

# Transforming Services, Delivering Change

Corporate Services Division  
Annual Report  
2018—2019



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin



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# Welcome to Corporate Services

Trinity is unique in that it not only maintains excellent student and staff numbers (currently 18,407 registered students, and 3,502 staff), alongside a flagship research profile and significant commercial income, but it is also a hugely popular international attraction, welcoming two million visitors a year. The Corporate Services Division is essential to such all-round success. Our work can be found underpinning teaching and research excellence, driving the student experience, supporting commercial relationships and engagement with our 120,000 alumni, and ensuring a unique experience for visitors.

*Building for the Future*, our 2017-2018 Annual Report reported on a year's worth of achievements and activities. In 2018-2019, we consolidated many of these successes – both large and small – and established new future goals and priorities.

*Transforming Services, Delivering Change* is the final Annual Report to cover the term of the CSD Strategic Plan 2014-2019. In preparing that Strategic Plan, we were acutely aware of the fragmented nature of service provision at the time, and the need for measurable growth and future-focused change. *Transforming Services, Delivering Change* showcases the successful delivery of the final year of that Strategic Plan, and sets out our extensive successes. From establishing substantial campus development to revenue-generating commercial partnerships, and from launching Ireland's biggest single WiFi network to formulating an award-winning diversity and inclusion strategy, it is clear that CSD has become a cohesive, highly professional and service-focused unit across all functions and areas.

The University has a reputation for attracting the finest academic talent, and for committing to brave, forward-thinking commercial partnerships, such as the new Trinity Technology Enterprise Campus. I am Chair of the Steering Committee of this exciting €1 billion project in the Grand Canal Innovation District. With robust corporate governance and the Provost's strong leadership, the University is best placed to embrace an international and innovative future. We are proud of our successes in 2018-2019 and, as we prepare to undertake a new and ambitious Strategic Plan 2020-2025, all of us in CSD are determined to continue the delivery of premium quality, professional services.

Our work is integral to the smooth and efficient operation of the University, and we are grateful for the support of all the academic and administrative staff. I would like to pay tribute to the hard work, ingenuity, and dedication to best practice demonstrated by all the Corporate Services staff and my Senior Management Team – many of whom are new, and bring with them fresh approaches from other sectors. Together, we continue to transform services and deliver real change.

**Geraldine Ruane**  
Chief Operating Officer

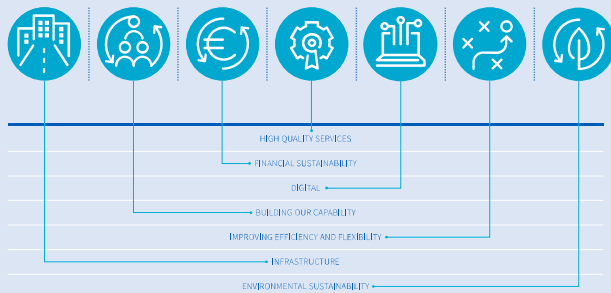
→ The Corporate Services Division is essential to the University's success ... we are determined to continue the delivery of premium quality, professional services to students, staff and visitors.



## Corporate Services Division

Corporate Services Division has twelve functions, focusing on seven key areas:

### KEY AREAS



### SELECTED HIGHLIGHTS

**€51M**

INCOME IN EXCESS OF €51M

**€80.7M**

DELIVERY OF THE €80M TRINITY BUSINESS SCHOOL ON TIME AND ON BUDGET

**12,000**

HR SERVICE CENTRE QUERIES HANDLED

**46%**

INCREASE IN FEMALE REPRESENTATION ACROSS ALL ACADEMIC GRADES

**100 YEARS**

IT SERVICES DELIVERED SYSTEMS TO SUPPORT THE TRINITY EDUCATION PROJECT, THE MOST SIGNIFICANT UNDERGRADUATE CURRICULUM RENEWAL IN 100 YEARS

**50%**

INCREASE IN PARTICIPATION IN TRINITY IN TWELVE WEEKS TRANSITION PROGRAMME

**0.2%**

WITH THE LARGEST BUDGET AND TIGHT CONTROLS, CSO CAME IN LARGELY ON BUDGET

**5<sup>th</sup>**

TRINITY SPORT CENTRE AWARDED HIGHEST CATEGORY STANDARD IN NATIONAL QUALITY STANDARDS FOR THE 5<sup>TH</sup> YEAR





# Student Services

## Supporting Brighter Futures

- Participation in Trinity in *Twelve Weeks* increased by **50%**.
- **First** disabled bicycle parking facilities in Europe.
- Academic Registry managed and supported **18,400+** students.
- Trinity Sport Centre achieved the highest standard in the National Quality Standards for the **fifth** year.

