

A message from the Minister



I am pleased to present the Northern Ireland Civil Service (NICS) People Strategy for the period April 2009–March 2013.

Over the last few years the reform programme, has presented you with many challenges and opportunities in the field of Human Resources, most recently with the introduction of HRConnect. In recognition of the fact that business objectives can only be achieved by and through people, a NICS People

Strategy has been developed to keep the NICS at the forefront of people's minds as an employer of choice and as an organisation which people will want to join and build their careers with because it provides opportunities to fulfil their potential. The strategy sets out the framework to ensure that the NICS gives its people the skills and fosters the behaviours needed at all levels to make work rewarding and fulfilling for everyone in the NICS, ultimately delivering the Programme for Government.

I am grateful for the contributions from staff during the consultation and development of this strategy. I appreciate and value your work and I am pleased that implementation of the strategy is being led by the Permanent Secretaries' Group and will be actioned by HR Directors across the NICS Departments.

DFP has a challenging role in making sure that all civil servants are motivated, skilled and capable of delivering 21st century services which continue to put the public interest first. I am convinced that the work programmes flowing from the strategy will equip staff to address the challenges.

Working together we can make the strategy's vision a reality and give you the skills and support to improve services and create a public sector that is dynamic and contributes to prosperity in NI. I would like to take the opportunity to thank you for all your sustained efforts to date and I look forward to achieving the goals which lie ahead.

Light Dolls

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A message from the Department of Finance and Personnel Permanent Secretary



People are at the heart of the work carried out by the Northern Ireland Civil Service. This People Strategy aims to provide a coherent framework and an agenda for the many people challenges that will need to be addressed over the next 3–4 years to allow the Northern Ireland Civil Service to realise its people vision:

"To be an employer of choice, with full capacity and capability to deliver the Northern Ireland Executive's Programme for

Government and associated Budget and Investment Strategy".

The strategy builds on our existing human resources policies and procedures and identifies emerging priorities. It draws them together into a broader framework and maps out the main areas of work that will need to be taken forward so that we have the right people with the right capabilities to meet our business objectives.

The strategy has seven key themes, which to varying degrees are interlocking and mutually reinforcing:

- building capacity and capability.
- career management and development.
- outcome orientated people policy.
- reward and recognition.
- employee health, wellbeing and engagement.
- performance management.
- resourcing.

The Permanent Secretaries Group (PSG), and in particular the People Issues Sub-Group of PSG, will oversee implementation of the strategy, setting direction and establishing priorities. It will be supported by Corporate HR in the Department of Finance & Personnel. All departmental HR Directors, and the wider HR community throughout the Northern Ireland Civil Service will play a key role in its implementation, which will be taken forward through a set of projects and actions within an overall cohesive programme.

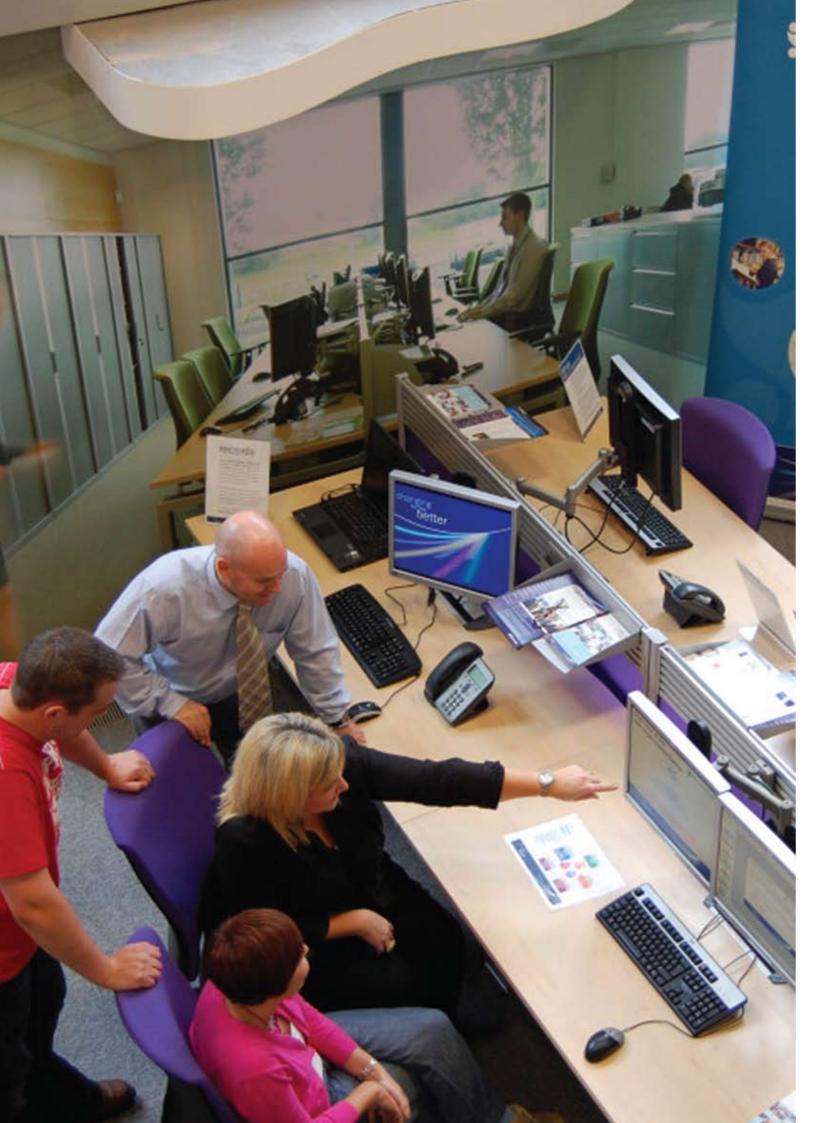
This is a very challenging time for colleagues working in HR as they support business areas to deliver their objectives and cope with the HR transformation programme that is now well under way. This strategy sets an overall agenda for their activities over the next 3–4 years. It will of course need to be kept under review and adapted to respond to changing circumstances throughout its life.

