

PART A –PROJECT PROPOSAL POSTER (Project Portfolio)

TITLE: THE REDEVELOPMENT OF THE CENTRAL TRANSPORT HUB

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Project Title: Redevelopment of the Central transport Hub

This Project redevelops the city's central transport hub, originally constructed over 40 years ago and closed in November 2025 after failing structural safety, accessibility, and modern design standards. As the primary interchange rail business and freight logistics, its closure has severely disrupted commuter travel, broken local supply chains, and reduced footfall for city centre businesses – with estimated weekly economic losses of 1.2 million and rising public dissatisfaction.

Local authorities now require a coordinated redevelopment that restores full transport capacity, aligns with UK net zero 2030 targets, integrates modern digital infrastructure, and prioritises inclusive access for all users. This project option is selected over temporary or partial upgrades because it delivers a single, long-term solution that addresses all root causes of the hub's failure, maximises value for public investment, and supports wider city regeneration goals. Partial or temporary fixes would create ongoing disruption, duplicate costs, and fail to meet future demand or regulatory standards.



Project Aims & Objectives

Core Aim

To deliver a fully optional, safe, and sustainable central transport hub by December 2028, meeting all current and projected transport needs while advancing environmental, social, and economic priorities.

Specific Objectives

1. **Safety & Compliance:** Upgrade all structural systems and design features to meet BS EN 1990 structural standards, Equality Act 2010 accessibility requirements, and National Rail safety regulations.
2. **Capacity of Connectivity:** Restore full interchange functionality for rail, bus, and freight links; increase peak passenger capacity by 25% to accommodate forecast growth to 2040.
3. **Environmental Performance:** Cut hub operational carbon emissions by 65% through energy –efficient design, renewable power integration, and sustainable construction, supporting the city's net zero targets.
4. **Digital & Inclusive Design:** deploy real-time passenger information, smart ticketing integration, and accessible wayfinding; ensure step-free access, sensory friendly spaces, and facilities for disabled and neurodiverse users.
5. **Economic & Community Benefit:** Minimise ongoing disruption during works; support local supply chains; deliver long-term growth for city centre businesses.

