

**UWTSD, University of Wales, Trinity Saint
David in London**

**BA (Hons) Leadership and Management Skills in the
Workplace**

Module code: Project Management LCLM5003

**Project Title: West Midlands Worcester, Shrewsbury,
and Kidderminster catastrophic flooding. Rapid Deployment of Cinema
Facilities as Emergency Community Support Centres in Flood-Affected
Areas**

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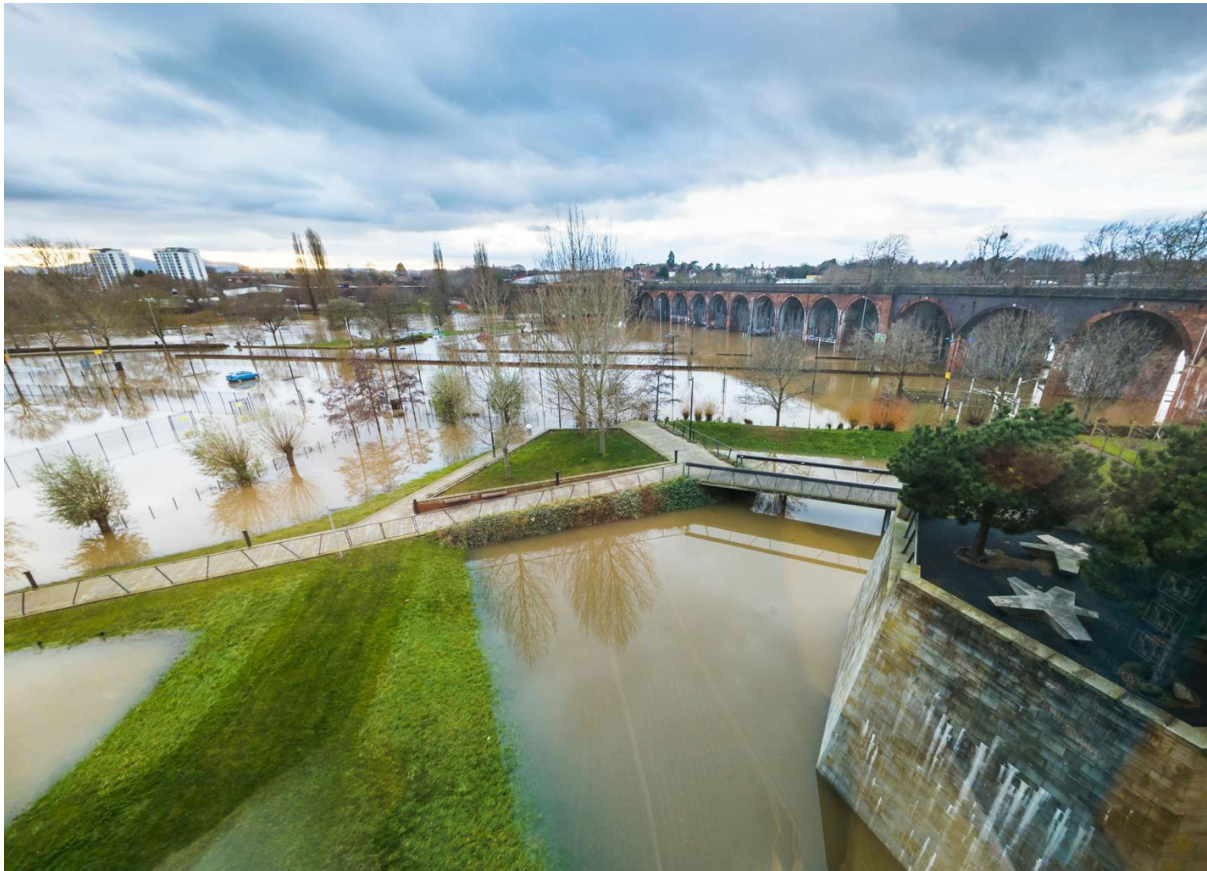
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Part A: (Poster)



Part B: (Reflection on Feedback)



The poster presentation on the proposed project, “Emergency Conversion of Cinemas into Community Support Centres,” received constructive feedback from both the tutor and peers. Overall, the feedback highlighted several strengths while also identifying key areas for improvement that will be addressed in the final project management plan.

