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Part A - Poster

REDEVELOPMENT OF THE CENTRAL TRANSPORT HUB | Sustainable and Digitally Integrated Urban Regeneration

| Student Name | Student ID | Module

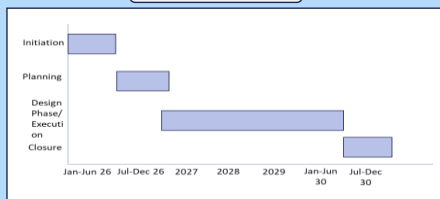
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INTRODUCTION



In November 2025, a major UK metropolitan city's central transport hub was closed following a structural inspection that found it no longer met modern safety and accessibility standards. The closure significantly disrupted commuter travel, freight logistics and local businesses, creating economic and social challenges. This project proposes the redevelopment of the transport hub into a safe, sustainable and digitally integrated interchange that improves transport efficiency, supports economic regeneration and aligns with the UK's netzero and inclusive urban development objectives.

GANTT CHART

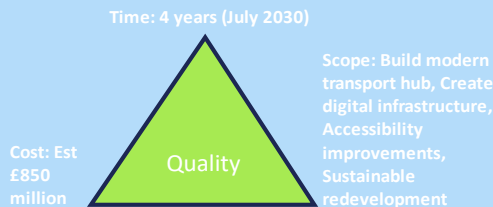


QUAD CHART

Purpose Redevelop the transport hub into a safe, sustainable and digitally integrated transport interchange that improves connectivity and supports economic growth.	Stakeholders Local Authority • Transport Operators • Contractors • Government Agencies • Local Businesses • Commuters • Environmental Regulators
Expected End Results Restored transport services Improved accessibility Smart digital infrastructure Reduced environmental impact	Measure of Success Delivered on time and within budget Meets safety and accessibility standards Increased passenger satisfaction Supports net-zero objectives

RISK ASSESSMENT

Risk	Likelihood	Impact	Risk Score	Mitigation Strategy
Planning permission delays	3	5	15	Engage planning authorities early and submit documentation promptly.
Budget overruns due to inflation	4	5	20	Include contingency budget (10–15%) and regularly review costs.
Unexpected structural defects	3	5	15	Conduct comprehensive structural surveys before construction begins.
Contractor performance issues	3	4	12	Select experienced contractors and monitor performance using KPIs.
Public disruption and complaints	4	3	12	Implement stakeholder communication plans and phased construction schedules.
Health and safety incidents	2	5	10	Enforce health and safety regulations and conduct regular inspections.
Supply chain shortages	3	4	12	Identify alternative suppliers and maintain buffer stock for critical materials.
Environmental compliance issues	2	4	8	Carry out Environmental Impact Assessments and ensure regulatory compliance.



WORK BREAKDOWN STRUCTURE



RACI MATRIX

Task	Project Manager	Local Authority	Contractor	Transport Operators	Environmental Agency	Local Community
Project Initiation	R	A	I	C	I	I
Planning & Design	A	C	R	C	C	I
Procurement	A	C	R	I	I	I
Construction	A	I	R	C	C	I
Digital System Installation	A	I	R	C	I	I
Testing & Commissioning	A	C	R	C	C	I
Project Handover	R	A	C	C	I	I

R = Responsible (does the work)
A = Accountable (owns the outcome)
C = Consulted (provides input)
I = Informed (kept updated)

STAKEHOLDER ANALYSIS



CONCLUSION

The redevelopment of the central transport hub will provide a safe, accessible and sustainable transport network that meets the needs of passengers, businesses and the wider community. By applying effective project management practices, including careful planning, stakeholder engagement and risk management, the project aims to be delivered on time, within budget and to a high standard of quality. Ultimately, the redevelopment will improve connectivity, support economic growth and contribute to the city's longterm environmental and urban regeneration objectives.

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Part B – Critical Reflection on Feedback

Description

The presentation of the central transport hub redevelopment proposal provided an opportunity to receive feedback from peers and the tutor regarding the project's clarity, structure and application of project management tools. The feedback indicated that the proposal communicated the project's purpose effectively and that the use of the Quad Chart, Work Breakdown Structure (WBS), Gantt Chart and RACI Matrix provided a clear overview of the proposed approach. However, greater detail was identified as necessary within some areas, particularly risk management, stakeholder involvement and the explanation of how project constraints would be controlled.

