

PROJECT MANAGEMENT

Name: Larissa Kellyn Silva Neves

Student Number: 2424528

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Lecturer's name: Xavier Matieni

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CONSTRUCTION OF A TEMPORARY MULTIMODAL TRANSPORT



IRON TRIANGLE

Quality

Structural safety & Integration of multiple modes (bus, rail and freight logistics)

Time

Cost

QUARD CHART

PURPOSE	CUSTOMERS
✓ To restore essential transport capacity the central transport hub. ✓ To ensure mobility and economic continuity. ✓ A safe, accessible, and efficient temporary	✓ Local authorities, transport operators, freight companies' businesses, and the travelling public.
DESIRED END RESULT	MESURES OF SUCCESS
✓ Temporarily restore transport operations safely and efficiently to minimize economic and social disruptions. ✓ Delivery of a functional temporary hub supporting seamless multimodal transport	✓ Hub operational and certified for safety. ✓ Positive stakeholder feedback and public satisfaction. ✓ Project delivered within approved budget and timeline.

RACI MATRIX

Project Activity	Local Council	Department for Transport	Rail Operators	Bus Operators	Freight & Logistics	Construction Companies	Local Businesses	Residents / Passengers	Community Groups
Project Planning & Design	A	C	C	C	I	C	I	I	I
Regulatory Approval	A	C	I	I	I	I	I	I	I
Transport Service Coordination	C	C	A/R	R	C	I	I	I	I
Construction & Site Setup	C	I	I	I	I	A/R	I	I	I
Community Engagement & Communication	A	I	I	I	I	I	C	C	R
Operational Launch	A	C	R	R	C	C	I	I	I
Monitoring & Evaluation	A	C	C	C	C	R	I	I	C

R – Responsible; A – Accountable; C – Consulted; I – Informed;

RISK ASSESSMENT

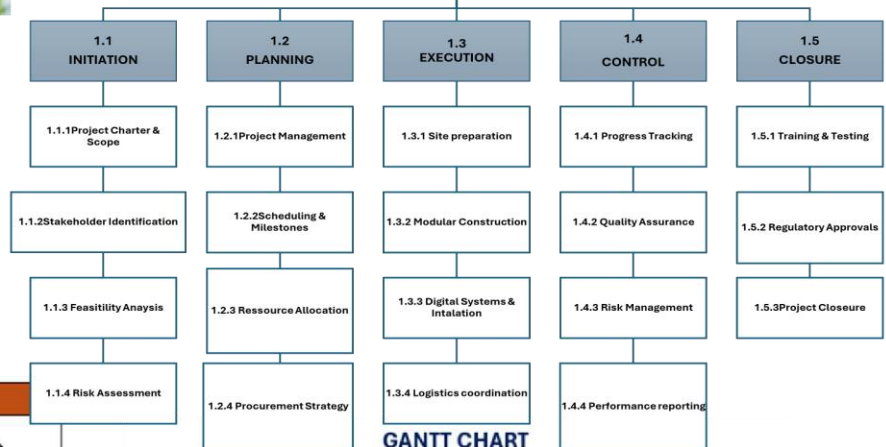
Risk Identified \ Impact on Project	Likelihood (Low/Medium / High)	Mitigation Strategy
Insufficient stakeholder engagement	Low	Early consultation and transparent communication plan
Construction delays due to supply chain issues	High	Diversify suppliers; implement buffer time in schedule
Safety incidents during installation	High	Enforce strict health and safety protocols; regular audits
Integration failure of digital systems	Medium	Conduct phased testing and technical validation
Cost overruns from inflation or unforeseen conditions	High	Establish contingency budget; monitor cost trends
Environmental non-compliance	High	Conduct environmental impact assessments;

INTRODUCTION

- A major UK metropolitan city was forced to close its central transport hub after a structural inspection found it no longer met modern safety and accessibility standards.
- The hub, over 40 years old, served as a critical interchange for rail, bus and freight logistics.
- Its sudden closure caused severe disruption to commuter travel, supply-chain operations and local businesses and experienced economic losses and rising public dissatisfaction due to reduced transport capacity.
- A proposed short-term measure is the construction of a temporary multimodal transport solution to maintain essential connectivity during redevelopment.

