

**LEADERSHIP AND MANAGEMENT SKILLS IN
THE WORKPLACE**

MODULE: PROJECT MANAGEMENT

MODULE CODE: LCLM5003

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Part A: Poster

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REOPENING A FLOODED HIGHWAY WEST MIDLANDS FLOODING – JULY 2025

INTRODUCTION
In July 2025, intense rainfall across the West Midlands caused severe flooding in Worcester, Shrewsbury, and Kidderminster. The River Severn exceeded critical levels, leading to road closures, infrastructure damage, and disruption to transport networks. This project focuses on reopening a flooded highway to restore transportation, support emergency services, and reduce economic disruption. Effective project management is required to ensure the road is repaired safely and reopened within a short timeframe.

SCOPE OF WORK
The project includes all activities required to safely reopen the highway

- The project includes all activities required to safely reopen the highway.
- Removal of debris, mud, and floodwater.
- Repair of road surface and drainage systems.
- Safety checks and inspections.
- Reopening the highway.

QUAD CHART

Purpose

- Reopen highway quickly and safely

Deliverables

 - Cleared roadway
 - Repaired infrastructure
 - Safe access restored

Stakeholders

 - Local councils
 - Emergency services
 - Residents

Risks

 - Weather delays
 - Safety hazards

Task	Council	Engenlers	Emergency
Assessme nt	A	R	C
Repairs	C	R	A
Inspection	A	R	C

A = Accountable, R = Responsible, C = Consulted

GANTT CHART

Task	Week 2	Week 4	Week 1	Week 3
Damage Assessment	▲			
Planing	▲			
Repairs		▲	▲	
Inspection				◆
Reopening				◆

WORK BREAKDOWN STRUCTURE

Initiation

- Assess damage
- Approvals

Planning

 - Resource allocation
 - Safety planning

High Interest / Low Power

 - Residents
 - Businesses

Low Interest / Low Power

 - General public

Execution

 - Clear debris
 - Repair road and drainage.

Closure

 - Final inspection
 - Reopen highway

STAKEHOLDER ANALYSIS

High Power / High Interest

- Local Councils
- Emergency Services

CONCLUSION

Reopening the flooded highway is essential to restore transportation and support affected communities. By applying structured project management techniques such as planning, risk management, and stakeholder coordination, the project can be completed safely, on time, and within budget.

Thank you

Part B: Reflection on Feedback

This self-reflection is a review of the comments I got as a result of the presentation of my poster about the project Reopening a Flooded Highway in the West Midlands by my tutor and peers. The feedback proved convenient in directing me toward the right direction of determining the strengths of my work and the weaknesses that I need to work on to maximise in my end project management plan. The clarity of my project idea was one of the strengths pointed out. I articulately described the effects of the July flood in 2025 and supported the rationale to reopen the highway as soon as possible to reinstate transportation, emergency services, and economic disturbance. The project triangle (time, cost and scope) was also very well received as it demonstrated that I was conversant with critical project management limitations. Besides that, my poster incorporated other pertinent areas of my projects like risk assessment, analysis of the stakeholders and a simple Gantt chart which portrayed a solid level of project management knowledge.

Nevertheless, the feedback did outline some key areas of improvement as well. This led to one of the problems with the Work Breakdown Structure (WBS). It was suggested that I keep them together, and I realised that my tasks were not well organised or interrelated. Though I have enumerated the activities which included damage assessment, planning, repairs, and inspection, I did not fit them into an elaborate hierarchical deal. This will be strengthened in my final project plan because I will use a clear and structured WBS that will correlate all tasks to project phases and deliverables. The other significant need was the improvement of the RACI matrix. Although I added a few roles, the response provided indicated that I had to add more to this and lay out evident roles, especially involving stakeholders like the local authorities and residents. I am now aware that my original RACI was partial. My final submission will be a total RACI chart indicating the person(s) who are responsible, accountable, consulted and informed about each/ every task.

