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PART A - POSTER*

TEMPORARY MULTIMODAL TRANSPORT SOLUTION

LCLMS003 — Project Management

Student ID: 2416071

Roberts Znotins

Lecturer: Dr Xavier Marteni

Restoring London mobility via existing rail, river and active travel assets

INTRODUCTION

In November 2025, the City of London experienced delays, closures and disruptions at its main transport hub, affecting bus, rail and freight services, causing negative impact on local businesses and daily difficulties for residents and tourists. Rather than constructing new temporary rail or bus infrastructure, this project proposes a Temporary Multimodal Transport Solution that redirects demand onto existing, already-operational assets — the Elizabeth Line, Victoria Line, electric buses, and Thames river freight wharves — supplemented by walking, temporary cycle-only lanes and pooled Uber ride-share for last-mile connectivity.

Aim: restore capacity in phases — partial service live before Christmas 2025, protecting the pre-Christmas trading period for local businesses; full network including river freight operational by February 2026.

Scope: increased rail/bus frequency, river freight activation via existing wharves, walking/cycling upgrades and ride-share bays. Excludes new construction, new vehicles/vessels, and permanent hub rebuild.

PROJECT VISUALISATION



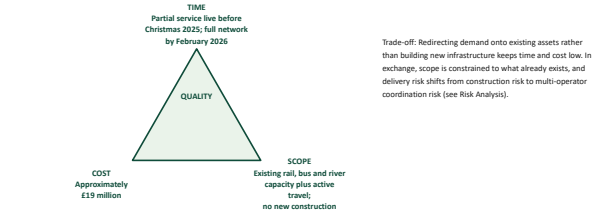
WORK BREAKDOWN STRUCTURE (Figure 2)

1. Initiation	2. Planning	3. Execution	4. Monitor & Control	5. Closure
1.1 Business case	2.1 Capacity/frequency planning (rail & bus)	3.1 Increased service frequency rollout	4.1 Capacity/usage monitoring	5.1 Testing & certification
1.2 Feasibility & site assessment	2.2 River freight route & wharf planning (PLA)	3.2 River freight route activation	4.2 Safety monitoring	5.2 Staff/operator training
1.3 Project approval	2.3 Active travel & ride-share zone design	3.3 Walking route upgrades & signage	4.3 Stakeholder communication	5.3 Public launch & handover
	2.4 Stakeholder consultation	3.4 Cycle-only lane designation	4.4 Quality assurance	5.4 Post-implementation review
	2.5 Risk assessment	3.5 Ride-share (Uber) bay set-up		
		3.6 Passenger directions & signage		

QUAD CHART (Figure 3)

PURPOSE Restore transport capacity quickly by redirecting demand onto existing assets — Elizabeth Line, Victoria Line, electric buses and Thames river freight wharves — plus walking, temporary cycle-only lanes and pooled Uber ride-share for last-mile trips.	STAKEHOLDERS City Council Transport Department; TfL; rail/bus operators; Uber; Port of London Authority; local businesses & residents; emergency services; environmental/conservation bodies.
DESIRED RESULT An operational interim network combining rail, bus and river-freight capacity with active travel and pooled ride-share — partial service live before Christmas 2025, full network by February 2026.	MEASURE OF SUCCESS 90% of pre-closure passenger capacity restored within 3 months; measurable HGV trips removed via river freight; zero major safety incidents; positive public satisfaction survey.

IRON TRIANGLE (Figure 1)



GANTT CHART (Figure 4) — critical path highlighted in orange

Work Package (WBS ref.)	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26
1.1 Business Case	Critical path					
1.2 Feasibility & Site Assessment	Critical path					
1.3 Project Approval	Non-critical (has float)					
2.1 Capacity/frequency Planning (rail & bus)	Non-critical (has float)	Non-critical (has float)				
2.2 River Freight Route & Wharf Planning (PLA)	Critical path	Critical path				
2.3 Active Travel & Ride-share Zone Design	Non-critical (has float)	Non-critical (has float)				
2.4 Stakeholder Consultation	Non-critical (has float)	Non-critical (has float)				
2.5 Risk Assessment		Non-critical (has float)				
3.1 Increased Service Frequency Rollout		Non-critical (has float)	Non-critical (has float)			
3.2 River Freight Route Activation			Critical path	Critical path		
3.3 Walking Route Upgrades & Signage			Non-critical (has float)	Non-critical (has float)		
3.4 Cycle-only Lane Designation			Non-critical (has float)	Non-critical (has float)		
3.5 Ride-share (Uber) Bay Set-up			Non-critical (has float)	Non-critical (has float)		
3.6 Passenger Directions & Signage				Critical path	Critical path	
4.1-4.4 Monitor & Control (ongoing)		Non-critical (has float)	Non-critical (has float)	Non-critical (has float)	Non-critical (has float)	Non-critical (has float)
5.1 Testing & Certification					Critical path	Critical path
5.2 Staff/Operator Training					Non-critical (has float)	
5.3 Public Launch & Handover						Critical path
5.4 Post-Implementation Review						Non-critical (has float)