- The extensive orientation programme to welcome new undergraduate students reaches approximately 4,000 students.

## Services for Students

ESTATES & FACILITIES	ACADEMIC REGISTRY	HEALTH SERVICE
HOUSEKEEPING	ADMISSIONS	FREE GP SERVICE
GROUPS / BUILDING MAINTENANCE	REGISTRATION	NURSES
ATTENDANTS / SECURITY	STUDENT FINANCE	PSYCHIATRIST
HEALTH & SAFETY	EXAMINATIONS	PHYSIOTHERAPIST
CAPITAL DEVELOPMENT	GRADUATION	HEALTH PROMOTION
DISABILITY SERVICES	IT SERVICES	COUNSELLING
NEEDS ASSESSMENTS	HIGH SPEED WIFI EMAIL FOR LIFE	ONLINE RESOURCES
PHYSICAL ACCESS	BLACKBOARD VLE	PEER SUPPORT (S2S)
OCCUPATIONAL THERAPY	STUDENT APPS & ACADEMIC SOFTWARE	SUPPORT GROUPS
ACADEMIC SUPPORT	SERVICE DESK	GROUP COUNSELLING
RESPIRE SPACE		1-1 COUNSELLING
TRINITY SPORT	DAY NURSERY	STUDENT LEARNING
HIGH PERFORMANCE GYM	52 PLACE NURSERY	WORKSHOPS
SPORTS HALLS	FIRST WORKPLACE NURSERY	1-1 LEARNING SUPPORT
TENNIS COURTS	STAFF	TIME MANAGEMENT
CLIMBING WALL	STUDENTS	ESSAY / THESIS WRITING
SANTRY / VEAGH GROUNDS	ATHENA SWAN	EXAM / VIVA SKILLS
COMMERCIAL REVENUE		
PROVOST PHD AWARDS		
PHONE DEALS - THREE		
ACCOMMODATION ADVISORY (SU)		
SPORT FUNDS		

## Trinity in Twelve Weeks

WEEK	PROGRAMME
WEEK 1	The Basics
WEEK 2	Your Trinity Toolkit
WEEK 3	Getting Involved
WEEK 4	Study Skills
WEEK 5	Healthy Body
WEEK 6	Healthy Mind
WEEK 7	Checkpoint
WEEK 8	Healthy Relationships
WEEK 9	Managing Money
WEEK 10	Exam Skills
WEEK 11	Looking Ahead
WEEK 12	End of Semester

### Focus on Orientation and Transition

An extensive orientation programme to welcome new undergraduate students and help them navigate University life reaches approximately 4,000 students annually.

### Trinity in Twelve Weeks

Extending well beyond Freshers' Week, the transition programme, Trinity in Twelve Weeks covers Academic Skills, Wellbeing, and Practical Information. Last year

- Participation increased by over 50%.
- A six-week programme was introduced for second semester international students.
- Postgraduate orientation programme was introduced. It includes introductions to University supports and services, as well as specific information for study at postgraduate level such as research skills, career planning, and health and wellbeing management. Approximately 1,000 postgraduates attended in August.

### Focus on Support and Services

*Celebrating the Trinity Day Nursery.* One of the first workplace nurseries in Ireland, in 2019 the Trinity Day Nursery celebrated 50 years of supporting staff and students in pursuing their education and careers. It continues to enable key college strategies around widening participation, and equality and diversity. The Nursery further strengthened early year development through engagement with Government programmes on speech and language, and occupational therapy specialists. Access to affordable quality childcare has been boosted by Trinity Day Nursery signing up to the National Childcare Scheme, thus reducing the cost of childcare to the parents through income assessed subsidies. The team continue to undertake Continual Professional Development training, such as Equality & Diversity training. A trained inclusion coordinator is now onsite.

