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Component 2: A Portfolio Project

Contents

Part C-Report.....	3
Introduction	3
Project Description	4
Project Scope	5
Work Breakdown Structure	6
Quad Chart.....	7
Grantt Chart	8
Stakeholders' Involvement.....	9
Allocation of Resources.....	10
Risks Analysis.....	11
Conclusion.....	12
Part B-Critical Reflection on Feedback Received	13
Part A- Poster.....	15
Redevelopment of the Central Transport Hub.....	15
References	16

Part C-Report

Introduction

Transport infrastructure plays a key role in promoting economic growth, social mobility and sustainable urban development. Efficient transport systems allow the flow of people and goods, improve connectivity between towns, and contribute to regional competitiveness. However, ageing infrastructure may present major challenges when buildings no longer satisfy modern safety, accessibility and operational criteria. In November 2025 a major Metropolitan City in the United Kingdom experienced severe disruption with the shutdown of its Central Transport Hub after a structural examination discovered serious problems within the facility. Operating for more than 40 years, the hub was no longer capable of meeting contemporary safety requirements, accessibility laws or expand passenger and freight needs. In consequence, this closure significantly affected commuters, freight operators, local companies and the larger economy, raising public complaints and adding pressure on local authorities to develop an appropriate solution.

To address this issue, local authorities started an urgent redevelopment initiative focused on restoring transport capacity while encouraging environmental sustainability, digital transformation, and inclusive urban design objectives. Among the various regeneration options, the reconstruction of the Central Transport Hub was selected as the preferred project because it provides a tailored solution to the operational, social and environmental challenges resulting from the closure. The project aims to deliver a contemporary, safe, accessible and environmentally friendly multimodal transport interchange capable of sustaining future transit demand and enhancing the overall passenger experience.

The goal of this Project Management Plan is to demonstrate how recognised project management standards, tools and techniques will be implemented to successfully undertake the redevelopment project. The report reviews the project scope, work breakdown structure, scheduling approach, stakeholder involvement, resource allocation and risk management processes required to achieve project objectives within agreed time, cost and quality limitations. The strategy is motivated by recognised project management frameworks and best practice recommendations, understanding that effective planning and stakeholder engagement are critical factors of project success (Project Management Institute, 2021).

Project Description

The central Transport Hub will be completely redeveloped as part of the proposed project after it was closed due to structural problems, safety issues and non-compliance with the modern accessibility regulations. For more than 40 years, the current infrastructure has supported rail, bus and freight logistics activities throughout the metropolitan area as a crucial transport interchange. However, the infrastructure is no longer adequate to meet current and future transit needs due to rising passenger demands, technology developments and changing regulatory requirements. To restore transit capacity and promote long term economic growth, local authorities have made the hub's restoration a top priority as part of the larger urban regeneration project.

The project main goal is to provide a modern ,secure, easily accessible and environmentally friendly transportation hub that successfully combines passenger and freights services .A modern multimodal complex intended to enhance operational effectiveness ,passenger experience and transportation connection will take place of outdated infrasture.as a way to guarantee that the facility satisfies both present regulatory requirements and expected future demand ,the project will integrate modern technical solutions, digital technology and sustainable design concepts. Successful infrastructure projects according to Maylor, H (2019) should not only solve current operational issues but also provide long term value for stakeholders through sustainable development and strategic planning.

During the duration of the project, several important deliverables will be produced. A new transport terminal, better rail and bus interchange facilities, upgraded freight logistics infrastructure, intelligent ticketing systems, real time passenger information displays and improved accessibility features like lifts, ramps, tactile pavement and step free access routes are some of these. To meet regional and national Net-Zero goals, the project will also include energy efficient lightening systems, renewable energy technology, and environmentally friendly building materials. These outcomes are in line with the increasing focus on sustainability in public sector projects and infrastructure development.

Many stakeholders are expected to gain a great deal from the rehabilitation project. While increased accessibility measures will make the environment operators. Additionally, travellers with mobility difficulties and impairments, increased transport capacity will reduce traffic and travel delays. Increased passenger access and better connectivity are planned to help local businesses and integrated transport coordination systems will promote logistical efficiency for goods operators. Additionally, by fostering long term investment in the area and generating jobs throughout construction, the project will help border economic development.

