

Stakeholder Management Plan

Redevelopment of Fellowship Square Public Park, Walthamstow

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Introduction

Urban public spaces are essential for supporting social interaction, wellbeing, and environmental quality in modern cities. Fellowship Square, situated directly in front of Waltham Forest Town Hall in Walthamstow, has been selected for redevelopment into a modern public park. The project forms part of the borough's broader regeneration strategy to enhance civic spaces, improve accessibility, and encourage environmentally sustainable urban design. Due to its central location, the square serves as both a symbolic civic space and a practical hub for residents, visitors, and local businesses (London Borough of Waltham Forest, 2020).

The redevelopment focuses on upgrading pedestrian pathways, community seating, lighting, planting schemes, and the central fountain. These enhancements aim not only to improve aesthetics but also to create a functional, inclusive, and environmentally sustainable space capable of hosting events, markets, and cultural activities. Through the inclusion of biodiversity features, sustainable materials, and low-energy water systems, the project also contributes to wider environmental objectives and aligns with best practices in urban green infrastructure (Bryson, 2018).

Stakeholder engagement is a central component of project success, given the variety of interests and expectations (Freeman, 1984). Effective engagement allows the project team to manage potential conflicts, incorporate local knowledge, and balance technical, financial, social, and environmental considerations. A Stakeholder Management Plan provides a structured framework for communication, consultation, and decision-making, enabling early identification of concerns and facilitating collaborative solutions (PMI, 2021).

Key stakeholders identified for Fellowship Square include:

1. **Waltham Forest Council** – oversees funding, approvals, strategic oversight, and long-term park management.
2. **Residents and Community Groups** – use the square daily and are directly affected by changes in accessibility, noise, and public amenities.
3. **Local Businesses and Market Traders** – affected by footfall, construction disruption, and potential opportunities from enhanced visitor numbers.
4. **Environmental and Heritage Organisations** – ensure compliance with sustainability standards and protect the heritage of the Town Hall and surrounding precinct.
5. **Design, Engineering, and Construction Teams** – responsible for translating plans into practical outcomes while maintaining safety and technical quality.
6. **Visitors and General Public** – including families, tourists, and casual users, whose preferences influence long-term maintenance and programming.

Each stakeholder group possesses varying levels of power, interest, and influence, necessitating a structured engagement approach (Mendelow, 1991). The following sections explore the project's stakeholder analysis, mapping, communication strategies, consultation methods, ethical considerations, and reflective insights.



Figure 1: Fellowship Square, Walthamstow – view of the square (Source: New London Architecture, 2025).

2. Stakeholder Engagement Strategies

Effective stakeholder engagement requires a systematic understanding of priorities, influence, expectations, and potential concerns (Bourne, 2016). Fellowship Square employs stakeholder analysis, mapping, communication planning, and structured consultation to ensure all perspectives are considered throughout the project lifecycle. This structured approach helps reduce conflict, optimise resource allocation, and build community trust (Rowe & Frewer, 2018).

2.1 Power–Interest–Influence Analysis

Stakeholder Group	Power	Interest	Influence	Rationale
Waltham Forest Council	High	High	High	The Council controls funding, approvals, timelines, and strategic alignment. Their influence affects project scope, budget, and compliance. Early engagement ensures alignment with borough priorities and enables rapid resolution of issues.
Local Residents	Low	High	Medium	Residents use the square daily and are affected by noise, access, and visual changes. While they lack formal decision-making power, their coordinated feedback can shape political and operational decisions. Early consultation fosters trust and encourage ownership.
Local Businesses & Market Traders	Medium	Medium	Medium	Businesses experience disruption during construction but gain long-term benefits from increased footfall. Coordination through associations amplifies their voice, supports continuity, and ensures input into scheduling and signage planning.
Environmental & Heritage Organisations	Medium	High	High	These stakeholders monitor sustainability and heritage compliance. Their involvement ensures protection of historic features, guides biodiversity plans, and prevents delays due to objections.
Design & Construction Teams	High	Medium	High	Contractors manage operational delivery, safety, and quality. Their actions affect cost, schedule, and project outcomes. Involving them in planning reduces errors, enhances technical feasibility, and ensures smooth delivery.
Visitors & General Public	Low	Medium	Low	Visitors influence programming, maintenance priorities, and overall satisfaction. Engaging them encourages active use and supports long-term legitimacy, even though they cannot directly make decisions.

2.2 Stakeholder Mapping (Mendelow's Matrix)

Stakeholders are positioned into four quadrants based on power and interest (Mendelow, 1991) :

1. High Power / High Interest – Manage Closely

Council and Environmental/Heritage Groups

Regular engagement ensures their input influences approvals, design compliance, and policy alignment. Workshops, joint site visits, and detailed reporting are critical.