The feedback also indicated that further stakeholder analysis, especially answering the question of who and where, was needed. I realise that my section on stakeholders was too shallow and simple. I came up with some of these groups that included local councils and emergency services, but I did not give a comprehensive analysis of how much they impact or are involved. In my last strategy, I will incorporate more detailed stakeholder analysis, such as power-interest mapping and engagement strategies. Moreover, I was also suggested to analyse more and add more details. This demonstrated that my work has been rather descriptive and not critical in

explaining. As an illustration, I added a risk tabular data, but I have not explained in detail the impact, nor have I legitimised my mitigation plans. When developing my final project plan, I will make sure that all tools and techniques are not only introduced but also analysed and explained why.

The feedback has assisted me in realising how to add richness, organisation, and quality to my work. It will involve me improving my WBS, increasing the RACI matrix, increasing the stakeholder analysis, and having a more critical analysis. This will make my end project management plan more professional, elaborate, and in line with academic requirements.

Part C – Project Management Plan

1. Introduction

In July 2025, the entire area of the West Midlands was the subject of severe flooding, which resulted in major disruption of infrastructure, especially of the transport networks. The River Severn has reached critical limits, leading to road closures, damaged highways and limited access to emergency services and local communities. The transportation infrastructure will be crucial in ensuring people are safe and that the economy rebounds by restoring the infrastructure. This project management plan dwells on the reopening of a flooded highway within a period of four weeks and a budget of £45,000. The plan deploys the important project management principles, tools and techniques so that an efficient, safe and constrained project is delivered. It integrates systematic planning, stakeholder coordination, risk management and allocating the resources in order to accomplish project goals.

2. Project Description

The project is dedicated to assessing, repairing, and opening a highway that has been damaged during the floods in the West Midlands, and the highway is subject to opening after the devastating floods in July 2025. The compromised highway is one of the vital transportation corridors supporting emergency service operations, in-region transportation, local transportation, and economic activity (Wassmer, Merz and Marwan, 2024). It has suffered serious social and economic impacts due to its disruption, and therefore, its significance in terms of urgency in its restoration is immense. Project management-wise, this project can be seen as an infrastructure recovery project; this is an initiative that has to be structured and time-sensitive. The project will entail a series of activities that go hand in hand, such as extensive assessment of damage, debris and floodwater removal, road surface and drainage system repair and all-around safety checks before reopening. The activities should be well coordinated to achieve quality, safety and efficiency.

The main aim of the project is to bring the highway to a safe, functional and accessible state within a limited period and cause minimal disturbance to the stakeholders. This involves the use of major project management principles like planning, scheduling, risk management and the coordination of the stakeholders involved. The project management triangle governs the project. This aids in bringing into the limelight the fact that time, cost, and scope are interdependent (ILX Marketing Team, 2019). This project will run a course of 4 weeks and has a total cost of £45,000 and an outlined scope with the ultimate aim of reopening the highway.

Such limitations produce a necessity of making trade-offs; such as rushing to the schedule can be costly or could impact quality unless done correctly.

Thus, project control mechanisms need to be efficient to ensure an equilibrium between these limitations (Pourrahimian, Hamzeh and AbouRizk, 2024). This involves constant tracking of performance, effective resource distribution and risk management. On the whole, the project illustrates the application of project management concepts in solving real-life challenges in the infrastructure.

3. Scope

The limits and outputs of the project are set by the scope, where the project will deliver to reopen the highway.

In Scope

- Damage assessment of the highway.
- Elimination of rubbish, mud and flood water.
- Repair of drainage and surface roads.
- Quality checks and safety checks.
- The reopening of the road.

Out of Scope

- Long-term infrastructure redesign
- Widening or improvement of the highway.
- Repair of non-relevant infrastructure.

Project Deliverables

- Clear and deforested road.
- Repaired infrastructure
- Complete drainage system in operation.
- Authenticated safety examination report.
- Reopened highway

Scoping is an essential practice of project management as it helps in creating a clear line of what the project will do or will not do. A clear scope helps in boosting task-related understanding among the stakeholders on the project goals, deliverables, and constraints and eliminates ambiguity and misunderstanding (Owolabi et al., 2024). This is especially significant in infrastructural developments, where various activities and stakeholders come into play. Among the main advantages of scope definition, one might single out the avoidance of scope creep, that is, the unmanaged increase in the project requirements without adequate compensations in terms of time, cost or resources. The reasons behind scope creep are the lack of clarity in the initial requirements, the needs of all stakeholders, or the presence of poor change control procedures (Okafor and Odubade, 2022). Otherwise, it may contribute to project delays, increased budgets, and poor-quality results.

