

Project Title: West Midlands Highway Reopening

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INTRODUCTION

The devastating flood that hit the West Midlands due to heavy rains in July 2025 has destroyed a lot including the blockage of major highways. The aim of this project is to reopen those major roads and have people and emergency teams an easy route to the affected areas.

WORK BREAKDOWN STRUCTURE:

Damage Assessment:

- Visit the highway areas that have been damaged.
- Ranked in terms of emergency.

Debris Removal:

- Removing obstacles from the road e.g., trees, trash or areas collecting water.

Road Repair:

- Potholes, cracks and washouts must be filled for a smooth road.
- Repair broken sections wherever necessary.

Safety Inspections:

- Conduct road safety inspections to ensure the road is ready.
- Install relevant signs and obstructions for safety.

Reopening:

- Restore the highway into service.
- Watch out on any immediate problems upon reopening.

Stakeholders:

Local government officials - to grant approvals, resources and coordination.

Environment Agency- to oversee environmental issues.

Civil and construction teams- to do the repairs.

Emergency services - to make the responses fast during the work.

Community members Community members to remain on the loop and cooperate with detours or closures.

PROJECT OBJECTIVE

Enabling the goods, people and emergency services to be circulated and making minimal inconvenience to the community to reopen the highways as quickly and safely as possible.

RESOURCES

Human resources - civil engineers, construction workers, safety staff.

Material resources asphalt, gravel, road signs, excavators, trucks.

Financial resources - estimated cost of all repair and materials.

PROJECT SCOPE

Cleaning of the road: Dispose of fallen trees, rocks, and other rubbish on the road.

Reconstruction of the damaged parts of the road: Potholes, cracks, and erosion.

Reinforcement: Intensify weak places in order to make the road solid in the long run.

Safety tests: Ensure that every component meets the safety standard of vehicles and pedestrians.



RISK MANAGEMENT

Weather conditions- bad weather or rain may slow things down. Mitigation: emergency schedule and on-site weather monitoring.

Budget overruns- any unexpected damage may push up costs. Mitigation: emergency funds in case of additional funding.

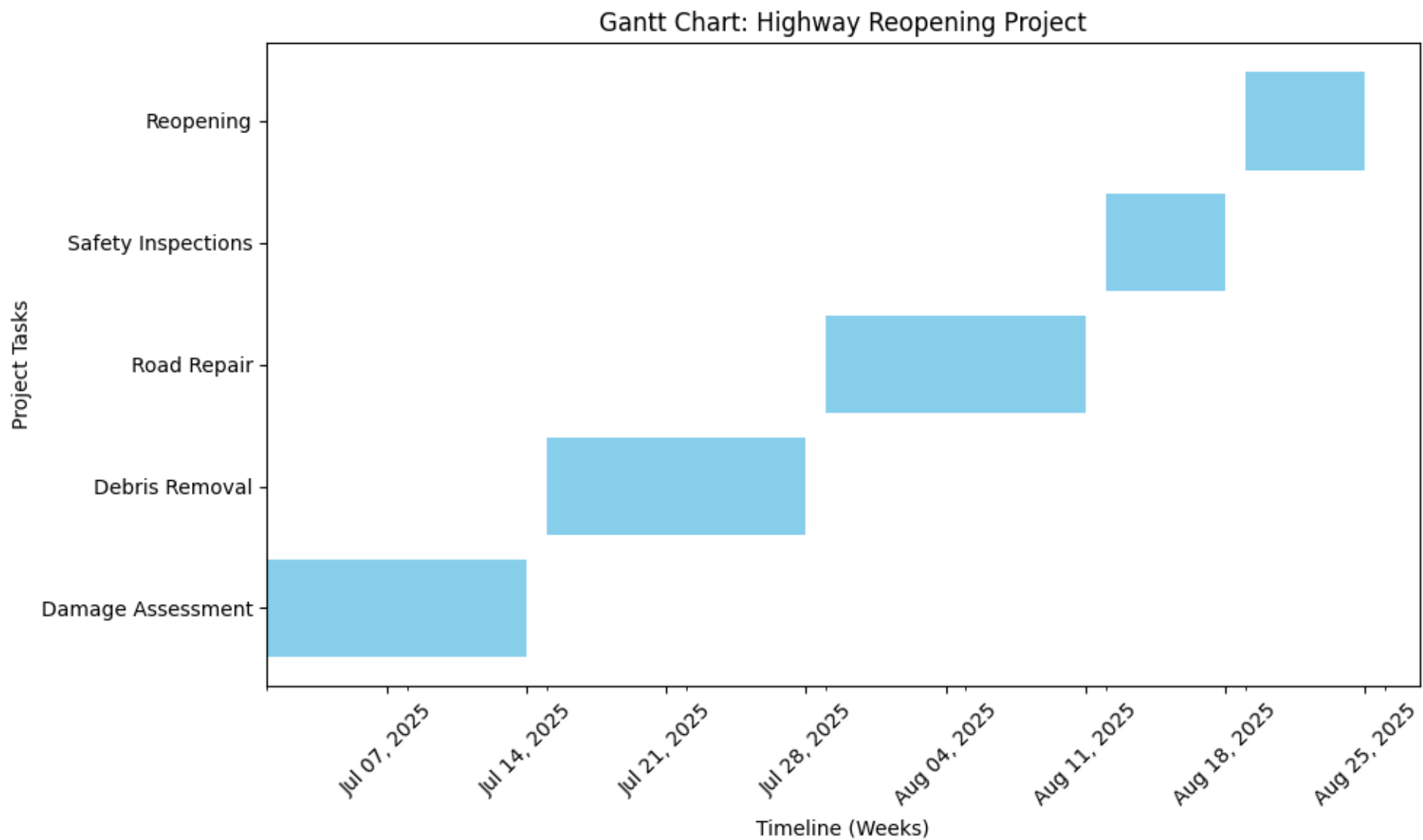
Safety - threats to employees and passengers. Reduction: effective safety precautions such as barriers and proper warnings.

