex 2). We also provide a summary of indicative activities that might take place post submission and post approval to show how pre-application consultation and engagement could be followed through and to seek early feedback on these phases.

3.2 Phase 1 Site activities

3.2.1 Phase 1 relates to Stage 1 in the Site Selection Methodology, namely the creation and assessment of a long list of sites; creation and assessment of a shortlist of sites; and creation of a list of preferred sites (see diagram Annex 2).

3.3 Audit of short-listed sites

3.3.1 Site visits by the Thames Water project team and related desk research will feed into the overall assessment of the effect of the proposed development on a given community, including relevant equality groups. Consideration will be given to the most appropriate and effective way to engage with local stakeholders should a short-listed site become a preferred site.

3.3.2 The Thames Tunnel project team (including members of all relevant disciplines) will evaluate all sites listed and consider the results of this assessment. The project team will use technical knowledge and professional judgement as appropriate to evaluate these sites. This process is described in Stage 1 of the Site Selection Methodology paper. In relation to draft short-listed sites, reports will be prepared, which will include a section on community considerations.

3.3.3 After the above reports have been considered a project team workshop attended by project managers and all relevant specialists will be held. This project team workshop will be minuted and minutes used to supplement the reports produced to precede the workshop. A summary report will be provided which sets out the final short-listed sites and provides an overview of reasons for their inclusion (and a summary of long-listed and draft short-list sites that did not make the final short list and reasons for their exclusion).

3.3.4 The sites on the final short list emerging from the activities described in paragraphs 3.3.2 and 3.3.3 will be investigated to identify the final preferred list of shaft sites. A Site Suitability Report will be produced for each site, focussing on community considerations as well as planning, environmental, engineering, operational, property and/or any other specialist discipline that may relate to an individual site.

3.3.5 Site visits will take place for each of the final short listed sites to confirm each site's characteristics and suitability. In addition to planning and environmental assessments we will carry out an initial local community and stakeholder audit aiming to:

- Establish and understand the broader history and social ownership of the site and its immediate neighbourhood;
- Better understand levels of use of the sites in question, any activities in evidence, visible social facilities and ethnic/cultural use; and,
- Carry out an initial assessment of the equalities and diversity implications of development at each site, the findings of which will have a bearing on how we communicate with a specific community, particularly the likely need for translation or language support during later stages of the consultation.

3 Phase 1: Initial activities and stakeholder audit of short-listed sites

3.3.6 The contents of the final short-listed sites report referred to at paragraph 3.3.3 above will be the subject of a meeting with officers at relevant London local authorities, strategic pan-London stakeholders and other stakeholders, so they can verify there are no specific sites or general site location factors that have been overlooked in the assessment of the draft short-listed shaft sites. It is proposed that this consultation is undertaken ahead of consulting communities because of the potential for undue anxiety and potential blight within the local community. This accords with the recommended approach within the Government's 1999 Code of Practice on the Dissemination of Information (discussed at paragraphs 1.4.14 -1.4.19).

3.4 Stakeholder audit

3.4.1 In order to prepare for stakeholder communication and the likely level of interest by local people and community stakeholders in the final short-listed sites the audit will also begin the task of identifying individuals and groups we will want to prioritise for later contact in relation to each short-listed site, e.g:

- Local MPs and London MEPs;
- Ward councillors;
- Community interest groups (e.g. resident or commercial tenants associations);
- Local community level media (e.g. community newsletters, websites, message boards);
- Members of local environmental groups;
- Civic societies, (e.g. conservation societies), faith groups and faith meeting places; and,
- Local business community (e.g. local Chamber of Commerce, CBI representatives and other important local business leaders).

3.4.2 The audit findings will also inform the later communications and engagement activities for the sites finally selected.

Issue of paper on short list of sites to consultees

3.4.3 Following a review of the final short-listed sites with London local authorities, strategic pan-London stakeholders and other stakeholders, as described in paragraph 3.3.6 above, the final short-listed sites report will be reviewed and consideration given to consultation comments. A report will be produced which summarises the consultation comments (made both generally and in relation to particular sites) and will make recommendations concerning changes or rejection of changes to the short-list of shaft sites.

