

Managing Projects in the Organisation

BMSW5104

Task 2

STUDENT:

ALEXANDRU COSMIN STEFAN

ID: 2008651

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Executive summary

A project management plan requires careful planning and prior research. This project management plan is realised for Merton Council who wants to build a new recycling centre for household waste. This project has evaluated all the elements related to the organisation activity and is formulated by the project manager in order to be presented to the senior management team. It makes use of different theoretical models used for analysis in order to emphasise essential elements related to the project.

The project management plan refers to the life cycle model and includes project description, screening and scoping, Quad chart, Stakeholder analysis, Work Breakdown Structure, Budgeting, Scheduling, Risk assessment, implementation and evaluation.

Merton Council has the resources to execute such a project from financial resources to human resources. From selecting an easy to access for the community location to ensuring is not disturbing in any ways the residents, the council intends to address a current problem, to help the community, to contribute to the environment and for financial gains. The short term objectives are to have return on investment and to offer services related to household waste collection and on long term to reduce carbon print and pollution.

Merton Council

The selected organisation to develop a project management plan is Merton Council. It is part of the 32 councils which represent the local authority for Greater London. The council manages and provides different services for the borough such as parking and transport, recycling, rubbish collection, business and consumers, birth, marriages and deaths registration, housing and benefits, planning, building and environment permits, social care, educational and learning services, communities and neighbourhoods (Merton, 2022).

The increasing levels of pollution have become a worry for the world and society has become more aware about the importance of recycling for the benefit of the planet. Recycling can help reduce the carbon footprint, it reduces greenhouse gases, saves energy and reduces the need for harvesting different materials. By recycling, it can be reduced the waste and the need of harvesting new materials, it saves the environment, but it also saves money (NorthHillDepot, 2022). Merton Council already has existing recycling centre, but considering the importance of such big issue and the financial aspects, a new recycling centre is considered.

Project management and Project life cycle

There are different processes that needs to be achieved for a project management plan. It has to be analysed the current situation, the screening, scoping and the project cycle. In the design and feasibility it has to be formulated the project and used different theoretical models for stakeholder analysis, objectives, problem solving, scheduling and budgeting. The feasibility study looks at aspects related to the market and economy, technical and legal considerations, but also the effects on environments or impact on society. The appraisal analyses the project and assess the risks. The implementation refers to three main areas knowledge management, vehicles that facilitate it and project integration management. The evaluation is when the project is completed and evaluated.

The project cycle has different sequences starting with project identification, project design and formulation, feasibility analysis, project appraisal, project selection, negotiation, project approval., project activation, project implementation, project supervision, monitoring and reporting, project completion and evaluation and follow up analysis and action (PM Study Circle, 2022).

Project management plan

Identification

The project evaluated in this report is the building of a new recycling centre for household waste by Merton Council. The purpose of this new recycling centre is to create a larger and modern recycling site which will increase the recycling rates for the borough. The project presents limited risks because it has been research that Government has a strategy to increase recycling, building a new recycling site as part of the Resource and Waste Strategy (Oluwadipe et al., 2022).

Further that it has great importance for community who is able to use the recycling site for their waste and encouraging the community to do that then reducing fly-tipping. Also it would have a long term impact on the environment, for reducing carbon print, reducing green house gases, waste of all sorts. Part of the profit this recycling centre will make use of many materials, metal, glass, plastic, fabric, cardboard which could be sold and reused (Think Sustainable, 2021). ·Positive impact for the community.

The scope of this recycling centre is to be used by the council and the Merton Borough residents to deposit the house hold waste. The recycling site will have a 4 acres area from the public area owned by the council and it will have a high capacity to process the waste of 15 kilo- tones per year. The centre will make use of modern waste process equipment for an efficient sorting system (London.Gov, 2022).

Design and feasibility

The recycling centre would be part of the solution for increasing recycling in the borough. It would be situated in an easy to access area, but not too close to very residential neighbourhoods. In order to determine the objectives of the project will make use of QUAD chart in figure 1.

The aims and objectives for this project plan is to build a recycling centre and to contribute to the Resource and Waste Strategy. The stakeholders for this project are the council which is the shareholders, the Government who intends to increase recycling at a national level and the local communities. The desire results are to reduce household waste, pollution, the stakeholders who can now be assured the waste is recycled in a more efficient way, helping the environment and reducing waste, the borough would be much cleaner if recycling is encouraged and more people are educated towards that, fly-tipping should be reduced having another recycling centre with easy access. Also another desired result is to save the council money and make profit. The measures of success are the

increased recycling rates, a population who is more educated on the recycling and obtaining profit from recycling by reusing all the materials possible.

