

SMART TRANSPORT MANAGEMENT SYSTEM CENTRAL TRANSPORT HUB REGENERATION PROJECT

Digital Transformation for Sustainable Urban Mobility

Academic Project Management

Student: Jeferson Baston Lioni

ID-2414922

Professor-Rexon Nting

Institution: University of Wales Trinity Saint David – LCLM-5003-London

Academic Year: 2026

Part A



CENTRAL TRANSPORT HUB REGENERATION

A MODERN, SUSTAINABLE AND INTEGRATED TRANSPORT FUTURE FOR OUR CITY

PROJECT
PROPOSAL POSTER
NOVEMBER 2025

1. CONTEXT & RATIONALE

In November 2025, the Central Transport Hub was closed after a structural inspection revealed that the facility, built over 40 years ago, no longer meets modern safety, accessibility or operational standards.

AN URGENT REGENERATION PROGRAMME IS REQUIRED TO RESTORE A SAFE, EFFICIENT AND FUTURE-READY HUB.



2. PROJECT OBJECTIVES

- Deliver a safe, accessible and resilient multi-modal transport hub.
- Improve connectivity and integration across rail, bus, cycle, walking and freight services.
- Enhance passenger experience through modern facilities and digital innovation.
- Support sustainable urban growth and reduce carbon emissions.
- Unlock economic regeneration and long-term value for the city.

3. SCOPE OF WORK

- Reconstruction of rail platforms, tracks and signalling systems.
- New integrated bus terminal with passenger facilities.
- Improved pedestrian & cycle access and public realm.
- Smart technologies, real-time information systems and digital ticketing.
- Sustainability features: renewable energy, green infrastructure, and low-carbon design.
- Compliance with UK safety, accessibility and building standards.

4. KEY STAKEHOLDERS

INTERNAL STAKEHOLDERS

- Project Board
- Local Authority
- Transport Operators
- Project Management Team
- Engineering & Design Consultants
- Construction Contractor
- Employees & Trade Unions

EXTERNAL STAKEHOLDERS

- Passengers & Public
- Local Businesses
- Residents & Community Groups
- Government Bodies (DfT, Network Rail)
- Emergency Services
- Environmental Organisations
- Investors & Funding Partners

7. BUDGET ESTIMATE (CAPEX)

COST CATEGORY	ESTIMATED COST (£)
Preliminary Studies & Design	£6.80 M
Demolition & Site Preparation	£10.20 M
Rail Infrastructure	£45.00 M
Bus Terminal Facilities	£22.50 M
Digital Systems & ITS	£9.80 M
Sustainability & Energy Systems	£8.50 M
Project Management & Fees	£12.00 M
Contingency (10%)	£18.08 M

TOTAL ESTIMATED BUDGET £133.88 MILLION

Figures include 10% contingency to manage risks and uncertainties.

8. BUSINESS CASE (VALUE FOR MONEY)

ECONOMIC IMPACT	SOCIAL VALUE	ENVIRONMENTAL VALUE
- Increased productivity - Job creation during construction and operation - Boost to local businesses and investment	- Improved accessibility - Better passenger experience - Stronger community connectivity - Healthier, safer public spaces	- Reduced CO₂ emissions - Modal shift to public transport - Sustainable design - Contribution to Net Zero targets

9. KEY PERFORMANCE INDICATORS (KPIs)

REDUCTION IN TRAVEL TIME	INCREASE IN PASSENGER CAPACITY	CO ₂ EMISSIONS REDUCTION	PASSENGER SATISFACTION	SAFETY IMPROVEMENT
-20%	+40%	-30%	>90%	ZERO SERIOUS INCIDENTS

10. TECHNOLOGY & INNOVATION

BIM (Building Information Modelling)	IoT SENSORS & Real-time Monitoring	AI TRAFFIC MANAGEMENT Systems	DIGITAL TWIN for Operations Simulation	SMART TICKETING & Integrated Mobility Apps
--------------------------------------	------------------------------------	-------------------------------	--	--

