Northern Ireland Civil Service
People and Organisational Development

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From: Jill Minne
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To: Finance and HR Advisory Group

PEOPLE & ORGANISATONAL DEVELOPMENT – DRAFT TERMS OF REFERENCE AND DESIGN PRINCIPLES FOR REVIEW OF HYBRID WORKING POLICY

This paper provides the draft Terms of Reference (ToR), supporting slide deck and design principles for review of Hybrid Working policy.

The Group is asked to consider and provide comments by cop 24 May 2024.

1. The Hybrid Working policy was developed as a result of new ways of working in the NICS and launched in December 2021 and implemented in June 2022. When developed, it was agreed that the policy should be subject to regular review to ensure that it meets the needs of the service and considers any new and emerging aspects of hybrid working.

2. A staff survey on the implementation of hybrid working was undertaken by the new ways of working project between 10 October 2022 and 13 January 2023. The survey results were published on 27 February 2023, and made several recommendations, including the need for some policy amendments. Having been operational for almost two years and taking account of survey recommendations

and departmental feedback to date, the policy is being reviewed to ensure hybrid working is optimised effectively across the NICS.

3. Terms of reference (ToR) to support the policy review have been developed and the attached slide deck provides further detail on survey recommendations, benchmarking and recent research on hybrid working. Views are also sought on key design principles to inform the future policy direction.

Recommendation

4. You are asked to consider the draft ToR, supporting slide deck, including design principles and provide any comments to [redacted] by cop **Friday 24 May 2024.**

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