

Module name: project management

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Module code: LCLM5003

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PART A , PART B AND PART C

PART A

PROPOSAL FOR A REDEVELOPMENT OF A CENTRAL UK TRANSPORT HUB.

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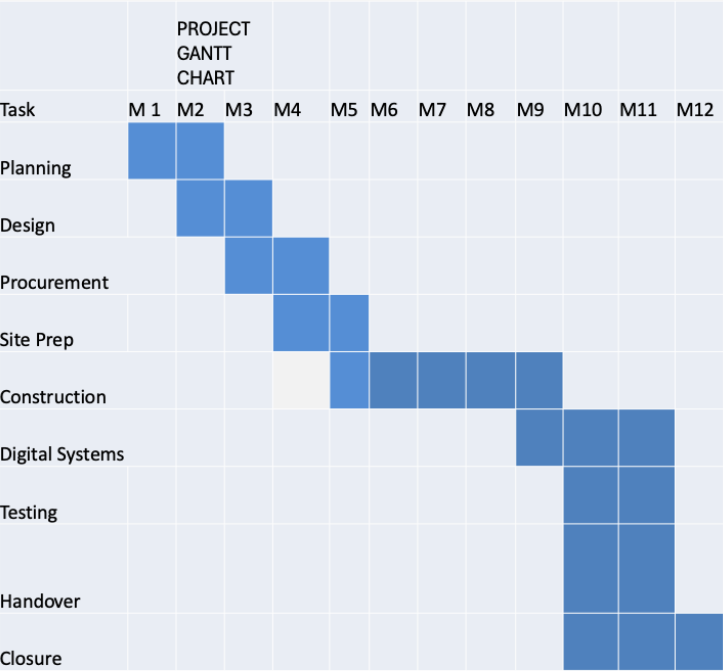
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PROJECT BACKGROUND AND RATIONALE

- The transport hub was built 40 years ago and closed in november 2025, because it no long met safety standards, The closure affected rail, bus and freight operations.
- **Rationale:** Restore **safe, accessible and sustainable transport**, reduce disruption, and support **urban regeneration** (Mahadevia et al., 2023).

HIGH-LEVEL RISKS AND TRADE-OFFS

- Budget increases
- Project delays, transport disruption, Safety risks
- Trade-offs: quality vs speed, cost vs sustainability, and efficiency vs reduced disruption (Matos et al.,2020).



SCOPE AND BOUNDARIES

- The project involves **planning, design, procurement, construction, digital systems, accessibility, sustainability, testing and project handover** (Wang et al., 2024).
- Includes stakeholder communication and temporary transport management.

Strategic value

- Designed for all users, ensuring accessibility and equal access.
- Builds public trust in transport infrastructure.
- Supports economic.

COST:

- Construction – **£180m**
 - Technology – **£40m**
 - Temporary transport facilities – **£50 m**
 - Project planning and management – **£20 m**
 - Contingency allowance – **£30 m**
- (HM Treasury, 2026)
- Total £320m**

PROJECT OBJECTIVES AND AIMS

- Restore safe and reliable rail, bus and freight services.
- Introduce digital passenger-flow.
- Support sustainable, low-carbon transport (Chen et al., 2026) Minimise disruption during redevelopment.
- **Aim:** Deliver a safe, accessible and sustainable transport hub.

Stakeholders, Scope & Boundaries: The project involves **local authorities, transport operators, contractors and commuters** to deliver a **temporary transport solution**, it excludes **permanent infrastructure works, long-term operations and projects outside the defined scope** (Wang et al., 2024).

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PART B

Critical Reflection

Through the tutor's feedback was when I realised that project management plan shouldn't only contain the standard planning tools, but they should contain clear and usable information in each section. Carless and Boud, (2018) describe that feedback is only useful if it is understood and acted upon by learners, as it can be used to enhance future work. So, I looked at the comments on funding, the Gantt chart and the stakeholder analysis and noted what did and did not work in my original plan, and what needed to be changed.

