**#QUBeWell Action Plan – 2024-2025**

# **Introduction**

The following action plan sets out a range of actions that have been agreed to implement in line with the #QUBeWell Framework, a campus-wide approach to mental health and wellbeing. Its actions will be delivered primarily by the main stakeholders: Student Wellbeing and Accessible Learning Support, Queen’s Sport, Queen’s Accommodation, People and Culture, Centre for Educational Development and Queen’s Students’ Union. However, as a whole-university approach, ongoing collaboration and advocacy will occur with student and staff teams across the University.

The contents of this Action Plan should be read in conjunction with the high-level #QUBeWell 3-year Operational Plan (2021-2024).

# **Themes Pillars**

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| The following themes have been identified to focus on for 2024-25:1. Connection and Belonging
2. Training and Education
3. Movement
4. Data and Research
 | These are underpinned by the four pillars of the #QUBeWell Framework and domains of the University Mental Health Charter:1. Learn
2. Support
3. Work
4. Live
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# **Actions**

| **No.** | **Action & Description** | **Responsibility** | **Target / Outcomes and Progress Update** | **Timescale** |
| --- | --- | --- | --- | --- |
| **LEARN** |
| 1 | Carry out an evaluation of the Assessment Support Hub, Exceptional Circumstances and associated adjustments and mitigations to ensure fair and effective support mechanisms are in place, addressing the diverse needs of the student population | Academic Affairs/Student Wellbeing and Accessible Learning Support | * Focus groups carried out with Schools Impact evaluation to be presented at ECSE in December including a discussion on the data available within the Queen’s Portal EC and ISSA Dashboard
 | December 2024 |
| 2 | Strengthen the Welcome / Transition Project by enhancing its alignment with the Advance HE 'Belonging' project | All | * Further cultivate a sense of community and belonging among new students. Help them to connect to new peers and form new communities
 | Ongoing |
| 3 | Implement the Transforming Assessment initiative, part of Strategy 2030 | Strategy 2030 Steering group | * Introduce innovative and flexible assessment methods that better reflect modern educational practices
* Develop programme-focused assessment practices, which wilI reduce the overall assessment burden on students
 | Ongoing |
| 4 | Perform a comprehensive review of the academic year structure to identify areas for improvement | Judy Williams  | * Identify areas for improvement, ensuring it creates space for and supports student learning and accommodates their learning styles
 | Ongoing |
| 5 | Increase research, scholarly activity, and interventions focused on educational innovation in collaboration with the Institute, to develop strategies that enhance the educational experience | Strategy 2030 Steering groups via Stef Savage-Campbell | * Research-driven educational strategies and curriculum design that enhance student engagement and retention
 | Ongoing |
| 6 | Provide educational workshops for students focusing on various aspects of mental health and wellbeing | Christina Murphy, Students’ Union | * Provide training to at least 100 students across the academic year.
* Evaluate each workshop, including seeking student input on future offerings
 | June 2025 |
| 7 | Ensure that educational strategic projects are communicated effectively and regularly to #QUBeWell group, to ensure alignment across strategic priorities, and regularly communicate QUBeWell themes across strategic project portfolio | Stefanie Savage-Campbell (CED) | * Report to and from #QUBeWell management group at regular meetings
 | June 2025 |
| 8 | Lead on Jisc Beyond Blended framework implementation pilot, to include educational professional development which balances flexibility of curriculum and learning design with the needs of students | Stefanie Savage-Campbell (CED) | * Report from Jisc Beyond Blended pilot implementation
 | June 2025 |
| **SUPPORT** |
| 1 | Arrange regular meetings of the #QUBeWell Management Group with a clear Terms of Reference and Action Plan | Michaeline Donnelly, Student Wellbeing | * Monthly meetings arranged
 | Ongoing |
| 2 | Rollout of a Compassionate Communications project toolkit across campus aims to promote effective and empathetic communication skills across the campus of Queen’s and beyond. It is an acknowledgement that ‘Every contact matters’ | Michaeline Donnelly/ Helen McNeely | * All relevant staff in key areas partaking in staff training
* Compassionate comms toolkit delivered to all staff supporting students
* Social media/digital screen campaign
* Inclusive communication policies
* Feedback mechanisms
 | May 2025 |
