



Secretary's Office Annual Report

2010-2011

January 2012

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Introduction

This is a high level annual report for the period for the academic year 2010/2011. It combines reports from the following areas reporting to the Secretary to the College¹:

- Secretariat and Governance
- Enquiries
- Communications*
- Web Design*
- Irish Language*
- Equality*
- Art Collections*

¹ Those areas which present detailed reports to their oversight committees are marked with an asterisk.

Section 1 Annual Report 31 August 2010 to 30 August 2011

Section 1.1 Highlights 2010/2011

(Strategic objectives where applicable are included in parentheses)

- The Secretary's Office continued to engage with the College community in respect of the Code of Governance and improving internal governance structures. (6.22, 6.23).
- The Office engaged with the College community to ensure compliance with College policies and provided in-house legal services.
- The election to the Provostship in April 2011 involved all areas of the Secretary's Office working with the Registrar and the Statutory Steering Committee.
- The highly successful Royal Visit was coordinated by the College Secretary with the support of the Secretary's and other offices in College.
- The Office facilitated a tender process which resulted in nine firms of Solicitors being appointed to a framework agreement to provide legal advice to all areas of the College.
- There was a 48% increase in visitors to the Communications Office website with 1,062,250 visits and an average of 88,500 visits per month; 86 press releases and a 55% increase in news items (231) were issued; 600 media queries were handled; some 46 College events were managed either in a lead or supporting role; coordinated public and media management of a number of major issues in which College was involved (1.1, 1.3, 2.13, 4.2, 4.3, 4.9, 5.1, 5.2, 5.4, 5.6, 6.27).
- A draft Communications Strategy was presented to Board in June 2011 following consideration by the Communications Advisory Group (April 2011) and the Executive Officer Group (June 2011) (6.25).
- 86 Websites were (re)designed and developed to support strategic objectives (1.3, 4.2, 4.3).
- The TCD iTunes U presence on the Apple Store was redesigned and the number of audio visual files more than doubled to 512 files. The corresponding TCD YouTube Edu channels increased to 151 files with 168,770 upload views and 24,475 channel views. (4.9, 6.28).
- The number of people linking to and following the TCD Facebook page increased by 325% and the followers of the central TCD Twitter account increased by 275% (6.25, 6.28).
- The consolidated College Equality Policy was launched in April 2011 with an increased focus on Equal Status provisions (2.7, 4.7, 6.2).
- The LEAD (Living Equality and Diversity) Elearning programme to introduce equality and diversity practice in a university setting was developed and piloted in collaboration with the IUA Equality Network and the support of the Equality Authority (€20,000). 66 TCD staff participated in the programme pilot (6.2).
- Equality communication programmes were extended including establishment of a Facebook page, an Equality newsletter and other media; coordinated two equality awareness weeks for staff and students.
- Dignity and respect awareness materials for students were developed and distributed (2.6, 4.7, 4.9, 2.15).
- Implementation began on Irish content for College websites, and the student residency schemes were expanded as committed in the College's Irish Language Scheme. (5.7).
- Conradh na Gaeilge was contracted to provide 18 hours of classes to about 200 staff and students, (some 105 staff and 95 students). Roinn na Gaeilge held Irish classes for international students, and voluntary conversation classes were held each week for both staff and students (4.5, 5.7, 6.2).
- Thirty four students participated in the on-campus and Trinity Hall Irish language residency schemes. A student mentor was appointed to lead the two residency schemes, along with a system of house captains. Scheme students organised and participated in Irish cultural events and media activities (1.3, 4.9, 5.7).
- A collaborative cultural event was held in the Dining Hall with the Equality Office "Glór na mBan/Women's Voices from the Gaelic Tradition", to mark Women's Day/Seachtain na Gaeilge

- An external translation contractor was engaged by way of a joint open competition to provide translation services to TCD, DIT and UCD.
- Two major exhibitions of the College Art Collections, including outreach and education programmes, were curated and staged at key national cultural institutions. The publication celebrating 50 years of modern art at Trinity was published; the first art collections website and a Smartphone Tour of Campus Art were launched. Plans progressed for collaboration with the first citywide international art exhibition – Dublin Contemporary 2011. (1.3, 2.7, 4.5, 4.9, 5.3, 5.6).
- The data and images related to the art collections database and archive increased by almost 100% in preparation for the new collections management system which is at planning stage. (3.4, 4.5, 4.9).
- The professional art store was handed over to College and is due for occupation by the end of 2011. (4.5).
- A major conservation project was carried out on the artwork in the Provost's House and an audit commenced on the heritage collections of fine and decorative arts within the House with relevant data included in a database for future use in research (3.4, 4.5).
- Over 35 picture donations were secured valuing a total of nearly €150,000 and new displays were arranged or changed, *inter alia*, in the Biomedical Sciences Institute, the Senior Common Room and the Webb Rooms at the Rubrics.