One of my big strengths was in fact that I had added cost planning, a Gantt chart and stakeholder analysis. This demonstrated an understanding of key project-management needs. However, feedback indicated that these sections were not deep enough and not sufficiently practical. I had focused more on putting in the tools and not on them being able to help with project decisions, monitoring and controlling.

The first vulnerability was in the area of finance. In my cost section i mentioned what I thought I was going to spend, but not where I would get the funds but I explained this during the presentation. This made the project look less feasible as there has to be a credible funding arrangement to pay the costs. The Association for Project Management (APM, 2026b) outlines the difference between project costs and funding and lists examples of funding such as the organizational budget, grants, loans and partnerships. In the final plan I will identify the proposed funding source, funding required, how funds will be approved and when they are anticipated to become available. I will also break out funds by individual cost items and add contingency.

The tutor also noted that there was a lack of proper design of the Gantt chart this was because of a technical issue I was having I was not able to change the size of the gantt chart.

Retrospectively, it was more a list of activities, and was not clearly a plan for the work.

According to APM, (2026a), a good Gantt chart should present activities on a timeline with dates, durations, dependencies, progress and ownership. So I will rework it with realistic, and appropriate, start and end dates, as well as clear and sensible task sequence flow, dependencies, milestones and task ownership. This will help in scheduling, and also in detecting delays easily.

Last, my stakeholder analysis was too simplistic and identified stakeholders without considering their engagement needs and importance. (APM, 2026c) advise a systematic approach for identifying stakeholders, planning for analysing and engaging them. I will substitute the simple list for a power–interest matrix with an engagement table that details each stakeholder's role and influence, expectations, communication method, frequency and the point of responsibility. This should help to make the communication more focused and minimise the risk of stakeholders.

The general impression gained from the feedback was that the original plan had a sound basis but was not sufficiently detailed to enable the implementation of the plan. The updated plan will be more convincing, quantifiable, and action-oriented as it will address funding, offer an actionable timeline and outline a stakeholder engagement process.

PART C

Project Management Plan for the Redevelopment of a
Central UK Transport Hub

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1. Introduction

A major UK metropolitan city was faced with a pressing project management dilemma in November 2025, when a central transport hub was shut down. The structural survey revealed that the 40 year old structure failed to meet modern safety and accessibility requirements and that key interchange operations on rail, bus and freight services were suspended. The closure caused disruption for commuters and freight, negatively impacted local businesses and put pressure on local government.

The selected project is the redevelopment of the central transport hub into a safe, accessible, digitally enabled and sustainable multimodal interchange. This is preferable to a temporary transport option only, as this would minimize disruption but still not address the asset failure. Likewise, digital modernisation would enhance coordination without tackling structural safety, accessibility adherence, or ability. Redevelopment is therefore the best strategic answer as it combines restoration, modernisation and regeneration.

The project is temporary, complex, resource constrained and stakeholder sensitive and needs a structured approach to project management. Project management offers techniques to define scope, manage time and cost, ensure quality, coordinate stakeholders and manage risks during delivery. These principles are critical to turn an emergency public infrastructure challenge into a managed and managed delivery plan.

2. Project Description

The project will provide a complete redevelopment of the closed central transport hub to create a new modern multi-modal interchange for rail, bus and freight services in the city. The new hub will offer safe flow of passengers, coordinated transport mode exchange, easier access to freight logistics systems, safe access for all users, and digital systems for passenger flow control, service information and operational coordination. It will replace an out-dated and non-compliant facility with infrastructure that will meet existing safety, access, capacity and sustainability needs.

The overall function of the project is to create transport capacity, but also to participate in wider urban regeneration. Opening the centre will minimise disruption to commuters, improve freight

reliability, safeguard local business and enhance public trust in local transport governance (Yusfida *et al.*, 2026). It also enhances inclusive urban design with step-free access, signage, wayfinding, lighting, waiting areas and passenger information. It also helps reach the goal of net-zero transport by using low carbon construction materials, energy-efficient building systems, sustainable drains, better public transport integration and fewer private car journeys.