I would like to acknowledge the work done by everyone who has contributed to the development of the strategy and look forward to working with colleagues on its implementation.

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2 Introduction

- 2.1 The Personnel Directors Group (PDG) has commissioned the Central Personnel Group in the Department of Finance and Personnel (DFP) to develop a People Strategy for the Northern Ireland Civil Service (NICS) to cover the period April 2009 March 2013. Recognising that business objectives can only be achieved by and through people, a new People Strategy is needed to support the delivery of the Programme for Government, which has set an agenda for the NICS over the next three years and will pose many challenges for our staff.
- 2.2 Key aspects of the context for this strategy are:
 - People are at the very heart of the work undertaken by the NICS, reinforcing the imperative for a People Strategy that supports and maximises this key resource.
 - "Fit for Purpose", which was developed in 2004 and set an agenda for HR-related policies and activities in the NICS over the 2004 Budget period, expired in March 2008.
 - The need for a new People Strategy for the NICS to address the challenges
 created for NICS staff by the Programme for Government, the Budget and
 the Investment Strategy. This will set the business agenda for the NICS over
 the three year period starting April 2008. A key factor of the development of
 a People Strategy will be the need to focus on delivery and efficiency to
 ensure that the people aspects of NICS's capacity and capability to deliver
 on the Programme for Government are addressed.
 - HRConnect. As HRConnect moves from implementation towards delivery, the People Strategy will provide the strategic context within which to develop the HRConnect Annual Business Plan.
- 2.3 Key drivers for the People Strategy are:
 - the Budget and Investment Strategy associated with the Programme for Government;
 - challenging efficiency targets;
 - rising public and political expectations on service delivery;
 - the changing nature of work in the civil service; and
 - external factors, such as changes in the wider labour market.
- 2.4 The HR operational context is changing with the introduction of HRConnect and a renewed emphasis on making the NICS an employer of choice. The NICS People Strategy aims to provide a direction for the leadership, management and development of people in the NICS over the next three years which in turn will guide the development and implementation of HR policies and actions and the annual HR business planning process.

- 2.5 The strategy is designed to help articulate to staff the strategic approach on HR issues within NICS and define the objectives for people policy development and HR programmes. It will encompass existing management and development initiatives/projects as part of an integrated agenda and will be embedded in annual plans for each Department.
- 2.6 The HR function exists first and foremost to support business needs and the delivery of business objectives. Therefore the People Strategy must strike a balance between securing the benefits of a common and consistent approach to HR issues across the NICS when this is appropriate with a recognition of the fact that the NICS comprises eleven very different Departments. This means that there will be occasions when the business needs of individual Departments, and the Agencies and business areas within them, will best be met by tailored approaches to HR issues. Consequently the strategy must be implemented in a sufficiently flexible and agile way to accommodate the many differing business needs across the NICS.
- 2.7 The People Strategy will be reviewed annually in line with the HR business planning process to support continuous improvement and ensure alignment to the changing priorities and drivers within the NICS.
- 2.8 The development of the People Strategy has been approached through three main stages: research & analysis; strategic direction setting; and development of objectives for policy development. These are described in more detail below.