Activity – Preferred Shaft Sites Report
Timing – Following review of short-listed sites with London local authorities, strategic pan-London and other stakeholders

4 PHASE 2: ENGAGEMENT ON PREFERRED SITES

4.1 Introduction

4.1.1 Phase 2 Engagement covers those activities relating to Stage 2 of the Site Selection Methodology which concerns engagement on the preferred list of shaft and CSO sites. The preferred list of sites will be produced after assessment of the final short list, which will be finalised following the series of meetings with the potentially affected London local authorities and strategic pan-London stakeholders around the short-listed sites in Phase 1 (see diagram Annex 2).

4.1.2 This second phase of the Stakeholder and Community Engagement Strategy proposes a range of communications and engagement activities focusing on stakeholders with an interest in a specific preferred site, members of the public, local Councillors and other community leaders.

4.1.3 Activities in this phase will include the following six main elements

- Further development of the website;
- A series of face-to-face briefing meetings with local stakeholders in each of the affected communities;
- Engagement with harder to reach groups;
- Information giving;
- Specific communication with local Councillors; and,
- A programme of public exhibitions.

4.1.4 Relevant local authority officers and local Councillors will be invited to attend all public events and briefing sessions which take place during the community engagement.

4.2 Website

4.2.1 At preferred site stage (Phase 2) the current project website will be further developed to present information on each of the preferred sites as a means of encouraging and collecting feedback. The project website will be embedded in Thames Water's corporate website which has been built to best practice standards in terms of accessibility and usability and is currently being assessed by the Shaw Trust for accessibility accreditation. It is anticipated that pages will be devoted to the pre-application process, exhibition dates, information on the preferred sites, frequently asked questions and the project timetable. It is also envisaged that there will be a specific interactive element designed to encourage feedback from stakeholders, and links to other relevant web pages.

Activity – Further development of project website
Timing – When preferred list of sites is published

4.3 Briefings with local stakeholders

4.3.1 For each of the main and intermediate shaft sites, we will offer local stakeholder representatives a face-to-face briefing before the commencement of wider communication and engagement activities with the local communities likely to be affected. The aim of these briefings is to ensure that community leaders, both formal and informal, understand the proposals and have a level of initial information and background that will not be possible to convey in an initial leaflet. This will enable these individuals to effectively cascade factual information on the project to interested members of the local community and help to minimise the spread of misinformation. Briefing arrangements for local stakeholders near CSO sites will be slightly different (unless they are very close to a

main or intermediate shaft site) and we currently envisage these being carried out on a geographically grouped basis.

4.3.2 Community stakeholder representatives are defined as the ward councillors, local MP and other community leaders, or organisations that formally or informally represent local interests including, but not exclusively:

- Landowners;
- Key landlords;
- Local businesses;
- Commercial tenants;
- Local people living nearby, using or overlooking a given site;
- Local environmental groups;
- Voluntary organisations;
- Faith communities; and,
- Schools and colleges in immediate vicinity.

4.3.3 It is proposed that the individuals who will be invited to the briefing sessions will be identified via the stakeholder audit, media monitoring and discussions with relevant local authority officers. Where they exist and are seen as an appropriate body by the relevant local authority for initial briefings we will also look to use existing local Area Forums or similar groups as a possible link into community stakeholder networks.

4.3.4 The initial briefings will cover a range of issues including: explanation of the project as a whole, the site selection methodology, the process of developing a short list, the identification of the preferred list of sites, our assessment of the current social and community use of the site and the communications and information programme which is about to start with local communities.

4.3.5 These briefings would take place as near to the preferred construction site locations as possible in accessible venues. The number of briefings required would depend on the number of stakeholder representatives in each location who are keen to engage. These sessions would also cover issues related to any CSOs located near each of the preferred sites.

Activity – At least one stakeholder briefing per preferred site and one further briefing for grouped CSOs to ensure communities are informed of the rationale behind the proposals and are aware of the forthcoming engagement activities

Timing – After preferred list of sites is published

4.4 Engagement with harder to reach groups

4.4.1 This strategy elects to use multiple routes to engage the public, rather than relying wholly on one particular channel. This is true especially in case of harder to reach groups, which are likely to form a significant part of many of our target populations.