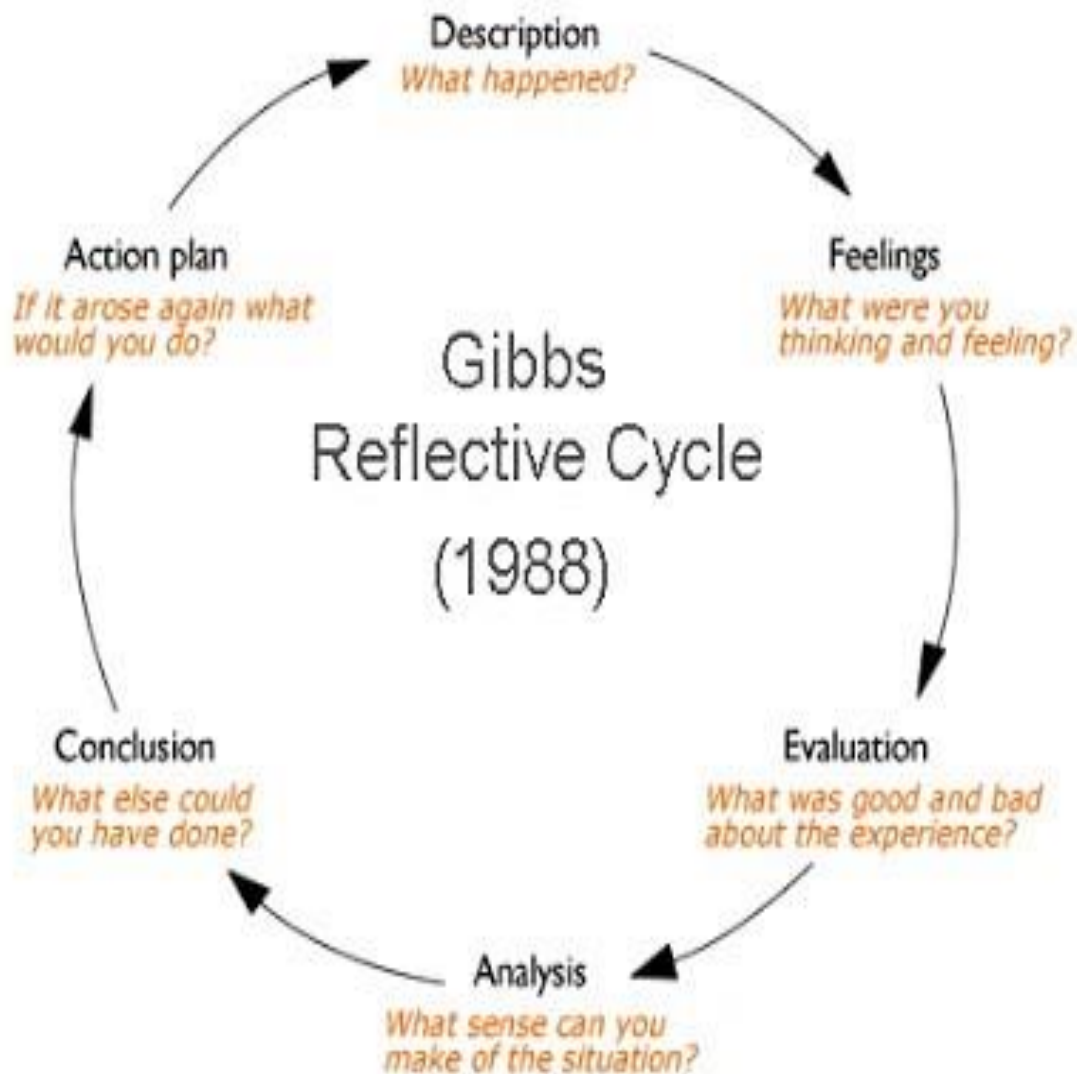
Project Approach & Value

This project applies in industry – standards project management frameworks including Prince2@governance, Agile delivery for complex design stages, and ISO 21502 guidance. Key tools include a full Work Breakdown Structure, phased Gantt schedule, stakeholder mapping, risk management aligned with ISO 31000, to ensure delivery on time, within the approved £185 million budget, and to required quality standards.

The redevelopment directly addresses the immediate crisis of hub closure while creating a resilient, future – ready transport asset that serves the city for decades to come.

PART B: Reflection on the Redevelopment of the Central Transport Hub - Project Proposal

Using Gibb's Reflective Cycle



Introducing Gibb's reflective Cycle

- Reflection is a structured way of learning from experience
- Instead of simply asking "What

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1. Description

I created a project proposal poster titled **Redevelopment of the Central Transport Hub** for the module. Project Management (LCLM5003). The poster outlined the regeneration of an ageing UK transport hub built over 40 years ago, which required £81million investment to fix structural decay, capacity limits, outdated an introduction, project aims and objectives, Quad Chart, Iron Triangle, RACI Matrix, Work Breakdown Structure, Stakeholder Analysis, strategic vision and conclusion. I presented this work to my module tutor Dr Xavier Martine and mates. The feedback confirmed my project concept, and core tools were logically structured, but some poster sections were too text-heavy, and I rushed the risk analysis in my presentation without enough specific examples of delays.

2. Feelings

At the start, I felt confident researching the background defining the project aims for the transport hub redevelopment. However, as I tried to fit all seven sections and multiple charts onto one poster, I became worried the layout would look cluttered and hard to follow. I felt nervous before presenting about question on the £81 million budget, 2030 completion date and construction risks. During the presentation I felt rushed and anxious as I ran short on time, so I spoke too quickly through the risk section. When the feedback was raised, I felt off guard and nervous, as due from

recent Surgery from the past few months still feeling down of myself but still positive and keep fighting to carry on my studies. I'm a little bit embarrassing about my shakily voices I can't over stand up in front of mates and tutor in delivering my presentation, but then for somehow, they are very understanding and supportive about my current situation and I managed to deliver it without any problem.

