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Y Drindod Dewi Sant
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Valya Borisova 2430598

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Introduction

The Queen Elizabeth Olympic Park Redevelopment in Stratford, East London is believed to be one of the biggest and most influential urban redevelopments in the United Kingdom. The site, originally developed for the London 2012 Olympic and Paralympic Games, has been re-purposed as a long-term legacy project controlled by the London Legacy Development Corporation (LLDC). According to the developer, 'Our ambitious goal for the redevelopment is to generate a new, vibrant and sustainable, inclusive community with new residential housing and public spaces, cultural venues, transport links and economic opportunities for neighbouring communities' (London Legacy Development Corporation, 2021). It has special significance for housing and infrastructure development in general – but also that of wider social and political goals that are being achieved on a broad scale in the city of London: to lessen inequality, boost employment and raise people's livelihood in one of the most diverse and historically deprived areas of the city.

This paper is in line with London's broader regeneration strategy, including the regeneration of affordable housing development, environmental and social sustainability and public health. As Melhuish and Campkin say (2017), the Olympic Park area was selected as an important location to promote cultural and social regeneration because it is divided up into four boroughs—Newham, Hackney, Tower Hamlets and Waltham Forest, each with high population diversity and major socio-economic problems. As such, the park's transformation into a long-term urban district has emerged as a key model for how major international events can create long-term

benefits for host cities.



Queen Elizabeth Olympic Park Map (LLDC, 2024)

At least six major stakeholder groups benefit directly from the redevelopment:

1. *Local Residents* - These benefits to surrounding boroughs include better housing options, greenery, new leisure facilities, and job opportunities connected to local businesses and cultural venues.
2. *London Legacy Development Corporation (LLDC)* - The lead delivery body for the vision, LLDC gains from realizing its strategic objective to design a sustainable, socially inclusive urban district, which reflects commitments made during the 2012 Games.
3. *Local Councils (Newham, Hackney, Tower Hamlets, Waltham Forest)* - The councils gain from improved local infrastructure, enhanced public services, increased investment and improved quality of life for their communities.
4. *Developers and Investors* – Local councils stand to benefit from better local infrastructure, enhanced public services, increased investment, and better-quality living.
5. *Cultural and Educational Institutions* - Organisations benefit from new investment opportunities, large building projects, as well as long-term returns (residential and commercial properties) through big-ticket projects in construction and commercial development.
6. *Local Businesses* – Increase in attendance, new clients, superior transport links, and the economic boom with residents and visitors.

Together, these stakeholders contribute to and benefit from a redevelopment project that aims to create a thriving, inclusive and sustainable urban environment that extends the legacy of the 2012 Olympics far into the future.

2. Stakeholder Engagement Strategies

Effective stakeholder engagement is essential for ensuring that the Queen Elizabeth Olympic Park Redevelopment delivers long-term social, environmental and economic benefits for the other and surrounding communities. This section presents a

stakeholder power-interest table, a stakeholder map, and a communication and consultation strategy aligned with best-practice engagement principles..

