

Stakeholder Management Plan for the Development of a **New Public Park**

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Introduction

A Stakeholder Management Plan for the construction of a new community green area in Queen Elizabeth Olympic Park in East London is presented in this study. The project is a practical local infrastructure project that supports community well-being, social inclusion, and environmental sustainability. It is a component of the park's ongoing urban regeneration and Olympic legacy program. The goal of the proposed development is to turn an underutilised section of the park into an inclusive, accessible green area that is intended for regular community use.

The relevance of this project is strongly supported by public health and urban development evidence. Access to high-quality urban green spaces has been widely recognised as a key determinant of physical and mental wellbeing. The **World Health Organization** highlights that urban green spaces contribute to stress reduction, improved mental health outcomes, and increased levels of physical activity, particularly in densely populated urban environments (World Health Organization, 2016). In the UK context, the **NHS** also emphasises the importance of accessible outdoor environments in supporting preventative health strategies and addressing health inequalities (NHS, 2022). As East London is characterised by high population density and diverse communities, the development of a new community-focused green space is highly relevant in responding to local wellbeing needs.

Stakeholder theory highlights the importance of identifying all individuals and groups who may affect or be affected by a project, including broader social and environmental interests beyond formal decision-makers (Briscoe, 2025, p. 20). In line with this approach, several key stakeholders have been identified as benefiting directly from the project, including the Local Authority, park management organisation, local residents, and community groups.

Several key stakeholders have been identified as benefiting directly from the project. The Local Authority benefits through the delivery of public value, improved community wellbeing, and progress towards regeneration and sustainability objectives. The park management organisation benefits from enhanced park functionality, increased user satisfaction, and improved long-term operational

sustainability. Local residents are the primary beneficiaries, gaining improved access to recreational facilities, opportunities for social interaction, and enhanced physical and mental wellbeing. Community and voluntary groups benefit through opportunities to participate in consultation processes, ensuring that the development reflects the needs of diverse local communities. Environmental organisations benefit from the project's emphasis on sustainable design, biodiversity enhancement, and responsible land use. In addition, families, elderly people, and individuals with disabilities benefit from inclusive design features that promote accessibility, safety, and equal access to public space.



Queen Elizabeth Olympic Park in East London

Stakeholder Engagement Strategies

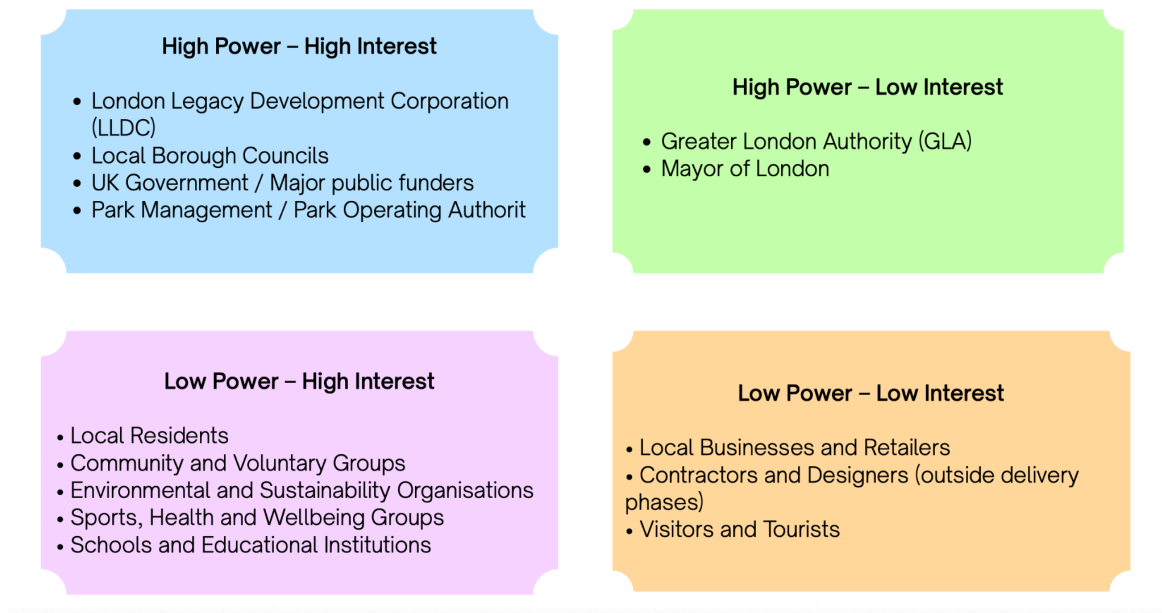
The power, interest, and influence classification created previously in this section informs the stakeholder engagement techniques for the creation of a communal green space within Queen Elizabeth Olympic Park. The literature on stakeholder engagement highlights that stakeholders should not be engaged using a consistent strategy since they differ in their capacity to influence project outcomes and in the degree to which those outcomes affect them. Stakeholder mapping, according to

