

Stakeholder communication in a historic building refurbishment project

Project type: Construction

Location: London

RICS/APM stakeholder principles: Communicate; Consult early, and often; Remember, they're only human; Simple, but not easy

Stakeholder terms: Stakeholder expectations, communication

Abstract

The refurbishment of a local authority Grade II listed Victorian baths in London with a diverse set of stakeholders with a limited budget.

Background

The refurbishment of the facility was long awaited for decades. Due to an apparent policy of minimal upgrade and limited maintenance which resulted in disenchantment with the leisure facility and its operator, low usage and a growing community voice to stem the decay and save the facility from irreversible decline became prominent. The refurbishment of the facility became a cause for a wide range of stakeholder groups with varying interests from architectural preservation to political success.

The issues

The poor state of repair of the facility therefore required widespread and sweeping renovation, however this was required to be aligned with the varying stakeholder interests and performed within tight budget constraints.

The challenges

The challenges are summarised under 'The issues'.

The solution

Stakeholder influences were mapped, and interested parties actively sought out to become part of a stakeholder database. Regular forums for their involvement were timetabled to engender a sense of continued involvement, with every viewpoint being noted and recorded for consideration. The database was a useful structure for regular feedback on progress, and an original shortfall in the budget was overcome with the help of a local group from one of the forums.

The benefits

The value of stakeholder opinion was not only driven down into the deliverables of the project, but – in the knowledge that they had been listened to and accommodated wherever practicable – outwards, as positive public perception and involvement in the local community. As a result, support for change was high and planning objections and complaints through construction disturbance were low.

The learning points

This case study was written by the APM Stakeholder Engagement Focus Group.

- *For more information on the group or stakeholder engagement, [click here](#).*