4.4.2 Such groups include people who have limited access to means of participation, e.g. sections of the community for which English is not a first language, individuals with sensory or motor handicaps, or young or old people whose opinions may be less forthcoming, but are equally valid. Lower levels of education can also be an issue in some forms of interactive participation, while fear of social stigma attached to sexuality or lifestyle choices can keep some members of the community away from public gatherings, or prevent them from active participation in dialogue.

4.4.3 We are committed to ensuring that community engagement activities and materials developed during the engagement on preferred sites are accessible to as many diverse

groups of people as possible. Engagement events will be geared towards making all participants, regardless of language, educational level, ethnicity, age or lifestyle, feel safe and comfortable in airing their views, which will be listened to and given due consideration.

- 4.4.4 Engagement programmes also sometimes fail to involve relatively well off, well informed and well educated members of the community, due to a tradition of cynicism around consultation and engagement activities. Clear limits and extents of each consultation stage will be set and feedback loops outlined (see 7.1), in order to prevent consultation fatigue and a sense of wasted time among participants.

4.5 Information giving

- 4.5.1 Written information provided to communities living near preferred shaft sites and CSO sites will include both generic and specific information leaflets throughout the pre-application programme period. These will be delivered to all those communities likely to be directly impacted by the construction of the shafts for the tunnel and the work to connect the CSOs.
- 4.5.2 We will also regularly issue information to the local press and other media and look to work with communications personnel at the London local authorities and strategic pan-London stakeholders to ensure information is cascaded to relevant personnel and via existing publications and websites.
- 4.5.3 The approaches to information giving outlined above will also be used to provide feedback during Phases 2 and 3 of the engagement process. This feedback will summarise the information received during the consultation with stakeholders and the local community, provide details of how this has helped inform the site selection process and, where required, justification for decisions which are contrary to majority opinion.

Activity – Generic and specific information leaflets; press releases and other publicity

Timing – Ongoing to submission of the application
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4.6 Communication with councillors

- 4.6.1 We anticipate that in a number, if not all of the preferred site locations, ward councillors will take a keen interest and possibly a leadership role in relation to co-ordinating community concerns, opposition or support. Precisely how we communicate with local councillors will depend on the London local authority concerned and its protocols. However, our strategy proposes a wide range of briefing and contact points for councillors to get involved and to be kept abreast of developments, as follows:
- Through local authority officer briefings throughout the life of the project;
 - Through attendance at regular liaison meetings with the local authority (where this is local authority policy);
 - Through attendance at the pre-planned senior officer workshops (where this is local authority policy);
 - By invitation to the initial community briefings of community stakeholder representatives;
 - Through receiving all leaflets, flyers and letters - sent directly to their Town Hall mail-box as well as by e-mail, where this is appropriate;
 - By invitation to the relevant preferred site and grouped CSO exhibitions;
 - Through receiving the selected sites letter and report;
 - By invitation to the second round of engagement with community stakeholder representatives; and,

- By invitation to the pre-planning exhibition.

4.6.2 In addition we propose ad-hoc briefings, by e-mail and face to face with a lead councillor for each site where the relevant local authority is comfortable with this level of direct contact. Where not, we will clear with each local authority concerned whether they are happy with the direct contacts outlined above and if not, seek clarity as to how information will reach the councillors from council officers.

Activity – Regular communication with local Councillors appropriate to the Local Authority concerned

Timing – As soon as the locations of the preferred construction sites are known and through to submission of the application

4.7 Exhibitions for preferred sites and remaining grouped CSOs

4.7.1 Once the briefings with community stakeholder representatives have been completed, exhibitions will be held near each of the preferred shaft sites. These exhibitions will also include information on those CSOs located near the preferred site. Other CSOs will be geographically grouped and a series of further exhibitions held to consult on the proposed work in these locations. In this way, it is likely that there would be an exhibition in all 13 of the London local authorities expected to be affected by the construction of the tunnel.

4.7.2 The exhibitions will provide information on the Thames Tunnel project as a whole, the Site Selection Methodology and preferred sites. The exhibitions will be an important two-way communication between Thames Water’s project team and members of the public. The exact location and number of exhibitions required (related to the possible grouping of CSOs) will be decided as soon as the locations of the preferred sites are known.