Section 1.2 Strategic Plan Actions (Note: Ongoing in table below indicates that action is embedded into the work programme for the relevant areas)

Chapter 1: Trinity's Strategy for the Future				
1.1	Build the Innovation Alliance	Support: Comms	Research stories and news items updated on the Innovation Alliance website	Ongoing
1.3	Promote Dublin as city of learning, culture and innovation	Support: Comms/Web/Irish Lang/Curator	<ul style="list-style-type: none"> • Trinity Week 2011 supported by comms and web activities • Activities promoted via media relations and internal comms channels • Two major exhibitions of the College Art Collections including outreach and educational programmes were curated and staged at key national cultural institutions. • Plans progressed for a significant curatorial and educational collaboration with the first citywide international art exhibition – Dublin Contemporary 2011. (1.3) • Discussions initiated regarding the staging the Annual Conference of Universeum (The European Association for Academic Cultural & Scientific Heritage) at Trinity in 2013. (1.3) 	Ongoing Ongoing Complete Ongoing Ongoing
Chapter 2: Education				
2.6	Improve retention on undergraduate programmes	Support: Equality/Curator	<ul style="list-style-type: none"> • Access and Equality Policy updated and approved by Equality Committee in November 2010 • Training and awareness programmes carried out in relation to supporting students from diverse and multi-cultural backgrounds • LEAD equality and diversity programme developed and piloted • LEAD mainstreamed to staff on interview panels, frontline and other relevant • Student dignity and respect awareness materials developed • Possibility of integrating the College Art Collections as a resource for formal and informal engagement with groups that are under-represented at College. This should be perceived as a complementary tool to existing outreach programmes run by these groups 	Complete Complete Complete 2012 Ongoing Ongoing
2.7	Implement College's Access Plan, 2009–13	Support: Equality/Curator	<ul style="list-style-type: none"> • Consolidated Equality Policy launched in April 2011 with increased focus on Equal Status provisions and accommodating diversity in services • Equality: See 2.6 above • Funding has been secured for a pilot work experience internship to link in with the NIID curriculum which includes an art course. The NIID 	Complete 2012-2013

			course director will be approached in 2012 to discuss feasibility. (2.7)	
2.8	Increase the proportion of international students	Support: Equality	<ul style="list-style-type: none"> Equality: See 2.7 above 	
2.14	Increase the number of international and non-EU graduate students	Support: Comms/Web/Equality	<ul style="list-style-type: none"> Search Engine optimisation project required for International Office Equality : See 2.6 above 	July 2012
Chapter 3: Knowledge Generation and Transfer				
3.4	Further promote research quality	Support: Curator	<ul style="list-style-type: none"> The first major publication contextualising and assessing the collections was published in order to raise awareness of, and increase research interest in, the Trinity College Modern Art Collections, The first art collections website and Smartphone Tour of Campus Art was also launched. (3.4) A module on Curatorial Theory and Practice was prepared and launched by the Head of History of Art & Architecture department with the Curator, also forming part of the new M.Phil. on Public History & Cultural Heritage – the Curator will provide a section of the lectures and seminars. (3.4) The data and images related to the art collections database and archive has been increased by almost 100% in preparation for the new collections management system which will open up access to the artworks for research and teaching. (3.4) 	Complete Ongoing Ongoing
Chapter 4: The Student Experience				
<i>Life experience</i>				
4.2	Encourage civic engagement among students	Support: Comms/Equality	<ul style="list-style-type: none"> Activities feature on web, social media and internal communications Equality Fund projects encouraging civic engagement: Removing Pain, The Ghost in the Library, Santa's Grotto, SUAS/JRC Refugee football programme, Scholars at Risk seminar series etc. 	Ongoing Ongoing
4.3	Promote a healthy lifestyle among students	Support: Comms/Web	<ul style="list-style-type: none"> Website and comms plan implemented for 2011; similar planned for 2012 	Feb 2012
<i>Educational interactions</i>				
4.5	Maximize opportunities for learning outside the classroom	Support: Irish Lang/Curator	<ul style="list-style-type: none"> Irish Language courses in place annually The new professional art store will be ready for occupation and use as a teaching facility for small seminar groups in 2012. (4.5) A multidisciplinary group of 20 student volunteers was recruited to help administer the College Gallery Art Hire scheme. (4.5) 	Ongoing 2012 Ongoing

