|  |
| --- |
| Inland Revenue |
| Change Charter  <<insert name>>  **Business Sponsor:**  **Product Owner:**  **Initiative Lead:**  **Prepared by:**  **Date:**  **Document Signoff** (provide after completion of all sections of the Charter)   |  |  |  |  | | --- | --- | --- | --- | | **Review Area** | **Name** | **Signature** | **Date** | |  |  |  |  | |  |  |  |  | |  |  |  |  | |
|  |

Contents

[1 Administration Page 3](#_Toc75775420)

[1.1 JIRA ID 3](#_Toc75775421)

[1.2 Scope Reference 3](#_Toc75775422)

[1.3 Key Reference Document/s 3](#_Toc75775423)

[1.4 Approvals 3](#_Toc75775424)

[2 SECTION A: Change/Opportunity Description 4](#_Toc75775425)

[3 SECTION B: Value Assessment (Investment Proposal) 5](#_Toc75775426)

[3.1 Potential Savings 5](#_Toc75775427)

[3.2 Initiative Value 6](#_Toc75775428)

[3.3 High Level Requirement Decomposition 6](#_Toc75775429)

[3.4 Recommended contingency 6](#_Toc75775430)

[3.5 Critical success factors 6](#_Toc75775431)

[4 SECTION C: Delivery Detail 7](#_Toc75775432)

[4.1 Delivery Considerations 7](#_Toc75775433)

[4.2 Timing Considerations / Planning Guide 7](#_Toc75775434)

[4.3 Delivery Dependencies 7](#_Toc75775435)

[4.4 Delivery Risks apparent at the start of the initiative 7](#_Toc75775436)

[4.5 Delivery Issues apparent at the discovery phase 7](#_Toc75775437)

[4.6 Delivery Approach 8](#_Toc75775438)

[4.7 Delivery Work Breakdown (WBS) 8](#_Toc75775439)

[4.8 Delivery Schedule 9](#_Toc75775440)

[4.9 Contributing Team Checklist 10](#_Toc75775441)

[5 SECTION D: Summary of Initiative Finances [$M]– mm/yyyy 14](#_Toc75775442)

[6 APPENDIX: Supporting Information 15](#_Toc75775443)

When you have completed this Charter please store it in the BT Scope library on BT SharePoint. Then link/attach it to the Scope item ticket in JIRA and the PCR doc (if applicabe)

**Please NOTE** that sections A, B and C can be separated into their own documents if that will benefit or expedite the approval, communication and/or circulation process.

# Administration Page

This section of the document is completed by the scope administrator or release delivery support.

Once the change/opportunity has been lodged, and the JIRA records created, this section of the document will be updated, and the owner informed.

## JIRA ID

|  |  |  |
| --- | --- | --- |
| Name: | <<Name / Title >> | |
| **Jira ID**: #### | **Date Approved**: mm/dd/yy | **Due Date:** mm/dd/yy |

## Scope Reference

Please include here the primary scope number and the sub-items as relevant. This can be completed once these are available and maintained as an administrative task.

|  |  |
| --- | --- |
| JIRA SCP # | Title / Description |
| <<Primary>> |  |
| <<Sub-Item/s>> |  |
|  |  |
|  |  |

## Key Reference Document/s

As available and if required to provide necessary background and support for later work.

|  |  |  |  |
| --- | --- | --- | --- |
| Document Name | Description | Location | Contact |
|  |  |  |  |
|  |  |  |  |

## Approvals

|  |  |  |  |
| --- | --- | --- | --- |
| Role | Name | Signature | Date |
| Sponsor |  |  | dd/mm/yyyy |
| Owner |  |  |  |

# SECTION A: Change/Opportunity Description

This section of the document is completed for all changes/opportunities, whether they be mandatory or discretionary work.

