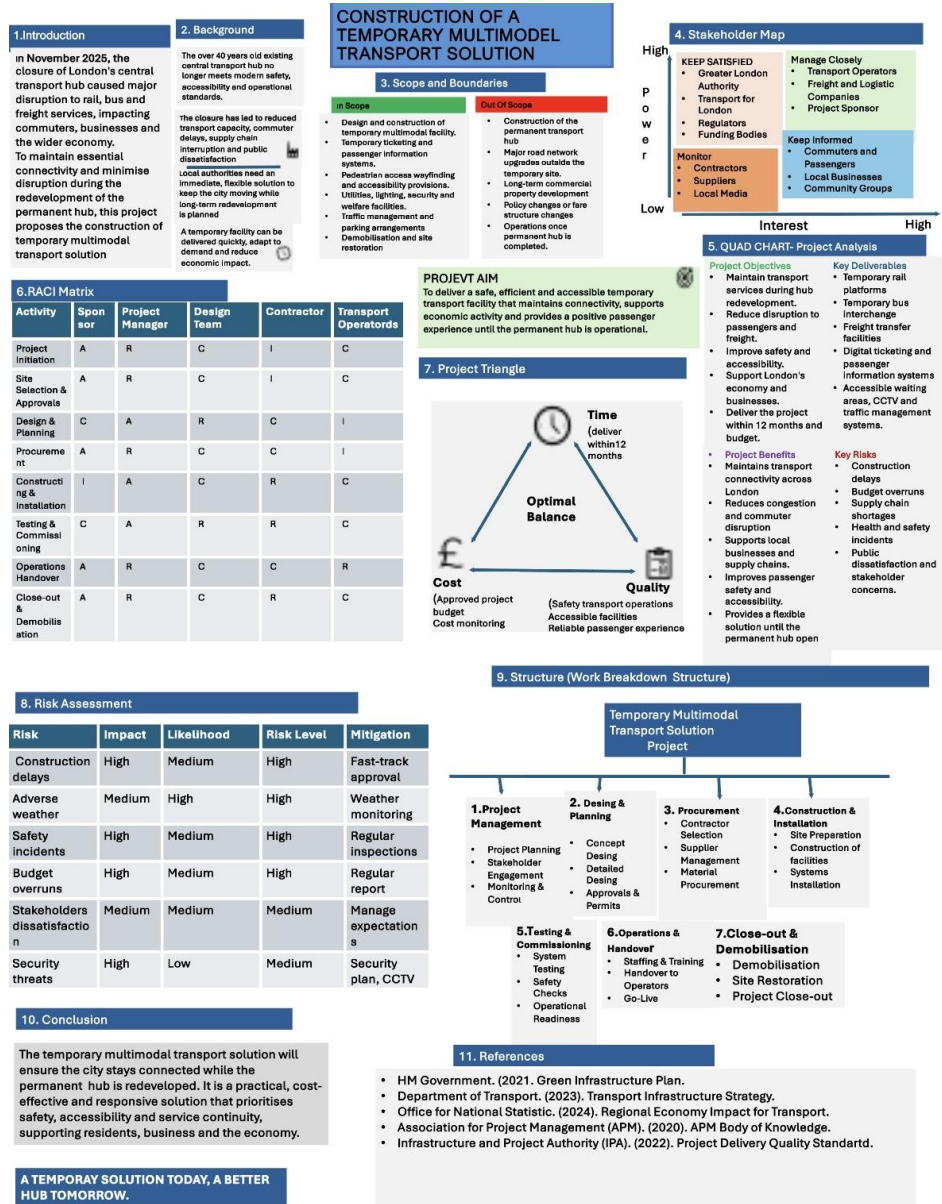


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Part A- Poster presentation



Part B- Reflect critically on the feedback received from tutors and peers

After presenting my project proposal poster, I received valuable feedback from both my tutor and my peers. Overall, the feedback was positive and highlighted several strengths of my work, while also identifying areas that could be improved before submitting my final project management plan. Reflecting on this feedback has helped me understand how I can improve the quality of my work and produce a more comprehensive project plan.

One of the main strengths identified was my poster was well organised and easy to understand. The information was presented in logical order, making it easy for the audience to follow the project from the introduction through to the conclusion. The use of clear headings, bullet points, and diagrams helped communicate complex project management concepts in a simple and professional way. My tutor also commented that I explained each section clearly, which made the project easy to follow. In addition, my peers felt that the layout was visually appealing and that the information was presented in a way that was engaging without being overcrowded. This feedback reassured me that my communication and presentation skills were effective and suitable for a professional project proposal.