CONCLUSION

The re-opening of the highways will also restore important transport links in the West Midlands and accelerate the recovery process as well as facilitate easier transport of goods, emergency supplies, and people. This will enhance resilience in the region and restore normalcy in life.

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University of Wales Trinity Saint David

BA (Hons) Leadership and Management Skills in the Workplace

Project Portfolio

Module: LCLM5003 Project Management

West Midlands Highway Reopening Project

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Part B: Reflection on Feedback Received

The poster presentation of the West Midlands Highway Reopening project in Week 6 was a useful experience to present the project to other peers and the module tutor. The feedback that was provided was a confirmation of strengths as well as areas that can be improved and these have been incorporated in the final project management plan. Regarding strengths, the poster was praised due to its clear statement of the project aim and logical design. The list of the essential stakeholders such as the local government officials, the Environment Agency, the civil and construction teams, the emergency services, and the community members were identified as comprehensive and contextually suitable. The inclusion of a risk management section, which touched on weather conditions, budget overruns. It also touched on safety threats as well as mitigation plans were also identified as a good show of real project awareness.

The sources used were found to be recent and related to the topic at hand. Nonetheless, the following areas that needed to be improved were identified. Most importantly, the tutor noted that the poster did not have a RACI (Responsible, Accountable, Consulted, Informed) matrix, which is a common project management tool that can be used to explain ownership and accountability in the tasks. In its absence, the stakeholder section was descriptive and not operationally specific. I also realized that I was putting more emphasis on explaining project management tools and not demonstrating how they would be put into practice. This feedback made me see how important it is to connect theory with the real application, and I have made efforts to make sure that my final plan will represent more clearly. And applied it as it would be applicable in real world.

Work Breakdown Structure (WBS) on the poster did not give certain tasks or responsibilities to particular individuals. The phases were described in general terms, such as clearing rubble, repairing roads, and safety checks without stating who would be in charge and perform which task. This was a lapse in practical rigor required at Level 5. In addition, the tutor indicated that the stakeholder communication plan needed more structure, in terms of how the high-power, high-interest stakeholders like the local government and engineering teams would be approached during the project lifecycle.

The list of stakeholders should not be merely a generic list; a deliberate communication and monitoring plan should be established to show a real project management level. These

amendments have been finally taken care of in the final project management plan in Part C. The WBS has been reformulated to designate named roles to every task and phase. The stakeholder section has included a RACI matrix to explain the accountability of all the key project activities. Also, a communication and monitoring plan has been designed in a systematic way among high-priority stakeholders. All these revisions add to the strength of the project plan and represent a more critical applied knowledge of project management theory and practice.

Part C: Project Management Plan

West Midlands Highway Reopening Project

1. Introduction

The devastating floods which hit the West Midlands in July 2025 left much of the essential transport infrastructure devastated. Flood defenses of River Severn were breached leaving major highway corridors impassable. It is influencing the movement of emergency services, goods and the population in the region in general. Salvo et al (2025) point out the socioeconomic implications of roads network impacts as a result of floods extend beyond immediate post-disaster period, and this indicates the need to coordinate recovery measures. Based on that need, the following project management plan is identified.