5. PROJECT TIMELINE (INDICATIVE)



**TOTAL DURATION
60 MONTHS
(5 YEARS)**

**TARGET COMPLETION
NOVEMBER 2030**

6. PROJECT BENEFITS

ECONOMIC BENEFITS

- Stimulates local and regional economy
- Increases investment and property value
- Creates jobs and skills development
- Supports long-term economic growth

SOCIAL BENEFITS

- Better connectivity and accessibility
- Inclusive design for all users
- Improved safety and security
- Enhanced quality of life

ENVIRONMENTAL BENEFITS

- Lower carbon emissions
- Green infrastructure and biodiversity
- Efficient energy and water use
- Sustainable materials and construction

11. SUSTAINABILITY COMMITMENT

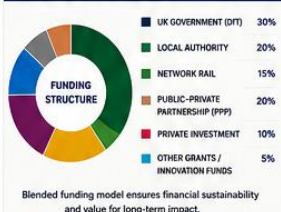
BREEAM Excellent Design Standard	Net Zero Carbon By 2040	Solar Panels & Renewable Energy	Rainwater Harvesting & Water Efficiency	EV Charging Infrastructure
----------------------------------	-------------------------	---------------------------------	---	----------------------------



12. RISK MANAGEMENT

RISK	IMPACT	LIKELIHOOD	MITIGATION STRATEGY
Cost Overruns	High	Medium	Robust estimating, contingency budget, value engineering
Construction Delay	High	Medium	Strong planning, experienced contractor, monitoring
Stakeholder Opposition	Medium	Low	Early engagement, transparent communication
Technical Challenges	High	Medium	Expert design reviews, risk assessments
Environmental Impact	Medium	Low	Sustainable design, mitigation measures
Supply Chain Disruption	Medium	Medium	Supplier diversification, contract management

13. FUNDING STRATEGY



14. STAKEHOLDER ENGAGEMENT APPROACH

STAKEHOLDER GROUP	ENGAGEMENT METHOD	FREQUENCY	PURPOSE
Local Authority	Strategic Meetings	Monthly	Alignment & Decision Making
Transport Operators	Workshops	Monthly	Operational Integration
Community & Public	Public Consultations	Quarterly	Feedback & Transparency
Businesses	Stakeholder Forums	Quarterly	Impact Management
Employees & Unions	Briefings & Updates	Monthly	Information & Engagement
Investors & Partners	Reports & Meetings	Quarterly	Performance & Assurance

REFERENCES

- Department for Transport (2024) Transport Infrastructure Planning Guidance. London: DfT.
- HM Treasury (2023) The Green Book: Appraisal and Evaluation in Central Government. London: HM Treasury.
- Network Rail (2024) Our Railway: Building a Better Britain. Milton Keynes: Network Rail.
- Institution of Civil Engineers (ICE) (2023) Infrastructure Client Group: Guide to Infrastructure Delivery.
- Arup (2024) Reimagining Transport Hubs for a Sustainable Future. London: Arup.
- AtkinsRéalis (2024) Smart Infrastructure: Connecting People, Places and Possibilities.
- HM Government (2021) Net Zero Strategy: Build Back Greener. London: HM Government.
- World Green Building Council (2023) BREEAM International New Construction Guide.



PROJECT VISION

A world-class transport hub that connects people, powers the economy and protects the planet – today and for generations to come.

PREPARED BY: CONSULTING TEAM

DATE: MAY 2026



Part B

Reflection on the Development and Improvement of the Hub Transport Presentation

The presentation of the Hub Transport project provided an opportunity to understand the importance of combining content, structure, visual communication, and financial consistency within a project proposal. Following the initial presentation, the feedback received was particularly valuable in identifying areas that could be improved, especially regarding the design of the post, the organisation of the information, and the presentation of the project costs. This review process demonstrated that an effective presentation depends not only on the quality of the information but also on how that information is organised and communicated to the audience.

