



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

TRINITY SPORT

Annual Report 2014.15

Trinity Sport,
Sports Centre,
Trinity College, Dublin 2
W: www.tcd.ie/sport
T: 01 896 1812

10,631

STUDENT CARDS
ACTIVATED

1ST EVER

ORTHOPAEDICS &
SPORT MEDICINE
PILOT PROGRAMME

7,118

STUDENT CLUB
MEMBERS

170 STUDENT CLUB

TRAINING HOURS PER WEEK

44,000

STUDENT BOOKINGS

69%

SPORTS CENTRE
USAGE BY STUDENTS
AVERAGE 22 VISITS

31 SPORTS SCHOLARSHIPS AWARDED ACROSS 12 SPORTS

151,000 UNIQUE WEB HITS

345,000 SPORTS CENTRE VISITS

**PILATES &
SPIN**

MOST POPULAR CLASSES

GOLD

WHITE FLAG AWARD
ACHIEVED

23,000

CLASSES, COURSES &
APPOINTMENTS
ATTENDED

212,000 VISITS TO THE FITNESS THEATRE

100,000

BOOKINGS AND
TRANSACTIONS

43,000 VISITS TO

THE SWIMMING POOL

264 PARTICIPANTS FOR

THE ANNUAL CAMPUS 5K RUN

692

PUBLIC MEMBERS

IRELAND ACTIVE LEISURE CENTRE OF THE YEAR

43 JUNIOR

LEADERS TRAINED

MEMBER QUOTE

“SUPERB ORGANISATION,
STAFF AND FACILITIES”

2,500

BOOKINGS ON
CHILDRENS AND
INTERNATIONAL
STUDENT
CAMPS

1ST EVER

2 INTELLECTUAL
DISABILITY SPORTS
SCHOLARSHIPS
AWARDED

331 STAFF

OPTING FOR
SALARY
DEDUCTION

1,528

USERS OF
THE CLIMBING
WALL

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Section 1: Introduction

1.1 Executive Summary

This was an exceptional year for Trinity Sport, both in terms of awards and titles won by student athletes, and the continuous growth in participation and involvement in sporting activities. Trinity Sport is growing year on year and this success is evidenced in the efforts of all involved from the teams, athletes and volunteers, to the sports staff who deliver services and the colleagues and stakeholders who support these efforts and nurture the successful environment in which sport thrives.

Strategy for Sport

A highlight of year was the development of the Strategy for Sport aptly named 'Raising Our Game' which is the culmination of efforts of the stakeholders of Trinity Sport and includes an integrated agreed set of actions which will see an increase in resources, more efficiencies and greater profile and recognition for Trinity Sport. To compliment this, the Provost commissioned a high level Sports Project group to prepare for the implementation and integration of the Strategy for Sport.

Clinical Care – Sports Medicine

2014.15 saw the introduction of a new Sports Medicine Clinic spearheaded by the new Chair of Orthopaedics and Sports Medicine, Professor Cathal Moran. In conjunction with the Orthopaedics and Sports Medicine Unit, Trinity Sport and the College Health Service, this new service provides a structured pathway of clinical care for injured student athletes, as well as providing a focus for real-time education for medical students and allied health professionals, and a new clinical research registry in the University. This is an exciting new venture for Trinity Sport which enables an important link into academia through cross-disciplinary research.



Other Sporting Highlights

- **GOLD** standard benchmark award/audit and **Leisure Centre of the Year** award
- Santry Sports Grounds upgrades – new GAA pitch, 5-a-side pitches, car parking, new entrance complementing the previous year's opening of the international standard water based Hockey pitch
- College Park – Rugby Pitch floodlights and a new sand based surface
- Negotiations well under way for the **acquisition** of the Iveagh Sports grounds in Crumlin (17 acre site)
- Staffing – strategic appointment of a **Chief Rowing Coach**
- **Recreational Activities** included: The annual Campus 5k attracting 264 entries and the Reindeer Run with 67 participants; 620 students participated in the Intra Mural Sports programme
- 43 Junior Leaders were trained under the **Youth Volunteer Sport Leader** Programme
- Initiated the **Focus Sport Model** – supporting the high performing sports of Rugby, GAA, Rowing and Hockey
- **Annual Sports Awards** – Hosted by RTE's Michael Lyster, incorporated the 40th year anniversary of DUCAC Sporting Commons, with invited Alumni guests international Boxer Bernard Dunne and International Cricketer Cecelia Joyce. The Awardees were:
 - Sportsperson of the Year: Ruth Morris, Ladies Boat Club
 - Team of the Year: Ladies Basketball
 - Coach of the Year: Andrew Coleman, Ladies Boat Club
 - Administrator of the Year: Ryan Hewitt, Basketball Club
 - Contribution to Sport Award: Bert O'Brien, Swimming & Water Polo Club
- **Sports Scholarships** 31 awarded in 12 different sports (plus 30 Rugby Scholarships incorporated)
- The **first ever Intellectual Disability Sports Scholarship Awards** presented to 2 students Fiachra Costello and Maeve Philips from CIID supported by Alumni Hugo and Jennifer MacNeill
- Commonwealth Games athletes Victoria Mullin (Air Pistol Shooting) and Prakash Vijayanath (Badminton) as well as International Kayaker Tom Brennan (selected for the Baku 2015 European Olympic Games) and Sky Sports Athlete Mentor, Aoife McDermott (Basketball)
- Two American 'Victory Sports Scholarship' recipients, Christine Ganser and Jennifer Morabito, a charity based programme which enables them to study a Masters Programme in the Business School, compete for Trinity and co-ordinate community based development initiatives through basketball
- **Sports Clubs** highlighted successes – Ladies Basketball won league and intervarsity; Ladies Gaelic Football won league and cup; Men's Hockey won league, cup and Irish hockey challenge; Hurling won the Ryan

cup; Swimming & Water Polo won intervarsity, home nations and Leinster Senior Cup; Rowing won overall intervarsity title and 4 races of the colours

- Boost to the **business model** with a successful **referendum** to increase the student sports charge from €90 to €120 and securing €1.5m in **sponsorship** from the Bank of Ireland for Trinity Sport for the next 5 years (part of a University tendering process)
- **Usage and Bookings** – About 10,631 students activated cards; there were 345,000 Sports Centre visits – 69% of these were students who visited on average 22 times p.a.; There were almost 100,000 bookings and transactions during the year

1.2 Strategic Planning - Strategy for Sport and Sports Project Group

Raising Our Game: Strategy for Sport 2015 to 2018

The Strategy for Sport was revised during the year and prepared for internal approval. The Strategy addresses the opportunities that the University has to elevate the stature of sport in order to enable and enhance the University's strategic objectives. The four key messages that sport is an essential co-curricular activity, that sport makes important and valuable connections, that sport and physical activity benefits health and performance and that sport enhances the profile and reputation of the University are the foundations on which the strategic actions are based.