|  |  |
| --- | --- |
| Sponsor |  |
| Owner |  |
| Lead |  |

|  |
| --- |
| Statement |
| Provide a brief summary overview of the change / opportunity. What is the initiative? |
| Background |
| How did this arise, what’s the source, why are we wanting to do it now, what is the purpose, are there any assumptions that underpin the decision to raise the change, what makes it an improvement from today/current processes or solutions, how will it work, what problem or opportunity are we trying to address, why is the change is necessary or required, how does it align with a strategic driver or objective, is it a legislative requirement and/or supports new, changed or existing policy? |
| Objectives & Outcomes Hypothesis |
| Provide here the objectives & listed outcomes of the change/opportunity (why are we doing it, is there a problem we are addressing, what value will it provide?, who benefits?)”   * Improving data quality * Improving voluntary compliance / making compliance easier for customers * Improving how we apply solutions/application functions and making IR more efficient * Responding to customer needs * Enhancing cross-government effectiveness / efficiencies * Leveraging the transformation enablers that are now in place * Resolving recurring issues/problems, mitigating risk &/or making IR more efficient * Maximising net revenue * A “must do” to support / enable a business or legislative requirement * Maintaining agility and resilience, etc |

|  |  |  |  |
| --- | --- | --- | --- |
| Pre-Planning | | | |
| Business Case Required / Value Assessment Required | [Yes/No] | Regulatory Impact Assessment (PIA) | [Yes/No] |
| Policy Impact Assessment (PIA) | [Yes/No] | Change delivers a legislative requirement | [Yes/No] |
| Associated Bill: | *if applicable* | | |

NOTE: If this change/opportunity delivers a legislative requirement a value assessment is generally not required.

# SECTION B: Value Assessment (Investment Proposal)

This section of the document is completed for discretionary work only. If required, please do not move on to section C until approval to proceed has been given.

|  |  |
| --- | --- |
| Business Outcome Hypothesis | Customer Outcome Hypothesis |
| What are the measurable benefits the business can expect if the Outcomes Hypothesis is correct?  What will help predict the business and/or customer outcome?  Who gains value from delivering this initiative?  Is risk mitigated?  Does this contribute to a more efficient IR and align with IR’s goals, strategies, objectives, and priorities?  Does it enhance an investment objective?  Is there justification for this initiative? | What are the measurable benefits the customer can expect if the Opportunity Hypothesis is correct?  How will this enhance the customer experience or improve compliance outcomes?  What will help predict the customer outcome?  (*This could be additional or less customer cost/effort required to meet tax obligations and/or seeking of entitlements*) |

|  |  |
| --- | --- |
| Customers | |
| What customers are using, or are affected by this service | % of \_\_\_\_\_ users/customer |
| Approximate size of the impacted customer group |
| Activity | |
| What activity or service the customer group is utilising | % of \_\_\_\_ actions |
| Approximate size of the activity/ effort |

*For each of the categories below please specify whether the saving/s identified are realisable (result in a direct cost reduction against any operating budget?) OR Non-realisable (Will not directly result in a change to any operating budget?) Also, include the time to realise - the point that value can be realised (i.e. immediate, <1 month, <3 months, <6 months, 6+ months).*

## Potential Savings

|  |  |
| --- | --- |
| Annual Operational Savings | Annual Customer Compliance Savings (Time/Effort/Value) |
| Assess the approximate value contribution of implementing the change.   * Non-financial (quantitative or qualitative) * Financial | Assess the approximate value contribution of implementing the change. |

|  |
| --- |
| Revenue Savings |
| Is there expected to be a direct impact to and/or additional Crown Revenue? This can be considered in one of the following two ways:   * Money In: Revenue gained by IR if this change is made. * Money Out: Entitlements gained by IR's customers if this change is made.   *Assessment should be considered against the value IR would receive and time it takes for IR to realise the value (i.e. immediate, <1 month, <3 months, <6 months, 6+ months).* |

## Initiative Value

Potential Savings above can be substituted with the following value assessment

|  |
| --- |
| Successful implementation of this initiative will create the following value |
| * **Non-financial value:** Quantitative or qualitative e.g. increased customer satisfaction and improved experience, reduced risk * **Financial value**: Reduction in printing operating costs, improved efficiencies * **Economic value:** Quantitative or qualitative e.g. reduction in customer cost of compliance (time/effort), improved cross agency/3rd party collaboration   Describe the type and scale of benefits or outcomes expected and how this might be realised. Once delivered, when would we start to see realisation begin e.g. immediately, 6 months, 12 months, etc? |

This next section provides a high-level view of the work packages/solution functions required to be delivered, with a summary of outcome/s and the T-shirt sized effort to support the value assessment.