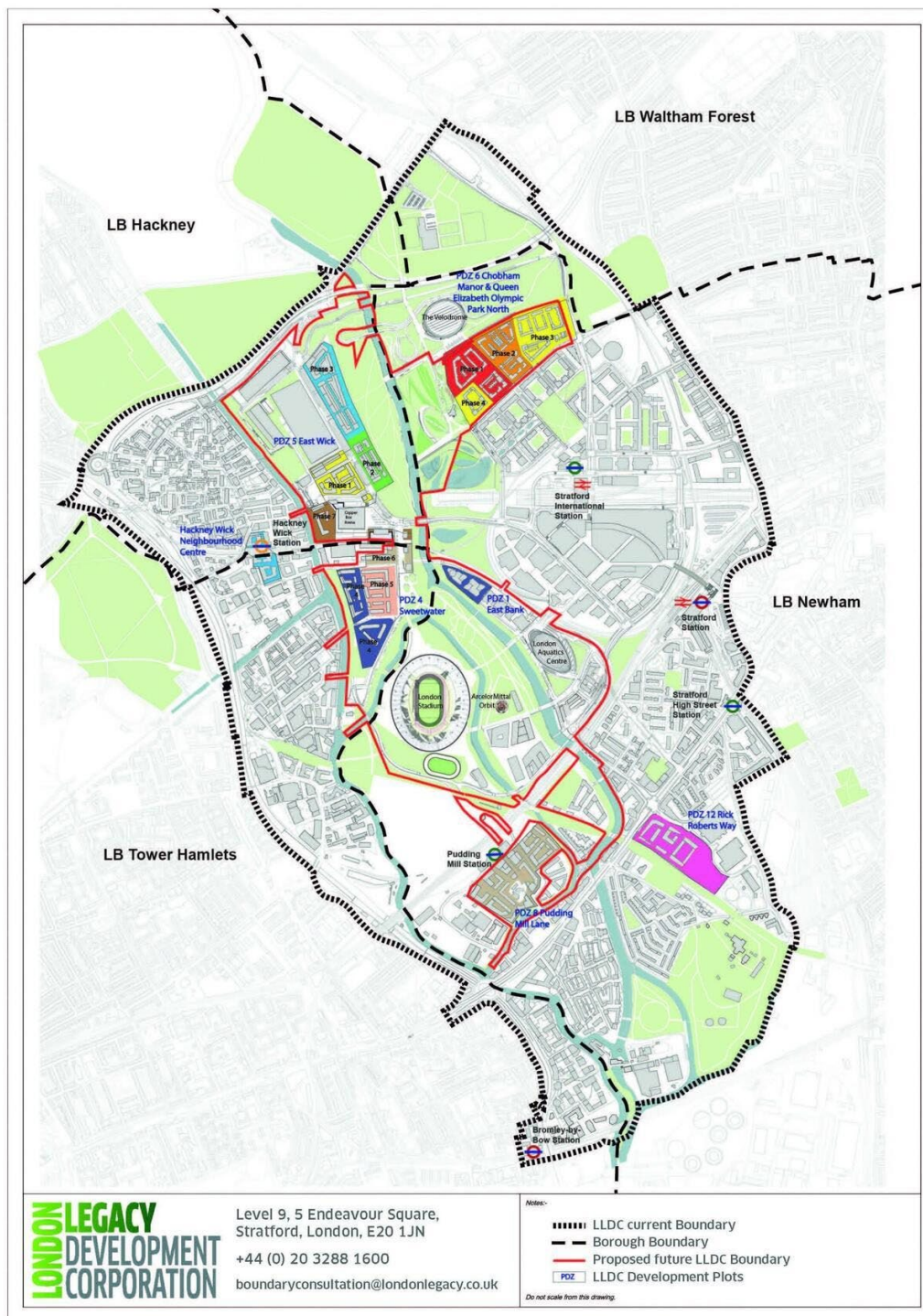
2.1 Stakeholder Power, Influence and Interest Table

Understanding the extent of each stakeholder's power, influence, and interests enables project managers to prioritise engagement effectively (Freeman, 1984). This table below shows the most important stakeholders according to their roles in the redevelopment.

Stakeholder	Power	Influence	Interest	Justification
London Legacy Development Corporation (LLDC)	High	High	High	As the main public body overseeing park legacy delivery, LLDC has strong decision-making power and significant interest (Melhuish & Campkin, 2017).
Local Residents (Newham, Hackney, Tower Hamlets, Waltham Forest)	Medium	High	High	Residents are directly impacted by housing, public space, jobs and amenities. They influence public opinion and legitimacy.
Local Councils	High	Medium	High	Councils control planning approvals and local policy; they have high power and are key governance partners (Essex, 2024).
Developers & Investors	High	Medium	Medium	Developers shape delivery outcomes and bring financial