THE VISION

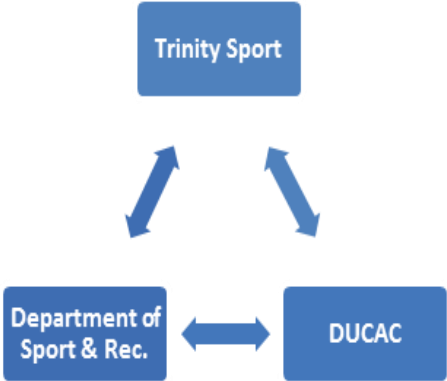
THAT SPORT IS AT THE HEART OF THE TRINITY EXPERIENCE, BRINGING A POSITIVE, LIFELONG IMPACT ON PEOPLE'S WELLBEING, CAREERS AND CONTRIBUTION, ENSURING THAT TRINITY IS THE BEST POSSIBLE UNIVERSITY SPORT EXPERIENCE

The outturn of the Strategy for Sport will be an increase in the profile of sport, a new identity for 'Trinity Sport' incorporating the Department of Sport and Dublin University Central Athletic Club (DUCAC), the integrated delivery of sport services and programmes, improved communications, physically literate students, staff and graduates, better sports facilities and the establishment of a sports development unit. All with the purpose of being the very best University Sport experience.

The Provost commissioned a project group, chaired by the Dean of Students, to develop an integrated implementation plan involving the principle stakeholders, founded on the principle of maximising participation in sport by students and increasing the associated benefits of involvement in sport. The group referred to the Strategy for Sport, Quality Review Report of the Department of Sport (2014), and the DUCAC position paper. The group met 4 times, supported by a series of small sub group work. The group prepared Service Level Agreements across the 2 themes of the Strategy, Participation and Performance, and the 4 enablers: People, Profile, Infrastructure and Governance, Finance and Management. The report was prepared for presentation to the Provost and Board of the University.

The efforts of all stakeholders and colleagues is hugely appreciated and the positive outcomes achieved that will ultimately be for the betterment of Trinity Sport.

Table 1.2.1: Overview of Trinity Sport Integration



Section 2: Review of the Year 2014.15

2.1 Staffing

Led by the Head of Sport, Michelle Tanner, the 23 strong team of Sports & Recreation Department staff are a hugely valuable resource to the College and continue to set standards in terms of customer care and service delivery within third level sport and the wider sports and leisure sector. Overall, there was no reduction in head count during the year and two new full-time members of staff joined the team.

2.1.1 Team Changes

New full-time staff members:

- Colm Butler – Chief Rowing Coach
- Darren Doran – Full time Fitness Instructor/Pool Lifeguard

Casual staff members:

- Michelle Convey – Children’s Camp and Birthday Party coordinator
- Samrooz Abbas – Administrative Assistant
- Laura McCague – Programme Manager, Orthopaedics and Sports Medicine (10% financed by Trinity Sport)
- Extra casual staff to assist with reception, fitness instruction and lifeguarding duties

Replacements/existing staff movements:

- Orla O Brien was promoted from Fitness Instructor/Pool Lifeguard to Duty Manager covering Sorcha Stapleton’s career break

2.1.2 Team Training

- Trinity Staff Development Internal Courses were attended by 15 staff which included First Aid, Critical Thinking, Project Management, Presentation Skills, Inside Out Programme, Designing College Websites, Writing for the Web, Communication Skills, Speed Reading, Leading your Team and Customer Service.
- Various conference attendances such as European Network Academic Sports Services (ENAS) in Lille France, Ireland Active in Galway, Student Sport Ireland (SSI) networking event in Laois, Aachen University Healthy Campus Project and the ENAS Fitness Experience, also in Aachen, 'How Technology Is Changing Sport On & Off The Field' (Dublin), EU Sports Forum events in Milan attended by the Head of Sport & Recreation, Student Sport Scotland Conference (Aberdeen), European Week of Sport (Brussels). The Senior Sports Development Officer attended Volunteering & the Law (Volunteering Ireland) along with Disability Service Symposium & DAWN CPD (Dublin) event.
- In addition to the above Trinity Sport's Development Manager attended the World University Games in Korea, July 2015 as Head of Delegation.
- Various external courses and seminars included Stair Mate Training for use of disabled user's chair lift, Kettlebells training – continuous professional development (CPD) courses, Epilepsy Awareness Training, Pool Plant Operators, Strength & Conditioning Courses, Smarter Travel Seminar, AED Training, Pool Lifeguard Training, Manual Handling, Child Protection Training, Fire Warden Training, MSc in Preventative Cardiology, Masters of Coaching & Exercise Science, BA Management Practice, Diploma Digital Marketing and Diploma Holistic Dietetics & Nutrition.
- Internal LEAD training and reviews conducted.
- In-house fitness and safety training sessions, children's camp staff coaching, customer service skills and inclusion awareness training.

Table 2.1.1: Team Training Summary

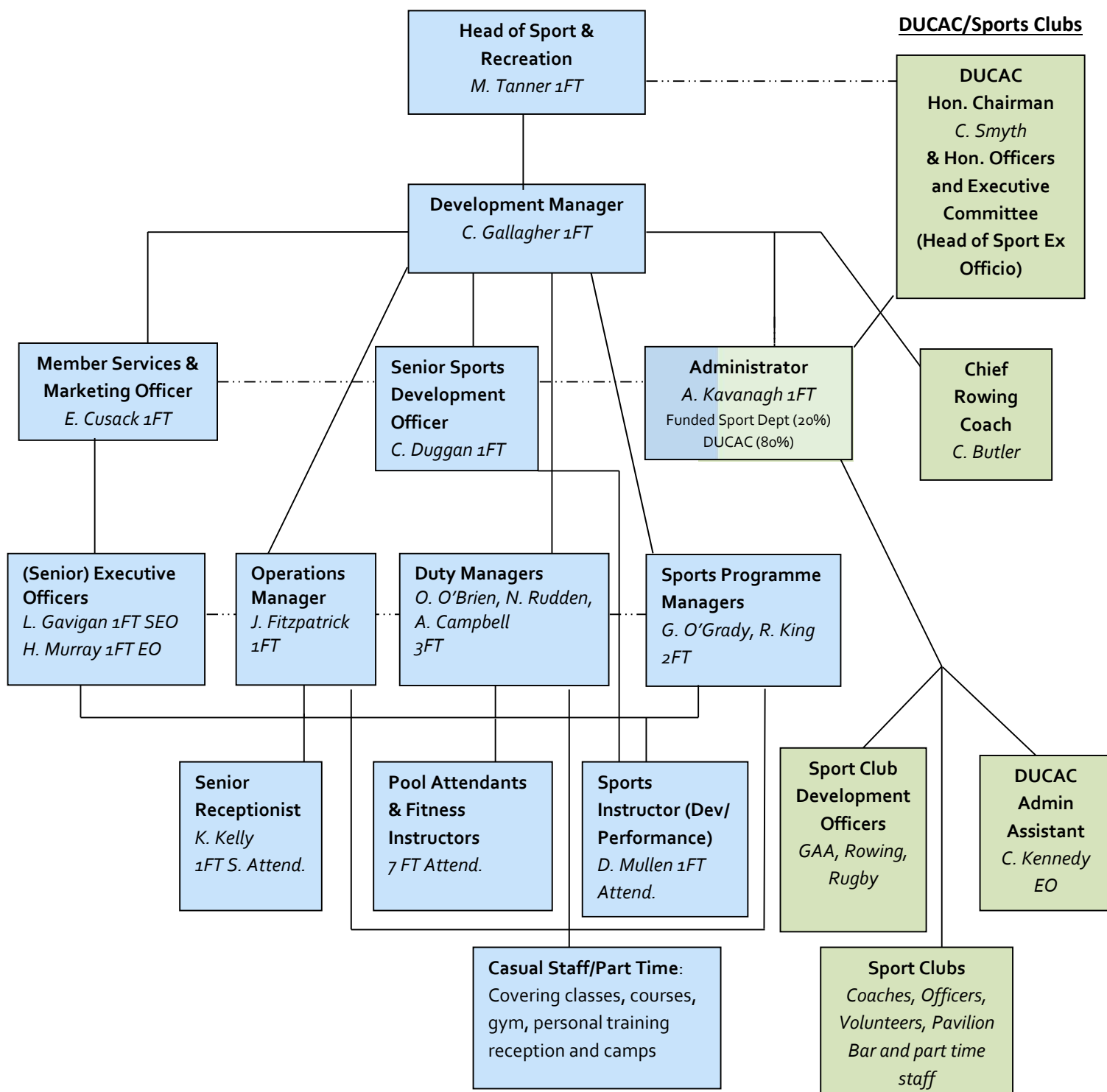
Type	Staff Attendances
Internal courses	11
In-house training	9
Conferences/Seminars	24
External courses*	11

