

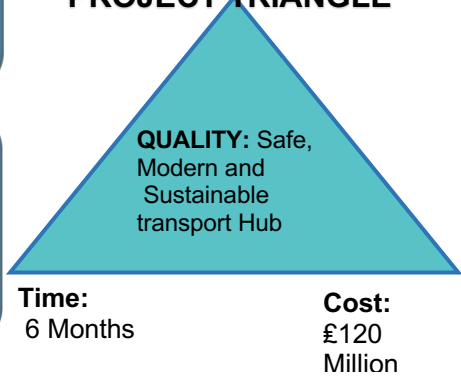
REDEVELOPMENT OF THE CENTRAL TRANSPORT HUB

INTRODUCTION

In November 2025, a major UK city launched an urgent regeneration programmed after its central transport hub was closed due to serious safety concerns. The ageing hub no longer meets modern safety, accessibility or environmental standards, causing disruption to transport services and the local economy. This project aims to redevelop the hub into a modern, safe and sustainable transport facility that improves transport services and the passenger experience.



PROJECT TRIANGLE



QUAD CHART

PURPOSE

- To redevelop the ageing central transport hub.
- To increase passenger safety and accessibility.
- To reduce traffic congestion.

STAKEHOLDER

- Local Authority
- Transport Operators
- Passengers and Commuters
- Local Business
- Local Community

DESIRED END RESULTS

- New and Modern transport Hub.
- Better transport connections.
- Smart ticketing and Digital information system.
- Increased economic growth.

MEASURES OF SUCCES

- Completed within budget.
- Meets UK safety and accessibility standards.
- Reduce travel delays.
- High passenger satisfaction.
- Completed on schedule.

STAKEHOLDER ANALYSIS

KEEP SATISFIED

Department for Transport
Environmental Agency
Regulatory Authorities

MANAGE CLOSELY

Local Authority
Project Manager and Team
Transport Operators

MONITOR

General Public
Media
Utility Companies
Local Schools

KEEP INFORMED

Passengers and Commuters
Local Residents
Local Businesses
Disability and Accessibility Group

WORK BREAKDOWN STRUCTURE

1. Initiation

1.1 Define Project Scope

1.2 Feasibility Study

1.3 Identify Stakeholders

2. Planning

2.1 Develop Project Plan

2.2 Design and Engineering

2.3 Risk Assessment

3. Execution

3.1 Site Preparation

3.2 Construction of New Hub

3.3 Testing

4. Closure

4.1 Final Inspection

4.2 Project Handover

4.3 Project Closure Report

RISK ASSESSMENT

Risk	Likelihood	Impact	Score	Mitigation
Construction Delays	(5)High	(5)High	25	Follow the project schedule.
Going Over Budget	(3)Medium	(5)High	15	Monitor project costs.
Safety Accidents	(2)Low	(5)High	10	Follow safety rules.
Material Delays	(3)Medium	(3)Medium	9	Order materials early.
Bad Weather	(3)Medium	(3)Medium	9	Have a backup plan.
Public Complaints	(2)Low	(3)Medium	6	Keep people informed.

GANTT CHART

Task	NOV 2026	DEC 2026	JAN 2027	FEB 2027	MAR 2027	APRIL 2027
Project Initiation						
Planning & Design						
Procurement						
Site Preparation						
Construction						
Testing & Commissioning						
Project Handover						

CONCLUSION

The redevelopment of the central transport hub will create a safer, modern and environmentally friendly transport facility. It will improve transport services, support local businesses and provide better travel for passengers. With effective planning, good communication and proper risk management, the project is expected to achieve its goals successfully.

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Project Management Institute (PMI) (2021) A Guide to the Project Management Body of Knowledge (PMBOK® Guide). 7th edn. Newtown Square, PA: Project Management Institute.