| 3 | Communication and training around implications of Abrahart vs University of Bristol legal case and review | Accessible Learning Support | Ensure all university processes, services, and policies comply with the Special Educational Needs and Disability (Northern Ireland) Order 2005* Offer training to staff to recognise and respond to student needs, especially in mental health crises, by making urgent reasonable adjustments without needing full assessments or formal diagnoses
* Establish clear procedures for providing reasonable adjustments for impacted students, ensuring swift action in urgent cases, even for those without a formal diagnosis or Disabled Students' Allowance in place
 | Ongoing |
| 4 | Support To Participate Fully in Studies and/or University Life | SWB | * Further training for SWB and ALS staff (development of best practice case study workshops, toolkit and guidance resource)
* Roll out of above across the university through in-person training events, staff advice and guidance on process and WBA attendance at STPF meetings
 | Ongoing |
| 5 | Gaps and Pressures report on PGR students | Michaeline Donnelly / Katy Madden / Graduate School | * Provide an overview of the main issues affecting schools in their role of supporting PGR students with a view to enhancing smooth coordination between schools and support services
 | November / December 2024 |
| 6 | Continue to build on the Student Referral (active lifestyle) Programme/Social Prescribing and work with internal partners to support students through Interventions and 1-1 support | Kevin Murray - Queen’s SportSU | * Sustainable funding for Co-ordinator and Recruitment of Referral staff and Fitness staff to support the programme
* Increased number of students in the referral programme
* Measure impact through M&E framework and wellbeing scores
 | Ongoing |
| 7 |  Highlight success stories and testimonies of #QUBeWell actions and initiatives across campus | QS/SU | * Develop content calendar of stories to promote via online media platforms both centrally and via club platforms
 | Ongoing |
| 8 | Conduct exploratory research to determine future strategic direction for SU MH&WB, examining best practice and trends in the sector, and student data, in the lead up to a new strategic cycle | Christina Murphy, Students’ Union | * Conduct a brief literature review of the field
* Examine trends in the HE sector
* Continue to engage in the Department of Health subgroups and engage in Public Mental Health Learning ECHO Network events to keep abreast of developments
 | March 2025April 2025June 2025 |
| 9 | Continue to build and strengthen the Social Prescribing programme  | Christina Murphy and Elaine Reid- Students’ Union, with support from internal services   | * Strengthen the offering for social prescribing by exploring new pathways
* Run an event to thank key partners and provide an overview of programme data and impact
* Explore a new software programme for data management
* Complete a Theory of Change for the Social Prescribing programme
* Begin developing a comprehensive monitoring and evaluation plan based on year 1 of the pilot
* Engage Social Prescribing students and programme partners as part of a 12-month review process. Identify areas of development and improvement and implement changes
 | May 2025December 2024June 2025March 2025OngoingMay 2025 |
| 10 | Active Campus: Clubs Provide a ‘sporting club’ offer that is inclusive, sustainable and progressive | Kevin Murray/Aidan O’Rourke - Queen’s Sport | * Club Development Working Group
* Club and Sport specific training in relation to events, health and safety, high risk sportsRecruit, recognise and reward volunteer sports coaches
* Increase in annual Grants issued for 24/25
* CA Hardship Scholarships issued to Clubs and Athletes
* Increased profile of sports clubs at the SU Awards
* Recommendations from the High-Risk Sports Clubs review implemented
* Blues Awards successfully delivered recognising Clubs and Athlete achievements
 | Ongoing |
| 11 | Lead the implementation of Mind Your Mood, student-led campaign | Christina Murphy, Students’ Union | * MYM will lead on some SU weekly activity events, using their own ideas, across the year to engage students, as part of ongoing efforts to foster student connection and belonging
* A range of student events to be delivered across the academic year that are solely student-led, focusing on a variety of different wellbeing aspects. Signposting will form a core aspect of this work
* Engagement levels and feedback will be gathered at the events
 | May 2025May 2025May 2025 |
| 12 | Improve support available for students regarding substance use, promote the support available effectively and ensure students feel comfortable accessing that support | Jess Hindley, Students’ UnionStudent Wellbeing representative | * Thursday drug and alcohol drop in