			<ul style="list-style-type: none"> Funding was secured to enable 3 more paid internships to assist with the 50th anniversary exhibitions and publication during 2010/2011. (4.5) Volunteer student assistants were recruited to participate in the 'Dublin Contemporary @ Trinity' art festival due to take place during October 2011. (4.5) The annual College Gallery volunteer scheme enables students from across disciplines and years, including international students, to get to know more about the university and their peers in an informal capacity while simultaneously providing them with life and work skills. It is hoped that students from the NIID course will be involved next year. (4.5) 	<p>Complete</p> <p>October 2011</p> <p>Ongoing</p>
Support interactions				
4.9	Ease the transition of new students into full membership of the College community	Support: Comms/Web/Equality/ Irish Lang/Curator	<ul style="list-style-type: none"> Social networking being promoted as tool for communication with new students Mentoring, orientation sessions and other support systems in place for students on Irish Language Residency Schemes S2S Peer mentor training on Dignity & Respect awareness will be carried out annually Student dignity and respect materials developed to be distributed to all PG students at registration See 4.5 above re: Art Collections 	<p>Ongoing</p> <p>July 2012</p> <p>Ongoing</p> <p>Complete</p>
Chapter 5: Engagement with Society				
5.1	Increase leadership in public debate	Support: Comms/Curator	<ul style="list-style-type: none"> TCD continues to enjoy a high profile in the media with support being given to academic staff engaged in media activities The events celebrating the 50th anniversary of the Modern Art Collections received positive coverage in the media and in specialised visual art publications, including a review of the commemorative publication by the Keeper of Cambridge University's Kettle's Yard gallery. (5.1) 	<p>Ongoing</p> <p>Complete</p>
5.3	Develop the involvement of our alumni	Support: Curator	<ul style="list-style-type: none"> A commemorative book entitled 'George Dawson: An Unbiased Eye. Modern and Contemporary Art at Trinity College Dublin since 1959', edited by the College Curator, was published in November 2010, with special input from alumni in chapter 4. Alumni memories of involvement with the Visual Arts at Trinity have been submitted to the Curator and a more formal way to encourage and archive this information is being explored 	<p>Ongoing</p>

5.4	Develop and integrate the College's international activities in health, development, human rights and cultural diversity	Support: Comms	<ul style="list-style-type: none"> Press releases and news items support activities 	Ongoing
5.6	Catalyse new cultural and scientific initiatives in the city	Support: Comms/Curator	<ul style="list-style-type: none"> Dublin Contemporary art festival 2011: a significant curatorial and educational collaboration with the first citywide international contemporary art exhibition has been planned for the month of October led for the College by the Curator and the Department of the History of Art, with assistance from the student Visual Arts Society and supported by the Provost's Office CATC initiative Preparations are underway to commission a sculpture to commemorate Ireland's only Nobel Prize winning Scientist and to launch this as part of Dublin's terms as European City of Science in 2012 Initial discussions have been held with Universeum (The European Association for Academic Cultural & Scientific Heritage) to stage their annual international conference at Trinity in late 2013. (5.6) 	October 2011 Ongoing Ongoing
5.7	Raise Trinity's profile as a centre for academic and cultural activity in the Irish language	Lead: Irish Language Officer	<ul style="list-style-type: none"> Weekly social space provided "An Ghaeilge @ An Bhutrach" an informal forum for chat in Irish, in the Buttery, for students, staff and the wider Irish language community in the city and nationally. Trinity's first Irish Language Scheme 2010/2012, with commitments to enhanced bilingual services, continues to be implemented in stages over the three years Student residency schemes links fostered with Oireachtas na Gaeilge festival - students attended in November 2010 in Killarney. Historical tour of campus open to all held during Éigse na Tríonóide festival 2011 A successful large-scale open session for beginners, attended by over 50 people, mainly non-Irish, was held during Éigse festival in 2011 Voluntary Irish Classes for staff and students held in 2010/2011 and to be held again in 2011/2012 Irish Language Reception for College Irish language community each year 	Ongoing 2012 Ongoing Complete Complete Ongoing Ongoing
Chapter 6: Enabling the Strategy				

	People			
6.2	Ensure that staff members participate in development programmes supported by the College, and maximize their potential to achieve excellence	Support: Equality/Irish Lang	<ul style="list-style-type: none"> • Provision of voluntary Irish language courses for all interested staff and intensive training courses for staff providing bilingual services • INTEGER project on effecting gender equality in research due to start in 2011 (supporting this work) • Staff Development including equality policies on courses • Equality Policy training commitments • LEAD equality and diversity programme developed and piloted • LEAD mainstreamed to staff on interview panels, frontline and other relevant staff • Gender Analysis of the Merit Bar report submitted to HR, JAP committees and Board • Supporting Disability Service/Human resources in collating data and complying with Disability Act 	End Dec 2012 2014 Ongoing Ongoing Complete 2012 Complete Ongoing
6.4	Provide support resources	Support: Equality	<ul style="list-style-type: none"> • Provide resources to promote equality policy and advise on legislative requirements 	Ongoing
	Information and the Library			
6.12	Establish a virtual learning environment (VLE) and a virtual research environment (VRE)	Support: Web	<ul style="list-style-type: none"> • Will provide integration into website if required 	Dependent on Lead actions
6.13	Transform the campus experience with mobile web	Lead: Web	<ul style="list-style-type: none"> • Launched mobile optimized version of TCD Homepage • Evaluating areas of TCD website feasible for mobile delivery • Research and training for mobile design and development • Designed interface for campusM mobile app 	Complete March 2013
	Governance			
6.22	Comply fully with the Code of Governance for Irish Universities	Lead: College Secretary, Provost	<ul style="list-style-type: none"> • The following out-standing elements of the Code of Governance have been completed since the launch of the Strategic Plan: <ul style="list-style-type: none"> - Procedure for advising Board on the status of its internal control systems - A handbook for new Board members which is now on-line and will be up-dated on an on-going basis as information becomes available - A process for regular evaluations of the Board's activities: a second such evaluation is planned for Hilary Term 2012 - Approval of the list of reserved business for Board. A proposed Schedule to the Statutes on the previously agreed reserved business for the Board has been prepared for approval by Board during 2011/12 <p>The College is now fully compliant with the Code of Governance apart from the preparation of the Quality Charter which it is hoped will be completed during the</p>	Complete