Based on the point of view of project management the redevelopment is a complicated infrastructure project with several stakeholders, large financial cost and demanding technical requirements. As a result, successful delivery will depend on efficient planning, stakeholder involvements, resource management and risk control. Therefore, to ensure that goals are

accomplished within established time, cost and quality restrictions, the project is going to implement recognised project management techniques and governance procedures (Project Management Institute,2021)

Project Scope

A project scope outlines its goals and the amount of effort required to achieve it. Outlines the objectives of the project as well as what is and is not included. According to John (2022) A well-defined project scope ensures that everyone is aware of the goals and helps to maintain project focus. This is especially crucial for large infrastructure projects, where a variety of stakeholders could have different expectations and views. As well as uncontrolled modifications could cause expenses, cause schedule delays and lower project performance. A well-defined scope is necessary for the Central Transport Hub reconstruction to accomplish project goals and keep control over budget, timeline and quality.

All tasks required to design. Build and commission a modern multimodal transport hub that satisfies current safety, accessibility, operational and environmental criteria are included in the project scope. The demolition of the hazardous infrastructure, site preparation, architectural and engineering design, hiring suppliers and contractors, building new transport facilities, installing digital technologies and final testing and Commissioning are some of the main tasks. to increase operational effectiveness and passenger convenience, the project will combine rail, bus and freight services into a single transportation hub. To guarantee adherence to accessibility laws and inclusive design principles, accessible features such as step free access, lifts, ramps, tactile pavement, accessible signage and passenger support facilities will be included

Another important component of the project's scope is environmental sustainability. To minimise environmental effects and promote sustainability goals, the reconstruction will incorporate energy efficient lighting, sustainable drainage systems, renewable energy technology and ecologically friendly building materials. Furthermore, real time passenger information displays, smart ticketing systems, and freight logistics coordination platforms will enhance customer service and operational efficiency.

Expanding the city rail network, building unconnected commercial centres, maintaining the final structure over time and improving transport infrastructure outside of the transport hub site are all activities that are not included in the project's scope. Clearly stating these exceptions ensures that the project resources stay concentrated on set objectives and helps avoid scope creep.

Formal change control methods and ongoing monitoring are essential for an effective scope management. Formal change control procedures help prevent scope creep by ensuring that all requested changes are formally assessed, documented and approved before implementation (Gurnov,2024). Before being approved, any suggested modifications will be evaluated for how they would affect the project budget, timeline, resources and quality. The Central Transportation Hub reconstruction is more likely to be completed within its authorised scope due to structured approach strengthens project governance.

In Scope	Out of Scope
Demolition of existing unsafe infrastructure	Expansion of wider city rail network
Site preparation and construction of the new transport hub	Construction of unrelated commercial developments
Procurement of contractors, suppliers and material	Long term operation and maintenance of the facility
Architectural and engineering design	Infrastructure improvements beyond the project site
Installation of smart ticketing and digital information systems	Future transport project not included in the approved plan
Accessibility features (lifts, tactile paving, accessible signage)	Additional facilities request after project approval
Renewable energy system and sustainable construction measures	Upgrades to transport services outside the hub
Testing, commissioning and project handover	Routine maintenance after project completion

Work Breakdown Structure

A Work Breakdown Structure (WBS) is a project management tool that breaks a project into smaller, manageable tasks and deliverables. It helps organise the project scope, making planning, task assignment and progress tracking easier (Raeburn, 2025). The WBS provides a hierarchical decomposition of project deliverables and activities ,enabling project managers to define the total scope of work required to achieve project objectives .For a large scale infrastructure projects such as the redevelopment of the Central Transport Hub According to Schwartz, (2025),the WBS is particularly valuable because it improves project visibility ,clarifies responsibilities and facilitates resource allocation. Also creates a solid foundation for estimating time, cost and resources.

The project team may better manage complexity, assign tasks and make sure that no important tasks are missed by dividing the project into individual packages. Project initiation, which includes the completion of the business case, project charter, stakeholder identification and project approvals are completed. Project planning, which entails establishing the project 's scope, budget, schedule, risk management and communication strategy follows second. stakeholder consultation, accessibility planning, environmental assessment, digital systems design and architectural and engineering design are all included

in the design phase.in order to ensure value for money and adherence to purchasing standards, contractors, suppliers and technology providers are chosen through competitive bidding.