* 3 Academic courses, 1 x BA and 2 x MSc

2.1.3 Team Highlights/Representations

- Cathy Gallagher (Development Manager) was Head of Delegation for Team Ireland at the World University Games in the South Korean city of Gwangju – the 28th World University Games from the 3rd – 14th July 2015. Over 11,000 students from over 150 countries participated at the Games including 64 Irish student athletes. Fiona Doyle (Calgary) won a silver and a bronze medal in the swimming pool (100m and 50m breaststroke respectively) and Thomas Barr (UL) won gold in athletics (400m).
- Michelle Tanner (Head of Sport & Recreation) represented the European Network of Academic Sports Services (ENAS) at the first ever European Week of Sport run by the European Commission and as an observer on 3 European Commission Expert Groups set up to deliver the EU Work Plan for Sport 2014-2017.

Trinity Sport Organisational Chart showing DUCAC Relationship – September 2015



Please note that the organisational structure has been reviewed in line with the Strategy for Sport. Changes not reflected above will be incorporated in 2015.16.

2.2 Student Sport

Students made up 69% of the users of the Sports Centre with 10,631 student cards activated (Sept to Aug), an increase of 1% from the previous year. There were 239,545 visits recorded by student members, which is an average attendance of 22.5 visits per student. These overall figures indicate a slight decrease in student visits compared to the previous year but there was a slight increase in the number of students who activated their student cards and in the overall usage of the facilities.

2.2.1 Student Club Support

Student Sport Clubs have approximately 170 hours' worth of training per week spread across our halls, climbing wall, outdoor pitches and courts. Approximately 74% of this relates to indoor use with the remaining 26% relating to outdoor hours. Trinity Sport, through provision of facilities, programmes and personnel, plays a major role in the development of student sport and our sports clubs. Further to that, club members can avail of advice, guidance and assistance from Trinity Sport staff in organising and running any club events or tournaments. Both individual club members and club teams can avail of advice, workshops and training in nutrition and strength and conditioning, while the option is always available to book a group fitness session or class. In line with the Trinity Education Project, Trinity Sport actively encourages club officers and administrators to develop their leadership, organisational and administration skills to enhance their graduate attributes.



2.2.2 Student Club Highlights

According to DUCAC records, 7,118 students joined a Sports Club in 2014.15. We can estimate that approximately 40% of these remain active members throughout the year. 2014.15 was a landmark year for many of our clubs. Trinity Ladies Basketball made history by winning the 'double' of Division 1 League and Intersarsity titles for the first time. The Ladies Gaelic Footballers also claimed league and cup honours in 2014.15 whilst the Hurling Club won the Ryan Cup, led by Dublin Senior hurler Danny Sutcliffe and Sports Scholarship recipient, Darragh O'Donoghue from Galway. There was 'treble' success for Men's Hockey who

won their division as well as the Railway Cup and Irish Hockey Challenge. Due to a league restructure, the students will jump up to Leinster Division 1 next term and the ambition is there to push for a place in the national league in the coming years, under the coaching of Simon Filgas. As well as hosting a hugely successful Intersarsity Tournament, the Swimming & Water Polo Club swept the boards in home waters winning both Men's and Women's titles and the girls went on to win the Leinster Senior Cup for the first time in their history. Rowing at Trinity continues to go from strength to strength and, as well as retaining the overall Intersarsity title and recording a memorable clean sweep against UCD in the Annual Colours on the Liffey, Trinity crews featured prominently at the National Championships. The Ladies won the Senior IV title for the first time in 12 years and the Men claimed the coveted Senior VIII after an 8 year gap.



Other notable successes by Trinity clubs include:

- Boxing Club: Junior Intersarsity Winners
- Cycling Club: Novice Team Winners
- Fencing: Intersarsity Winners for the 8th consecutive year
- Harriers and Athletics: 4 individual medals at the Outdoor Track & Field Intersarsties
- Ladies Hockey: Intersarsity Plate Winners
- Rifle Club: Overall Intersarsity Winners and Colours Winners
- Squash: Men's A Colours and Intersarsity Winners
- Tennis: Intersarsity Ladies Winners
- Ultimate Frisbee: Mixed Indoor Intersarsity Winners

2.2.3 High Performance Sports and Awards

Sport at Trinity reached another milestone when two students from the College's National Institute for the Intellectual Disability (NIID) were among the 61 Sports Scholarships announced for the 2014.15 academic year. Swimmer Maeve Philips has won gold, silver and bronze medals at European and World levels competing for the Irish Down Syndrome Team and Fiachra Costello from the Whitehall Colmcilles Club in Dublin won Minor Football Championship and Minor Hurling League honours with the North Dublin based Club. The awards were presented by NIID Champion and former Irish International Rugby Player, Hugo MacNeill.

27 Sports Scholarships were awarded in 12 different sports including Commonwealth Games athletes Victoria Mullin (Air Pistol Shooting) and Prakash Vijayanath (Badminton) as well as International Kayaker Tom Brennan and recently announced Sky Sports Athlete Mentor, Aoife McDermott (Basketball). Two American students, Christine Ganser and Jennifer Morabito were also acknowledged as Victory Sports Scholarship recipients, a programme which enables them to study a Masters Programme in the Business School, compete for Trinity and also co-ordinate community development initiatives through basketball.

The current outstanding performances of Trinity Rugby reflect the talents of the 30 students from the club being awarded a Sports Scholarship. Captain and 3rd Year BESS student, Patrick Lavelle, was also presented with the inaugural Trevor West Sports Scholarship, in recognition for his work in College sport on and off the field.

Highlights

- Maria O'Sullivan, who completed her BA in Molecular Medicine, was named Athletics Ireland Female University Athlete of the Year 2013-14.
- Trinity scrum half Angus Llyod was selected for the Irish Clubs Team during 2014.15.
- Sports Scholarship recipient Tom Brennan completed his Medicine Degree in 2014.15 and was selected to represent Ireland in the inaugural European Games in Baku, Azerbaijan, 12th – 28th June 2015.
- Trinity completed their first ever clean sweep against cross town rivals UCD in the Annual Rowing Colours on Saturday 15th March 2015, winning all 4 races (Men's and Ladies Novice 8's & Men's and Ladies Senior 8's).

