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Element 1: Introduction

1.1 Project overview

Gurnell Leisure Centre redevelopment is the chosen project which aims to build a new leisure centre that fits the modern requirements of the borough. The old Gurnell Leisure Centre in Ealing has been demolished in June 2025 as the Ealing Council has decided to roll out the plan of integrating health and fitness facilities (Ealing GOV, n.d.a). The project is being closely developed with contractor Willmott Dixon, forecasting the completion of the project by the end of 2027. The new centre plan includes a 50m Olympic-sized swimming pool, fitness studio, slides and park for children, a play area and cafes (Hudson, 2025). Within an initiative to drive sustainability and enhance biodiversity, the site will have 450 trees and 300 new homes around the leisure centre. Emphasising on revamping a long-lasting legacy, the £125 million worth project is part of the long-term plan undertaken by Ealing Council to drive local connectivity and sustainability in the borough (Hudson, 2025). The nationwide interest towards the big sized pool serves as a strategic initiative to attract business and tourism opportunities in the borough.



Figure 1: Project area and boundary

(Source: Ealing GOV, n.d.b)

1.2 Relevance of the project

Catering to the relevance of the Gurnell Leisure Centre redevelopment in the community, the old building was unable to fulfill the local needs and address sustainable standards.

Consequently, the decision undertaken by the Ealing Council to redefine and improve infrastructural elements and integrate sports facilities into the leisure centre can align the local interests of the borough. The relevance of the project can be signified through the use of sustainable practices to ensure 81% energy efficiency achieved through the modified leisure centre and focus on recycling waste generated by the building (Around Ealing, 2025). This leisure centre will be used as an accelerator for new tourism and business opportunities within the borough, thus shaping economic growth and community development.

1.3 Six stakeholders who will benefit from the project

The project involves six important stakeholders including the Ealing Council who is responsible for implementing this long-term plan. Apart from the Ealing Council, the local residents and community members of the borough are essential stakeholders of the project, who can be directly influenced by the leisure centre. In the context of the redevelopment of the centre, construction firms and local businesses will be sharing an interest towards the centre. This is because increased footfall in leisure centres will attract new visitors, thus attracting new customers in the locality (Taecharungroj and Ntounis, 2025). Sports clubs and housing developers will be benefitted by the leisure centre as it will incorporate fitness facilities and build new homes to enhance connectivity.

Element 2: Application to include Stakeholder Engagement Strategies

2.1 Power, influence, and interest table

Stakeholder profile	Influence	Power/Interest	Strategy
Ealing Council members, construction and design teams	Involved in the core decision-making processes and execution of the project phases	High power, high interest	Communicate frequently to share information and updates on the project
Government authorities and housing developers	Comprehensive insights to the project initiatives, funding and resource support	Low power, high interest	Overseeing project plans, changing requirements and execution

Local residents, community members and local businesses	Not involved in decision-making process but offering extended support and expressing vital feedback	High power, low interest	Accessing information, building excitement, ensuring seamless execution of the project
Sports clubs and NGOs	Playing a key part in the project as wider stakeholders	Low power, low interest	Monitoring activities, creating awareness towards the project

Table 1: Power, interest and influence matrix

(Source: Created by the learner)

Discussion:

From the above table, it is evident which stakeholders have effective power and interest over the project. Based on their level of engagement in the entire project, the key impact or influence of the stakeholders have been detected. This critical evaluation of the main stakeholders can help to understand effective strategies for engaging these groups and the frequency of communication necessary.

With a focus towards repurposing the building and implementing a fitness centre which can address sustainability and help to overcome the strategic issues such as biodiversity factors. Due to poor social and environmental benefits and high costs, the existing building had to be demolished (Ealing GOV, n.d.b). This decision-making process was driven by the Ealing Council members to satisfy the needs of the borough and foster positive changes to the overall operation. Likewise, the main influence on the project will be conducted by the council and construction team members. The government authorities and housing developers also play a vital role in shaping the project outcomes. Revised proposal for the project includes development of housing facilities which will be affordable and accessible by local people in the community (Ealing Council, n.d.b). Hence, these stakeholders have high power in the project, even though lower interest.