This plan will be completed as a qualified project manager and outlines the methodical manner in which the highway restoration project will be planned and implemented. The plan is grounded on a known system like PMBOK model and PRINCE2 methodology and incorporates such tools as the Work Breakdown Structure (WBS), Gantt Chart, Quad Chart, RACI matrix, and risk register to provide an implementation roadmap that is strict and practical.

2. Project Description

The project is related to the reopening of a main highway route within the West Midlands area, which became unreachable after the July 2025 flood. Among the options provided, which include highway reopening and reconstruction of the main transport route, and repair of local infrastructure, highway reopening has been chosen due to its immediate and general effect on emergency responsiveness, supply chains, and mobility of communities.

The project is going to be implemented in five consecutive phases which will include damage assessment, removing debris, repairing roads, inspecting safety and official reopening. Mushtaq, Corradi and Sikdar (2024) emphasize that physical restoration of roads has to be

followed by an integrated management approach that should focus on environmental, logistical, and social aspects, which guides the design of the plan at all its levels. The project will take twelve weeks of mobilisation and reopening and a post-reopening monitoring period of two weeks. The overall estimate is a budget of 2.4 million pounds which is subject to change after the Phase 1 site assessment.

3. Scope

Activities in scope would include damage surveys of all damaged areas of the highway; clearing debris such as trees and sediment and flood deposits and damaged road furniture; road-surfacing repairs such as pothole repairs, crack sealing, and road reconstruction; drainage system repair or replacement; replacement or repair of damaged markings, signage, barriers, and lighting; safety inspection and certification before reopening; and formal reopening and post-reopening monitoring. These are explicitly not part of this project: reconstruction of local infrastructure around it, which is covered by a different mandate; residential flood damage remediation; long-term flood defence works; and utility network restoration, which is in the authority of the respective network operators.

According to Li et al. (2026), the clearly defined scope of project is crucial in recovering infrastructure in a post-disaster setting, as project scope creep is among the most frequent factors in terms of cost overrun and schedule delays. To manage any intended revisions to this scope, a formal change control process will be adopted.

4. Work Breakdown Structure

The WBS breaks down the project into five manageable stages each of which has definite roles allocated to the professionals by name in a direct response to the gap identified in the poster presentation feedback.

Phase 1: Mobilisation and Damage Assessment (Weeks 1 to 2)

The Project Manager will set the project governance framework, gain approval of local government and publish the official project launch communication to all stakeholders. Civil Engineers perform thorough site inspection on both drone photography and inspection to create a prioritised damage inventory. The Health and Safety Manager registers the site according to CDM Regulations and prepares the site safety plan. The Finance Manager ensures that there is the budget allocation, and sets cost-tracking procedures.

Phase 2: Debris Removal and Site Clearance (Weeks 2 to 4)

Construction Workers, under the supervision of the Site Supervisor, will undertake all clearance works such as the removal of fallen trees, the piled-up sediment, and damaged road furniture. Heavy plant operators work with excavators and special vehicles of clearance. In liaison with the Environment Agency, the Environmental Coordinator makes sure that all the materials removed are disposed according to the regulations of waste management. The Project Manager reports to the local government client by weekly reporting the project developments against the schedule.

Phase 3: Road Repair and Structural Restoration (Weeks 4 to 9)

All structural repair work such as surface resurfacing, cracks sealing, and reconstruction of washed-out areas are designed and supervised by Civil Engineers. Drainage repair is done by Specialist Contractors. Physical repair jobs are carried out by Construction Workers under the direction of Site Supervisor. Quality Assurance Officer oversees any works that breach technical specifications and British Standards. And finally, The Project Manager leads weekly progress meetings and change requests because of the unexpected site conditions.

Phase 4: Safety Inspection and Certification (Weeks 9 to 11)

Safety Inspectors do a thorough inspection in all areas of repair, checking the quality of surfaces, signs, barriers, lighting and drainage. Civil Engineers give technical certification of structural elements. CDM is confirmed by the Health and Safety Manager. In case of deficiencies, the Site Supervisor organises remedial works in preparation of re-inspection. The Project Manager will consolidate all reports and create the formal handover documentation to local government client.

