

Health, Safety and Wellbeing Plan 2025 – 2028

1. Achieving Sussex 2035

1.1 Introduction

1.2 The Health, Safety and Wellbeing Team are committed to supporting the University to achieve its mission and the aims of the Sussex 2035 Strategy. This Health, Safety and Wellbeing (HSW) Plan outlines the focus for health, safety and wellbeing over the next three years, and how activity will align to Sussex 2035.

1.3 Aims

The following states the overarching HSW aims to achieve Sussex 2035, and the short-term aim within the HSW Plan:

By 2035 we aim to:

- ❖ Have embedded health, safety and wellbeing into all aspects of Sussex Life
- ❖ Be recognised as an exemplar for health, safety and wellbeing in the sector
- ❖ Offer an exceptional health, safety and wellbeing service to internal and external customers

By 2028 we aim to:

- ❖ Have successfully achieved activity outlined in the UoS Recovery and Rebuilding Strategic Plan
- ❖ Provided a stable footing through suitable and sufficient HSW foundations to enable progress in delivering the programme of Sussex 2035 strategic actions.

1.4 Aligning to Sussex 2035's Strategic Vision

The HSW Team will work to achieve the following:

Act as 'enablers' for Sussex and our wider community to Flourish, be Sustainable and Progress

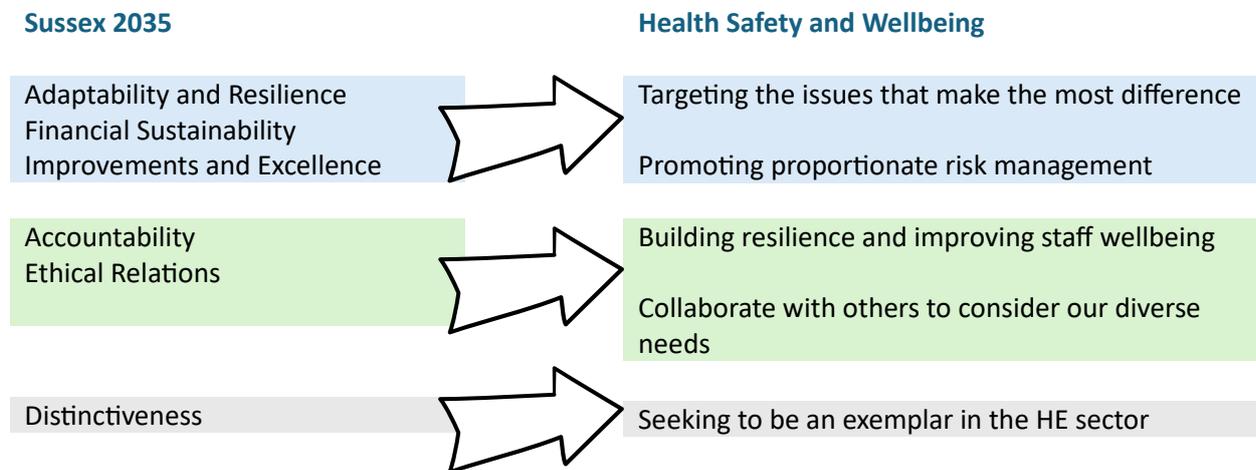
Health, Safety & Wellbeing embedded into all aspects of Sussex life, ensuring compliance, promoting continual improvements and best practice, and enabling our community to flourish

A sector-leading, pragmatic, professional health, safety and wellbeing service provided to internal and external stakeholders

2 Foundation Principles

2.1 Sussex Principles

2.2 The following University of Sussex Principles drive the approach to HSW management:



2.3 External and Internal Drivers

The following key internal and external drivers have been considered (non-exhaustive list):

Internal		External	
Sussex 2035	Continued alignment with the values of collaboration, courage, inclusion, integrity, kindness and integration of the new value of openness.	Health & Safety Executive (HSE) [Regulator]	HSE Strategy (2022-2032) prioritises reducing work related ill health with a focus on mental health and stress; building trust at work; enabling safe innovation; maintaining national standards of safety.
UoS Recovery and Rebuilding Strategic Plan	For the HSW team, there is a focus on efficiencies, team resources and budget; and in supporting the broader drive for improved student recruitment and retention	East Sussex Fire & Rescue Service [Regulator] and Primary Authority Partnership	Increased focus and engagement (from mid-2025) following an audit on high-rise block (Kings Road) and a post-fire audit (Northfield Block 15.)
People Strategy	This HSW Strategic Plan will align with the new People and Culture Strategic Plan.	UCEA	2024-2027 Strategic Plan – Facilitating transformational change, enhancing the employee experience – includes promotion of good HSW employment practice
		USHA	Leadership and management of health and safety higher education institutions Management Standard

2.4 Themes and Programme of Actions

2.5 The HSW Plan is framed on the 3 Sussex 2035 Strategic Themes and considers the activities within the programme of strategic actions:



2.6 These themes introduce opportunities for improvement and change, and intolerable risk if not managed consciously and effectively. HSW will therefore be a foundational element in the planning and delivery of relevant strategic actions, to ensure risk is managed, and safety standards and compliance are maintained. This role is outlined in the following section.