4.7.3 The events will be available for more than one day and will be staffed by members of our project team so that questions can be answered and information on display explained in more detail if required.

Activity – Exhibitions at each of the preferred sites and grouped CSO sites to inform local community and interest groups of the projects scope and potential impact and gain their feedback on the preferred sites
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Timing – After briefings with community stakeholder representatives
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4.8 Preparation of report on engagement responses

4.8.1 Following the exhibitions, a report will be prepared for the planning stakeholders (i.e. the relevant London local authority planning officers and strategic pan-London consultees involved in the earlier workshops on the site assessment methodology) providing analysis of the engagement responses and how comments are being addressed.

Activity – Report on engagement responses issued to London local authorities and other strategic pan-London consultees

Timing – After exhibitions

5 PHASE 3: ENGAGEMENT ON SELECTED SITES

5.1 Introduction

5.1.1 Phase 3 engagement covers those activities relating to Stage 3 of the Site Selection Methodology, namely re-assessment following the Phase 2 engagement exercise and final selection of sites (see diagram Annex 2). This phase of communication and engagement focuses on the selected sites and the potential design and operation of each site together with discussions with local authorities and stakeholders. All these activities will be reported back to the general public in pre-application exhibitions.

5.2 Preparation of report on selected sites and letter to consultees

5.2.1 Once a review of the preferred sites has been completed and selection decisions approved in the light of the feedback from the engagement process, a report on the ‘selected’ sites (i.e. the sites to be taken forward for development consent) will be issued to consultees and made available to the general public via our website. Consultees will be given an opportunity to raise any queries, provide more up-to-date information on sites or suggest corrections/changes.

Activity – Report for consultees on selected sites, selected sites information leaflet
Timing – Following review of list of selected sites based on Phase 2 activities

5.3 Engagement activities relating to selected sites

Second round of engagement with local stakeholder groups

- 5.3.1 In the months following the identification of the selected sites, a number of briefings will be set up at or near each of the selected main construction sites. These meetings will allow us to explain why a given site has been selected and to begin talking to the communities affected about possible mitigation measures and what happens next.
- 5.3.2 The attendees at these meetings should ideally be very similar to those who attended the initial stakeholder briefings to ensure a level of continuity.
- 5.3.3 The objective of these meetings will be to discuss in more detail the main areas of concern and to try and identify potential solutions. They will also discuss potential planning and environmental concerns for the site in question and potential mitigation measures. The need for the establishment of a community liaison group, to take the lead in further discussions, will also be discussed in light of other established networks

Activity – Creation of constructive dialogue with the local communities affected to address concerns and identify potential solutions
Timing – After announcement of selected sites

6 CONSULTATION ACTIVITIES SUBSEQUENT TO SITE SELECTION

6.1 Ongoing liaison with local planning officers, councillors and other local stakeholders

- 6.1.1 In the period between the final site selections being made public and the submission of the final application for development consent, there will be a need for communication with local planning officers and councillors and other identified stakeholders.
- 6.1.2 This period will also provide the opportunity to review the Stakeholder and Community Engagement Strategy and the proposed activities for this Phase, post submission and post approval with the Thames Tunnel Forum.

Activity – Responding to community related issues generated during project team’s ongoing liaison with planning Officers and Councillors and other relevant stakeholders

Timing – Between announcement of selected sites and submission of the application

6.2 Final Pre-application exhibitions at selected shaft sites

- 6.2.1 Prior to submission of the application for development consent, a second round of public exhibition events will be undertaken. These will be located as close to the main shaft sites as practicable and include those CSO sites in a similar geographical area to a main site. Exhibitions for other CSO sites will be grouped as appropriate.
- 6.2.2 The exhibitions will show clearly the project as a whole and include information on the final tunnel alignment. It is intended that these exhibitions will provide the local community and stakeholders with a summary of the proposed project, supporting studies and a summary of the comments received and how they have influenced the final application for development consent. There will also be site specific information and a variety of ways for those attending to make their views known.