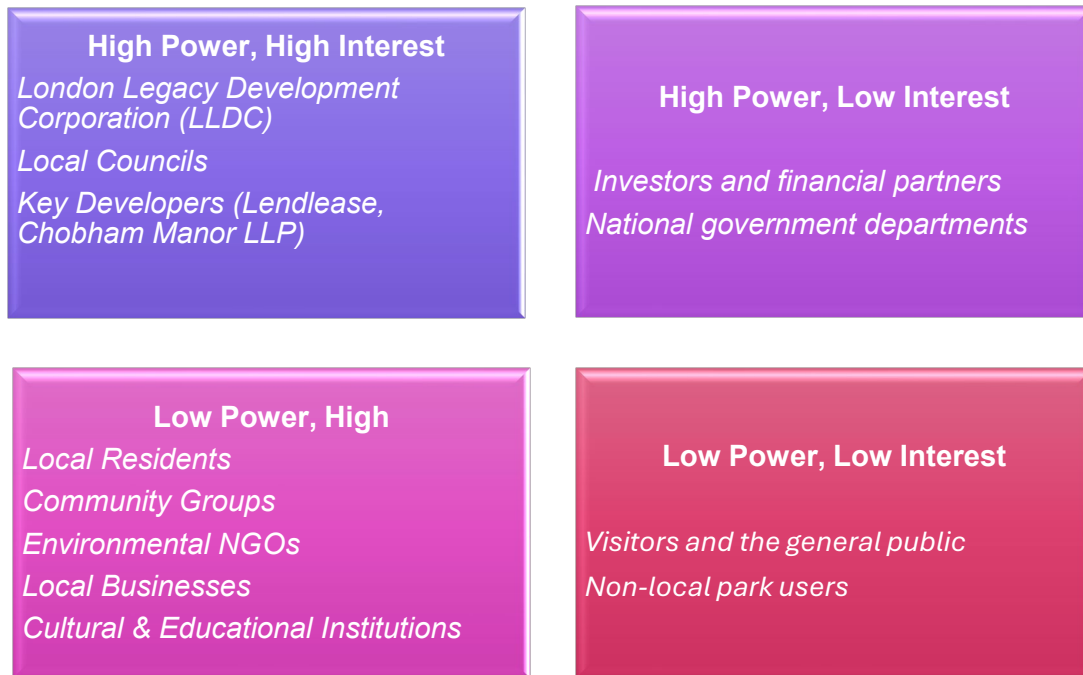
(e.g., Lendlease, Chobham Manor LLP)				capital, but their primary interest is commercial.
Cultural & Educational Institutions (UCL East, V&A East, Sadler's Wells)	Medium	Medium	Medium	They influence cultural and educational outcomes but have moderate power in design decisions.
Environmental Groups (London Wildlife Trust)	Low	Medium	Medium	They advocate for biodiversity and sustainability; their influence comes from expertise and public pressure.
Local Businesses	Low	Low– Medium	Medium	They are affected by footfall, redevelopment phases, and retail changes but have limited direct power.
Visitors / Wider Public	Low	Low	Low– Medium	Minimal direct influence; communication needed for park usage and public perception.

2.2 Stakeholder Map



Boundary Map of the Queen Elizabeth Olympic Park Redevelopment Area (LLDC, 2024)

Mitchell, Agle & Wood (1997) highlight that stakeholder salience depends on power, legitimacy and urgency. For this project, the **power-interest grid** helps categorise stakeholders into four quadrants.



Quadrant A: High Power, High Interest — “Manage Closely”

Strategic decision making and continued activity must be guided by such representatives. They need regular, thorough briefings, because they are crucial to planning approvals, securing funding, and long-term governance.

Quadrant B: High Power, Low Interest — “Keep Satisfied”

They can make big decisions but may not be involved in daily operations. The engagement should focus on showing stable progress and compliance with national policy priorities.

Quadrant C: Low Power, High Interest — “Keep Informed”

And this is the group most ethically sensitive. They care because redevelopment impacts their livelihoods, access to amenities, and sense of place. But they do not have formal decision-making power. It requires frequent, accessible, two-way communication in order to avoid conflict, mistrust, misunderstanding, miscommunication or tokenism, all issues underscored in previous London regeneration schemes (Smith, 2016).

Quadrant D: Low Power, Low Interest — “Monitor”

These groups require broad, low-effort communication like social media updates, signage, and newsletters.

2.3 Communication Plan and Consultation Strategy

Effective communication is through messages, frequency, and channels to each stakeholder's needs and level of influence (Innes & Booher, 2004). The communication strategy for the redevelopment aims to uphold the principles of **transparency, inclusivity, accountability, and accessibility**.

Communication Objectives

1. Ensure stakeholders understand project aims, timelines, and expected deadlines.
2. Facilitate two-way dialogue for incorporating feedback into planning.
3. Manage expectations for minimising conflict and distrust.
4. Support long-term community empowerment and legacy delivery.