When considered in the framework of this project, the scope is also well spelled out, which will make sure that the efforts will always be directed towards the main goal, which is to reopen the highway in a safe and efficient manner (Raouf and Al-Ghamdi, 2023). It allows the project manager to prioritise the tasks, manage the resources effectively and keep track of the progress against the defined deliverables. Moreover, it also aids in decision-making as it offers a point of reference to where any change proposed can be gauged. In order to control the scope, designed procedures like scope documentation, change administration practice and practice reviews should be adopted. These processes aid in the evaluation of how any changes can impact time, cost and quality before the changes are adopted.

4. Work Breakdown Structure (WBS)

The Work Breakdown Structure (WBS) is a hierarchically organised method of breaking down the project into other smaller parts that are manageable (Cerezo-Narváez et al., 2020). This graded hierarchy promotes clarity, effective planning and ensures that all the project activities are worked out harmoniously with the overall objectives.

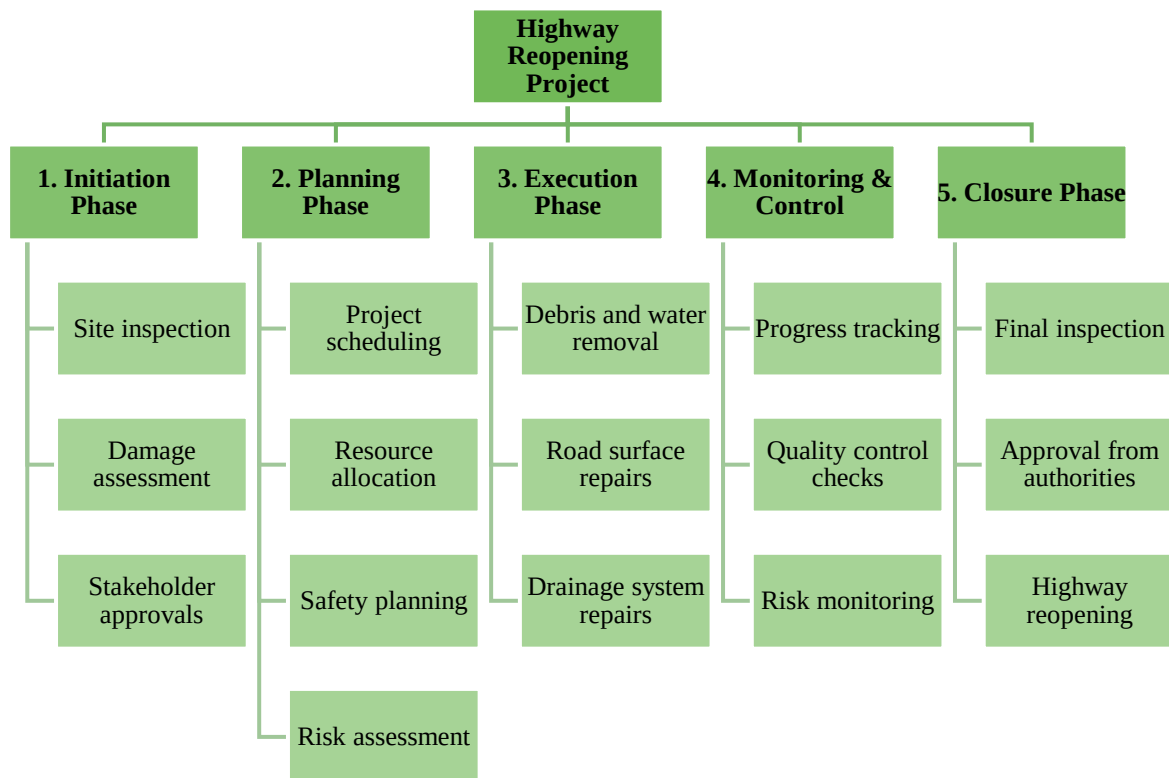


Figure 1: Work Breakdown Structure

Source: (Developed by Author)

5. Quad Chart

The Quad Chart gives an overview of the project at a high level and puts some of the most important elements in an organised and simple format, ensuring appropriate communication with the stakeholders.

