

Stakeholder communication and engagement in a city based transport project

Project type: Transport

Location: Europe

RICS/APM stakeholder principles: Communicate; Consult early, and often; Remember, they're only human; Plan it!; Relationships are key; Simple, but not easy

Stakeholder terms: Stakeholder expectations, communication

Abstract

A case study on the importance of a detailed stakeholder engagement plan in the development of a congestion charge zone in a European capital city.

Background

Imposing a new congestion charge system in a major city would be controversial and have a widespread effect across many stakeholders. Therefore the project managers of the congestion charge plan realised from the outset that gaining the necessary levels of support from the various stakeholder groups would be more challenging than implementing the scheme itself.

The issues

Due to the diverse nature of the stakeholders the criteria for the introduction of the system would have to be tailored to the reasonable needs of each group in order to retain their support for the new system.

The challenges

The Challenges are summarized under 'The issues'.

The solution

The stakeholder engagement planning started at a very early stage. The first activity in the whole project had been a consultation to 'hear the city'. The 12-month public information campaign was preceded by three months of 'research and preparation' for this specific communication effort. One example of the carefully planned stakeholder engagement process was a decision about which stakeholder groups would receive exemptions and especially the timing of these announcements. This part of the overall project specification was only finalised after extensive consultation, planning and analysis of the predicted reactions of some powerful stakeholder groups.

The benefits

The ultimate success of the project was firmly rooted in the fact that there was a very detailed and thorough stakeholder engagement plan over the full lifecycle of the project, nullifying the potential for such a sensitive issue to lead to widespread opposition.

The learning points

The integrative and thorough nature of the stakeholder engagement helped avoid serious

issues which may have arisen if the project had been planned in the usual, primarily technical, perspective.

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

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