Support for Scholarship students is provided by the Department of Sport & Recreation and includes:

- Strength and conditioning training
- Workshops in the areas of fitness testing, strength and conditioning, nutrition, time management and injury prevention
- Cardiac screening
- Mentoring, follow up advice and training programmes
- Equipment
- Allocated locker

Victory Sports Scholars

Trinity welcomed two more Victory Sports Scholars, Christine Ganser from Needham, Massachusetts and Jennifer Morbeito from Binghamton, New York. The student athletes have a high academic performance and a desire to be active in the local community. Alongside coaching underage girls teams, playing for their club teams and Trinity Basketball, and working with local schools in Dublin 2 promoting sport and active lifestyles, Christine undertook a M.Sc. in Business and Management and Jennifer completed a M.Sc. in International Management. Both girls played a pivotal role in our Ladies Basketball team being crowned Intervarsity and League Champions, with Christine being named MVP in the final with a points total of 31. This scholarship programme could not happen without collaboration between the Foundation Office, Business School, Global Office and Trinity Sport.

Sports Awards

Hosted by RTE's Michael Lyster, with invited guests Bernard Dunne and Cecelia Joyce, the second Annual Sports Awards was a fitting celebration and acknowledgement of student's success, on and off the field of play. The standard of applicant within each category presented the judging panel with an enviable task of selecting winners and after much debate, the following recipients were announced:

- Sportsperson of the Year: Ruth Morris, Ladies Boat Club
- Team of the Year: Ladies Basketball



- Coach of the Year: Andrew Coleman, Ladies Boat Club
- Administrator of the Year: Ryan Hewitt, Basketball Club
- Contribution to Sport Award: Bert O'Brien, Swimming & Water Polo Club

Other Awards

- Christine Ganser was named MVP in the Basketball Intervarsity Final
- The Minchin and Taveners Sports Bursaries were awarded in February 2015 in consultation with the Senior Tutor's Office

On the night when Sporting Commons celebrated 40 years, 10 Pinks were awarded, including the first ever in the sport of Netball:

- Victoria Mullin, Air Pistol Shooting
- David Fitzgerald, Climbing
- Maxton Milner, Fencing
- Omar Nouhi, Judo
- Susannah Cass, Rowing
- Sinead Dolan, Rowing
- Ruth Morris, Rowing
- Sacha Shipway, Rowing
- Conor Short, Rowing
- Cian Quinn, Ultimate Frisbee



2.2.4 Student Events

The total number of bookings and transactions made on behalf of students was approximately 44,000, with 17,995 indoor bookings and 3,271 outdoor bookings. There was a major increase in the outdoor bookings due to the reopening of the Rugby pitch on campus and the Hockey pitch in Santry. Students booked 10,345 classes and courses and 921 individual gym appointments. There were a number of Health Promoting events run by Trinity Sport in 2014.15 for both students and staff. Operation Transformation had 186 participants with 105 taking part in the 3k Trinity Operation Transformation run. The Campus 5k had 264 participants, an increase of 20% from the previous year. The Smarter Travel challenges proved popular with 125 students

participating in the Student Cycle Challenge. The annual Reindeer Run saw a marginal increase with 67 registered runners and all proceeds from the run going to Temple Street Children's Hospital.

The Intramural Sports Programme expanded in 2014.15 with activities including dodgeball, 5-a-side soccer and tag rugby. Approximately 620 students participated in these leagues, a marked increase from 200 participating in 2013.14. Together the health promoting activities and intramural activities saw participation of nearly 1,500 college community members, an increase of 600 year on year.

Trinity Sport hosted and facilitated 387 student run events and fixtures during the year, with a split of approximately 67% outdoor and 33% indoor bookings. The Sports Facilities hosted 45 events of which 18 were for Clubs and Societies and Trinity Sport, 10 were Internal College department events and 17 were for external organisations. Student based events included:

- The Fencing Club – Duffy and Trinity Cup
- Irish Universities Cricket Tournament
- Launch of the World University Games
- Student Parents – Pop Up Sports Event
- Equality and Diversity Week Soccer Tournament
- Med Day Sports Activities
- Swimming and Water Polo Intervarsities
- Trinity Boat Club Annual Regatta
- The Golf Club hosted Cambridge for a Trinity College Golf Event

The completion of Phase 1A at the Outdoor Playing Fields in Santry saw the return of our Ladies and Men's Hockey teams to their home ground. The official opening of the new international standard water-based hockey pitch took place on Saturday 13th September 2014 and provided a brilliant opportunity for students, alumni, parents and guests to come together and enjoy such a momentous occasion. Not to be outdone by the current crop of student talent, the Alumni tested their skills on the new surface before Registrar, Prof Shane Allwright, joined the Club Captains and Club Presidents to officially declare the pitch open.



Attention then turned to College Park on Saturday 4th October 2014, when Dublin University Football Club were delighted to be back home after a year away from the hallow turf of campus. Preceded by a lunch in the Dining Hall, the surrounds of the pitch were crowded to witness the Provost hand the match ball to DUFC Captain, Patrick Lavelle, and announce the pitch officially reopened. Trinity recorded a winning return against opponents Malone on the day and would only lose one match in ‘fortress’ College Park during the 2014.15 season. Unfortunately however, the 1st XV just missed out on promotion to the top tier of domestic rugby but should challenge for honours next season.

Alumni Events

Trinity Sport assisted the following sports Alumni events and programmes:

- The Hockey Clubs hosted their Annual Port and Pies event in December 2014
- The Hockey Club had an alumni match for the opening of the new hockey pitch in September 2014
- Hockey (Men’s) – Coulson Trophy 2015
- AFC – The club held the Annual Presidents Game on College Park in January 2015
- Boat (Men’s) – Trial VIII’s in February 2015 where Alumni of the Club returned for an evening hosted by the current squads
- Boat (Ladies) – Anna Liffey Alumni Dinner in the Boat House in March 2015
- Camogie, Ladies Football, Hurling & Men’s Football – all had past versus present matches hosted by Clanna Gael
- Sailing – had a formal alumni evening in St Georges Yacht Club Dun Laoghaire
- Fencing – had an annual alumni dinner and past versus present match
- Golf Club – hosted an event for President and graduate Gavin Caldwell in the Kildare and University Club



2.2.5 Orientation

Orientation week is a great opportunity for Trinity Sport to meet incoming students and highlight all that there is on offer. There were a number of events and classes organised for incoming students. Promoted by the Trinity Sport Gym Bunny throughout the week, there were 19 classes and health talks run daily. There were nearly 15 student orientation talks organised by the Senior Tutors office and the Graduate Students Union which included Trinity Sport staff. Of course our Sports Clubs play a major role in the week with all clubs being ever present in Front Square promoting their clubs and recruiting new members. There is also a full schedule of talks and tours for the College Open day, facilitated by Sports staff and volunteers. Prospective students can attend talks by our Rugby, Soccer, Rowing, GAA and Basketball clubs. They can also take a guided tour of the Sports Facilities and meet some of our Sports Scholars who meet parents and students to explain the Scholarship Programme. There are also general talks given around campus that student sport club officers attend to give information about clubs and the sports facilities and programmes on offer.