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		Lead: Vice-Provost/Chief Academic Officer	<p>academic year 2012. The first draft of the Quality Charter has been prepared and is now the subject of discussion in relevant fora in College and will be completed as part of the College's Complaints procedure under the auspices of the Vice-Provost/Chief Academic Officer</p> <p>A revised university sectoral Code to take account of the 2009 revised 'Code of Practice for the Governance of State Bodies' is currently being prepared under the auspices of the IUA and in conjunction with the HEA. It is expected that this Code which will build on the College's existing Code will be brought to Board for approval during 2011/12</p>	<p>June 2012</p> <p>June 2012</p>
6.23	Continuously improve internal governance structures	Lead: College Secretary, Provost	<ul style="list-style-type: none"> The review of Committees was completed in 2009/2010 and the recommendations for change introduced in September 2010 Due to pressure of other business during 2010/11 the formal delegation of functions arising from the approval of the reserved business for Board and the new Committee structures did not progress as planned during 2010/11. It is planned to complete this work during 2011/12 A review of Faculty and School governance arrangements will take place in 2011/2012 	<p>Complete</p> <p>End academic year 2012</p>
6.24	Facilitate agreements with external bodies	Lead: College Secretary	<ul style="list-style-type: none"> An agreed sectoral approach was adopted whereby external bodies of which universities are joint members were requested to develop a detailed risk analysis with appropriate mitigation actions to be updated on a quarterly basis and to issue six-monthly reports to the member institutions based on its risk analysis. It is planned to seek six-monthly reports from the College's nominees to these Boards A recent initiative has been launched at sectoral level to develop Governance Handbooks with external bodies. This may bring a more structured approach to the relationship between the College and its related entities 	<p>Dec 2011</p> <p>2012</p>
Communications				
6.25	Develop and implement a communications strategy	Lead: College Secretary, Communications Officer	<ul style="list-style-type: none"> A draft Communications Strategy was presented to Board in June 2011 following consideration by the Communications Advisory Group (April 2011) and the Executive Officer Group (June 2011). A final version will be presented to Board for approval in December 2011 taking into account the issues raised at Board and the new Provost Calendar of events routinely done by each team. 	<p>July 2012</p>
6.26	Undertake a focused branding exercise	Lead: College Secretary, Communications Officer	<ul style="list-style-type: none"> Ongoing work with TCD visual brand being developed to align print, web design and social media platforms Schools contacted in Michaelmas term 2011 to review and support the implementation of branding principles 	<p>July 2012</p> <p>Ongoing</p>

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6.27	Improve media relations, thereby delivering strategic benefits to the College	Lead: College Secretary, Communications Officer	<ul style="list-style-type: none"> • Media training courses for academics organised by the Communications Office and Staff Office in Michaelmas Term 2010 for Faculty of AHSS, Michaelmas Term 2011 for Faculty of EMS (it was postponed from Trinity Term 2011) and Faculty of Health Sciences in 2011/12 date tbc • International research press releases issued when there is merit to syndication services • Existing Media Directory amalgamated into RSS and in operation since Trinity Term 2011 • Media relations strategy devised surrounding the inauguration of the new Provost. High profile media coverage secured surrounding strategic events in 2011 (eg Queen's visit, Provost's elections, opening of Trinity Biomedical Sciences Institute etc.) • Positive presence maintained in the media (2,565 articles in national press in 2010) through media relations management to promote College and minimise threats 	<p>End of 2012</p> <p>Ongoing</p> <p>2011</p> <p>2011</p> <p>Ongoing</p>
6.28	Develop an online communications plan that is aligned with the College's information strategy and communications strategy	Lead: VP/CAO (Sponsor) College Secretary, Communications Officer Senior Web Designer	<ul style="list-style-type: none"> • Three year programme and governance arrangements in place for the Digital Communications Strategy Group • Considerable progress has been made with the following projects: iTunesU content, podcasting and iTunesU infrastructure, and CampusM • Plans are currently being drawn up to advance the following projects: social networking (teaching & learning), social networking (general) and a Web Content Management System (WCMS) 	July 2012

Section 2

2.1 Trends of main operational and service activities

2.2 Comparison with previous years

The secretariat functions remain relatively stable from year to year with about fifty Board, Council, Executive Officer and Committee meetings serviced by the Office. Provisions of internal legal advice is steadily increasing.

The volume of the material included in the Calendar is increasing as a result of greater research activity and greater complexity in staffing arrangements.

The number of FOI and Data Protection requests has continued to decrease but their complexity is tending to increase. Over 50% of FOI requests were from journalists during the period.

The Communications Office is working to full capacity so the level of activity reflects the capacity of the staff. There is scope to increase the level of activity but not without an increase in resources, especially in relation to exploiting further media opportunities. The number of press releases and events remains relatively stable. The number of news stories on the Communications website increased by 55% to 231 and 68 announcements appeared on the Trinity global home page showing an increase of 66% in this activity promoting strategic College events/initiatives. There were 356 filming requests representing a 50% increase.