WORK BREAKDOWN STRUCTURE (WBS)

1.0 CONSTRUCTION OF A TEMPORARY MULTIMODAL TRANSPORT SOLUTION



GANTT CHART



STAKEHOLDER ANALYSIS

	Consult	Negotiate
High	Environmental Agencies, Department for Transport, Freight and Logistics Companies	Local council, transport operators (railway, bus, freight)
	Inform	Enable
Low	General public, secondary providers	Community Groups and Residents, Local Businesses
	Interest in the project	
	Low	High

CONCLUSION

The Temporary Multimodal Transport Project is a short-term infrastructure initiative designed to ensure smooth mobility during a specific period of disruption and transition to the new major project. The project focuses on aligning interests and establishing clear communication strategies so that all parties can support efficient, safe, and integrated transport operations.

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Part B: Reflection on my Project Proposal - Frameworks: The reflection Pyramid

Level 1 – Description (What happened?)

A major UK city had to close its central transport hub after a safety inspection revealed structural and accessibility failures. This caused severe disruption to commuters, freight logistics, and local businesses. In view of this situation, I choose a temporary multimodal transport solution was proposed to restore essential connectivity, so that the population is not harmed by the interruption, so that there are no losses for companies that depend on the use of the transport hub. In the presentation of my project I chose to expose how the project will be developed, using methods and tools that will help the project to be executed on time and meet the needs of the interested parties.

Level 2 – Evaluation (What worked well? What didn't?)

The presentation of the project gave me the opportunity to verify that for the success of the project it is necessary to detail the execution in detail so that during the evolution I have a better control of the deadlines and be able to solve any problems that may arise more quickly.

The project successfully aligned multiple stakeholders—local councils, transport operators, and construction teams—to deliver a safe, functional temporary hub. However, as anticipated, but difficult to control, o challenges included supply chain delays, cost pressures, and the complexity of integrating digital systems across transport modes.

Level 3 – Analysis (Why did this happen?)

This experience made me realize that to develop a project it is not enough just to have the idea, it is necessary to verify the feasibility of the project and if there are really people interested, a good communication channel in all phases of the project is essential. As for my presentation of the project to converge it is necessary to have more clarity, a presentation with more calm and detail, however, I still need to improve my speech and increase my vocabulary in English for project presentation with more confidence. The success of the project depended on good organization, so it is very important to follow all the tools for effective communication, risk management and adherence to the Iron Triangle (balancing time, cost and quality). The RACI matrix and risk assessment ensured accountability and proactive mitigation.

Level 4 – Application (How will I improve next time?)

The experience gained in developing this project will facilitate the organization of another project. Regarding the scenario in question, future projects should strengthen early stakeholder engagement, diversify suppliers, and integrate digital systems through phased testing. Applying lessons from this project will improve resilience, efficiency, and collaboration in transport infrastructure planning.

Level 5 – Transformation (How has this changed me?)

This experience deepened understanding of how structured project management—supported by tools like the Iron Triangle, WBS, and RACI—can transform crisis response into strategic opportunity. It reinforced the importance of adaptability, communication, and ethical leadership in public infrastructure projects.

Part C - Project Management Plan

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1 – Introduction

In the scenario of the case in question, in November 2025, a major UK metropolis announced the closure of its primary transport hub due to structural deficiencies. The hub, built over 40 years ago, no longer met modern safety and accessibility standards, leading to severe disruptions in passenger movement, freight logistics, and local business operations. This project was developed to justify the construction of a temporary multimodal transport solution and demonstrates how project management principles can be applied to deliver this urgent regeneration project.

2 – Project description

The closure of the transport hub has resulted in economic losses, supply chain disruptions, and public dissatisfaction. For the development of the project, we initially defined that the objective is a temporary multimodal solution is essential to restore transport compacting while long-term redevelopment is planned, with the purpose of ensure continuity of passenger and freight movement, reducing economic impact. In this sense, is importance of interim solutions to maintain connectivity during redevelopment phases and conduct stakeholder analysis to identify key partners (local government, transport operators, businesses).

As part of the planning will be develop a Work Breakdown Structure (WBS) will be developed to outline deliverables, establish timelines using Gantt Charts and critical path analysis, ensuring compliance with Department for Transportation funding milestone, allocate resources and budget correct. Given this, it will be possible to execute the project, monitoring and controlling it so that it is an excellent temporary solution.