2.3 Operations

2014.15 cemented the Operational functions of Trinity Sport – this was supported by new operations being implemented around the areas of policies and procedures and internal staff training. Trinity Sport continued to strive to achieve new and improved levels in relation to operations and service.

2.3.1 Achievements

There were a number of successful achievements and developments throughout the last year which are highlighted below:










- The National White Flag **Gold Standard** Award was achieved for the second year in a row (in previous years we achieved Silver Standard). The Audit is conducted by Ireland Active, the non-government Leisure agency, and includes an assessment of areas such as staff training, facility maintenance, risk management, emergency action plans and customer experience. The Award is recognised throughout the Leisure Industry and is the only quality award and measurement of standards for gyms, swimming pools and leisure amenities in Ireland.
- Ireland Active's **Leisure Centre of the Year** was awarded to Trinity Sport for reaching new levels in operational functions while always improving the customer experience. Over 100 leisure facilities were considered and Trinity Sport was commended for its noticeable operational procedures and systems.
- IT Processes and Developments:
 - At the beginning of April, Trinity Sport launched the monthly direct debit option. Within a six month period it has proven successful with 83 members choosing this option – 34 public, 23 corporate, 25 graduates and 1 staff member. These 83 members equate to approximately €4k per month in income.
 - An online bookings and improved reporting functions implementation process started in August 2015 with a target to have all systems in place for 2016.17 term.
 - The TCard was implemented allowing staff and students to use their TCD card as a cashless function to purchase goods and services at key locations throughout campus. Trinity Sport played a key role in this process by having a Trinity Sport team member sit on the TCard project committee.
- A customer feedback satisfaction survey was conducted with general feedback results indicating high customer satisfaction ratings.
- Children's Camp surveys conducted at Halloween, February Mid-Term and Summer using Survey Monkey giving a satisfaction rate of 97.4%.
- Event Management procedures enhanced and streamlined.



2.3.2 Publicity and Advertising

The Department of Sport and Recreation prioritised and improved developments of publications, promotional material and communications in order to enhance the profile of Sport internally and externally. Some improvements and initiatives included:

- Social media – Further increased use of social media such as Facebook and Twitter continued, including the use of Facebook promotions and competitions to engage new clients.
- Sports News updates features on the Trinity Sport home page and regular Facebook updates on sports clubs results.
- Trinity Sport Climbing Wall featured on Groupon, Living Social and Pigsback.com which helped in its promotion.
- Web – Increased maintenance and use of the Trinity Sport website and increased profile of Sport on the Global Home Page:

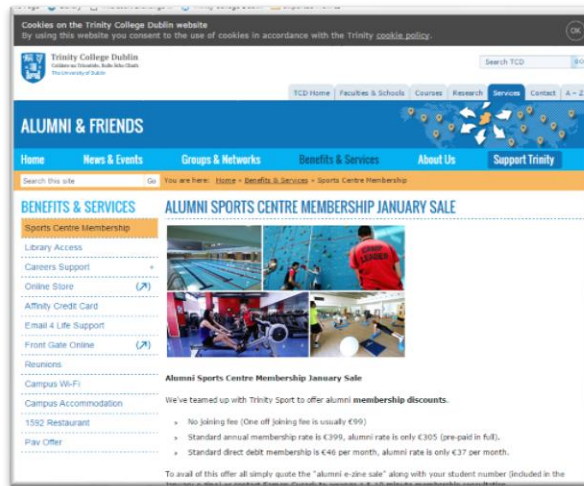
	<p>Trinity Rugby Returns Home to College Park The upgraded College Rugby pitch opened with a celebratory match between Trinity and Belfast's Malone RFC. 23 October 2014</p>		<p>Trinity Graduate Named 'Athletics Ireland Female University Athlete of the Year' Maria O'Sullivan was recently announced as Athletics Ireland Female University Athlete of the Year 2013-14. 17 December 2014</p>
	<p>Trinity Awards over 60 Sports Scholarship Awards Sport at Trinity reached another milestone recently when two students from the College's National Institute for the Intellectual Disability (NIID) were amongst the 61 Sports Scholarships announced for the 2014/15 academic year. 22 December 2014</p>		<p>It's All to Play For in the Final Colours Battle With spectacular wins as well as unfortunately losses in the Colours battle so far it's all to play for in the final round at the Rugby Colours. 20 March 2015</p>
	<p>Take 'Steps to Wellness' with this year's Health and Sports Week This year's College Health and Sports Week themed 'Steps to Wellness' runs from 23rd to 27th March, promoting and encouraging Wellness for students and staff through health and sports activities on campus. 23 March 2015</p>		<p>Sports Awards Mark a Stellar Year for Sport at Trinity and Sporting Commons celebrates 40 Years Hosted by RTE's Michael Lyster, special guests were Trinity Graduate and Irish Cricketer, Cecelia Joyce and former World Boxing Champion, Bernard Dunne. 17 April 2015</p>
	<p>Trinity's Canoeing Sports Scholar Selected for Inaugural European Games Trinity Sports Scholarship student Tom Brennan has been selected to represent Ireland in the inaugural European Games in Baku, Azerbaijan, 12 – 28 June 2015. 11 June 2015</p>		<p>Dublin University Boat Club Crowned National Champions It was a hugely successful 2015 National Championships for both Trinity's Mens and Ladies Boat clubs, with the Ladies claiming the Inter IV title and the Men taking the Senior VIII win. 22 July 2015</p>
		<p>#BeActive - EU Week of Sport at Trinity As part of the EU Week of Sport, #BeActive, Trinity Sport is offering free classes to all students, staff and public members. Trinity is participating in the event, which runs from 7th to 13th September in association with the European Network of Academic Sports Services (ENAS). 9 September 2015</p>	

- Over 151,000 web sessions took place and over 440,000 page views occurred.
- The top 3 pages viewed on Trinity Sport website (excluding the home page) were:
 1. Sports Facilities 63,457
 2. Classes 27,867
 3. Pool 20,134

- College Publications – 4 page features in the Provosts Annual Review 2014-2015 titled “A Sporting Year to Remember”:



- Contribution to the 'Trinity Today' Alumni Office Publications & website:



- Contributions to the Student Newspapers, University Times, and Trinity News.

- Other professional publications:
 - Scholarship brochures and posters to increase awareness.
 - New membership presentation brochure and flyers.
 - Window display posters updated.
 - Children’s activities brochure updated for summer camps and birthday parties.
 - Personal Training posters & flyers.
 - New and improved designs for exercise class timetable and Fresher’s leaflets.
 - New pull up stands were displayed around the building featuring various sports clubs to increase awareness.
 - TV screens were strategically placed around the building with updated sports club information to help promote Student Sport.