Key expected deliverables include the structural redevelopment of unsafe assets, an updated design for the rail and bus interchange spaces, freight coordination facilities, electronic passenger-flow technology, real-time information systems, improvements to access, safety certification, testing of operations and formal handover to the transport operators.

The project is not only built, but also combines infrastructure, technology, stakeholder management, public communication and environmental responsibility with long-term use of the project.

3. Scope

The scope of the project is the redevelopment of the closed central transport hub into a safe, accessible, digitally enabled and sustainable multimodal interchange. The project includes all activities required to restore the hub to operational use and ensure that it meets modern safety, accessibility, environmental and service requirements. In scope included a feasibility review, stakeholder consultation, structural assessment, conceptual design and detailed design, procurement, demolition or remediation of unsafe structures, construction works, installation of digital infrastructure, accessibility improvements, sustainability improvements, testing, commissioning and formal handover to the transport operators (Ali, Rehman and Qadeer, 2025).

Temporary coordination with passengers, transport operators, businesses and freight users will ensure that disruption is reduced as well as keeping stakeholders informed, confident and maintaining service continuity.

The project does not cover wider city transport reform, unrelated commercial redevelopment outside the hub boundary, long-term operation following handover, unrelated road extensions and permanent running of bus or rail service. Such exclusions are needed to make the project

manageable and ensure it does not grow too large and unwieldy. Clear scope boundaries facilitate effective planning, budgeting, scheduling and accountability (Sima, 2022).

If left uncontrolled, added requirements can trigger cost escalation, delays, procurement issues, and stakeholder conflicts for infrastructure regeneration projects (Senarath *et al.*, 2026). A broader programme could produce a wider urban benefit, but would also be more complex in time of crisis. A controlled scope then enhances deliverability by concentrating resources on the most critical task: to restore a safe, accessible, sustainable transport hub whilst effectively managing time, cost, quality and risk.

4. Work Breakdown Structure

A Work Breakdown Structure (WBS) breaks down the hub redevelopment into manageable work packages, which will help easier planning of a large regeneration (Sari *et al.*, 2025). The WBS turns the strategic vision of reinstating a safe, accessible, digital and sustainable transport hub into actionable tasks that can be planned, budgeted, resourced and tracked.