3 – Project Scope

The scope of this project is to design, construct, and operationalise a temporary multimodal transport solution that mitigates the severe disruptions caused by the sudden closure of the city's main transport hub in November 2025. The project will deliver a fully functional interim facility that supports passenger mobility, freight logistics, and local economic activity while long-term regeneration works are underway.

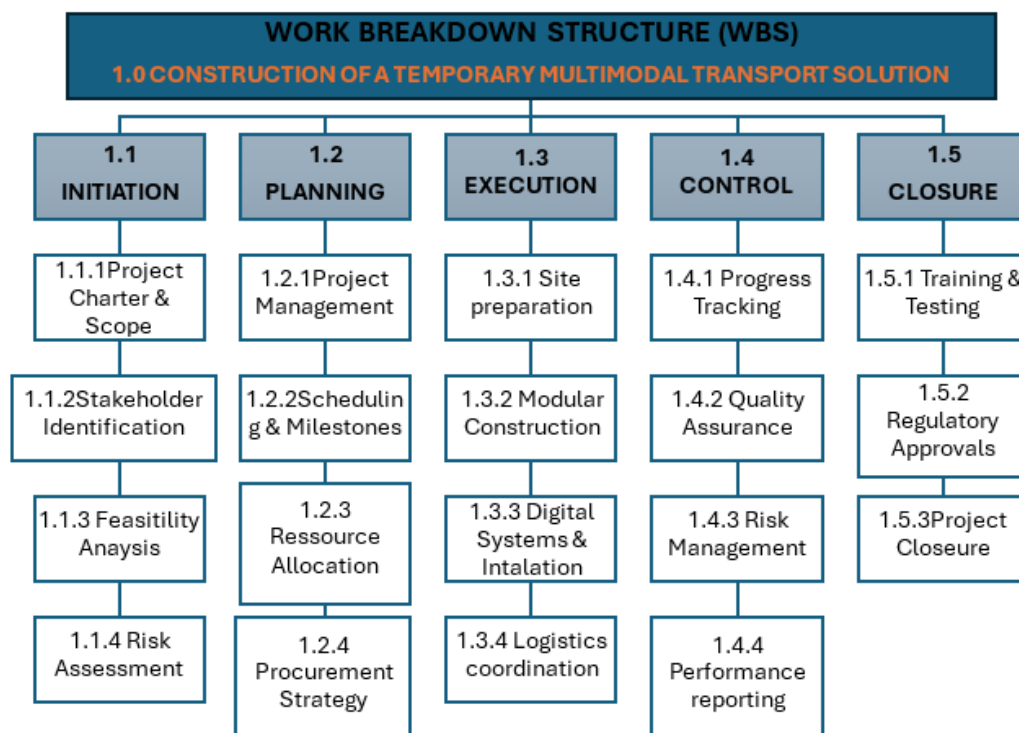
The temporary hub will integrate bus, rail, active travel, and freight transfer capabilities, ensuring continuity of essential transport services. Key deliverables include modular rail platforms, a bus interchange with real-time digital information systems, accessible pedestrian routes, temporary freight handling zones, and supporting digital infrastructure such as smart

ticketing and CCTV. The project also encompasses environmental measures—energy-efficient lighting, low-carbon materials, and waste-minimisation practices—to align with the city’s sustainability commitments.

The scope further includes stakeholder engagement, risk management, regulatory compliance, and phased handover to operational teams. Out of scope are long-term redevelopment works, permanent structural upgrades, and commercial property development. The project will be deemed successful when a safe, accessible, and efficient temporary transport hub is fully operational, restoring essential connectivity for the metropolis.

4 – Work breakdown structure (WBS)

The Work Breakdown Structure (WBS) for the Temporary Multimodal Transport Project provides a hierarchical decomposition of all work required to deliver the interim hub effectively and within the urgent timeframe imposed by the 2025 transport hub closure. At the highest level, the WBS is divided into five core work packages: initiation, planning, execution control and closure.



As shown in the structure presented above, the WBS makes it possible to carry out the following during each phase:

1.1 Initiation: covers governance, stakeholder engagement, procurement, and risk management.

1.2 Planning: includes site assessments, architectural layouts, digital systems design, accessibility planning, and environmental compliance.

