QUEEN'S
UNIVERSITY
BELFAST
EST° 1845

STAFF HEALTH AND WELLBEING ACTION PLAN
2025—2028

SHAPING
A BETTER
WORLD
SINCE 1845

Excellence

Connectivity

Ambition

Respect

Integrity

ULTIMATELY, THE HEALTH AND WELLBEING OF OUR STAFF IS CRITICAL TO OUR LONG-TERM SUCCESS.

OUR STAFF HEALTH AND WELLBEING ACTION PLAN 2025-2028

The University is undergoing a period of substantial change, and supporting the wellbeing of our staff is crucial to sustaining our success in the post-Voluntary Severance Scheme environment. To address the wellbeing needs of our staff over the next three years, we have developed the Staff Health and Wellbeing Action Plan following an extensive two-year period of engagement with staff.

This Plan provides proactive measures to help managers effectively lead and support change, while also assisting staff in navigating through this change. With a comprehensive, university-wide approach, the Plan ensures that staff wellbeing remains a key priority as we work toward achieving our strategic goals.

Strategy 2030 outlines our vision to be a global research-intensive university, generating internationally leading research coupled with outstanding teaching and learning, focused on the needs of our society.

Our people are one of our four strategic enablers, fundamental to achieving our ambition to "shape a better world through life-changing education and research."

Our ambitions for Strategy 2030 are centred around our people and we aspire for Queen's to be a great place to work and a leading employer for equality, diversity and inclusion with an organisational culture that supports and empowers staff to produce their best.

People and Culture Mission

We have committed to "create a vibrant organisational culture, based on our core values, which enables all our people to thrive, with a continued focus on high performance, staff wellbeing, development, engagement, and greater opportunities for flexible working."
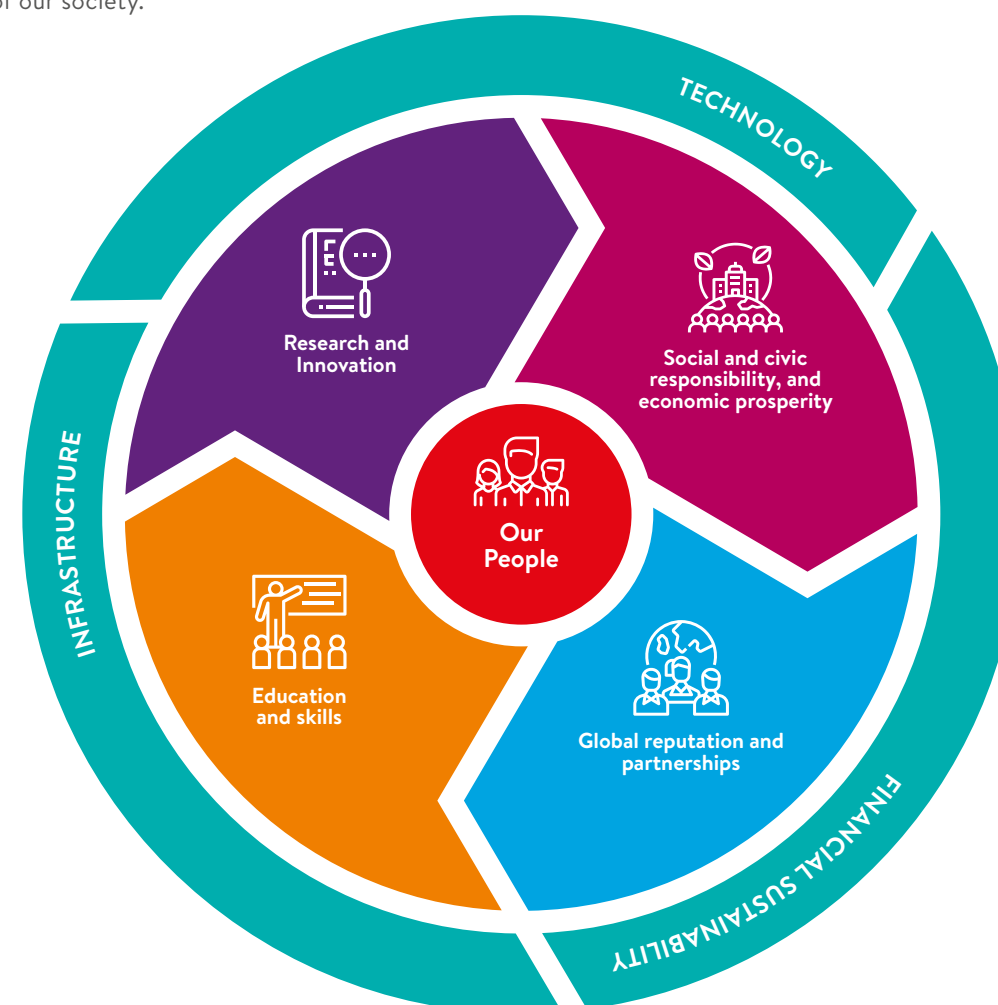
WE WILL INTEGRATE OUR STAFF HEALTH AND WELLBEING ACTION PLAN

Our Staff Health and Wellbeing Action Plan 2025-2028 supports and integrates with our Equality Scheme and Equality Action Plan, our People and Culture Plan, Queen's Sport 'Our Gameplan', the Net Zero Plan, #QUBeWell Framework and our Disability Action Plan.