Critical path Non-critical (has float)



PART B – Reflection on poster feedback.

This reflection uses Gibbs' (1988) Reflective Cycle to review the feedback received from lecturer Dr Xavier Matieni and other students on my Part A (a poster and presentation). It goes through description, feelings, evaluation, analysis, conclusion and action plan.

This reflection uses Gibbs' (1988) Reflective Cycle to review the feedback received from lecturer Dr Xavier Matieni and other students on my Part A (a poster and presentation). It goes through description, feelings, evaluation, analysis, conclusion and action plan.

Description. I presented my Temporary Multimodal Transport Solution poster to the class, covering the project background, the Quad Chart, Work Breakdown Structure, Gantt Chart, Risk Assessment, Iron Triangle, RACI Chart and Stakeholder Analysis. My lecturer awarded me with 21 out of 25 marks. A classmate described my poster as "really good," with one specific comment that some of the text was too small to read comfortably, however there was a lot of information to fit in, and the poster was A0 size, so it would be easier to read in real life.

Feelings. Going into the presentation I felt confident, because I understood the reasoning behind every decision on the poster and had researched it thoroughly. However, during the presentation itself, that confidence was tested. Standing in front of an audience, I felt a level of pressure I was not fully prepared for, and I noticed myself rushing through points rather than delivering them in the way I had planned. Afterwards, seeing the mark and the positive peer comment brought real relief and a sense that the effort had paid off, even though I knew delivery had not gone to my full expectations.

Evaluation. I think that the project itself was well thought through, and statistics from TfL and Port of London Authority data gave the poster and its idea real credibility. The Iron Triangle, Gantt Chart and Quad Chart were used well to explain the plan. Meanwhile, the Work Breakdown Structure explained the details well by breaking the larger project down into smaller, more manageable tasks.

Analysis. The font issue happened because I was focused on fitting seven detailed charts onto one poster and did not test how the text would read from a distance until after presenting. The delivery issue happened because I had prepared the content thoroughly, but I had not rehearsed saying it out loud under pressure, so the stress of a live audience was experienced much more than reading my notes silently.

Conclusion. I have learned that strong technical content is not enough on its own; it is also about how clearly it is shown and how confidently it is spoken. Both are part of how the work needs to be

presented and how it is judged as a finished product. Rehearsal and design testing are not optional, but a necessary part of preparation, equal in importance to the research itself.

Action Plan. I will keep the increased font sizes applied across every section of the poster, so all content stays readable at presentation distance. Next presentation I will rehearse my timed speech script out loud several times before presenting, rather than only reading it over silently. I will continue backing every decision in Part C with solid evidence, and I will treat rehearsal as a standard part of preparation from now on.

Part C – (Project management plan)

Introduction.

In November 2025, London's main transport hub closed after checks found it was no longer safe. This caused big problems for commuters, businesses, and the wider transport network that depends on it every day, since rail, bus, and freight services all normally connect through this one location.

This plan explains how I would fix the problem without building anything new. Instead, I use transport that is already running and working well: the Elizabeth Line, the Victoria Line, and some electric buses. I also use the River Thames to move freight, since boats are already used for this today. For short trips, people can walk, cycle in new temporary cycle lanes, or share a car through Uber's pooled rides. Together, these existing options can restore most journeys without needing months of construction work.

This assignment is split into three parts. Part A is the project proposal poster. Part B is my personal review of the feedback I received on it. Part C is this detailed plan, which explains the project itself in full.

Project Description.