	Section	
1	Introduction	
2	Description	
3	Feelings	
4	Evaluation	
5	Analysis	
6	Conclusion	
7	Action Plan	
8	References	

PART B – REFLECTION ON POSTER PRESENTATION FEEDBACK

1. Introduction

This report reflects on my experience of preparing and presenting my transport hub poster. I will explain what happened, how I felt, what went well and what I learned from the experience.

I will use Gibbs’ Reflective Cycle to help organise my reflection. Gibbs (1988) developed six stages: description, feelings, evaluation, analysis, conclusion and action plan. This model helps me understand my experience and identify ways to improve in the future.

2. Description

For my assessment, I prepared a poster about a transport hub. I researched the topic and selected important information for my poster. I organised the information into clear sections.

Before presenting, I prepared my main points and practised what I wanted to say. During the presentation, I explained my poster and answered questions from my tutor. I listened to the feedback.

3. Feelings

Before the presentation, I felt nervous and worried because I had to speak in front of other people. I was worried about forgetting information or making mistakes.

However, I felt proud because I had worked hard on my poster. At first, I was nervous, but I gradually became more comfortable.

After the presentation, I felt relieved and happy because I had completed the task. The feedback helped me understand my strengths and weaknesses.

4. Evaluation

One thing that went well was my preparation. I understood my poster and was able to explain the main points. I also completed the presentation even though I felt nervous. This helped me feel more confident.

However, I need to improve my confidence, eye contact and speaking skills. My nervousness sometimes made it difficult to speak clearly. I also need to improve my time management.

5. Analysis

I think I felt nervous because I was worried about making mistakes while presenting. Although I understood my topic, speaking to an audience made me less confident.

The experience showed me that preparation and practice are important. When I understand my subject and practise before presenting, I feel more prepared and confident.

I learned that eye contact and clear speaking are important. The feedback helped me understand what I need to improve.

6. Conclusion

This experience taught me that preparation and practice can improve my confidence. I learned that I need to practise speaking, make eye contact and manage my time better.

Although I was nervous, I successfully completed my presentation. This gave me more confidence and showed me that practice can help.

7. Action Plan

For my next presentation, I will practise much more before presenting. I will prepare short notes with the main key points.

I will practise speaking clearly, making eye contact and controlling my nervousness. I will manage my time carefully so I can explain the most important information.

By following this plan, I hope to become more confident and comfortable when presenting in the future.

8. References

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PART C – PROJECT MANAGEMENT PLAN

Central Transport Hub Redevelopment Project

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1. Introduction

The Central Transport Hub Redevelopment Project has been proposed because the existing transport hub is more than 40 years old and has serious safety and operational problems. In November 2025, the hub was closed following a structural inspection which found that the building was no longer suitable for modern transport needs. It does not fully meet current requirements for safety, accessibility, environmental performance and digital technology. Its closure has affected passengers, transport services, local businesses and the wider community.

The main purpose of the project is to replace the existing hub with a safe, modern, accessible and sustainable transport facility. The new hub will improve connections between rail, bus and freight services while providing a better passenger experience.

This Project Management Plan explains how the redevelopment will be planned, organised and controlled. It covers the project scope, Work Breakdown Structure (WBS), Quad Chart, Gantt Chart, stakeholders, resources and risks. These tools will support effective planning and help ensure that responsibilities and project activities are clearly understood.

Project management involves planning, organising and controlling resources to achieve agreed objectives (Kerzner, 2022). Effective project management also requires communication, leadership and control throughout the project lifecycle (Association for Project Management, 2019). Therefore, appropriate project management methods will be used to deliver the project successfully and meet the needs of all key stakeholders.

2. Project Description

The Central Transport Hub Redevelopment Project involves replacing the existing old transport facility with a modern transport interchange. The new facility will provide improved connections between different types of transport, including rail, buses and freight services.

The first stage of the project will involve detailed surveys and investigations. These activities will help the project team understand the condition of the existing site and identify any problems that could affect the redevelopment. Environmental, structural and transport assessments will also be carried out.

After the surveys have been completed, the project team will develop the detailed design. The design will focus on passenger safety, accessibility, sustainability and modern transport requirements.