When I received the feedback, I was relieved that my overall project structure and tool selection were approved, but disappointed that I had not simplified the text or rehearsed enough. Afterwards, i felt motivated to fix these issues and improve my Part C project plan.

3. Evaluation

What went well:

- The Project background, aims and objectives were clearly linked to the real-world problems of the ageing transport hub.
- I correctly applied key project management tools: Quad Chart, Iron Triangle, RACI Matrix, and Work Breakdown Structure.
- The poster covered all required sections: scope, stakeholders, strategy and conclusion, with logical flow.

What did not go well:

- Several text blocks were too long and dense, making the poster hard to read quickly during presentation.
- My risk analysis lacked concrete examples of delays such as bad weather, material shortages or planning hod-ups.
- Poor time management during delivery meant I rushed explanations and had less time for questions.
- Limited rehearsal lowered my confidence when answering queries about budget and timeline constraints.

4. Analysis

My poster text was so dense because I wrote full paragraphs as if for a written report, rather than short bullet points suitable for a visual poster. Gibb's (1988) states that analysis should identity root causes rather than just describe problems: in this case, the rushed risk section happened because I split my time unevenly, spending too long writing content ant not enough time simplifying text and practising delivery. I also underestimated how long each chart and section would take to explain and did not prepare specific risk examples linked to the transport hub's construction and

logistics work. These gaps came from weak workflow planning, not a lack of understanding of project management theory.

5. Conclusion

From this experience, I have learned that a good project proposal balances solid technical knowledge with clear visual communication and careful time planning. As Dewey (1993) explains, experience alone does not teach us- we learn by reflecting on what went right and wrong. If I completed this task again, I would draft all text as short bullet points from the starts, allocate separate time slots for writing, design and rehearsal, and prepare specific risk examples tied to the transport hub redevelopment. I now understand that posters and presentations need concise, scannable content, not full written explanations.

6. Action Plan

I will apply these lessons directly to strengthen my Part C Project Management Plan:

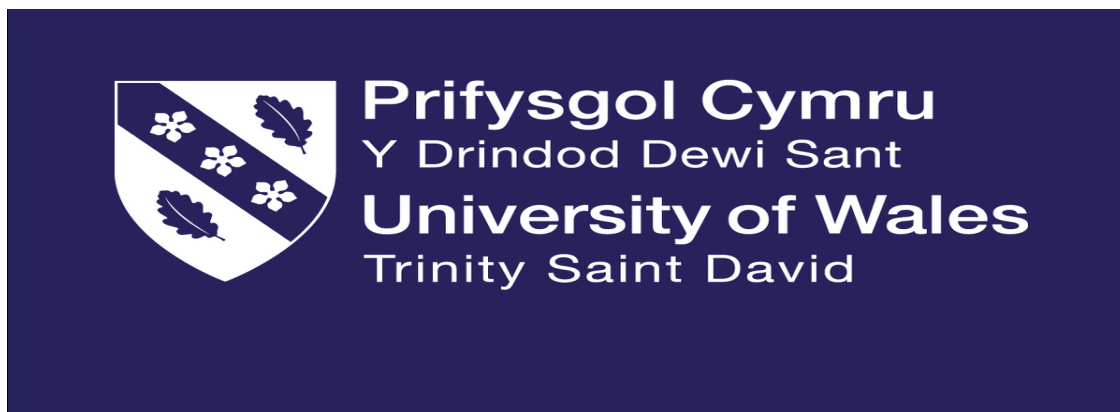
-  Rewrite all written content into concise bullet-point summaries to improve readability.
-  Plan my workflow in clear stages: research-drafting-design-rehearsal, with deadlines for each step.
-  Add specific, realistic risk examples (weather delays, supply-chain issues, regulatory approvals) and matching mitigation strategies.
-  Practice my full presentation in advance to improve timing, flow and confidence when answering questions.