There has been a marked increase in the use of social media and networking channels e.g. Facebook and Twitter within the College community and the Communications Office and the Web Design Office have worked together to provide content and integrate these technologies into Trinity websites. The central College Twitter account *@tcddublin* grew from some 2,000 followers in 2009/10 to over 7,500 followers in 2010/11 – an increase of 275%. The fan base of the TCD Facebook page grew from just under 400 to 1,700, an increase of over 325% of people liking and following the TCD Facebook page.

The volume of requests for video production and Social Media integration continues to increase as many areas use these tools and technologies for promotional activities and student recruitment. The TCD iTunes U presence on the Apple Store was redesigned and the number of audio visual files has more than doubled in size from approx 200 to 512 files. The corresponding TCD YouTube Edu channels now contain 151 files with 168,770 upload views and 24,475 channel views. (4.9, 6.28).

The demand for new School and administration/support websites along with cross institutional websites continues to increase. Requests for mobile optimised websites, enhanced functionality and greater interactivity on websites is also requested by many TCD areas. The number of visitors to the College website increases each year i.e. (3,827,401 in 2010/11 compared to 3,559,303 in 2009/10) as are the number of visits (9,258,459 compared to 7,782,789 in 2009/10) and the number of pages served out (71,144,411 compared to 56,367,562 in 2009/10).

The Equality Office has strengthened its participation in sectoral initiatives focussing on the development of e-learning equality and diversity resources. The Consolidated College Equality Policy was launched in 2011 providing an opportunity for renewed energy in mainstreaming equality across College. The scope of Equality Fund projects continues to grow, with a greater focus on access and participation activities in 2010/2011. There has been an increased focus on communications, including Facebook to promote equality issues.

The level of activity in the Irish Language Office has been on a steady trajectory upwards since the Officer was recruited in 2007. Trinity is now considered to be on a par with other institutions in relation to the embedding and overall promotion of Irish language activities in the life of the College. There is an increased involvement of students in organising Irish language events and in the residency schemes. There has been a greater formalisation of Irish language activity in the College through the adoption of the College's first Irish Language Scheme. Trinity's profile in the external Irish

language community and media has risen considerably and external relationships are carefully fostered.

The awareness of and interest in the College Art Collections within the College community, the general public and the visual arts domain has increased significantly since the staging of the major 50th anniversary exhibitions and their related events. A facebook page has been established and currently has 600 fans. A Twitter account has also been created, with nearly 200 followers. An increased number of museum and gallery professionals have requested loans and proposed collaborative projects. Approximately 150 copies have been sold of the commemorative publication *George Dawson: An Unbiased Eye. Modern and Contemporary Art at Trinity College Dublin since 1959* (ed. Catherine Giltrap). The publication has been reviewed in 'The Irish Arts Review', with a global readership of 5,000 plus, by the Keeper of Cambridge University's innovative Kettle's Yard gallery. An increase in research and image requests has been complemented by an increased demand for artworks to be integrated into key working and reception environments on campus. Significant picture donations were facilitated and displays arranged or changed, *inter alia*, in the Biomedical Sciences Institute, the Senior Common Room, and the Webb Rooms at the Rubrics. More students from across disciplines and beyond the College volunteered for the College Gallery team and participated in events.

2.3 Key statistics and performance indicators

- Serviced over 50 meetings of Board, Council, Executive Officers and College committees
- Provided/procured legal advice on over 200 matters and acted as secretary to one student disciplinary case
- Five appeals were heard by the Visitors, one case was resolved before hearing
- Organised a Board by-election to replace a member of the Technical, Administrative and Support Staff.
- Delivered College Calendar on time and within budget
- Handled 4,779 room bookings for the College's pool of rooms
- Dealt with 32 College tenders (27 electronic and 5 in paper format)
- Responded to 27 FOI requests none of which were appealed to the Information Commissioner and dealt with all media queries arising from FOI requests
- Eight new trademarks were registered over a wide range of classes in Ireland, the European Union, the United States and various jurisdictions across Asia
- Secured a 47.5% increase in visitors to the Communications Office website with an average of 88,500 visits per month
- Developed 68 announcements to feature on the Trinity GHP and LHP (41 in 2009/10)
- Provided key College-related information to the public through 86 press releases and 231 news items. Commissioned and coordinated a special supplement in a national newspaper to mark the historic opening of the Trinity Biomedical Sciences Institute
- Provided media advice to College Officers and academics in relation to media issues and organised media briefings with journalists around some key strategic initiatives and events
- Handled some 600 media enquiries from national, international and College student media
- Managed some 46 College events (either in a lead or supporting role)
- Processed 356 filming requests (237 in 2009/10)
- Developed 84 course advertisements (109 in 2009/10)
- 86 Websites were (re)designed and developed
- Web support and advice was provided for approximately 255 technical web design queries
- 90 videos were optimized and published to the TCD YouTube EDU channels and iTunes U channels
- The fan base on the TCD Facebook page grew from just under 400 to 1,700, an increase of over 325% of people linking to and following the TCD Facebook page
- The College Twitter account @tcddublin grew from c. 2,000 followers to over 7,500 followers – an increase of 275%
- Supported 13 Equality Fund projects (funding management, administration and support)
- Participated in S2S Peer mentor induction providing dignity and respect awareness (150 participants)