Exploring Corporate Strategy, helps businesses prioritise engagement activities by determining which stakeholders need close monitoring and should be kept informed, satisfied, or under observation.

The Greater London Authority and the Mayor of London are examples of high-power but low-interest stakeholders that are best handled using a keep-satisfied approach. These stakeholders have substantial political and strategic impact even though they are not involved in the project's operational delivery. Strategic Management: A Stakeholder Approach makes the case that, despite their little direct interest, retaining the support of influential stakeholders is crucial.

Meaningful consultation and frequent information exchange are necessary for stakeholders who are categorised as having low power but strong interest, such as local citizens, community and volunteer organisations, environmental and sustainability groups, sports and wellbeing organisations, and educational institutions. Despite not having official decision-making power, these stakeholders can impact public opinion and the project's legitimacy through their combined influence. Freeman (1984) emphasises that, especially in public sector projects, stakeholders can indirectly exert influence through lobbying and engagement. Transparency, inclusion, and two-way communication are therefore given top priority in engagement tactics for this population.

Power, Interest and Influence Table



Source: Designed by Diana Luhova

The stakeholder categorisation presented above is informed by the Power–Interest Matrix developed within strategic management literature. According to **Exploring Corporate Strategy**, stakeholder mapping is used to assess both the level of interest stakeholders have in a project and the degree of power they possess to influence strategic outcomes (Johnson, Scholes and Whittington, 2009, pp. 156–157). This approach supports managers in prioritising engagement efforts and understanding which stakeholder groups require closer involvement, monitoring, or information provision.

The power–interest matrix classifies stakeholders into four key categories: high power–high interest, high power–low interest, low power–high interest, and low power–low interest. As highlighted by Johnson et al. (2009, p. 156), this classification helps organisations anticipate potential support or resistance to strategic initiatives and adapt their engagement strategies accordingly. In public sector projects, such as the development of a community park, the matrix is particularly useful for balancing the expectations of institutional stakeholders with those of community and environmental groups.

Applying this framework to the project allows for a structured and transparent justification of stakeholder placement. Stakeholders with high power and high interest are prioritised for close collaboration, while those with high interest but lower power are kept informed to support inclusive decision-making and long-term project legitimacy (Johnson et al., 2009, p. 157).

Stakeholder Map and Justification

A stakeholder map was developed to visually represent the relative position of stakeholders involved in the development of a community green space within Queen Elizabeth Olympic Park. The map is based on a power–interest framework, which categorises stakeholders according to their level of power to influence project outcomes and their degree of interest in the project. According to Johnson, Scholes and Whittington (2009, pp. 156–157), stakeholder mapping supports strategic decision-making by identifying which stakeholders require close management and which may be managed through information sharing or monitoring.

Stakeholders placed within the **high power–high interest** quadrant, including the London Legacy Development Corporation, local borough councils, major public funders, and park management authorities, possess formal authority over planning, funding, and operational decisions. Johnson et al. (2009) argue that such stakeholders should be managed closely due to their capacity to significantly influence strategic outcomes. Their strong interest in the project further justifies continuous engagement throughout the project lifecycle.

The **high power–low interest** quadrant includes stakeholders such as the Greater London Authority and the Mayor of London. Although these stakeholders hold substantial strategic and political influence, their involvement in day-to-day project activities is limited. As suggested by Johnson et al. (2009), maintaining satisfaction among powerful stakeholders through periodic communication is sufficient when their direct interest is low.