The project addresses the disruption caused by the closure of London's central transport hub in November 2025 by delivering a Temporary Multimodal Transport Solution. Rather than constructing new temporary rail, bus, or freight infrastructure, the project redirects demand onto assets that are already operational: the Elizabeth Line, the Victoria Line, the electric bus fleet, and the Thames River freight network operated by the Port of London Authority (PLA). Meanwhile, walking, cycling, and ride-share are core assets for last-mile journeys. This approach not only offers a temporary fix but also inform elements of the permanent transport hub in future.

The Mayor's Transport Strategy sets a target of 80% of trips in London being made by walking, cycling, or public transport by 2041 (Mayor of London, 2018), and TfL's Walking and Wheeling Action Plan (TfL, 2026) actively supports this shift toward active travel. Furthermore, the Elizabeth Line, opened in 2022, already carries significant passenger volumes and offers step-free access at every station (Transport for London, 2025). The Victoria Line provides the most frequent service in Britain (International Railway Journal, 2018). The PLA's Thames Vision strategy similarly promotes

increased freight movement by river, already removing over 200,000 HGV trips from London's roads annually (Port of London Authority, 2018).

Last-mile connectivity is provided with cycling, e-scooters, and pooled ride-share journeys delivered in partnership with Uber. Pooled ride-share, rather than single-occupancy rides, is prioritised specifically because it increases the number of passengers carried per vehicle without adding vehicles to the road network. UberPOOL's London launch demonstrated this effect at scale: within nine months, pooled journeys were chosen more than two million times, saving over 1.3 million miles of car travel and 231 tonnes of CO₂ (Uber, 2017). Cycling provision is similarly designed around existing road capacity rather than new infrastructure, using temporary cycle-only lanes on roads with lower current traffic volumes. This mirrors TfL's own Quietway and low-traffic cycleway approach, which converts quieter back streets into dedicated cycle routes using signage, contra-flow lanes, and light traffic restriction rather than large-scale construction (Transport for London, 2023).

Partial passenger service is planned before Christmas 2025, protecting the pre-Christmas trading period for local businesses, with the full network operational by February 2026.

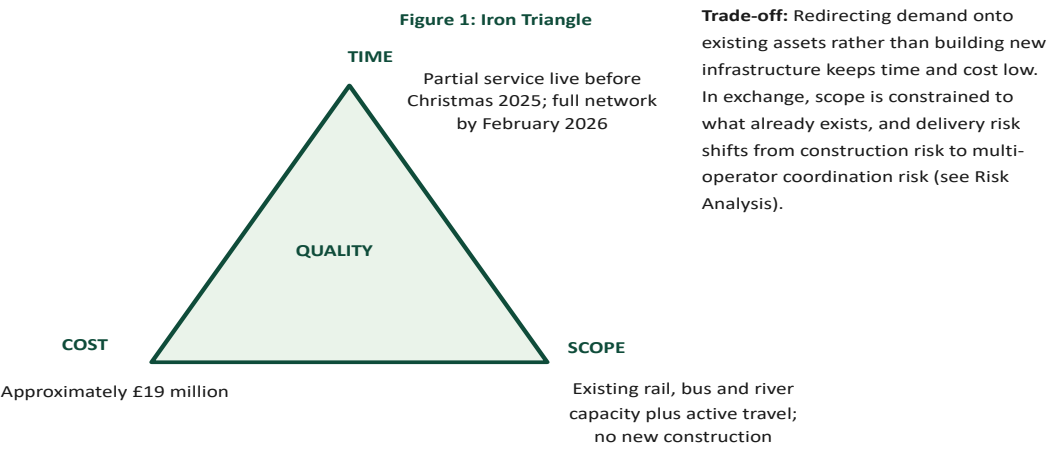
Scope

The scope defines what this project delivers and explicitly excludes activities that belong to the long-term redevelopment programme.

In a Scope - Increased service frequency on the Elizabeth Line, Victoria Line, and electric bus routes serving the backbone of temporary solution. Activation of river freight movement via existing Port of London Authority wharves, temporary walking route upgrades, including signage, lighting and crossing improvements. Designation of temporary cycle-only lanes on roads with lower current traffic volumes, using paint, signage, and light segregation measures rather than permanent construction. Pooled ride-share pick up bays operated in partnership with Uber and passenger directions and wayfinding signage across all affected areas.