One of the main areas identified for improvement was the visualisation and design of the post. Although the first version presented the essential information about the project, some elements could have been communicated more clearly and effectively. The revised design aimed to create a stronger visual hierarchy, allowing the reader to identify the main elements of the proposal more quickly, including the purpose of the Hub Transport project, its expected benefits, the required investment, and the anticipated outcomes. A more balanced visual structure also helped to reduce the amount of information presented simultaneously and contributed to a more professional overall presentation.

Another important aspect was the improvement of the overall structure of the presentation. The revised version aimed to establish a more logical sequence between the identified problem, the proposed solution, the resources required, the costs involved, and the expected benefits. This change made the project narrative more coherent and improved the reader's understanding of the relationship between the different elements of the proposal. As a result, the post became not only a visual representation of the project but also an effective communication tool capable of presenting the underlying logic of the proposal in a clear and concise manner.

The feedback also highlighted the need to align the financial figures presented in the post with the data contained in the project report. In this context, the total budget of **£133.88 million** became a central element of the revision. Consistency between the figures presented visually and those used in the report is essential to maintain credibility and demonstrate that the proposal is based on coherent financial information. Therefore, the revision represented not only an aesthetic improvement but also an opportunity to verify the accuracy and consistency of the financial information used throughout the project.

This process demonstrated the importance of feedback in the development of academic and professional work. The initial presentation made it possible to identify strengths, but it also revealed opportunities for improvement that might not have been recognised during the individual preparation of the work. The ability to receive, analyse, and apply constructive feedback is an important project management skill, particularly because complex projects depend on clear and effective communication between different stakeholders.

In conclusion, the revision of the Hub Transport project resulted in a presentation that was more organised, visually clearer, and financially consistent. The improvements made to the design, structure, and presentation of the **£133.88 million budget** contributed to strengthening the overall

quality of the proposal. More importantly, the process demonstrated that project development is continuous and that feedback can be used as an essential tool for improving both the final product and the student's own communication and project management skills.

Part C

Contents

1. Introduction	6
2. Project Background and Rationale	7
3. Project Aim and Objectives	8
4. Proposed Smart Transport Management System and Methodology ...	9
5. Stakeholder Management and Governance	10
6. PESTLE and SWOT Analysis	11
7. Scope, Implementation and Risk Management	12
8. Estimated Project Costs and Financial Management	13
9. Sustainability, Social Value and Performance	14
10. Conclusion	15
References	16

1. Introduction

Urban transport hubs are no longer simply places where passengers transfer between services. They are strategic urban assets that connect communities, support employment and local economic activity, influence accessibility and safety, and can contribute to environmental objectives. The proposed Central Transport Hub Regeneration Project responds by combining physical infrastructure regeneration with a Smart Transport Management System. The conceptual project brings together rail, bus, walking, cycling, electric-vehicle facilities, freight interfaces and passenger information within an integrated transport environment.

The proposal is relevant to the current direction of UK transport policy. The Department for Transport's Better Connected strategy places people at the centre of transport planning and emphasises dependable journeys, accessibility, integrated payments and information, healthier communities, data and technology, and better-connected places (Department for Transport, 2026). The proposed hub reflects these priorities by improving the passenger journey while strengthening operational resilience.

The project is an academic planning proposal rather than a confirmed investment scheme. Its purpose is to demonstrate how project management, information systems and sustainable transport principles can be integrated into a complex infrastructure programme. The digital environment includes ERP, CRM, Business Intelligence, AI, IoT, cloud computing, smart ticketing and cybersecurity. These technologies are intended to support evidence-based decision-making, asset management and passenger services.

The report evaluates the project rationale, objectives, smart-system architecture, stakeholders, external environment, scope, risk, estimated cost, sustainability and performance measurement. The project is assumed to have a 60-month implementation period, consistent with the latest project poster, with target completion in November 2030. The total indicative investment is £133.88 million. This figure is treated as an academic planning baseline and not as a tender or confirmed funding requirement.

