

# Scoping for success

A reform thread from *Unravelling Risk*

Change in scope is a leading cause of claim and dispute both globally (36.9%) and locally (51.0%). Consult Australia data indicates that scope is the reason in 29% of design and construct (D&C) project claims. These claims often relate to where the scope has changed over the life of the project because it was not well defined at the commencement.

Collaboration and transparency between parties at the earliest stages of project and program scoping could deal with a significant volume of unnecessary claims.

In the D&C contracting environment, it is very difficult for a consultant's concerns about scoping documents to be communicated with principal clients, as they operate at arms-length. Therefore, we need to rethink how we approach scoping. We need government and industry to work together to scope for success, and to dispel any misapprehension of what is driving the behaviour of other parties.

## WHO & HOW

**Clients** need to lead on 'scoping for success' by:

- conducting early engagement with **the industry** for feedback on the proposed project and/or
- engaging a **consultant** to reverse-engineer a project brief.

While scoping a project is a case-by-case exercise, there are several common components:

- an outline of the broad objectives of the client to be realised through the project
- specific project requirements, such as functional outcomes or benchmarks to meet the broad objectives
- background information, including specific project risks
- contractual method for delivering the project.

The best quality scope has:

- input from a wide range of stakeholders (including consultants and contractors) through industry briefings and/or engagement of a consultant to reverse-engineer a project brief
- realistic timeframes and budgets
- an appropriate amount of verified background detail
- clarity that can support appropriate risk allocation.

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