## High Level Requirement Decomposition

|  |  |  |
| --- | --- | --- |
| Work Packages | Outcome (Feature, Capability, Minimum Viable Product (MVP) Features) | Effort Estimate |
| START Core |  |  |
| Gateway Services |  |  |
| Information Shares |  |  |
| myIR |  |  |
| Website (www.ird.govt.nz) |  |  |
| Forms, Guides, Factsheets |  |  |
| START Help and other educational documentation |  |  |
| Communication & Marketing |  |  |
| Reporting |  |  |
|  |  |  |

*\*\* Please note that the work packages above are provided as examples, please delete what is not relevant.*

## Recommended contingency

*Given your assessment of key risks and areas of uncertainty, recommend an appropriate contingency amount.*

## Critical success factors

*E.g. timeliness of delivery, lower complexity, change impacts*

# SECTION C: Delivery Detail

This section of the document (delivery detail) is completed for all opportunities/initiatives. For discretionary work, approval to proceed should be gained prior to completing this section.

## Delivery Considerations

|  |
| --- |
| Delivery Considerations |
| Provide here any delivery considerations – e.g. the impact on the business operations or customers if the work is not completed, availability of key resources that could constrain the schedule. Set out and broad, high-level options about how best to deliver the initiative.  (These might end up being dependencies which are formally tracked via JIRA or influence commencement)  Consider if the delivery could be broken up into smaller pieces to deliver value earlier and detail further in the timing considerations section. |

## Timing Considerations / Planning Guide

|  |
| --- |
| a |
| Are there any dates (e.g. legislative date), a holiday or event that may influence the deployment date, natural business cycles or other timing constraints e.g. platform end of life, concurrent initiatives, dependencies, sequencing, etc., driving when this should be delivered by. Is there any input needed into the plan before it can be finalized & what are the lead times? |

*Note: Jira references can be completed once available or maintained as a later administrative task.*

## Delivery Dependencies

|  |  |  |
| --- | --- | --- |
| JIRA # | Description | Owner |
|  | Constraints, requirements, prerequisites, lead times, etc |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Delivery Risks apparent at the start of the initiative

|  |  |  |
| --- | --- | --- |
| JIRA # | Summary | Owner |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Delivery Issues apparent at the discovery phase

|  |  |  |
| --- | --- | --- |
| JIRA # | Summary | Owner |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Delivery Approach

Delivery will be modelled on:

Major Release - Jellybean / BTM Led (e.g. BT Release 4)

Medium Size Release - Product Owner Led (e.g. Stage 4 First Release, Annual Change)

Minor Change – Product Owner Led (Optimisation)

Minor Change - Production Support Led (e.g. Loss Carry Back Scheme)