Out of scope - construction of new rail lines, platforms, or bus infrastructure. Procurement of new rolling stock, buses, or vessels; structural repair or rebuild of the closed hub itself, which remains part of the separate long-term redevelopment programme and development of a full digital passenger-information system beyond the signage already listed.

This boundary keeps the project achievable within the Christmas 2025 to February 2026 timeframe. Every included item uses infrastructure, vehicles, or road space that already exists, which is the basis for the low cost and short delivery time set out in the Iron Triangle (shown in Figure 1).



Work Breakdown Structure.

The project is broken down using a WBS - Work Breakdown Structure (shown in Figure 2), which decomposes the overall project into five phases. Initiation, Planning, Execution, Monitor and Control, and Closure. Each phase is further divided into smaller achievable tasks, such as capacity and frequency planning for rail and bus services, river freight route, wharf planning, active travel and ride-share zone design.

This structure is used to make the project easier to manage. Breaking the work into smaller pieces means each piece can have its own person in charge, its own timeframe, and a clear link to what it depends. It also keeps the three main areas of work — rail/bus, river freight, and active travel/ride-share — separate from each other, so if one area gets delayed, it doesn't automatically hold up the others. For example, in the execution phase there are six separate pieces of work that can all happen at the same time once their planning is done. That's the reason the project can still deliver partial service before Christmas 2025, even with so much going on.

The Closure phase includes a post-implementation review, ensuring the project does not simply end at handover, but generates lessons that can inform the permanent hub redevelopment that follows.

Figure 2: Work Breakdown Structure (WBS)

1. Initiation	2. Planning	3. Execution	4. Monitor & Control	5. Closure
1.1 Business case	2.1 Capacity/frequency planning (rail & bus)	3.1 Increased service frequency rollout	4.1 Capacity/usage monitoring	5.1 Testing & certification
1.2 Feasibility & site assessment	2.2 River freight route & wharf planning (PLA)	3.2 River freight route activation	4.2 Safety monitoring	5.2 Staff/operator training
1.3 Project approval	2.3 Active travel & ride-share zone design	3.3 Walking route upgrades & signage	4.3 Stakeholder communication	5.3 Public launch & handover
	2.4 Stakeholder consultation	3.4 Cycle-only lane designation	4.4 Quality assurance	5.4 Post-implementation review
	2.5 Risk assessment	3.5 Ride-share (Uber) bay set-up		
		3.6 Passenger directions & signage		

Quad Chart.