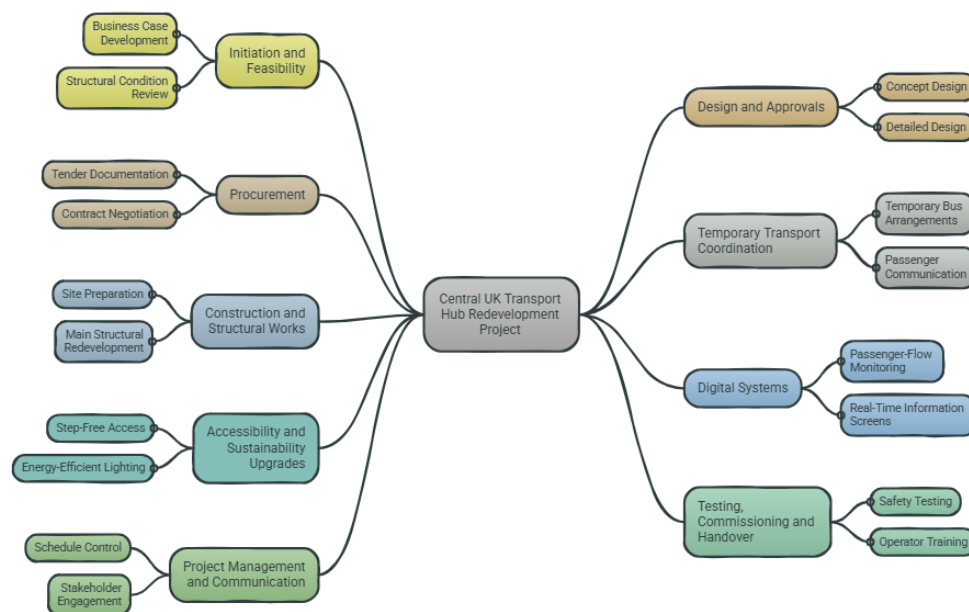


Figure 1- Work Breakdown Structure for Central UK Transport Hub Redevelopment

The overall project for Level 1 is the Central Transport Hub Redevelopment Project. The design and approvals, procurement, temporary transport co-ordinations, construction and structural works, digital systems, sustainability and accessibility upgrade, testing and handover, project management and communication are the main work packages at Level 2.

The initiation and feasibility package verifies the business case, project goals, constraints and initial risks. Design and approvals convert stakeholder needs into technical plans and obtain planning and regulatory consent. Procurement is responsible for hiring contractors, suppliers and consultants and ensuring there is accountability for costs and delivery (OPRTT, 2021). Temporary transport coordination minimises disruption for passengers, businesses and freight operators during construction. Construction and structural works are related to the unsafe physical asset. Digital systems allow passenger-flow monitoring, real-time information and logistics coordination (Diaz-Santos, Caballero-Gil and Caballero-Gil, 2025). Inclusive design and net-zero objectives are met through sustainability and accessibility improvements. Testing and handover ensure safety, operational readiness and acceptance by transport operators. Project management and communication are used to govern, report, engage and manage change throughout delivery.

The WBS is helpful because it helps eliminate ambiguity around what needs to be done and by whom (Diaz-Santos, Caballero-Gil and Caballero-Gil, 2025). It also facilitates work-package risk assessment, budgeting and resourcing.

5. Quad Chart

A Quad Chart displays on one page the purpose of the project, the people involved, the project's goals and indicators of success, and will help to make initial planning and communication clear. The Quad Chart facilitates stakeholder understanding by breaking a complex infrastructure project down to four areas for the central transport hub redevelopment (Goel, 2026).