3 Priorities and Objectives

3.1 The HSW Plan has two elements. The first is an overarching set of priorities and related objectives to achieve the aims of the [UoS Recovery and Rebuilding Strategic Plan \(RRSP\)](#) and to develop the foundations for Sussex 2035. The second is to support relevant Sussex 2035 Strategic Actions as they develop:

HSW Plan 2025 – 2028			
Element 1: Overarching Priorities			
Year	1 - 'Transition'	2 - 'Building Foundations'	3 - 'Reflection and Planning'
Priorities	<ul style="list-style-type: none"> ➤ Supporting the RRSP (see next table) ➤ Getting the basics right and ongoing compliance ➤ Establish HSW Team/ service (post VLS) ➤ Further improving staff wellbeing 	<ul style="list-style-type: none"> ➤ Supporting the RRSP (see next table) ➤ Maintaining compliance and improving standards ➤ Developing framework and processes to deliver Sussex 2035 Strategic Actions 	<ul style="list-style-type: none"> ➤ Supporting the RRSP (see next table) ➤ Review of HSW Plan delivery ➤ Planning and preparing for next Plan
Objectives	<ul style="list-style-type: none"> ➤ Review H&S roles post VLS to address gaps ➤ Onboarding OCS and the SEF transition, ensuring compliance & clear responsibilities ➤ Embed Faculty HS Committee governance ➤ Re-set HSW Team ➤ Review Wellbeing Plan ➤ Renew stress RA approach ➤ Support Student Mental Health Charter work 	<ul style="list-style-type: none"> ➤ Developing H&S data insights, aligned with HR Division approach ➤ Explore income generation opportunities ➤ Support community engagement events 	<ul style="list-style-type: none"> ➤ Embed framework and processes to deliver relevant Sussex 2035 Strategic Actions

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Element 1 Continued: Recovery and Rebuilding Strategic Plan (RRSP)

Note: The following is a suggested timeline for commencing work activity to support the RRSP and is subject to change. Most work activity will continue over more than one year

Year	1 - 'Transition'	2 - 'Building Foundations'	3 - 'Reflection and Planning'
Priorities	<p>Income Growth</p> <ul style="list-style-type: none"> ➤ Support B&B¹/ short term lets proposition for residential accommodation ➤ Support queries for income growth from commercial services (e.g. role/ responsibilities of third parties) <p>Income Growth</p> <ul style="list-style-type: none"> ➤ Support expansion of summer school programme <p>Reputation Building</p> <ul style="list-style-type: none"> ➤ Maximise external recognition of excellence at Sussex and nomination of Staff for national awards <p>Efficiency & Effectiveness</p> <ul style="list-style-type: none"> ➤ Rationalise/ streamline policies and guidance ➤ Utilise available software solutions to automate/ improve existing processes 	<p>Student Number Recovery</p> <ul style="list-style-type: none"> ➤ Explore co-created HS/ Risk module as part of credit-bearing lifelong learning or as part of extra- curricular offer (Spirit of Sussex Award) (employability and experiential learning) <p>Income Growth</p> <ul style="list-style-type: none"> ➤ Engage in any exploratory work r.e. consultancy income <p>Efficiency & Effectiveness</p> <ul style="list-style-type: none"> ➤ Engage in any relevant exploratory work r.e. shared services/ sharing resources 	<p>Sussex 2035 Human Flourishing Task Force</p> <ul style="list-style-type: none"> ➤ Engage in activity to monitor change programmes on staff wellbeing

¹ Bed and Breakfast

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Element 2: Activity to Support Sussex 2035 Strategic Actions (see appendix 1 for specific goals)

Note: Whilst it is anticipated that Year 2 ‘Building Foundations’ will be a key period for this activity, work will be undertaken following central timescales