Figure 1 QUAD chart

AIMS/ OBJECTIVES To build a recycling centre To contribute to the Resource and Waste Strategy	STAKEHOLDERS Council Government Local communities
DESIRED RESULTS To reduce household waste To reduce pollution To save money the council To help the community	MEASURES OF SUCCESES Increase of the recycling rate Raising awareness on the importance of recycling Obtaining profit from recycling

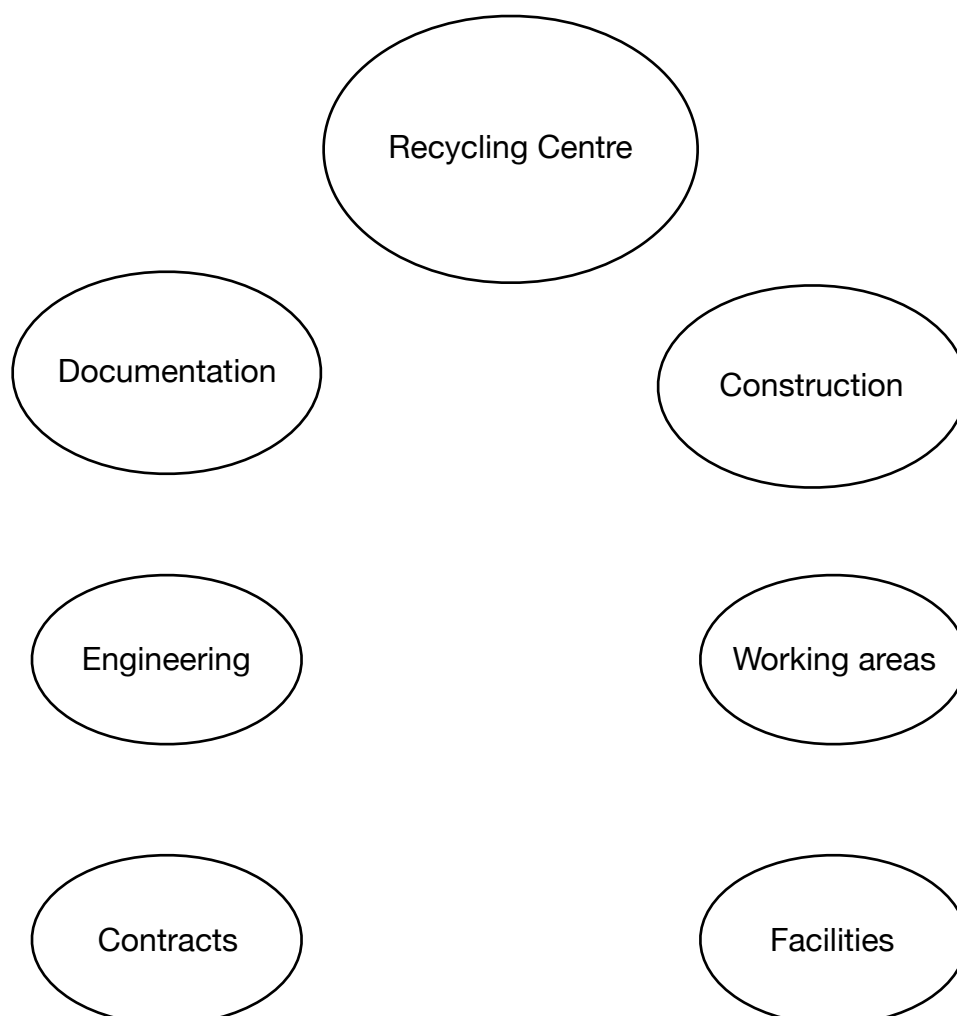
The stakeholder analysis is realised by using the Power/ Interest Matrix in Figure 2. The analysis highlights that the stakeholders with high power and high interest are the Government, Merton Council, Suppliers. This is because of the public funding used by Merton Council and the National strategies towards increasing the rates of recycling. Also the technology used for automatisisation of the centre and efficiency of the operations is not standard and can be difficult to outsource. The groups that has to be managed closely are the environmental agents who could engage if something would go wrong and communities who could also create conflict if something would go wrong with the project and would affect them directly. With lower power and high interest would be local business and competition. And the groups that have to be kept informed employees as they need to know about project dates and job roles and media because it would benefit the council to raise awareness about the new recycling centre.