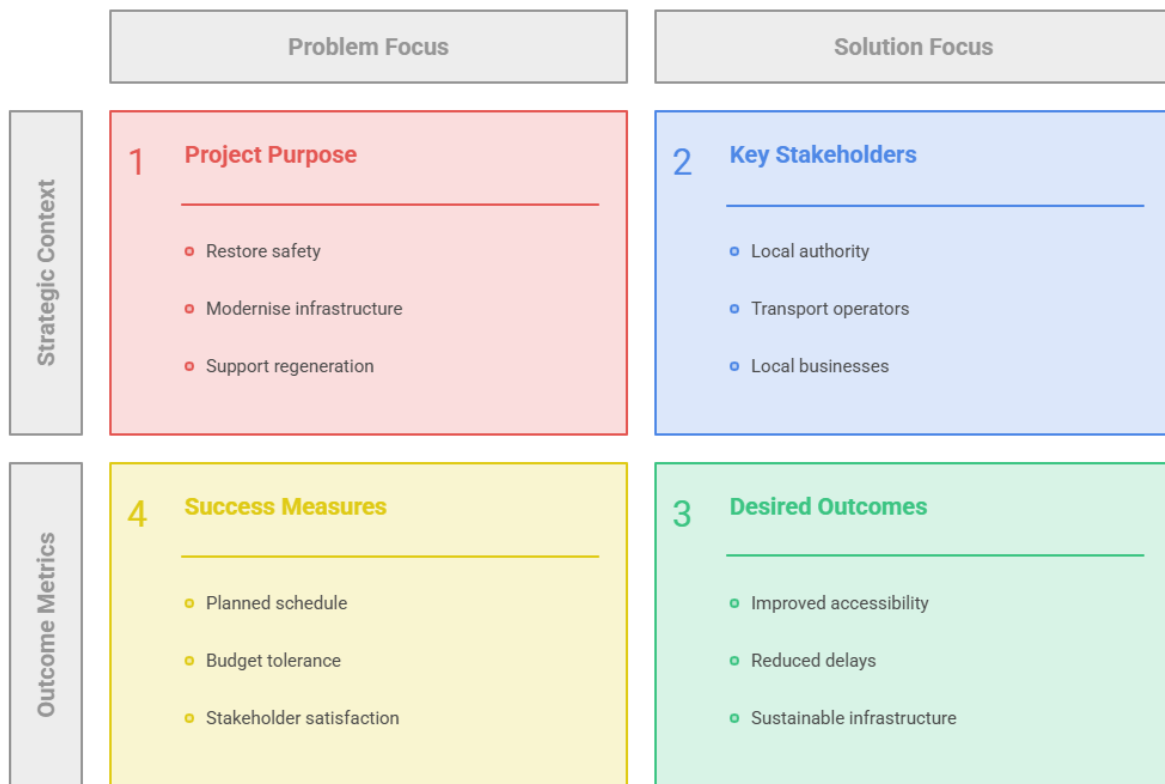


Figure 2- Quad Chart for redevelop Transport Hub

The first area is purpose. To restore a closed and unsafe transport hub and to modernise it into a safe, accessible, digital and sustainable multimodal interchange (Ho and Tirachini, 2024). This works both for the immediate disruption due to closure and for the longer term requirement of resilient urban transport infrastructure.

The other area is stakeholders. The local authority, commuters, disabled travellers, businesses, freight operators, rail and bus companies, planning and safety regulators, contractors and suppliers, environmental agencies and community groups are all key stakeholders (Przybylska, Marzena and Dohn, 2023).

Desired outcomes is the third, and this is the desired outcomes. This includes a safe reopened hub, return rail capacity, bus and freight services, less disruption to travel, more accessibility, improved passenger information, digital logistics and reduced environmental impact.

The fourth area is the measures of success. This includes regulatory compliance approval, successful reopening, minimize passenger delays, stakeholder satisfaction, cost control and some

level of operational emissions and formal handover to operators (Kiraci, Tanriverdi and Akan, 2023).

6. Gantt Chart

The central transport hub redevelopment project will be primarily scheduled using a Gantt chart. It displays a visual timeline of project activities, durations, sequencing and dependencies. This is crucial as the project will have multiple work streams such as approvals, procurement, construction, digital infrastructure, sustainability upgrades and handover. A phased Gantt chart enables the project manager to track progress on the planned milestones and detect delays at an early stage (Collins, 2026).

The proposed duration is 22 months. Project initiation, feasibility, structural review and consultation with stakeholders will be undertaken during Months 1-2. The concept design, detailed design, planning approvals and procurement planning will be the focus for months 3-5. Phase 2, for months 6-8, will focus on contractor procurement, selection of suppliers and temporary transport arrangements to minimize disruption. Construction and structural redevelopment will take place in months 9-18. Seeing digital passenger-flow systems, freight coordination technology, energy-efficient systems and sustainability installations in month 14-19. Test, commission, safety approval and operational readiness will be the subject of Months 20-21. A focus for month 22 will be Formal handover, Closure reporting and lessons learned.