→ **12.1% of the student population (including online), accessed counselling services.**



#### Disability Services Highlights

- 1,629 students (9% of the total student population) are now registered with a disability, the highest ever.
- 1,613 applied through the CAO DARE scheme. 643 students indicated the University as first choice on the CAO form, and 263 DARE-eligible students accepted a course offer.
- First Irish University to Adopt International Autism Toolkit.
- The College Disability Service launched a new website to help people with autism make the transition from school. This was featured in the University Times.
- First disabled bicycle parking facilities in Europe. Installed as part of Bike Week 2019, this garnered national media attention from The Irish Times and other media outlets.

#### Student Learning Development Highlights

- New Postgraduate Shut Up & Write Café weekly in the Buttery. Launched in April 2018, it attracted 107 attendances in the first 12 weeks.
- Funding won from the National Forum for the Enhancement of Teaching and Learning in collaboration with CAPSL. Learning from Student Success: Barriers and Facilitators Seminar held in February in the Global Room.
- SLD coordinated a Business Wellbeing Module in collaboration with the School of Business.
- Departmental workshop attendees: 2947 students. 79 workshops were requested.
- Off-campus workshops were held for students studying at St. James's Hospital, Tallaght Hospital and Trinity Biomedical Sciences Institute.



Provost Patrick Prendergast meets students Abigail Whelan and Niamh Ennis from Dub In Draíochtá Dragons, Trinity's Quidditch Club

#### Student2Student Highlights

- S2S secured funding under the HFA Innovation & Transformation Student Service's Retention and Engagement Strategy to develop a combined Social, Emotional and Academic Transition Mentoring model, including a volunteer management data system.
- Streamlined and updated the Mentor Training programme. 20% shorter, it now includes Graduate Attributes and reflective practice.
- Launched new website which includes a volunteer portal and automated options for Peer Support requests, reference requests, volunteer reimbursement, and staff requests for student volunteers.
- Expanded the Mentor Programme to include students from the Trinity Centre for People with Intellectual Disabilities.

#### Counselling Highlights

- In partnership with the Students' Union, Consent Workshops expanded from Trinity Hall onto campus. First Responder training was piloted (supporting disclosures of sexual misconduct).
- Staff training programme continued to develop in partnership with HR and the Dean of Graduate Studies.
- Counselling met increased demand: 2,236 students, or 12.1% of the student population (including online), accessed services. An 11% increase on the previous year, it represents a 21% growth since 2016.
- 11,995 attended clinical appointments (including groups and online).
- Counselling expanded and is now offered in South Leinster Street, Rubrics, Trinity Hall, and Marino College of Education.



### Trinity Sport Highlights

It was another great year for Trinity Sport, with successes on and off the pitch and strong uptake in the non-club sport and physical activities. It was also an historic year, as Dublin University Central Athletic Club (DUCAC) celebrated its centenary.

- Trinity Sport Centre. 390,000 attendances were recorded at the Trinity Sport Centre from October 2018 to September 2019. 70% of users were students. For the fifth consecutive year, Trinity Sport Centre achieved the highest category standard in the National Quality Standards.
- Social sport and participation. Increasing participation amongst students continued to be a driving objective for Trinity Sport. 6,200+ students joined a sports club in 2018–2019. 61% of sports club members continued to engage in active participation throughout the academic year.
- Sports club successes. That successes during the reporting period are too many to enumerate, reflects the huge strides being made in the development of sport clubs in recent years. Notable performances included: the men's soccer team winning the Spillane Cup and the Duggan Cup. There were colours wins for Fencing, Trampoline, Harriers and Athletics Cross Country, Rifle, and the boat men's senior eights clubs. Hockey Ladies won National League division one. Fresher GAA footballers won the division two League and Championship. Rifle Club became national air rifle champions.

### Supporting Scholarships and High Performance

Sixty-six Trinity Sport scholars were unveiled at a ceremony in October. Delivered in association with Bank of Ireland, this scholarship programme supports talented athletes in excelling in their chosen sport and academic course.

### Focus on Support and Progression: Academic Registry

It was another very busy year for the Academic Registry team, who managed and supported in excess of 18,400 students through the various stages of the student life cycle from application and admission, billing and registration, assessment, progression, and through to graduation. Achievements of note during the year include:

- Academic Year Structure.** The Academic Registry played a key role in the successful implementation of the Council-approved new academic year structure and a semester-based assessment for all students (undergraduate and postgraduate). This resulted in an earlier start to the academic year, and the introduction of semesterised assessment. The smooth implementation of the changes required across the University community considerable planning and coordination.