Stakeholders with **low power but high interest**, including local residents, community and voluntary organisations, and environmental groups, are directly affected by the project outcomes. Freeman (1984) emphasises that stakeholders may exert influence even in the absence of formal authority, particularly through

collective action and public engagement. This supports their placement within the keep informed quadrant and highlights the importance of meaningful consultation to ensure legitimacy and community support.

Finally, stakeholders with **low power and low interest**, such as local businesses and visitors, have limited influence over strategic decisions and are only indirectly affected by the project. As recommended by Johnson et al. (2009), these stakeholders can be monitored through minimal engagement and general information sharing.

Systems Thinking Approach to Communication and Consultation

Stakeholder communication in public sector regeneration projects should be understood as an ongoing and adaptive process rather than a one-off activity. Haines (2000, pp. 52–54) emphasises that public sector initiatives typically involve a greater number and diversity of stakeholders than private sector projects, including government bodies, community groups, interest organisations, and service users. As a result, communication strategies must extend beyond simple information dissemination and incorporate structured consultation and feedback mechanisms that actively seek and utilise stakeholder input. From a systems thinking perspective, Haines (2000, pp. 55–56) further argues that stakeholder engagement should operate in parallel with planning and implementation processes, allowing stakeholder concerns to be identified early and reducing the risk of conflict. The inclusion of continuous feedback mechanisms also enables project managers to reassess stakeholder interest and influence over time, supporting flexible and responsive communication strategies in projects that directly affect public space and community wellbeing.

Communication and Consultation Strategy

High Power – High Interest Stakeholders

Who: London Legacy Development Corporation, park management authorities, local borough councils, major public funders

What information: Strategic objectives, design proposals, project timelines, budget updates, risk management issues, and performance outcomes

When: At regular intervals throughout the project lifecycle and at key decision-making milestones

Medium: Formal meetings, written reports, email correspondence, and scheduled briefings

Justification:

These stakeholders possess significant decision-making authority and a strong interest in project outcomes. **Kerzner (2017)** argues that stakeholders with high levels of influence require frequent, detailed, and direct communication in order to support informed decision-making and accountability. Continuous engagement with this group also supports alignment with policy objectives, funding requirements, and governance frameworks within public sector projects

High Power – Low Interest Stakeholders

Who: Greater London Authority, Mayor of London

What information: High-level project progress updates and strategic alignment with London-wide regeneration and sustainability objectives

When: Periodically or at major project milestones

Medium: Formal letters, summary briefing documents, and email updates

Justification:

Although these stakeholders are not involved in the operational delivery of the project, they retain significant political and strategic influence. **Exploring Corporate Strategy** suggests that powerful stakeholders with lower levels of interest should be kept satisfied through concise and targeted communication, ensuring continued support without unnecessary involvement in day-to-day project activities.

Low Power – High Interest Stakeholders

Who: Local residents, community and voluntary organisations, environmental and sustainability groups, sports and wellbeing organisations, educational institutions, families, elderly people, and individuals with disabilities

What information: Design options, construction timelines, access arrangements, potential disruptions, and opportunities for participation and feedback

When: During early planning stages and at regular intervals throughout development

Medium: Public meetings, community workshops, surveys, newsletters, local newspapers, online platforms, and telephone consultations

Justification:

These stakeholders are directly affected by the project and have a strong interest in its outcomes. **Strategic Management: A Stakeholder Approach** highlights that stakeholders may exert influence through collective action and public engagement even in the absence of formal power. Meaningful consultation with these groups therefore supports inclusivity, builds trust, and enhances the legitimacy of decision-making within public sector projects.

Low Power – Low Interest Stakeholders

Who: Local businesses, visitors, tourists, and contractors outside active delivery phases

What information: General project updates and changes to access or operations

When: As required or at key project milestones

Medium: Newsletters, park website updates, local newspapers, and email communication

Justification:

These stakeholders are indirectly affected by the project and have limited influence over strategic outcomes. **Johnson, Scholes and Whittington (2009)** note that

minimal engagement is appropriate for stakeholders with low power and low interest, provided that changes in stakeholder relevance are monitored over time.