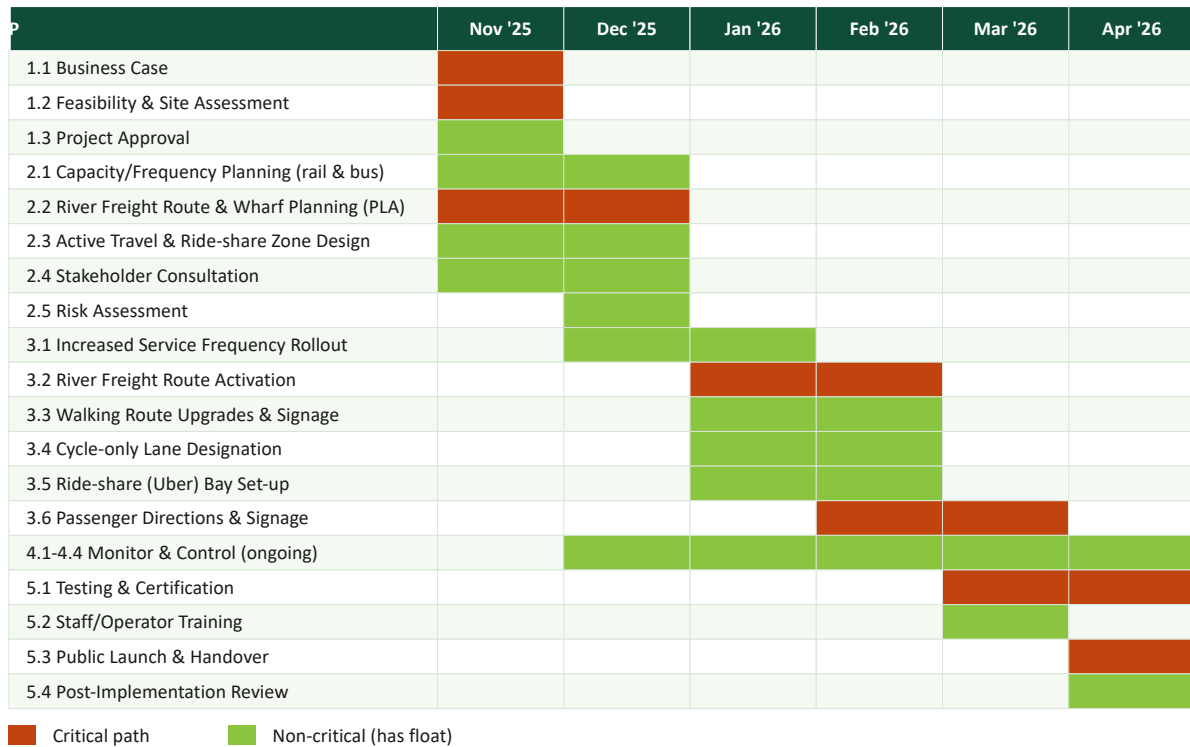
Figure 3: Quad Chart

PURPOSE	STAKEHOLDERS
Restore transport capacity quickly by redirecting demand onto existing assets — the Elizabeth Line, Victoria Line, electric buses, and Thames river freight wharves — supplemented by walking, temporary cycle-only lanes, and pooled Uber ride-share for last-mile trips.	City Council; Transport Department; TfL; rail/bus operators; Uber; Port of London Authority; local businesses and residents; emergency services; environmental/conservation bodies.
DESIRED RESULT	MEASURE OF SUCCESS
An operational interim network combining rail, bus, and river-freight capacity with active travel and pooled ride-share — partial service live before Christmas 2025, full network by February 2026.	90% of pre-closure passenger capacity restored within 3 months; measurable HGV trips removed via river freight; zero major safety incidents; positive public satisfaction survey.

The Quad Chart (shown in Figure 3) summarises the project into a single-page presentation covering purpose, stakeholders, desired result and measures of success. It is included because senior stakeholders and project sponsors usually do not have time to read a full plan before a decision is needed (Center for Technology Commercialization, 2024). The Quad Chart format allows the City Council, TfL, and other senior stakeholders to understand the essentials of the project in one view, without needing to read the Work Breakdown Structure or Gantt Chart in detail first.

Quad Chart.

Figure 4. Gantt Chart: Temporary Multimodal Transport Solution



The Gantt Chart (shown in Figure 4) sets out the project schedule from November 2025 to April 2026. Tasks identified in the Work Breakdown Structure across the same six-month period are grouped by workstream — rail and bus capacity, river freight, and active travel and ride-share — to show that these run in parallel rather than in sequence, which is what allows the project to deliver as quickly as it does despite covering four transport modes.

This is consistent with the Risk Analysis where multi-operator coordination delay is identified as a top risk; the Gantt Chart shows precisely why that risk threatens the schedule rather than a single task.

Stakeholders' Involvement

Figure 5: Power-Interest Matrix (Mendelow, 1991)