Research & Analysis

2.9 The research & analysis were based on factors in the overall "business strategy" for the NICS, the wider environment in Northern Ireland and issues specific to the people agenda. These factors are illustrated in the model below.

Business Strategy

The Programme for Government Reform programme PSA Targets Key objectives Senior stakeholder perspectives

What is required from a people perspective to deliver the strategy?

HR strategy & implementation plan

Environmental factors

NI Economic Review and other environmental scanning

Public expectations of delivery
Trends & futures, eg the changing
nature of work

Developments in the labour market Efficiency targets

What are the key environmental factors that influence the strategy?

HR/People related inputs

Saratoga baseline report
Governance arrangements for HR issues
HR Balanced Scorecard and targets
HRConnect key service levels
Current Corporate and Departmental people strategies & plans
Professional Skills for Government
Delivery capability

What already exists in the HR community to inform the HR strategy?

- 2.10 The reference base for the analysis included:
 - Stakeholder interviews and focus groups;
 - Labour market outlook in Northern Ireland;
 - Staff surveys and Investors in People feedback;
 - Horizon scanning, for example for potential changes in the employment landscape and anticipating continuous improvement opportunities from HRConnect;
 - Saratoga HR Baseline Report for the NICS;
 - Continuous Improvement Opportunities from HRConnect;
 - The Programme for Government and associated Public Service Agreement targets;
 - High level cross reference to NICS departmental strategies and HR plans;
 - Existing people proposals and work papers.

Strategic Direction Setting

- 2.11 Following the analytical phase, guiding principles were developed to provide coherence to the development of the strategy and to set a context for action. The guiding principles are set out in section 4 of this paper.
- 2.12 Based on the analysis and guiding principles a 'people vision' for the NICS has been proposed (see section 6 of this paper). This describes in concise terms a desired future state, recognising relationships to wider strategy and policy areas.
- 2.13 From this seven key elements were defined, which set out the major outcomes required of the People Strategy. These are introduced in section 7 of this paper.

Objectives for policy development

2.14 The final stage of the work has focused on the main objectives for a forward programme of work on people issues (section 7 of this paper), and recommendations on governance for and initial implementation of the strategy.



3 Research and Analysis

- 3.1 A wide range of references were drawn upon as part of the research and analysis phase. Collectively they formed a reference base that was representative of both a cross section of internal perspectives within the NICS as well as external pressures impacting upon the NICS.
- 3.2 This analysis identified a number of emerging themes covering the issues that a new People Strategy for the NICS should address:
 - 1 Clarity on what the NICS needs to be as an employer.
 - 2 Organisational development for a changing NI context.
 - 3 Better forecasting and delivery of workforce requirements.
 - 4 More effective recruitment and selection.
 - 5 More focused training and development, aligned to business need.
 - 6 Behavioural and cultural change.
 - 7 Review of pay, reward and grade structures.
 - 8 Targets and measures.
 - 9 HR capability.
- 3.3 In order to better understand some of the issues behind the emerging themes a SWOT¹ analysis was undertaken to establish where strengths, weaknesses, opportunities or threats lay in relation to these findings.

¹ Further information about the SWOT and other research carried out can be obtained by contacting the Service Management Directorate, Floor 7, Royston House, Telephone: 028 9054 7395

4 Principles for the NICS People Strategy

- 4.1 The NICS People Strategy is guided by a number of principles. The People Strategy should be:
 - balanced, reflecting the needs and expectations of all stakeholders;
 - evidence and outcome based:
 - measurable, including the identification of critical success factors;
 - a basis for employee engagement;
 - affordable and prioritised;
 - able to yield early wins;
 - capable of meeting the more difficult challenges and risks faced by the NICS;
 - capable of building on and aligning with other people-related initiatives;
 - reflective of best practice.
- 4.2 The way in which these principles are addressed is described below.
- 4.3 The strategy has been developed on a collaborative basis with stakeholders, with checkpoints to allow key stakeholders to shape the emerging drafts. There is a strong evidence base underpinning the strategy and the priorities for the strategy are stated in outcome terms.
- 4.4 A measurement programme will be placed around the delivery of the strategy, with each individual part of the programme required to set outcome targets as part of designing the implementation work.
- 4.5 The programme of work proposed recognises the need for prioritisation. Individual parts of the programme either draw in initiatives that are already budgeted, or require development of an initial business case as part of the early implementation work.
- 4.6 The programme of work proposes balanced delivery in the period up to April 2010, with work to address longer term challenges in the period to March 2013.
- 4.7 The People Strategy will be the driver for the main programme of personnel related work in the NICS. To that end it will draw together existing programmes with new initiatives to create a coherent and integrated agenda for action within a clear framework.