2.3.3 Profile and Representation

The Sports and Recreation Department personnel attended various functions and events networking and profiling Trinity Sport:

- Queens Boat Regatta with DU Boat Club guests
- Rugby Colours match and lunch with Trinity guests
- Rugby Pitch Opening Ceremony and lunch with guests
- Involvement in Student Sport Ireland Meetings and Events – AGM and General Meetings, Strategic Review Group, Networking Event, Connect Student Event and various Committee and Board representatives
- Press Launch by Federation of Irish Sport, Pavilion Bar
- World Cup Photo Call by Cricket Ireland, College Park
- European Week of Sport (EWOS) – Brussels
- European Network of Academic Sport Services (ENAS) – Conference in Lille, Network Events and various meetings
- Student Sport Scotland – Conference
- Disability Service and DAWN Symposium
- Physical Education Association of Ireland (PEAI) Conference
- Alfred Vigne, family medal donations to Trinity Sport
- World University Games, Korea Gwangju, Head of Delegation visit and games
- Various Trinity Sport events e.g. DUFC Presidents Reception, Irish Hockey squad sessions at Santry, Futsal at UCD, Kat Miller – Ladies Boat reception and various Intervarsity and Colours events
- Sports Changes Life Event, Belfast
- Ireland Active White Flag Gala Awards
- National Institute for Intellectual Disabilities Graduation Ceremony
- Volunteers and the Law Conference, Volunteering Ireland
- PE EXPO 2016 Launch with Minister Varadkar
- Federation of Irish Sport Conference
- Active Campus European (ACE) Project Group, Aachen

2.4 Facilities

Summary of Facility Improvements in 2014.15:

2.4.1 Strategic

- As part of Phase 1A of the Outdoor Sports Development project, new floodlights were installed at College Park Rugby Pitch in January 2015 to compliment the previously completed resurface of the pitch in 2013.14. The Pitch had been officially reopened by the Provost, Dr. Patrick Prendergast on Saturday 4th October 2014.
- Phase 1B of Outdoor Sport Development works commenced in January 2015, to include a new sand carpet natural grass floodlit GAA pitch, 3 5-a-side pitches, drainage, new car park and new entrance.
- Negotiations well under way for the acquisition of the Iveagh Grounds at Crumlin.

2.4.2 Operational and Maintenance

- A new Orthopaedics and Sports Medicine Unit was created and led by Professor Cathal Moran to initially deal with Trinity Sports Scholarship programmes and in the future with the greater college community.
- Both cross court and single Netball courts have been marked out on the Junkers floor of the main hall.
- Significant upgrade to the fitness trail with route correctly marked out and all 10 stations receiving new positions.
- Some reconfiguration of Trinity Sport offices took place with one single office been converted into two to house the Chair of DUCAC and the Orthopaedic and Sports Medicine Unit.
- Continued improvements have taken place in the changing area of the Pavilion with the most recent being new showers installed along with painting works.



2.5 Programmes

It was another successful year for the Sports Programmes team who continued to develop all aspects of the sports programmes and services. Casual staff were recruited and trained to support the delivery of programmes. The programming targets in general were all exceeded.

2.5.1 Children's Activities

- In 2014.15, Trinity Sport Multi-Sports Summer Camp broke all records with a bumper attendance of 1,119 reflecting an 18% increase on 2013.14. Overall participation levels have increased since the establishment of TCD Multi-Sport Summer Camp in 2009.
- The total income generated from the Summer Camp was €111,317 before VAT, an increase of €41,491 from the previous year.
- During the month of July 2015, Trinity Sport introduced Trinity Global camps, River Dance and Emerald Camps – this meant catering for an extra 200 adolescent campers in the evenings from 4pm-8pm and also included some weekend camps.
- The overall income generated from Trinity Sports Camps was €188,656, a 28% increase from 2013.14.
- The Halloween, February, Easter and Summer Camps saw a total of 2,100 children participate, a 68% increase on last year.
- Total bookings for camps generated approximately 46% of Recreation Programme income.
- Over 400 Children took part in swimming lessons.
- Birthday Parties have experienced phenomenal success and only continue to grow from 83 birthday parties last year to 289 in 2014.15, an increase of 248%.
- A Children's 6 week tennis course was set up and 18 children took part, a climbing club was also established and continues to grow & develop.
- The Trinity Junior Sports Leader Programme trained 47 young volunteers, an increase from 40 volunteers last year. The students were recruited, trained and deployed to assist with the delivery of successful Children's Sports Camps and in doing so, develop invaluable experience and interpersonal skills.

68%
Increase in campers
from 2013.14



2.5.2. Classes and Courses

- Almost 23,000 people participated in classes and courses, an increase of 6% from last year.
- Rip 60, Pilates, Yoga, Studio Cycling, Kettlebells and Core Strength continue to be the most popular classes on the timetable.
- Tai Chi classes were introduced and were extremely popular – over 160 people have participated in these classes.
- A Salsa and Latin Dance course was introduced with 15 people participating.
- Children’s Movement and Break Dancing was introduced with 26 children taking part on Saturday mornings.
- Group Training courses run by our in-house Personal Trainer Bon Sheekey were introduced in March 2014. These courses have continued to grow from 1 course with 7 participants to 7 courses with over 300 participants. The courses are ever evolving and developing.



2.5.3. Adult Programmes

- Throughout 2014.15, Squash courses remained popular. However, due to the planned demolition of Luce Hall, the Squash courts are no longer available and therefore these courses cannot continue for the foreseeable future.
- The introduction of Groupon and other social selling tools resulted in the growth of Trinity Sport climbing courses. The consequential increase in demand for climbing lead to the development of our new social climb every Friday evening. There has been a 28% increase in income generated from climbing with over 600 adults learning how to climb – a 100% increase from last year.
- A new learn to lead climbing course was also introduced for the more advanced climbers.
- New adult taster climbing sessions and one to one private lessons are now available.

- The tennis programme continued to improve with 6 week tennis courses, extra intensive lessons and a weekly adult social night. As a result, 326 people booked courses, social tennis and private lessons generating approximately €15,000 in income an increase of 67% from the previous year.
- A similar approach was taken with swimming lessons and more weekly and intensive lessons were introduced. A total of 995 participants took part in swimming lessons generating approximately €42,000, an increase of 71% on last year.
- A series of recreational programmes and challenges were organised including the annual Campus 5k, Swim a Mile, Reindeer Run and in association with the Health Promotion Unit, a finale run for the Trinity Operation Transformation programme.

2.6 Community Liaisons

Trinity Sport prides itself on being an integral part of both the college community and the community at large. Sport can build relationships and break down barriers and Trinity Sport delivers top class sporting facilities that are open to all, while working closely with College to ensure that the Strategic Plan is implemented (5.8 College Strategic Plan 2009-2014) and that there is an opportunity of participation for all. There are a wide variety of groups facilitated from internal college groups, schools, other third level institutions, sporting National Governing Bodies and corporate groups. There were 31,080 recorded bookings and transactions for these groups equating to approximately 200,000 users for the year, for both indoor and outdoor facilities.

2.6.1 Community Access - External Groups

Based in the Sports Centre, Trinity Sport is an ideal location for our local corporate neighbours to participate in physical activity. Having achieved Gold Standard in our national auditing process, our high standard is a key factor in so many corporate clients using our facilities. Approximately 87 different groups used our facilities throughout 2014.15. This can be broken down to 7 national/regional governing bodies, 58 local corporate groups, 6 sports clubs, 8 college clubs, 6 schools and 2 sports governance organisations. Trinity Sport has an excellent team of sports professionals that engage, liaise and work with our external groups to facilitate and assist with bookings and events. The sports facilities hosted 45 different events of which 13 were club events, 5 were Trinity Sport events, 10 were college events and 17 were external events.