2. High Power / Low Interest – Keep Satisfied

Contractors

Contractors' focus is operational. Weekly site meetings, clear briefs, and risk assessments maintain satisfaction and prevent delays.

3. Low Power / High Interest – Keep Informed

Residents and Community Groups

Transparent communication through newsletters, online updates, and community events fosters trust and reduces complaints.

4. Low Power / Low Interest – Monitor

Visitors and General Public

Monitoring through social media, signage, and website updates captures general feedback without requiring heavy resources.

2.3 Communication Plan

A targeted communication plan ensures information is shared with the right stakeholders in the right format, enhancing engagement effectiveness (Institute for Government, 2021).

Stakeholder	Information Needs	Communication Methods	Frequency	Justification
Council	Risk, finance, approvals, milestones	Reports, email briefings, meetings	Monthly + as required	Ensures alignment with governance, timely decision-making, and strategic oversight.
Residents	Noise, access, safety, event schedules	Leaflets, newsletters, social media, meetings	Quarterly + urgent	Multiple channels ensure accessibility across age groups and digital literacy levels.
Local Businesses & Traders	Footfall, deliveries, event schedules	Forums, emails, shop notices, association meetings	Bi-monthly	Reduces operational disruption and allows proactive planning.
Contractors	Design updates, procurement, risks	Site meetings, shared digital workspace, weekly reports	Weekly	Maintains operational clarity, reduces errors, and ensures safety compliance.

Environmental & Heritage Groups	Environmental impact, heritage protection	Workshops, collaborative reviews, technical reports	Bi-monthly	Supports compliance and incorporates expert advice.
Visitors & Public	Opening times, closures, events	Signage, website, social media, QR surveys	Ongoing	Reaches a transient audience efficiently and collects casual feedback.

2.4 Consultation Strategy

This strategy follows recommended public engagement frameworks that promote participatory planning and inclusive consultation (Institute for Government, 2021).

Residents: Community discussion events, mobile stands, online questionnaires, and school engagement ensure participation across demographics. Evening workshops target working adults, while leaflets reach elderly residents.

Local Businesses & Traders: Roundtables, email updates, one-to-one consultations, and market association meetings balance disruption and opportunity.

Environmental & Heritage Groups: Site walks, joint assessments, and compliance workshops leverage specialist expertise.

Construction Teams: Daily health and safety briefings, weekly programme meetings, and risk workshops ensure operational alignment.

Visitors & Public: QR code surveys, pop-up engagement during events, and social media polls capture input from casual users and younger demographics.

2.5 Feedback Loop and Engagement Outcomes

Using a structured feedback cycle strengthens transparency and supports collaborative decision-making (Rowe & Frewer, 2018).

- 1. Gather Input:** Feedback from surveys, workshops, online forms, pop-ups, and school projects.
- 2. Analyse Responses:** Thematic coding identifies recurring concerns in safety, accessibility, amenities, biodiversity, and lighting.
- 3. Respond to Stakeholders:** Publish summaries (“You Said / We Did”) and explain non-feasible suggestions.
- 4. Implement Changes:** Integrate feasible feedback into design and operational plans.
Example: adjusting seating layout, adding shaded areas, relocating bins.
- 5. Evaluate Impact:** Conduct follow-up surveys or monitor park use to determine whether concerns have been addressed.

3. Ethical Considerations in Stakeholder Consultation

Ethical engagement is a cornerstone of successful stakeholder management in public projects (Bryson, 2018). Consultation involves not only collecting opinions and preferences but also navigating sensitive social, cultural, and environmental considerations. For the Fellowship Square redevelopment, ethical principles have guided every stage of stakeholder interaction, from data collection to feedback implementation.

3.1 Ethical Data Collection and Confidentiality

GDPR principles ensure data handling is lawful, transparent, and secure (Institute for Government, 2021)

Ethical consultation begins with ensuring that stakeholders understand why their input is being collected, how it will be used, and who will have access. Transparency is central to building trust and encouraging honest responses. In compliance with GDPR regulations, Fellowship Square engagement activities ensure:

- Online surveys and feedback forms are hosted on secure platforms with restricted access.
- Personal information is only collected with explicit consent and is anonymised during analysis.
- Paper surveys are stored in locked facilities and disposed of through confidential waste procedures.
- Feedback results are reported in aggregate form, avoiding any identification of individual participants.

By adhering to these standards, stakeholders feel safe to provide candid feedback without fear of misuse, which increases both the quantity and quality of input.

3.2 Avoiding Bias and Ensuring Fair Representation

Bias in consultation can distort findings and lead to decisions that do not reflect the community's actual priorities. To reduce this risk, the project team has implemented several measures:

Neutral question design: Surveys and discussion prompts are open-ended and avoid leading language.