Ensure every project management tool is clearly explained and directly linked to the Central Transport Hub redevelopment project.

7. References

Dewey, J. (1993). *How We Think: A Restatement of the Relation of Reflective Thinking to the Educative Process*. Boston, MA: Heath.

Gibbs, G. (1988) *Learning by Doing: A Guide to Teaching and Learning Methods*. London: Further Education Unit (FEU), Oxford Polytechnic.



PART C: PROJECT MANAGEMENT PLAN

TITLE: REDEVELOPMENT OF THE CENTRAL TRANSPORT HUB

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PROGRAMME: BA (Hons) LEADERSHIP AND MANAGEMENT SKILLS
IN THE WORKPLACE.

MODULE: PROJECT MANAGEMENT

MODULE CODE: LCLM5003

MODULE LECTURER: DR. XAVIER MATIENI

Part C: Project Management plan: Redevelopment of the Central Transport Hub

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Introduction

This project management plan outlines the delivery framework for the **Redevelopment of the Central Transport Hub**, a major urban regeneration project in a UK metropolitan city. Built over four decades ago, the existing hub has suffered structural deterioration, capacity limits, and outdated digital systems, leading to service disruptions, economic losses, and poor passenger experience (Project Poster, 2026). An £81 million investment will deliver a modern, inclusive transport facility integrating passenger rail, freight logistics, and multi-modal connectivity.

The plan applies core project management methodologies to balance scope, time, and cost, while prioritising safety, sustainability, and stakeholder collaboration. It translates the initial project proposal into actionable delivery steps, governance structures, and control measures to ensure completion by the 2030 target date (APM, 2023).

1. Project Scope & Objectives

2.1 Scope

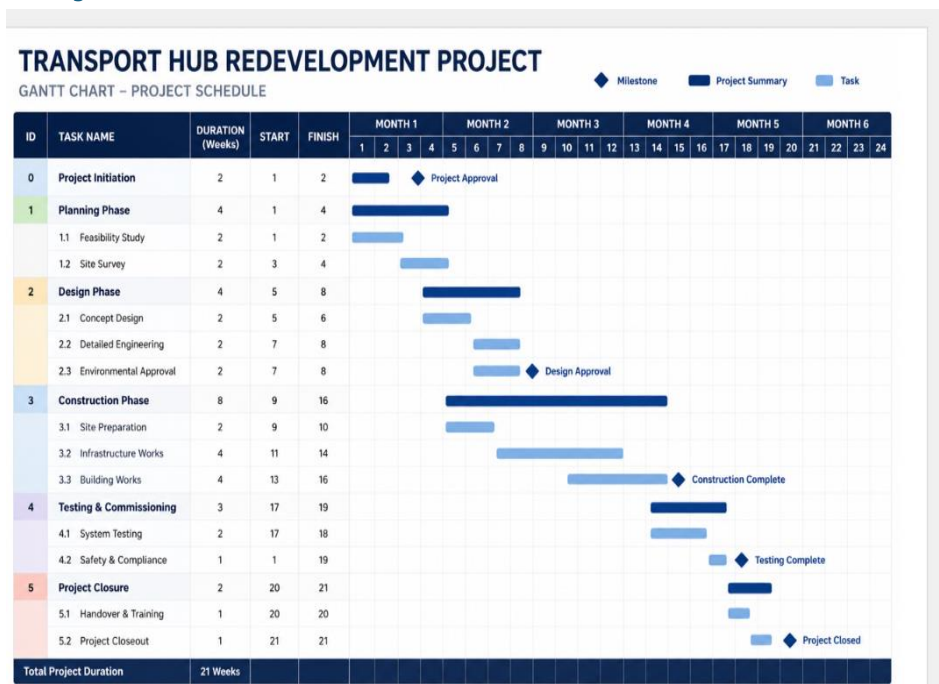
- **In Scope:** Full structural refurbishment, digital signalling integration, passenger flow redesign, freight terminal upgrades, accessibility improvements, and environmental sustainability features.
- **Out of Scope:** Construction of new external road networks, expansion beyond the existing hub boundary, and long-term commercial retail operation within the site.

