

 **Protective Marking**

Change Context

Project/Program name

**Creative Commons and contact information**

**© Commonwealth of Australia 2023**

The Commonwealth owns the copyright in all material produced by the Department of Home Affairs (Home Affairs). Apart from any use as permitted under the Copyright Act 1968, and those rights explicitly granted below, all other rights are reserved.

This document is available for your use under a Creative Commons BY Attribution 4.0 International licence, with the exception of the Commonwealth Coat of Arms, the Home Affairs logo, material protected by a registered Trade Mark, unit record data (microdata), content supplied by third parties, and where otherwise stated. The full licence terms as amended from time to time are available from <https://creativecommons.org/licenses/by/4.0/>



Use of Home Affairs material under a Creative Commons BY Attribution 4.0 Australia licence requires you to attribute the work (but not in any way that suggest that Home Affairs endorses you, the work, or your use of the work).

**Home Affairs material used ‘as supplied’**

Provided you have not modified or transformed Home Affairs material in any way including, for example, changing the Home Affairs text – then Home Affairs prefers the following attribution:

*Source: The Australian Government Department of Home Affairs*

**Derivative material**

If you have modified or transformed Home Affairs material, or derived new material from those of the Home Affairs in any way, then Home Affairs prefers the following attribution:

*Based on The Australian Government Department of Home Affairs APS Change Framework*

**Use of the Coat of Arms**

The terms under which the Coat of Arms can be used are set out on the Department of the Prime Minister and Cabinet website (see www.pmc.gov.au/government/commonwealth-coat-arms).

**Contact Us**

Enquiries regarding the Creative Commons licence and any other use of this document are welcome in writing, by post or email at:

APS Change Management Centre of Excellence
Portfolio Change Stewardship Office
Department of Home Affairs
PO Box 25
Belconnen ACT 2616

PortfolioChangeStewardshipOffice@homeaffairs.gov.au

[www.homeaffairs.gov.au](http://www.homeaffairs.gov.au)

This template includes prompts to support the development of the Change Context. Delete the prompts before finalising the document.

# About this template

This template includes an optional high-level view (at the end of the template). Feel free to only complete this high-level view should you wish to.

The purpose of the Change Context is to define the change scope, vision, objectives, factors driving the need for the change and the outcome being delivered. The what, why, who, when and how of the project being undertaken. From here the change impacts can be considered and documented in the Change Impact Assessment and the change management activities can be defined in the Change Management Plan, and so on.

Completing this document may draw on a range of resources including project documentation such as the project business case or implementation plan. Other information sources such as the Corporate Plan or relevant strategy documents will add valuable insights. Draw also on the outcomes of discussion with representatives of key stakeholders, as well as the project team.

For change management guidance and support, please contact the APS Change Management Centre of Excellence at PortfolioChangeStewardshipOffice@homeaffairs.gov.au

*If the Version Control and Endorsement section is not required for this change, this section can be deleted.*

# Version control and endorsement

## Version control

Before use, please verify this document is current.

|  |  |
| --- | --- |
| Version number | ### |
| Version date |  |
| Document status |  |
| File name |  |
| Author |  |
| Record management reference |  |

## Reviews and approvals

This document has been reviewed and approved by the people in this list. Evidence of the approvals is retained in Record Management system.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Date | Version | Description | Author | Role | Reference |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Introduction

Provide a short description of the document purpose or use standard text below.

The Change Context provides the background to the project/program and why change management is a key component to achieving the outcome/s being sought.

The Change Context is the first chapter of the Change Playbook. Each Change Playbook chapter builds on from the previous one/s. Not all chapters are completed for every change. The Change Manager decides on the appropriate documentation to support the change management.

For further information on the change management for this project/program, refer to the following subsequent chapters of the Change Playbook

|  |  |
| --- | --- |
| Chapter title | Record management reference. |
| Change Impact Assessment  | Record Management reference |
| Change Readiness Assessment  | Record Management reference |
| Change Management Plan  | Record Management reference |
| Stakeholder Engagement and Communication Plan | Record Management reference |
| Sponsor Brief  | Record Management reference |
| Training Plan  | Record Management reference |
| Transition and Support Plan  | Record Management reference |
| Post Implementation Review | Record Management reference |

# What the project/program is delivering

Describe the future state so that stakeholders can envision it in operation and foresee the value of it.

Consider:

* What the project is delivering
* What solutions are being implemented

# Why <xxx> is being delivered

Explain the current opportunity, risks or consequences, and benefits. Note: a misunderstood or incomplete rationale may be one of the biggest risks in successfully gaining stakeholder adoption.

Consider:

* The reason (business drivers, policy change, environmental or political factors).
* The problem that is being solved.
* What the objectives are.
* The outcomes being sought.
* What the benefits are (e.g. efficiency gains, monetary savings, reduced risk, enhanced security).
* The anticipated future problems if no action is taken.

# Who the delivery involves

Explain who is involved. Is it just one section or branch, or the whole organisation?

Consider:

* Who the project is being delivered by.
* Who the outcome is impacting.

# When the delivery will occur can be combined with How

Explain the key milestones including when the outcome will be delivered.

# How the delivery will occur can be combined with When

Explain the transition from the current state to the future state.

Consider if the transition will happen all at once or there will be multiple stages.

# Why Change Management

Standard text to be included in all Change Context documents.

Change Management enables us to carefully consider the impacts of change on people, processes and systems, and the organisational and reputational risks posed by the change itself. It is the design of strategies and interventions to support effective transition to the future state, manage risk and effectively sustain and reap the benefits.

Where one critical component of delivery is the actual change. The other critical part of the equation is people. If people do not adopt the change, see value in building the capability, applying the new process, or do not change the way they do their job, the change will not deliver its intended benefits and return on investment.

# Change Context high-level view

Completing this high-level view of the Change Context is optional. Feel free to only complete this high-level view should you wish to. The high-level view can be a useful tool when discussing the change management with stakeholders.

Project/Program name

## Date last updated:

|  |  |
| --- | --- |
| What the project/program is delivering | Why <xxx> is being delivered |
| Describe the future state so that stakeholders can envision it in operation and foresee the value of it. Consider:* What the project is delivering
* What solutions are being implemented
 | Explain the current opportunity, risks or consequences, and benefits. Note: a misunderstood or incomplete rationale may be one of the biggest risks in successfully gaining stakeholder adoption.Consider:* The reason (business drivers, policy change, environmental or political factors).
* The problem that is being solved.
* What the objectives are.
* The outcomes being sought.
* What the benefits are (e.g. efficiency gains, monetary savings, reduced risk, enhanced security).
* The anticipated future problems if no action is taken.
 |

|  |  |
| --- | --- |
| When the will delivery will occur (can be combined with How) | How the delivery will occur (can be combined with When) |
| Explain the key milestones including when the outcome will be delivered. | Explain the transition from the current state to the future state.Consider if the transition will happen all at once or there will be multiple stages. |

|  |  |
| --- | --- |
| **Who the delivery involves** | **Why Change Management** |
| Explain who is involved. Is it just one section or branch, or the whole organisation?Consider:* Who the project is being delivered by.
* Who the outcome is impacting.
 | Standard text to be included Change Management enables us to carefully consider the impacts of change on people, processes and systems, and the organisational and reputational risks posed by the change itself. It is the design of strategies and interventions to support effective transition to the future state, manage risk and effectively sustain and reap the benefits.Where one critical component of delivery is the actual change. The other critical part of the equation is people. If people do not adopt the change, see value in building the capability, applying the new process, or do not change the way they do their job, the change will not deliver its intended benefits and return on investment. |