Activity – Second series of public exhibitions to provide local communities and interest groups with details of the final application and details of how their feedback helped shape the decisions

Timing – In advance of submitting the application

6.3 Statement of Community Involvement

- 6.3.1 Following the events, a report of the feedback will be produced and incorporated into a formal Statement of Community Involvement (SCI) which we will submit with the application for development consent. The SCI will identify all the communications and engagement activities to have taken place, the numbers engaged and summarise the feedback gained and the impact this had on the final site selection decisions and the mitigation and compensation measures proposed.

Activity – A report in the form of a formal Statement of Community Involvement to accompany Thames Water’s application

Timing – To accompany the submission of the application

7 STAKEHOLDER COMMENTS: CAPTURE AND FEEDBACK

7.1.1 We are committed to capturing and providing feedback on the comments received during engagement with stakeholders and communities on the site selection process.

7.1.2 Throughout Phases 2 and 3 we will ensure that local stakeholder feedback is captured, recorded and fed back to all those involved in the pre-application discussions and the public in general in a number of ways including:

- At public exhibitions, in addition to feedback forms, recorded discussions and stick-it notes we will design a 'graffiti wall' allowing visitors to write comments directly onto one or two display boards, such as an aerial photograph of the preferred and selected sites.
- Leaflets or newsletters and our website will be used to provide feedback to communities on the range of comments received at exhibitions and other public events and will set out the next steps in the engagement process.
- Outside of exhibitions our customer helpline will be available as a channel for answering stakeholders' questions about the project.
- We will show the difference stakeholders' comments have made to the final proposals via the second round of local stakeholder briefings, leaflets, press briefings and the final public exhibition.
- All comments received and our decisions relating to them will be summarised in the formal Statement of Community Involvement, which will become part of the application. This Statement will show the difference stakeholders' comments have made to the final proposals, and will be publicly available.

8 POST-SUBMISSION

8.1 Introduction

- 8.1.1 This section of the strategy relates to activities following formal submission of the application for development consent to the Infrastructure Planning Commission (IPC).
- 8.1.2 Following submission of the documentation for formal approval, it will be important to maintain communication and engagement with the stakeholders and communities with which relationships have been developed during the site selection and pre-application phases.
- 8.1.3 The type of activities that we envisage undertaking includes the following:
 - Ongoing liaison with local planning officers and councillors and relevant strategic stakeholders;
 - Ongoing liaison with community stakeholders;
 - Information leaflets;
 - Drop in sessions; and,
 - Post approval activities and programme (see 9.2).

Ongoing liaison with local authority officers and councillors

- 8.1.4 In the months following the submission of the application, there is likely to be a need for ongoing communication with local planning officers and councillors to answer questions in relation to the application.

Activity – Responding to questions around community related issues generated by planning Officers and Councillors and strategic pan-London stakeholders following the application’s submission

Timing – From submission of the application to determination of the application
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Ongoing liaison with community stakeholders

- 8.1.5 Building on the liaison with the community stakeholders that will have taken place during the pre-submission phases, there will be a level of ongoing engagement with the communities around the selected sites and potentially a number of the higher profile CSO sites. Wherever possible, engagement will be via existing local Area Forums or any formal community liaison groups set up during the site selection phase (Phase 2).
- 8.1.6 Alternatively, the community leaders (both formal and informal) who attended briefings during the site selection phases (Phases 2 and 3) would again be used as the link to the community.
- 8.1.7 The aim of this ongoing engagement would be to respond to concerns raised by the community, continue discussions around potential mitigation and compensation measures and keep the community up-to-date with the progress of the application through the determination process. Thames Water is committed to ongoing engagement with the communities likely to be affected by the proposed development of the Thames Tunnel.
- 8.1.8 It is not envisaged that regular meetings will be required, rather we are available to respond to enquiries.

8 Post-submission

Activity – Responding to enquiries from community stakeholders during post-submission period

Timing – From submission of the application to determination of the application
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Information leaflets

- 8.1.9 There may be a need for further generic or specific information leaflets to be sent to the communities living near the selected sites to ensure that they are kept up to date with the application determination process. These leaflets could be used to update the wider community on the outcome of meetings with local stakeholders or liaison groups.
- 8.1.10 It is anticipated that only one or two leaflets will be required during the determination of the application.