Following these stakeholders, local businesses and residents from the communities share high interest in this project. This is mainly due to the underlying emphasis of the initiative, to create a healthy leisure centre that can allow people to engage in sports and fitness, thus improving well-being. To drive social engagement and connectivity among the people, the leisure centre will integrate modern and sustainable reformations, focusing on energy efficient studios, swimming pools and playgrounds (Ealing GOV, n.d.b). Lastly, it is evident that the sports clubs and non-profit firms also share interests towards the centre as part of wider stakeholder groups.

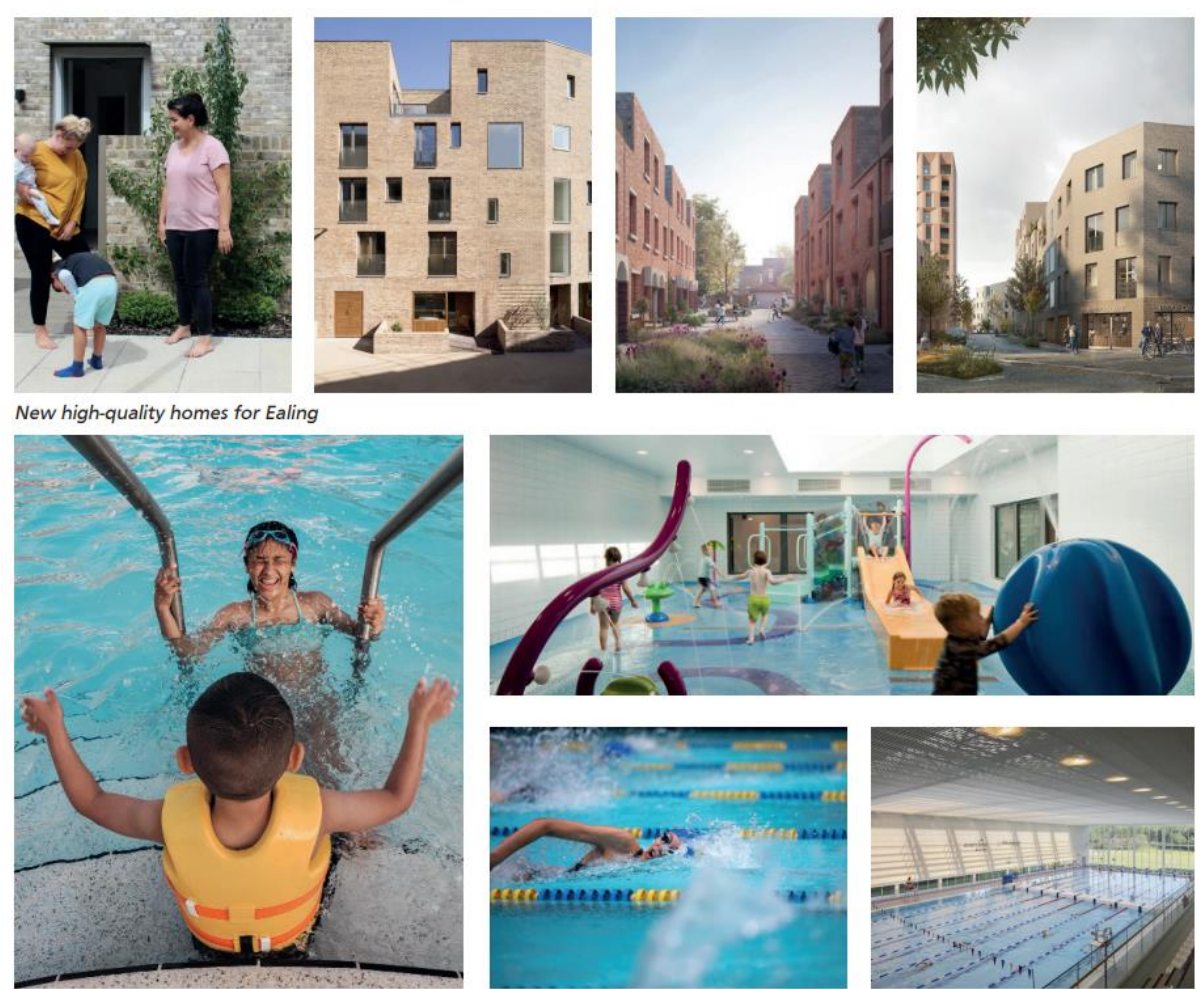


Figure 2: Project Proposal
 (Source: Ealing GOV, n.d.b)