1.3 Execution: encompasses groundworks, modular rail platform assembly, bus interchange setup, freight handling zones, utilities installation, and digital infrastructure deployment. Implement procurement strategies for contractors and suppliers and coordinate construction activities with minimal disruption to surrounding areas.

1.4 Control: contingency planning and handover to transport operators.

1.5 Closure: Deliver operational temporary hub facilities, it involves safety testing, and staff training.

This structured breakdown ensures that all deliverables are clearly defined, interdependencies are understood, and progress can be monitored effectively. The WBS supports efficient resource allocation, enhances communication among stakeholders, and provides a robust foundation for scheduling, budgeting, and risk control throughout the project lifecycle.

5 – Quad Chart

The Quad Chart provides a concise, visual summary of the Temporary Multimodal Transport Project, enabling decision-makers to quickly understand its purpose, benefits, risks, and resource needs.

QUARD CHART	
PURPOSE ✓ To restore essential transport capacity the central transport hub. ✓ To ensure mobility and economic continuity, ✓ A safe, accessible, and efficient temporary	CUSTOMERS ✓ Local authorities, transport operators, freight companies' businesses, and the travelling public.
DESIRED END RESULT ✓ Temporarily restore transport operations safely and efficiently to minimize economic and social disruptions. ✓ Delivery of a functional temporary hub supporting seamless multimodal transport	MESURES OF SUCCESS ✓ Hub operational and certified for safety. ✓ Positive stakeholder feedback and public satisfaction. ✓ Project delivered within approved budget and timeline.

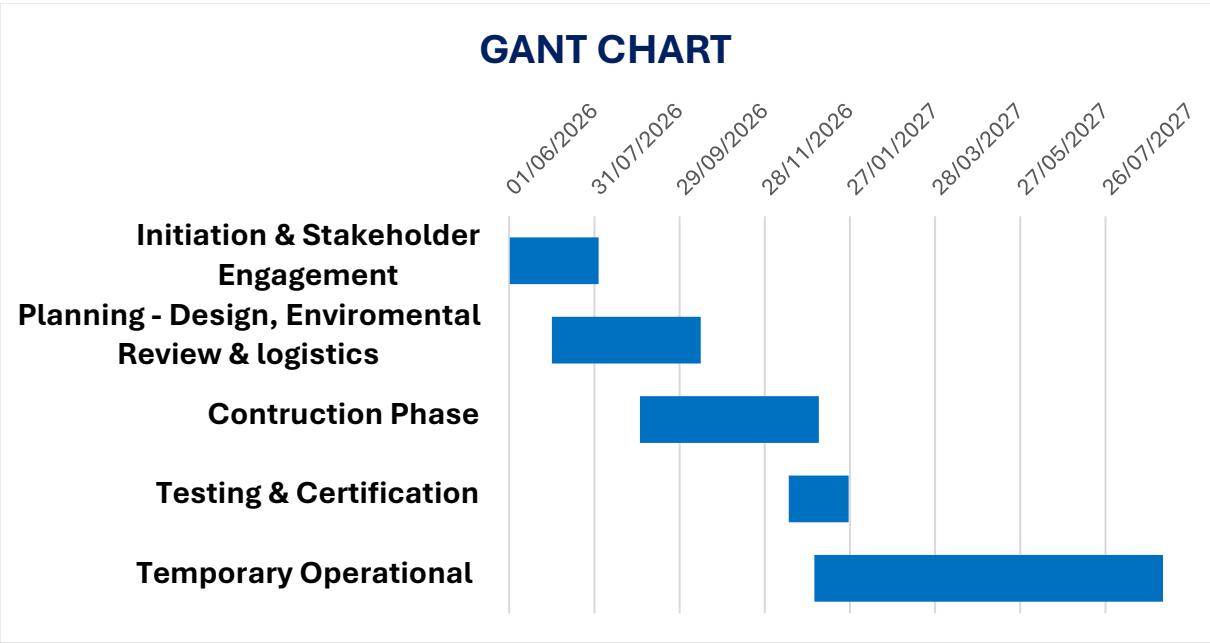
In the Purpose quadrant, the chart outlines the core objective: to design and deliver a temporary multimodal hub that restores essential transport capacity following the 2025 closure of the city's main interchange. The Desired end Result quadrant summarises the main outputs, including modular rail platforms, a temporary bus interchange, freight transfer zones, digital systems, and accessibility features. Finally, the Measures of Success quadrant emphasises

improved mobility, reduced economic disruption, enhanced public confidence, and support for long-term regeneration planning.