- Student Finance.** Significant investment in people and capability was made in the Academic Registry's Student Finance team. This meant the team could successfully undertake debt collection projects while also implementing several new process and system improvements to enable sustained high-quality and student-focused operations.
- Reporting.** New operational and management reports were designed, developed and implemented across key activities: applications and admissions, registration, assessment and progression, and student finance.
- Standard Operating Procedures.** The year saw the launch of a project to document standard operating procedures (SOPs) across the Academic Registry. Applications and admissions, registration, assessment and progression, and student finance were completed. This project will continue across the other activities throughout the next year.
- Academic Registry Review.** Academic Registry embarked on a route and branch review to ensure it has the capability and scale to meet the growing demands of the coming years. Recommendations made by PwC were approved by a Steering Group. A programme to implement the recommendations is in development.
- Trinity Education Programme.** Academic Registry continued to second expert staff to participate in a dedicated joint Academic Registry and IT Services project team to support the implementation of many of the key features of the Trinity Education Project. This included: new academic year structure; new regulations governing progression and awards; new course architectures for Phase 1 programmes; new module coding; new reporting cubes and reports; enhancements to admissions processes; enhancements to the registration process; new provisional results processes; and the design of processes and systems to enable the successful implementation of electives.



Sports scholars Turlough – u'g'es, Anna Lee, Li'ca Djougang, Ronan Henaphy, E'ica Ma'key and Br'an Magee



## Academic Registry

By numbers 2018/19



### SERVICE DESK

**34,639**

CALLS ANSWERED

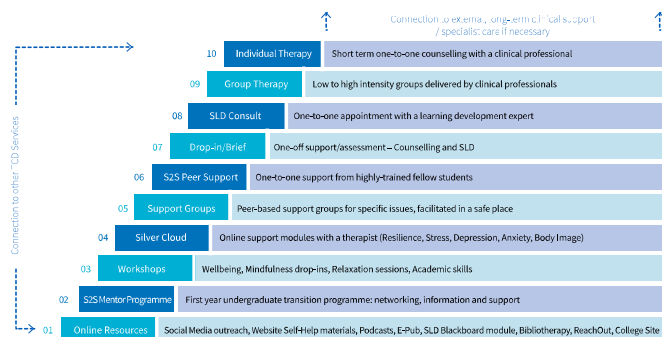
**29,303**

STUDENT VISITS TO THE SERVICE DESK,  
89% SATISFACTION RATING

**57,529**

EMAILS ANSWERED

## The Stepped Care Model of Counselling Within the University



### Focus on Health

It was a busy year for health services and health promotion, both in terms of the numbers accessing services and the projects and initiatives put in place to embed healthy living into the University community. Highlights during the year include:

- The University became a Tobacco Free Campus. Observed smoking in tobacco free zones decreased in frequency by 83%.
- Recruitment of a team of Healthy Trinity Ambassadors to complete peer-to-peer health promotion.
- The University had three winners at National Smarter Travel Awards.
- Data for Study Habits of Students, Social Smoking, and Healthy Eating Living Lab projects was captured.
- Healthy Eating was included in the University's Strategic Plan.

### Usage of health services

- 19,415 consultations.
- Increased use of Sit & Wait services.
- Reduction in booked appointment availability.
- Increase in student case workload.
- Persistent DNA rate of 7% despite text/prepayment.
- **Ongoing priorities – health services**
  - Transition to Printing House Square, scheduled for July 2020.
  - Contingency for further delay.
  - Establishment of additional GP and Practice Nurse posts.
  - Establish a Practice Manager post in conjunction with the Disability Service.
- **Ongoing priorities – health promotion**
  - Obtain funding from national and European sources to support the Healthy Trinity initiative.
  - Continue to develop partnerships with academics to address issues on campus such as social smoking, communications etc.
  - Deliver the National Condom Distribution Service.
  - Broaden reach with LERU universities.

# IT Services

## Integration Through Technology

- **200+** researchers from **17** Schools & **9** Research Centres supported.
- **12,297** active Blackboard Learn users, recording **336,149** views on the busiest day.
- **34,000,000** processor core hours used - equivalent to a standard laptop working for **1900** years.

- 25,000 staff and students on the main campus and in 25 remote sites, including two large hospital medical centres, receive full IT support via the IT Service Desk and online knowledge bases.