2.2 Core Objectives

1. Restore full transport capacity and operational safety by 2030.
2. Re-engineer structural integrity and integrate digital coordination for passenger and freight movement.
3. Deliver inclusive, low carbon design aligned with UK transport policy (DfT, 2024).
4. Complete the project within the £81 million approved budget.

Success is defined by on-time delivery, adherence to budget, meeting safety standards, and achieving high passenger satisfaction (Turner, 2022).

2. Project Timeline & Gantt Chart Overview

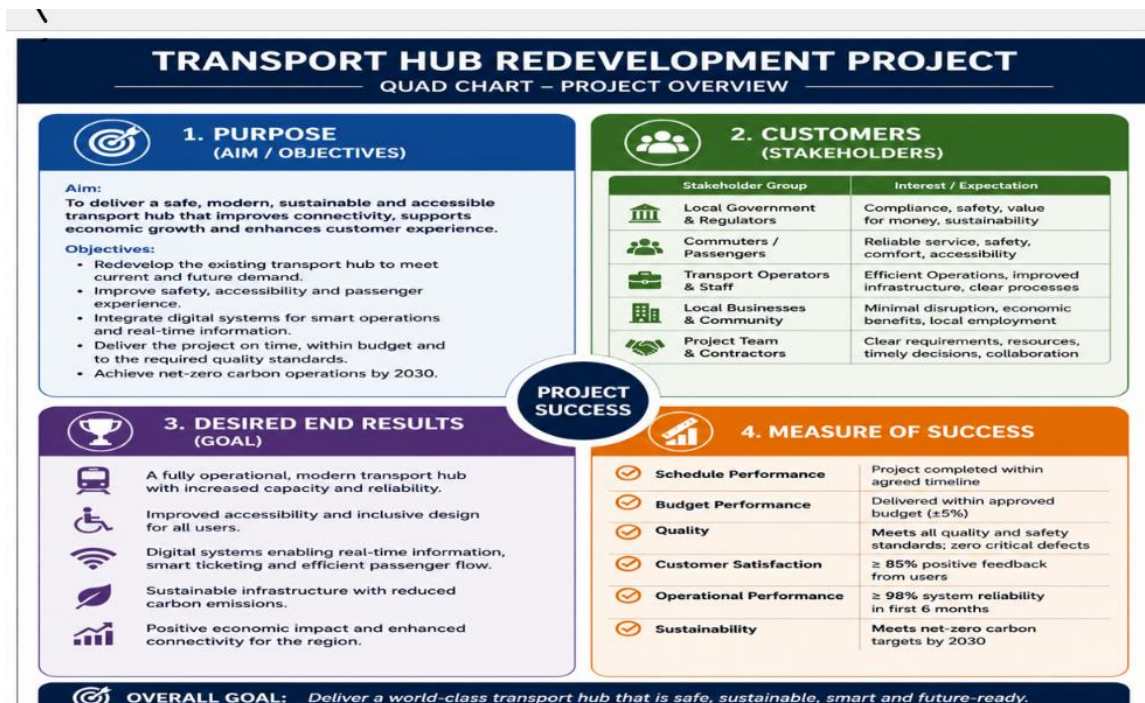


The Project follows five sequential phases, scheduled over 48 months:

Phase	Timeline	Key Deliverables
Project Initiation	Month 1 - 6	Feasibility, planning permission, governance setup
Design & Engineering	Month 7 - 18	Structural design, digital system specifications, stakeholder design sign-off
Construction Phase 1	Month 19 - 30	Demolition, foundation works, core structural repairs
Construction Phase 2	Month 31 - 42	Superstructure build, digital infrastructure installation, accessibility upgrades
Testing & Handover	Month 43 - 48	Safety certification, system trials, phased service launch, close

Citation: Gantt Charts Provide visual schedule control, enabling managers to monitor task dependencies and mitigate delays (Lock, 2020). Buffer periods of 4 weeks are included in each phase to manage weather, supply chain, or regulator hold-ups.