The new hub will include:

A modern passenger concourse.	Improved passenger seating and waiting areas.
Safer entrance and exit.	Digital passenger information screens.
Improved Lighting.	Improved connections between rail and bus service
CCTV and security system.	Better pedestrian areas
Accessible lifts and facilities.	Improved environmental performance

Digital technology will be an important part of the new transport hub. Real-time passenger information can help people understand when buses and trains are arriving or departing. Digital ticketing and communication systems can also make travelling easier.

The project will be completed in stages to reduce disruption to passengers and transport services. Temporary arrangements may be required while construction is taking place.

The project manager will have overall responsibility for managing the project. This will include monitoring the schedule, costs, risks, quality and communication with stakeholders. A project board will provide senior-level support and make important decisions. Effective project governance helps to connect project activities with organisational objectives and supports clear decision-making (Too and Weaver, 2014).

The main expected benefits of the project are:

- 1. Improved passenger safety.
- 2. Better accessibility.
- 3. Improved connections between transport services.
- 4. Better passenger experience.
- 5. Improved digital services.
- 6. Reduced environmental impact.
- 7. Increased transport capacity.
- 8. Support for local businesses.
- 9. A more reliable and modern transport facility.

3. Project Scope

This section explains what a project will include and what it will not include. This is known as the project scope. Having a clear scope is important because any extra or unplanned work can increase both the cost and the time needed to complete the project.

The Project Management Institute (2019) states that a Work Breakdown Structure (WBS) can be used to organise and divide all the work needed to finish a project into smaller, manageable parts.

3.1 Activities included in the project

The project will include:

Project planning and management	digital infrastructure design	environmental improvements
site and structural surveys	site preparation	testing and commissioning
environment assessment	removal of unsafe structures	staff training
transport assessment	construction of the new hub	final handover.
stakeholder consultant	passenger facilities	
architectural design	transport connections	
accessibility planning	security systems	

3.2 Activities not included

The following activities are outside the project scope:

- redevelopment of buildings that are not part of the transport hub.
- replacement of the city’s entire rail network.
- replacement of all buses and other transport vehicles.
- unrelated commercial property development; and
- long-term operation of transport services after the project is completed.

Clearly defining what is included and excluded will help reduce **scope creep**. Scope creep happens when additional work is added to a project without proper approval. A formal change-control process can help project managers assess the effect of changes on cost, time, quality and resources (Kerzner, 2022).

3.3 Project constraints

The main constraints are **time, cost, quality, safety and disruption**.

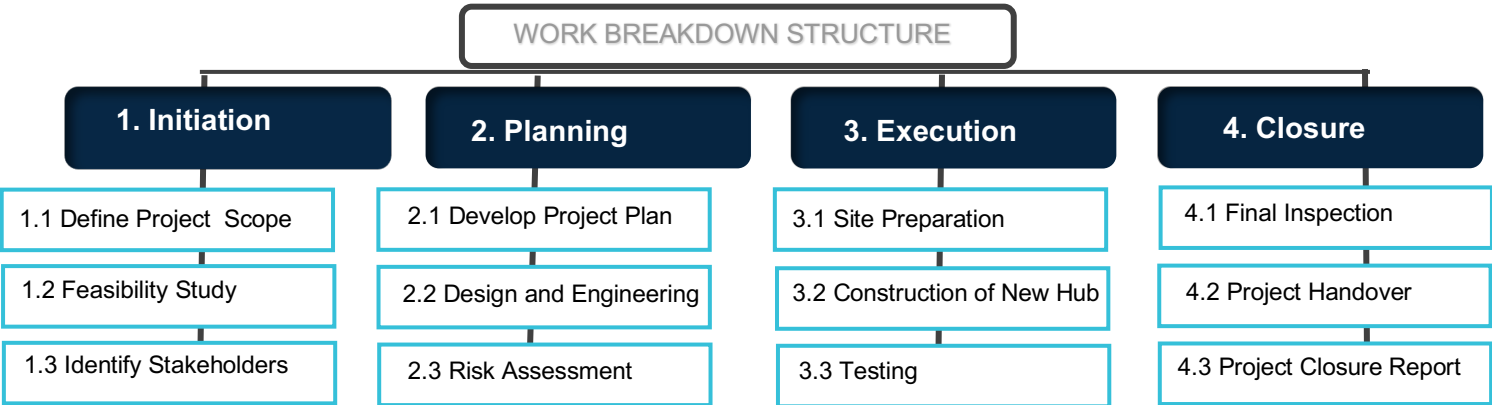
The transport hub is an important public facility, so construction must be carefully planned to reduce disruption to passengers and local businesses.