Actively promoting and supporting staff health and wellbeing helps our people flourish and reach their potential. We want to support staff to look after their health and wellbeing and to be engaged, healthy, happy and productive at work.

We will integrate our Staff Health and Wellbeing Action Plan throughout the University, embed it in our culture, training, and people management to ensure that line managers are confident and capable in supporting the wellbeing of their teams.

Disability Action Plan

Staff Health and Wellbeing Action Plan

Equality Scheme and Equality Action Plan

People and Culture Plan

Queen's Sport 'Our Gameplan'

Net Zero Plan

#QUBeWell Framework

Strategy 2030

Excellence   Connectivity   Ambition   Respect   Integrity

A COLLABORATIVE APPROACH TO STAFF HEALTH AND WELLBEING

We aim to deliver impactful initiatives to support the health and wellbeing of our staff. Our most recent Staff Survey results indicated the value and importance of Staff Wellbeing activities, with an increase in satisfaction scores compared to the 2019 Staff Survey. Staff engagement, including with the University's Staff Forum, has informed the wellbeing priorities for the next three years.

This Staff Health and Wellbeing Action Plan will foster a collaborative, University-wide approach to wellbeing with a comprehensive Wellbeing Programme running throughout the year through wellbeing initiatives such as:

- **Health and Wellness:** Health promotion events, Wellbeing Calendar recognition days, Staff Wellbeing Choir, Cancer Prevention workshops, Disability Awareness Training, Disability Support Fund, Atrial Fibrillation checks.
- **Work-Life Balance and Support:** Carers Passport sessions, Parenting NI Programmes, Menopause Policy with training and support fund, Financial Wellbeing Sessions, Change Management and Personal Resilience Programmes.
- **Mental Health and Safety:** Staff awareness and training sessions on Stress Management Policy and Guidance, Domestic Abuse Policy, Pregnancy Loss Policy, Compassionate Conversations and Managing with Empathy programmes, Change Management and Personal Resilience Programmes.
- **Mental Wellbeing Resources:** Refreshing our Employee Assistance Programme, Wellbeing Resource Hub, Suicide Prevention and Awareness Programmes, Mental Health First Aid Training, Stress Awareness Training, Change Management Toolkit, Supports and delivering events as part of Mental Health Awareness Week.

STAFF WELLBEING OFFER A RANGE OF ACTIVITIES AND EVENTS TO SUPPORT AND ENHANCE THE HEALTH AND WELLBEING OF STAFF WORKING AT QUEEN'S.

WE WILL ASSESS OUR PROGRESS BY USING THE FOLLOWING INDICATORS:

- Implementation of robust evaluation strategy in which evaluation takes place for each wellbeing initiative.

- Development of meaningful data insights including practical measures via staff feedback forms.

- Clearly prioritised goals and outcomes for each wellbeing initiative.

- Improved outcomes in supporting people to remain in work or return to work after sickness or absence due to personal circumstances.

- Centralised records on Reasonable Adjustments and improved insights on disability support for staff.

- Development of robust, meaningful data on stress-related sickness absence.

- Monitoring sickness absence trends over the lifetime of this plan

- Increased levels of participation of staff in wellbeing initiatives.

- Inclusivity and accessibility of wellbeing supports to staff.

- New internal support structures for health and wellbeing.

- Measuring behaviour change where health and wellbeing actions have been effective via pulse surveys and focus groups.

- Ensuring improvements to wellbeing initiatives as a result of learning and feedback.

- Demonstrating where health and wellbeing support improves the experience in work and demonstrates value for money.

- Increase in wellbeing scores from staff on our Staff Survey.

- External recognition for good practice.

OUR STAFF HEALTH AND WELLBEING PILLARS

Benefits for employers who focus on staff wellbeing are:

A healthier and more inclusive culture

Better work-life balance

Better employee morale and engagement

Improved employer reputation

CIPD Wellbeing at Work June 2023

Our four established pillars underpin our holistic framework for supporting staff to look after their health and wellbeing and to be healthy, happy and productive at work.