Activity – Provision of ongoing project updates for the community stakeholders

Timing – From submission of the application to determination of the application
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Drop in sessions

- 8.1.11 The drop-in sessions would be staffed by a number of project team personnel and open during a weekday and weekend to enable all sectors of the community to attend.

Activity – Mini-events at which members of the public can discuss concerns around site selection and mitigation measures identified
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Timing – From submission of the application to determination of the application
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9 POST-APPROVAL ENGAGEMENT

9.1 Introduction

- 9.1.1 Following a positive determination of the application, there will be a need to significantly increase communication and engagement with stakeholders and communities as the decision itself will need to be communicated along with an estimated timeline for the start of construction works.
- 9.1.2 For the communities living near shaft sites, the construction phase is likely to be of concern. There is therefore a clear need to maintain pro-active and open communication so communities are aware of the timing and nature of work to take place, the measures being taken to reduce disruption and details of where to go for further information.

9.2 Post approval activities

- 9.2.1 The type of communication and engagement activities which are likely to be implemented throughout the construction phase include:
- Issue of generic leaflet to notify local communities of the determination of the application, setting out next steps in the initiation of the construction phase and timeline;
 - Circulation of information concerning the Code of Conduct for construction activities setting out a series of commitments in terms of our site work practices designed to minimise levels of unacceptable disruption;
 - Further site specific information leaflets to communicate ahead of the main phases/changes in the construction process at a site;
 - Further series of ongoing face-to-face liaison with local community stakeholders (or liaison committee) around ongoing impact of the works to identify any potential to address areas of concern and keep the local community up to date on timing and progress; and,
 - Ongoing liaison with relevant local authority officers and councillors over the impact, progress and duration of works.

ANNEX 1: LIST OF CONSULTEES

Potentially Affected London Local Planning Authorities

- LB of Greenwich
- LB of Hammersmith & Fulham
- LB of Hounslow
- Royal Borough of Kensington & Chelsea
- LB of Lambeth
- LB of Lewisham
- LB of Newham
- LB of Richmond upon Thames
- LB of Southwark
- The City of London Corporation
- LB of Tower Hamlets
- LB of Wandsworth
- City of Westminster
- London Thames Gateway Development Corporation
- Olympic Delivery Authority

Neighbouring London Planning Authorities

- LB of Barking and Dagenham
- LB of Bexley
- LB of Bromley
- Croydon Council
- LB of Merton
- LB of Kingston Upon Thames
- LB of Hillingdon Civic Centre
- LB of Ealing
- LB of Brent