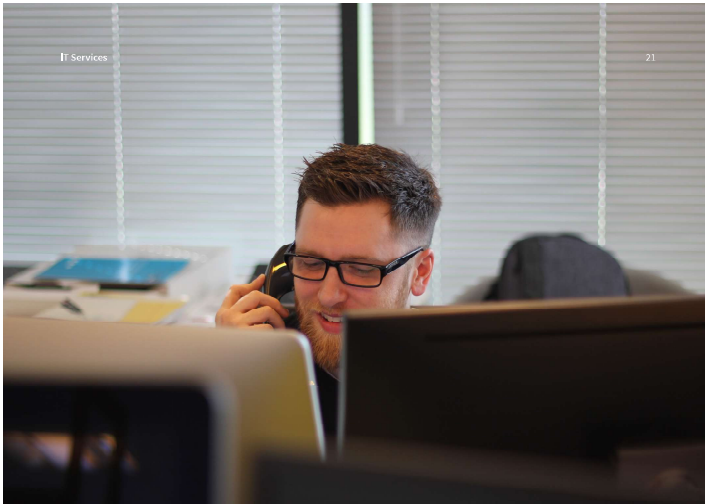




IT Key Statistics  
2018/2019

IT SUPPORT		SERVICE SUPPORT
12,297	1,039	51,000+
BLACKBOARD LEARN VLE 6903 ACTIVE USERS	FINOPTO LECTURE CAPTURE – STAFF CONTENT CREATORS	CALLS ANSWERED BY IT SERVICE DESK
336,149	151,103	750,000
BLACKBOARD LEARN VLE 6903 MOST VIEWS IN A DAY	FINOPTO LECTURE CAPTURE – STUDENT VIEWS	VIEWS OF IT SERVICES WEBSITE
5,487	66,529	1,250
BLACKBOARD LEARN VLE 6903 MOST VIEWS IN A DAY	MYTRINITYAPPS SOFTWARE ACCESS	STAFF AND POSTGRADUATE ATTENDANCE AT IT SERVICES TRAINING
WEBSITE		
6%	155M	14,700
INCREASE IN AVERAGE QUALITY ASSURANCE SCORE	VIEWS OF TCD IE: MAJORITY VIEWS RECORDED BY HOMEPAGE, THE LIBRARY, COURSES AND ACADEMIC REGISTRY	TRINITY YOUTUBE SUBSCRIBERS
3,400		
NEW SUBSCRIBERS TO TRINITY YOUTUBE IN 2018/2019		

→ The department supports 25,000 staff and students...



**Focus on support, operation, development**

IT Services is responsible for the planning, delivery and support of the University's main computing facilities. This includes network systems, energy efficient data centres, web infrastructure and website management, email, calendaring and collaboration tools, research IT and student computing facilities.

IT Services support the operation and development of the Student Administration system, including reporting services and system integrations, as well as the University Learning Management Systems and connected systems. IT Services also provides support for teaching and learning in a number of lecture theatres and seminar rooms both on and off campus. A video capture/production service and photographic service are also provided.

Staff and students are provided with full IT support via the IT Service Desk and online knowledge bases. The department also runs a Projects Office to help manage IT service change and delivery initiatives. The department supports 25,000 staff and students on the main campus and in 25 remote sites, including two large hospital medical centres at St. James's and Tallaght, and supports over 2,000 wireless access points and 24,000 fixed wired network points.

It was an exceptionally busy year for IT Services. Record numbers of students, staff, devices, applications and technologies were supported. IT Services enabled the successful delivery of hugely impactful capital projects - including the Trinity Business School - and delivered the system and supported the process changes that allowed the University to deliver on the first phase of the hugely important Trinity Education Project. In collaboration with students, IT Services introduced Trinity Live, the new Student Smartphone app. The web development and delivery team became a full part of the unit during the year.

**Focus on enablement and engagement: Digital Trinity**

Work during the year advanced the digital landscape in order to ensure that effective academic and business operations across the University are supported, and that IT Services promote technologies that further enhance a culture of collaboration and innovation. The vision for Digital Trinity is a university whose global image is further enhanced, and whose external reputation reflects it as a great place to work, research, learn, and develop. The Digital Trinity (working title) programme will contribute to the recognition of the University as an advanced and accessible institution which is widely respected as one of the world's leading

research universities and a leading nurturer of entrepreneurial talent. At the same time, the University must remain true to its core values and distinctive heritage.