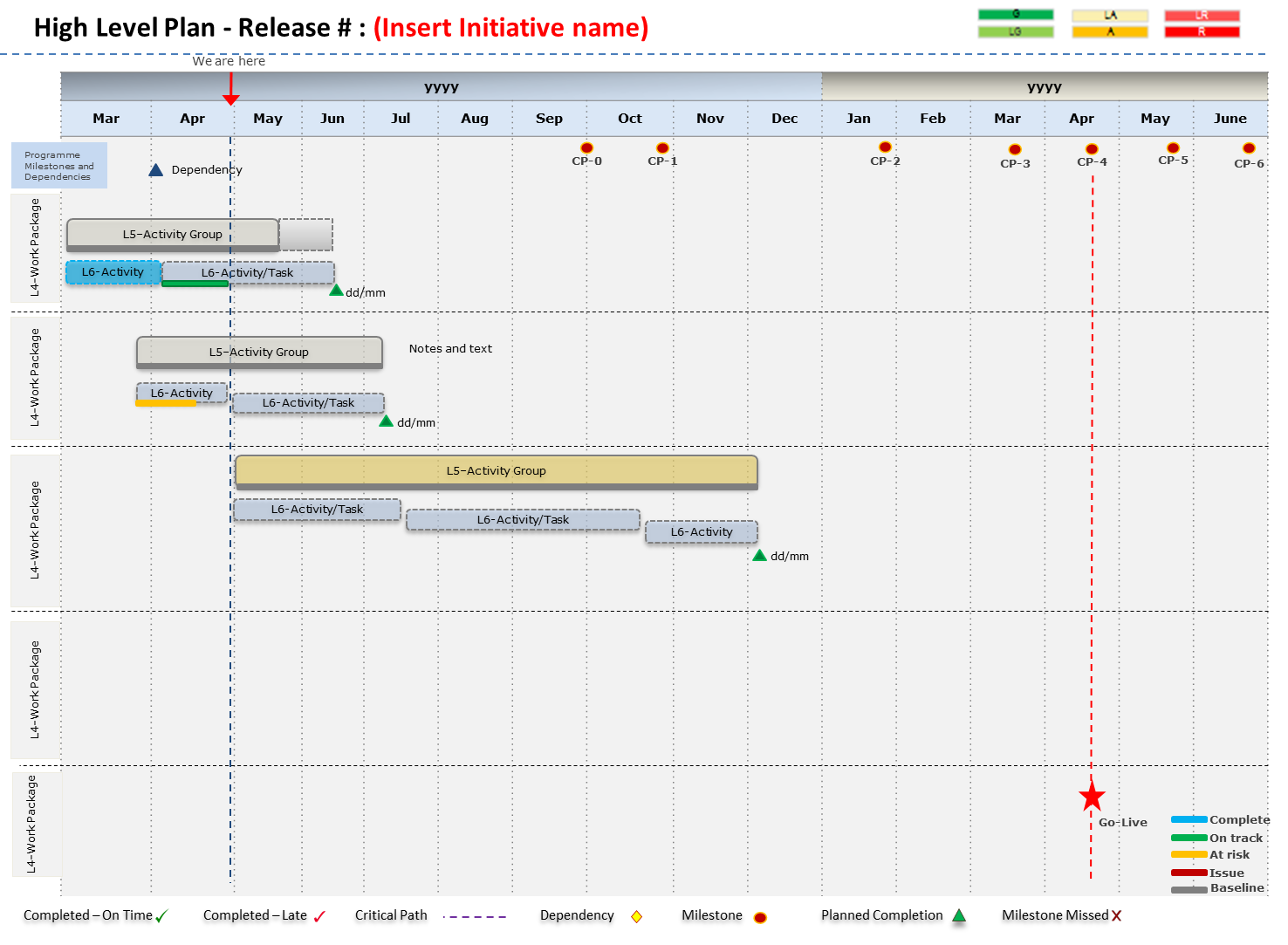
## Delivery Work Breakdown (WBS)

This work breakdown should be kept at a high level to provide the key activities, milestones, and book end dates, limited to provide a high-level breakdown of the delivery of the change/opportunity. It is acceptable to commence this and then wait for more detailed planning to be completed, for it to be finalised.

|  |  |  |  |
| --- | --- | --- | --- |
| Work Breakdown (WBS) | Start | Finish | Description |
| <<Key Milestone/s>> | dd/mm | dd/mm |  |
| <<Key Activities>> | dd/mm | dd/mm |  |
| <<Key Deliverable/s>> | dd/mm | dd/mm |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Delivery Schedule

This block plan provides a visual representation of the work breakdown structure in the table above. This plan can be used to present the schedule and report progress.