Element	Details
Purpose	The main goal of the project is to reopen the flooded highway safely, efficiently, and competently and on time. This will reestablish important transportation networks, with the emergency response efforts, and reduce the impact of the flooding on the local communities and businesses.
Deliverables	Cleared roadway without debris and floodwater.

	- Both drainage systems and the road surface were mended. - Properly checked and cleared the safe highway. - Reinstated vehicle, emergency and citizen access.
Stakeholders	- Local councils (approval and supervision of projects) - Emergency services (priority access and coordination) - Its residents (users who are directly affected) - Companies (relying on routes as the basis of their activity)
Risks	- Additional flooding because of the bad weather. - On-the-job occupational risks when doing repairs. - Delays in the project due to a lack of resources or unexpected damage.

Table 1: Quad Chart

Source: (Developed by Author)

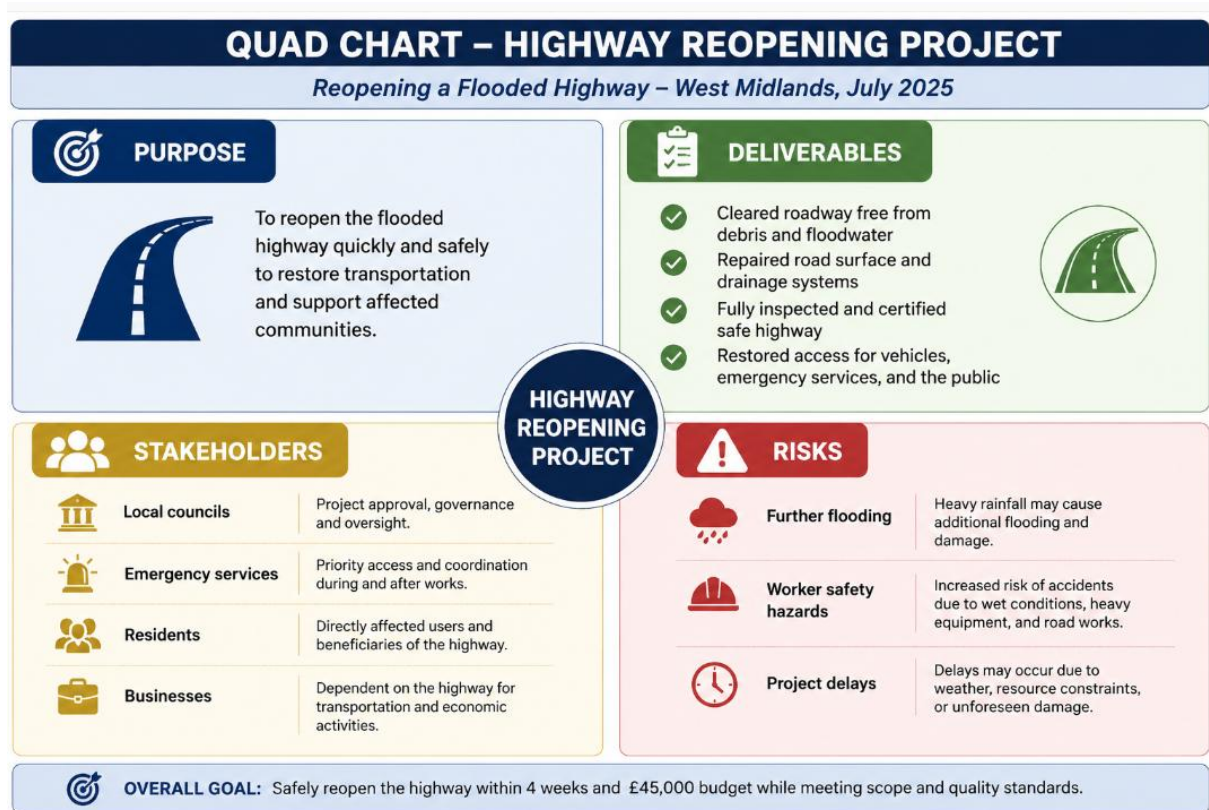


Figure 2: Quad Chart

Source: (Developed by Author)