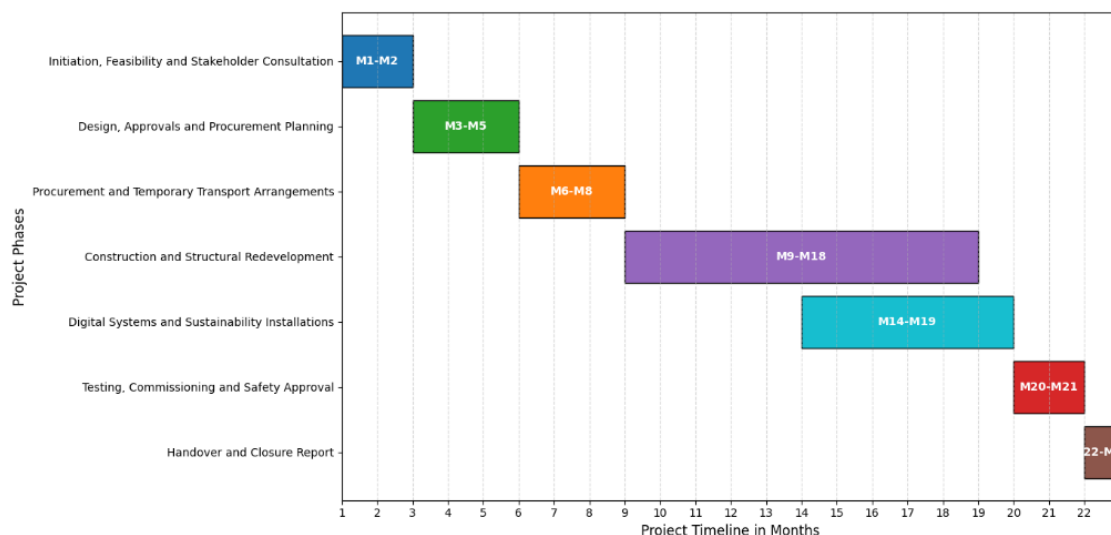


Figure 3- Gantt Chart for Central UK Transport Hub Redevelopment Project

The time line has critical dependencies. Design Approval, Planning Permission and procurement are prerequisites for construction. Digital systems cannot be completely installed until the following structural areas are ready (Kraus *et al.*, 2021). The testing and commissioning rely on construction completion; safety works and system integration.

While the Gantt chart can be used for planning and monitoring, it requires realistic estimates, frequent reviews, and risk and contingency planning.

7. Stakeholders' Involvement

Stakeholder engagement is pivotal to this central transport hub redevelopment, as the project will impact on public mobility, business continuity, freight flows, safety compliance, and environmental performance. Proportionate engagement should be informed by stakeholder analysis that considers power, interest, influence and impact. Local authority and project sponsor have high power and high interest as they fund, govern and are publicly accountable for delivery (RIAHI, 2017). Transport operators also are included in this category as rail, bus and freight services need to be part of the final design and temporary operating arrangements. They should be closely managed, via steering group meetings, risk workshops and formal progress reports.

Regulators, emergency services and environmental agencies have high power but can have more focused interest (Wu and Tham, 2023). They need to be content by complying to reviews, safety briefings, reporting the environment and consulting early on design standards.