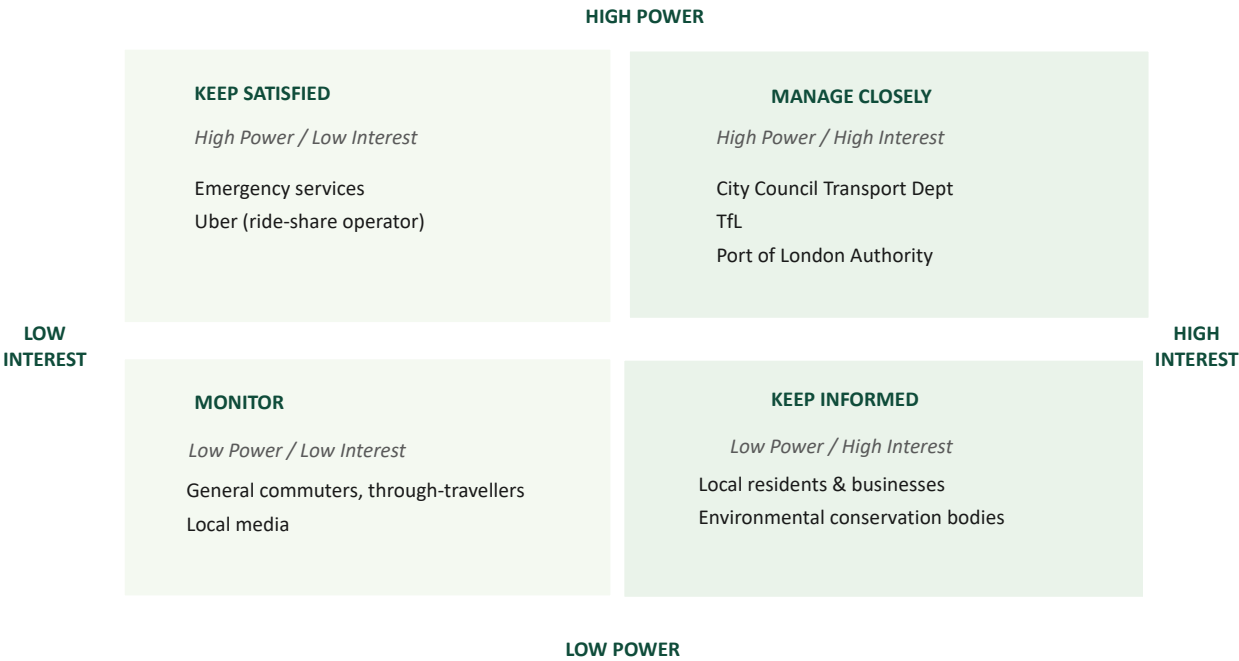


Table 1: RACI Chart

Activity	Project Manager	City Council	TfL	Uber	PLA
Business Case	A	R	C	I	I
Rail/Bus Capacity Planning	A	C	R	I	I
River Freight Activation	A	I	C	I	R
Active Travel & Ride-share Setup	A	C	I	R	I
Testing & Safety Certification	A	C	R	R	R
Public Launch & Handover	A	R	C	C	C

A = Accountable R = Responsible C = Consulted I = Informed

Two tools are used to manage stakeholders: a Power-Interest Matrix (Mendelow, 1991) (shown in Figure 5), and a RACI Chart (shown in Table 1).

The Power-Interest Matrix groups stakeholders by how much power they have and how much they care about the project, so that effort goes to the right people in the right way. For example, the City Council and TfL are managed closely, while residents are kept informed rather than consulted on every decision.

The RACI Chart clearly demonstrates and stops confusion over who oversees each task. For every activity, one person is marked accountable. As a result, there is always a single person who can make the final call, even when several outside organisations, such as TfL, Uber, and the Port of London Authority, are involved in the same task. This matters because the biggest risk to this project, is delay caused by coordinating several different operators. The RACI Chart directly reduces that risk by making ownership clear from the start, rather than leaving it to be worked out during a crisis.

Allocation of Resources.

Table 2: Allocation of Resources

Workstream	Key Resources	Responsible Party	Cost
Rail/Bus Capacity Increase	Additional staff rostering, extended operating hours	TfL / Bus Operators	£5.0M
River Freight Activation	Barge operators, loading equipment, wharf coordination	Port of London Authority	£3.5M
Active Travel Infrastructure	Cycle-only lane signage, segregation measures, walking route upgrades	City Council (Highways)	£3.0M
Ride-share Coordination	Driver incentives for pooled journeys, bay marshalling	Uber	£2.0M
Project Management & Testing	PM office, H&S officers, stakeholder communication, staff training	Project Manager	£3.0M
Contingency Reserve	~15% of delivery subtotal — absorbs schedule/cost overrun in any workstream	Project Manager	£2.5M
Total Project Budget			£19.0M

Table 2 estimates how the project's £19 million budget is allocated across the five workstreams identified in the Work Breakdown Structure.

The active travel allocation of £3 million is anchored to a real comparator - TfL's own 2025/26 borough investment programme committed £87.6 million across all 32 London boroughs and the City of London for comparable cycle route, signage, and crossing improvements, an average of approximately £2.65 million per borough for a full year of ongoing work (Transport for London, 2025). This project delivers a comparable scope of active travel infrastructure on a single corridor within a much shorter, more intensive window, so an allocation slightly above the borough average is a reasonable and defensible planning figure.