Healthy Mind

Physical Health

Home Life

Connection and Community

Our focus is our people's mental health and physical health and wellbeing. We offer sources of help through our Employee Assistance Programme, counselling, our Wellbeing Programme of initiatives, sessions and events and our Occupational Health services. We will continue to develop guidance and training to support our Leading and Supporting Change and Personal Resilience support programmes and assist line managers in having sensitive conversations with individuals, supporting staff in distress and signposting to expert help where needed.

In the current climate, we recognise the need for wellbeing practices to address the rise in mental health issues and that many risks to people's health at work are psychological. We are committed to taking steps to support our people's mental health and address workplace stress.

STAFF HEALTH AND WELLBEING ACTION PLAN 2025-2028

STAFF HEALTH AND WELLBEING ACTION PLAN 2025-2028

THE STAFF HEALTH AND WELLBEING DOMAINS

Our Staff Health and Wellbeing Action Plan is primarily based on the needs of the University and our people. Our Plan is structured around seven inter-related domains of wellbeing as recommended by the Chartered Institute of Personnel and Development (CIPD).

1. Health

Physical health
Occupational Health support, employee assistance programme, health promotion, health-checks and wellbeing benefits.

Physical safety
Safe working environment, practices and equipment, personal safety training.

Mental health
Stress management, risk assessments, manager training difficult or sensitive conversations, managing mental ill-health, occupational health supports, therapeutic interventions, employee assistance programme.

4. Collective/Social

Employee voice/engagement
Communication, consultation, engagement, involvement in decision making.

Positive relationships
Management style, teamworking, healthy relationships with peers and managers, dignity and respect.

Staff Networks
Support common identity, interest groups enabled for staff, help shape culture and behaviours, help implement change.

Volunteering
Staff Volunteering Policy, create a culture of volunteering, support for social action, engage with Sustainability to provide in-house volunteering opportunities.

2. Good work

Working environment
Appropriately designed working areas, open and inclusive culture.

Good line management
Effective people management policies, training for managers, sickness absence management.

Work demands
Job design, job roles, job quality, workload, working hours, job satisfaction, work-life balance.

Autonomy
Control, innovation, whistleblowing.

Change-management
Communication, involvement, engagement, leadership.

Pay and reward
Fair and transparent remuneration practices, non-financial recognition, STAR recognition.

5. Personal Growth

Career development
Leadership and Management Framework, mentoring, coaching, performance management, performance development plans, skills utilisation, succession planning.

Emotional
Positive relationships, personal resilience training, financial wellbeing.

Lifelong learning
Performance development plans, access to training, mid-career review, technical and vocational learning, challenging work.

Creativity
Open and collaborative culture, innovation workshops.
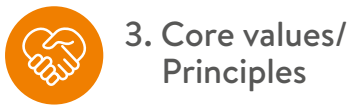
3. Core values/Principles

Leadership
Values-based leadership, clear mission and objectives, health and wellbeing strategic focus, corporate governance, building trust.

Ethical standards
Dignity at work, corporate social responsibility, community investment, volunteering.

Diversity and Inclusion
Valuing difference, cultural engagement, training for all staff and managers.

6. Good lifestyle choices

Physical activity
Wide variety of activities tailored to the workforce E.g. Queen's Sport, Active Campus.

Healthy eating
Nutritional advice, healthy menu choices.

Home Life
Flexible working, Financial Wellbeing workshops, promote work/life balance.

7. Financial Wellbeing

Fair pay and benefit policies
Pay rates above the statutory National Minimum/Living Wage.

Retirement planning
Phased retirement, pre-retirement courses.

Employee financial support
Employee assistance programme offering debt counselling, signposting to external sources of free advice, access to independent financial advisers, financial wellbeing courses.

OUR RESPONSIBILITIES

Our approach to staff health and wellbeing is institution wide and we believe everyone has an obligation and a responsibility for fostering good health and wellbeing.

Our Staff

Staff have a responsibility for looking after their own health and wellbeing but can benefit from the wellbeing programmes offered at work.

We are committed to supporting this through a programme of initiatives which is accessible to all staff. We will seek staff feedback about our wellbeing offering so we can continue to shape existing initiatives, plan new activities and continue to make a positive impact.

Our Senior Leadership and Management

Senior leadership and management should act as role models and demonstrate commitment to wellbeing to ensure there are no barriers to implementation. We want line managers and staff to engage with health and wellbeing programmes and activities. We want senior leaders to encourage this through active participation (such as attending events during the working day, where possible), and ensuring that wellbeing remains a strategic priority, influencing managers to embed wellbeing in our day-to-day operations and culture.

