

THEORY OF CHANGE		
Task	Actions	Ask
Determine what needs to change and why?	Challenge any assumptions, gain clarity, identify any dependencies or hidden complexities.	Who is the influencer who can enable this change to happen? How does this need to change? What will happen if we make this change? Who will it affect? How will it affect them – what are the intended outcomes? (e.g., Social Capital, Human Capital, Well-being etc).
How will the change be implemented?	Determine who needs to be involved, and what (if any) additional resources might be needed. Plan a timetable and mark key events and milestones to give purpose and direction. Plan what activities will be needed to trigger and support the change.	What needs to be in place in order for this change to happen? What are the timescales involved? What do we need to do that is different from what we already do? What challenges and barriers might be encountered, and how will we deal with them?
How will we know when change has been successfully accomplished?	Identify the Key Performance Indicators for the change. Determine what evidence, and in what format, we can collect to support a change being accomplished.	What will the change look like? How can we measure the change in a way that provides good evidence for the change?
How can we sustain the change once it has been made?	Identify how you can ensure that the change, once made, is sustained over time.	How can we ensure that this is not just a one-off change event?

		What can we do to motivate key people to work proactively to sustain the change?
Iterate	Build into the plan specific points where activities, actions, decisions are reviewed, challenged and modified if necessary.	Has the change been successful? Why has it been successful? If not successful, why not? Are we trying to make the right changes? Did anything change that was not anticipated – why?