

Dr Andrew Goodall
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Gareth Davies MS
Gareth.L.Davies@senedd.wales

5 February 2026

Dear Gareth Davies,

Thank you for your questions tabled on 23 January 2026.

You asked what assessment the Welsh Government has undertaken on the productivity of civil servants working under hybrid or remote arrangements.

Welsh Government employs approximately 5,700 staff located across 19 offices in Wales (and 1 in London).

The majority of colleagues work in a hybrid way aligned to our smart working policy which promotes 40% office attendance (two days a week) across our sites. We have a minimal number of contractual homeworkers who are remote for their whole working week. These cases are predominantly due to reasonable adjustments recommended via occupational health to support inclusive access to work.

Since the pandemic, we have continued to review and refine our approach to smart working to ensure that working arrangements support the effective delivery of our priorities.

Our current approach has been shaped by extensive consultation with our Social Partners (PCS, Prospect and FDA trade unions), staff networks, and has received Ministerial backing. Staff surveys consistently show high levels of trust between management and employees regarding working practices and their ability to perform duties effectively.

As with all of our working practices, we will continue to review the arrangements and adjust if and when necessary.



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Parc Cathays • Cathays Park Ffôn • Tel 0300 025 6935
Caerdydd • Cardiff PS.PermanentSecretary@gov.wales
CF10 3NQ Gwefan • Website: www.gov.wales

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Yours,

Andrew Goodall

Dr Andrew Goodall

Ysgrifennydd Parhaol/ Permanent Secretary
Llywodraeth Cymru/ Welsh Government



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Parc Cathays • Cathays Park
Caerdydd • Cardiff
CF10 3NQ

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