Diverse scheduling: Workshops and meetings are held at varying times (day and evening) and locations, ensuring participation from working adults, students, and caregivers.

Cross-verification of feedback: Multiple team members independently analyse feedback to minimise subjective interpretation.

Balanced sample representation: Efforts are made to include stakeholders across age, gender, ethnicity, and ability, preventing over-representation of any single group. These steps ensure that the consultation process reflects a balanced and representative understanding of public needs.

3.3 Diversity, Equity, and Inclusion (DEI)

Inclusive engagement strengthens legitimacy and improves the meaningfulness of consultation (Bryson, 2018).

Fellowship Square serves a culturally diverse population. Upholding DEI principles ensures that all voices are heard, including those often marginalised in public projects. Measures include:

- Translating consultation materials into commonly spoken local languages (e.g., Polish, Romanian, Urdu).
 - Providing sign language interpreters, hearing loops, step-free access, and wheelchair-friendly venues.
 - Engaging younger residents through schools, youth groups, and online platforms.
 - Supporting older residents and those with limited digital literacy through printed leaflets, door-to-door notices, and telephone options.
- Inclusive consultation enhances the richness of feedback and fosters trust across demographic groups, ensuring that no segment of the community is inadvertently excluded.

3.4 Transparency, Accountability, and Long-Term Ethical Engagement

Clear feedback reporting is aligned with recognised public engagement best practices (Institute for Government, 2021). Transparency involves sharing not only successes but also constraints, risks, and limitations. Fellowship Square employs a **“You Said / We Did”** framework, demonstrating how stakeholder input informs decisions. Where suggestions cannot be implemented—due to safety, budget, or regulatory reasons—clear explanations are provided to manage expectations ethically.

Additionally, ethical engagement is ongoing rather than a one-off exercise. By maintaining communication channels post-completion (e.g., surveys, public meetings, social media updates), the project team can:

- Monitor satisfaction with implemented changes.
 - Respond to emerging issues promptly.
 - Adjust operational strategies to reflect evolving community needs.
- Long-term engagement reinforces trust, builds social license, and demonstrates a commitment to ethical stewardship of public space.

3.5 Conflict Resolution and Ethical Decision-Making

Balancing stakeholder conflicts through structured decision-making enhances accountability and avoids bias (Bourne, 2016).

Inevitably, stakeholders have conflicting interests. Ethical consultation requires balancing these conflicts without privileging one group unfairly. For Fellowship Square:

- Conflicts between commercial interests (local businesses) and resident priorities (peace and quiet) were addressed through compromise solutions, such as scheduling construction activities at off-peak hours.
 - Environmental considerations sometimes conflicted with user preferences, for instance, limiting certain hard landscaping to preserve biodiversity. Open explanation of reasoning helped reduce dissatisfaction.
 - A structured, documented decision-making process ensures that all trade-offs are transparent and defensible.
- By integrating conflict resolution strategies within an ethical framework, the project maintains credibility and public support.

3.6 Evaluation and Use of Stakeholder Feedback

Collecting stakeholder input is only meaningful if it is systematically reviewed and acted upon. For Fellowship Square:

1. **Thematic analysis** identifies recurring concerns, such as accessibility, seating, lighting, and safety.

2. **Prioritisation** assesses feasibility, cost, and long-term impact.
3. **Implementation** integrates feasible suggestions into the design and operational plans.
4. **Reporting back** communicates actions taken to stakeholders, reinforcing accountability.
This structured approach ensures that stakeholder voices influence decision-making in a transparent and ethical manner, creating a cyclical, self-improving engagement process.

Summary of Ethical Considerations

Ethical stakeholder management in the Fellowship Square project encompasses:

- Transparent and secure data collection.
- Avoidance of bias and fair representation.
- Inclusive practices addressing diversity, equity, and accessibility.
- Long-term engagement and accountability mechanisms.
- Conflict resolution guided by ethical decision-making principles.
- Systematic analysis and implementation of stakeholder feedback.

By embedding these practices, the project not only meets regulatory and professional standards but also enhances community trust, satisfaction, and sustainability. Ethical engagement has therefore been a foundational element in ensuring that Fellowship Square redevelopment aligns with both community expectations and long-term urban planning goals.

4. Conclusion and Reflective Summary

The redevelopment of Fellowship Square demonstrates the crucial role of stakeholder engagement in ensuring the success of public infrastructure projects (Bryson, 2018). Public spaces are inherently complex because they must simultaneously satisfy aesthetic, functional, social, and environmental objectives. In this project, the Stakeholder Management Plan has provided a structured framework to identify, communicate with, and respond to a diverse range of stakeholders, each with unique priorities, levels of power, and expectations. Through this structured approach, the project team can ensure that decision-making is not only effective but also perceived as fair, transparent, and inclusive.