WBS Level	Project Phase	Key Activities
1.0	Project Initiation	Develop businesses case, project charter, identity stakeholders, obtain approvals, define objectives and governance
2.0	Project Planning	Define scope, prepare budget, develop schedule, asses' risks, create communication plan.
3.0	Design	Architectural and engineering design, accessibility planning, environmental
4.0	Procurement	Tendering, contractor and supplier selection, contract award, procurement compliance.
5.0	Construction	Demolition, site preparation, foundations, structural works, accessibility features, sustainable infrastructure, quality control.
6.0	Digital integration	Install smart technology, passenger information
7.0	Testing and commissioning	Safety inspections, operational testing, accessibility audits, system performance evolution
8.0	Project closure	Handover, final reporting, classes, stakeholder acceptance, project close out

Quad Chart

Quad charts are simple visual tools used in planning and project management. They divide one page in four sections, with each section showing different part of a project. This makes complex information easy to understand, helps people make better decisions and improves communication among stakeholders (Kanbanboard.co.uk, 2024). its widely used in infrastructure and public sector project because it allows stakeholders to quicker understanding the strategic intent and delivery expectations of a project without requiring detailed documentation review. For the Central Transport Hub Redevelopment, the main objective is to deliver modern, integrated and sustainable transport interchange that improves passenger experience, increases freight efficient and complies with current safety and accessibility standards while supporting wider urban regeneration goals.

Considering an estimated £130 million budget that includes design, construction, digital technologies, sustainability measures, and contingency expenses, the project is scheduled to be completed over a 24-month period. Key performance indicators (KPIs) such as a 35% increase in passenger capacity, a 40% decrease in carbon emissions, enhanced route efficiency, complete accessibility compliance, increased passenger satisfaction, and

improved freight throughout will be used to gauge success. These important project details are succinctly and clearly summarised in the accompanying Quad Chart table.

Quad Chart Element	Project Summary
Project Objective	• Redevelop the Central Transport Hub into modern, integrate and sustainable transport • Improve passenger experience • Freight efficiency • Compliance to safety and accessibility standards • Support environment and economic growth
Schedule	• Duration of the project 24 months • Phased delivery-stages include planning, design, procurement, construction, system integration and commissioning • Minimise disruption and improve risk management
Cost	• Estimated budget: £130 million • Covers -Design, construction, digital systems, sustainability initiatives and contingency reserves • Regular budget reviews and financial monitoring to control costs
Performance Measures (KPIs)	• 35% increase in passenger capacity • 40% reduction in carbon emission • Improved journey efficient and reduced congestion • Full accessibility compliance • Higher passenger satisfaction • Improved freight throughout and system reliability.

Grantt Chart

Project scheduling ensures that tasks are finished on schedule and in the right order. A Gantt chart is a project management tool that helps manage relationships, track progress and spot delays by displaying tasks on schedule. In addition , the purpose of the Grantt Chart is to

simplify planning and tracking by organising tasks on a timeline, (GeeksforGeeks, 2024). For the Central Transport Hub Redevelopment, it allows for excellent planning and coordination of all project phases.

The project will be implemented in phases over the course of 24 months from September 2026 to September 2027. Planning, design, procurement, construction, digital integration, testing and handover all are included. To increase productivity and guarantee the project is finished on schedule, some tasks like digital integration and procurement, overlap with other stages (PMI, 2021)

Project Phase	Duration	Timeline (Months)	Key Activates
Project initiation and planning	3 months	1-3	Business case approval, stakeholder engagement, scope definition and risk planning
Design	4 months	3-6	Architectural, engineering accessibility and sustainability design
Procurement	3 months	5-7	Tendering, contractors' selection, procurement of materials and equipment
Construction	12 months	6-18	Demolition, site preparation, structural works, accessibility and sustainability infrastructure
Digital integration	6 months	15-21	Smart ticketing, passenger information systems, freight logistics technologies
Testing and commissioning	3 months	21-23	System testing, safety inspections, performance verification
Project Handover and closure	1 month	24	Final inspections documentation, client handover, project closure

Stakeholders' Involvement

Stakeholder management is vital for the successful delivery of infrastructure projects since different have different levels of influence and interest. Effective engagement enhances communication, lowers conflict and boosts stakeholder support throughout the project lifecycle (Bourne, 2016). The local government, transport providers,

commuters' locals, companies, contractors, suppliers and environmental authorities are important players in the Central Transport Hub Redevelopment.