Our People Professionals

Our Diversity, Inclusion and Staff Wellbeing Team, along with colleagues in People and Culture have a lead role to play in steering the staff health and wellbeing agenda in the University. We will ensure that senior managers receive information and training to enable them to prioritise and integrate wellbeing practices into their day-to-day operations locally.

We will work with colleagues across faculties, schools and directorates and collaborate with staff in Student Support Services to communicate the benefits of a healthy workplace and what supports are available to line managers.

Line Managers

Line managers are often best placed to spot the early warning signs of stress and can make supportive adjustments at work, and nurture positive relationships.

Managers are important role models in fostering healthy behaviour at work and management style can impact both staff and wider culture. Evidence has also shown that management style can be a main cause of work-related stress. We will support line managers to assist them in sustaining a good culture at work and provide them with training and resources to develop competence and confidence in their people management role.

Occupational Health

Our Occupational Health service is responsible for working closely with our People professionals, our Health and Safety professionals, and our management across the University.

OUR PRIORITIES

The Staff Health and Wellbeing Action Plan sets out the following priorities which have been informed by engagement with staff and are further dictated by institutional needs, and findings in relation to mental health and wellbeing from the University's Audit of Inequalities 2023.

Healthy Mind | Physical Health | Home Life | Connection and Community

	Health and Wellbeing Pillar	Wellbeing Domain	Action	Measurable Outcomes	Impact	Owner
1	All Four Pillars	All seven Health and Wellbeing domains	Develop and implement a leading and supporting change programme for Managers, and a working through change programme for staff.	• Create and publish a Change Toolkit for Managers. • Facilitate 6 Leading and Supporting Change/Compassionate Conversations for Managers annually (minimum target 150). • Facilitate 6 Working Through Change and Building Resilience sessions for Staff annually. • Post Voluntary Severance Scheme – data insights captured on managers/staff accessing Change Toolkit; Change and Resilience sessions; or the Employee Assistance Programme. • Staff Forum engagement on Change Programmes. • Staff Wellbeing Monthly Communications signposting to support services for all staff.	Survey outcomes showing increased results for Staff Wellbeing and engagement. Survey outcomes showing increased results for Leadership and engagement. 90% positive feedback for Change Programmes. 50% of staff engaged with Change Support resources.	Organisational Development Staff Wellbeing
2	All Four Pillars	All seven Health and Wellbeing domains	We will deliver a comprehensive Staff Wellbeing Programme supporting each of the Health and Wellbeing Pillars. We will implement an improved approach to disability support and implementation of reasonable adjustments.	• Baselined evidence of regular mental health focused activities e.g. Mental Health First Aid, Mindful Manager, Stress Management, Personal Resilience, and others as identified via feedback. • Accessibility audit for each option e.g. delivered online, in person, location, data on audience and uptake trends. • Provision of health checks on campus for e.g. skin cancer, atrial fibrillation, diabetes, and BMI. • Identification of Mental Health First Aiders across the University and maintenance of a central database, ensuring refresher training when appropriate. • Clear process for managers and staff to follow in relation to reasonable adjustments and centralised record maintained of adjustments for job applicants and staff. • Improved access to assistive technologies for staff and evaluation of their benefits.	Increased number of staff aware of mental health and health conditions and the supports available. Increase of 20% in staff attending onsite health checks per annum. 5% of workforce trained in Mental Health First Aid in year one and maintain this level over the life of this plan. Increased efficiency of implementation of reasonable adjustments. including support for neurodivergent staff.	People and Culture Queen's Sport Student Wellbeing
3	All Four Pillars	1. Health 2. Good Work	We will refresh and promote the Employee Assistance Programme (EAP) and its full range of services.	• High level anonymised data insights from Inspire reviewed and used to inform and deliver tailored Staff Wellbeing initiatives based on need. • Evidence of engagement with Inspire on tailored provision for local issues. • Evidence of Inspire collaboration on Induction/Staff Welcome events. • Evidence of regular promotion of the bespoke online Wellbeing Support Hub for Queen's staff and analysis of site visits.	Increased awareness and usage of all Employee Assistance Programme services.	Staff Wellbeing Inspire
4	Healthy Mind	1. Health 2. Good Work 3. Core Values/Principles 4. Collective/Social 5. Personal Growth	We will implement the updated Staff Stress Management Policy and associated training.	• Methods developed and in place with colleagues in P&C to allow for richer aggregated data on stress related absence and baseline setting. • 250 managers trained on Stress Management Policy and Stress Risk Assessment process. • Annual audit on number of Stress Risk Assessments carried out and outcomes achieved. • Create a 'Manager's Toolkit' for handling conversations about health and wellbeing.	10% reduction in stress related absences year on year. 'Managers Toolkit' created in collaboration with HR Business Partners and Student Wellbeing Services.	People and Culture

