



**QUEEN'S  
UNIVERSITY  
BELFAST**

**QUEEN'S  
SPORT**

**OUR GAMEPLAN  
2019-2024**



**EMPOWERING WELLBEING AND ACHIEVEMENT THROUGH SPORT**



## FOREWORD



At Queen's University, we believe sport can transform the lives of students, staff and the wider community.

Sport has a crucial role to play in improving health and wellbeing and in enhancing the Queen's Community. It also helps to develop key skills and attributes, such as resilience, leadership and teamwork, which are sought after by employers. We can also use our outstanding sporting reputation to attract and develop students of the very highest calibre.

The clear vision set out in this Strategy is one of partnership and excellence that can enhance the student experience and help the University deliver its strategic priorities. I am excited at the ambition of this Gameplan which will drive a culture of excellence across a broad spectrum of sporting activities, and will positively impact the experience of everyone who comes into contact with Queen's Sport.

**Professor Ian Greer**  
President and Vice-Chancellor

# WELCOME



Our Strategy for Sport at Queens University Belfast outlines our exciting aspirations and plans over the coming years and challenges us all to continue to evolve and embed a culture of excellence in sports participation and performance to meet the needs of our students, staff and the wider community.

Built on the efforts of many generations of Queen's University Belfast students, we are proud of our sporting heritage and of its prominence in the identity of this great institution.

Driving a culture of excellence through sport and physical activity has enabled students to acquire personal and professional skills that has made them future-ready students who are confident, resilient, employer-focused and networked. It has also enabled us to create an alumni body connected locally and internationally who are of the highest calibre.

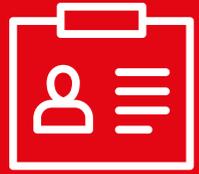
By focusing our endeavours on five key pillars; Wellbeing, Excellence, Reputation and Brand, Partnerships and Heritage, we are determined to create impact through the delivery of Participation and Performance sporting opportunities for all.

In order to best serve our student community and customers, we will place significant emphasis on the value of building partnerships internally and externally that will support our goals and enhance the overall quality of our three enablers; Sustainability, Our People, Our Culture and Infrastructure.

Our Gameplan endeavours to engage with all students throughout their journey at Queen's whilst making a positive contribution and lasting impact to the overall student experience.

**Liz McLaughlin**  
Head of Sport





**5,252 STUDENTS CURRENTLY REGISTERED AND PARTICIPATING IN STUDENT CLUBS AT QUEEN'S**



**24% INCREASE IN STUDENT MEMBERSHIP OVER THE LAST 5 YEARS**



**£21M INVESTED IN INDOOR AND OUTDOOR FACILITIES OVER THE LAST 10 YEARS**



**QUEEN'S HOCKEY ULSTER SHIELD WINNERS IN 2017 FOR FIRST TIME SINCE 1933**



**QUEEN'S SOCCER 2018 INTERMEDIATE CUP WINNERS (FIRST TIME IN 108 YEAR HISTORY)**



**50% OF INTERNATIONAL STUDENTS AT THE UNIVERSITY ARE QUEEN'S SPORT MEMBERS**



**OVER 11,000 STUDENTS AT QUEEN'S ENGAGED WITH SPORTING PROGRAMMES THIS YEAR**



**GOLD MEDAL IN SINGLE SCULL AT 2018 WORLD UNIVERSITY ROWING CHAMPIONSHIPS**



**52% OF GB STUDENTS AT THE UNIVERSITY ARE QUEEN'S SPORT MEMBERS**



**QUEEN'S SOCCER 2019 PROMOTED TO NIFL CHAMPIONSHIP FOR THE FIRST TIME IN THE CLUBS HISTORY**



**QUEEN'S ROWING 2019 RETAINED BUCS QUADROUPLE SCULL TITLE FOR FIRST TIME IN HISTORY**

## OUR VISION

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Queen's Sport will drive a culture of excellence through sport and wellbeing to positively impact the lives of students, staff and the wider community

## OUR MISSION

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Empowering wellbeing and achievement through sport





## OUR VALUES

Queen's Sport identifies strongly with the values embedded at the heart of the University and considers them as the foundation that our work is built upon. These values encapsulate what we stand for as an organisation, inform our decision making, and represent how we inspire our staff to behave.



### Integrity

In all aspects of our representation and delivery of the objectives of Queen's Sport.



### Connected

In our approach to student, staff and programme development.



### Ambition

In our plans for supporting the Queen's Sport environment and people.



### Respect

In our engagement with all stakeholders and our heritage.



### Excellence

In our planning and execution of key objectives.

## OUR GAMEPLAN

Consultation with staff and students has identified two fundamental areas of work that represent the strategic priorities of Queen's Sport going forward. Sporting objectives will be delivered across two key priority areas:

- Participation Sport
- Performance Sport

The work of Queen's Sport staff across these priority areas will be built on five key organisational pillars to create meaningful impact.