2.6.2 Charity Events

Sport is a great vehicle to by which to fundraise. Throughout the year, a number of worthwhile organisations benefited from events that were facilitated or organised by Trinity Sport. These causes brought the community together and gave all of our community members an opportunity to engage in fitness for some amazing causes. Over 20 different charity events were facilitated to include: St Vincent De Paul, Raise and Give Week, Homeless World Cup, Temple Street Children's Hospital and the Mark Pollock Trust.



2.6.3 College Community Groups

Approximately 69 different college initiatives took place in our sports facilities throughout 2014.15 involving 39 different campus groups, schools and departments. This level of usage reflects the vital role that sport makes for the college community. With health promoting activities, student events, college clubs and societies and of course our Student Unions using the facilities, Sport is wholeheartedly supporting the health and well-being of the entire college community. Events included:

- Campus 5k Run
- Campus 3k Reindeer Run
- Trinity Operation Transformation Intramural Sport Programme
- Fresher's Week Bubble Football
- Falconry event
- University Club Croquet Event
- Student Parents Sports Activities

2.6.4 Work Experience Placements

Trinity Sport offers an invaluable opportunity for school students and members of other third level institutions to gain experience through our work placement programme. This programme attracts not only students from Dublin and Ireland but from Europe too. We have had students from Dublin, Meath, Kildare and Germany on placement with us throughout 2014.15. The students work alongside our gym instructors and lifeguards, duty managers and administration staff. We had 24 students from 20 different educational institutions. This represents 8 third level institutions and 12 secondary schools as detailed below:

- Loreto Secondary School, Bray Co. Wicklow
- Dunboyne College of Further Ed.
- Beneavin De la Salles Secondary School, Finglas East D11
- North Wall Community
- Colaiste Cois Life, Lucan, Co. Dublin
- Portmarnock Community Secondary School
- Maltings Training Ltd., Dun Laoghaire
- Inchicore College of Further Ed.
- Dunshaughlin Community School
- St. Dominic's College, Cabra, D7
- St. Pauls Secondary School, Greenhills, Templeogue, D12
- Rosalyn Park College
- Colaiste Eanna CBS, Ballyroan, D16
- St. Fintan's High School, Sutton, Dublin
- Manor House Secondary School, Raheny, D5
- St Declan's Secondary College, Cabra, D7
- DIT
- Colaiste Ida Finglas
- Aachen University
- Trinity Centre for Inclusion and Intellectual Disability

2.6.5 Volunteering

Volunteering is the cornerstone of sport in Ireland and Trinity Sport organises and facilitates volunteers across a broad range of activities. Based on this ethos, Trinity students and staff volunteered their time to facilitate talks and training sessions for 12 students from the Centre for Inclusion and Intellectual Disability (CIID) to assist in delivering their Sport Module throughout the year. There were 3 week blocks of coaching provided by clubs such as Squash, Badminton and Hockey and all of this was delivered by student club volunteers. This allows the CIID students to engage with our clubs and experience new sports as well as develop their interpersonal skills.

The Student Sport Volunteer Programme was launched in 2014.15 and saw over 40 students sign up and volunteer on programmes and events such as the Campus 5k, CIID programme, Intramural leagues and the College Open Day.

The Junior Sports Volunteer Programme in its third year saw a marked increase in interest. With over 120 applicants, there were 47 selected to participate in the training over a two week period and then volunteer on the Children's Camps run by Trinity Sport. Volunteers are trained in sports coaching and leadership, inclusion in sport, communication skills and sports governance. This training ensures that we have quality volunteers that deliver consistently on our high standards. In 2014.15, over 85% of paid camp staff had come through the Junior Sports Leadership Programme. One of the success stories of this programme sees a participant from last summer going to Sheffield United as a coaching apprentice. It is always the hope that the skills that participants learn through the training and volunteering will be used by them in their local clubs, schools, community groups and camps.



2.6.6 Service Liaisons

Trinity Sport continued to connect with other student services to continue and extend our collaborations and ensure that we deliver the best holistic student experience.

- Trinity Access Programme (TAP) – we continued to work with the TAP to facilitate activities for potential students. A number of children were also given the opportunity to attend Children's camps throughout the year.
- There was a rejuvenation of the Deans Role of Honour involving Sport in the restructuring process and the assessment of applications.
- The Heads of Service Forum continued throughout 2014.15 to develop and enhance the student experience.
- The Centre for Inclusion and Intellectual Disabilities continued to work with Sport on delivery of their Sports Module.
- The Disability Service maintained a respite room in the Sports Centre to facilitate students who need the service. Sports staff continued to work with students in need of assistance with rehabilitation or who had specialised training needs.
- Through the College Health Promotion Officer and the Health Service we continued to offer support to initiatives such as Operation Transformation, College Health and Sport Week and Smoking Cessation Programme.
- Through Global Relations, Sport continued with joint recruitment, advertising and scholarship promotions.
- Working with TAP schools, we continued our Community Basketball Coaching Programme.
- The Civic Engagement Officer organised a Volunteer Fair where Sport were represented.
- We worked with Student to Student (S2S) to assist with student orientation activities.
- Sport liaised with the Senior Tutors Office on student welfare and finance issues.
- We continued work with the Counselling Service to facilitate exercise referrals for students.

2.7 Sports Centre Usage

The total recorded visits for the year was 345,000, slightly less than the previous year (355,500). The recorded attendances/swipes going through Sports Centre Reception turnstiles does include an estimated 20,000 for non-member group bookings, not recorded as single entries. The predominant users were students, representing 69%, down 5% from last year. A total of 10,631 students activated their ID card for use of the Sports Centre which was an increase of 80 more students from last year (10,551). Usage peaked in October with January being the next busiest month and Wednesdays were the most popular day which changed from the previous year (Tuesdays). The breakdown of usage by category is detailed in the below table:

Type	2014.15	2013.14
Students	69%	74%
Graduates	8%	9%
Staff	7%	7%
Public	10%	9%
Others	6%	1%

2.7.1 Bookings and Transactions

The number of transactions recorded was 99,379, similar to last year which demonstrates again the huge volume of interactions with customer bookings taken by office and reception staff.

Of this, bookings for indoor facilities were 45,783 (46,420 last year) and outdoor facilities were 5,983 (4,545 last year). This represents a slight decline in usage of our indoor facilities and an increase in our outdoor facilities. The indoor facility hire decline may be attributed to the fact that more customers are booking onto classes and courses rather than booking hall space. The increase in outdoor facility hire can be linked to the rugby pitch reopening, as well as the hockey pitches now in full operation. Other transactions for fitness appointments, classes and courses are detailed below. The remaining transactions refer to hires and sales from the reception desk.

Analysis of specific facility areas is detailed in the following paragraphs:

2.7.2 Fitness Theatre

There were 212,000 visits in this area, a 6% decrease from last year. A total number of 860 fitness appointments were confirmed for members with the Personal Training programme achieving 928 bookings.

2.7.3 Swimming Pool

There were 43,000 recorded swipes through the Pool turnstiles, down 18% on last year. However, due to the pool access entry gate remaining open for considerable lengths of time (due to maintenance, cleaning & camps, adult/child lessons), members and guests were able to enter through the gate rather than swiping their card. Taking this into account, a more accurate estimation of pool usage visits would be 60,000. A total of 1,402 swim lessons and class bookings were taken for swimmers and 204 transactions/bookings were made for DU water sports clubs (Swim and Water Polo, Kayak and Sub Aqua).