Feelings

The feedback was useful because the poster initially appeared to provide sufficient information to communicate the project at a high level. However, the comments highlighted that a visually clear proposal does not necessarily demonstrate sufficient depth for a detailed Project Management Plan. This encouraged greater consideration of how the tools presented on the poster could be developed into practical project management techniques within Part C.

Evaluation

A key strength of the proposal was its clear project rationale. The poster established a direct link between the transport hub's closure, disruption to commuters and businesses, and the need for redevelopment. The Quad Chart also clearly identified the project's purpose, stakeholders, expected results and measures of success. These elements provided a strong foundation for the final project plan. However, the feedback highlighted the need to strengthen the connection between the project objectives and measurable outcomes. The risk assessment also required greater consideration of probability, impact and mitigation rather than simply identifying potential risks.

Analysis

The feedback demonstrated the importance of using project management tools as active control mechanisms rather than simply presenting them as diagrams. For example, the Gantt Chart needs to demonstrate how activities will be sequenced and monitored, while the RACI Matrix should clearly establish stakeholder responsibilities. Similarly, the WBS should demonstrate how the project can be divided into manageable work packages. This reflects the importance of structured planning and control in supporting successful project delivery (Project Management Institute, 2021).

Action Plan

As a result of the feedback, the final Project Management Plan will provide greater explanation of the WBS, Gantt Chart and RACI Matrix. The risk analysis will also be expanded to include probability, impact and mitigation measures. Stakeholder involvement will be examined in greater detail, particularly regarding communication and accountability. The £850 million estimated budget and July 2030 completion target will remain consistent with the original proposal, while additional consideration will be given to resource allocation and contingency planning.

Conclusion

Overall, the feedback strengthened the project proposal by identifying areas where greater analytical depth was required. **Gibbs' Reflective Cycle helped structure the reflection from the initial presentation through to specific improvements for the final plan.** The feedback will therefore be incorporated into Part C to produce a more detailed, realistic and controlled project management approach.

Part C:- Report

Introduction

The closure of a major UK metropolitan city's central transport hub in November 2025 has created significant disruption to commuter travel, freight logistics and local businesses.

Following a structural inspection, the existing hub was found to no longer meet modern safety and accessibility standards. The resulting disruption has created economic and social challenges and demonstrates the need for coordinated transport infrastructure redevelopment.

This project proposes the **redevelopment of the central transport hub into a safe, sustainable and digitally integrated transport interchange**. The project aims to restore transport capacity while improving accessibility, passenger experience and digital connectivity. Sustainable design will also support wider environmental objectives and contribute to the UK's transition towards net-zero transport. The proposed project has an estimated budget of **£850 million** and is planned for completion by **July 2030**.

Effective project management will be essential to coordinate the project's **scope, cost, time and quality** requirements. The Project Management Plan therefore applies tools including the Work Breakdown Structure (WBS), Gantt Chart, Quad Chart, RACI Matrix and risk assessment to establish a structured approach to delivery.

Project Description

The proposed project involves the **redevelopment of the central transport hub** into a modern, safe and sustainable multimodal interchange. The project responds directly to the closure of the existing facility and the resulting disruption to passengers, freight operations and local businesses. The redevelopment will provide improved transport infrastructure while incorporating digital and sustainable features to meet the changing needs of the city.

The project has four main objectives. First, it will restore reliable transport services and capacity following the closure. Second, it will improve accessibility so that the facility can be used safely and effectively by passengers with different mobility requirements. Third, digital infrastructure will be introduced to improve passenger information, connectivity and the coordination of transport operations. Finally, sustainable design principles will be incorporated to reduce the environmental impact of the facility and support wider net-zero objectives. These objectives reflect the project's purpose of improving connectivity while supporting economic growth.

The project's success will be assessed against several measures, including completion within the agreed budget and timescale, compliance with safety and accessibility requirements, improved passenger satisfaction and contribution towards net-zero objectives. Effective planning and control are therefore required to ensure that the project's resources and activities remain aligned with its intended outcomes (Project Management Institute, 2021).

3. Scope

The project scope defines the work required to deliver the redeveloped central transport hub while establishing clear boundaries to prevent uncontrolled expansion. Effective scope management is important because changes to project requirements can affect cost, time and quality (Project Management Institute, 2021). The project's scope is therefore aligned with the Scope Triangle presented in the poster, which identifies **cost, time and scope**, with quality representing the desired standard of the outcome.

