

[Redacted]

From: Minne, Jill
Sent: 20 May 2025 21:45
To: Malcolm, David (TEO); Director People & OD; Godfrey, Katrina (DAERA – Perm Sec); Boyle, Colum (DfC); McMahon, Denis; Snowden, Ian; Armour, Ronnie; Gibson, Neil; Farrar, Mike; Widdis, Hugh (DoJ); Crilly, Louise; Gordon, Alexander
Cc: HOCS OFFICE (JB); Quinn, Aisling (P&OD); [Redacted]
Subject: Re: REISSUE - Update on CTUS response to Draft Policy

Sensitivity: Confidential

Thanks David, yes, I think we can tweak the emphasis on that bit along the lines you have suggested.

Sent from [Outlook for iOS](#)

From: Malcolm, David (TEO) [Redacted]
Sent: Tuesday, May 20, 2025 9:40:55 PM
To: Director People & OD [Redacted]; Godfrey, Katrina (DAERA – Perm Sec) [Redacted]; Boyle, Colum (DfC) [Redacted]; McMahon, Denis <[Redacted]>; Snowden, Ian [Redacted]; Armour, Ronnie [Redacted]; Gibson, Neil [Redacted]; Farrar, Mike [Redacted]; Widdis, Hugh (DoJ) [Redacted]; Crilly, Louise <[Redacted]>; Gordon, Alexander [Redacted]
Cc: HOCS OFFICE (JB) [Redacted]; Quinn, Aisling (P&OD) [Redacted]; Minne, Jill [Redacted]
Subject: RE: REISSUE - Update on CTUS response to Draft Policy

Thanks Jill. I'm fine with all of this, with one caveat on using Hubs.

We don't bring staff back into offices as a 'punishment'. We ask them to return with their teams as working together in the same space creates innovation, enhances team working and creates the partnerships that drive productivity etc. Its good to do per se so if we allow Hubs to become an option, we lose all that, unless the whole team can use the hub.

I appreciate we say that Hubs are possible if LMs agree. I fear that's too soft and puts an onus towards LMs. Can we beef this up a little by saying in principle Hubs do not count (and explain why) but for exceptional reasons, LMs can approve them on an ad-hoc or occasional basis?

Otherwise, thanks for leading the line with TUS on these discussions.

D

David Malcolm
 Permanent Secretary (Interim)
 Room E5.11 | Castle Buildings | Stormont Estate
 Belfast | BT4 3SR



I do not expect a reply to this message outside your normal working pattern

From: Director People & OD [REDACTED]
Sent: 20 May 2025 10:54
To: Malcolm, David (TEO) [REDACTED]; Godfrey, Katrina (DAERA – Perm Sec)
[REDACTED]; Boyle, Colum (DfC) [REDACTED]; McMahon, Denis
[REDACTED]; Snowden, Ian [REDACTED]; Armour, Ronnie
[REDACTED]; Gibson, Neil [REDACTED]; Farrar, Mike
[REDACTED]; Widdis, Hugh (DoJ) [REDACTED]; Crilly, Louise
[REDACTED]; Gordon, Alexander
Cc: HOCS OFFICE (JB) [REDACTED]; Quinn, Aisling (P&OD) [REDACTED]
[REDACTED] Director People & OD [REDACTED]
[REDACTED]; Minne, Jill [REDACTED]
Subject: REISSUE - Update on CTUS response to Draft Policy
Sensitivity: Confidential

Apologies

Reissuing with Annex A now attached

Kind regards

[REDACTED]

Morning

Please see update from Jill Minne regarding CTUS response to Hybrid Working Policy. PSS is asked to note and agree People & OD proposed next steps. Please address responses to [REDACTED] by **cop** **27 May 2025**

Kind regards

[REDACTED]

[REDACTED] | **Governance & Support Branch | People & Organisational Development | NICS**
3rd Floor| 2-4 Bruce Street| | Belfast| BT2 7JD
Contact: [REDACTED]