Northern Ireland Civil Service
People and Organisational Development

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From: Jill Minne
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Date: 4 July 2025

To: 1. DoF Permanent Secretary
2. Minister

REVIEW OF CIVIL SERVICE HYBRID WORKING POLICY

Issue:	**To provide an update on the review of the Civil Service Hybrid Working policy following consultation with trade unions and seek your agreement to the draft policy (Annex A).**
Timing:	**Desk Immediate.**
FOI Implications:	**In the event of a request for disclosure of information contained in this submission under the FOI Act, the request would be considered in the context of the relevant provisions of the legislation, including any relevant exemptions that may be applicable.**
Presentational Issues:	**Hybrid working in the Civil Service has been the subject of several AQWs, FOI requests and media interest.**
Financial Implications:	**None.**
Equality implications:	**None. The Civil Service is an equal opportunities employer and is committed to demonstrating its commitment to creating an inclusive workplace through all HR policies. The revised policy has been subject to s.75 screening; Rural Needs Impact Assessment and Financial, Social and Economic Impact Assessment**

Legislative Implications: **None.**

Recommendation: **You are asked to agree the draft Hybrid Working policy (Annex A attached separately) to allow steps to support implementation of the policy to be progressed.**

Background

1. Following consideration of SUB 0103-2025 you noted the draft Hybrid Working policy; agreed that formal consultation with trade unions should take place; and indicated you would review the draft policy following conclusion of the consultation process, with a view to agreeing it.

2. The consultation with trade unions has ended. During this process, amendments were made to the draft policy based on trade union input. These changes include a clearer focus on the management of annual leave, reinforced messaging regarding the legislative requirement for reasonable adjustments under the Disability Discrimination Act 1995, and clarification of the use of Connect2 hubs.

3. Unite and GMB have agreed the draft Hybrid Working policy, while NIPSA, FDA, and the Prison Officers Association have not —mainly due to the 40% minimum workplace attendance requirement for civil servants.

4. While there is a requirement for 40% minimum weekly workplace attendance, there is flexibility within the policy to allow managers to take account of individual circumstances. Reasonable adjustment requests for hybrid working will be considered separately on a case by case basis to ensure an adequate assessment of individual needs.

5. Although the non-industrial unions have not formally agreed the revised the revised policy, they have acknowledged its forthcoming implementation, including the minimum weekly workplace attendance requirements. Through pragmatic engagement, Management has committed to providing the unions with sufficient advance notice of the implementation date and to ensuring that comprehensive communications are delivered to staff and line managers regarding these changes.

Next Steps

4. Subject to your approval of the draft policy, it is proposed that the policy will be launched in September with implementation of the new policy arrangements completed by October 2025.

Recommendation

5. You are asked to agree the draft Hybrid Working policy (**Annex A** attached separately) to allow steps to support the implementation of the policy to be progressed.

Jill Minne
PEOPLE AND ORGANISATIONAL DEVELOPMENT
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CC
Aisling Quinn
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ANNEX A