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Oversight of Staff Wellbeing

For the period 1 April 2025 to 30 June 2026, I am seeking information relating to staff wellbeing surveys and the governance of staff wellbeing within your organisation.

Clarification provided: Requestor seeking only information directly relating to staff wellbeing and workforce wellbeing. High-level, but would really appreciate a copy of the survey used.

1. Staff Wellbeing Surveys

- a) Please provide details of any staff wellbeing surveys, workforce wellbeing surveys, wellbeing pulse surveys, staff experience surveys (where wellbeing formed part of the survey), or equivalent wellbeing assessments undertaken during this period.

Between 1 April 2025 and 30 June 2026, Belfast Trust conducted two Staff Experience Surveys: May 2025 and May 2026. These were not standalone wellbeing surveys; however, they did include a Wellness and Resilience section and a number of questions relating to staff health, wellbeing and workplace experience as part of the wider staff experience survey.

- b) For each survey, please provide:

- The title of the survey.

The surveys were titled “Staff Experience Survey 2025” and “Staff Experience Survey 2026”.

- The date the survey opened and closed.

Each survey ran throughout the month of May in the relevant year.

- The total number of staff employed by the organisation at the time of the survey.

At the time of the May 2025 survey, there were 22,201 staff.

At the time of the May 2026 survey, there were 22,323 staff.

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- **The number of staff invited to participate.**

All staff employed by Belfast Health and Social Care Trust at the time of each survey were invited to participate.

- **The number of staff who completed the survey.**

In 2025, 4,728 staff completed the Staff Experience Survey.
In 2026, 5,310 staff completed the Staff Experience Survey.

- **The overall response rate.**

The overall response rate was 23.1% in 2025 and 24% in 2026.

- **Whether responses were anonymous, confidential, or identifiable.**

All survey responses were anonymous, confidential and not identifiable.

- **Any minimum reporting thresholds used to protect staff anonymity.**

To protect staff anonymity, collated results were only reported where there were 10 or more responses for the relevant reporting group.

- **The organisation or company responsible for administering the survey.**

Both Surveys were administered internally by Belfast Health and Social Care Trust.

- **A copy of the survey questionnaire.**

Please see Attachment 1 - blank copy of the full staff survey questionnaire.

For a copy of the wellbeing-related questions, which formed part of the wider Staff Experience Survey, see Attachment 2.

- **Copies of the final survey report(s), executive summary(ies), dashboard(s) summarising results, and any committee, board or senior management papers that considered or discussed the findings.**

For copies of the wellbeing-related question outcomes (which form part of the wider Staff Experience Survey) for 2025 and 2026 – see Attachment 2.

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- Final survey report extract regarding outcomes – Attachment 2
- Executive summary – there is no executive summary concerning this element of the survey. Health and Wellbeing elements presented as per Attachment 2.
- Dashboard(s) summarising results – Attachment 2
- Committee, Board or senior management papers that considered or discussed the findings:

Information held:

- Staff Experience and Wellbeing Group information – Attachment 3.
- Extract from notes of People and Culture Steering Group – Attachment 3
- Extract of Board minutes where survey was discussed – Attachment 4
- Extract of Executive Team Minutes of 14 July 2026 re Staff Survey (Attachment 5)

2. Actions Arising

Please provide copies of any action plans, improvement plans, recommendations, or workforce wellbeing initiatives developed in response to the survey findings, together with any documented progress updates where these have been formally reported.

The Staff Experience Survey findings are shared at organisational, directorate, service and team level to support local discussion, engagement and improvement planning. As a result, actions arising from the survey are identified and progressed at a range of levels across the organisation and are tailored to local priorities and survey findings.

At an organisational level, the survey findings have informed ongoing work in relation to staff experience, health and wellbeing, psychological safety and workplace culture. This includes the development of an updated Health and Wellbeing Strategy / Action plan, aligned to Strengthening Our Core: A Regional Framework for HSC Staff Health and Wellbeing in the Workplace, and the Trust's People and Culture priorities. The strategy / action plan is currently being finalised and is expected to be launched in the coming months - see relevant extract from Draft Action Plan - Attachment 6

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3. Governance

Please provide details of:

- **The committee(s), board(s), or senior management group(s) responsible for oversight of staff wellbeing.**

During the period covered by this request, oversight of staff wellbeing was provided through:

- The People and Culture Steering Group
- The Staff Experience and Wellbeing Group.

