[redacted]

**From:** Director People & OD
**Sent:** 23 May 2024 11:39
**To:** Gibson, Neil; Duffy, Paul; Minne, Jill; Shannon, Catherine; McBurney, Joanne; Simpson, Tony; Magee, Sharon; DAERA Corporate Services Deputy Secretary; Malcolm, David; McGeown, Declan; Luney, Peter; Morton, Gillian; Matthews, Chris (Resource and Corporate Management); Armour, Ronnie; Johnston, Gareth; Brown, Deborah; Hughes, David (DoF)
**Cc:** Quinn, Aisling (P&OD); [redacted]; DoF Corporate Services Division; Director People & OD; DfC Corporate Services Deputy Secretary's Office
**Subject:** FHRAG - Hybrid Working Policy Paper
**Attachments:** [redacted]

Good morning all,

The attached paper was considered at the FHRAG meeting on 8 May. Thanks to those who have replied. Just a reminder that any further comments should be sent to [redacted] by cop tomorrow, Friday 24 May.

Many thanks

[redacted]

[redacted] **| Governance & Support Branch | People & Organisational Development | NI Civil Service**
2-4 Bruce Street | Belfast | BT2 7JD
**Contact**: [redacted] **&** [redacted] **| Tel:** [redacted]

Northern Ireland Civil Service
People and Organisational Development