## Contributing Team Checklist

Select/add here the list of teams delivering services to the outcome/initiative. Estimate the effort using the T-Shirt sizing guide available in the Appendix.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Team | Required in this initiative  Yes/No | Typical Activities / Services Provided | Team Contact | Team member(s) assigned to initiative (SPC bolded) | Planned work/key activities for this initiative  (incl. T-Shirt effort estimate) |
| INITIATIVE LEAD |  | * Initiation of the initiative including setting up the tracking controls in the delivery systems (Jira Initiative Label, Teams site, FCR project) * Planning, Scheduling & Controlling Delivery of the outcome * Status Reporting * Securing Resources (Resource plan) * Risk, Issue, Dependency Management / Controls * Readiness Assessments * Exit / Closure reporting * Quality Management | <<tbc>> |  |  |
| BUSINESS UNIT RESPONSIBILITIES |  | * Organisational Changes * Business Resourcing * Tactical Planning Impact assessment * Data cleansing and enrichment * Customer engagement as directed by Communications team * Business Readiness Assessment | <Sponsor>  <Business Lead> |  |  |
| EVENTS TEAM |  | * Planning scheduling, executing, and controlling business as usual events. |  |  |  |
| BUSINESS UNIT RESPONSIBILITIES |  | * Organisational Design Changes * Business Resourcing * Tactical Planning Impact assessment * Data cleansing and enrichment * Customer engagement as directed by Communications team * Business Readiness Assessment * Business Deployment Support (e.g. Start-up/Shut Down processes; Outage Planning and Sponsorship) | <<Business Lead>> |  |  |
| POLICY |  | * Policy development * MoR and other Govt Minister engagement |  |  |  |
| PRODUCT OWNERSHIP |  | * Product Strategy development and maintenance * Key internal senior stakeholder management for product owner led initiatives. * BFD Approval (where applicable per the approach) | <Product Owner> |  |  |
| ACCOUNT MANAGEMENT |  | * Managed Account Engagement * Customer Readiness Assessment |  |  |  |
| BUSINESS ARCHITECTURE |  | * Future State Business Function Definitions * New Initiative Outcome and High-Level Requirement identification. |  |  |  |
| TECHNICAL ARCHITECTURE |  | * Hardware Sizing * Infrastructure Architecture Design / Non-Functional Requirements * Infrastructure Audit / enduring systems list | <Tech Arch> |  |  |
| BUSINESS DESIGN |  | * Business Requirement Definition * Business Function Definition Approvals * Letter, Notifications, Correspondence content definition. * Development Task Verification * Business System Test preparation and execution * Test Scope Preparation and presentation to the Test Authority |  |  |  |
| BUSINESS ANALYSIS |  | * Connecting product strategies and objectives with technical solution * Contribute to scope definitions, identifying scope gaps & scope creep * Supporting the design decision & governance process * Determining and presenting design options * Identifying crossover boundaries between functional domains, design gaps and conflicting design decisions * Facilitate resolution of issues / conflicts / interdependencies * Ensuring that the solution meets legislative requirements, including maintaining business rules traceability * Supporting testing activities * Supporting technical and business implementation of the solution |  |  |  |
| BUSINESS PROCESS DESIGN |  | * Business Process Catalogue * Business Process Map and Scenario Design * L4 Business Processes * Casebook changes * Rate table changes |  |  |  |
| START SOLUTION |  | * START Solution Definition * START Solution Development/Configuration/Verification * Business System Testing (BST) management * Scaled Business System Testing (SBS) management * Functional Security Matrices updates |  |  |  |
| START DATA CONVERSION |  | * START Conversion Definition * Data Extraction, Transformation and Load |  |  |  |
| START REPORTING  (Ensure new reports or changes to existing reports are identified and implemented to satisfy business reporting needs) |  | * Report Definitions * Report Development * Report Testing |  |  |  |
| DIGITAL ECO SYSTEMS (DES)  (Gateway services, Partner Integration) |  | * Design (build pack) * FAST build / Partner build * Pre-BST Verification * Integration BST * Performance Test * SBS |  |  |  |
| DIGITAL CUSTOMER SERVICES (DCS)  (myIR, www, Content) |  | * Define, Build Test * Customer Validate/Test * Develop/Update content/Publish |  |  |  |
| CONTENT |  | * Develop/Update content/Publish |  |  |  |
| HERITAGE |  | * RICEFW Inventory * Solution design for development and integration * Test approach and reporting * Coexistence considerations |  |  |  |
| IMAGING |  | * Form changes that are imaged and * New forms the require imaging |  |  |  |
| INFORMATION MANAGEMENT  (and for now, placeholder TiMG) |  |  |  |  |  |
| CONTACT CENTRE |  | * Any changes to call flows or voice messaging to support implementation * Any technical integration changes to SPK2IR or Interaction Manager |  |  |  |
| ORGANISATION CHANGE MANAGEMENT & TRAINING (incl. Comms & Business Readiness) |  | * Stakeholder Identification and Impact assessment * Change Analysis * Communication Approach and Plan (Internal & External) * Training (Approach, Logistics, Materials, Trainers) * People; Business and Customer Readiness Assessment |  |  |  |
| TESTING SERVICES |  | * Test approach / Test reporting * Performance Test Management * Operational Acceptance Testing |  |  |  |
| RELEASE DEPLOYMENT |  | * Cutover management for Large and Medium size releases * Business ramp down and Ramp Up management |  |  |  |
| DATA CLEANSING AND ENRICHMENT |  | * Data extraction, migration, mapping and merge designs * Cleaning attributes and purification overview * Extraction/migration schedule and plan * Archiving strategy/ solution |  |  |  |
| EARLY LIFE SUPPORT / POU WHIRINAKI |  | * Plan and Approach * Resourcing * Tools updates |  |  |  |
| PRODUCTION SUPPORT  (include if Prod Support are delivering changes) |  | * Plan and Approach * Resourcing * Tools updates |  |  |  |
| ANALYTICS (DIP) |  |  |  |  |  |
| TECHNICAL SECURITY |  | * Network and User Security procedures / assessments * Certification and Accreditation |  |  |  |
| APPLICATION ACCESS SECURITY |  | * End user access security definition & processes |  |  |  |
| DECOMMISSIONING AND DATA ARCHIVING  (planning and execution) |  | * Applications and Infrastructure inventory * Vendor and License management * Application shut down * User access control and cessation * Data extraction and archiving * Infrastructure shutdown * Infrastructure disposal and authorising memos |  |  |  |
| ENVIRONMENT SERVICES |  | * Hardware Sizing * Environments plan |  |  |  |
| INFRASTRUCTURE (Networks, Software, Security, etc) |  | * Add to, maintain, and retain currency |  |  |  |