Communication Methods by Stakeholder Group

Stakeholder	Information Needs	Communication Method	Frequency
LLDC & Local Councils	Planning updates, risks, milestones	Bi-monthly strategic meetings; formal reports; email briefings	Monthly to bi-monthly
Developers & Investors	Timelines, design changes, compliance	Workshops; contractual meetings; dashboards	Monthly
Local Residents	Housing plans, public space access, employment, community impact	Public meetings; surveys; drop-in sessions; translated materials; SMS updates	Quarterly + during each phase
Community Groups & NGOs	Environmental impacts, equity issues	Workshops; consultation forums; site visits	Quarterly
Local Businesses	Impact on trade, footfall, opportunities	Business forums; newsletters; email updates	Quarterly

Cultural/Educational Institutions	Integration with facilities, programming	Partnership meetings; joint planning sessions	Monthly/quarterly
Visitors/Wider Public	Opening times, events, construction activities	Social media; website; signage; press releases	Continuous

2.4 Consultation Strategy



Visual Layout of Key Venues and Development Zones within Queen Elizabeth Olympic Park (Dunked, 2024)

Consultation for the redevelopment must be ethical, inclusive, and rooted in strong governance. The following methods align with UK best practice (OECD, 2022):

1. Public Consultations (Town Hall Meetings)

Used to present major plans and gather early-stage feedback. These meetings must offer:

- evening and weekend sessions
- live-streaming and recordings
- moderated Q&A sessions

This ensures accessibility and reduces power imbalances (Davies & Pill, 2019).

2. Focus Groups

Targeted discussions with:

- youth groups
- ethnic minority organisations
- residents in social housing
- disability advocacy groups

These groups often lack voice in traditional consultation forums but are significantly affected by regeneration.

3. Surveys (Digital and Paper-Based)

Surveys allow widespread, anonymous feedback. They should:

- be available in multiple languages
- include accessible formats
- avoid technical jargon

Research emphasises that anonymity increases honest feedback in regeneration contexts (Cornwall, 2008).

4. Stakeholder Forums

Quarterly cross-stakeholder meetings bring together:

- councils
- residents

- NGOs
- developers
- cultural institutions

Forums reduce conflict by promoting shared understanding and transparency (Innes & Booher, 2004).

5. Local Drop-In Sessions

Held in community centres, libraries, schools, and shopping centres, drop-in sessions help reach:

- low-income families
- elderly residents
- migrant communities

These populations are often underrepresented in engagement (Melhuish & Campkin, 2017).

6. Digital Engagement Platforms

A dedicated online portal should include:

- project timelines
- interactive maps
- feedback forms
- response tracking system

Digital engagement is essential for improving reach, particularly among younger demographics.

2.5 Justification for Communication Approaches

It is this type of efficient communication, of course, that directly affects stakeholders' perspectives, trust, participation, and long-term support from them to the Queen Elizabeth Olympic Park Redevelopment project. Urban regeneration and renovation projects, especially in situations with a big socio-economic history, are generally seen with suspicion owing to the history of displacement, gentrification and absence consultation (Smith, 2016). Hence, using strong communication practices is not only a managerial duty, but an ethical. communication approaches is not only a managerial necessity but an ethical responsibility.

Transparency

Transparency is very important thing to gaining trust in the construction and operation of projects in the local communities. Transparent, concise and consistent communication makes sure people who work in a project know what decisions are being made and why those decisions really are made and what impact they will have on homes, businesses and communities. As Smith (2016) says distrust generally comes on the table where residents believe that information is being withheld or is being communicated using impossible-to-access language. The ability of the redevelopment team to provide accurate information – plans, schedules, risks and alternatives – is key in being accountable and eliminating the uncertainty associated with a significant regeneration programme. This is especially important for Olympic Park, in which it has long been a matter of community anxiety for those living there with regards to increased housing costs and an eye towards possible displacement.

Equity and Inclusion

In view of the fact that the redevelopment is in four of London's most multicultural boroughs, communication for participation must be designed to build inclusion and fairness among all involved. There is now a recognised body of knowledge that indicates that linguistic, cultural, material and social determinants frequently exclude minority or marginalised groups from the planning process (Melhuish & Campkin, 2017). Ethical communication in this way demands the provision of translated materials, meetings that are available in a place accessible to everyone or for people who require limited internet connections. Integrating programs are one way to encourage substantive involvement. When it is effective enough to communicate with all demographic and social groups fairly, the project is in principle more legitimate and the most attuned to actual needs of the community.

Conflict Prevention

The regeneration and renovation projects frequently attract opposition when stakeholders feel ignored, wrongfully told what to do, or ignored. Essex (2024) adds that a lot of delays, legal action, and public protests result from bad communication. The likelihood of conflict can be reduced and minimised by including stakeholders sooner and keep the lines of communication open during various project stages. Early contact helps project teams to surface areas of concern before they rise to the level of becoming issues and together to find the solutions. This is particularly important in a

multi-stakeholder environment like an Olympic Park where the interests of the people living in the park may not be all equally favourable to developers, city councils and cultural institutions. Active communication eases project delivery and minimizes damage and wrong steps and decisions.