Ethical Consideration in Stakeholders Consultation, Participation and Feedback

In addition to structured communication planning, ethical considerations play a central role in stakeholder consultation within public sector projects. Ethical stakeholder engagement requires more than one-way information dissemination and should instead be based on open dialogue and continuous feedback mechanisms. *Ethics in Social Science Research: Current Insights and Practical Strategies* (2025, pp. 257–259) emphasises that meaningful consultation depends on creating opportunities for stakeholders to actively express their views, raise concerns, and influence decision-making processes. Such an approach supports ethical accountability and ensures that stakeholder engagement remains transparent and inclusive.

Ethical considerations are central to the data collection process. All consultation activities are designed to ensure transparency, informed consent, and confidentiality. Stakeholders are clearly informed about the purpose of data collection, how their input will be used, and the limits of confidentiality prior to participation. Personal data is collected only where necessary and handled in accordance with data protection regulations to safeguard privacy. In line with ethical engagement principles, participation is voluntary, and stakeholders retain the right to withdraw their input at any stage without negative consequences.

In stakeholder consultations, bias poses a serious ethical risk, especially in large public infrastructure projects where more influential or vocal parties may dominate discussions. By involving marginalized and underrepresented voices, such as those of ethnic minorities, low-income residents, older users, and people with disabilities, the consultation process actively works to balance representation in order to mitigate this risk. Habib (2025) emphasizes that ethical stakeholder participation requires targeted initiatives to address structural inequalities and prevent exclusion. To

reduce participation bias and ensure equal engagement, priority is given to accessible formats, direct communication, and inclusive conditions.

Diversity, Equity, and Inclusion (DEI) principles underpin the consultation strategy. Rather than treating inclusion as a one-off activity, DEI is embedded as an ongoing commitment throughout the engagement process. This includes adapting consultation methods based on stakeholder needs, offering translated materials where appropriate, and scheduling events at varied times to maximise accessibility. By recognising the intersecting identities and experiences of stakeholders, the project aims to create a more balanced and socially responsible decision-making environment.

Stakeholder feedback is collected through both qualitative and quantitative mechanisms, including survey responses, meeting notes, and written submissions. Feedback is systematically reviewed and thematically analysed to identify recurring concerns, priorities, and areas of consensus or conflict. To ensure ethical accountability, stakeholders are informed about how their feedback has influenced project decisions through follow-up communications such as summary reports and public updates.

Effective stakeholder engagement relies on continuous and structured feedback to ensure transparency, trust, and alignment between stakeholder expectations and project objectives. As discussed by Cybellium (2024, pp. 29–30), feedback functions as a diagnostic tool that enables organisations to identify gaps in understanding, satisfaction levels, and emerging concerns before they escalate into significant risks. Within the public park development project, actively gathering feedback from stakeholders such as local residents, community representatives, and local authorities allows the project team to monitor perceptions of progress, resource allocation, and potential disruptions. This early identification of issues supports timely interventions and helps maintain stakeholder confidence throughout the project lifecycle.

Stakeholder participation is a central component of effective stakeholder engagement, particularly in public infrastructure and urban park projects such as Queen Elizabeth Olympic Park. Academic literature highlights that meaningful

participation goes beyond information sharing and involves active consultation and dialogue, enabling stakeholders to contribute to decision-making processes (Shamir, Megdal and Eden, 2017). Public participation enhances transparency, trust, and social legitimacy, while also improving the quality of project outcomes through the integration of local knowledge and diverse perspectives. Studies in water governance and public management demonstrate that participatory approaches strengthen social capital and reduce conflict by allowing stakeholders to express concerns, negotiate interests, and co-create solutions (Ballester and colleagues, 2016). In the context of this project, participatory mechanisms such as public consultations, workshops, and feedback channels are therefore essential to ensure that community members and local organisations feel represented, heard, and engaged throughout the project lifecycle.

In addition, feedback mechanisms contribute to improved decision-making and long-term relationship building with stakeholders. Cybellium (2024, p. 30) emphasises that stakeholders often provide valuable external perspectives that internal teams may overlook due to proximity bias or tunnel vision. By systematically collecting feedback through surveys, public consultations, and regular updates, project managers can integrate stakeholder insights into strategic and operational decisions. For the public park project, visibly responding to feedback—such as adjusting design features or communication approaches—demonstrates that stakeholder input is valued and acted upon. This strengthens trust, encourages ongoing participation, and supports collaborative problem-solving, ultimately enhancing the overall effectiveness and sustainability of stakeholder engagement.