The Quad Chart is a strategic project management platform that is utilised to display project data related to a few key elements in a streamlined and organised form (Kanbanboard, 2025). It helps the stakeholders to have a quick overview concerning the purpose of the project, the anticipated results, key players and the risks that may arise during the project. It is especially significant in projects of infrastructure that emanate from time constraints, as clarity of communication and piecing together is essential. The aim of this project involves reinstating an important transport route which sustains emergency services, as well as the economic life of the local community. This purpose will help clearly define the project team in such a way that all efforts are made towards the same goal. The deliverables offer quantifiable results that portray the success of the project, thus making sure that all the necessary deliverables are outlined and attained. Having the list of stakeholders portrays the individuals and groups that are directly or indirectly impacted by the project.

6. Gantt Chart (Project Timeline)

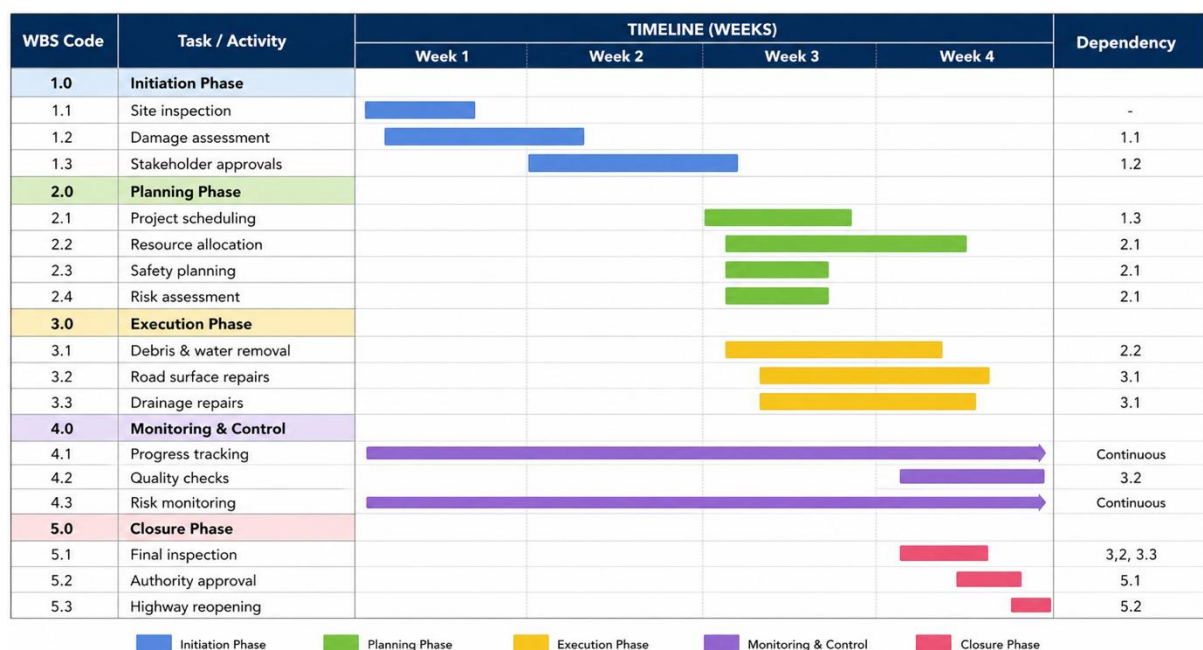


Figure 3: Gantt Chart

Source: (Developed by Author)

The Gantt chart is closely correlated with the Work Breakdown Structure (WBS) using the WBS coding (1.0, 1.1, etc.). This would guarantee uniformity between planning and scheduling. With this integration, clarity, traceability and control can be improved; every scheduled activity can be explicitly attached to a specified project element. Organising the

Gantt chart in a way consistent with the WBS stages (initiation, planning, execution, monitoring, and closing) the project timeline will be spread with a logical and well-thought-out layout of the activities. This makes sure that one sequences all the tasks and their dependencies are well defined. As an example, the execution tasks that include road repairs (3.2) are referred to as dependent on the execution of the tasks that include removal of the debris (3.1), creating the logical progression of the tasks.