3.1 In-Scope Activities

The project will include the construction of a modern transport hub, incorporating improved transport facilities and infrastructure. It will also include the development of **digital infrastructure**, such as systems designed to improve passenger information and transport coordination. Accessibility improvements will form another key component to ensure the redeveloped facility meets modern accessibility requirements. Sustainable redevelopment measures will also be incorporated to support reduced environmental impact and the project's wider net-zero objectives.

The project will cover the activities required from initial planning and design through to construction, implementation, testing and final handover. These activities will be coordinated through the Work Breakdown Structure and project schedule.

3.2 Out-of-Scope Activities

To maintain control of the project, activities outside the central transport hub redevelopment will not form part of the core project scope. This includes unrelated residential developments, major commercial developments and wider infrastructure projects that are not directly required to restore or improve the transport interchange. Excluding these activities will help prevent scope creep and protect the project's agreed budget and completion target.

3.3 Project Constraints

Any significant changes to the scope could therefore place pressure on the available budget or schedule. Maintaining effective scope control and monitoring project performance will be necessary to ensure that the required outcomes are achieved within these constraints.

4. Work Breakdown Structure (WBS)

The Work Breakdown Structure (WBS) provides a hierarchical decomposition of the central transport hub redevelopment project into manageable phases and work packages. The WBS supports effective planning by defining the activities required to achieve the project's objectives and provides a basis for allocating resources, assigning responsibilities and monitoring progress (Project Management Institute, 2021). The WBS presented in the poster divides the project into eight main phases: **project initiation, project planning, design, procurement, construction, digital systems implementation, testing and commissioning, and project closure.**

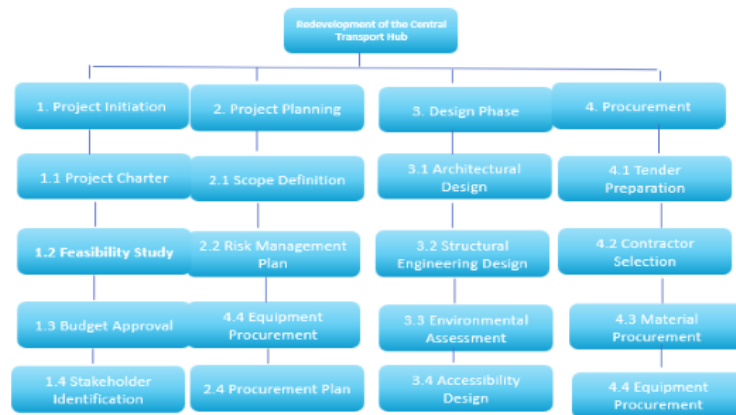


Figure 1- Work Breakdown Structure Diagram

The **initiation phase** establishes the foundations of the project through activities such as developing the project charter, conducting feasibility assessments, confirming the budget and identifying key stakeholders. This provides the basis for determining whether the proposed redevelopment is achievable within the project's £850 million budget and July 2030 completion target.

The **planning and design phases** establish the project's requirements and technical specifications. Planning will address scope, resources, risks, procurement and communication, while the design phase will consider architectural, structural, accessibility, environmental and digital infrastructure requirements. These stages are important because decisions made before construction can significantly influence project cost, schedule and quality.

The **procurement phase** will involve preparing tenders, selecting suitable contractors and obtaining the materials and equipment required for construction. The **construction phase** represents the largest work package and will include site preparation, demolition, foundations and the development of rail, bus and freight facilities.

The project will also include **digital systems implementation**, incorporating smart passenger and transport-management technologies. Following construction, **testing and commissioning** will verify safety, accessibility and system performance before the facility is

handed over. Finally, **project closure** will involve final inspections, handover, project evaluation and completion of the close-out documentation.

Overall, the WBS provides a structured framework for controlling the project's scope and coordinating activities across its four-year lifecycle.

5. Quad Chart

The **Quad Chart**, as presented in **Figure 2**, developed for the central transport hub redevelopment. The chart summarises the project's purpose, key stakeholders, expected outcomes and measures of success, providing a concise framework against which the project can be planned and evaluated.