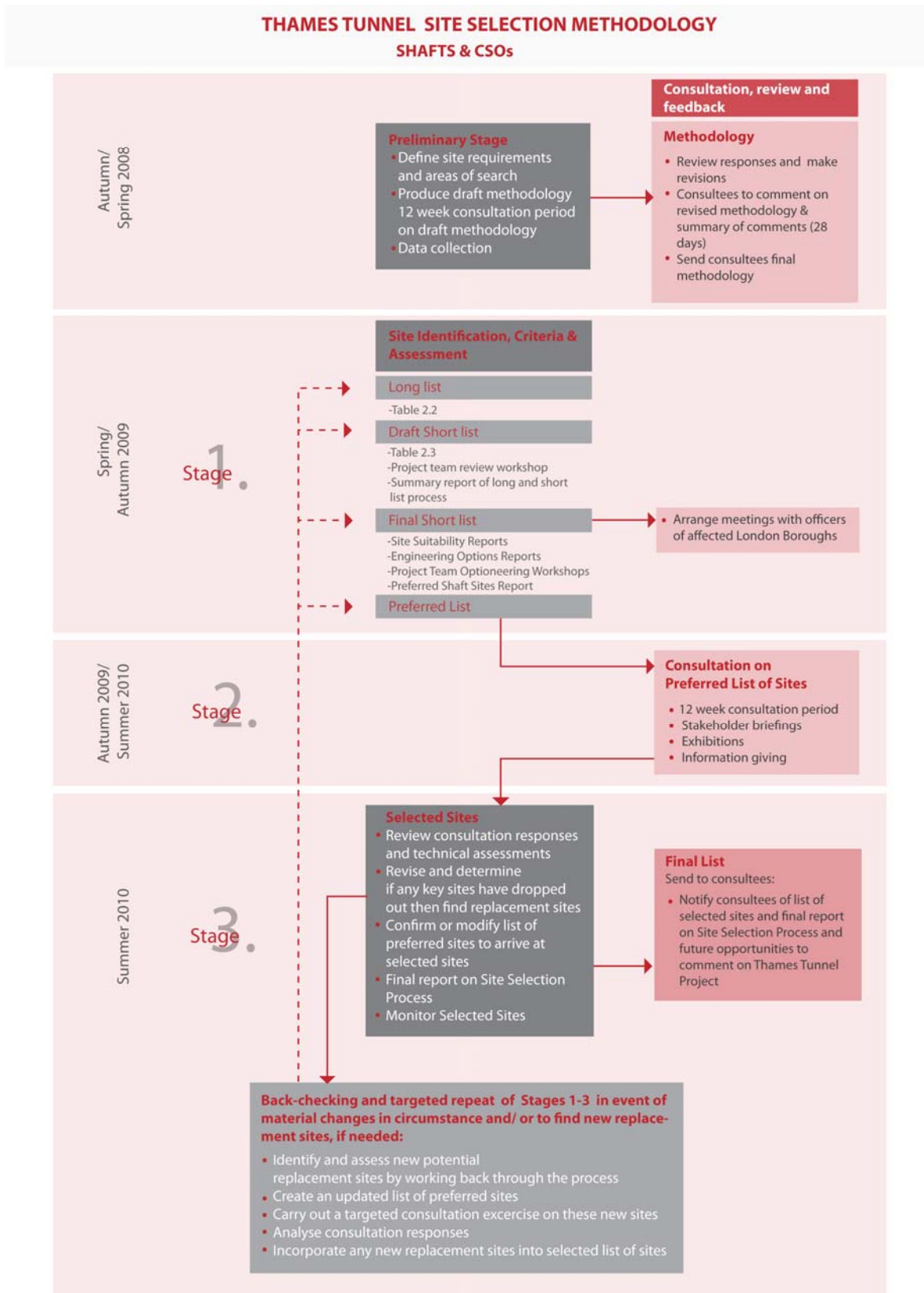
Annex 1: List of Consultees

- LB of Camden
- LB of Islington
- LB of Hackney
- Elmbridge Borough Council
- Spelthorne Borough Council

Other consultees

- Government Office for London
- Mayor of London
- Greater London Authority
- London Development Agency
- Transport for London
- “London Councils”
- Environment Agency
- English Heritage
- Natural England
- Sport England
- Port of London Authority
- Crown Estate
- Port Health Authority
- Network Rail
- Metropolitan and City of London Police
- BT Group Plc
- EDF Energy Plc
- National Grid
- British Waterway Board
- London Fire Brigade
- Strategic Health Authority for London
- Health and Safety Executive
- The Commission for Sustainable Development
- The Equality and Human Rights Commission

ANNEX 2: OVERVIEW OF THE STAGES OF SITE SELECTION METHODOLOGY



ANNEX 3: LIST OF ACTIVITIES AND THEIR TIMING

	Activity	Timing
1	Sending out methodologies to relevant London local authorities and strategic pan-London stakeholders	Mid-October 2008
2	Three all-day workshops with relevant Officers from London Local Authorities and relevant strategic and utility stakeholders	Early November 2008
3	Final Site Selection Methodology and Stakeholder and Community Engagement Strategy issued to consultees	After carrying out modifications to strategy based on consultees' comments
4	Initial social and stakeholder audit of each of the communities around a final short-listed site	In advance of preparing preferred list of sites
5	Paper on draft short list of sites issued to the potentially directly affected London local authorities and strategic pan-London stakeholders for review and revised paper on confirmed short list of sites Preferred Shaft Sites Report	Following review of short-listed sites with London local authorities, strategic pan-London stakeholders and other stakeholders
6	Further development of project website	When preferred list of sites is published
7	At least one stakeholder briefing per preferred site and one further briefing for grouped CSOs to ensure communities are informed of the rationale behind the proposals and are aware of the forthcoming engagement activities	After preferred list of sites is published
8	Generic and specific information leaflets; press releases and other publicity	Ongoing to submission of the application
9	Regular communication with local Councillors appropriate to the Local Authority concerned	Once the location of the preferred construction sites is known and through to submission of the application
10	Exhibitions at each of the preferred sites and grouped CSO sites to inform local community and interest groups of the projects scope and potential impact and gain their feedback on the preferred sites	After briefings with community stakeholder representatives