7. Stakeholder Involvement

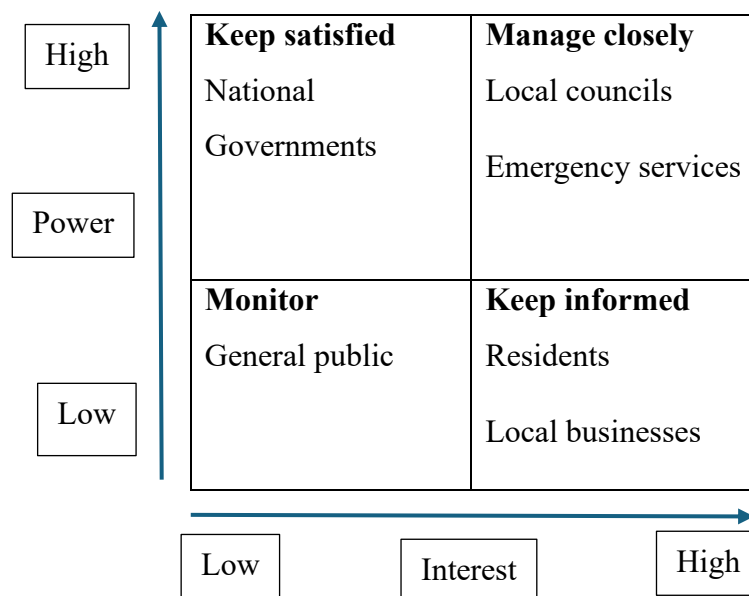


Table 4: Stakeholder Matrix

Source: (Self-Developed)

Stakeholder management is very important to project success (Amoatey and Hayibor, 2017). The stakeholders are analysed according to their power and interest. The Stakeholder participation is a key ingredient in the ultimate achievement of carrying out the highway reopening project since it would entail that the project objectives and the expectations of the stakeholders are aligned. Primary stakeholders are the local councils, emergency services, the residents, businesses, and the government authorities all in dissimilar degrees of power and interest. The first step to effective involvement is noting and evaluating the stakeholders, which may be facilitated by utilising various tools (the power interest matrix), which might be taken as the first step to prioritising the engagement strategies.

Stakeholders with high power like the local councils and government agencies have to be carefully handled since the stakeholders are the ones that give approvals, provide finances, and ensure compliance with regulations. Emergency services are no exception as they also demand active involvement to make sure that the decisions made as a part of the project allow safeguarding the welfare of the population and responding to the demands promptly. Meanwhile, the less powerful residents and local businesses are extremely interested and need to be informed about the changes regularly since they are directly involved with road inability and opened perspectives.

There should be strategies of engagement such as frequent updates regarding progress, consultations and feedback system to enhance transparency and responsiveness. Public communication methods like notification papers, meetings and electronic communications can assist in increasing trust and minimizing opposition. Effective stakeholder participation helps reduce conflict, better decision making and increase acceptance of the projects. Based on the project plan, the coordination of stake holders is mandatory, which will enhance the seamless implementation of the project and the alignment of the project with the technical requirements as well as community needs.

8. Allocation of Resources

Proper budget allocation of resources helps in delivering the project within the budget and time frames (Goda et al., 2023).

Human Resources

- Project manager
- Engineers
- Construction workers
- Safety officers

Material Resources

- Construction equipment
- Repair materials (asphalt, drainage pipes)
- Safety equipment (PPE)

Financial Resources

- Total budget: £45,000
- Allocation across planning, labour, materials, and contingency

Resources are allocated based on project phases to maximise efficiency and avoid delays.

9. RACI Matrix

The RACI matrix helps in defining roles and responsibilities in all the important activities in the project. It makes sure there is accountability, enhanced communication and no role confusion by clearly stating the Responsible, Accountable, Consulted, and Informed persons.