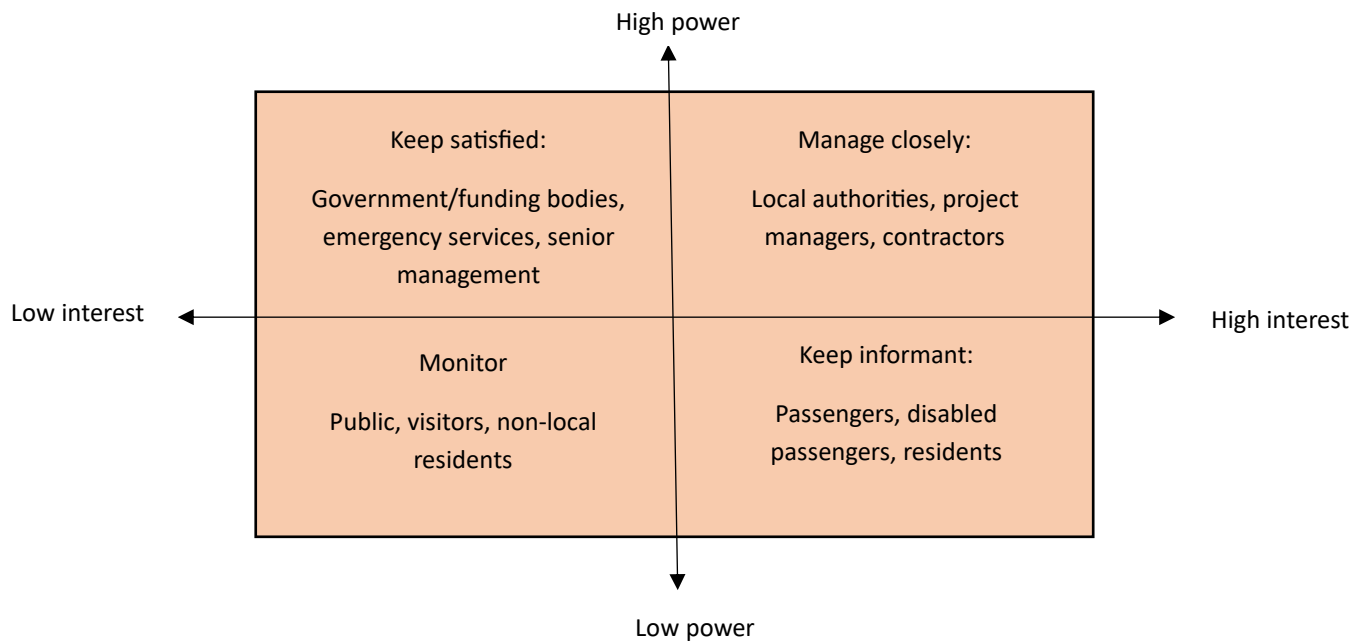


Figure 4- Stakeholder Engagement Matrix

Commuters, disabled passengers, local residents, freight users, and local businesses are very interested in the disruption and benefits they experience. Some may not be formally powerful, but their combined impact can be great via complaints, media pressure and political avenues. They should be informed and consulted using public meetings, accessibility forums, business briefings, digital updates, surveys and published construction phasing plans. Operational involvement with contractors/suppliers is needed via procurement meetings, performance meetings, health and safety networking, change control (Lingard and Pirzadeh, 2025).

Everyone has conflicting goals: companies want to reopen as soon as possible, commuters want reliable service, disabled passengers want to be included, regulators want to be compliant and environmental agencies want to cut carbon emissions. Active stakeholder management is nothing greater than communication, because of these tensions (Limani *et al.*, 2024). The project manager needs to manage competing expectations, discuss trade-offs, capture decisions and provide justification based on evidence and priorities. Stakeholder involvement is therefore effective in reducing resistance, enriching design quality, ensuring the design's legitimacy and supported delivery throughout the project lifecycle and in the final handover stage activities.

8. Allocation of Resources

The transport hub redevelopment involves construction, transport operations, digital systems, sustainability and public engagement, and effective resource allocation is required. Human resources include project leadership and engineering, design, commercial, digital, sustainability, accessibility, safety and engagement specialists. These roles must be mapped to the WBS to ensure that there is clear ownership, reporting and expectations of the work package.

Physical resources will include construction materials, plant and machinery, site offices, temporary barriers, safety equipment, signage, passenger information boards, digital hardware, sensors, networking equipment and temporary transport facilities. Proportionate engagement with these resources is required and needs careful planning due to the hub being in a limited access area in town.

Financial resources will include capital funding for design, procurement, construction, digital infrastructure, sustainability features, professional fees and contingency. A contingency allowance is necessary given the uncertainties of design, supply chain and ground conditions, and the fact that infrastructure projects are subject to inflation. Financial control should therefore be related to milestone reviews, procurement controls and change approval (Hepworth, 2024).

Time also is a vital resource. Phased coordination is required with the 22-month schedule to prevent unnecessary delays in the design, approvals, procurement, construction, digital installation and commissioning. Failure to allocate resources properly could lead to cost overruns, failed quality standards and discontent among stakeholders. Appropriate allocation is therefore a key enabler of accountability, risk reduction and successful delivery.