- 4.8 The approach to the strategy in terms of development and delivery is reflective of best practice in a number of ways. For example, the measurement focus is driven by metrics that are externally recognised and capable of benchmarking through Saratoga; the approach to strategy development and the shape of the strategy itself is, whilst fully focused on the needs of the NICS, consistent with that under development by the Cabinet Office; individual programmes are informed by external good practice.
- 4.9 Employee engagement is inherent in the overall aims of the strategy, and in its individual components. For example, the wellness and engagement programme explicitly addresses this, whilst proposals to reconsider the performance management and development aspects of the implementation programme have at their core a need to better engage with employees and their work and career aspirations.

5 Strategic direction

- 5.1 Building upon the research and analysis phase, the emerging themes were segmented under three broad headings:
 - Strategic requirements: What the NICS needs to be in terms of employment principles.
 - Operational requirements: Continued improvement in HR policy and delivery.
 - Benchmarking and measurement.

Strategic requirements: What the NICS needs to be as an employer

- 5.2 The move to devolved Government, and the greater autonomy and responsibility that this has brought, has created the need for a fresh perspective on both service and policy development. Additionally the Programme for Government, which outlines the agenda of the Northern Ireland Executive, requires new skills and behaviours from the NICS which will be expected to deliver its intended outcomes.
- 5.3 In summary, the key strategic challenges identified for the NICS as an employer are:
 - A need for enhanced capability and capacity to meet requirements of devolved Government and the Programme for Government.
 - Striking a balance between the desire for a fully integrated and cohesive 'one NICS' approach towards employment and the acknowledgement that each of the eleven departments face their own individual range of departmental business requirements which need to be addressed.
 - In the face of a rapidly changing political, economic and social environment the challenge to become more agile in terms of people policy change and engagement with Trade Union Side, together with a focus on outcomes.
 - The need for a more focused approach to the labour market in terms of recruitment, together with enhanced training & development programmes and career pathways.
 - Support for change management, and an enhanced role for people management, including the way in which HR Directors support Permanent Secretaries and Departmental Boards.
 - Help and support for departments and staff to achieve their plans, objectives and targets.

Operational requirements: Continued improvement in HR policy and delivery

- 5.4 There are a range of operational improvements that need to be put in place to support delivery of the NICS strategic agenda, which include:
 - Improvements in how the relevance and effectiveness of policy and strategy are evaluated.
 - Better resource forecasting and use of management information data.
 - Further improvements to resourcing, together with support for more flexible sourcing in Departments.
 - Refresh the pay strategy and in the longer term examine the fundamentals of the pay, reward and grade structures.
 - Progressive improvement of the way performance is managed in the NICS.
 - A systematic and consistent approach to health and wellbeing across the NICS.
 - Investment in HR capability and change management skills.