* Knowledge of support available and comfort attending it can be assessed in survey
 | June 2025 |
| 13 | Collate and showcase examples of good practice around the impact of Student Voice | Student Experience Team | * Website available to staff and students collating examples of good practice where student feedback has directly influenced changes in procedures, policies, and services, and highlighting the impact on wellbeing initiatives
 | Ongoing |
| 14 | Protect and enhance the financial resource to support QUBeWell - in particular investment in the Belfast Trust Student Mental Health Project | Helen McNeely |  | Ongoing |
| **WORK** |
| 1 | E-Learning Roll Out – Supporting Student Mental Health & Wellbeing Training for Staff targeting senior university staff (subject to recruitment of a replacement Student Support Liaison Officer) | Student Wellbeing and Accessible Learning Support | * 500 additional staff completions with an emphasis on senior university staff
 | Ongoing |
| 2 | Staff Health and Wellbeing Action Plan | Adele Davidson – Diversity, Inclusion and Staff Wellbeing Unit | * Action Plan drafted. Publication delayed due to realignment of P&C Strategic Projects. Draft Action Plan will now be circulated to internal stakeholders for final comment and noting of relevant actions August/September 2024, prior to launch. Evaluation methodologies for wellbeing initiatives also being finalised, along with mechanism for an annual Staff Wellbeing Action Plan Impact Report
 | October 2024 |
| 3 | Stress Management Policy and Guidance for Staff | Adele Davidson - Diversity Inclusion and Staff Wellbeing Unit | * Policy and Guidance drafted and approved at H&S Management Group. Publication delayed due to realignment of P&C Strategic Projects. Now programmed for Autumn 2024, following paper to UMB or new OpEx Committee (tbc). Policy familiarisation sessions being programmed for September/October (HRBPs and line managers) and HSENI being engaged to support Staff Wellbeing deliver in-house training on completion of Stress Risk Management Assessments
 | October 2024 |
| 4 | Tailored Adjustment Form for staff disclosing a disability or long-term condition | Staff Wellbeing | * Equip staff to support staff acquiring a disability or long-term condition
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| 5 | Agree an “All Staff Training Plan” according to roles in a range of role and topic specific areas (disability & wellbeing)  | Staff Wellbeing Student Wellbeing and ALS | * Equip staff and standardise training across campus and roles
 | December 2024 |
| 6 | Active Campus: LifestylesDriving up participation in social sport and physical activity for all staff at Queen’s | Queen’s Sport | * Movement Campaign aligned to World Health Day/ World Mental Health Day / European Public Health Week
* Increase funding from People and Culture to support the expansion of staff focused programmes
* Provide affordable sports membership for staff with a membership base of approx. 550
* Subsidised Adult and Children’s Activity Programme
* Subsidised rates for Sports Medicine Clinic
* Staff Wellbeing ‘Be Active’ classes targeting staff members
 | Ongoing |
| 7 | Sports Development Team Mentoring Programme | QS / Performance | * A practical workshop series has been developed to support staff in the delivery of our mentoring programme
* Accreditation courses through TASS, including “Athlete Personal Development and Lifestyle Support” has upskilled staff formally to best deliver these programmes
 | Ongoing |
| 8 | Workforce Development | Queen’s Sport | * Continue to offer volunteer opportunities and paid employment to students and staff in a range of roles across the Leisure Industry
 | Ongoing |
| 9 | Semester Staff Wellbeing Programme of initiatives, awareness raising and events  | Adele Davidson - Diversity Inclusion and Wellbeing Unit  | * Planned in advance of each semester, covering mental health, physical and financial wellbeing
 | Ongoing |
| **LIVE** |
| 1 | Support students during the cost-of-living crisis:* Providing free meals throughout the year, with attendance of core services to signpost the different support offerings to students
* Offer and expand provisions available through The Pantry, open every day each week for students
* Explore new initiatives to better support students
 | Christina Murphy with support of a range of SU partners, and in collaboration with QUB internal partners. | * Provide meals at 3 x timepoints in the academic year – Nov, Feb, and May with a presence from a variety of QSU and QUB services to promote to students the wide range of support available to them for a range of stressors
* Implement a fresh fruit and veg initiative as part of The Pantry, funded by AEP
* Continue to chair the cost-of living subgroup, working with colleagues to explore new ideas to better support students.