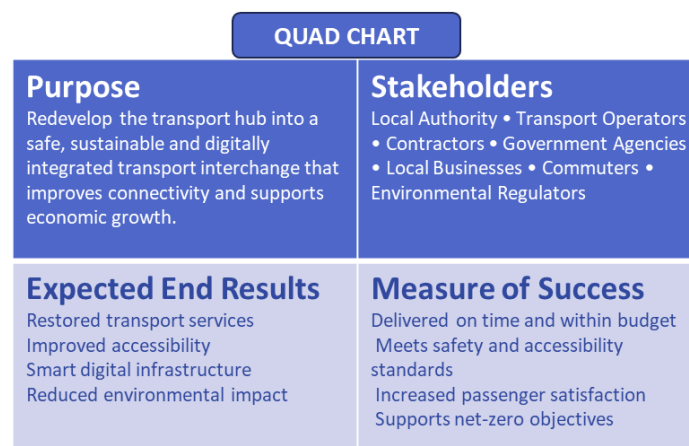


Figure 2 -Quad Chart for the Central Transport Hub Redevelopment

The **purpose** of the project is to redevelop the transport hub into a safe, sustainable and digitally integrated interchange that improves connectivity and supports economic growth.

This provides a clear strategic direction for the project and establishes the basis against which project decisions can be assessed.

The **stakeholder** group includes the local authority, transport operators, contractors, government agencies, local businesses, commuters and environmental regulators. Their involvement is important because the redevelopment will affect transport operations, local economic activity, environmental performance and the experience of passengers. Effective stakeholder engagement can help identify requirements, manage expectations and reduce potential resistance to the project (Project Management Institute, 2021).

The **expected end results** are the restoration of transport services, improved accessibility, smart digital infrastructure and reduced environmental impact. These outcomes reflect the project's wider aim of creating a modern transport interchange rather than simply replacing the existing infrastructure.

Finally, the **measures of success** include completing the project on time and within budget, meeting safety and accessibility standards, increasing passenger satisfaction and supporting net-zero objectives. These measures provide criteria for evaluating whether the project has achieved its intended outcomes.

6. Gantt Chart

The Gantt Chart provides a visual representation of the project's planned schedule and illustrates how the major project phases will progress towards the target completion date. As shown in the project proposal, the redevelopment is planned over a four-year period, with completion targeted for **July 2030**. The schedule is divided into four principal stages: **initiation, planning, execution and closure**.

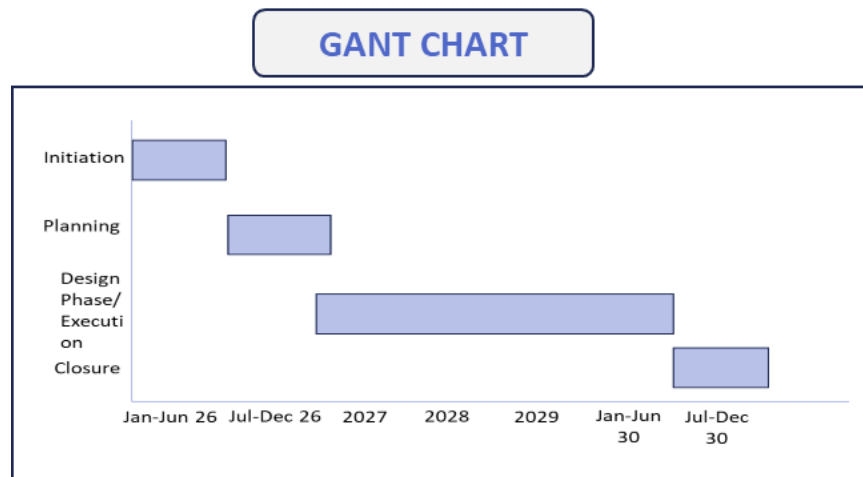


Figure 3- Gantt Chart for the redevelopment process

The **initiation phase** establishes the project's foundations and includes the development of the project charter, feasibility assessment, stakeholder identification and initial budget approval. This phase provides the information required to confirm the project's viability before significant resources are committed.

The **planning phase** follows initiation and focuses on defining the project's scope, resources, procurement requirements, risks and communication arrangements. Design and approval activities are also undertaken during this period. Completing these activities before major construction begins reduces uncertainty and provides contractors and stakeholders with clear requirements.

The **execution phase** represents the longest stage of the project because it contains the major construction and implementation activities. These include site preparation, demolition, construction of the transport facilities, installation of digital infrastructure and implementation of sustainability and accessibility measures. Activities will be monitored against agreed milestones to identify delays and allow corrective action where required.