Benchmarking and measurement

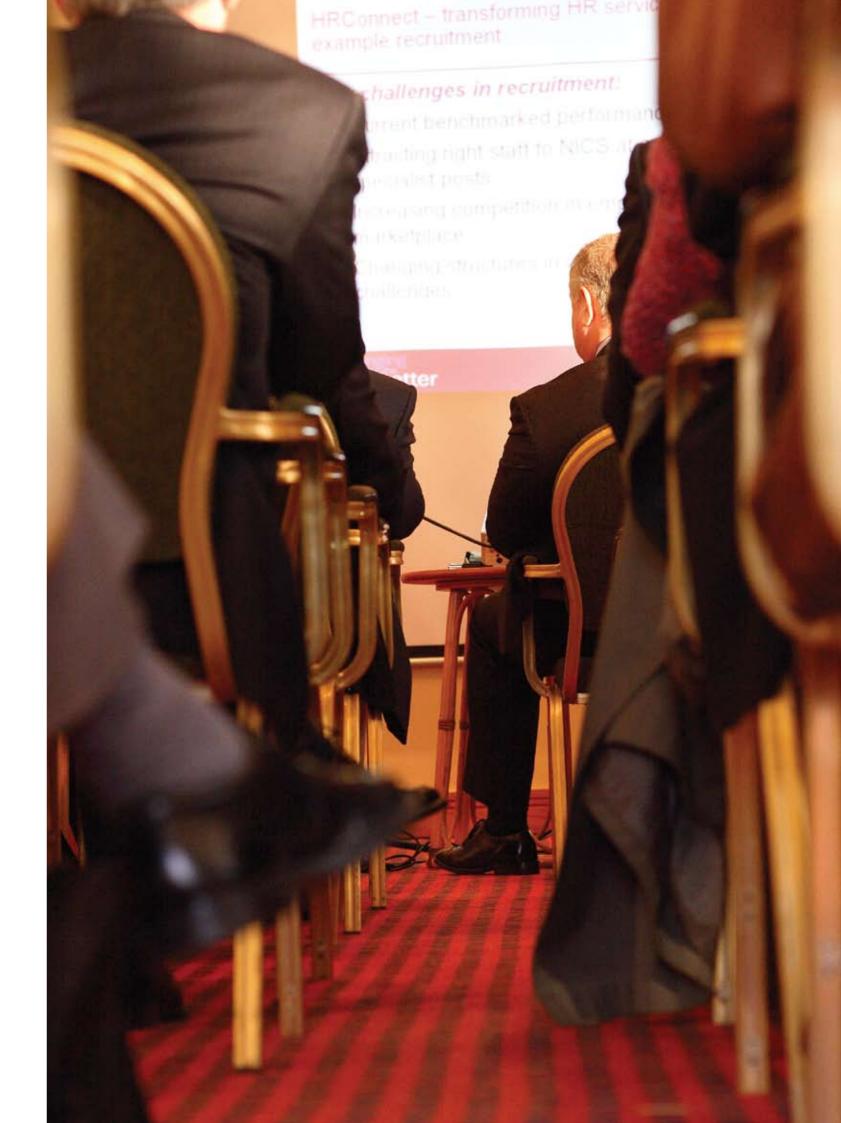
- 5.5 HRConnect provides an opportunity for enhanced measurement and use of management information including:
 - Clear outcome based targets for the People Strategy.
 - Use of benchmarking measures and an HR balanced scorecard to assess the quality and performance of HR services in the NICS.
 - Use of benchmarking to inform continuous improvement opportunities.

Vision

- 6.1 Based on the analysis and guiding principles a 'people vision' is proposed for the NICS. This is designed to describe in concise terms the desired future state, recognising relationships with the wider strategy (the Programme for Government, Budget and Investment Strategy). It is also a core reference in terms of communication and engagement with NICS staff.
- 6.2 The People Vision for NICS is:

To be an employer of choice, with full capacity and capability to deliver the Northern Ireland Executive's Programme for Government and associated Budget and Investment Strategy with:

- a clear and distinctive positioning in the labour market;
- flexibility to meet departmental needs and a realistic range of employee expectations;
- outcome focused HR policies which enable people to fulfil their potential and which are reflective of good practice; and
- a commitment to diversity, equality and fairness.
- 6.3 At an individual level the Code of Ethics for employees still holds true, underpinning the vision with a clear set of employee expectations and values, namely that each civil servant is expected to carry out his/her role in accordance with the core civil service values of integrity, honesty, objectivity and impartiality.
- 6.4 There is a gap between this vision and the current position in the NICS as described by the research and analysis for the People Strategy project. Addressing this gap requires an integrated people strategy together with a structured programme of work that: builds on the early foundations for improved people management and development in the NICS; draws in existing corporate people initiatives across the service; and commissions new projects to increase momentum where required. The strategy and programme of work to do this is described in the next section.



7 Programme overview and individual elements

People strategy overview

7.1 The people strategy has seven main elements, which balance both departmental needs against individual expectations.



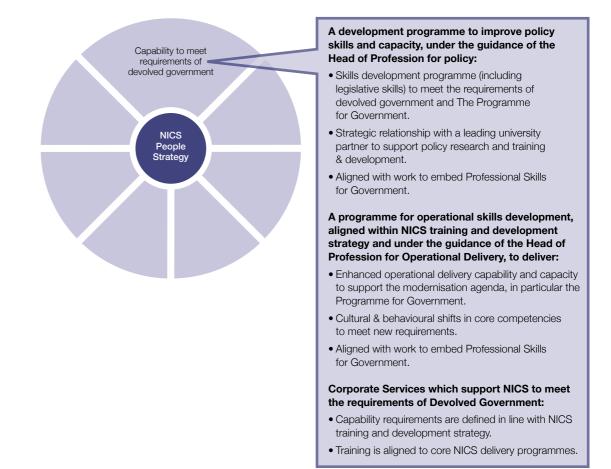
Underpinned by:

- Developing HR capability.
- Continuous improvement, including developments in HRConnect.
- A framework for people measurement.