OUR PRIORITIES

	Healthy Mind	Physical Health	Home Life	Connection and Community

	Health and Wellbeing Pillar	Wellbeing Domain	Action	Measurable Outcomes	Impact	Owner
5	Physical Health	1. Health 4. Collective/Social 6. Good Lifestyle Choices	We will collaborate with Queen's Sport and Active Campus in promoting physical activities	• Regular meetings with Queen's Sport and Sustainability on increased staff participation in sport and integration with the Sustainable Development Goals. • Bespoke initiatives developed for staff not based on the main site, such as the Royal Victoria Hospital and Queen's Marine Laboratory. • Evidence of positive feedback from staff on initiatives. • Collation and analysis of Queen's Sport data on usage and impact to inform baselining and targeted approach for initiatives.	Increase number of staff using Queen's Sport and Active Campus year on year by 10%. Increased strategy integration and partnership working with Queen's Sport, Sustainability, and other relevant teams across the University.	People and Culture Queen's Sport Sustainability
6	All Four Pillars	All seven Health and Wellbeing domains	Sickness Absence Review and Cost Analysis Project	• Sickness absence review conducted to identify gaps in recording, data insights, trend analysis and baselining. • Improved data insights for absence trend analysis and targeted action, resulting in reduction in absence levels. • Appropriate reasonable adjustments in line with Occupational Health/ Specialist recommendations, are implemented where feasible.	Trend analysis identified in Year One on work-related stress and other health related factors. Clear metrics to measure progress toward reducing sickness absence rates in years two and three. Early identification of directorates, faculties/schools or roles with higher absence rates, allowing for targeted manager training or additional support. Cost savings achieved through reduced sickness absence and improved retention. 10, line manager Sickness Absence training programmes facilitated per annum in partnership with Learning and Development.	People and Culture
7	Physical Health/ Healthy Mind/ Connection and Community	1. Health 3. Core Values/Principles 4. Collective/Social 5. Personal Growth 6. Good Lifestyle Choices	Collaboration between Staff Wellbeing and Sustainability on promoting and implementing wellbeing activities which support the University's Net Zero Plan.	• Development of volunteering policy and opportunities in partnership with Sustainability. • Accessible and inclusive Staff Wellbeing Programme embedded and promoted through university communication channels. • Evidence of collaboration with Student Services on QUBeWell Framework, mental health and wellbeing initiatives and promoting opportunities and activities across campus.	20% increase in the number of staff using greener travel options such as cycling, walking and public transport. Increase of 15% on staff taking part in sustainability initiatives. 10% improvement in self-reported physical and mental wellbeing scores via staff surveys and/or evaluations.	People and Culture Sustainability Student Wellbeing

OUR PRIORITIES

Healthy Mind **Physical Health** **Home Life** **Connection and Community**

	Health and Wellbeing Pillar	Wellbeing Domain	Action	Measurable Outcomes	Impact	Owner
8	Home Life / Connection and Community	1. Health 2. Good Work 3. Core Values/Principles 4. Collective/Social 6. Good Lifestyle Choices	We will encourage promotion of work-life balance for staff and support the Staff Networks to engage in events and activities whether on campus or online. We will encourage the use of Agile Working, where appropriate.	• Monitoring and governance arrangements implemented in relation to work allocation and evidence used to provide tailored wellbeing support for staff with heavy workloads. • Wellbeing Programme inclusive of sessions for staff on balancing their lives outside of work. • Evidence of Staff Network involvement in Staff Wellbeing programme provision. • Evidence of engagement with Trade Union Health & Safety, Wellbeing and Equality and Inclusion Representatives on Staff Wellbeing programme and activities. • Identification, via Staff Networks and employee engagement, of areas of need and interest such as financial wellbeing programmes, and independent legal and financial advice from Inspire. • Targeted wellbeing events delivered specifically for the Staff Networks.	Increase of 5% positive Wellbeing scores on overall staff surveys and Staff Wellbeing pulse surveys. Increased employee engagement through staff attending programmes and providing feedback.	People and Culture University Staff Networks University Wellbeing Committees
9	Healthy Mind	1. Health 2. Good Work 3. Core Values/Principles	We will develop and implement Postvention (suicide) Support methodologies for Staff. We will develop a Serious Incident Protocol.	• New Serious Incident Protocol and Postvention Policy and Guidance in place for staff and students. • Training and awareness developed and delivered to line managers on Serious Incident Protocol and Postvention Policy. • A minimum of four Training Programmes and two Awareness Campaigns on Suicide Prevention per annum.	Line Managers and teams better equipped and supported by the University in accessing suicide prevention and postvention processes.	People and Culture Chancellery
10	Healthy Mind / Physical Health	1. Health 2. Good Work	We will deliver the Occupational Health contract and ensure regular contract management arrangements. Implementation of comprehensive process flows for timely and effective referrals to Occupational Health	• Occupational Health Referral software (OPAS G2) tested and live, with improved recording and reporting capacity for Occupational Health referrals and reviews for staff. • Contract management and service delivery meetings with Occupational Health held monthly. • Appropriate data processing and reporting. • Occupational Health contractual Service Level Agreement Key Performance Indicators adhered to by provider. • Pilot re-introduction of pre-employment health questionnaire, to support timely implementation of reasonable adjustments where appropriate.	Occupational Health Service Level Agreement Key Performance Indicators achieved. Options for staff to access medical services and treatment enhanced.	People and Culture Occupational Health
11	Healthy Mind / Connection and Community	1. Health 2. Good Work 3. Core Values/Principles 4. Collective/Social 6. Good Lifestyle Choices	We will promote opportunities for staff to stay connected and engaged, ensuring communication is appropriate and effective and that identified Wellbeing needs are addressed.	• Development of volunteering policy and opportunities in partnership with Sustainability. • Accessible and inclusive Staff Wellbeing Programme embedded and promoted through university communication channels. • Evidence of collaboration with Student Services on QUBeWell Framework, mental health and wellbeing initiatives and promoting opportunities and activities across campus. • Targeted wellbeing events delivered specifically for the Staff Networks.	Increased employee engagement through staff attending programmes and providing feedback.	People and Culture Sustainability Student Wellbeing Strategic Communications