**Testing Impact Assessment:** Use or delete as required. Where used, the summary of the outcome should be captured in the Testing Services impact above:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Organisation | Change Area | Change? | Test Phase | Test (Y/N)? | Responsible | Comment |
| *CCS* | START SOLUTION |  | Development Task Verification |  | Business SME |  |
| Business System Test |  | Business SME |  |
| Scaled Business Simulation |  | Business SME |  |
| Performance Test |  |  |  |
| Security Test |  |  |  |
| START GATEWAY |  | Service Test |  |  |  |
| Partnership Test |  |  |  |
| Performance Test |  |  |  |
| Security Test |  |  |  |
| MYIR |  | Business System Test |  |  |  |
| Customer Interaction Test |  |  |  |
| Performance Test |  |  |  |
| Security Test |  |  |  |
| CONTACT CENTRE |  | Integration Test |  |  |  |
| Performance Test |  |  |  |
| Security Test |  |  |  |
| *Information and Intelligence Services* | PUBLIC WEBSITE |  | System Test / UAT |  |  |  |
| Performance Test |  |  |  |
| Security Test |  |  |  |
| DATA AND INTELLIGENCE PLATFORM |  | Integration Testing |  |  |  |
| INFORMATION KNOWLEDGE MANAGEMENT |  | System Test / UAT |  |  |  |
| *Enterprise Services* | ENTERPRISE SUPPORT SYSTEMS (ATEA /PAYROLL) |  | Integration Test / UAT / Security |  |  |  |
| WORKPLACE |  | Integration Test / UAT / Security |  |  |  |
| SECURITY (XIAMS, IAMS) |  | Integration Test / UAT / Security |  |  |  |
| OPERATIONS AND SERVICE MANAGEMENT (SNOW) |  | Integration Test / UAT / Security |  |  |  |
| INFRASTRUCTURE (SPARK, AWS, VODAFONE ) |  | Integration Test / UAT / Security |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| *Test Deliverables* | Test Approach | Yes |  | *Test Environments* | Utilise BAU environment | Yes |
| Test Plan | No |  | New Environments required | No |
| Test Exit Report | Yes |  | Environments have been booked | No |

# SECTION D: Summary of Initiative Finances [$M]– mm/yyyy

Provide a summary of the initiative finances if required (note as **not applicable** if covered by current funding arrangements)

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Summary** | Financial Year | Original Approved Budget | Escalations | Current Approved Budget | Budget to Date | Actual Cost to Date | Variance to Date | Estimate to Complete | Total Estimation at Completion | Forecast Cost Variance | Contingency | |
| A | B | C=A+B | D | E | F=D-E | G | H=E+G | I=C-H | Departmental | Crown |
| Operating | 2018-19 |  |  |  |  |  |  |  |  |  |  |  |
| 2019-20 |  |  |  |  |  |  |  |  |  |  |  |
| Total Operating |  |  |  |  |  |  |  |  |  |  |  |
| Capital | 2018-19 |  |  |  |  |  |  |  |  |  |  |  |
| 2019-20 |  |  |  |  |  |  |  |  |  |  |  |
| Total Operating |  |  |  |  |  |  |  |  |  |  |  |
| Comments |  | | | | | | | | | | | |