Although the overall feedback was positive, several important improvements were suggested. The first area for improvement was the absence of a Gantt chart. While I included a Work Breakdown Structure and other project management tools, I did not include a project schedule. A Gantt chart is an important project management tool because it visually shows project activities, timelines, dependencies and milestones, and the reason I didn't include the chart is the minimal space I had on my poster. Including one would provide stakeholders with clearer understanding of how the project will be delivered within the proposed timeframe. Therefore, I will develop a detailed Gantt chart for the final project plan, showing each phase of the project from planning and procurement to construction, testing and project handover.

The second area for improvement was the risk assessment. My tutor suggested that the risks needed to be more detailed and specific because not all risks have the same level of risk and impact. While I identified general risks such as budget overruns, construction delays and health and safety issues, I did not fully explain their likelihood, potential impact or mitigation strategies. To improve this section, I will expand the register by including a probability and impact rating, assigning risk owners, and describing specific mitigation actions for each identified risk. For example, instead of simply stating "construction delays", I will explain that delays could result from adverse weather or supply chain disruption and describe contingency measures such as alternative suppliers and schedule buffers.

Overall, the feedback has been extremely useful in helping me identify how to strengthen my final project management plan. The positive comments confirmed that my project was clearly presented and easy to understand, while the constructive criticism highlighted opportunities to improve the planning and risk management sections. By adding a comprehensive Gantt chart and producing a more detailed risk assessment, I will create a more professional, realistic and complete project plan that better demonstrates the application of project management tools application of project management tools and techniques. This reflective process has increased my understanding of improvement and the value of constructive feedback in successful project management.

Part C: Project Management Plan

1.Introduction

The closure of a major central transport hub in London has created significant disruption to rail, bus and freight services. According to the scenario, the existing hub is more than 40 years old and has been identified as no longer meeting modern, safety and accessibility requirements. Its closure has affected commuters, businesses, freight operators and local communities, creating economic and operational pressures.

The Project Management Plan proposes the construction of a temporary multimodal transport solution to maintain essential transport connectivity while the permanent transport hub is redeveloped. The temporary facility will integrate different transport models, including rail, bus, freight and pedestrian movements. Multimode integration is particularly important because urban transport systems operate as interconnected networks rather than as independent services (Natera Orozco et al.,2021). Research also demonstrates that transport-network resilience depends on maintaining connection between different models during disruption (Wang, Wu and Yuen, 2023).

The project will therefore focus on time, cost, quality, safety, accessibility and stakeholder satisfaction. Although the temporary solution is not intended to replace the permanent hub, it must provide sufficient capacity and reliability to reduce disruption during the redevelopment period.

2. Project Description

2.1 Project Aim

The main aim is to design and construct a safe accessible, reliable and sustainable temporary multimodal transport facility that maintains London's transport connectivity while the permanent central transport hub is redeveloped.

2.2 Project Objectives

The Project will aim to:

- Deliver the temporary facility within 12 months
- Maintain essential rail, bus and freight connectivity.
- Reduce disruption to commuters and businesses.
- Provide safe and accessible passenger facilities.
- Introduce clear passenger information systems.
- Provide appropriate freight-transfer facilities.
- Maintain emergency and security arrangements.
- Minimise environmental impacts.

- Remain within the approved budget.
- Provide a smooth transition to the permanent transport hub.

The 12 months target creates a strong schedule constraint because the temporary facility is required urgently. However, speed cannot be allowed to compromise safety or quality. Research into the project success indicates that effective planning is particularly important in construction and engineering projects (Zwikaël and Globerson, 2006).

2.3 Key Success Criteria

The project will be considered successful when:

Success Measure	Target
Schedule	Temporary facility operational within 12 months
Cost	Within approved budget
Safety	No major preventable safety incidents
Accessibility	Facilities accessible to all users
Transport	Essential rail, bus and freight services maintained
Quality	Facilities meet agreed specifications
Stakeholder satisfaction	Positive feedback from key stakeholders
Environment	Sustainable construction and operational practices
Handover	Successful transition into operation

3. SCOPE

The scope defines what the project will and will not deliver. A clear scope is essential because uncontrolled scope changes can affect cost, time and quality.