2. Project Background and Rationale

The proposed Central Transport Hub is assumed to be an established urban facility with ageing infrastructure and increasing operational pressure. The project materials identify congestion, long waiting times, limited integration between transport modes, accessibility constraints, inconsistent passenger information and operating pressures as key problems. The latest poster also identifies safety, accessibility, carbon performance and lack of real-time information as reasons for regeneration.

Regeneration provides an opportunity to address physical and organisational weaknesses simultaneously. Physical improvements include passenger circulation, interchange areas, rail and bus infrastructure, pedestrian and cycle connections, accessibility, public realm, EV charging and energy-efficient facilities. The digital programme complements these works by connecting operational assets, transport services and customer information. A modern building alone does not automatically produce an efficient transport service; performance depends on infrastructure, people, processes, information and technology.

The approach is consistent with sustainable mobility thinking, which argues that transport policy should consider accessibility, environmental impacts and urban quality of life (Banister, 2008). It also reflects Department for Transport priorities for rail and bus performance, infrastructure transformation, greener transport and better network integration (Department for Transport, 2026a).

The business rationale has four dimensions: operational efficiency, passenger experience, sustainability and economic value. Better integration can reduce interchange difficulties and support more reliable journeys. Improved accessibility can widen participation in employment and services. Construction and operation can create employment and procurement opportunities, while better connectivity may support surrounding businesses.

Before any real investment decision, the proposal should be tested against a do-nothing option and alternative regeneration strategies. A full business case would require site surveys, demand analysis, detailed design, operating-cost forecasts, benefits appraisal, risk pricing and whole-life cost analysis.

3. Project Aim and Objectives

The overall aim is to regenerate the Central Transport Hub into a safe, accessible, sustainable and digitally integrated transport facility capable of supporting future passenger demand and urban development.

The principal objectives are to:

1. Improve passenger safety, accessibility and overall experience.
2. Integrate rail, bus, cycling, walking, electric-vehicle and freight interfaces.
3. Reduce congestion and passenger waiting times through better coordination.
4. Introduce real-time information and digital ticketing across services.
5. Establish an integrated ERP, CRM and Business Intelligence environment.
6. Use AI and IoT to support demand forecasting, monitoring and predictive maintenance.
7. Reduce carbon emissions through energy efficiency, renewable energy and modal shift.
8. Improve operational resilience and cybersecurity.
9. Create measurable economic and social value for the surrounding community.
10. Establish governance and performance arrangements that support continuous improvement.

The objectives need to be translated into measurable outcomes rather than remaining broad aspirations. For example, passenger satisfaction can be monitored through CRM data and structured surveys; congestion can be assessed using journey and queue data; and infrastructure performance can be monitored through IoT sensors. This connection between objectives, measures and benefits is consistent with project-management practice in which scope, stakeholders, risks, benefits and delivery requirements should remain connected throughout the lifecycle (Project Management Institute, 2021).

The project poster proposes targets including improved passenger satisfaction, reduced waiting and travel time, improved reliability, reduced carbon emissions and improved safety. These are proposed targets rather than verified existing conditions and should therefore be validated during feasibility and baseline studies.

4. Proposed Smart Transport Management System and Methodology

The Smart Transport Management System is the digital core of the regenerated hub. It is designed around a central platform connecting passengers, transport operators, infrastructure, management teams and external partners.

ERP would provide an internal management backbone for procurement, finance, maintenance, asset management, workforce scheduling and suppliers. CRM would support feedback, complaints, service communication and customer information. Business Intelligence would transform operational and customer data into dashboards and reports. IoT sensors could collect real-time information from passenger areas, vehicles, lifts, escalators, lighting, energy systems and other assets. AI could support demand forecasting, anomaly detection and predictive maintenance. Cloud computing would provide scalable integration, while cybersecurity controls would protect personal, operational and financial information.

The project will use a hybrid project-management approach. PRINCE2 principles will provide governance, stage control, continued business justification, risk management and controlled change. PMBOK practices will support scope, schedule, cost, quality, resources, procurement and stakeholder management. Agile methods will be applied mainly to digital development, allowing iterative prototypes, testing and user feedback. This combination is appropriate because physical infrastructure requires structured governance while digital systems benefit from incremental development. The APM Body of Knowledge 8th edition also emphasises systems thinking, sustainability, data and artificial intelligence in contemporary project delivery (Association for Project Management, 2025).