Figure 2 Power/ Interest Matrix

<u>Keep satisfied</u> Government Merton council Suppliers	<u>Manage closely</u> Environmental agents Community
<u>Monitor</u> Local Business Competition	<u>Keep Informed</u> Employees Media

The Work Breakdown Structure (WBS) for the project is presented in Figure 3.

Figure 3 WBS



There are two parts of the projects one related to the designing and paperwork and legal formalities and one part related to the construction of the recycling centre which includes the working areas for recycling process and the construction of the facilities for staff purposes.

Figure 4 Gannt chart

Project Activities	1 M	2 M	3 M	4 M	5 M	6 M	7 M	8 M	9 M	1 0 M	1 1 M	1 2 M
Designing the recycling centre												
(value engineering and efficient sorting systems)												
Land allocation and Planning Permits												
(under the local authority)												
Appointing sub-contractors												
(contractual documentation)												
Construction of the recycling centre												
Site survey												
Final inspection												

The construction of the recycling centre for house hold waste will be realised over 12 months period of time. The project schedule is presented in Figure 4 Gannt Chart. For the designing of the recycling centre there are allocated 2 months. The short period of time is rationalised because of previous experience of the council of such projects. For the land allocation and planning allocation again is allocated a short period of time of 2 months because of the type of the organisation, Merton Council who can facilitate precise paperwork and legal aspects to be made without difficulties

having the professional help needed within the organisation. There are appointed sub-sub-contractors as the result of the tendering process over 2 months. For the construction of the recycling centre there are allocated 6 months because of the large area that needs to be built. For the site survey is allocated 1 month and is realised during the end of the construction and the final inspection 1 month after the recycling centre is ready to start the activity.

The total cost of the recycling centre project is £6 millions. For the ground and foundation it is allocate £1 million because it involves professional machineries for excavation and it requires a large and solid foundation. For the walls and roofs which are the large halls for the recycling areas is allocated £1.5 millions. For the drainage system is allocated £700000. For the CCT system is outsourced a security organisation who would set up the site for the amount of £10000 along with the security cost for the whole period of construction over the year for £50000. The equipment is a the high cost of £2.5 millions. The facilities which are office, staff room and toilets are allocated £200000. Other costs related to the project which includes the cost of the project manager are allocate £40000. The high cost of the project is funded by the council and Governmental funds which are part of national strategies. It is estimated to have a profit of £1.5millions per year which involves that in less than 5 years the cost of the construction should be absorbed (Resource, 2021).

Appraisal

The risk assessment for the project includes listing the risks that could occur, assessing the importance and the likelihood of it to happen. There are evaluated risks related to financial aspects, suppliers and contractors, issues with permits and being refused approval and increasing capacity if demands changes or other elements requires it. The risk of going over the budget is high because of the size of the project, cost of the construction, cost of equipments, potential problems with ground work, potential problems with outsourcing building materials and equipment. It is very important for the project not to go over budget especially because of the type of the organisation and the public funding. The likelihood for the risk to occur is at high levels and it requires high monitoring. The current increase of the cost for electricity and inflation could generate cost increase related to building materials, equipment, labour force. The importance for the project is high because it is would increase the total cost of the project. The likelihood to happen is at medium levels if there are negotiated fixed contract with sub-contractors. The risk related to paperwork and legal aspects is at low levels because of previous experience for Merton Council in managing such projects and being able to ensure a smooth process representing the local authority. The risk of being forced to increase

capacity is at low levels because this new recycling centre has a larger capacity than the existing ones in the borough.

Implementation

The implementation stage requires continuous communication and monitoring with the involved parties. Any issues needs to be addressed and any adjustments needs to be realised considering the project objectives. Reporting is an essential part of this stage because everything has to go according the plan and in correlation with Merton Council requirements. Sub-contractors have to report with the progress of the construction and to ensure the deadlines are met.

Evaluation

The project evaluation requires expertise and it needs to be ensured all the protocols were followed for the construction, all equipments are tested and ready to function, staff is trained.