3.1 In Scope

The project includes:

- Temporary rail-platform facilities.
- Temporary bus interchange.
- Freight transfer/loading facilities.
- Passenger waiting areas.
- Pedestrian access routes.
- Accessible ramps, lifts and tactile paving.
- Digital ticketing facilities.
- Real-time passenger information.
- Signage and wayfinding.
- CCTV and security systems.
- Lighting and utilities.

- Traffic management.
- Temporary parking arrangements where required.
- Emergency access arrangements.
- Testing and commissioning.
- Staff training.
- Operational handover.
- Demobilisation and site restoration.

3.2 Out of Scope

The following activities are excluded:

- Construction of the permanent transport hub.
- Major expansion of the London Underground network.
- New motorway construction.
- Long-term residential development.
- Commercial property development unrelated to transport.
- Major changes to London-wide transport policy.
- Permanent expansion of the regional rail network.

3.3 Scope Boundaries

The temporary solution will operate only until the permanent transport hub becomes operational. This boundary is important because the project should not gradually become a permanent infrastructure programme.

Any request that significantly changes the agreed scope will be processed through formal change control. The Project Manager will assess the effect of the change on cost, schedule, risk, quality and stakeholders before approval is requested from the Project Sponsor.

4. Work Breakdown Structure

The Work Breakdown Structure divides the project manageable work packages. The support planning, resource allocation, scheduling and monitoring. Research by Zwikaël and Globerson (2006) demonstrates the importance of structured project planning in improving project performance.

Level 1- Temporary Multimodal Transport Solution

- Project initiation
- Business case confirmation
- Project planning

- Budget control
- Stakeholder management
- Progress monitoring
- Reporting

2. Design and Planning

- Site assessment
- Transport-flow design
- Temporary facility design
- Accessibility design
- Safety planning
- Environmental assessment
- Planning approvals

3. Procurement

- Procurement strategy
- Construction selection
- Supplier selection
- Material procurement
- Equipment procurement
- Contract management

4. Construction and Installation

- Site preparation
- Temporary buildings
- Rail facilities
- Bus facilities
- Freight facilities
- Pedestrian routes
- Utilities
- Lighting
- Security systems

5. Testing and Commissioning

- Safety inspections
- Structural checks
- Transport-system testing
- Accessibility testing
- Digital-system testing
- Emergency exercises
- Operational readiness testing

6. Operations and Handover

- Staff training
- Passenger information
- Operator coordination
- Handover documentation
- Operational launch

7. Close-out and Demobilisation

- Removal of temporary structures
- Site restoration
- Contract close-out
- Lessons learned
- Final project report

5. QUAD CHART- PROJECT ANALYSIS

Project Objectives	Key Deliverables
Maintain transport services	Temporary rail platforms
Reduce passenger disruption	Temporary bus interchange
Maintain freight connectivity	Freight-transfer facilities
Improve safety and accessibility	Accessible passenger facilities
Support London's economy	Digital passenger-information systems
Complete within 12 months	Traffic and security systems
Project Benefits	Key Risks
Maintains London's connectivity	Construction delays
Reduces commuter disruption	Budget overruns
Supports local businesses	Supply-chain shortages
Supports freight operations	Health and safety incidents
Improves accessibility	Adverse weather
Enable permanent redevelopment	Stakeholder dissatisfaction

The quad chart provides stakeholders with a concise overview of the project's purpose, outputs, benefits and threats.

6. GANTT CHART

The Gantt chart will be used to control the 12-month schedule and identify dependencies between activities. It will also provide the Project Manager with a baseline against which progress can be measured.

Activity	M1-2	M3-4	M5-6	M7-8	M9-10	M11-12
Project initiation						
Site assessment						
Design & planning						
Approvals & permits						
Procurement						
Site preparation						
Construction						
Digital/security installation						
Testing & commissioning						
Staff training						
Operational launch						
Handover						
Demobilisation planning						

The Milestones

- Month 2: Initial design completed.
- Month 4: Planning and approvals completed
- Month 6: Procurement completed.
- Month 8: Main construction substantially completed.
- Month 10: Systems installation completed.

- Month 11: Testing and training completed.
- Month 12: Temporary transport facility operational.

The schedule should be reviewed weekly during construction. Any activity that threatens a critical milestone should be escalated immediately.

7. Stakeholder Involvement

Stakeholder management is particularly important because the project affects transport users, businesses, government organisations, operators and local communities.