2.7.4 Climbing Wall

The wall is a bookable area and users must obtain a Climbing Wall licence to partake in open climbing sessions. A total of 774 open climb bookings were made by members and non-members and another 754 bookings were made for climbing lessons – Learn to Climb, family climbing sessions, taster sessions, private bookings and licences. Bookings for the climbing wall have increased due to a change in staffing structure and the introduction of social selling tools such as Groupon. Due to demand, a social climbing club has been introduced every Friday from 6pm-8pm and has proven very popular with the customers. The Wall continues to be a common activity with the Summer Camp children and birthday parties.

2.7.5 External Events

The provision of high quality sports facilities is a key factor in attracting local business to use our facilities. We provide an ideal location with well-maintained facilities. There were a number of external group events which took place throughout the year. We recorded 176 different groups using our facilities throughout 2014.15. This can be broken down into 15 National/regional governing bodies, 115 local corporate groups, 15 sports clubs, 28 schools/colleges and 3 sports governance organisations. There were also a small number of photo calls and publicity events that took place throughout the sports venues. Trinity Sport staff were involved in the planning and preparations to varying extents for each event. Overall customer safety and enjoyment were paramount. Highlighted events included:

- Ernst & Young Climbing Event – 5th March 2015
- Senior Schools Water Polo Tournament – 11th March 2015
- Samsung Night Run* – 23rd April 2015 (Trinity Sports Centre used as the base for registration and bag drop/collection)
- Charity Zumba Masterclass – 13th June 2015
- Northern Trust Sports Day (College Park) – 3rd July 2015
- Rathdown Kempo Event, Ancillary Hall – 23rd July 2015
- Grant Thornton Sports Day (Sports centre and College Park) – 18th September 2015

**This events welcomed new people on to campus and contributed to our community engagement objective as well as making links with global corporates such as Samsung.*

2.8 Memberships

Total memberships amounted 12,740, slightly down from the previous year. 10,631 of these were students who utilised their ID cards to access the facilities. Membership fees generated €1,920,269, an increase of 1% from the previous year. Of the membership income, 72% was student income and 28% was external membership (staff graduates, public), consistent with last year. The top three income generating categories of membership were public, staff and graduate. However, graduate income was down 15% from 2013.14. Although the public category membership numbers were less than 2013.14, monetary performance was better overall (+9%). Midway through the year (April 1st 2015) saw the introduction of a direct debit monthly membership option. While the staff category had consistent membership numbers to last year, it finished 14% ahead on monetary income which was very positive. The better performance in staff and public categories helped overcome the shortfall in the graduate category. Total membership income was down 5% excluding income from the students levy. Including the student levy there was an increase of 4.5% from previous year. A higher volume of short term membership options were availed of due to demand – this, coupled with the new direct debit option, led to better conversion rates for new members. Campaigns and initiatives provided excellent results such as the corporate 7 day free trial, one day free trial banner on the sport website and many more. The guest fee category was down 37% on last year. The adult guest fee was increased from €8 to €10 and we have had a focus on converting guest users to members which has worked well and explains the decrease in this category. Membership categories and numbers are set out in the table below:

Type	2014.15	2013.14
Student*	10,631	10,551
Graduate	458	532
Staff	540	540
Public	692	663
Other	366	468
Spouse/partner	53	44
Total Membership	12,740	12,798
Guests **	1,922	3,035
Join Fees	262	167

* *Figure includes only students who activated their ID cards. All other students have automatic access to the sports facilities but must activate their card first.*

** *Guests pay as you go*

2.9 Finances

The finances in 2014.15 finished quite well given the continued constraints placed on budgets and spending within the department. A number of financial challenges were faced during 2014.15, in particular a cut to the Cista Communis pay funding from prior year levels. In addition, the pool in the Sports Centre was closed for a number of weeks during the year – this resulted in additional repairs and maintenance expenditure, the need to hire alternative pool facilities outside Trinity Sports Centre and a loss of income generated from swimming lessons and courses. Despite these challenges, 2014.15 finished with only a €9k deficit. This was a result of reducing spending in other areas and placing an increased focus on alternative income generation to cover the losses from the pool closure.



To support the increased financial demands of Trinity Sport, a strong boost was made to the business model during 2014.15 where a successful referendum was held to increase the student sports charge from €90 to €120 (effective from 2015.16). In addition, as part of a University tendering process, €1.5m in sponsorship was secured from the Bank of Ireland for Trinity Sport over the next 5 years (€300k per annum commencing in 2015.16).

The income and expenditure account for the financial year 2014.15 is available to internal sources on request.

Section 3: Appendices

Appendix 1

Strategic Imperatives and Key Initiatives for Trinity Sport in 2015.16

Strategy and Profile

- **Strategy for Sport** 'RAISING OUR GAME' updated in line with University Strategy and report from Sports Project Group
- Strategy Integrated Implementation
- Working with PR & Communications to promote new identity 'Trinity Sport' and integrated communications plan for sport
- Management of key strategic events: Regatta, Rugby Colours, Boat Colours, Sports Awards and Scholarship Awards
- Develop relationship with key sponsor – Bank of Ireland
- Work with the Commercial Director to secure future sports sponsorship
- Develop closer links with Alumni Office to secure future funding of sport, clubs and events

Business and Operational Model

- Robust financial plan, budget projections and ring fencing of student levy funds for sport developments
- Operations and customer services – increase feedback and customer focus
- Online booking (introduction)
- White Flag Award or Q Mark Award
- Event Planning – increased events and bookings income
- Further integration of financial systems (FIS and Gladstone) reports
- Enhanced communications for customers via social media and web publications

Scholarships and High Performance

- Sports Scholarships awarded, in association with BOI
- High Performance Focus Sports – support and resources
- Orthopaedics and Sports Medicine Clinic – extend pilot to other cohorts of students

Student Sport Development

- Extend and develop the Intramural programme
- Student Sport Volunteer programme
- Sports Clubs performances
- Student Sport User Forum Group
- Coach Education Programme
- Develop and extend Club Officer training

Sports Programmes

- Roll out Staff B-Well Programme, from pilot to full programme
- Healthy Ireland – TCD HS Faculty
- Extend PAHA European Project – Inactive older adults
- New classes and courses and family activities
- Greater links with clubs for fitness training needs

Facility Plans

- Swimming Pool repairs
- Fitness Theatre extension into reception area, reconfigure space at level 1 (dependant on outcome of Sports Centre Levy Referendum)
- Santry Sports Grounds, complete Phase 1B and operational plan in place and develop Phase 2 – funding and business case development. Artificial pitch, sand carpet pitches and Pavilion
- Rugby pitch repairs
- Complete Luce Hall decampment of sports to make way for the new Business School development (Squash, Rifle, Sub Aqua, Boxing, Canoe)
- Oisin House – inclusion of sports
- Boathouse – boat storage and extension
- Iveagh Grounds acquisition

Staffing and Organisational Plan

- Review of Organisation Structure – in line with Strategy for Sport, streamline and coordinated, integrated support for all roles in sport
- Resourcing 'Trinity Sport'
- Staff training and development – continual focused training and development opportunities for all sports staff
- Seek to provide promotional opportunities, subject to college approval

Appendix 2

Budget for 2015.16

(Internal document available on request)