Phase 5: Reopening and Post-Reopening Monitoring (Weeks 11 to 12 and beyond)

The Project Manager organizes the official reopening and reports results to all stakeholders. Liaison Officers take care of the interactions with the community and notify residents about any remaining restrictions. Safety Inspectors and Civil Engineers are on regular drive-through checks during the two weeks of monitoring. The local government client and the Environment Agency are informed of all the outcomes. Finally, the Project Manager prepares final project closure documentation, such as lessons-learned report.

5. Quad Chart

The Quad Chart below provides a overview of the four key project dimensions: objectives, approach, schedule, and risks. As referenced in Table 1, this tool is used to communicate the project summary to stakeholders in a single structured view (Kerzner, 2022).

Table 1: Quad Chart: West Midlands Highway Reopening Project

Objectives	Approach
To reopen the main highway corridor in the West Midlands within twelve weeks, making sure that emergency services, freight, and the public can all safely get to where they need to go, while also following environmental rules and staying within the 2.4-million-pound budget.	A phased, sequential delivery model based on five WBS phases. The Project Manager is in charge of project governance and is responsible for making sure that the project follows PRINCE2 rules. The governance rhythm consists of weekly team reviews and monthly steering group meetings led by the local government client representative.
Schedule	Risks
Key milestones: damage assessment complete by end of Week 2; site clearance complete by end of Week 4; road repair substantially complete by end of Week 9; safety certification achieved by end of Week 11; formal reopening at Week 12.	The main risks are bad weather that delays outdoor work, finding structural damage below the surface, problems with the supply chain, and community opposition to long road closures. The register in Section 9 takes care of all the risks.

6. Gantt Chart

Table 2 shows how each WBS phase fits into the twelve-week project calendar. Phase 2 can start in Week 2, but only after the priority clearance areas have been confirmed. As cleared areas become available, Phase 3 will start on a rolling basis from Week 4. The Quality Assurance Officer signs off on finished repairs, and Phase 4 begins section by section. Kerzner

(2022) says that Gantt charts are not just tools for scheduling; they are also tools for communication. They let people at all levels of a project see how the current state of the project compares to the planned progress.

Table 2: Gantt Chart: 12-Week Project Schedule

Phase	Week 1	Week 2	Week 3	Week 4	Week 5-6	Week 7-8	Week 9	Week 10	Week 11	Week 12
1. Mobilization & Assessment										
2. Debris Removal & Clearance										
3. Road Repair & Restoration										
4. Safety Inspection & Cert.										
5. Reopening & Monitoring										

7. Stakeholder Involvement

Successful project management is about effective stakeholder management. According to Bourne (2016), one of the most influential factors that determine whether a project will deliver desired results is the systematic identification and involvement of stakeholders, especially those that have high power and high interest.

Stakeholder Analysis

The stakeholders have been mapped on a power/interest grid. Local Government is very powerful and very interested and has been identified to be the primary client to be engaged intently. High power over physical delivery exists in the hands of the Engineering and Construction Teams that are actively controlled. The regulatory power and interest of the

Environment Agency are moderate, and it requires constant consultation. Emergency Services possess moderate-high power, and high interest in the completion timeline. Community Members are powerless but highly interested and are updated very well throughout the project.

RACI Matrix

Table 3 shows the RACI matrix, which attributes one of four designations to each group of stakeholders in relation to each major task: Responsible (R), the party that performs the task; Accountable (A), the party that is ultimately responsible for the outcome; Consulted (C), parties whose input is sought before decisions; and Informed (I), parties notified of the outcomes but not involved directly (Project Management Institute, 2021).

Table 3: RACI Matrix: Stakeholder Responsibilities

Project Task	PM	Local Gov	Civil Eng	Const. Workers	Safety Insp.	Env. Agency	Emergency Svcs	Community
Damage Assessment	A	C	R	I	C	C	I	I
Debris Removal	A	I	C	R	I	C	I	I
Road Repair Works	A	I	R	R	C	C	I	I
Safety Inspection	A	C	C	I	R	I	I	I
Stakeholder Comms	R/A	C	I	I	I	I	I	I
Budget Management	R/A	C	C	I	I	I	I	I
Environmental Compliance	A	I	C	I	I	R	I	I
Formal Reopening	A	R	C	I	C	I	C	R

This matrix brings to the fore what was left unspoken in the poster presentation; accountability and responsibility should be formally distributed in all tasks to avoid ambiguity and lack of ownership. According to Meredith, Shafer and Mantel (2017), one of the most mentioned reasons of project failure in complicated multi-agency settings is an unclear role assignment.