Education and Student Life	Research and Innovation	Global and Civic Engagement	School of Progressive Futures	People and Culture	Financial Sustainability	Infrastructure
<p>ESL 1(b)</p> <ul style="list-style-type: none"> Consolidate our high level of student engagement/satisfaction with the PEEP process <p>ESL 2</p> <ul style="list-style-type: none"> Explore whether HSW could contribute to a ‘risk management’ element 	<p>RI 1</p> <ul style="list-style-type: none"> Support Sustainability Team in environmental sustainability work <p>RI 3</p> <ul style="list-style-type: none"> Continue to engage in research ethics reviews/ research RA reviews 	<p>GCE 2 and 3</p> <ul style="list-style-type: none"> Support public & community engagement e.g. ensuring clear responsibilities for HSW; event management processes 	<ul style="list-style-type: none"> Support experiential/ practice-based learning (fieldtrip and travel safety) Support public & community engagement e.g. school forest food gardens Supporting extra-curricular programme of activities relating to HSW of participants Develop business-facing offer of consultancy/ services 	<p>P&C 1</p> <ul style="list-style-type: none"> Establish a new staff resilience and stress management process <p>P&C 2</p> <ul style="list-style-type: none"> Establish a new OH contract that supports staff 	<p>FS 1:</p> <ul style="list-style-type: none"> Explore income generating services <p>FS 3:</p> <ul style="list-style-type: none"> Explore efficiencies within HSW processes Seek opportunities within the HR digital project and Sussex Direct replacement 	<p>IF 2 and 4 (a-b)</p> <ul style="list-style-type: none"> Advise on/ support the transformation/ maintenance of UoS physical estate <p>IF 3</p> <ul style="list-style-type: none"> Provide an excellent HSW service that responds quickly to queries/ data requests

4 Success Indicators

Year	Strategic Priorities	Success indicators	Target
1 - 'Transition'	<ul style="list-style-type: none"> ➤ Supporting the RRSP ➤ Getting the basics right & ongoing compliance ➤ Establish HSW Team/ service (post VLS) ➤ Further improving staff wellbeing 	<ul style="list-style-type: none"> • HSW elements in OCS Transition Plan completed • Faculty HS Committees embedded • HSW Team Satisfaction and Retention • Wellbeing Plan reviewed • HSW elements of Wellbeing Charter completed 	<ul style="list-style-type: none"> • 100% actions completed • 100% meetings held • Positive feedback via ADR/ exit interviews • Wellbeing Plan launched • 100% HSW actions completed
2 - 'Building Foundations'	<ul style="list-style-type: none"> ➤ Supporting the RRSP ➤ Maintaining compliance and improving standards ➤ Developing framework and processes to deliver Sussex 2035 Strategic Actions 	<ul style="list-style-type: none"> • Improved H&S data insights, aligned with HR Division approach • Options for income generation • Revised community events/ engagement processes 	<ul style="list-style-type: none"> • Creation of HSW Dashboards • Option paper presented at HS Committee • New Safety Codes of Practice (SCOP)
3 - 'Reflection and Planning'	<ul style="list-style-type: none"> ➤ Supporting the RRSP ➤ Review of HSW Strategic Plan delivery ➤ Planning and preparing for next Plan 	<ul style="list-style-type: none"> • Framework and processes to deliver relevant Sussex 2035 Strategic Actions embedded. 	<ul style="list-style-type: none"> • Effective Governance structure in place – 100% meetings held • New SCOPs • Revised HSW Plan

5 Review and Oversight

- 5.1 The plan will be reviewed to ensure it continues to meet the needs of the university and progress will be monitored through the University Health and Safety Committee, with assurance reports to Risk Management Board, Audit and Risk Committee and Council (via annual reporting.)

Appendix 1. Sussex 2035 Strategic Actions

	Goal Please note below may be a summary of the goal, and not verbatim	Goal Reference
Education and Student Life	Support students from a diversity of backgrounds and experiences to come to Sussex	ESL 1(a)
	Enable all our students to flourish at Sussex and beyond	ESL 1(b)
	Equip our students for global citizenship and for life and work in a changing world Embed ES, HF & DDF in the curriculum	ESL 2
	Deliver improvement and excellence in all aspects of education and student life Partner with our students	ESL 3
Research and Innovation	Contribute rigorous, impactful knowledge towards an environmentally sustainable, socially just, technologically empowered, healthy, and economically vibrant world	RI 1
	Promote global knowledge equity Broaden and deepen our research and innovation partnerships Practice open research	RI 2
	Enhance excellence in research and innovation across all our disciplines and interdisciplinary fields Strengthen our research and innovation base	RI 3
Global and Civic Engagement	Strengthen our global reputation as a destination for international students	GCE 1 (a)
	Build strong and equitable partnerships in education and research	
	Strengthen our global reputation as a higher education partner-of-choice	GCE 1 (b)