9. Risk Analysis

Risk management is an iterative activity to identify, assess, respond and monitor uncertainty throughout the transport hub redevelopment (FHWA, 2012). Risk will change over the design, procurement, construction and engagement of stakeholders.

Cost escalation is a high likelihood and high impact risk as inflation, design changes and supply-chain pressures can raise material and labour costs. This should be addressed by contingency budgeting, fixed price (where applicable), value engineering and strict change control. Planning

approval, procurement or construction complexity are also likely to cause a delay. This should be minimised by undertaking a phased delivery, realistic float planning and milestone reviews.

Table 1- Risk Register for the Central UK Transport Hub Redevelopment Project

Risk Identified	Likelihood (Low / Medium / High)	Impact on Project	Mitigation Strategy
Cost escalation from inflation, material prices or design changes	High	Increased budget pressure and possible reduction in project scope	Use contingency budget, strict change control, milestone cost reviews and value engineering
Delay in planning approval, procurement or construction	Medium	Slippage in the Gantt chart and delayed reopening of the hub	Engage regulators early, use realistic scheduling, monitor milestones and include time contingency
Safety incident during demolition or construction	Medium	Injury, work stoppage, legal action and reputational damage	Apply safety audits, method statements, contractor checks, site inductions and continuous monitoring
Stakeholder opposition due to disruption	High	Complaints, political pressure and reduced public support	Use consultation meetings, business briefings, accessibility forums and regular digital updates
Failure to meet accessibility or sustainability standards	Medium	Redesign, compliance failure and reputational damage	Involve accessibility experts, environmental agencies and conduct compliance checks throughout design and testing
Digital system failure or poor integration	Medium	Poor passenger-flow management, freight coordination issues and reduced operational confidence	Use supplier due diligence, staged testing, cybersecurity checks and user acceptance testing

Strong controls reduce the likelihood of safety incidents during demolition or construction, but they have a severe effect if they do occur. Safety audits, method statements, contractor competence checks and continuous site monitoring are therefore a must. Stakeholder opposition is medium to high likelihood as commuters, businesses and residents will be disrupted (Zhang, Briscoe and DesJardine, 2023). The answer ought to comprise clear communication, business briefing reports, accessibility forums, and clear temporary transport information.

Failure to comply is a significant safety and accessibility risk if the hub is not compliant. This risk can be minimised through early regulator involvement, design reviews and independent assurance. Failure of the digital systems or insufficient integration can impact the handling of passengers and freight. Due diligence, staged testing, cybersecurity testing, and user acceptance testing should be used to address this. Environmental underperformance is also relevant as the project is expected to help achieve the net zero target, so sustainability monitoring and low-carbon procurement and energy-performance reviews are required (OECD, 2026).

Other risks include freight and commuter disruption, contractor underperformance and political pressure. These can be addressed by temporary operating plans, provisions in contract agreements, escalation pathways and evidence-based governance. Importantly, a decision to manage risk will involve judgment. Good risk management is therefore an integral part of decision making and not just a way to eliminate all risks.

10. Conclusion

The central transport hub in the UK is being redeveloped because it addresses a timely infrastructure need and provides long term public benefit. The closure has impacted passenger flow, freight arrangements and local businesses and public confidence. A temporary solution might alleviate immediate pressure, but neither of these would solve the unsafe and inaccessible physical asset. The full redevelopment is the most coherent response, then.

The project is working on safety, access and transport capacity, as well as economic recovery, digital modernisation and net-zero targets. It's delivered by developing a structured project management methodology. The WBS defines work packages, the Quad Chart communicates the

project logic, the Gantt chart supports project scheduling, stakeholder analysis helps to guide participation, resource planning helps to ensure accountability, and risk management helps to ensure that risks are controlled.

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