OUR PRIORITIES

Healthy Mind | Physical Health | Home Life | Connection and Community

	Health and Wellbeing Pillar	Wellbeing Domain	Action	Measurable Outcomes	Impact	Owner
12	All Four Pillars	All seven Health and Wellbeing domains	We will review and evaluate staff health and wellbeing activities to measure the reach and impact, ensuring best practice in our approach.	• University annual Staff Wellbeing report including data insights on activities and impact analysis of this Staff Health and Wellbeing Action Plan. • Regular Staff Forum engagement on Staff Health and Wellbeing matters. • Evidence of collaboration across the University on health and wellbeing and increased levels of staff participation in Staff Wellbeing activities. • Increased inclusivity and accessibility of Staff Wellbeing Programme. • Evidence of Wellbeing offering in relation to the Staff Wellbeing Pillars. • Methodology established for identifying staff behaviour changes as a result of participation in wellbeing activity. • Evidence of reduced sickness absence due to Staff Wellbeing interventions. • Formal internal and external recognition received for Staff Health and Wellbeing good practice. • Monthly dashboard created on sickness absence trends and anonymised absence data made available. • Staff Wellbeing survey conducted with summary findings and recommendations published.	'Whole University' wellbeing approach established with collaboration across functions and integration of the Staff Health and Wellbeing Plan.	People and Culture
13	All Four Pillars	All seven Health and Wellbeing domains	We will ensure Staff Health and Wellbeing is suitably resourced, trained and equipped to support and enable line managers to effectively implement good practice locally. We will develop a programme to support staff who wish to be Wellbeing Champions in their faculties, schools and directorates.	• Evidence of Staff Wellbeing collaborators active across the University e.g. faculty wellbeing committees, Queen's Sport & Active Campus, Student Service, Wellbeing Champions, Mental Health Ambassadors, and others. • Learning and Development programme implemented to support Staff Wellbeing Team members and collaborators to be effective. • Attract new Wellbeing Champions and increase numbers by 20%	Expanded staff wellbeing focus and offering across the University. Improved understanding of current staff needs and emerging trends in wellbeing and ability to respond effectively.	People and Culture