Atkinson (1999) argues that project success should not only be measured by time, cost and quality. Wider measures should also be considered. For this project, safety, accessibility, sustainability and passenger satisfaction are therefore important measures of success.

4. Work Breakdown Structure (WBS)

This section describes what is included in a project and what is not included. This is called the project scope. A clear scope is important because any additional or unexpected work can increase the project’s cost and extend the time needed to complete it.

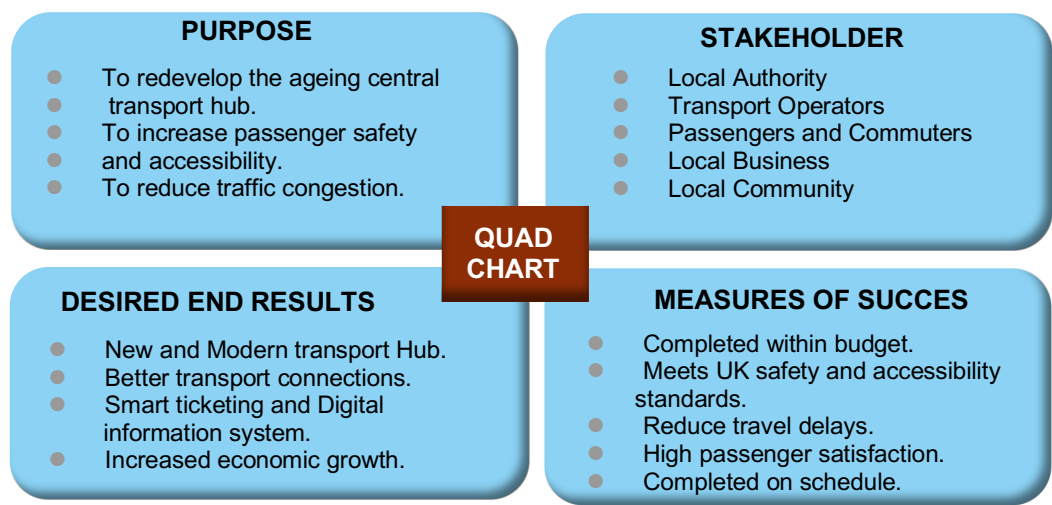
The Project Management Institute (2019) explains that a Work Breakdown Structure (WBS) is a tool used to break down all the work required for a project into smaller, more manageable tasks.



The WBS will make it easier for the project manager to allocate responsibilities and monitor progress. It also provides a clear connection between project scope and the activities needed to produce the final deliverables (Project Management Institute, 2019).

5. Quad Chart

A Quad Chart gives a simple summary of the main parts of the project. It can be used by the project manager when explaining the project to senior managers and stakeholders



The Quad Chart shows that the project is more than simply building a new transport facility. It is intended to provide long-term benefits to passengers, businesses and the local community. Project success should include consideration of customer and future benefits as well as project efficiency (Shenhar, Levy and Dvir, 1997).

6. Gantt Chart

A Gantt Chart shows when different project activities are expected to take place. It helps the project manager monitor progress and identify possible delays.