# APPENDIX: Supporting Information

*\*\* You may wish to delete this section of the document on final submission.*

The following effort guide can be used to T-shirt size the initiative while preparing the Charter.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EFFORT (T-SHIRT SIZING)  *(Person days)* | | Dev Effort | Test Effort | OCM&T Effort | OTHER e.g. DES | PCR Impact |
| Significant | XXL | >100 | >100 | >100 | >100 | High |
| Extra Large | XL | 31-100 | 31-100 | 31-100 | 31-100 | High |
| Large | L | 16-30 | 16-30 | 16-30 | 16-30 | High |
| Medium |
| Medium | M | 6-15 | 6-15 | 6-15 | 6-15 | Medium |
| Low |
| Small | S | 2-5 | 2-5 | 2-5 | 2-5 | Low |
| Tiny | T | <1 | <1 | <1 | <1 | No change |

**Must Do -** There is an imperative to deliver/fix these. This is usually because it is non-negotiable (e.g. a *legislative change, platform is being decommissioned, or software is out of support*), there isn’t a workaround, or a workaround isn’t a viable alternative, and the Customer/IR integrity impact of not doing the work is **major**

**Should Do and/or Could Do - For Consideration**

* On the list but needs a Value Assessment
* Is aligned to Business Priorities (e.g. data quality, failure-driven demand, peak season flattening, partner efficiency)
* Is needed to ensure the Technology strategy is delivered but is is currently unqualified – complete definition and use framework to rank.

Should Do: Is in IRs best interest to resolve or deliver. Customer/IR integrity impact: **medium-high**.

Could Do: Delivering the function/item or fixing the issue would either result in an improvement or make things easier either for IR or IR’s customer. Customer/IR integrity impact: **low-minimal**

|  |  |
| --- | --- |
| SCP MoSCoW | PCR Priority |
| Must Do | 1 – High |
| Should Do | 2 – Medium |
| Could Do | 3 - Low |

The following table can be used to plot the initiative impact.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Impact** | **RISK** | **CHANGE IMPACT** | | | | | | | **BENEFITS IMPACT** | | |
| *Refer to the Enterprise Risk Framework* | *SCHEDULE: Impact to critical path* | *SCHEDULE: Impact to deliverable dates* | *DELIVERY: Collective resource work effort* | *DELIVERY: On-going Cost to IR* | *DELIVERY: One-off Implementation Cost* | *ORGANISATION Anticipated change* | *CUSTOMER Anticipated change* | *CUSTOMER  Compliance cost savings* | *GOVERNMENT Impact to Assessed Revenue* | *INLAND REVENUE Change to administrative costs* |
| None | No Risk associated with the change | No change to the critical path or milestones | No change to deliverable dates. Only sub-activities may be affected by the change | No change | None or very little | None or very little | None or very little | None or very little | No change | No change | No change |
| Low | Low Risk - associated with the change | Will not affect the critical path or key milestones | ,  Will affect deliverable dates by < 2 weeks | 0 to 10 days | < $100k p.a. | $250K - <$500K | Some changes (to processes, procedures, teams, skills, capabilities, ways of working) | Minor disruption  (to customers or business activity) | Low Impact < 10% Change (2hrs) | <$20M p.a. | <$100K p.a. < 10% Change |
| Medium | Medium Risk - associated with the change | Will not affect the critical path, but will affect key milestones | Will affect deliverable dates by  < 4 weeks | 10 to 20 days | > $100K p.a. | $500K->$1M | Many changes (as above) | Some disruption (as above) | Medium Impact < 25% Change (3hrs) | <$50M p.a. | <$1M p.a. < 25% Change |
| High | High Risk - associated with the change | Will affect the critical path and/or key milestones | Will affect deliverable dates by  <= 4 weeks | > =20 days | < $1M p.a. | $1M-<$5M | Completely new (as above) | Major disruption (as above) | High Impact < 50% Change (9hrs) | <$100M p.a. | <$10M p.a. < 50% Change |
| Significant | Significant Risk - associated with the change | Will change the critical path and/or key milestones | Will affect deliverable dates by  < 4 weeks | > 20 days | > $10M p.a. | $5m->$10M | Complex and new (as above) | Significant disruption  (as above) | Very High Impact > 50% Change (24hrs) | >$100M p.a. | >$10M p.a. > 50% Change |