The **closure phase** is scheduled towards the end of the project and includes final inspections, testing, commissioning, stakeholder acceptance and formal handover to the relevant authority. Project documentation and a final evaluation will also be completed.

The Gantt Chart therefore provides a baseline against which project progress can be monitored. Any significant deviation from the planned schedule will need to be assessed

because delays could increase costs and affect the project's July 2030 completion target. This demonstrates the relationship between the project's **time, cost and scope constraints**.

7. Stakeholder Involvement

Stakeholder involvement is essential to the successful redevelopment of the central transport hub because the project affects a wide range of organisations and users. Effective stakeholder management enables project requirements to be understood, responsibilities to be clearly allocated and potential concerns to be addressed throughout the project lifecycle. The **RACI Matrix** provides a structured approach for defining stakeholder responsibilities across the main project activities.

Task	Project Manager	Local Authority	Contractor	Transport Operators	Environmental Agency	Local Community
Project Initiation	R	A	I	C	I	I
Planning & Design	A	C	R	C	C	I
Procurement	A	C	R	I	I	I
Construction	A	I	R	C	C	I
Digital System Installation	A	I	R	C	I	I
Testing & Commissioning	A	C	R	C	C	I
Project Handover	R	A	C	C	I	I

R = Responsible (does the work)
A = Accountable (owns the outcome)
C = Consulted (provides input)
I = Informed (kept updated)

Figure 4- RACI Matrix for the project

The **Local Authority** is a key stakeholder because it provides strategic oversight and is accountable for major project decisions and the final project outcome. Its responsibilities include approving the project direction, supporting funding arrangements and ensuring that the redevelopment aligns with wider urban regeneration objectives.

The **Project Manager** is responsible for coordinating the overall project. This includes managing the schedule, resources, risks, communication and stakeholder relationships. The

Project Manager also monitors whether project activities remain aligned with the agreed scope, budget and completion target.

Contractors have primary responsibility for delivering construction and technical activities. Their involvement includes procurement support, construction, installation of infrastructure and participation in testing and commissioning. Appropriate communication between contractors and the Project Manager is therefore necessary to identify construction issues and maintain progress.

Transport operators will be consulted during planning, construction and testing to ensure that the completed hub meets operational requirements. Their involvement is particularly important because the redevelopment needs to restore effective rail, bus and freight connectivity.

The **Environmental Agency** will provide consultation regarding environmental requirements and sustainability measures. This supports the project's objective of reducing environmental impact and contributing to wider net-zero objectives.

Finally, the **local community** represents an important stakeholder group because residents, commuters and local businesses are directly affected by the redevelopment. Consultation and regular communication can help manage expectations, identify concerns and improve stakeholder acceptance.

The RACI approach ensures that responsibilities are clearly defined by identifying who is **Responsible, Accountable, Consulted and Informed** for each major activity. This reduces ambiguity and supports effective communication and accountability throughout the project. The approach is consistent with the principle that clearly defined stakeholder responsibilities contribute to effective project governance (Project Management Institute, 2021).

8. Allocation of Resources

Effective resource allocation is required to ensure that the central transport hub redevelopment can be delivered within its **£850 million budget** and July 2030 completion target. Resources will be allocated according to the requirements of each project phase, with

particular emphasis on construction, specialist expertise, digital infrastructure and sustainability. Effective resource management helps ensure that the appropriate resources are available when required while reducing unnecessary expenditure (Project Management Institute, 2021).

8.1 Human Resources

The project will require a multidisciplinary team consisting of a **Project Manager, civil and structural engineers, architects, quantity surveyors, construction workers, electrical specialists, IT and digital specialists, environmental specialists and health and safety personnel**. The Project Manager will coordinate these resources and ensure that responsibilities remain aligned with the WBS and RACI Matrix. Specialist resources will increase during the design and construction phases and reduce as the project approaches testing and closure.

8.2 Financial Resources

The estimated project budget is **£850 million**. The budget will cover planning and design, site preparation, construction, digital infrastructure, accessibility and sustainability measures, testing and commissioning, together with a contingency allowance. Financial performance will be monitored throughout the project to identify cost variations at an early stage. Maintaining contingency funding is particularly important because unexpected construction, material or supply-chain issues could increase expenditure.