The programme will use stage gates across initiation and feasibility, design and approvals, procurement, enabling works, construction, testing and commissioning, and handover and operation. The implementation baseline is 60 months. Stage reviews will assess cost, schedule, risk, quality, scope and benefits.

Technology is not an end in itself. AI should support human decision-making rather than replace accountability. The Department for Transport's Transport AI Action Plan highlights opportunities for better user experience, resilience, productivity and innovation while recognising associated risks (Department for Transport, 2025).

5. Stakeholder Management and Governance

The project involves stakeholders with different levels of influence, interest and expectations. Internal stakeholders include the Project Board, project manager, project team, transport operators, IT and finance functions, maintenance teams and contractors. External stakeholders include government bodies, local authorities, passengers, residents, businesses, investors, suppliers, emergency services and technology providers.

A Power–Interest Matrix should be used to determine the appropriate engagement strategy. High-power/high-interest stakeholders, such as the Project Board, local authority, transport operators and major funding partners, should be managed closely through strategic meetings, performance reports and stage reviews. High-power/lower-interest stakeholders should receive concise formal updates and compliance information. High-interest community and passenger groups should be kept informed and consulted through accessible communication, surveys and public forums. Lower-power/lower-interest stakeholders can be monitored while remaining able to raise issues when circumstances change.

Stakeholder engagement is also a risk-management mechanism. Community concerns may arise from construction noise, traffic disruption, changes to local access, impacts on businesses or temporary service interruptions. Early consultation can identify these concerns before they become major sources of resistance. The engagement process should therefore be continuous rather than a one-off consultation exercise.

Governance will be based on clear accountability. The Project Board will provide strategic oversight, while the Project Manager coordinates delivery. Commercial, technical, risk, stakeholder and environmental responsibilities should be allocated to named managers. Formal change control will ensure that requests affecting scope, cost or schedule are assessed before approval.

The governance model should also recognise the interests of passengers and communities. Better Connected places strong emphasis on partnership, accessibility and user-focused transport, supporting the principle that technical delivery should remain connected to the needs of people and places (Department for Transport, 2026).

6. PESTLE and SWOT Analysis

The external environment creates opportunities and constraints for the project. Politically, delivery depends on public policy, planning decisions and possible government or local-authority support. Changes in priorities could influence funding, approvals or project scope. Economically, the £133.88 million indicative investment is exposed to inflation, construction prices, labour costs, financing conditions and supply-chain pressures. These factors make cost forecasting and value engineering important.

Social factors include accessibility, affordability, passenger experience, community disruption and inclusion. The hub should be designed for different users, including people with disabilities and those who depend on public transport. Technological factors include rapid innovation, systems integration, cybersecurity, interoperability and technological obsolescence. Legal requirements may affect planning, construction safety, accessibility, procurement, employment, data protection and operational compliance. Environmental factors include carbon emissions, energy use, waste, noise, water management and construction impacts.

The SWOT analysis identifies strategic strengths including the integrated multimodal concept, digital transformation, sustainability and accessibility. Weaknesses include high capital expenditure, complex interfaces between systems and organisations, and potential disruption during construction. Opportunities include smart mobility, renewable energy, increased public-transport use, economic regeneration and new mobility services. Threats include funding constraints, cyberattacks, supply-chain disruption, construction inflation, stakeholder resistance and technology becoming obsolete.

The value of these tools is greatest when they inform project decisions. For example, an economic PESTLE factor such as construction inflation reinforces the SWOT weakness of high capital expenditure and becomes a cost-overrun risk. A technological opportunity such as AI-enabled mobility can simultaneously create an integration and cybersecurity risk. A social factor concerning community disruption can create stakeholder opposition. The analysis therefore feeds directly into risk management and mitigation.