- Coordinated two awareness weeks, International Women's Week and Positive Ageing Week and an event to mark the International Day for the Elimination of Violence Against Women
- Implemented communication programmes for Equality awareness weeks and launched five policy communications; set-up Equality Facebook page
- Dignity and respect awareness materials for students developed; 8,000 copies distributed to postgraduate students at registration
- 34 students participated in student Irish language residency schemes
- 95 students were registered for weekly Irish language classes, exclusive of numbers attending drop-in conversation class
- Some 105 members of staff were registered for weekly Irish language classes, exclusive of numbers attending drop-in conversation class
- Grant funding of €2,860 secured from Irish-Scottish cultural agency Colmcille to send 17 students to Glasgow to participate in Irish language-Scottish Gaelic cultural events and language classes
- Facebook account set up for TCD Oifig na Gaeilge has attracted 687 friends/followers; radio programme on residency schemes on Raidió na Gaeltachta; publicity in Foinse, Raidió na Life, Gaelscéal and Trinity Today
- 100% increase in data prepared and inputted into the database and archives in preparation for the art collections management system
- Over 120 artworks hired out to students and staff for display within residences and offices throughout campus through the College Gallery scheme
- 50 artworks from the modern collection placed on public display in national cultural institutions
- Over 200 artwork locations reallocated upon consultation with staff in key areas
- 20 student volunteers recruited and managed to administer the hire scheme and 3 extended grant-funded internships completed
- The internationally significant campus sculpture conserved – Alexander Calder, 'Cactus Provisoire', Fellows' Square (donated by a TCD alumnus)
- Over 35 donations and loans secured and processed, valuing nearly €150,000
- 600 followers on the new Art Collections facebook account; 200 on twitter

Section 3 Financial position - 2010/2011

	Funds available 30 Sept 2011	Baseline allocation 2010/11	Notes	(Savings)/additions agreed for 2011/12	
Secretariat/Enquiries (811)	98,386	101,604		(70,000) of which 30,000 is embedded	
Commencements, Publications (818)	3,700	226,000	Allocation made on the basis of estimate for the year		
Communications (829)	52,866	107,860			To implement non-pay savings, the services of Setanta Communications were reduced by half time (and money) in 2010. This places additional burden on the Office in an increasingly demanding environment. In addition, photography costs were reduced this academic year through negotiating a better deal with photographers and devolving the costs to the Schools / areas which required the photographs.
Internal Audit (828)	172,403	47,289	One staff contract pay costs for 3 years		

Web Office (810F08)	170,461	75,000	Extensive programme of up-grades to functionality of College website	(60,000) – once-off	The pay costs for this area had previously been funded from a self-financing allocation which had been prudently managed to cover all related staff costs. All staff costs have now been subsumed into the cista communis. Non-pay costs are committed to the operational costs of the website including training, hardware and software and the payment of occasional staff.
Irish Language (811F08)	64,733	Funds to date provided by HEA and an initial College allocation of €100k (2004)	Pay and non-pay costs, inc. HEA ring-fenced allocation	+80,000 – annual allocation	Funding for this activity is a combination of a cista communis grant of €100k when the Act was introduced and annual funding of the salary of the Irish Language Officer from the HEA. These funds were substantially reduced by the end of 2011, thus requiring the annual allocation from the cista communis as provided in the 2011 annual budgetary cycle.
Equality (811F05)	54,634	76,000	Pay and non-pay costs and Equality Fund	(20,000) – once-off	This balance reflects the fact that all funds allocated under the Equality Fund in previous years was not spent, although it is a committed amount. Agreed savings with Planning Group: once-off reduction of €5,000 for 2010/11. Once-off reduction of €20,000 in non-pay budget in 2011.
Solicitor/Compliance (811F03)	24,987	12,700		(15,000) – once off	The non-pay elements of this activity have reduced significantly since the early years of FOI.

Art Collections (811F09)	55,598	75,000	Pay and non-pay costs	+30,000 – annual allocation	Funding is a combination of cista communis and externally generated funds. A total non-pay annual allocation of €45k was agreed as part of the annual budgetary cycle in 2011.

In addition to the funding of these functional areas, the Secretary's Office is responsible for the budgets of the following activities:

	Funds available 30 September 2011	
Chapel funds	17,815	Self-financing
Governance training	60,033	This was an allocation from the HEA at the time the Code of Governance was published. It is expected that it will be spent on the completion of the revision of the Statutes and the on-going costs associated with the education of Board members.
Disciplinary matters	12,904	College funds replenish as required – often no draw-down for a number of years

Section 4 Plans for 2011/2012

4.1 Operational Service Objectives

During 2011/2012 the Secretary's Office will continue to provide the secretariat for meetings of Board, Council, Executive Officers and the Board and Council sub-committee on Higher Degrees. Legal advice will be provided or secured as required for the College community and the office will manage the College's trademark and domain portfolios. It is intended to put procedures in place to implement a policy on the management of legal cases and legal costs following the successful completion of a tender for the provision of legal services during 2010/2011 with a consequent improvement in cost management of legal services. The appointment of a Pro-Chancellor will be administered and the process for awarding honorary degrees will also be managed by the office. A project to digitise Board and Council documents from the late 1970s will be undertaken, subject to the availability of resources.