GANTT CHART

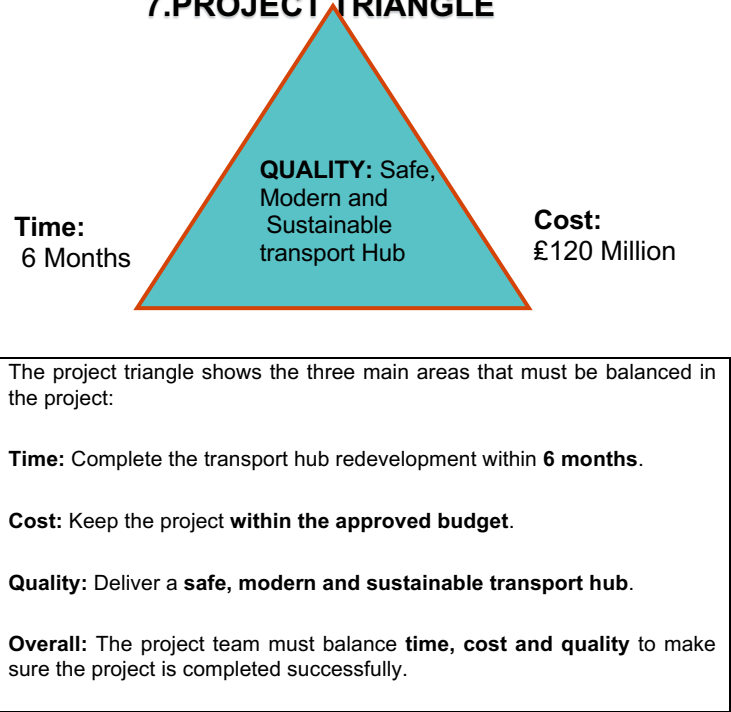
Task	DEC 2025	JAN 2026	FEB 2026	MAR 2026	APRIL 2026	MAY 2026
Project Initiation	■					
Planning & Design	■	■				
Procurement		■	■			
Site Preparation			■			
Construction			■	■	■	
Testing & Commissioning					■	■
Project Handover						■

The Gantt Chart shows the main project activities over six months, from December 2025 to May 2026. It includes important stages such as planning, procurement, site preparation, construction, testing and final handover. The chart shows when each activity starts and finishes. It helps the project manager track the project schedule, monitor progress and identify any delays that may affect the project completion date (Gerald and Lichter, 2012)

7. Stakeholder Analysis / Stakeholder Involvement

Stakeholder analysis helps the project team identify the people and organisations who may be affected by the transport hub redevelopment or can influence the project. They are grouped by their level of interest and influence to decide how they should be involved and communicated with.

7.PROJECT TRIANGLE



KEEP SATISFIED	MANAGE CLOSELY	MONITOR	KEEP INFORMED
Department for Transport Environmental Agency Regulatory Authorities	Local Authority Project Manager and Team Transport Operators	General Public Media Utility Companies Local Schools	Passengers and Commuters Local Residents Local Businesses Disability and Accessibility Group

- **Keep Satisfied:** Government and regulatory bodies have high influence. They should receive updates and ensure the project follows regulations
- **Manage Closely:** The local authority, project team and transport operators are directly involved. They need regular communication and involvement in key decisions.
- **Monitor:** The public, media, utility companies and local schools may be affected. They should be monitored and informed about major changes or disruption.
- **Keep Informed:** Passengers, residents, businesses and accessibility groups are directly affected. They should receive updates and have opportunities to give feedback.

Stakeholder	Interest/Influence	Engagement method
Local authority	High/High	Meetings and formal reports

8. Allocation of Resource

Resources are needed to complete the project successfully. These include people, money, materials, equipment and technology.

Resource	Main Responsibility
Project manager	Manage the project
Project board	Make key decisions
Architects & engineers	Design the hub
Quantity surveyors	Control costs
Specialists	Manage planning, environment, IT and safety
Contractors & workers	Complete construction
Administrative staff	Support communication
Finance	Manage project funding
Materials & equipment	Support construction

Different resources will be required at different project stages. Architects and engineers will be mainly needed during the design stage, while contractors and construction workers will be more important during construction.