7. Scope, Implementation and Risk Management

The project scope includes feasibility and planning, detailed design, civil and transport infrastructure works, multimodal integration, digital platform implementation, testing, staff training, commissioning and post-implementation evaluation. The latest project materials identify rail, bus, freight, digital systems, renewable energy, accessibility and public-realm improvements as core elements. Unrelated regional rail expansion and external commercial development are outside scope unless required for hub integration.

The 60-month implementation programme covers initiation and feasibility; design and approvals; procurement; enabling works; construction; testing and commissioning; and handover and operation. Stage gates will control progression and ensure unresolved risks, cost pressures or design changes are addressed.

Risk management will follow identification, assessment, prioritisation, response, ownership and monitoring. Major risks include cost escalation, construction delays, technical integration failure, cybersecurity incidents, supplier failure, planning delays, insufficient user adoption and disruption to existing services. Each risk should have a probability rating, impact rating, owner, mitigation action and contingency response.

Construction delay can be mitigated through detailed programming, critical-path monitoring and contractor performance management. Supply-chain risk can be reduced through supplier due diligence, alternative suppliers and early procurement of critical equipment. Technical risks can be addressed through interface standards, phased testing and integration assurance. Cybersecurity risks require secure architecture, access controls, monitoring, incident response and regular testing. Stakeholder risks can be reduced through early engagement and transparent communication.

Project success should not be defined only as completing construction. Benefits realisation is essential because a hub delivered within time and cost but producing poor passenger experience or weak operational performance would not represent full success.

8. Estimated Project Costs and Financial Management

The project has an indicative academic planning budget of £133.88 million. This figure is the financial baseline used consistently across the final project narrative and the latest poster. It is a conceptual estimate rather than a contractor quotation, quantity-surveyor estimate or confirmed funding requirement. A real investment decision would require site-specific surveys, detailed design, market testing, inflation assumptions, procurement analysis, risk pricing and independent cost planning.

The principal cost areas include civil and structural regeneration, rail and transport infrastructure, smart traffic and information systems, ERP, CRM, Business Intelligence, AI, IoT, cybersecurity, renewable-energy systems, EV charging, training and change management, together with contingency. Because the detailed poster cost table is an academic estimate, the final cost baseline should be validated during feasibility. The headline figure of £133.88 million should nevertheless remain the controlling academic baseline.

Financial management will include monthly cost reporting, forecasting, variance analysis and formal change control. The Project Board should receive information on budget, actual expenditure, forecast cost and significant financial risks. Earned Value Management can compare Planned Value, Earned Value and Actual Cost, helping management identify adverse cost or schedule performance.

Contingency should be treated as controlled provision for uncertainty rather than unrestricted additional funding. Any request to use contingency should be supported by evidence of the relevant risk, an impact assessment and appropriate approval. Scope changes should similarly be assessed for cost, time, risk, quality and benefits before approval.

Value engineering should focus on whole-life value rather than simply selecting the lowest initial price. Energy efficiency can reduce operating costs; predictive maintenance may extend asset life; and integrated procurement may improve efficiency. This approach is consistent with the wider emphasis on value for money, appraisal and monitoring in current UK transport policy (Department for Transport, 2026).

9. Sustainability, Social Value and Performance

Sustainability is a central principle of the proposed hub. The physical design should encourage walking, cycling and public transport while reducing unnecessary dependence on private vehicles. Proposed measures include accessible pedestrian routes, cycle facilities, EV charging, renewable energy, energy-efficient buildings, sustainable materials, water management and green infrastructure.

The digital system can support sustainability through monitoring and optimisation. IoT sensors can measure energy use and infrastructure performance; Business Intelligence can identify patterns; and AI can support operational optimisation and predictive maintenance. Social value includes improved accessibility, safer public spaces, better passenger experience, stronger connectivity and potential employment opportunities. These benefits are consistent with Sustainable Development Goal 11, which includes access to safe, affordable, accessible and sustainable transport systems for all (United Nations, 2026).