 | June 2025October 2024June 2025 |
| 2 | Conduct and analyse a survey on student drug and alcohol use at QUB. This will be the first data available on this issue in NI as a whole | Jess Hindley, Students’ Union | * Conduct the survey with a statistically significant number of students
* Conduct an effective analysis and use the data gathered to influence actions of the drug and alcohol impact programme
 | December 2024 - February 2025 |
| 3 | Participation Sport:Active Campus: LifestylesDriving up participation in social sport and physical activity for all students at Queen’s | Kevin Murray - Queen’s Sport | * Campus Wide Movement Campaign aligned to World Health Day/ World Mental Health Day
* Pre-semester programme
* Revised Active Campus programme in place for 24/25
* Programmes delivered in partnership with Queen’s Accommodation
* Social Sport Programmes
* Digital solutions in place that encourage student interaction with Queen’s Sport and our programmes
* All student residents qualify automatically for PEC off peak membership. Promote the benefits and work together with Queen’s Sport to offer fitness classes within accommodation sites
 | Ongoing |
| 4 | Active Campus: FitnessDriving up participation in benefits of movement, social sport and physical activity for all students and staff at Queen’s | Queen’s Sport | * Provide affordable sports membership for students with a membership base of approx. 7,500
* Subsidised Adult and Children’s Activity Programme
* Subsidised rates for Sports Medicine Clinic
* Accommodation Fitness Programme targeting 4,000 students
 | Ongoing |
| 5 | Sporting Infrastructure – Lifecyle and Capital Investment | Queen’s Sport | * Masterplan and Outline Business Case for Sport – agreed capital investment plan and new operating model for sport
* Agree on short-term investment plans to support student and staff experience
 | Ongoing |
| 6 | Active Spaces - Making better use of built and natural environment to improve mental health and wellbeing for all students and staff | Queen’s SportEstatesAccommodation | * Active Campus activities hosted outside of Queen’s Sporting facilities e.g., Library, Great Hall, BT2, BT9
* Review current sporting estate with student feedback on how areas could be developed and re-purposed to support student and staff wellbeing
 | Ongoing |
| 7 | Secure funds to support performance and participation sport and enhance the student experience | Paddy Gilmore- Development and Engagement Manager QUB Sport | * Secure sponsorship and philanthropic donation for Performance and Participation Programme supporting students and clubs with an annual target of over £250k
 | Ongoing |
| 8 | Measure impact of movement and physical wellbeing on Student and Staff performance | Queen’s SportCPHFacultiesPeople and Culture | * Commissioned Research and Analysis of Physical Activity levels and Sport Participation at QUB (Student Focused) with a focus on academic collaboration
 | June 2025 |
| 9 | New Branding guidelines for Queen’s Sport aligned to Central Marketing and Comms to instil cohesion and better sense of belonging | Queen’s SportCentral Marketing | * New Branding Toolkit for Sport to include Sporting Clubs and Leisurewear
 | Ongoing |
| 10 | Awareness Campaigns in place detailing the benefits of movement and physical wellbeing ‘Find your Movement’ | QS Marketing and Comms | * Using QS digital platforms as well as face to face roadshows highlight the benefits – testimonials, sound bites, academic research
 | Ongoing |
| 11 | Events Calendar including referral programmes | QS Marketing and Comms | * Launch and promote Active Campus calendar of events as well as pathway to exercise using QS digital platforms as well as face to face roadshows
 | Ongoing |
| 12 | Transgender in Sport Guidance | QS/SU/EDI | * New guidance agreed as part of our commitment to our [Equality, Diversity and Inclusion Policy](http://www.qub.ac.uk/directorates/HumanResources/hr-filestore/Filetoupload%2C866894%2Cen.pdf) and [QUB Trans Equality Policy](https://www.qub.ac.uk/directorates/HumanResources/diversity-and-inclusion/TransEquality/TransEqualityPolicy/)
 | December 2024 |
| 13 | Support students through the cost-of-living crisis in accommodation | Queen’sAccommodation Residential Life Team | * Weekly free food events in all accommodation sites supporting healthy eating by making a range of key food groups accessible to students
* Connect this to our sustainable cookbook and cooking demonstrations
* Educate students to batch cook and budget efficiently
 | Ongoing |
| 14 | Promotion of the benefits of the “Circular Economy” project within Queen’s Accommodation | Queen’s Accommodation Residential Life Team  | * Promotion of permanent donation station located at Elms Village where staff and students can donate unwanted items (books, clothing, kitchenware etc) supporting ‘Give’ (one of the Take 5 Steps to Wellbeing) as a cost of living/ sustainability initiative
 | Ongoing |
| 15 | Deliver a range of events that support connection and belonging across the academic year. These events, where possible, should provide supportive tips for student mental health and wellbeing and signposting information | Christina Murphy, QSU  | * Deliver a range of fun and engaging events for Freshers with information on how to get involved and share supportive resources to support student mental health and wellbeing (for e.g. updated PHA Minding Your Head leaflets)
* Co-deliver the Volunteering and Wellbeing Fair with SU Volunteer using some fresh ideas to keep the fair of interest to returning students. Also engage new organisations to provide a broader offering to students.
* Run the new SU weekly Activity Hour event programme for the entire academic year as a regular social offering to students.
 | September 2024November 2024June 2025 |
| 16 | Review of how learning and social spaces are utilised as positive learning environments and to ensure they support the wellbeing of staff and students | Accommodation / Estates  | * Wellbeing built into the design of new accommodation planned for the coming academic years to help create community and positive learning spaces for students in Queen’s accommodation
* Review of study spaces within One Elmwood, McClay library
 | Ongoing |