Conclusion and Reflection

This portfolio has examined stakeholder engagement within the context of a local infrastructure project, demonstrating that effective stakeholder management is not a supplementary activity but a critical determinant of project success and long-term sustainability. The analysis has shown that projects which proactively identify stakeholders, assess their power and interest, and tailor engagement strategies accordingly are better positioned to manage risks, reduce conflict, and achieve socially acceptable outcomes. By applying stakeholder mapping, communication planning, and consultation strategies, this assignment has illustrated how structured

engagement enables project managers to balance competing interests while maintaining alignment with project objectives.

A key conclusion drawn from this work is that stakeholder engagement is inherently dynamic. Stakeholders' levels of influence, interest, and expectations can change throughout the project lifecycle, requiring continuous monitoring and adaptive management. Tools such as the power–interest matrix and stakeholder maps provide a valuable starting point, but their effectiveness depends on ongoing dialogue and feedback mechanisms. Without consistent communication and opportunities for participation, even well-designed engagement strategies risk becoming ineffective or symbolic. Therefore, engagement must be treated as a continuous process rather than a one-off exercise.

The development of a communication and consultation plan further highlighted the importance of clarity, transparency, and appropriateness in stakeholder interactions. Tailoring communication methods—such as meetings, written updates, or public consultations—to different stakeholder groups helps ensure that information is accessible and meaningful. This approach not only supports informed decision-making but also contributes to trust-building, which is essential for project legitimacy. The analysis reinforces the view that trust is a key intangible asset in project management, directly influencing stakeholder cooperation and long-term support.

From a reflective perspective, this assignment has significantly deepened my understanding of stakeholder engagement as a practical and ethical responsibility. Initially, stakeholder management appeared to be a largely procedural task focused on classification and communication. However, through applying theory to a real-world project context, I have come to appreciate its strategic importance in shaping project outcomes. Effective engagement requires empathy, active listening, and an awareness of power dynamics, particularly when working with community stakeholders who may feel marginalised or sceptical about development initiatives.

This demonstrates that creating a stakeholder map, where stakeholders are placed in appropriate quadrants based on their influence and interests, is fundamental to effective stakeholder engagement and informed decision-making. Strategic management literature emphasises that stakeholder mapping enables project teams

to prioritise engagement efforts and allocate communication resources proportionately, thereby reducing the risk of conflict and project disruption (Exploring Corporate Strategy). By clearly identifying which stakeholders require close management, targeted communication, or monitoring, the project was able to develop a structured communication and consultation strategy tailored to stakeholder influence and expectations. This reinforces the conclusion that stakeholder mapping is not merely an analytical tool, but a practical mechanism that underpins effective communication planning, consultation methods, and long-term project sustainability.

Reflecting on the consultation and feedback processes, this assignment highlights the importance of ethical stakeholder engagement, particularly in relation to data collection, bias, and Diversity, Equity and Inclusion (DEI). Ethical research and engagement literature stresses that stakeholder consultation must be inclusive, transparent, and sensitive to power imbalances to avoid marginalising less influential groups (Ethics in Social Science Research: Current Insights and Practical Strategies). Applying these principles, the project emphasised accessible consultation methods, such as public meetings, surveys, and open feedback channels, to ensure diverse stakeholder voices were represented. Reviewing stakeholder feedback systematically not only supports ethical accountability but also strengthens trust and legitimacy. This reflection has reinforced my understanding that effective stakeholder engagement requires balancing efficiency with inclusivity, and that integrating ethical considerations into communication and consultation strategies is essential for achieving sustainable and socially responsible project outcomes.

In conclusion, effective stakeholder engagement is fundamental to both project success and sustainability. This portfolio has shown that structured engagement strategies enhance decision quality, build trust, and support long-term value creation for both organisations and communities. Reflecting on this learning, I recognise that stakeholder engagement is not only a technical competence but also a critical professional mindset. Developing this capability will be essential for managing complex projects responsibly and ethically in contemporary business and infrastructure environments.

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