Digital Trinity works for the positive opportunities afforded by digital. It recognises the progress that has been achieved in the past five years, thanks to the delivery of some key enabling messages. While its working title may suggest a dramatic and disruptive programme, the message is one of a future built on the strong values of heritage and the distinctive educational and research strengths of the University. It demonstrates a commitment to providing the enabling and support services that create and connect the community. The rate of technological change will not slow down in the years ahead. A digital university model is a core part of the continuing evolution of the University and the higher education sector. It is a necessary response to the needs and expectations of students, researchers, the college community, and society.

#### Enhancing the user experience

Digital Trinity doesn't replace the physical or 'analogue' university model, it enhances it. It does not seek to lessen the contact and the impact of one of our most important and distinctive elements of the University experience: access to experienced, world-renowned and sought-after educators and researchers, and to resources. Digital Trinity uses technology to deepen and enhance the richness and the value of that access. Students already have an expectation of any time, any place, any pace access. Making more materials available ensures that the time students and academics spend together can focus on clarification, debate and discussion.

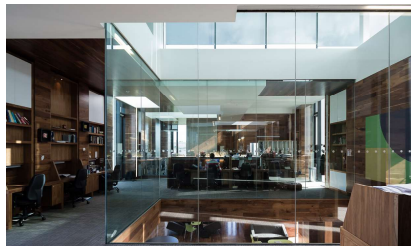
Digital Trinity will not reduce the campus footprint. IT Services will look at making best use of the resources available as numbers and ambitions grow, with the design of more learning spaces that encourage and support team-working, collaboration and flexible learning models. The E3 Learning foundry concept design perfectly encapsulates this vision.

#### Goals for the year

To provide an increasingly cohesive digital ecosystem that ensured the successful delivery of IT to enable the Trinity Education Project; the development of strategy for the new technology platform for the website; data management innovations; and delivery of 21st century cyber security and collaboration improvements for everyone through the Unified Communications project. All aspects of the Digital Trinity programme of work fall under the themes of Enablement and Engagement. Individual projects build on the significant investment in new/replacement digital solutions over the past five years.

#### The Trinity Education Programme (TEP)

New Academic Year Structure Projects were jointly sponsored by Academic Registry and IT Services to make configuration and system changes to SITS as well as introducing new business processes for the new Academic Year Structure (AYR) implemented in 2018/2019.



#### Digital Trinity 1 Online Module Enrolment for Trinity Electives Project

Jointly sponsored by Academic Registry and IT Services, it delivered the online enrolment and optimised allocation for Trinity Electives modules for eligible students based on their preferences, business rules and constraints.

#### DT2: Systems, Process Administration of Learning (SPAEL)

The project objective was to complete out the systems, business process operations, data, reporting and integration work in support of the TEP Academic Year Structure changes, the new programme curriculum architectures, and the related in-scope Features of the Trinity Education Project. This will be achieved by delivering SITS system configurations or module manager developments, associated process enhancements for Academic Registry and Schools; the necessary data changes; the required system integration work; and the reports necessary.

#### UC2 project

During the year, this project continued with the successful delivery of its objectives. New services were released, including: Two-Step-Sign-In; Microsoft SharePoint; and Teams. The UC2 team successfully visited 30 areas (schools/professional areas/units) covering 7,885 staff members. 46 staff members attended a one-day training course on the administration of Microsoft SharePoint and Microsoft Teams. This resulted in the creation of 173 new SharePoint Sites and 105 Microsoft Team sites with the assistance of the project.



#### DT3: Web Transformation project (WEBCMS)

This aims to eliminate risk to tcd.ie, the University's main communications and marketing platform. It aims to deliver a robust, scalable and easy-to-use Content Management System (CMS) for the University and enhance security and compliance of the service.

#### DT4: Data Transformation – The Enterprise CRM project

Initiated in 2019, this is a major multiyear programme of work to harness the potential of Trinity's data assets. DT4 is an exciting programme of work that will help to grow Trinity's research and teaching capabilities, support cost reduction, and enable better and faster decision making and communication across the organisation as it develops.

The initial focus is on delivering an Enterprise CRM. We progressed a business case with colleagues in Global Relations and the Trinity Business School to deliver a shared enterprise CRM platform, which will be used to fulfil all future CRM Requirements for the University on a new single unified platform, allowing greater collaboration between business units and reducing the cost of ongoing support and implementation. DT4 is also leading to a redesign of data integration architecture to allow application data to be processed and managed using industry standard best practices. This will reduce complexity, time to delivery for new integrations and the ongoing cost of integration support and management.