6 – Gantt Chart

The Gantt Chart for the Temporary Multimodal Transport Project provides a time-phased visual schedule that supports planning, coordination, and monitoring of all major activities. It outlines the sequence and duration of key work packages, beginning with project initiation and stakeholder engagement, followed by design, procurement, construction, testing, and operational handover. According to Kerzner (2022), Gantt Charts are essential for illustrating task dependencies and identifying the critical path, which is particularly important in high-pressure urban infrastructure projects.

In this scenario, early activities such as site assessments, environmental reviews, and digital-system design run in parallel to accelerate delivery, reflecting best practice in fast-tracked public-sector projects. Construction phases—modular rail platforms, bus interchange setup, freight zones, and digital infrastructure—are scheduled sequentially but with overlapping tasks to optimise time. The final stages include safety certification, staff training, and commissioning, ensuring compliance with transport regulations (Department for Transport, 2025).



The Gantt Chart enables transparent progress tracking, supports risk mitigation through early identification of delays, and enhances communication with stakeholders by providing a clear, shared timeline for the temporary hub’s delivery.

7 – Stakeholders' involvement

Effective stakeholder involvement is essential to the success of the Temporary Multimodal Transport Project, particularly given the urgency and public visibility of the transport hub closure. Stakeholders influence project outcomes through their expectations, resources, regulatory authority, and operational expertise. According to Freeman (2010), stakeholders must be actively engaged throughout the project lifecycle to ensure alignment between project objectives and community needs.

In this regard, defining the project with key stakeholders definitively prevents future problems, as it allows for the management of relationships with beneficiaries or groups in order to anticipate support for—or opposition to—the project's implementation. Thus, regarding communication and project development, when we find ourselves high power, highly interested people (Manage Closely): you must fully engage these people, and make the greatest efforts to satisfy them. High power, less interested people (Keep Satisfied): put enough work in with these people to keep them satisfied, but not so much that they become bored with your message. Low power, highly interested people (Keep Informed): adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project. Low power, less interested people (Monitor): again, monitor these people, but don't bore them with excessive communication, all as concluded from the stakeholder analysis presented in the table below:

STAKEHOLDER ANALYSIS			
Ability to influence the outcome	High	Consult Environmental Agencies, Department for Transport, Freight and Logistics Companies	Negotiate Local council, transport operators (railway, bus, freight)
	Low	Inform General public, secondary providers	Enable Community Groups and Residents, Local Businesses
		Interest in the project	High

Key stakeholders include local authorities, responsible for governance, funding approval, and regulatory compliance; transport operators (rail, bus, and freight), who provide operational insights and support service continuity; local businesses, affected by supply-chain disruptions; and residents and passengers, whose mobility needs shape design and accessibility requirements. Early and continuous engagement helps reduce resistance, improve transparency, and build public trust (Bryson, 2018).

Structured involvement activities—public consultations, workshops, digital feedback platforms, and regular progress briefings—ensure that stakeholder concerns are captured and integrated into decision-making. This approach aligns with best practice in public-sector infrastructure delivery, where collaborative engagement enhances legitimacy and reduces project risk (OECD, 2020). In a high-pressure context such as this, stakeholder involvement is not optional; it is a strategic enabler of timely, inclusive, and effective project delivery.

8 – Allocation of resources

Effective resource allocation is fundamental to ensuring that the Temporary Multimodal Transport Project is delivered on time, within budget, and to the required quality standards. As Turner (2020) notes, resource planning in complex infrastructure projects must balance financial, human, technological, and material inputs to optimise performance and minimise waste. In this project, resources are allocated across four main categories: human resources, financial resources, physical assets, and digital/technological resources.

Human resources include project managers, engineers, construction teams, digital-systems specialists, and accessibility consultants, all scheduled according to the project's critical path to avoid bottlenecks (Kerzner, 2022). Financial resources are distributed across design, procurement, construction, environmental compliance, and commissioning, following public-sector value-for-money principles (HM Treasury, 2023). Physical resources—such as modular platform components, temporary structures, and freight-handling equipment—are procured early to mitigate supply-chain risks. Digital resources include real-time information systems, smart ticketing, and CCTV infrastructure, supporting operational efficiency and safety.