APPENDIX A — STAFF WELLBEING DELIVERABLES 2025

Activity	When	Delivered by
• Employee Assistance Programme and Wellbeing Support Hub rebranded. • Two Staff Pensions Q&A sessions delivered. • Digital Safety training Programme delivered. • Staff Choir.	End of February 2025 February 16th and 26th February 25th Every Friday	Staff Wellbeing Pensions Office Parenting Focus Staff Wellbeing
• Mental Health First Aid delivered (for Finance Directorate). • Mental Health Awareness Programme delivered. • Comprehensive health checks for c. 150 staff delivered during University Wellbeing Week. • 50 PSA (Prostate Specific Antigen) home testing kits provided to 50 staff for Prostate Cancer Awareness Month. • Professor Peter Robertson, Assoc. PVC EDI communication to staff on lived experience with cancer. • Sleep Hygiene Programme delivered for World Sleep Day. • Staff Choir	March 11th and 18th March 12th March 13th and 14th March 13th March 13th March 14th Every Friday	Staff Wellbeing School of Nursing and Midwifery School of Nursing and Midwifery Randox Health Central Communications Dr Kathy Ruddy, School of Psychology Staff Wellbeing
• Queen's Sport, 5k River Run (20 Staff Wellbeing funded spaces). • Parent's Emotional Health delivered.	April 2nd April 8th	Queen's Sport Parenting Focus
• Working Through Change and Building Resilience session delivered. • Mental Health Awareness Week (Theme – Community). • Leading and Supporting Change - Toolkits and Resource SharePoint. • Compassionate Conversations for Managers session delivered. • Two Staff in Distress and/or Crisis sessions for managers delivered.	May 20th May 12th – 16th End of May May 22nd End of May	Staff Wellbeing/External Providers Staff Wellbeing, Sustainability. SU and external organisations. Staff Wellbeing External Provider Staff Wellbeing
• Understanding your Child session delivered. • Compassionate Conversations for Managers session delivered. • Working Through Change and Building Resilience session delivered.	June 12th June 19th June 26th	Parenting Focus Staff Wellbeing/External Providers Staff Wellbeing/External Providers

APPENDIX A — STAFF WELLBEING DELIVERABLES 2025

Activity	When	Delivered by
• Health Promotion training programme delivered for 40 internal Wellbeing Champions.	End of July	Staff Wellbeing
• Campus Awareness Roadshow promoting Employee Assistance Programme. • Working Through Change and Building Resilience. • Compassionate Conversations for Managers session delivered. • Stress Management Policy and guidance implemented.	August 14th August 21st August 28th End of August	Staff Wellbeing/ Inspire Staff Wellbeing External Provider Staff Wellbeing
• Know Your Numbers Week - Staff Health Checks. • SafeTALK training delivered to mark World Suicide Prevention Day. • Working Through Change and Building Resilience session delivered. • Stress Risk Assessment training delivered to 25 managers.	September 8th – 12th September 10th September 17th End of September	School of Nursing and Midwifery Staff Wellbeing Staff Wellbeing Staff Wellbeing
• Mental Health Awareness programme delivered on World Mental Health Day. • Working Through Change Management and Building Resilience session delivered. • Stress Risk Assessment training delivered to 25 managers.	October 10th October 22nd End of October	Staff Wellbeing/External Providers Staff Wellbeing Staff Wellbeing
• Mental Health First Aid programme delivered (open to all staff). • Working Through Change and Building Resilience session delivered. • Stress Risk Assessment training delivered to 25 managers.	November 12th & 19th November 20th End of November	Staff Wellbeing Staff Wellbeing Staff Wellbeing
• Working Through Change and Building Resilience session delivered. • Stress Risk Assessment training delivered to 25 managers.	December 17th End of December	Staff Wellbeing Staff Wellbeing

APPENDIX B

Year 1 Actions

Action	Link to Priority Action	Owner	Measurable Outcome	Impact
Develop and implement a leading and supporting change programme for Managers, and a working through change programme for staff.	1	Staff Wellbeing/ External Providers	Compassionate Conversations (for Managers) and Working Through Change (for Staff) delivered as part of University change programme (12 programmes/min target 150 Managers). Data insights developed on managers/staff accessing change resources.	90% positive feedback for change management support programmes. 50% of staff engaged with change support resources.
Deliver a comprehensive needs based, and evidence informed Staff Wellbeing Programme.	2	Staff Wellbeing	Staff Wellbeing dashboard developed (including available Sickness Absence data) and Year One baselining commenced.	Higher participation in wellbeing initiatives and health checks.
Collaborate with Queen's Sport to promote Active Campus and physical activities.	5	Staff Wellbeing	Increase of 20% in staff attending onsite health checks.	
Collaboration with Sustainability on the wellbeing sustainability goal and in support of Net Zero initiatives.	7	Staff Wellbeing	Baseline established for staff participation in Staff Wellbeing/ Sustainability collaborative activities. Volunteering Policy drafted in Year 1.	
Refresh and promote the Employee Assistance Programme (EAP).	3	Staff Wellbeing	Trend analysis on work-related stress completed.	
Implement updated Staff Stress Management Policy and Procedure.	4	Staff Wellbeing	100-line managers trained in Stress Management Policy and Procedure and stress risk assessment.	Managers equipped and supported in addressing workplace stress.
Deliver training for managers on stress risk assessment and return-to-work processes.	4	Staff Wellbeing		
Reintroduce the Workplace Health Assessment for new appointees (pre-employment medical questionnaire).	10	P&C	Baseline for disability disclosures in Year 1 to establish increase in disclosures in Year 2.	Improved Disability Discrimination Act compliance. More timely consideration and implementation of reasonable adjustments and support for staff. Initial baselines set for monitoring progress in Years 2 and 3.
Evaluate the effectiveness of health and wellbeing initiatives through an annual report.	12	Staff Wellbeing	Health and Wellbeing Dashboard developed and updated monthly. Annual report showing Year 1 baseline data including increased participation in wellbeing activities.	Enhanced employer reputation and staff engagement.