The rest of the budget is set relative to that benchmark, based on how complex each piece of work is. Rail and bus capacity increase is allocated £5 million - the largest single amount, because it involves additional staff cost and operating hours across two rail lines and multiple bus routes. River freight activation is allocated £3.5 million, reflecting the cost of coordinating with an external authority, the Port of London Authority and mobilising barge operators and loading equipment that are not already configured for this route. Ride-share coordination is allocated £2 million, lower than the other

delivery workstreams because it relies on Uber's existing platform and driver network rather than new infrastructure. Project management, stakeholder communication, and testing are allocated £3 million, covering the Project Manager's office and the health and safety officers responsible for certification.

A back-up fund of £2.5 million, approximately 15% of the delivery subtotal, is set aside rather than given to any one workstream. This reflects standard practice for holding back-up fund in proportion to overall project risk and directly addresses the multi-operator coordination risk identified in Risk analysis.

Risk Analysis.

Table 3 lists the main risks to delivery. For each one it shows how likely it is, how big the impact would be, how it's reduced, who owns it, and a back-up plan if that doesn't work. Likelihood and impact are scored 1 to 3, giving a score out of 9 used to prioritise attention.

Four risks score 6, the highest in the table, and most stem from the project's main strategy: using existing services instead of building new ones. Overcrowding on the Elizabeth and Victoria Lines is reduced through real-time monitoring, owned by TfL. Coordination delays between TfL, the Port of London Authority, Uber, and bus operators are owned by the Project Manager, since no single operator can fix a cross-organisation delay alone, with escalation to the City Council as the back-up. Resistance to the new cycle-only lanes is owned by the City Council, addressed through early consultation. Bad weather reducing active travel uptake is owned by the Project Manager, with ride-share promoted as a back-up option.

The remaining risks — river freight scheduling, low ride-share pooling outside peak hours, and safety incidents — score lower and are owned by the PLA, Uber, and the Project Manager respectively. Giving each risk a named owner and a back-up plan mean responsibility is already clear if something goes wrong, rather than being worked out during the disruption itself.

Table 3: Risk Register

Risk	L	I	Score	Mitigation	Owner	Contingency
Overcrowding on Elizabeth/Victoria Line exceeds added capacity	2	3	6	Real-time crowding monitoring; staggered messaging; off-peak incentives	TfL	Activate additional bus capacity on affected corridors
Multi-operator coordination delays (TfL, PLA, Uber, bus operators)	2	3	6	Single coordination board; agreed comms protocol; weekly sync	Project Manager	Escalate to City Council for cross-operator intervention
Resident/business resistance to reallocated road space (cycle lanes)	2	3	6	Early consultation; phased rollout; clear temporary signage	City Council	Revert specific lane sections to general traffic
Adverse weather reduces active travel uptake	3	2	6	Covered waiting areas; ride-share promoted as backup	Project Manager	Temporary pooled ride-share fare subsidy during severe weather
River freight wharf/vessel scheduling shortfall	2	2	4	Pre-agreed PLA capacity terms; existing multi-modal piers	PLA	Redirect freight to road temporarily with priority permits
Low ride-share pool-matching rates outside peak hours	2	2	4	Off-peak pooled fare discounts to encourage matching	Uber	Permit single-occupancy rides as fallback at standard rate
Safety incidents at ride-share bays or cycle lane crossings	1	3	3	Daily H&S checks; marshals at peak; improved lighting	Project Manager (H&S)	Immediate closure of bay/lane pending incident review

L = Likelihood (1–3) I = Impact (1–3) Score = L × I

Conclusion.

This plan shows how London can get moving again after its central transport hub closes, without needing to build anything new. By using the Elizabeth Line, Victoria Line, electric buses, and the River Thames for freight, along with walking, cycling, and shared Uber rides, the plan gets part of the service running before Christmas 2025 and the full plan working by February 2026. The total cost is approximately £19 million, which is low compared to building brand new infrastructure from scratch.

The Work Breakdown Structure and Gantt Chart show that this is possible because different parts of the plan can happen at the same time instead of one after another. The Risk Analysis and budgeting table show that I have thought about what could go wrong, and who is responsible for fixing it if it does. Overall, this plan gives London a fast, low-cost way to keep moving while the real, permanent fix to the transport hub is being built, without asking residents and businesses to wait years for a solution.

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