The best engagement strategy for each stakeholder group will be identified using a power interest matrix. Through frequent meetings and progress reports, high power players like the local government and transport providers will be closely involved. Public consultations, polls and project updates will be used to involve high interest groups such as commuters and locals. This strategy promotes successful project delivery,

Stakeholder	Power	Interest	Engagement
Local Authority	High	High	Regular governance meetings, progress reports, decisions making workshops
Transport operators	High	High	Design consultations, operational planning meetings
Commuters and local residents	Low	High	Public consultations, surveys, newsletters, social media updates
Local Business	Medium	High	Business chat, regular project updates, consultation meetings
Contractors and suppliers	High	Medium	Progress meetings, contract reviews, performance monitoring
Environmental Regulators	High	Medium	Compliance reporting, environmental assessment, audits
Accessibility groups	Low	High	Design reviews, accessibility workshops, feedback sessions

Allocation of Resources

Resource allocation is the strategic distribution and management of resources. Allocating resources helps ensuring that financial human and physical resources are used effectively to accomplish project goals on time and within budget (IBM, 2025). Effective resource management will boost output, reduce expenses and enable on time project completion for the Central Transport Hub Redevelopment. Effective resource planning also improves productivity by ensuring that the right people and equipment are available when required, reducing delays and avoiding resources conflicts (Smartsheets,2024).

The project has a total budget of £130 million and involves professional staff, construction equipment and digital technologies. To ensure effective use and quickly resolve any problems, resources will be tracked using project management software, frequent progress assessments and budget tracking.

Resource type	Allocation
Human Resources	Project manager, engineers, architects, contractors, IT specialists, procurement officers
Financial Resources	£130 million -£90m construction, £12 m digital systems, £10m sustainability, £10 contingency
Physical Resources	Construction materials, machinery, IT infrascture, site facilities
Resource Management Methods	Project management software, budget monitoring, progress reviews, Earned Value Management (EVM)

Risks Analysis

The systematic method of locating, evaluating and reducing risks or uncertainties that could have an impact on your business is known as risk management (Gibson,2023) To identify, evaluate and control risks that could impact project cost, schedule, quality and stakeholder satisfaction, risk management crucial .to minimise potential risks and enhance project performance, a structured risks management strategy will be applied throughout the Central Transport Hub Redevelopment project lifecycle.

Budget exceed, scheduling delays, health and safety accidents, problems with technology integration and stakeholder concerns are the project's primary hazards. A risk register, frequent project evaluations and a 5x5 probability impact risk matrix will be used track these risks. Contingency finance, progress tracking, safety inspections, system testing an ongoing stakeholder involvement are example of appropriate mitigation strategies that can reduce their effects and increase the probability of successful project completion (PMI,2021)

Risk	Description	Probabil ity	Impact	Mitigation strategy	Risk owner
Budget exceed	Increases costs due to inflation, design changes or rising material prices	High	High	Maintain a 15% contingency budget, conduct regular cost reviews and monitor expenditure using budget tracking and variance analysis	Project manager/Finance Mnager
Schedule delays	Delays cause by adverse weather, labour shortages, procurement	High	High	Monitor progress using the Grant Chart, conduct milestone reviews, use parallel activities where	Project Manager/Construction Manager

	issues or contractor performance.			possible and apply contractor deadlines	
Health and safety incidents	Accidents, equipment failures or non-compliance with safety regulations during construction	Medium	High	Implement safety policies, provide staff training, carry out regular site inspection and appoint dedicated Health and Safety officer	Health and Safety Manager
Technology integration issues	Problems integrating smart ticketing, passenger information systems or cybersecurity threats	Medium	High	Use phased implementation, perform system testing before deployment and involve specialist IT providers throughout implementation	IT Manager
Stakeholder opposition	Public complaints, resistance to change or dissatisfaction caused by construction disruption	Medium	Medium	Conduct public surveys, provide regular project updates, establish feedback channels and respond promptly to stakeholders' concerns	Stakeholder Engagement Manager

Conclusion

Redevelopment of the Central Transport Hub is a strategically important project that tackles important concerns about capacity, safety and accessibility in the current transport system. The need for a modern, integrated Transport Hub was highlighted by the outdated facility's closure, which interfered with local businesses, freight operations and commuter travel.