One of the key insights from this project is the importance of early and continuous engagement. Engaging stakeholders at the earliest stages reduces the potential for conflict and ensures that community needs are considered in initial designs rather than retrofitted later, which can be costly and time-consuming. For example, consulting residents and local businesses before finalising pedestrian pathways and seating arrangements enabled the design team to address concerns about accessibility and commercial disruption proactively. Early engagement also fosters shared ownership of the project, whereby stakeholders feel that their input genuinely contributes to shaping outcomes, increasing the likelihood of long-term satisfaction and use of the space.

The analytical tools and frameworks employed, such as Mendelow's Matrix and the Power–Interest–Influence table, have proven invaluable in prioritising stakeholder engagement. These tools provide a systematic method for identifying which groups require close management, which should be kept informed, and which can be monitored. In this project, for instance, Waltham Forest Council and environmental/heritage organisations were identified as high-power, high-interest stakeholders, necessitating detailed reporting, joint workshops, and regular face-to-face consultations. Meanwhile, local residents, although low in formal power, were high in interest and influence due to their role in shaping political support and public opinion. This prioritisation allowed the project team to allocate resources effectively, ensuring that communication efforts were both efficient and targeted.

Diversity, Equity, and Inclusion (DEI) considerations have had a substantial impact on the consultation process. DEI considerations ensure representation across the community, improving legitimacy and fairness (Bryson, 2018). Fellowship Square serves a culturally and socially diverse community, encompassing different age groups, language backgrounds, and physical abilities. Incorporating DEI principles into consultation—such as providing translated materials, accessible venues, sign language interpreters, and multiple modes of engagement (digital and offline)—ensured that marginalized groups were represented and could voice their opinions. This inclusive approach not only improves the quality of feedback but also strengthens the legitimacy of the project by demonstrating that all community voices are valued.

Ethical awareness has been another critical component of stakeholder management. Ethical awareness builds trust and supports long-term project sustainability (Freeman, 1984; PMI, 2021). By adhering to GDPR standards, anonymising data, and clearly explaining how feedback will be used, the project team has maintained the trust of participants. Additionally, the “You Said / We Did” feedback loop has enhanced accountability by demonstrating how stakeholder input has directly influenced project decisions. For example, resident concerns about insufficient shaded seating led to an adjustment in the landscaping plan, while suggestions about maintaining heritage features informed the placement of new plantings

around the historic Town Hall façade. These actions show a tangible link between consultation and implementation, reinforcing the credibility of the engagement process.

From a **reflective perspective as a Junior Stakeholder Manager**, this project has provided several valuable lessons:

1. **Balancing competing interests:** Managing a public space project requires reconciling diverse priorities, from operational requirements and environmental standards to public expectations and commercial concerns. Developing empathy for each stakeholder group and understanding their perspective was essential to navigating these complexities.
2. **Communication skills:** The project highlighted the need for clear, consistent, and adaptive communication. Different stakeholders preferred different channels, and tailoring messages to suit each audience—whether detailed technical reports for environmental groups or concise updates for casual park visitors—was critical.
3. **Critical thinking and analysis:** The use of frameworks and stakeholder mapping sharpened analytical skills, enabling structured prioritisation and resource allocation. This approach ensures that engagement efforts are evidence-based rather than reactive or ad hoc.
4. **Ethical decision-making:** Ensuring fairness, avoiding bias, and maintaining transparency are not just ethical imperatives—they also enhance stakeholder trust and long-term project legitimacy. Observing how ethical lapses can undermine credibility reinforced the importance of careful consultation planning.
5. **Personal development:** The project has enhanced my ability to navigate complex stakeholder ecosystems, interpret feedback, and reflect critically on engagement strategies. It also strengthened project management skills, particularly in planning communication cycles, scheduling consultations, and coordinating multi-stakeholder workshops. Finally, the Fellowship Square redevelopment illustrates that successful public space projects extend beyond physical construction. The project's long-term sustainability and community acceptance depend on the quality of stakeholder engagement, which influences public perception, usage patterns, and maintenance practices. By integrating structured analysis, ethical consultation, multi-channel communication, and inclusive practices, the project team has created a replicable model for future public infrastructure initiatives. In conclusion, the process of stakeholder engagement in Fellowship Square has demonstrated that inclusive, ethical, and well-structured engagement is as critical as technical and financial planning. A well-managed engagement process ensures that decisions are informed, risks are mitigated, and community satisfaction is maximised. As a Junior Stakeholder Manager, participating in this process has highlighted the value of stakeholder-centric thinking in public projects, reinforcing the principle that sustainable and successful infrastructure is built not only with bricks and mortar but with the trust, input, and collaboration of the community it serves.

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