Following the introduction of the Trust's revised governance arrangements in 2026; responsibility for oversight has now transferred to The People and Culture Committee and any relevant sub groups.

- **The committee(s), board(s), or senior management group(s) responsible for considering staff wellbeing survey findings.**

- Trust Executive Team
- People and Culture Steering Group (until 2026)
- Staff Experience and Wellbeing Group
- People and Culture Committee (from 2026)
- Trust Board

Directorates, services and teams are responsible for reviewing their own survey results and identifying local actions in response to the findings.

- **The relevant Terms of Reference for these groups, where available. The frequency with which staff wellbeing or workforce wellbeing is formally reported to these groups.**

Information held:

People and Culture Steering Group Terms of Reference (Attachment 7)

Staff Experience and Wellbeing Group Terms of Reference (Attachment 8)

People and Culture Committee – not yet available, you may wish to request these at a later date. These will be available no later than October 2026.

Staff wellbeing and workforce wellbeing are reported through established governance arrangements throughout the year. This includes updates on Staff Experience Survey findings and staff health and wellbeing initiatives. Reporting is aligned to the meeting schedules - Attachment 3

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4. Strategic Planning and Performance Group (SPPG) only

The information in response to this question (points a - k) should be sought from the Strategic Planning and Performance Group (SPPG) – Email: FOI@health-ni.gov.uk

In addition to Sections 1–3 relating to the SPPG workforce, please provide the following information regarding how SPPG gains assurance that Health and Social Care organisations are effectively monitoring, governing and responding to staff wellbeing.

- a) Please describe SPPG’s role in obtaining assurance that HSC organisations undertake staff wellbeing surveys, monitor staff wellbeing and respond appropriately to the findings.**
- b) Please provide copies of any policies, frameworks, commissioning guidance, standards, reporting requirements or other documentation that sets out SPPG’s expectations of HSC organisations in relation to staff wellbeing surveys or workforce wellbeing governance.**
- c) Please describe the formal mechanisms through which SPPG obtains assurance regarding staff wellbeing across HSC organisations. This should include details of any routine reporting arrangements, governance meetings, performance reviews, accountability meetings, assurance processes or escalation arrangements.**
- d) Please provide copies of any reporting templates, dashboards, scorecards, assurance frameworks or standard reporting formats used by HSC organisations when providing staff wellbeing information to SPPG.**
- e) Please explain how SPPG determines whether staff wellbeing findings require further scrutiny, escalation or intervention. Please provide copies of any escalation criteria, thresholds, risk assessment processes or guidance used for this purpose.**
- f) Please explain what action SPPG may take where an HSC organisation reports persistently poor staff wellbeing, deteriorating trends, low survey response rates or fails to implement agreed improvement actions. Please provide copies of any documented escalation, intervention or follow-up processes.**
- g) Please provide copies of any reports, dashboards, briefing papers or assurance summaries routinely considered by SPPG that summarise staff wellbeing information across one or more HSC organisations.**

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- h) Please explain how SPPG satisfies itself that actions arising from staff wellbeing surveys have been implemented and have resulted in measurable improvement. Please provide copies of any monitoring or follow-up arrangements used.**
- i) Please explain what assurances SPPG requires HSC organisations to provide regarding the confidentiality, anonymity and protection of staff survey responses, including any minimum reporting thresholds. Please provide copies of any relevant guidance or standards.**
- j) Please identify the committees, governance groups or performance meetings within SPPG that receive assurance regarding staff wellbeing across HSC organisations and provide the Terms of Reference for those groups together with copies of any relevant agendas, minutes or papers since 1 April 2024.**
- k) If SPPG does not routinely obtain any of the assurances or information requested above, please confirm this and explain how SPPG satisfies itself that HSC organisations are effectively monitoring staff wellbeing, identifying areas of concern and implementing appropriate improvement actions.**