A safe, easily accessible and environmentally friendly multimodal transportation hub that combines train, bus and freight services will be provided by the proposed renovation. By embracing digital technology, upgraded passenger facilities and sustainable infrastructure, the project will increase operational efficiency, user experience and serve wider objectives like carbon reduction, inclusive design and regional economic growth.

The implementation of important project management techniques such as the Work Breakdown Structure (WBS), Gantt Chart, stakeholder engagement, resource planning and risk management, has been demonstrated in this project management plan to give an organised framework for the effective completion of projects. Throughout the course of a project, these tools ease efficient planning, communication, decision making and risk management.

Overall, the project will improve regional connectivity restore vital transport capacity and provide long term social, economic and environmental benefits, highlighting the need of efficient project management in obtaining desirable public infrastructure results.

Part B-Critical Reflection on Feedback Received

The project proposal poster on the Redevelopment of the Central Transport Hub received constructive feedback from both the lecturer and peers. Reflecting on this feedback has enabled me to critically evaluate my approach and identify how the final project management plan can be strengthened through the application of project management theory and practice.

The feedback identified the poster's organisation and clarity as one of its main strengths. The outcomes of the Central transit Hub's shutdown, including disruption to passenger transit, freight logistics, local companies and the overall economy, was effectively described by the project rationale. This showed that the project's setting and the importance of a coordinated redevelopment program were understood. Additionally, the reply acknowledged that the goals, objectives, scope, stakeholders, risks and strategic value al, clearly matched the requirements of the assessment. This highlights the significance of creating precise project charter which serves as the basis for stakeholder understanding and project rationale. According to the Project Management Institute (PMI,2021)

The focus on environmental sustainability, safety, accessibility and transportation capacity was also mentioned as a strength. These criteria promote the idea of providing value to various stakeholders' groups and are in line with the demands of contemporary infrastructure project. The positive feedback on the stakeholder section also verified that I had identified the main stakeholders impacted by the project such as local government agencies, transportation providers commuters, companies and community organisations.as stakeholder expectations have an important effect on project outcomes, effective stakeholder identification is acknowledged as a crucial success factor (Bourne,2016)

Despite these advantages, the feedback identified several areas that needed work. The need for more precise and measurable objectives was the most important discovery. Although the initial goals communicated the project's planned course, they lacked measurable performance standards. This limitation may make assessing the success of the project challenging. As a result, by setting goals that are Specific, Measurable, Achievable, Relevant and Time bound, the final project management plan follows the SMART framework. Measurable targets and delivery deadlines, for instance are increasingly used to support goals related to passenger capacity, accessibility compliance and carbon emission reduction.

Additionally, the feedback revealed that the poster's use of project management tools and procedures was slightly limited. Although the poster has a general summary of the project, it did not adequately explain how it would run, in response a work breakdown structure (WBS)

Grantt chart, Quad chart Stakeholder Power-interest matrix and Governance framework is all included in the final project management plan. Throughout the project duration, these tools improve project monitoring and control, enhance communication, support resource planning and offer more structure.