These pillars are:

- Wellbeing
- Excellence
- Reputation and Brand
- Partnerships
- Heritage

The pillars will drive best practice within our sector under the banner of Queen's Sport. They will form the basis for our work to empower wellbeing and achievement through sport that positively affect the experiences of our students, staff and the wider community.

All programmes and activity will be shaped by three core enablers, which will be fundamental to the quality of delivery and outcome in everything that we do. The three enablers are,

- Sustainability
- Our People, Our Culture
- Infrastructure

Thoroughly exploring the advantages of maximising the quality of these three enablers, will unlock the potential for delivering excellence across participation and performance programmes.



# SUSTAINABILITY OUR PEOPLE, OUR CULTURE INFRASTRUCTURE

# ENABLERS

The environment within which all programmes and services will be delivered in Queen's Sport will be anchored by the three identified enablers. The quality of our people, our culture, infrastructure and the model for sustainability will underpin everything we do and influence the customer experience at all levels.

## SUSTAINABILITY

### Aim

To establish and apply best practice, for financial sustainability that supports development across all areas of Queen's Sport operations.

Commercial sustainability, effective governance and strong financial performance, will underpin the delivery of Participation and Performance sport going forward.

## OUR PEOPLE, OUR CULTURE

### Aim

To provide everyone that comes into contact with Queen's Sport with outstanding participative, competitive and work experiences through excellence in leadership, management and the promotion of sport and related activities.

Success in delivering sport effectively will require the creation of a positive culture, based on our core values of Integrity, Connected, Ambition, Respect and Excellence. We will develop and empower our students and staff to pursue excellence in all endeavours.

Our culture is strongly influenced by heritage through our alumni, which helps drive participation and performance goals within our sports clubs.

## INFRASTRUCTURE

### Aim

To develop quality facilities and processes that maximise Participation, support Performance and are characterised by efficiency and innovation.

Central to establishing the University as a leader in the delivery of sport is the development of infrastructure. Investment must be tailored to priorities. Our desire for excellence must be reflected in our facilities, utilisation of technology and environmental impact.



## THE STUDENT EXPERIENCE

Sport is transformational and contributes to a holistic world class student experience:

- ✓ Physical, mental and emotional Wellbeing
- ✓ Social interaction, connections and uniting communities
- ✓ Personal development and fulfilment – chasing the dream

We will engage and create networks with our academic, civic and business community to light the fires inside all of you to improve your wellbeing, aspirations and student experience as you journey through Queen's.



We value each University student and promote strongly the positive impact that engagement with sport, at any level, can create in the lives of everyone in our community. We will work closely with the Students' Union to build awareness of the holistic benefits to participation, and to maximise the opportunities to engage with sport and make connections.

You are all PLAYERS in your own game with your own rules inside a world class Academic environment. OUR GAMEPLAN is systemically created to help and support all PLAYERS as you acquire the Queen's experience.

<b>P</b>	<b>L</b>	<b>A</b>	<b>Y</b>	<b>E</b>	<b>R</b>
<b>PREVENTION</b>	<b>LEADERSHIP AND TEAMS</b>	<b>ALTRUISM</b>	<b>YOUR UNIVERSITY AND SPORT</b>	<b>EDUCATE AND ENERGISE</b>	<b>RESPONSIBILITY</b>
Drive high quality programmes and services, to support an Active Campus ethos to encourage students and staff to be proactive about their wellbeing. Sporting activity and the associated health benefits contribute powerfully to physical and mental health.	Use lessons in sport, business, coaching and performance to nurture leadership and build better students, clubs and teams.	Principles and moral practice are part of our culture, and inform our choices, when building connections and partnerships to support the student experience.	We respect and recognise diversity and encourage more student and graduate voices and representation on committees and forums.	We respect students' individuality and promote Spiritual, Emotional, Mental, Technical and Physical growth. We foster learning, innovation and creativity to ensure we have an impact on all students who are prepared to engage with us.	We will foster an environment for students to take personal responsibility and provide a platform for positive change in student behaviours.

## SPORTS DEVELOPMENT CONTINUUM

The Queen's Sport Development continuum offers everyone involved around our clubs and programmes the opportunity to pursue their sporting interests at whatever level suits their needs. There is a place for everyone.

This approach also creates a pathway from associating with sport simply as part of your Queen's identity through to the very highest performance levels. The Queen's Sport continuum is carefully created, designed and resourced for all students and staff of all abilities, interests and goals.

We aim to use it as a vehicle to attract, retain and motivate staff and students, and to help build support for mental health and overall wellbeing. Sport has a key role to play for the University in the pursuit of a healthier, happier and motivated student and staff workforce. The sports development continuum offers powerful preventative wellbeing support as well as the opportunity to set further goals.