One of the main strengths identified was the originality and practicality of the project idea. The concept of utilising cinemas as emergency response centres during flooding was considered innovative and relevant to the real-world scenario. The use of existing infrastructure was particularly appreciated, as it demonstrated cost-effectiveness and rapid implementation, which are essential in emergency situations. In addition, the visual structure of the poster was positively received. The clear division between problem, solution, and outcomes helped communicate the project idea effectively to a non-specialist audience.

Another strong aspect was the identification of key stakeholders, including local councils, emergency services, cinema operators, and community volunteers. This demonstrated an understanding of the collaborative nature of project management, especially in crisis response

environments. Furthermore, the objectives of the project were considered clear and aligned with the needs of the affected communities.

However, the feedback also identified several areas that require improvement. Firstly, it was suggested that the project lacked sufficient detail regarding implementation. While the idea was clear, more specific planning elements, such as timelines, resource allocation, and operational processes, were not fully developed in the poster. This is understandable given the limited space of the poster, but it highlights the need for a more detailed approach in the final project plan (Kerzner, 2022).

Secondly, the risk factors associated with the project were not explicitly addressed. For example, potential challenges such as limited capacity of cinemas, health and safety concerns, and coordination difficulties between stakeholders were not included. This feedback is important, as risk analysis is a critical component of effective project management and will need to be incorporated into the next stage (PMI, 2021).

Additionally, it was suggested that the communication strategy could be further developed. Although the poster mentioned the use of cinema audio-visual systems for information dissemination, it did not fully explain how communication would be managed across different stakeholders and affected communities. This will be expanded in the final plan by including structured communication channels and responsibilities (Turner, 2014).

In response to this feedback, several improvements will be made in Part C. A detailed Work Breakdown Structure (WBS) and Gantt chart will be developed to clearly outline project phases and timelines. Resource allocation, including staffing, equipment, and budget considerations, will also be addressed. Furthermore, a comprehensive risk analysis will be included to identify, assess, and mitigate potential challenges. Finally, a clear stakeholder communication plan will be designed to ensure effective coordination throughout the project lifecycle.

In conclusion, the feedback received was valuable in identifying both strengths and weaknesses of the initial proposal. It provides a strong foundation for developing a more detailed, realistic, and professionally structured project management plan.

References

Kerzner, H. (2022) *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 13th edn. Hoboken: Wiley.

PMI (2021) A Guide to the Project Management Body of Knowledge (PMBOK Guide). 7th edn. Pennsylvania: Project Management Institute.

Turner, J.R. (2014) Handbook of Project-Based Management. 4th edn. New York: McGraw-Hill.

Part C (project management plan):

Rapid Deployment of Cinema Facilities as Emergency Community Support Centres in Flood-Affected Areas

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1. Introduction

In July 2025, severe flooding affected multiple towns across the West Midlands, including Worcester, Shrewsbury, and Kidderminster. Prolonged rainfall and the overflow of the River Severn resulted in significant damage to infrastructure, disruption of essential services, and displacement of local populations. Emergency services were rapidly overwhelmed, revealing critical gaps in temporary shelter provision and coordinated community support.

In response to this crisis, this project proposes the rapid deployment of cinema facilities as emergency community support centres. The project aligns with modern project management principles by focusing on the effective use of existing infrastructure to deliver immediate, cost-efficient, and scalable solutions during emergencies. The plan applies structured

methodologies, including scope definition, work breakdown structures (WBS), scheduling tools, and risk management frameworks, to ensure successful project delivery.

2. Project Description

The project aims to convert selected cinema venues into multifunctional emergency response centres. Cinemas are uniquely positioned to serve this role due to their large indoor capacity, seating arrangements, accessibility, and advanced audio-visual systems, which can be used for communication and coordination.

The transformation process includes adapting cinema halls into temporary shelters, establishing distribution points for essential supplies, and creating centralised communication hubs. The project will operate in collaboration with local councils, emergency services, cinema operators, and non-governmental organisations (NGOs).