APPENDIX B

	Action	Link to Priority Action	Owner	Measurable Outcome	Impact
Year 2 Actions	Implement a leading and supporting change programme for Managers, and a working through change programme for staff.	1	Staff Wellbeing/ External Providers	Compassionate Conversations (for Managers) and Working Through Change (for Staff) delivered as part of University change programme (12 programmes/min target 150 Managers). Data insights developed on managers/staff accessing change resources.	90% positive feedback for change management support programmes. 50% of staff engaged with change support resources.
	Deliver training for managers on stress risk assessment and return-to-work processes.	4	Staff Wellbeing	10% stress-related absence reduction against Year 1 baseline.	Improved employee morale and work-life balance.
	Establish a 'Manager's Toolkit' for health and wellbeing conversations.	4	Staff Wellbeing/OD	15 sessions delivered to line managers.	Enhanced capability for managers to support staff effectively.
	Develop tailored training on sickness absence for line managers.	6	P&C	10 sessions delivered to line managers.	
	Collaboration with Sustainability on the wellbeing sustainability goal and in support of Net Zero initiatives.	7	Staff Wellbeing	20% increase in staff participation in joint Staff Wellbeing/ Sustainability initiatives.	Better integration of sustainability into wellbeing activities.
	Implement approved Staff Volunteering Policy.	7	Staff Wellbeing (in collaboration with Sustainability/ Student Services)	Policy launched and baseline data on participation collected.	
	Expand the reach of the Wellbeing Programme to include focus on Equality, Diversity and Inclusion (e.g. targeted wellbeing matters for BAME community, gender focus, disability, LGBTQ) and access to events for staff working off main campus or in operational roles.	2	Staff Wellbeing	Baseline data collected on Protected Characteristics of participants in wellbeing events. 10% of staff working off main campus or in operational roles to participate in Wellbeing Activities.	Improved employee morale and work-life balance.

APPENDIX B

	Action	Link to Priority Action	Owner	Measurable Outcome	Impact
Year 3 Actions	Implement a leading and supporting change programme for Managers, and a working through change programme for staff.	1	Staff Wellbeing/ External Providers	Compassionate Conversations (for Managers) and Working Through Change (for Staff) delivered as part of University change programme (12 programmes/min target 150 Managers). Data insights developed on managers/staff accessing change resources.	90% positive feedback for change management support programmes. 50% of staff engaged with change support resources.
	Evaluate the effectiveness of health and wellbeing initiatives through an annual report.	12	Staff Wellbeing	Annual report showing trend analysis between Year 1 and Year 2 baseline data and including sickness absence rates and increased participation in wellbeing activities.	Enhanced employer reputation and staff engagement, reduction in sickness absence and informed prioritisation of actions and focus for a subsequent Staff Health and Wellbeing Action Plan (2029-2031).
	Secure internal and external recognition for best practices in wellbeing.	2	Staff Wellbeing/OD	External award(s) and internal recognition for health and wellbeing initiatives achieved.	Enhanced employer reputation and staff engagement.
	Expand collaboration with QUB Sport, Sustainability and Student Services with an increase in volunteering and staff network-led initiatives.	7	Staff Wellbeing	15% increase in collaborative activity against Year 2 baseline.	Evidential integration of wellbeing in institutional activities.
	Enhance data insights and continue targeted actions based on established baselines.	12	Staff Wellbeing	Health and Wellbeing Dashboard delivering 3-year trend analysis and monthly aggregated reports. Evidence of positive feedback from staff on wellbeing programmes, including from staff networks.	Long-term integration of wellbeing into the University's culture and operations.

WE HAVE COMMITTED TO ENSURE THAT ALL OF OUR STAFF ENJOY A POSITIVE EMPLOYEE EXPERIENCE, WHERE THEY FEEL SUPPORTED AND EMPOWERED TO DEVELOP THEIR TALENT WHILE WORKING WITHIN A CULTURE THAT REINFORCES PRIDE IN QUEEN'S AS A GREAT PLACE TO WORK. THE WELLBEING OF OUR STAFF PLAYS A PIVOTAL ROLE IN ACHIEVING THIS.