Performance should be measured through defined KPIs. The project materials propose academic targets including passenger satisfaction improving from 62% to 92%, average waiting time reducing from 18 minutes to 6 minutes, on-time performance increasing from 73% to 97%, operational costs reducing by 25%, and carbon emissions reducing by 45%. These are proposed planning targets rather than verified baseline conditions and must be validated during feasibility.

Additional indicators should include accessibility compliance, safety incidents, system availability, renewable-energy generation, energy consumption, digital-ticket adoption and disruption-response time. The latest poster also presents a 60-month Gantt structure and a 2030 target horizon, which should be used as the programme baseline. Monitoring should continue after handover so actual benefits can be compared with expected outcomes.

10. Conclusion

The Central Transport Hub Regeneration Project presents a strategic approach to urban mobility that combines infrastructure renewal, integrated transport, digital transformation and sustainability. Its central proposition is that a future-ready transport hub should function as an intelligent ecosystem rather than simply as a collection of buildings and transport services.

The project has a clear strategic rationale based on safety, accessibility, operational efficiency, passenger experience, environmental performance and economic value. Its Smart Transport Management System integrates ERP, CRM, Business Intelligence, AI, IoT, cloud computing, smart ticketing and cybersecurity to support data-driven decisions and passenger-centred services. The hybrid project-management methodology combines structured governance with iterative digital development.

The £133.88 million investment is an indicative academic planning figure and must be treated as a baseline for the assignment rather than a confirmed funding requirement. Likewise, the 60-month implementation period should be treated as the schedule baseline in the final submission. Cost, schedule, scope, stakeholder engagement and risk should be controlled through governance, stage gates and formal change management.

Ultimately, project success should be judged through measurable benefits rather than construction completion alone. Improvements in passenger satisfaction, reliability, accessibility, energy performance, carbon emissions and local economic activity should demonstrate whether the investment has achieved its intended value. If delivered through disciplined governance, strong stakeholder engagement, appropriate digital controls and continuous benefits monitoring, the proposed hub could provide a model for smart, sustainable and inclusive urban mobility.

References

- Association for Project Management (2025) APM Body of Knowledge. 8th edn. Buckinghamshire: Association for Project Management. Available at: <https://www.apm.org.uk/apm-body-of-knowledge/> (Accessed: 16 August 2026).
- Banister, D. (2008) 'The sustainable mobility paradigm', *Transport Policy*, 15(2), pp. 73–80.
- Cervero, R. (2013) *Transport Infrastructure and the Environment*. London: Institute for Transport Studies.
- Department for Transport (2025) *Transport artificial intelligence action plan*. London: Department for Transport. Available at: <https://www.gov.uk/government/publications/transport-artificial-intelligence-action-plan> (Accessed: 16 August 2026).
- Department for Transport (2026) *Better Connected: a strategy for integrated transport*. London: Department for Transport. Available at: <https://www.gov.uk/government/publications/better-connected-a-strategy-for-integrated-transport> (Accessed: 16 August 2026).
- Department for Transport (2026a) *Department for Transport Strategic Asset Management Plan: Executive Summary 2025–2026*. London: Department for Transport. Available at: <https://www.gov.uk/government/publications/departmental-strategic-asset-management-plan-executive-summaries-2025-2026/department-for-transport-strategic-asset-management-plan-executive-summary> (Accessed: 16 August 2026).
- Laudon, K.C. and Laudon, J.P. (2024) *Management Information Systems: Managing the Digital Firm*. 18th edn. Harlow: Pearson.
- Project Management Institute (2021) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. 7th edn. Newtown Square, PA: Project Management Institute.
- Transport for London (2026) *2026 Business Plan*. London: Transport for London. Available at: <https://content.tfl.gov.uk/2026-business-plan-acc.pdf> (Accessed: 16 August 2026).
- United Nations (2026) *Goal 11: Sustainable Cities and Communities*. New York: United Nations. Available at: <https://sdgs.un.org/goals/goal11> (Accessed: 16 August 2026).