In the light of Covid 19 pandemic the evaluation includes identification and rationale of pre and post Covid 19 changes. The project is realised with the beginning of year 2023 when pandemic is not at its peak anymore. This means that there are no strict measures that would be needed to be followed. With no restrictions related to Covid-19 put in place it would be only the case of a worker to isolate for 5 days if tested positive as a guidance. The mass vaccination has contributed to the decrease of Covid 19 spread and symptoms now are more manageable (GOV, 2022).

Considering that project would have been realised when pandemic was at its peak then it would have required adherence to all Covid 19 restrictions and safety measures put in place such as working from home in lockdowns and wearing masks and social distancing for essential workers. The project would have had delays from large amount of applications and volume of work and probably less workforce being able to be on site at the same time to avoid crowding. Also the time of isolation would have been longer and probably less workforce available.

Conclusion

In conclusion the project management plan presents important internal capabilities, physical assets, human resources and finances that could ensure the success of the project. It is an important project that benefits the Government, the local authorities, the community and the environment. It makes the borough cleaner and encourages residents to recycle. It helps the council to reduce cost and save money, but also to gain profit from recycling the materials.

Is a short term investment for long term return, but close monitoring is required as it involves public money allocation and continuous communication with the stakeholders is recommended.

References

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ALEXANDRU
COSMIN STEFAN
ID: 2008651

Project identification:

screening and scoping

- The selected organisation is Merton Council.
- The proposed project is the building of a new recycling site for household waste.
- Increasing the recycling rates for the borough
- Limited risks
- Profit generation (Think Sustainable, 2021).
- Long term impact on the environment
- Positive impact for the community
- Building a new recycling site as part of the Resource and Waste Strategy (Oluwadipe et al., 2022).





- The household waste recycling centre will be owned by the Merton Council
- The household waste will be collected by the council and by residents
- The centre will be built on 4 acres site allocated for waste by Merton Council
- The centre will have a capacity to process 15 kilo- tones per year
- It will be used waste process equipment for an efficient sorting system (London.Gov, 2022).

Design and Feasibility

QUAD chart

AIMS/ OBJECTIVES To build a recycling centre To contribute to the Resource and Waste Strategy	STAKEHOLDERS Council Government Local communities
DESIRED RESULTS To reduce household waste To reduce pollution To save money the council To help the community	MEASURES OF SUCCES Increase of the recycling rate Raising awareness on the importance of recycling Obtaining profit from recycling

Stakeholder analysis

Power-Interest Matrix

		INTEREST	
P O W E R		<u>Keep satisfied</u> Government Merton council Suppliers	<u>Manage closely</u> Environmental agents Community
		<u>Monitor</u> Local Business Competition	<u>Keep Informed</u> Employees Media

Project scheduling: Gannt Chart

Project Activities	1 M	2 M	3 M	4 M	5 M	6 M	7 M	8 M	9 M	10 M	11 M	12 M
Designing the recycling centre												
(value engineering and efficient sorting systems)												
Land allocation and Planning Permits												
(under the local authority)												
Appointing sub-contractors												
(contractual documentation)												
Construction of the recycling centre												
Site survey												
Final inspection												

Project: Building a house hold waste recycling centre

Completion time: 12 months

Project budgeting

- Ground and foundation costs: £1million
- Walls and roofs: £1.5millions
- Drainage system: £700000
- CCTV: £10000
- security costs £50000
- equipment: £2.5millions
- facilities: £200000
- other costs: £40000
- Total cost: £6 millions
- Estimated profit £1.5millions per year (Resource, 2021).



Appraisal risk assessment

RISKS	IMPORTANCE	LIKELYHOOD
Going over budget	Very High	High levels / Requires high monitoring especially with public money allocation
Cost increase related to building materials, equipment, labour force	High	Medium levels/ Negotiating fixed contracts
Problems with sub-contractors	High	Medium levels/ Requires monitoring
Problems with permits and approval	Low	Low levels/ The council is responsible to undertake all the required procedures
Increasing capacity	Medium	Low levels

Conclusion

- It is an important project that benefits the Government, the local authorities, the community and the environment
- It makes the borough cleaner and encourages residents to recycle
- It helps the council to reduce cost and save money, but also to gain profit from recycling the materials
- Is a short term investment for long term return
- Close monitoring is required as it involves public money allocation and continuous communication with the stakeholders

References

- Oluwadipe, S. et al. (2022) 'A critical review of household recycling barriers in the United Kingdom', *Waste Management & Research*, 40(7), pp. 905–918. doi: 10.1177/0734242X211060619.
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