Improved Decision-Making

Another important reason for effective communication is that it leads to better decision-making. The stakeholders, especially residents, who provide lived experience and local knowledge that planners and developers might miss. Bryson (2018) says that infusing diverse viewpoints results in more innovative, socially sensitive and context-sensitive answers. With the Olympic Park, local feedback could lead to better decisions on green usage, cultural spaces, housing schemes, connection and flow corridors. Good communication does gather this rich information, but also makes it clear to stakeholders how this information shapes final actions. This can reinforce long-term support and connect the redevelopment to real community-based priorities..

Reflection and Conclusion

Conclusion

In conclusion, The Queen Elizabeth Olympic Park is another case in evidence that a meaningful stakeholder approach is essential to any ambitious urban regeneration project. Transforming the park from an Olympic complex into a long-term community asset demand partnership working among public authorities, private developers, cultural institutions, environmental actors and the local communities. This paper have show the significance of stakeholder roles, their power and interests through the power–interest grid, and application of stakeholder communication strategies to ensure transparency, inclusion and accountability in consultation. The last section is like an end of stakeholder plan section and a personal reflection on the significance of stakeholder engagement in determining the success and sustainability of a project. The stakeholder mapping exercise illustrated how the redevelopment engages such a diversity of stakeholders with varying degrees of (potential) power, influence and interest. Organisations like the London Legacy Development Corporation (LLDC) and council representatives have major power, while community and resident interests are in fact high interest but more informal in nature. Acknowledging this imbalance enables project managers to craft communication strategies appropriate to each constituency, ensuring that powerful actors are kept in check and that disenfranchised or under-represented peoples have a voice in the process of development. The communication and consultation

practices also reflect the importance of open, accessible and continuous communication. Those methods go a long way to establishing trust — particularly in a district where people might fear being displaced or gentrified or have their sense of themselves lost. Facilitating space for two-way communication like drop-in sessions, online portals, public meetings, stakeholder forums and many other mechanisms, also helps local voices to be incorporated in final decisions. Furthermore, ethical aspects such as informed consent, privacy, DEI and the avoidance of tokenism proved to be crucial in terms of making engagement fair and respectful. In general, the results of the survey demonstrate that community engagement is not an optional feature, but rather integral to the sustainability of the project. And without the former, the redevelopment will face public opposition, a poor impact on design, reputation risk and long-term failure to deliver on social objectives as promised at the 2012 Games. But, with the right kind of engagement, the project could offer inclusive development, strong local identity and grow into a community.

Reflection

Doing the portfolio like this is helping enhance the understanding of stakeholder engagement theory and its real-world applicability. Before this paper, the understanding the stakeholder engagement was primarily a communication task. However in analyzing the Queen Elizabeth Olympic Park Redevelopment many things have be learned, dor example that engagement is a strategic, ethical and relational process, it's about negotiation, competing interests, building long-term trust. It is not really just about communicating matters, but about fostering participation and power sharing also proving one's commitment. It have be learned aslso how better categorize stakeholders by employing such tools as the stakeholder matrix and the power–interest grid and the why behind the different group that needs a different engagement strategy. It have be discovered that neglecting the diversity of stakeholders can result in non-value adding communication and a project in jeopardy. For instance, residents and community organisations need accessible ongoing consultation, developers and investors need the formal updates and alignment with planning goals. This shows the fact that engagement needs to be personalized, not generic. The part of the paper of considering the ethical issues that arise from engagement helped me to understand more about the obligations of corporate collectors and their obligation towards getting stakeholder feedback. Problems like privacy, data protection, inclusion or identity or bias are not theoretical—these influence not abstractions about how stakeholders should feel and understand being respected or if their involvement is worthwhile. Researching about DEI considerations shows exactly how regeneration initiatives can inadvertently marginalise people or groups if people are not engaged in thoughtful engagement when it comes to projects with a regenerative ethos. That is something which can be abled to be taked away from this and apply in my career as an

expert as working with a diverse range of communities is not always the case. Finally, this can improve and gain skills that make it applicable to virtually all aspects of business management like problem solving, critical thinking and project planning. Knowledge of stakeholder management is useful in whether within the consultancy, marketing, operations, or public sector management. It can increase and improve the reflection with the learning, to see where are the strong skills – analysing skills and where and what can continue to grow – how to tweak communication tactics with varying audiences. This portfolio as a whole has shown that appropriate stakeholder engagements are the keys to sustainable and socially responsible project outcomes.

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