2.2 Stakeholder map and justification

Power	<i>Keep Satisfied</i> Government authorities	<i>Manage Closely</i> Ealing Council
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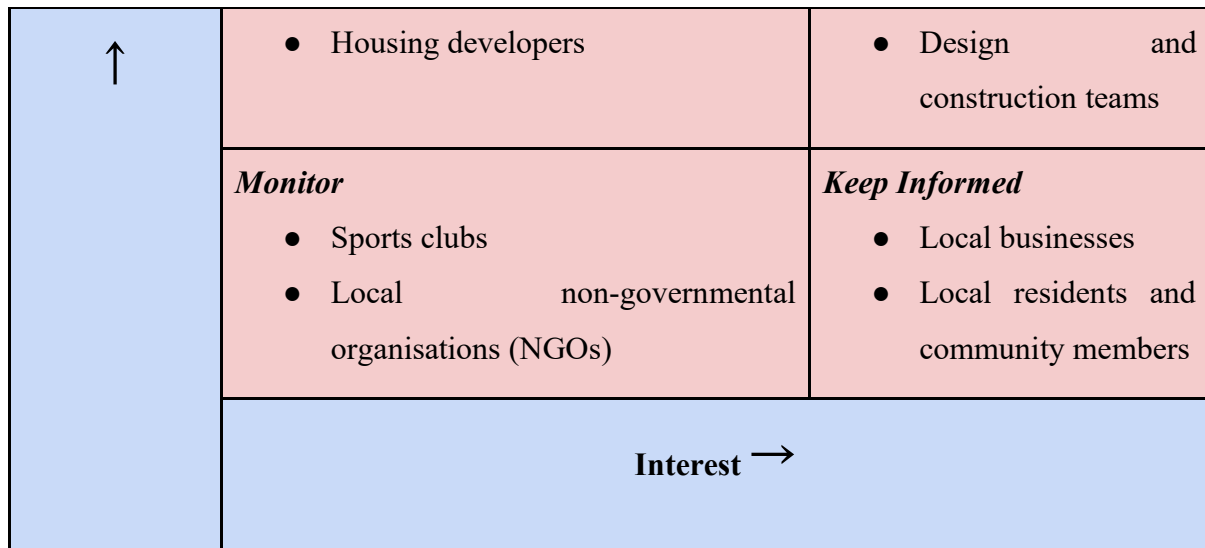


Figure 3: Stakeholder Map

(Source: Self-developed)

Justification:

Manage Closely:

The stakeholders who have high interest and high power in the redevelopment of Gurnell Leisure Centre include Ealing Council members and the construction firm involved in the project. These key stakeholders will require effective management and must remain in close communication to share vital information regarding the project budget, resources, planning stages and execution. For instance, GT3 Architects are included in the design team that has Mikhail Riches as the master planner of the project (Hudson, 2025). Using comprehensive communication methods, the council members and construction team, design and architect employees will be facilitating the project outcomes.

Keep Satisfied:

Considering the degree of power and interests, the influence of the Government officials and housing developers are next to the council. It is important for the local council project to access funding from the Government authorities which would require approval (Sandford, 2023), thus high power detected. Additionally, housing developers have high power when it comes to local projects, affecting the decisions of building construction (Reed, 2021). Since the Gurnell Leisure Centre project has aimed to integrate 300 new homes, the housing developers also share heavy interests.

Keep Informed:

With high interests and low power, the key stakeholders in the project include the local residents and community members, and the local businesses. The Gurnell project is intended to be developed for the neighbouring communities in the borough, ensuring a positive impact on the lives of the people. Furthermore, a community project always creates new opportunities for local businesses to be benefitted by increased customer traffic (Pen *et al.*, 2024). Hence, these stakeholders have high interest and can influence the project to a certain extent.

Monitor:

Catering to the stakeholders who share minimal interests and engagement in the project, it is viewed that sports club members and non-governmental organisations have negligible power. Even though these stakeholders have minimal influence on the project, their perceptions and reactions to the project outcomes is extremely important. It is vital to inform these stakeholders about the infrastructural development, the associated benefits and positive impact on the borough.