3. Quad Chart



4.Roles and Responsibilities (RACI Matrix)

Clear accountability prevents gaps and duplication of work within the multi-party project team:

Task	Project Sponsor	Project Manager	Engineering Team	Contractors	Local Council	Regulators
Budget Approval	A	R	I	I	C	I
Design Development	I	A	R	C	C	I
On-site Construction	I	A	C	R	I	C
Safety Compliance	I	A	R	R	I	A
Stakeholder Reporting	C	R/A	I	I	C	C

Legend: **R** = Responsible, **A** = Accountable, **C** = Consulted, **I** = Informed

Citation: The RACI matrix formalises decision-making authority and reduces miscommunication across public and private sector partners (PMI, 2023).

4. Resource Allocation & Iron Triangle Constraints

The **Iron Triangle** governs the three non-negotiable project constraints, with **Quality** as the central balancing factor:

- Scope: Full hub redevelopment as defined in Section2; changes require formal change request approval.
- Time: 48-month delivery, target completion by 2030.
- Cost: Fixed budget of £81 million, including labour, materials, digital systems, and contingency.

Quality standards include compliance with UK building regulations, rail safety legislations, and net – zero carbon targets. Any adjustment to one constraint will directly impact the other two; for example, accelerating construction will increase cost and may require scope reduction (Wysocki, 2021).

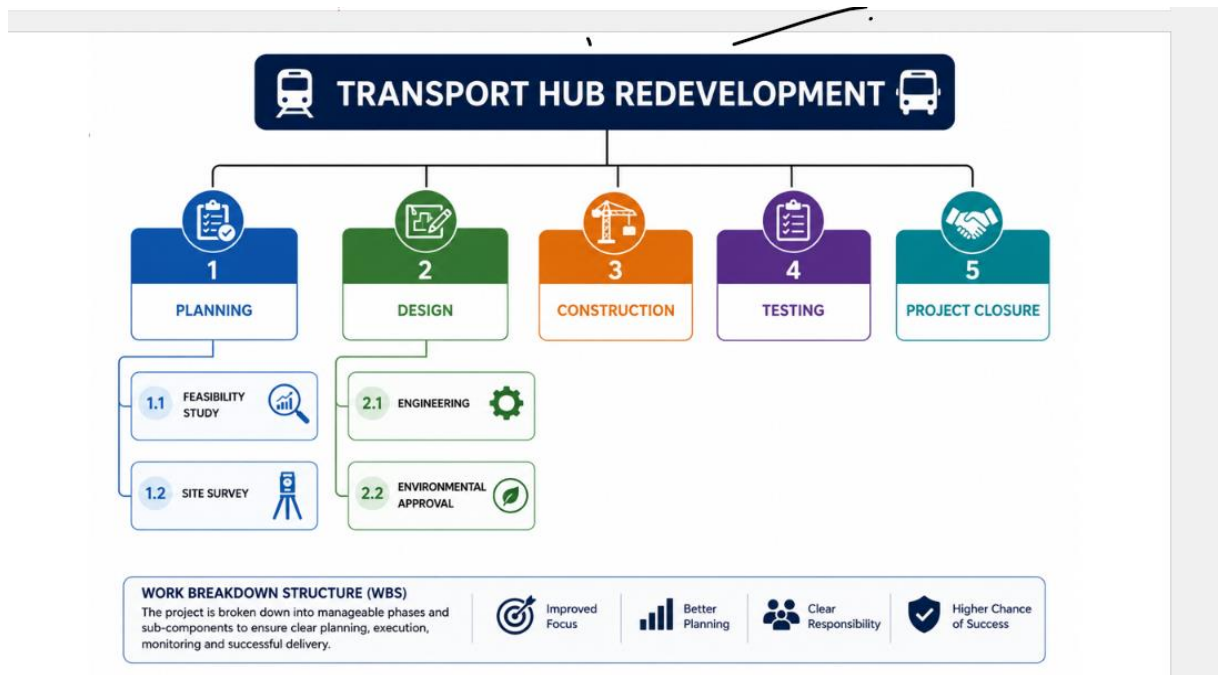
Key Resources:

- Full-time Project Manager, 2 Assistant Project Managers
- Civil, structural, and digital engineering teams
- Main construction contractor and specialist sub-contractors
- Independent t safety auditors and local authority planning officers

5. Work Breakdown Structure (WBS)

The work is broken into hierarchical deliverables for cost tracking and progress reporting:

1. Project Management & Governance – planning, meetings, reporting, risk management
2. Design & pre-construction-surveys, architectural drawings, digital system design
3. Site Preparation & Demolition – clearance, temporary traffic management
4. Structural Redevelopment – foundations, frame, roofing, accessibility features



5. Digital & Operational Systems – signalling, passenger information, security networks
6. Commissioning & Handover – Testing, training, phased opening, project closure

Citation: A WBS decomposes complex work into manageable tasks, improving accuracy in scheduling, resource allocation, and cost estimation (Burke, 2018).

7. Stakeholder Analysis & Engagement Strategy

Stakeholders are mapped by Interest and Influence:

Stakeholder Group	Influence	Interest	Engagement Approach
National Transport authorities	High	High	Formal progress reports, monthly steering group meetings
Local Council & Politicians	High	Medium	Design consultations, public update newsletters

Contractors & Suppliers	Medium	High	Weekly site briefings, clear contract KPIs
Passengers & Local Public	Medium	Medium	Public exhibitions, online feedback portal
Regulators & safety Bodies	High	High	Independent audits, compliance documentation

Citation: Proactive stakeholder engagement reduces opposition and ensures alignment with community expectations (Newcombe, 2020). Regular two-way communication will be maintained throughout the design and construction phases.

8. Risk Assessment and Mitigation

Risk	Likelihood	Impact	Mitigation Strategy
Construction delays from poor weather	Medium	High	Schedule buffer periods, weather – resilient working methods
Supply chain material shortage	Medium	Medium	Dual supplier agreements, early order placement
Budget overspends	Low	High	Monthly cost reviews 10% contingency fund
Public disruption/ community opposition	Medium	Medium	Advance traffic management, regular public updates
Regulatory approval delays	Low	High	Early engagement with planning and safety bodies

Citation: Risk management involves systematic identification, assessment, and response planning to minimize project threats (Hillson, 2022). Risks will be reviewed monthly at project board meetings.

9. Quality management & Success Measurement

Quality assurance will be embedded at every stage, with third-party inspections for structural and safety compliance. Success will be measured against the quad Chart criteria:

- **Purpose achieved:** Hub restored to modern operational standards.
- **Stakeholder satisfaction:** Positive feedback from authorities, operators, and public.
- **Desired result:** Fully functional, accessible, future – proof facility open by 2030.
- **Measures of success:** Delivered on time, within budget, meeting safety standards, and higher user satisfaction scores.

All works will adhere to British Standards Institution (BSI) specifications for construction and digital rail infrastructure (BSI, 2023).

10. Conclusion

This project management plan provides a structured governance framework to deliver the Central Transport Hub redevelopment successfully. By applying robust scheduling, clear role definition, balanced constraint management, and proactive stakeholder and risk control, the project aims to transform an ageing facility into a resilient, inclusive transport asset.

Effective management of the Iron triangle – scope, time, and cost – while the WBS and Gantt chart ensure work progresses in a logical, monitored sequence. Ongoing stakeholder engagement and risk mitigation will address challenges early, minimise disruption, and keep the project aligned with its core objectives. Delivered successfully, the hub will improve regional connectivity, support freight logistics, and deliver long-term economic and social benefits to the city (DfT, 2024).

11. References (Harvard Style)

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