## SPORTING HERITAGE

Our success and ambition reflects a proud legacy of sporting participation and achievement. It is part of the tradition and heritage of the University, where excellence through sport has been celebrated as an important part of student life and the student experience. From the early years, sport has had a central place, and today large numbers of students participate across a range of clubs and sporting activities.

Queen's has produced some of Ireland's outstanding sporting talent. These have included Olympians, International and British and Irish Lions Rugby players, GAA All-Ireland winners and All-stars, and a significant list of representatives at international level in various codes. Jack Kyle (Rugby), Iain Henderson (Rugby), Sean O'Neill (GAA Football), Caroline O'Hanlon (Netball), Dorothy Armstrong (Squash), Ian Kennedy (Rowing), Billy McConnell and Jimmy Kirkwood (Hockey) are examples of our historical sporting excellence.

As an institution with a local, regional and global outlook, we have always recognised the power and potential of individual and team sport.

Our clubs have participated at the highest levels of intervarsity competition, with considerable success. Each year, Queen's teams excel at Irish and British championships.

The considerable tradition of individual and team success was celebrated in the Sporting Greats initiative in 1999, and each year, those who have achieved at regional or international levels are honoured through the Blues Awards.

To reflect the importance of sport, the University now boasts some of the best facilities on these islands. And we have also been outward-looking, hosting European and World events and leading with initiatives such as the University Boat Race, Schools competitions and the Queen's 5k.

Sport has also formed an important part of how the university acknowledges achievement beyond Queen's. Sporting legends such as Kelly Holmes, Brian O'Driscoll, Paul McGinley, George Best, Mickey Harte, Bethany Firth and Mary Peters are honorary graduates of this University, which is steeped in sporting history.



## ACADEMIES IMPACT

The Academies were all established to attract students competing within our five priority sports, providing an enhanced support structure for clubs and high performing students. Academies support the wider strategic objectives for sport at the University in promoting initiatives. They represent much more than offering scholarships and supporting athlete and team performance.

Many leading universities across the UK and Ireland continue to invest heavily in focused sports clubs to further their reputation, create a challenging environment for students to maximise academic and sporting potential, enhance global reputation and create the platform to nurture meaningful long-term partnerships.

Queen's began this investment in 2002 with the introduction of the Rugby Academy, which included the Jack Kyle Foundation. This paved the way for another four Sporting Academies at Queen's University - GAA (2004), Soccer (2008), Rowing (2009) and Hockey (2014) covering 12 out of 55 Student Clubs all with Sporting Alumni Foundations created. This provided an additional layer of support and connection for the hundreds of playing and non-playing students and alumni associated to these historic clubs.

Participation levels in priority sports have increased by 57% since the establishment of each supporting Academy.



**PARTICIPATION LEVELS IN PRIORITY SPORTS HAVE INCREASED BY 57% SINCE THE ESTABLISHMENT OF EACH SUPPORTING ACADEMY**

# PILLARS

To positively impact the experience of students, staff and the wider community through Participation and Performance sport, we will build programmes and initiatives around five organisational pillars.

Staff work programmes and decision making will align with a strong focus in these areas to ultimately create impact for all, through Participation and Performance sport at Queen's University.

## WELLBEING

- OMNI initiatives
- Services and Programmes
- Volunteering
- Coaching
- Active Campus

## REPUTATION AND BRAND

- Sales and Marketing
- Student Clubs
- Communications
- Events
- National / international sporting achievement
- Recruitment (international /domestic)

## IMPACT

- Student Experience
- Social Capital
- Employability and Career Development
- Commercial Growth
- Healthy and Inclusive Society
- Future Ready
- Culture of Performance

## PARTNERSHIPS

- National Governing Bodies
- Third party agreements
- Queen's Departments
- Community / civic society
- Students
- Alumni
- Local Government
- Sponsors
- Widening Participation
- FE / HE Institutions

## EXCELLENCE

- People Development
- Performance Programmes
- Third party agreements
- Competitions
- Coaching
- Development Pathways
- Customer Service
- Research
- Policies and procedures
- Facilities and Planning
- Governance
- Participation Programmes

## HERITAGE

- Coaching
- Recruitment
- Governance
- People Development
- Partnerships
- Business Development
- Events





## EXECUTING OUR GAMEPLAN

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Our staff will focus activity on delivering programmes and services that have impact within the identified pillars. The objective of our work programmes is to support participation and performance sport to the best of our ability.

### Wellbeing

1. Deliver inclusive, dynamic programmes and events that engage at all levels of participation and place sport at the centre of the student experience.
2. Deliver world class technological systems to provide health, fitness and wellbeing programmes which will raise the profile of the University while enhancing the wellbeing of its community.