2.3 Communication plan and consultation strategy

Communication plan is an important element within project management to facilitate effective information sharing with the stakeholders. By maintaining transparent communication with responsible stakeholders, project outcomes can address the demands effectively and secure the trust of diverse groups. Using a multi-tiered strategy, communication with every stakeholder group will be maintained to ensure timely response and positive collaboration.

Communication Methods for Primary Stakeholders:

Use of project updates, progress reports, audits and regular risk assessments will be produced to share with the construction and design teams and local council members. This is important because within community projects, it is vital for the council and contractors to engage integratedly to derive on-time results (Toriola-Coker *et al.*, 2023). Weekly meetings and emails containing information on the project execution and timeline will help the stakeholders to gather a comprehensive idea of the progress. Furthermore, these updates must be integrated on digital platforms and shared with the Government authorities and housing developers for strategic insights, funding and additional help. As per the views of Latilo *et al.* (2024), for local community projects, government authorities must be communicated with compliance reports,

legal documents and updates on the project. Through email correspondence, housing developers will be contacted for partnership and contracts to proceed with the construction of resident building units.

Communication Methods for Secondary Stakeholders:

For the secondary stakeholders, meaning those groups who have reduced power and no input in the decision-making process, communication methods need to be less frequent but effective. According to the research developed by Koilakonda (2024), newsletters and emails can be sent out to inform local businesses on the progress of the project. Through this manner, communities and local residents can be informed as well. Furthermore, public meetings and online website updates on the Ealing Council page can help people to keep track of the developments made through the project.

Element 3: Ethical Consideration in Stakeholders Consultation, Participation and Feedback

3.1 Method of consultation

Consultation with the necessary stakeholders is extremely vital for the project to succeed. In order to meet the expectations of the stakeholders engaged in the project, ethical consultation can be facilitated through informed participation of the stakeholder groups so that constructive feedback can be obtained. Within the dimensions of community projects, it is most essential to gather feedback from the end-users so that strategic changes can be made to benefit local residents and community members (Shortall *et al.*, 2022). In this case, the primary users of the Gurnell Leisure Centre will be local people of the borough, neighbouring residents including young children, aged people and families. Their insights on the planning and project infrastructure is extremely important so that effective outcomes can be facilitated and community development is achieved. As per Obracht-Prondzyńska *et al.* (2023), online platforms and community forums can be integrated into the project to drive comprehensive engagement among community members and end users of the leisure centre. Focusing on inclusivity, the project information must be communicated with the underrepresented groups and marginalised groups of the community such as ethnic minorities and non English speakers. Consultation can be ethical when these groups are engaged in the process and effectively informed of the redevelopment of the leisure centre.

3.2 Ethical considerations in data collection

The Gurnell Leisure Centre redevelopment needs to be ethically collected data with transparency, responsible and inclusive engagement practices. The purpose of the data gathered will be made apparent in all the construction activities like surveys, workshops, interviews, or digital platforms. To maintain confidentiality, the identifiable information will be kept safe, and it will be anonymised in the process of analysis. The construction materials will be instructed on ensuring accountability and transparency (Ahmad *et al.*, 2023). A variety of engagement formats, such as online, face-to-face, multilingual, accessible events, will be provided to facilitate fewer barriers to participation and because of representation across age, ethnicity, disability and socio-economic status as well as groups of users. In the UK, the ethical data collection is based on the GDPR/DPA 2018 compliance (GOV UK, 2025). This gives focus on the data minimisation, consent, transparency by ensuring security and fairness in the project. It is important for the project team to pursue the inclusion of underrepresented groups and use fair practices to shape the redevelopment proposals.

3.4 Diversity, Equity and Inclusion (DEI) factors

Diversity, Equity and Inclusion (DEI) factors form the basis of the redevelopment of Gurnell Leisure Centre to represent the needs of the entire community in which the facility serves. Redevelopment projects will be structured to suit the diverse abilities, cultures, and socio-economic conditions and acknowledge the recreational facilities which are essential in enhancing health, well-being and social relations (Abid *et al.*, 2023). The engagement materials will be made recycled and reused to maintain the sustainability aspects. Face-to-face meetings will take place in convenient places and be placed at different times to accommodate shift workers and the individuals with disabilities. To promote equity it is essential to enhance the quality of urban living by responding to evolving social and economic demands (Hariram *et al.*, 2023). The construction activities will be based on respect, cultural sensitivity, and the equal worth of contributions. Implementing the DEI framework can balance the needs of the community with development goals to create inclusive and valuable groups. The redeveloped Gurnell Leisure Centre will be inclusive, welcoming, and able to address the diverse needs of the present and future users.