Financial resources must be carefully controlled by monitoring actual spending against the approved budget. This is important because unexpected changes can increase construction costs (Baloi and Price, 2003). A contingency budget will be provided to cover unexpected costs such as material price increases, supply problems and unknown site conditions. The project team will regularly monitor costs and investigate significant differences between planned and actual spending. Project management software will also be used to monitor activities, deadlines, costs, risks and project documents.

9. Risk Analysis

Risk management is important because the project is large and involves construction work in an important transport location.

Risk management involves identifying possible problems, assessing their seriousness and deciding how they

should be controlled. Effective risk management helps project teams reduce uncertainty and prepare appropriate responses (Kerzner, 2022).

Risk	Likelihood	Impact	Score	Mitigation
Contraction Delays	(5) High	(5) High	25	Follow the project schedule
Going Over Budget	(3) Medium	(5) High	15	Monitor Project Cost
Safety Accidents	(2) Low	(5) High	10	Follow Safety rule
Material Delays	(3) Medium	(3) Medium	9	Order materials rules
Bad Weather	(3) Medium	(3) Medium	9	Have a backup plan
Public Complain	(2) Low	(3) Medium	6	Keep people informed

Construction delays have the highest score of 25 because they are both likely and could have a serious effect on the project. Delays could increase costs and affect the completion date. The project schedule should therefore, be checked regularly.

Going over budget has a score of 15. This could happen because of higher labour, material or equipment costs. Project costs should be monitored carefully to help control spending.

Safety accidents have a score of 10. Although the likelihood is low, an accident could have a serious impact. Workers should receive safety training and regular site checks should be carried out.

Material delays and bad weather both score 9. Materials should be ordered early, and a backup plan should be available if bad weather affects construction.

Public complaints have the lowest score of 6. However, local people and other stakeholders should still be kept informed about the project.

Overall, construction delays and budget increases are the main risks. All risks should be reviewed regularly to make sure they are controlled throughout the project.

10. Conclusion

The Central Transport Hub Redevelopment Project is important because the existing transport hub is old and does not meet current transport, safety, accessibility and environmental needs. The closure of the hub has created problems for passengers, local businesses and transport services. The main aim of the project is to create a safer, more accessible, modern and sustainable transport hub for passengers and the local community.

This Project Management Plan sets out the approach for planning and delivering the project. The project scope defines all required work and clearly states what sits outside its boundaries. Meanwhile, the Work Breakdown Structure (WBS) divides the project into smaller tasks, enabling simpler organisation, oversight and progress tracking (Project Management Institute, 2019).

The Quad Chart provides a simple summary of the project, including its purpose, main objectives, expected results and possible risks. The Gantt Chart shows the project schedule and the main activities that need to be completed. These activities include planning, design, purchasing materials, construction, testing and final handover.

Good communication with stakeholders is also important. The local authority, transport companies, passengers, local businesses, contractors and local community should be kept informed throughout the project. Listening to their views and feedback can help the project team make good decisions and deal with problems early (Freeman, 1984; Olander, 2007).

Good resource management will make sure that workers, contractors, money, materials, equipment and technology are available when needed. Checking the project costs regularly can also help prevent the project from going over budget (Baloi and Price, 2003).

The project triangle is also important to the success of the project. The project must be completed within the planned six-month timeframe, from December 2025 to May 2026, and must stay within the £120 million budget. At the same time, the project scope must be completed to the required standard. Managing time, cost and scope carefully will help the project team achieve the expected results without unnecessary delays or extra costs.

The project will also need good risk management. Possible risks include delays, higher costs, safety problems, material shortages, planning issues and transport disruption. Regularly reviewing these risks and giving clear responsibilities to team members can help reduce their effects (Kerzner, 2022).

Overall, good planning, communication, stakeholder involvement, resource management and risk control will help the project achieve its goals and provide a safe, modern and efficient transport hub for the community.

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