- 7.2 Taken together, these components will link to provide a coherent NICS employment proposition and brand which includes:
 - a clear positioning in the market employer of choice in chosen labour markets:
 - a brand reflective of the opportunities of working for NICS;
 - recognition within this that the NICS is many different businesses;
 - flexibility to balance both departmental needs and a realistic range of employee expectations; and
 - demonstration of the NICS's commitment to diversity, equality and fairness.

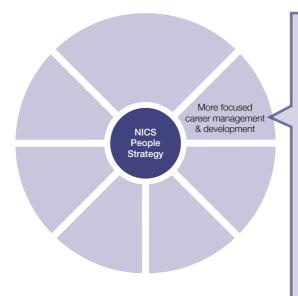
7.3 People strategy – individual elements (1)

A key component of the strategy will be to develop and implement specific development programmes to improve capacity and capability in both policy and operational delivery areas. These programmes will meet a distinct need to support the requirements of devolved government and the challenges associated with the Programme for Government.



7.4 People strategy – individual elements (2)

In addition to the specific interventions proposed in the policy and operational delivery skills areas, there is a need for more structured career pathways, and associated learning and development.



Cater for a range of learning and development intervention requirements across NICS departments and grades:

- Refresh the learning and development strategy, including identification of both core and departmental skills intervention requirements at strategic levels within NICS, ensuring consistency with the Government Skills Northern Ireland Action Plan.
- Develop a refreshed Senior Civil Service Development Strategy.

Identify structured and focused career pathways at key points within the NICS:

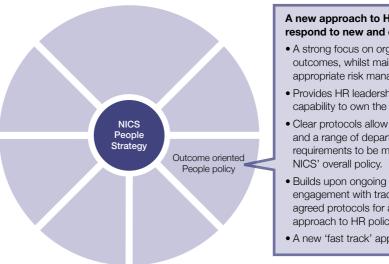
- Focus on the attraction, development, deployment and retention of talent vital for the achievement of organisational objectives.
- Fast-track programme for graduates which is effectively managed, and connected to other talent management programmes to add true value.
- Develop the role of Head of Profession in career development focusing on mentoring and support in continuous professional development.
- Develop integrated approaches to talent management initiatives with Centre for Applied Learning.

Demonstrate the value added of learning and development programmes:

 Identify costs and benefits delivered to develop a strong evidence base and include in HR measurement system.

7.5 People strategy – individual elements (3)

The changing environment within the NICS will require a new approach to HR policy development that reflects business requirements and enables NICS employees to succeed in meeting these as they emerge. It must also meet the requirements for departmental flexibility and be capable of matching the pace of change across the organisation.

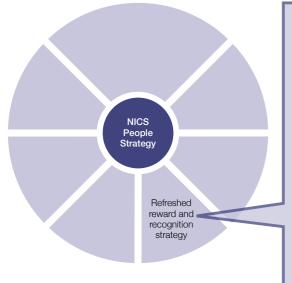


A new approach to HR Policy development to respond to new and emerging requirements:

- A strong focus on organisational and people outcomes, whilst maintaining compliance and appropriate risk management.
- Provides HR leadership with the capacity and capability to own the people policy agenda.
- Clear protocols allow a flexibility of approach and a range of departmental business and people requirements to be met within the context of 'one NICS' overall policy.
- Builds upon ongoing work to develop a new engagement with trade union side, including agreed protocols for a more collaborative approach to HR policy development.
- A new 'fast track' approach to HR policy change.

7.6 People strategy – individual elements (4)

Pay policy will need to be developed in the short term to meet current requirements (and constraints), and to then provide the base for a longer term assessment of an integrated approach reward and recognition.



Development of a refreshed pay policy for the NICS, with NICS-wide principles and local application:

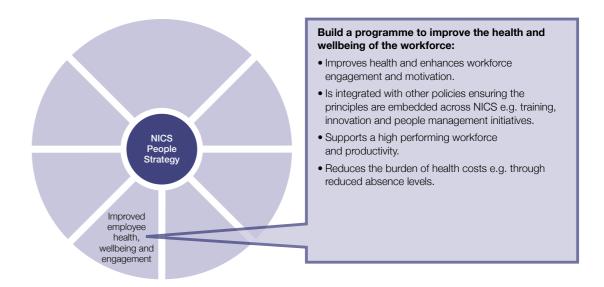
- Developed in the immediate term within the constraints of available NICS funding and the capacity to deliver significant short term change.
- Maintains focus on delivering business objectives and value for money.
- Ensures the pay strategy is co-ordinated centrally and owned by Departments to reflect local priorities e.g. availability and expectations of resources in local or specialised job markets.
- Considers the future mix of employees and the longer term impact for reward and career pathways.
- Addresses weaknesses and anomalies in NICS pay structures.