3.5 Collection strategy of stakeholders' feedback

The feedback-seeking approach to strategy on stakeholders in the development of Gurnell Leisure Centre will be a combination of several engagement techniques to provide holistic, valid and inclusive input. The collection strategy will be hybrid by maintaining transparency through the project lifecycle (Tetty, Sunday and Azumah, 2025). The responses will be collected via online questionnaires, community workshops, special focus groups of interaction. These approaches will be well defined to enable the participants to provide opinions on major design options, service priorities. Feedback channels will be open all the time during the consultation window, both online and offline. The questionnaires will be used to accommodate the respondents who might be more inclined towards a face-to-face interaction. These responses will be systematically recorded and kept safely and the identifiable information will be eliminated during the analysis.

Element 4: Conclusion and Reflection

4.1 Overall Summary

To conclude, the report has helped in understanding the main focus of the proposed Gurnell Leisure Centre redevelopment project led by Ealing Council. This project has focused on redefining the community's central leisure area into a fitness and sports-focused building which will be socially and environmentally sustainable. By integrating energy-efficient strategies and waste management practices, the leisure centre remodelling has been designed to meet the fitness and social engagement needs of the people of the borough. The new leisure centre is proposed to include a big Olympic-level swimming pool which would attract sports clubs and athletic activities. Apart from that, local residents and community members can visit for engaging in diverse fitness studios, playgrounds for children and cafes.

Based on these elements, the leisure center project is likely to have six key stakeholders including the council itself, construction and design workers, housing developers, government authorities, communities and businesses. The nation-wide interest stemming from the decision of creating a big sports pool also indicates sports clubs and NGOs as secondary stakeholders in the project. Integrated communication methods are necessary to drive high engagement among the stakeholders through emails, newsletters, weekly team meetings, reports, audits and risk assessments. Through transparent communication and ethical consultation, the project must ensure to gain feedback from diverse stakeholders and use inclusive practices. This

process will help to achieve positive project outcomes and meet the expectations of all important stakeholders.

4.2 Reflective Account

In this section, I will share my views towards the importance of stakeholder engagement, its impact on project success and future sustainability. As a student of business management, I have gathered fair ideas on the concept of stakeholder management. For developing a structured reflective account, I have used Driscoll's Reflective framework.

What?

Initially, in the beginning of the module, I anticipated that in a project, the key stakeholders include the main decision-makers of the project and the individuals who are engaged in the activities. I was not aware of the role of wider stakeholders in a project. As the lecture sessions clarified and corrected my understanding, I developed better insights while handling this assignment. After I selected the Gurnell Leisure Centre project which is undergoing redevelopment, I noted down the main stakeholders. By integrating the stakeholder matrix or mapping theory, I was able to determine the different stakeholder groups, especially the end-users who play an important role in the project.

So what?

With my heightened awareness towards the role and importance of the stakeholders, I further analysed the significance of communication. I focused on key factors of engaging with the stakeholders in the project. For instance, engaging with the local residents can help the council members to identify key pain-points and revise the plan accordingly. By communicating with the sports clubs and local businesses, the project needs can be tailored as per the needs. Furthermore, as a consultant, I have found my key strengths and needs in the project. With effective communication and collaboration skills, I can maintain open dialogue and transparency in the project while sharing key information with the stakeholders. The vitality of these skills can be further justified through the need to drive connectivity.

Now what?

Based on the significance determined through the need to engage all stakeholders, I have learnt that project success is largely dependent on this factor. Miscommunication and lack of transparency can result in conflicts between stakeholder groups. I have noted that poor

information sharing practices can cause arguments between the council, government and other decision-making stakeholders, resulting in project failure. Furthermore, if feedback is not obtained from the end-users, the project is likely to get rejected and the leisure centre may remain unused. Likewise, as a consultant, I must focus on conflict resolution and negotiation skills to drive positive engagement. Furthermore, team building skills can help me to overcome these barriers and strategically manage stakeholder communication to enhance project success.

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