The Communications Office will continue to develop and manage the College's communications strategy to promote the College and its work to key audiences. It will collect appropriate information within College and evaluate its news value; act as a central point for all College communications with the media; coordinate internal and external communications; and provide a support and advisory service for staff.

The office will devise the College's Calendar of Strategic Communications Events and will edit the TCD Annual Report. It will be responsible for the event management of major College functions and manage filming, broadcasting and photocall requests on campus. It will provide a media monitoring service and place course advertisements on behalf of academic areas. The Communications Strategy will be implemented in 2011/2012. The College's branding exercise will be further embedded into the College's activities.

The Web Design Office will continue to provide website design, information architecture and front end development services to all College areas including academic, admin and support areas. The office will also continue to provide creative and technical support, advice and assistance to all College web authors and the College Community, along with the maintenance and design of top level College webpages, Maps, Trinity YouTube educational channel, iTunesU and other key websites.

In line with the exponential growth of the mobile web, the Web Design team will continue to research and develop tools and technologies in order to deliver various sections of the Trinity website in mobile optimised format on a wide variety of devices including, mobile phones, palm-held devices and other small screen mobile screens capable of browsing the web. As this is a new area and quite labour intensive, funding and resources are key to the success of this project.

In addition to the actions to support the implementation of the Strategic Plan, the Equality Officer will continue work on legal compliance / developing good practice in promoting equality and inclusion. In particular this will include supporting the implementation of the College Equality Policy. The LEAD e-learning programme will be rolled out to staff on interview panels and other relevant staff seeking to further embed equality in the workplace. Dissemination and advisory activities will continue including the development and maintenance of the Equality Office website and facebook pages and awareness campaigns on International Women's Day, Positive Ageing Week etc. The Equality Officer will continue to support the work of the Equality Fund. Work will continue with the IUA Equality Group through which funding opportunities will be sought and sectoral best practice developed.

In addition to the actions to support the implementation of the Strategic Plan, the Irish Language Officer will continue to advise College in relation to its legal obligations under the Official Languages Act, its commitments made in the TCD Irish Language Scheme 2010/2012, to administer the Irish language student residency schemes, to promote the Irish language in the life of college generally, and to foster links with the external Irish language community.

An awards scheme "Gradaim na Gaeilge" will be organised to recognise staff and student initiative in the promotion of the language.

An Irish language policy will be submitted for Board approval, setting out the place of the language in College life in an overarching sense.

Links between TCD's Irish language community and Scottish Gaelic will be fostered in a thematic sense with a student trip to Glasgow in late 2011, and a transition year initiative with Irish language schools in the Dublin area in early 2012, providing an international focus for Irish language interest.

The transfer of the collections to the professional art store will take place in 2012 after which collections policies and procedures, including a disaster plan, will be finalised. The collections database will be transferred to a museum standard management system with a view to making this available online for research and teaching. The extensive programme to conserve and protect the art collections will continue and a similar programme will commence in relation to the silver and furniture collections. Archival files will also continue to be developed. Dissertation topics based on the art collections will be proposed to relevant disciplines and researchers.

The College will participate in the Dublin Contemporary art festival to be held in October 2011 with a significant curatorial and educational collaboration led for the College by the Curator and the Department of the History of Art, with assistance from the student Visual Arts Society. The major commission of a sculpture to commemorate Ernest T.S. Walton will be completed and installed for Dublin City of Science 2012. A grant-funded system of undergraduate and postgraduate internships will be set in which it is hoped to involve the students of NIID, in particular.

The Curator will continue to participate in national collections debates, and international discussions and committees on policy with both ICOM/UMAC and Universeum. Initial talks on staging the annual Universeum Conference at Trinity in 2013 have begun.

4.2 Future Strategic Plan actions – see section 1.2

Section 5

Risk Register - Date: January 2012

Risk rating is show as (Likelihood + Impact)