Olander (2007) argues that construction stakeholders can have different and sometimes conflicting expectations, making stakeholder analysis important for understanding their influence and interests. Yang et al. (2009) similarly identified stakeholder needs, constraints and frequent communication as important factors in construction stakeholder management.

Stakeholder Strategy

Manage Closely- High Power/High Interest

Transport for London (TfL), Project Sponsor, Local Authority and Main Contractor.

- Weekly project meetings.
- Monthly performance reports.
- Formal decision-making.
- Risk and issue escalation.
- Stage-gate approvals.

Keep Satisfied-High Power/Lower Interest

Department for Transport, Regulators, Emergency services and Funding bodies.

- Monthly progress updates.
- Compliance reports.
- Formal consultation.
- Immediate escalation of major risks.

Keep informed- Lower Power/High Interest

Passengers, Local businesses, Residents and community groups.

- Public information sessions.

- Website and social-media updates.
- Passenger surveys.
- Construction notices.
- Complaint and feedback channels.

Monitor-Lower Power/Lower Interest

Suppliers, Visitors and local media

- Periodic communication.
- Public project information.
- Supplier meetings when required.

Stakeholder involvement should be continuous rather than limited to the beginning of the project. Turner and Zolin (2012) demonstrate that different stakeholders can judge project success differently and that stakeholder perceptions can change throughout the project lifecycle.

8. Allocation of Resources

Effective resource allocation is necessary to deliver the project within the 12-month target.

8.1 Human Resources

Role	Main Responsibility
Project Sponsor	Strategic decisions and funding
Project Manager	Overall delivery and coordination
Project Planner	Schedule and progress monitoring
Design Team	Engineering and architectural design
Quantity Surveyor	Cost control
Procurement Manager	Contracts and suppliers
Construction Manager	Site delivery
Health & Safety Manager	Safety compliance
Environmental Manager	Sustainability and environmental controls
Transport Operations Team	Transport coordination
IT/Digital Team	Information and ticketing systems
Security Team	CCTV, access and emergency security
Communications Officer	Stakeholder communication

8.2 Physical Resources

The project will require:

- Temporary structures.
- Construction equipment.
- Safety equipment.
- Lightning.
- CCTV.
- Digital displays.
- Ticketing equipment.
- Accessibility equipment.
- Traffic-management equipment.
- Emergency equipment.

8.3 Financial Resources

The budget should be divided into:

- Design and planning.
- Construction.
- Materials.
- Labour.
- Digital systems.
- Security.
- Transport operations.
- Testing.
- Communications.
- Contingency.

A contingency allowance should be maintained because infrastructure projects can experience cost uncertainty. Flyvbjerg, Holm and Buhl (2002) found systematic cost-estimation problems in transport infrastructure projects, highlighting the importance of realistic estimates and strong cost control.

9. Risk Analysis

Risk management will follow a continuous cycle:

Identify-Analyse-Evaluate-Respond-Monitor

Zwikaël and Ahn (2011) demonstrate the importance of project risk planning and show that risk-management effectiveness varies according to how planning practices are applied. Risk management should also be integrated with stakeholder management because stakeholder concerns can create or increase project risks (Xia et al., 2018).

Risk Register

Risk	Probability	Impact	Level	Mitigation
Construction delays	Medium	High	High	Detailed schedule, critical-path monitoring and contingency
Budget overrun	Medium	High	High	Cost baseline, monthly forecasting and change control
Health & safety incident	Medium	High	High	H&S plan, training, inspections and audits
Supply-chain disruption	Medium	Medium	Medium	Early procurement and alternative suppliers
Adverse weather	High	Medium	Medium	Weather monitoring and schedule contingency
Traffic congestion	High	Medium	High	Traffic-management plan phased construction

Stakeholder dissatisfaction	Medium	Medium	High	Consultation and regular communication
Security threat	Low	High	Medium	CCTV, controlled access and emergency procedures
Digital-system failure	Medium	Medium	Medium	Testing, backup systems and technical support
Accessibility failure	Low	High	Medium	Accessibility audits and user testing

Risk Ownership

Each major risk will have a named risk owner. The Project Manager will maintain the central risk register, while individual managers will be responsible for monitoring risk within their areas.

For Example:

- Construction manager-construction delays.
- Quantity surveyor- cost risk.
- Health & Safety Manager-supply-chain risks.
- IT-digital-system risks.