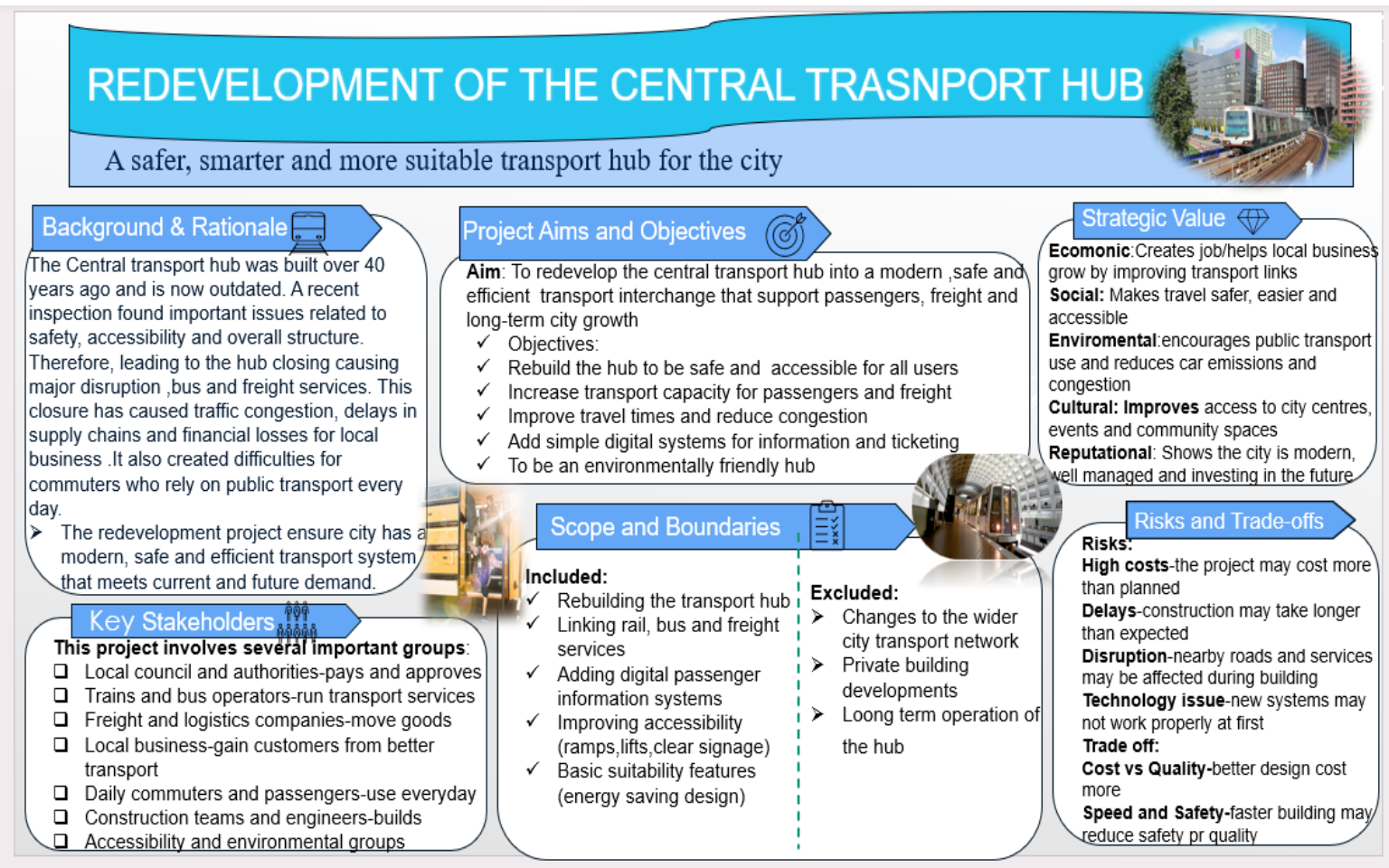
Furthermore, the feedback indicated that an in-depth risk study was needed. The poster listed a few risks but provided a brief description of their possible consequences. A structured risk register and risk matrix that evaluate probability and impact while identifying mitigation methods will be included in the final plan to overcome these weaknesses. This method allows for proactive decision making throughout project delivery and is consistent with standard risks management standards.

Lastly, the feedback emphasises the necessity of stronger academic support. Even though the poster performed a good task of presenting project information, more interaction with academic literature would increase the analysis' credibility. To support important choices and suggestions, the final management project integrates academic sources and references.

In conclusion the feedback confirmed that the poster successfully presented the Redevelopment idea and satisfied the fundamental evaluation criteria. However, it also found ways to improve analytical depth, strengthen use of frameworks and tools and academic quality. I have created a more thorough, fact based and well organised project proposal by implementing these enhancements into the final management plan report.

Part A- Poster

Redevelopment of the Central Transport Hub



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