Annex 3: List of Activities and their timing

	Activity	Timing
11	Report on engagement responses issued to potentially directly affected London local authorities and other strategic pan-London consultees	After exhibitions
12	Report for consultees on selected sites, selected sites information leaflet	Following review of list of selected sites based on Phase 2 activities
13	Creation of constructive dialogue with the local communities affected to address concerns and identify potential solutions	After announcement of selected sites
14	Responding to community related issues generated during project team's ongoing liaison with planning officers and councillors and other relevant stakeholders	Between announcement of selected sites and submission of the application
15	Second series of public exhibitions to provide local communities and interest groups with details of the final application and details of how their feedback helped shape the decisions	In advance of submitting the application
16	A report in the form of a formal Statement of Community Involvement to accompany the application	To accompany the submission of the application
17	Responding to questions around community related issues generated by planning officers and councillors following the application's submission	Submission of the application to determination of the application
18	Responding to enquiries from community stakeholders during post-submission period	Submission of the application to determination of the application
19	Provision of ongoing project updates for the community stakeholders	Submission of the application to determination of the application
20	Mini-events at which members of the public can discuss concerns around site selection and mitigation measures identified	Submission of the application to determination of the application

ANNEX 4: THAMES TUNNEL FORUM

Terms of Reference

Purpose

The Forum is the top-tier of the consultative process for the planning and delivery of the proposed Thames Tunnel.

Membership

The membership of the Forum will include:

- Chairman (Richard Aylard, Thames Water Director).
- Senior officer leadership from the local authorities likely to be affected by the proposed tunnel.
- Senior representatives from consent granting bodies and other pan-London statutory stakeholders.
- Senior representatives from environmental bodies.
- Representatives from the London business community.
- Representatives from London voluntary sector organisations.

The maximum membership of the Forum shall be 30 (excluding Thames Tunnel staff).

Structure

The Forum will be set up to discuss strategic pan-London issues, initiating various working sub-groups where needed. The sub-groups will take forward specific matters relating to working methods and practices and feedback to the Forum.

Functions

1. To facilitate understanding and promote communication across a wide variety of stakeholders with an interest in the Thames Tunnel.
2. To encourage agreement around interpretation of the policies, guidance and best practice behind the planning.
3. To ensure stakeholders are well informed and involved in the project's progress and are able to influence the thinking and direction of the project at both practical and strategic levels.
4. To promote open, constructive discussion between the Thames Water Project Team, the relevant London local authorities and pan-London stakeholders around planning and delivery.

Activities

The principal activities of the Forum are to:

- Share information and agree approaches for the planning and delivery of the Thames Tunnel with the project's stakeholders.
- Consider pan-London issues of principal and practice relating to the planning and delivery of the Thames Tunnel.
- Consider the development proposals for the Thames Tunnel in relation to other major works taking place along the route.

Annex 4: Thames Tunnel Forum

- Resolve differences of approach around the implementation of the site selection and consultation processes.
- Monitor and receive reports from the activities of the various sub-fora established.

Outputs

The principal outputs of the high-level Forum will be:

- Regular information exchange and feedback on specific topics.
- Feedback on methodologies for the site selection and consultation processes and agreed interpretation.
- Feedback on approach to strategic matters relating to site planning and environmental permitting.
- Feedback on protocols for methods of working on development sites.

Conduct

The chair will encourage full and frank debate, identify areas of consensus, summarise differences and the possible solutions emerging or needing to be investigated further.

The agenda and papers for meetings will be circulated not less than seven days prior to the meeting and minutes of the meeting will be taken and distributed two weeks after a meeting.

Meetings

The Forum will meet at regular intervals. Initially, meetings will be held every three months. The frequency can be changed to meet the needs of Forum members.