Risk management should also involve communication. de Bakker, Boonstra and Wortmann (2011) argue that risk management can benefit from communicative approaches rather than relying exclusively on technical risk analysis.

Project Governance and Control

A clear governance structure will support accountability.

Project Sponsor

Provides strategic direction, approves major changes and controls the business case.

Project Manager

Responsible for day-to-day project delivery, schedule, cost, risk, quality and stakeholder coordination.

Project Team

Responsible for design, procurement, construction, testing, transport operations and support activities.

Change Control

Any proposed change must include:

1. Description of the proposed change.
2. Reason of the change.
3. Cost impact
4. Schedule impact
5. Risk impact.
6. Quality impact.
7. Stakeholder impact.
8. Recommendation.
9. Approval decision.

This prevents uncontrolled scope expansion and project rather than inspected only at completion.

Quality Management

Quality will managed throughout the project rather than inspected only at completion.

Quality controls will include:

- Design reviews.
- Supplier quality checks.
- Construction inspections.
- Material testing.
- Safety inspections.
- Accessibility audits.
- Digital-system testing.
- Passenger-flow testing.
- Independent inspections.
- Final commissioning.

The temporary facility must meet agreed technical specifications and applicable UK requirements before becoming operational.

The project will use quality assurance to establish appropriate processes and quality control to check whether delivered work meets those requirements.

Sustainability

The temporary nature of the facility does not remove the need for sustainable construction.

The project will consider the three dimensions of sustainability.

Environmental

- Energy-efficient temporary buildings.
- LED lighting.
- Reduced construction waste.
- Reusable/modular structures.
- Low-carbon materials where practicable.
- Efficient transport operations.

Social

- Accessible facilities.
- Safe pedestrian roads.
- Passenger safety.
- Community engagement.

Economic

- Support for local businesses.
- Protection of employment.
- Maintaining freight operations.
- Cost-effective temporary infrastructure.

This reflects the broader sustainability principle that economic, environmental and social outcomes should be considered together (Elkington, 1997). TfL's transport strategy also provides a relevant strategic context for improving London's transport system and supporting sustainable travel.

Monitoring and Performance Measurement

The Project Manager will use Key Performance Indicators (KPIs) to measure progress.

KPI	Target
Schedule	12-months completion
Budget	Approved budget
Safety	Zero major preventable incidents
Accessibility	100% of required facilities compliant
Construction quality	100% critical defects resolved before opening
Stakeholder engagement	Monthly reporting and consultation

Passenger readiness	Successful operational testing before launch
Transport continuity	Essential services maintained
Environmental performance	

Performance will be reported through:

- Weekly project-team meetings.
- Weekly construction reports.
- Monthly Project Board reports.
- Risk-register updates.
- Cost reports.
- Schedule updates.
- Stakeholder feedback.
- Quality inspections.

This approach recognises that project success involves more than completing the physical output. Pinto and Selvin (1988) emphasise the importance of multiple factors in successful project implementation, while Turner and Zolin (2012) highlight the importance of measuring from multiple stakeholder perspective.

10 Conclusion

The proposed Construction of a Temporary Multimodal Transport Solution provides a practical response to the disruption caused by the closure of London's central transport hub within the scenario. The project will maintain essential rail, bus and freight connectivity while the permanent facility is redeveloped.

The PMP establishes a structured approach based on clear scope definition, WBS development, scheduling, stakeholder management resource allocation, risk management, quality control and sustainability. The 12-month Gantt schedule provides the WBS divides the project into manageable work packages.

Stakeholder engagement is particularly important because the project affects a wide range of organisations and communities. Regular communication and participation will help manage conflicting expectations and reduce resistance. Similarly, the risk-management approach provides a mechanism for identifying threats early and implementing mitigation measures before they affected the project objectives.

The project will balance the time-cost-quality triangle. However, quality will not be sacrificed to achieve fast delivery. Safety, accessibility and operational reliability are fundamental requirements. This is consistent with research showing that traditional measures of time, cost and quality should be supplemented by wider measures of project and stakeholder success (Atkinson, 1999; Serrador and Turner, 2015).

Ultimately, the temporary multimodal solution will provide more than a short-term transport facility. It will support London's economical continuity, project passenger mobility, maintain freight connections and provide a controlled transition towards the permanent transport hub. If delivered through strong governance, realistic planning, effective stakeholder engagement and proactive a safe and reliable temporary solution while creating wide social, economic and environmental value.

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