

[REDACTED]

From: DfC Permanent Secretary Support
Sent: 27 May 2025 18:02
To: [REDACTED]
Cc: Director People & OD; DfC Permanent Secretary Support
Subject: RE: REISSUE - Update on CTUS response to Draft Policy

Sensitivity: Confidential

Good evening [REDACTED],

Please see response on behalf of Colum Boyle, Permanent Secretary, Department for Communities;

Thank you for the update on the proposed response to CTUS on the NICS Hybrid Working Policy. Given our own detailed work in this area there a few points I'd like to add.

- **40% minimum attendance requirement:** It is frustrating to still see this proposition given that some Unions have introduced a similar policy in their offices. It also reflects a level of inequity when we consider that many staff roles cannot avail of hybrid and some short sightedness when considered alongside the approaches of industries here and in the UK, including the UK Civil Service. Whilst adhering to the 40% minimum workplace we need to be clear that it is not a maximum target and that attendance for any other ad hoc or planned business requirement will also be needed.
- **Grade 7 decision maker:** I agree with this as an operational principle, but we need to be clear that any member of the SCS command chain is entitled to query and indeed request change to the hybrid pattern on offer in a business area if it does not meet business requirements.
- **Workplace definition:** I agree with colleagues in relation to Connect2 hubs. They are an asset to staff who need access to office facilities but will not meet the objectives of collaboration, strategic connection, team working and knowledge exchange that are affected by not being in the office with colleagues.
- **Business needs:** Please emphasise that business need is more comprehensive than just completion of individual staff tasks. A sustainable NICS has a strategic business need that requires connection with corporate goals, external collaboration, cross-team and inter-team working, knowledge cascade, and observational learning - all of which happen best outside the home.

Regards

Colum

Thanks

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From: Director People & OD <DirectorPeopleOrganisationalDevelopment@>
Sent: 20 May 2025 10:54
To: Malcolm, David (TEO) <David.Malcolm@>; Godfrey, Katrina (DAERA – Perm Sec) <Katrina.Godfrey@>; Boyle, Colum (DfC) <Colum.Boyle@>; McMahon, Denis <Denis.McMahon@>; Snowden, Ian <Ian.Snowden@>; Armour, Ronnie <Ronnie.Armour@>; Gibson, Neil <Neil.Gibson@>; Farrar, Mike <Mike.Farrar@>; Widdis, Hugh (DoJ) <Hugh.Widdis@>; Crilly, Louise <Louise.Crilly@>; Gordon, Alexander <Alexander.Gordon@>
Cc: HOCS OFFICE (JB) <HOCSOFFICE@>; Quinn, Aisling (P&OD) <Aisling.Quinn2@>; Director People & OD <DirectorPeopleOrganisationalDevelopment@>; Minne, Jill <Jill.Minne@>
Subject: SCORR-0083-2025 - REISSUE - Update on CTUS response to Draft Policy
Sensitivity: Confidential

Apologies

Reissuing with Annex A now attached

Kind regards

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 by **cop**
27 May 2025

Kind regards

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