WB S Cod e	Task / Activity	Project Manage r	Local Counci l	Engineer s	Contracto rs	Emergenc y Services	Residents / Businesse s
1.1	Site inspection	A	C	R	R	C	I
1.2	Damage assessment	A	C	R	R	C	I
1.3	Stakeholder approvals	R	A	C	I	C	I
2.1	Project scheduling	A	C	R	I	I	I
2.2	Resource allocation	A	C	R	R	I	I
2.3	Safety planning	A	C	R	R	C	I
2.4	Risk assessment	A	C	R	I	C	I

3.1	Debris & water removal	A	I	C	R	C	I
3.2	Road surface repairs	A	I	R	R	C	I
3.3	Drainage system repairs	A	I	R	R	C	I
4.1	Progress monitoring	A	C	R	R	I	I
4.2	Quality control checks	A	C	R	R	C	I
4.3	Risk monitoring	A	C	R	I	C	I
5.1	Final inspection	A	C	R	C	C	I
5.2	Authority approval	R	A	C	I	C	I
5.3	Highway reopening	A	A	R	R	C	I

Table 5: RACI Matrix

Source: (Self-Developed)

Key:

- **R = Responsible** (performs the task)

- **A = Accountable** (decision maker)
- **C = Consulted** (provides input)
- **I = Informed** (kept updated)

Including residents improves stakeholder inclusivity, addressing feedback received.

This is a project management tool in which RACI matrix is applied in defining the roles and responsibilities of each task in any project. RACI is an acronym that is translated to mean responsible, accountable, consulted, and informed. It assists in ensuring that all the activities are assigned correctly, they are not confused and the stakeholders are well coordinated. Responsible means the actual performers of the task (team members). It may have more than one party in charge with the sophistication of the activity. The individual who owns the task outright and is responsible to ensure that it is done is the one who is called accountable; preferably there should be a single individual who is considered accountable to eliminate ambiguity. Consulted involves those involved in the strategies and activities who contribute, give knowledge or guidance to the execution of the tasks, making the decision making process effective. Informed includes the people who must know what is going on or accomplished, but are not directly engaged in the work. Regarding the highway reopening project, the RACI matrix guarantees that each activity has the roles of the project manager, engineers, contractors, local councils and emergency services clearly defined in the project. Such an ordered distribution enhances better communication, accountability, and eliminates overlapping efforts. Generally, RACI matrix is necessary in the successful implementation of a project since it can align responsibilities with the project goals, as well as aid in the proper management of the stakeholders.

10. Risk Analysis

Risk ID	Risk Description	Likelihood (1–5)	Impact (1–5)	Risk Score	Risk Level	Mitigation Strategy	Responsible
R1	Further flooding due to adverse weather	4	5	20	Critical	Monitor weather forecasts, flexible scheduling	Project Manager

						and contingency planning	
R2	Worker safety hazards (injuries, accidents)	3	5	15	High	PPE, safety training, site supervision, compliance with regulations	Safety Officer
R3	Project delays due to resource shortages	3	4	12	High	Effective resource planning, backup suppliers and schedule monitoring	Project Manager
R4	Equipment failure or breakdown	2	4	8	Medium	Regular maintenance, backup equipment availability	Contractors
R5	Budget overrun	2	4	8	Medium	Cost monitoring, budget control measures and contingency fund	Project Manager
R6	Poor quality repairs	2	5	10	Medium	Quality inspections, skilled	Engineers

	requiring rework					workforce, supervision	
R7	Stakeholder communicatio n breakdown	2	3	6	Mediu m	Regular updates, clear communicatio n channels	Project Manager
R8	Environmenta l or regulatory issues	2	4	8	Mediu m	Compliance checks, approvals from authorities	Local Council

Table 6: Risk Assessment Matrix

Source: (Self-Developed)

11. Conclusion

The highway reintegration after floods is an urgent project that helps in the recovery of the community, and it restores transport networks. The project is deliverable through efficient and effective application of structured project management techniques like WBS, Gantt chart, stakeholder analysis, RACI matrix and risk management. The plan illustrates how it is necessary to compromise the time, cost, and scope, and at the same time provide safety and involvement of the stakeholders. Feedback has been added to enhance the plan in depth and quality, more than the role clarity and stakeholder involvement. Finally, the project will help in the recovery of normal operations within the affected area and the value of effective project management in addressing real-world issues.

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