### Excellence

1. Develop a world class University centre for Performance which supports athletes, teams, staff and the community towards their potential.
2. Develop a diverse and sustainable business plan for sport that will create an environment to best support the delivery of strategic objectives.

### Reputation and Brand

1. Tell our stories and promote our achievements in a manner that reflects the aims of both Sport and the University.
2. Align Queen's Sport with internal and external partners that share our values and enhance our reputation for the delivery of Participation and Performance Sport.

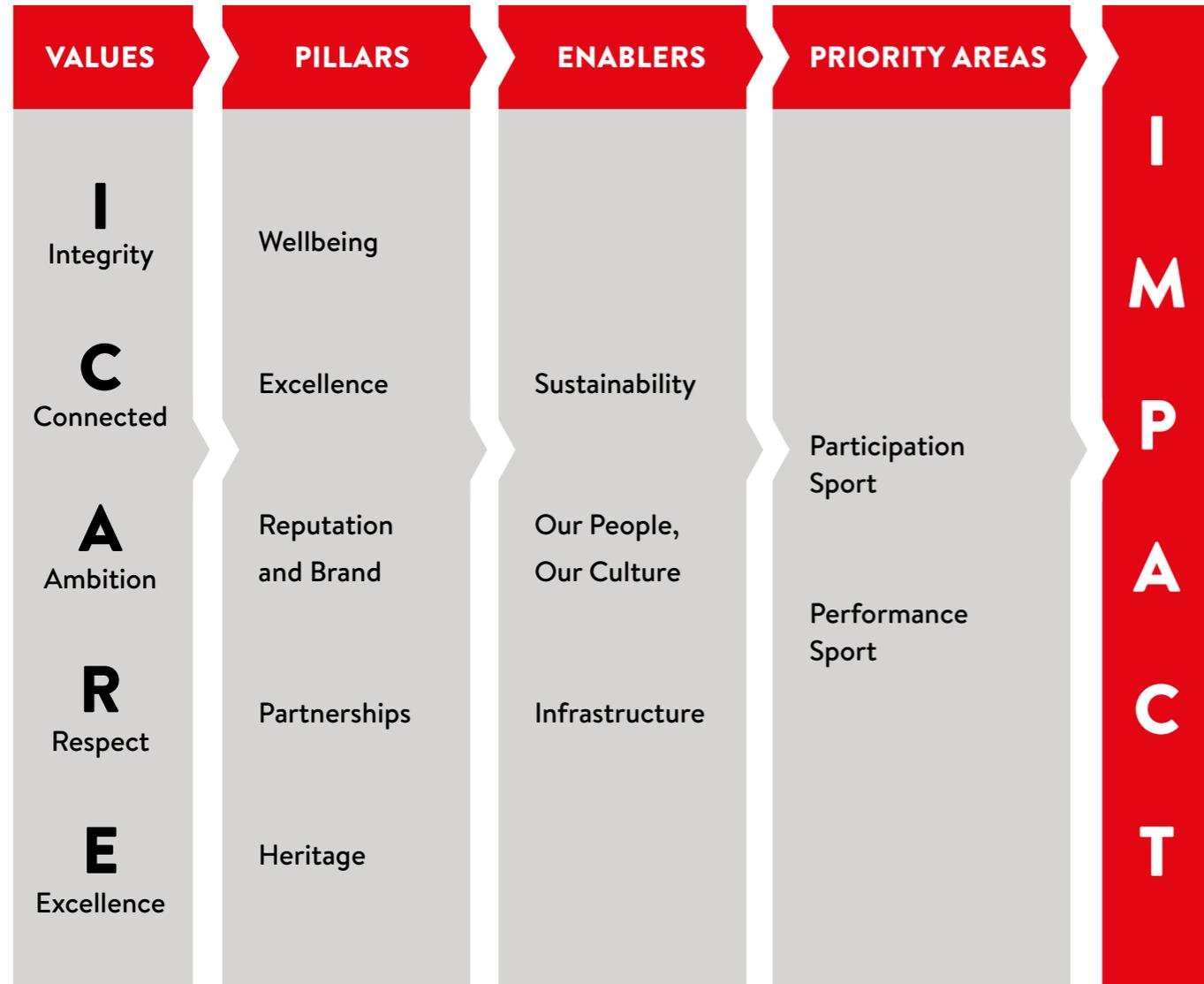
### Partnerships

1. Develop meaningful partnerships which attract financial and non-financial benefits to the Queen's Sport business plan and wider University objectives.
2. Align Queen's Sport with the long-term objectives and processes of the University through collaboration with internal units and initiatives.

### Heritage

1. Integrate alumni into the development of clubs to enhance the sporting culture and promote our sense of belonging.
2. Empower sporting graduates as University ambassadors locally, nationally and internationally.

# QUEEN'S SPORT STRATEGIC MODEL



# SHAPING A BETTER WORLD SINCE 1845





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