A structured allocation approach ensures transparency, supports risk mitigation, and aligns with best practice in public infrastructure delivery. Ultimately, resource allocation becomes a strategic tool that enables the temporary hub to restore essential transport capacity efficiently and responsibly. In the case at hand, to move forward with the project, it is essential

to prepare realistic cost estimates for a more accurate financial forecast; this ensures that all stakeholders are informed and allows us to secure sufficient funds to proceed.

9 – Risk Analysis

A comprehensive risk analysis is essential to ensure the successful delivery of the Temporary Multimodal Transport Project, particularly given the urgency created by the sudden closure of the city’s main transport hub. Risk management enables the project team to identify, assess, and mitigate threats that could affect cost, schedule, quality, or stakeholder confidence. As Hillson (2017) argues, structured risk analysis improves decision-making and enhances resilience in complex infrastructure projects.

Key risks include schedule delays, driven by supply-chain constraints or adverse weather conditions, which could compromise the timely opening of the temporary hub. Financial risks may arise from cost inflation, unexpected ground conditions, or changes in regulatory requirements (HM Treasury, 2023). Operational risks include safety incidents during construction, system integration failures, or inadequate accessibility provisions. Stakeholder-related risks, such as public dissatisfaction or resistance from local businesses, may also impact project progress if not managed proactively (Bryson, 2018).

Mitigation strategies involve early procurement, phased construction, robust health-and-safety planning, continuous stakeholder engagement, and contingency budgeting. By applying systematic risk analysis, the project team can maintain control, reduce uncertainty, and ensure the temporary transport solution is delivered safely and effectively. A summarized table is provided below outlining the potential risk analyses for the project in question, as well as anticipated solutions:

RISK ASSESSMENT					
Risk Identified \ Impact on Project	Likelihood (Low/Medium / High)	Quantify Risk (Likelihood x Impact = Risk Score)			Mitigation Strategy
Insufficient stakeholder engagement	Low	1	5	5	Early consultation and transparent communication plan
Construction delays due to supply chain issues	High	3	4	12	Diversify suppliers; implement buffer time in schedule
Safety incidents during installation	High	3	5	15	Enforce strict health and safety protocols; regular audits
Integration failure of digital systems	Medium	2	4	8	Conduct phased testing and technical validation
Cost overruns from inflation or unforeseen conditions	High	3	3	9	Establish contingency budget; monitor cost trends
Environmental non-compliance	High	2	5	10	Conduct environmental impact assessments;

For a more effective verification of the impact of risk, the ratings use a simple scale from 1 to 5, where: Likelihood: 1 = Very Low, 5 = Very High; Impact: 1 = Despicable, 5 = Critical; Risk Score = Probability $\times$ Impact.

Conducting the risk assessment reinforces develops analytical, decision-making, and stakeholder management skills by applying concepts to realistic and could possibly occur project scenarios.

10 - Conclusion

The Temporary Multimodal Transport Project represents a critical intervention to stabilise mobility, economic activity, and public confidence following the sudden closure of the city's primary transport hub in November 2025. The project demonstrates how structured project management—supported by clear scoping, a detailed Work Breakdown Structure, robust scheduling tools such as the Gantt Chart, and systematic risk analysis—enables effective delivery under urgent and complex conditions. As Kerzner (2022) highlights, coordinated planning and control mechanisms are essential for maintaining performance in high-pressure infrastructure environments.

The project's success depends not only on technical execution but also on strategic stakeholder involvement and responsible allocation of resources. Engaging transport operators, local authorities, businesses, and the public ensures that the temporary hub is inclusive, accessible, and aligned with community needs. Likewise, efficient resource planning supports value for money and operational resilience (HM Treasury, 2023).

Ultimately, the temporary multimodal solution is more than a stopgap measure: it is a strategic enabler that restores essential connectivity, mitigates economic disruption, and lays the groundwork for long-term urban regeneration. Through disciplined project management, the city can respond decisively to crisis while advancing broader sustainability and accessibility goals for the development of the final project.

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