	Build strong and equitable partnerships in education and research	
	Respond to the challenges of our local and regional stakeholders, particularly in relation to ES, HF & DDF	GCE2
	Catalyse interdisciplinary teams in education and research	
	Optimise civic engagement to maximise the visibility and impact of our work	
	Foster a culture of public service and community engagement	GCE 3
	Build collaboration with external organisations into our taught programmes	
	Recognise contributions to global and civic engagement in our career pathways	
School of Progressive Futures	Attract and mobilise Sussex staff and students to work together on developing knowledge, understanding, and transformational action in relation to ES, HF and DDF	n/a
	Welcome visiting fellows, international junior research associates, professors-of-practice, and artists in-residence	n/a
	Provide a compelling interdisciplinary research-led educational programme of minor pathways, electives and core modules in ES, HF and DDF	n/a
	Embed experiential and practice-based learning and skills development	
	Develop and deliver an 'at scale' co-created programme of community service, both credit-bearing and extra-curricular	n/a
	Develop programmes to support elderly people with digital skills	
	Work alongside school children and local communities to develop Forest Food Gardens around the region	
	Develop a student co-created extra-curricular programme of campus and regionally based activities in relation to ES, HF and DDF	n/a

	Develop extra-curricular programmes of activities for gardening, growing food and cooking, crafts, making and mending, music making, reading groups, programming, web design, digital media content creation and related entrepreneurship etc.	
	Provide a home (outside the Faculty structure) for 'future facing' educational provision	n/a
	Provide a home (outside the Faculty structure) for digital and data skills training (a 'digital and data academy'), language teaching, life-long learning, CPD, the Foundation Programme etc.	
	Provide a home for 'whole university' interdisciplinary research activities/ programmes / centers addressing ES, HF and DDF	n/a
	Launch each year with an open event for students and the interested public	n/a
	Publish an annual report on Sussex Research for Progressive Futures, setting out the latest Sussex research findings and policy proposals from our strategic themes	
	Launch each year with an invited policy seminar for global and local leaders	n/a
	Publish an annual report on Sussex Research for Progressive Futures, setting out the latest Sussex research findings and policy proposals from our strategic themes	
	Engage global and civic partners and audiences of all ages in our work on progressive futures	n/a
	Deliver an open programme of lectures, cultural and dialogue events (in person and online)	
	Deliver an international summer school programme	
	Develop a business-facing offer of consultancy and services (provided by both staff and students) in relation to ES, HF and DDF	n/a
	Develop a vibrant, engaged global alumni community of Sussex future-makers	n/a
	Enable every member of our diverse community to flourish in their working lives	P&C 1

People and Culture	Provide an equitable and inclusive environment Enable everyone to be themselves Enable everyone to do their best work Enable everyone to realise their ambitions Support everyone to develop their skills and capacities Address entrenched inequalities and processes of marginalisation	
	Ensure that staff are well led, fairly managed, and fully engaged in shaping the development of the University Provide excellent support to all staff Establish digitally enabled HR services and programmes of action	P&C 2
	Nurture high-performance by individuals and teams Empower staff to innovate Empower staff to strive for improvement and excellence in their own work and the work of colleagues	P&C 3
Financial Sustainability	Deliver a reliable operating margin for strategic investment to deliver our academic and institutional ambitions	FS 1
	Ensure sustainable, planned income growth from education, research and innovation	FS 2
	Focus on delivering financial efficiency, alongside improvement and excellence, and adaptability and resilience, in our institutional operations and ways of working	FS 3
Infrastructure	Make Sussex an environmentally sustainable, biodiverse, decarbonised, net zero, transition university	IF 1
	Design the transformation and maintenance of our physical and digital infrastructure and services to meet the diverse, changing, and specialist needs of our whole community Develop state-of-the-art scientific facilities Drive inclusion and accessibility for all	IF 2

	Ensure that our operations, governance, and decision-making are informed by insight based on reliable, up-to-date data	IF 3
	<p>Enable our people and work to flourish</p> <p>Innovate in the creative use of indoor and outdoor space</p> <p>Innovate in employing new digital technologies</p>	IF 4 (a)
	<p>Produce an inspirational, fit-for-purpose, climate resilient, safe, and secure physical and digital campus</p> <p>Innovate in the creative use of indoor and outdoor space</p> <p>Innovate in employing new digital technologies</p>	IF 4 (b)