In the longer term:

- Reassess the balance between internal relativities, marketplace and performance.
- In conjunction with work on the performance management process place enhanced focus on rewarding outputs aligned to the achievement of the organisation's objectives.
- Develop salary progression, ensuring that competent employees reach the market target rate in a reasonable time period.
- Ensure that true high performance is recognised and rewarded appropriately. In turn ensure that ineffective performance is recognised and addressed appropriately.
- Recognise more fully the role of non-financial reward, and links to both specialist and generalist career development pathways and progression.

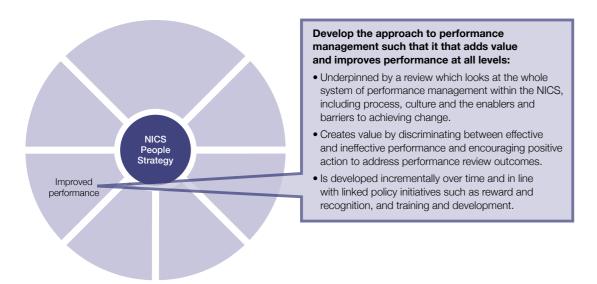
7.7 People strategy – individual elements (5)

In keeping with the wider aims of the Programme for Government, the NICS will focus on improvement in the health and wellbeing of the NICS workforce to provide a range of benefits to both the business and employees.



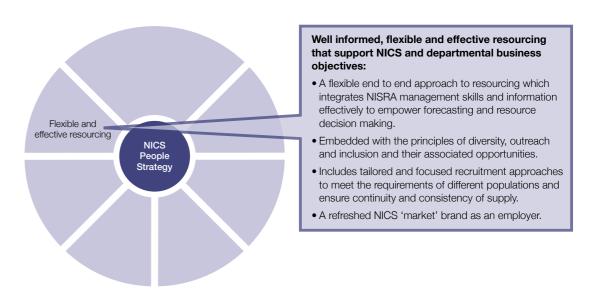
7.8 People strategy – individual elements (6)

A fundamental review of the NICS approach to the management of people performance is required to support improved business performance. This will go beyond the mechanics of the process and IT and examine the whole system and culture of performance management.



7.9 People strategy – individual elements (7)

There will be a focus on improving staff resource forecasting, together with progressive improvements to recruitment and sourcing both internally and externally. This will include an enhanced approach to the labour market to meet external challenges, together with improved decision making around diverse departmental needs.



7.10 People strategy – Underpinning projects

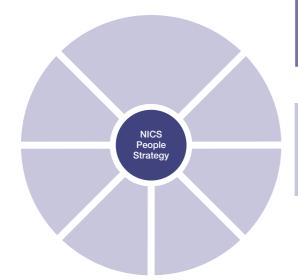
The seven core initiatives within the People Strategy require further development of HR capability, and continuous improvement of HR processes and systems through HRConnect.

As well as each initiative being viewed in the context of the overall strategy they should also be viewed as intrinsically linked to each other. Reward, for instance, cannot be fully reviewed without consideration of the performance management system, and talent attraction cannot be achieved without taking into account the resourcing initiatives. Each individual initiative will drive the development of the whole by becoming an enabler for related areas.

The strategy overall needs to be underpinned by a framework of measures that track improvements in people management in the NICS and in the support provided by HRConnect.

NICS people strategy will be underpinned by:

- Further development of HR capability including an extension to the existing HRConnect training programme, and continuous professional development through a strengthened NICS-wide HR community.
- Continuous improvement of HR service delivery through HRConnect, managed through the Annual Business Planning process.
- A framework for measurement that tracks improvements in people management and development across NICS, and improvements through HRConnect.



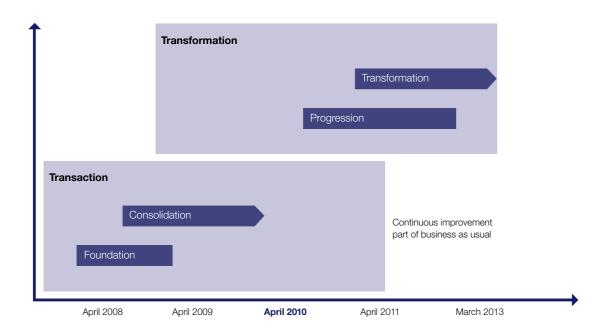
Underpinned by:

- Developing HR capability.
- Continuous improvement, including developments in HRConnect.
- A framework for people measurement.