8.3 Physical and Technological Resources

Physical resources will include construction materials, machinery, site equipment and temporary facilities required during redevelopment. Technological resources will include digital passenger information systems, transport coordination technology and supporting IT infrastructure. These resources will need to be procured and delivered according to the project schedule to prevent disruption to construction activities.

Resource requirements will be reviewed throughout the project lifecycle. This allows resources to be adjusted as activities move from planning and construction towards testing and final handover, supporting efficient use of the project's available budget and reducing the risk of resource shortages or unnecessary expenditure.

9. Risk Analysis

Risk management is an important component of the central transport hub redevelopment because the project involves significant financial investment, complex construction activities, multiple stakeholders and a fixed completion target. Project risks can affect the project's cost, schedule, scope and quality if they are not identified and controlled effectively. A structured risk management process will therefore be used to identify, assess, mitigate and monitor risks throughout the project lifecycle (Project Management Institute, 2021).

Risk	Likelihood	Impact	Risk Score	Mitigation Strategy
Planning permission delays	3	5	15	Engage planning authorities early and submit documentation promptly.
Budget overruns due to inflation	4	5	20	Include contingency budget (10–15%) and regularly review costs.
Unexpected structural defects	3	5	15	Conduct comprehensive structural surveys before construction begins.
Contractor performance issues	3	4	12	Select experienced contractors and monitor performance using KPIs.
Public disruption and complaints	4	3	12	Implement stakeholder communication plans and phased construction schedules.
Health and safety incidents	2	5	10	Enforce health and safety regulations and conduct regular inspections.
Supply chain shortages	3	4	12	Identify alternative suppliers and maintain buffer stock for critical materials.
Environmental compliance issues	2	4	8	Carry out Environmental Impact Assessments and ensure regulatory compliance.

Figure 2- Risk Assessment Table

The main risks identified for the project are **cost overruns, construction delays, supply-chain disruption, labour shortages, technology failure and adverse weather conditions**. These risks have different levels of probability and impact and therefore require proportionate mitigation measures.

Cost overruns represent a significant risk because the project has an estimated budget of £850 million. Increases in material prices, changes to design requirements or unexpected

construction conditions could increase expenditure. Cost performance should therefore be monitored regularly by the Project Manager and quantity surveyors. Any significant variation should be investigated and corrective action taken before the available contingency is exhausted.

Construction delays could have a particularly significant impact because the project is expected to be completed by July 2030. Delays to major construction activities could affect subsequent activities and potentially increase labour and equipment costs. The Gantt Chart will provide a baseline for monitoring progress, while contingency time and regular milestone reviews will help identify delays at an early stage.

Supply-chain disruption may result from shortages of construction materials, equipment or specialist components. Early procurement of critical materials and maintaining relationships with alternative suppliers can reduce the likelihood of activities being stopped because required resources are unavailable. Procurement activities should therefore be closely coordinated with the project schedule.

Labour shortages are another potential risk because the project requires a range of specialist skills, including engineers, construction workers, digital specialists and health and safety personnel. Early workforce planning and recruitment can help ensure that sufficient skills are available during periods of high demand.

The implementation of **digital infrastructure** also creates a potential risk of technology failure. System faults could affect passenger information, transport coordination or operational efficiency. Technical testing should therefore take place before commissioning, with appropriate technical support and backup arrangements available.

Finally, **adverse weather conditions** could disrupt construction activities and affect the project schedule. Although weather cannot be controlled, its impact can be reduced through flexible scheduling and contingency planning. Weather-sensitive activities should be planned with suitable allowances where possible.

10. Conclusion

The proposed redevelopment of the central transport hub provides a structured response to the disruption caused by the closure of the existing facility. The project aims to restore transport capacity while creating a safer, more accessible, digitally integrated and environmentally sustainable interchange.

The Project Management Plan demonstrates how established project management tools can support successful delivery. The WBS provides a structured breakdown of project activities, while the Gantt Chart establishes the planned schedule. The Quad Chart maintains focus on the project's purpose and intended outcomes, and the RACI Matrix clarifies stakeholder responsibilities. The risk analysis further supports proactive identification and mitigation of threats that could affect project performance.

Overall, effective resource allocation, stakeholder engagement, risk management and continuous monitoring will be required throughout the project lifecycle. Successful delivery will not only restore essential transport services but also contribute to improved accessibility, economic activity and the city's wider sustainability and regeneration objectives.

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