This approach supports resilience and sustainability by repurposing underutilised facilities during crisis periods. It also contributes to community recovery by providing safe and organised environments for displaced individuals.

3. Project Scope

3.1 In-Scope Activities

- Identification and assessment of suitable cinema facilities
- Conversion of cinema spaces into temporary shelters
- Provision of food, water, and emergency supplies
- Installation of communication systems
- Coordination with stakeholders and emergency services
- Monitoring and evaluation of operations

3.2 Out-of-Scope Activities

- Long-term housing and reconstruction
- Medical services beyond basic first aid
- Infrastructure rebuilding

The defined scope ensures that the project remains focused on immediate crisis response, avoiding scope creep (Kerzner, 2022).

4. Work Breakdown Structure (WBS)

The WBS divides the project into manageable components:

4.1 Initiation Phase

Conduct needs assessment

Identify stakeholders

Select cinema locations

4.2 Planning Phase

Develop project plan

Risk assessment

Resource allocation

Communication strategy

4.3 Execution Phase

Prepare cinema facilities

Deploy staff and volunteers

Deliver supplies

Implement shelter systems

4.4 Monitoring and Control Phase

Track performance

Manage risks

Ensure safety compliance

4.5 Closure Phase

Decommission facilities

Conduct evaluation

Prepare final report

This hierarchical structure enhances control and accountability (PMI, 2021).

5. Quad Chart

Element	Description
Objective	Provide immediate shelter and support
Timeline	1–4 weeks
Cost	Low to moderate
Risks	Capacity, safety, coordination

The Quad Chart provides a concise overview for stakeholders.

6. Gantt Chart (Project Timeline)

Phase	Duration
Initiation	2 days
Planning	3–4 days
Execution	10–14 days
Monitoring	Continuous
Closure	2–3 days

The timeline reflects urgency and rapid deployment requirements.

7. Stakeholders' Involvement

Effective stakeholder management is essential:

Key Stakeholders:

- Local Councils: Leadership and coordination
- Emergency Services: Operational support
- Cinema Operators: Facility access
- NGOs and Charities: Resource distribution
- Volunteers: Operational support
- Affected Communities: Beneficiaries

Stakeholder Strategy:

- Regular communication updates
- Defined roles and responsibilities
- Conflict resolution mechanisms

Stakeholder engagement enhances collaboration and project success (Freeman, 2010).

8. Allocation of Resources

8.1 Human Resources

- Project Manager
- Volunteers
- Security staff
- Logistics coordinators

8.2 Physical Resources

- Cinema halls
- Bedding and supplies
- Communication equipment

8.3 Financial Resources

- Government emergency funds
- Donations and NGO support

Efficient resource allocation ensures sustainability and effectiveness.

9. Risk Analysis

Risk	Impact	Probability	Mitigation
Limited capacity	High	Medium	Use multiple cinemas
Health & safety risks	High	Medium	Implement protocols
Coordination failure	Medium	Medium	Clear communication
Supply shortages	High	Medium	Backup suppliers
Power outages	Medium	High	Backup generators

Risk management is critical in emergency projects (Hillson, 2009).

10. Communication Plan

- Effective communication ensures coordination:
- Internal communication: Daily briefings
- External communication: Public announcements
- Tools: Cinema AV systems, social media, local radio

Clear communication reduces confusion and improves response efficiency.

11. Monitoring and Evaluation

Monitoring will focus on:

- Shelter capacity usage
- Resource distribution efficiency
- Stakeholder coordination

Evaluation will identify lessons learned for future crises.

12. Ethical and Social Considerations

- Respect for the dignity of affected individuals
- Equal access to services

- Protection of personal data

This aligns with ethical project management practices (Turner, 2014).

13. Conclusion

The proposed project offers an innovative and practical solution to flood-related crises by repurposing cinema facilities into emergency support centres. Through structured project management approaches, the plan ensures efficient implementation, stakeholder collaboration, and risk mitigation.

The project demonstrates how adaptive use of infrastructure can enhance resilience and improve community outcomes during emergencies. Its scalability and cost-effectiveness make it a valuable model for future disaster response initiatives.



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