8 Implementation considerations

- 8.1 In terms of governance, the People Strategy and associated delivery programme is sponsored by the Permanent Secretaries Group (PSG) and overseen by the [PSG People Issues Sub-Group]. The strategy will be led and driven by the Central Personnel Group of DFP, working closely with the Personnel Directors Group (PDG). The NICS Director of Personnel and PDG, as driver and owners of the strategy, are responsible for the delivery and implementation of the programme.
- 8.2 The delivery of the People Strategy work programme and its associated benefits is planned for the period April 2009 to March 2013. There is recognition that this requires a phased process of development and implementation, the early part of which is to provide a foundation for more transformational change.
- 8.3 This process of foundation and consolidation is an important basis for building credibility and confidence to support the NICS through more challenging elements of the strategy (represented in the diagram below in the 'Progression' and 'Transformation' phases). The implementation programme for the People Strategy will therefore be split into two phases, reflecting the need to develop and consolidate in some key policy areas up to April 2010, and further progression in the period to March 2013.



In the following sections we identify some of the potential risks and issues before outlining the planned outcomes for 2010 and describing the next steps and early implementation considerations. The programme to 2013 will then be planned as part of the Annual Business Planning process for 2010–2011.

8.4 Risks and issues

There are a number of potential risks identified at this stage, which include:

- · Over-ambitious agenda and targets.
- Capacity of the organisation, and the personnel community, in the timescales considered.
- Lack of senior level or departmental buy-in to the programme.
- Poorly constructed programme management and governance.
- Budgetary or wider capacity constraints.

These should be considered further and assessed in terms of likelihood and impact, and approach to mitigation.

8.5 Key outcomes for 2010

Early outcomes for implementation of the NICS people strategy are:

- Development and launch of training and development programmes for:
 - capacity and capability in policy making and implementation.
 - skills and behavioural capabilities to support operational delivery, including those to support cross cutting project working and change management.
- Development of more structured career paths in a small number of areas, with pilots in at least: one policy area; a segment of operational delivery; and one or more professional support functions.
- Realigned training and development programme reflected in departments'
 training priorities, including a new development strategy for the Senior
 Civil Service aligned to Professional Skills for Government, and a response
 to training and development requirements at other levels in the NICS (for
 example extension of the grade 6/7 programme and attention to requirements
 at AO/AA level).
- Consultation around a fast track programme and an associated development programme aimed at existing SO level staff, timescales for design and launch to be agreed as appropriate.
- Project oriented, fast track approach to people policy development.
- Refreshed pay strategy by August 2009 that balances the constraints within which the NICS operates, and providing foundations for longer term development of an integrated performance, reward and recognition strategy.
- Integrated health and wellness programme across the NICS.
- Resource forecasting fully integrated with an improved resourcing process, a refreshed employment brand and a fully embedded and consistent approach to diversity, outreach and inclusion.

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- Programme for HR development that builds on the existing training and development.
- A new balanced scorecard for people management in the NICS, providing a means for measuring the quality and performance of services and a foundation for continuous improvement.

8.6 A foundation for 2013

In the same time period the foundation will be laid for a programme of further action in the period to 2013, including:

- Proposals for enhanced performance management that address some of the existing barriers to effective management of performance, linked as appropriate to personal development planning and an integrated reward and recognition strategy.
- Further improvements to people processes and delivery supported by HRConnect and reflected in the Annual Business Plan.
- Wider rollout of the programmes to develop capacity and capability in policy making and implementation, and operational delivery.
- Extension of structured career paths beyond pilot areas, taking into account learning from the pilots.
- Integrated health and wellness programme rolled out across the NICS.
- Further extension of the programme for development of HR professionalism and capability in the NICS.

8.7 Next steps and early implementation considerations

Once the overall direction is agreed, HR Directors and the core strategy team should refine the outline programme plan to 2013 with key milestones, including:

- Priority actions, early wins and key milestones for the People Strategy implementation programme.
- Resource requirements to support the immediate next stage of the
 programme, including development of detailed plans, and initial mobilisation.
 This should include early assessment as to whether NICS has the current
 capacity and capability to deliver the programme of change.
- A programme plan with clear project descriptions, dependencies in the programme plan and critical paths for delivery.
- Key roles and responsibilities across the programme, for example:
 - Departmental support for change and support to overall programme management.
 - Leadership for the programme and individual projects.
 - Resources (including potentially full time roles) for the programme and individual projects.
- Accountabilities including role of PSG and PDG and their linkage to programme delivery.
- Key measures and outline process for measurement in each sub-project.
- Key costs elements likely to be involved in the achievement of particular programmes and objectives.