Communication and Monitoring Plan for High-Priority Stakeholders

Based on the tutor feedback, a communication plan has been developed, in a structured way, to the two priority groups of the highest priority.

In the case of Local Government: the Project Manager will deliver a formal project initiation briefing in person at the beginning of Week 1. This will be followed by monthly steering group meetings, which will update on the Gantt chart progress, budget performance, and escalated risks. The Project Manager will issue weekly written status report summarising progress on milestones and decisions that the client will have to make. Any change of scope and stage sign-offs are communicated by a change control log. Week 12 will be the invitation of the formal reopening of the facility with the representatives of local government.

In the case of Engineering and Construction Teams: Every day the Site Supervisor will hold a site briefing at the beginning of the working day. Each week, the Project Manager will chair weekly team meetings that will review WBS progress, discuss technical issues that are being raised by Civil Engineers and settle priorities on the priorities to be followed in the next week. The Quality Assurance Officer keeps a live quality log that is updated with the Project Manager and Civil Engineers after every quality inspection activity. Risks or any problem that cannot be resolved at site should be reported to the Project Manager within 24 hours. Any engineering decisions that have cost, scope, or schedule implications must have formal change control implemented before implementation. This means is part of the APM Body of Knowledge (APM, 2019), which highlights that communication planning has to be designed to meet the unique influence and expectations of every group of stakeholders.

8. Allocation of Resources

The human resources include one Project Manager, two Senior Civil Engineers, one Site Supervisor, one Health and Safety Manager, one Environmental Coordinator, one Quality Assurance Officer, one Finance Manager and two Community Liaison Officer. Its construction

workforce consists of about twenty-five skilled Construction Workers and ten specialist plant operators who are contracted through pre-qualified contractors. In Phases 4 and 5, Safety Inspectors are hired on a consultancy basis.

The material resources will consist of asphalt and aggregate to resurface, concrete and steel to repair the structures, drainage devices to be reinstated, temporary traffic control materials, and specialist heavy plant, such as excavators, road planers, and asphalt pavers. The investment in finances will be spent in the following ways: Phase 1 120,000 pounds; Phase 2 280,000 pounds; Phase 3 1,500,000 pounds; Phase 4 150,000 pounds; Phase 5 100,000 pounds; with contingency reserve of ten percent at 250,000 Infrastructure projects, Turner (2014) adds that the allocation of resources has to be based on contingency measures that can absorb the unexpected demands, a concept incorporated in this plan with the help of the dedicated reserve.

9. Risk Analysis

Five key risks have been identified in this project. Table 4 displays the risk register with their likelihood, impact mitigation measures. Liu and Mostafavidi (2025) found that the most robust post-disaster recovery projects are those which incorporate adaptive management processes like contingency budgets, buffer scheduling and escalation mechanisms into the planning process.

Table 4: Risk Register

Risk	Likelihood	Impact	Mitigation Strategy
Adverse Weather	High	High	On-site weather monitoring from Week 1. schedule buffer of five working days. An emergency rescheduling protocol activated by Project Manager if threshold is exceeded.
Subsurface Structural Damage	Medium	High	10% contingency reserve covers unforeseen works. A formal change control process governs any resulting scope extension.
Supply Chain Delays	Medium	Medium	Critical materials procured from Week 1 using multiple suppliers. And in two-week on-site stock buffer maintained from Week 3 onwards.

Risk	Likelihood	Impact	Mitigation Strategy
Community Resistance	Medium	Low-Medium	Community Liaison Officers maintain regular public communications, detour signage installed before closing. open community briefing held at project commencement.
Regulatory or Approval Delays	Low	High	All required approvals applied for during Phase 1. regulatory tracker maintained with escalation to local government two weeks before affected phases commence.

10. Conclusion

This project management plan is an evidence-based and structured plan to reopen the key West Midlands highway corridor in July 2025 after the floods. By using the accepted project management tools, such as role specific WBS, Gantt chart, Quad chart, RACI matrix, structured communication plan, resource allocation framework and risk register, the plan illustrates how the project will be completed safely, on time and within the 2.4-million-pound budget.

Infrastructure recovery after the disaster is not an entirely technical operation. It is a multi-stakeholder, sophisticated venture that needs to be governed clearly, communicate disciplinarily, and manage risks through adaptations at all levels. Reopening this highway will reestablish important transport connections in the West Midlands, enabling the passage of emergency services, freight and the general population and play a significant role in the general recovery of this region.

11. References

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