MWH TREATMENT

Scope Changes & Change Management – Quality Principles

The Types of Change:

Change is inevitable and will have an effect on a number of areas of the project. Common types of change you may come across are:

- Scope Changes (e.g. Change to the Client's / stakeholder's requirements)
- Design Changes
- Resource (Personnel) Changes

What are the Consequences of Failing to Correctly Control and Manage Change?

- An increase to the total project cost
- Delays to the project programme
- Reduced quality of work / performance (due to rushed work / over-stretched resources)
- Health, Safety and Environmental Risks

What are the Main Reasons Change Isn't Controlled?

- **Scope Creep** or 'Uncontrolled growth in a project's scope'. An example of this is accepting one-off additional requirements to please a stakeholder (e.g. Client, landowner etc.) without properly considering the limitations of the task / requirements and risks.

- Carrying out '**favours**' outside of your planned scope. This has been a direct cause of a number of accidents / incidents throughout 2017. You must ensure that **any** changes and additional tasks requested are appropriately planned and risk assessed before accepting the request.

- Failure to **recognise the impact** a change may have on another element of the project.

Benefits of Change:

Changes, if correctly planned and managed, can produce opportunities and benefits such as:

- Identify potential savings
- Identify opportunities for Innovation
- Compensate works out of scope
- Learn from experience by feeding back information

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How to Manage Change:

Each change will be unique and carry their own challenges and risks, using the following 6 steps will allow you effectively manage them:

1. Record all Requests in the Project Change Register:

- Ensure that any early warnings, compensation events and design change requests are recorded and raised.
- Update the register throughout the project to ensure the change is captured as required.

2. Plan and Review the Request:

- Evaluate the risks of the change including: the cost implications, capability to provide, HSE Risks, Delays, conflict with current works / company processes.
- Liaise with all the relevant parties to assist with the review.
- Consider any opportunities and where necessary other, more suitable solutions.

3. Approve or Reject the Proposed Change:

- Approvals must be carried out in line with BPRU07-01 Signing Authority Matrix (SAM) or if it is a design change, the Design Management Plan.
- Don't be afraid to say no if the risks are too high or if the change is not viable.

4. Inform:

- Communicate out the decision along with any control measures required to the relevant departments, teams and operatives.

5. Implement the change:

- Update the relevant project documentation to reflect the change (e.g. Change Register, Project Execution Plan, Design Management Plan, Programme Schedule, Construction Phase Plan etc.).
- Supervise the change to ensure it is carried out correctly.

6. Document Lessons Learnt:

- Use BPRE02-01 Lessons Learned / Communications Register to record any learning for future projects to refer back to.

Change of Personnel:

Where a project has a change of personnel, a formal handover should take place to ensure that there are no knowledge gaps and that all required documentation has been revised.

Handover forms should be completed for the following personnel: Project Managers / Project Design Managers / Site Managers. These can be found in CDPD20 Site Setup and Administration.

REGISTER OF ATTENDEES

Delivered By: (name / job title)	
Project No.:	
Project Name:	

Name (print)	Sign	Date