MANAGEMENT OF RISK					ON-GOING MONITORING	
Risk owner	Current tools in use to mitigate risk	Further actions required if any	Date for actions and report back		Follow up report on implementation of actions	Overall conclusion (management of risk currently effective?)
High (4+4)	Insufficient resources (staff and financial) to ensure the achievement of individual areas' strategic objectives					
Secretary	<p>Careful monitoring of budgets and prioritising of tasks for each unit</p> <p>Reallocation of tasks among existing members of the Secretary's Office staff when required</p> <p>There is little scope to transfer between specialised functions so any long-term absence of such a staff member will of necessity cause a slow-down in the work programme</p> <p>There is undue reliance on the Secretary due to the absence of an Assistant/Deputy role within the office</p>	Should planned staffing/financial levels drop in any area for whatever reason, key strategic tasks will be identified to take precedence over other duties	Nov 2011	To COO	<p>Contracts of staff in one-person areas have been extended bringing some stability to the areas</p> <p>There is very little slack in the system particularly in areas where there is only one person fulfilling the functions. If there is illness or unforeseen absence it is unlikely that the work can be covered</p>	Within the scale of the resources available the area is tightly and effectively managed
Medium (3+4)	College's competitive position and reputation will be damaged due to insufficient internal resources (staff and financial) being available to support and implement the Strategic Plan's Communications Strategy, including the adoption of the College's branding strategy					
Provost/Secretary	Ensure that Communications Office has sufficient support to fulfil its role in this regard	COO and VP/CAO to engage with key players in the implantation of the Communications Strategy	Dec 2011	To Communications Advisory Group	Support is given by the Executive Officer in the Secretary's Office which is the only additional resource the Secretary's	The area is very well managed and its achievements are well beyond its resource level. It is significantly under-resourced

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					Office can offer Additional funding is required to capitalise on international media opportunities A comprehensive Communications Strategy was approved by the Board in December 2011. It will bring greater coherence to the College's communications function as well as much needed additional resources	
Medium (3+4)	College's ability to capitalise on opportunities offered by new web technologies will be hindered by a lack of commitment by relevant areas in College with a consequent negative impact on the College's competitive position re student recruitment and retention					
COO Secretary Director of IS Services	Introduction of the Digital Communications Strategy Ensuring that estategy will address the current inability to use existing databases (staff, courses, RSS etc.) on the College website	Continue rolling out the digital communications strategy to the elements of the College community Introduction of quality control mechanisms on databases to remove duplication and errors It is unclear whether all the elements of the estategy programme will achieve an automated, coherent approach to the presentation of data for use on the College Website	Dec 2011	Digital Communciations Steering Group	Digital Communications Strategy is developing social networking communications channels for the College which are having a very significant impact on the College's website Greater clarity is needed on how GeneSIS will draw on resources of other areas	This action hinges on a coordinated approach to developing staff, course and research databases that are free of duplication and error
Low (2+3)	Lack of engagement by Board, College staff and third parties in complying with the College's governance requirements					
Secretary	Clear information and deadlines provided to Board and Officers on an on-going basis	Engagement with other institutions in addressing common areas of concern Board members need to be made aware of governance	July 2011	To Provost and COO	The systems to give operational effect to the Code of Governance are becoming embedded and much progress continued in 2010/11 in this regard	Some work still needs to be done but it is on track

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		responsibilities on an on-going basis			A second evaluation of the Board's operations will take place in Hilary Term 2012	
Medium (3+3)	College will fail to comply with legal compliance requirements, particularly in relation to information Equality and Irish Language , due to staff shortages across the College					
EO	<p>Equality communications and awareness activities. Development and pilot of the LEAD programme. Equality policy launched in April 2011. Equality Committee reports to Board</p> <p>Commitments in both the Act (stationery, signage and other requirements) and localised commitments in Irish language Scheme (now in final year to December 2012) - Implementation Committee for legislative compliance and Coiste na Gaeilge form reporting to Board</p>	<p>Increase awareness among the College community on key pieces of legislation</p> <p>Launch and roll out of the LEAD equality and diversity programme to relevant staff – senior management need to encourage staff participation 2Pilot and launch Equality Policy implementation tool</p> <p>Convene Official Languages Act Implementation group for three meetings this year, to ensure problems in meeting commitments are identified at an early stage. Ensure Executive Officers briefed for March 2012 meeting. Ensure local areas factor commitments, including staff training, into their plans for the coming year</p>	Ongoing	To COO	<p>LEAD programme piloted and due to launch March 2012. Submission made to HR Committee 2 Currently piloting equality tool with Sport and S2S</p> <p>Implementation committee to report to Coiste na Gaeilge, and through that, to Board, at mid and end year</p>	<p>Both the Equality Office and the Irish Language Office are implementing appropriate measures to raise awareness and ensure compliance, however significant support from senior management required in order to ensure staff engagement at a time of reduced resources - particularly in respect of staff training and this remains a high risk</p> <p>There is insufficient awareness that Irish language legal compliance relates to customer service provision as much as to language promotional activities. Presentations to senior management are required every two years.</p> <p>Ensure that sufficient resources are provided from Secretary's Office to support legal compliance</p>
Low (2+3)	Lack of staff resources will hinder the delivery of the required secretariat to Board, Council and EO					
Secretary	Ensure that there is cover in		Ongoing	To COO	The three members of the	Yes

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	the Secretary's Office so that all required information does not reside in one person				Secretary's Office team are trained in all aspects of the secretariat for Board and Council and EO	
Low (4+3)	Volume of internal disciplinary cases and cases referred to the Visitors exceeds the internal capacity to handle them					
Secretary	Monitoring of potential cases and engagement with Staff Office and Junior Dean at an early stage Working with Visitors on scheduling of cases.	Other planned tasks will have to be deferred	Ongoing	To COO	There has been a decline in the number of cases last year due to the use of the Disciplinary Committee, the approach of the Junior Dean and HR supported as required by the Secretary	Yes