#### Focus on security

During the year, the University was exposed to more and new forms of cyber security threats than ever before. This included incidents of malware, ransomware infections, phishing attacks and account breaches. Each had the potential to impact University data and computing equipment.

#### Prevalence of Phishing

Staff and student email accounts were significant targets for phishing attacks. Phishing is the fraudulent practice of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and credit card numbers. Staff and students were targeted by phishing scams attempting to gain access to their username and password and Office365 accounts as well as other University services such as Library e-journals. To reduce risk and inform staff, IT Services ran a regular Phishing Awareness & Education Campaign in which supposed phishing messages were sent to all staff, and anyone who provided their credentials in response was trained on how to avoid future phishing scams.

#### Securing new University Information Systems

Ensuring the security of University administrative, teaching and research data is critical to the ongoing success of the University. The Information Security team in IT Services worked with staff throughout the University to ensure that all newly procured information systems (whether hosted on campus or in the cloud) adhered to the highest possible security standards. This included numerous Blackboard Integrations, The Student Identity App, The CRU attraction management system and a CRM implementation for the Business School.

**Focus on Capital Projects:**  
**Unified Communicationsproject phase 2**

Launched in 2018, this project has two broad complementary aims: to decrease risk to the University by introducing new IT Security controls such as computer encryption and Two-step sign in; and to provide access to a suite of collaboration and storage products which will facilitate the secure storage and sharing of University data. During the year, UC2 continued the successful delivery of its objectives:

**Two-Step-Sign-In**

Two-Step-Sign-In provides an extra layer of security verification through a combination of your username, your password, and a mobile device, phone or App. Two Step Sign-In helps to combat cyber-threats such as Phishing as it stops malicious hackers from accessing valuable University data.

**Site visits to ensure the security of staff computers and accounts**

The IT Services' project team successfully visited 30 areas (Schools/Professional Areas/Units) covering 2885 staff members. In each area all staff computing devices were checked to ensure that they were protected by anti-virus software, receiving software security updates and staff were assisted in configuring Two-step-Sign-In to protect their accounts from phishing and hacking attempts.

**Microsoft SharePoint & Microsoft Teams**

Microsoft SharePoint is a secure and central place to store, organise, share and access information amongst colleagues and external partners. Microsoft Teams is a collaboration app available through Office 365 which has been designed for smaller groups of people who work together regularly; its largest benefit is instant communication amongst a small group and the ability to share information and files easily all in one centralised place. A number of staff attended a one-day training course on how to set up and manage Microsoft SharePoint and Microsoft Team sites. This resulted in the creation of 173 new SharePoint sites and 105 Microsoft Team sites.

**6000 device encryption licences**

A tender process was successfully completed for the purchase of 6000 encryption licences for staff devices to ensure the protection of University data and GDPR compliance. These will be rolled out to staff automatically before the completion of UC2.

SERVICE DESK TICKETS		SERVICE DESK QUEUE
36,717	58%	3.1 MIN
NEW SERVICE DESK TICKETS	XXXXX	STAFF WAITED AN AVERAGE OF 03 MINUTES, 06 SECONDS IN THE SERVICE DESK QUEUE FOR FRONT DESK SUPPORT
37,024	83%	5.8MIN
CLOSED SERVICE DESK TICKETS	XXXXXXX	STUDENTS WAITED AN AVERAGE OF 05 MINUTES, 48 SECONDS IN THE SERVICE DESK QUEUE FOR FRONT DESK SUPPORT
USER STATISTICS	APP STATISTICS	EMAIL AVAILABILITY
18,268	5,826	99.97%
PEAK NUMBER OF USERS ON BLACKBOARD VLE	TRINITY LIVE APP DOWNLOADS	STAFF EMAIL AVAILABILITY
28,773	1,854	100%
PEAK NUMBER OF REGISTERED DEVICES ON THE STUDENT NETWORK	MY DAY APP AVERAGE DAILY USAGE	STUDENT EMAIL AVAILABILITY
15,864	CHANGE MANAGEMENT	
	177	44
PEAK NUMBER OF REQUESTED USERS ON THE STUDENT NETWORK	PLANNED	EMERGENCY
SECURITY	RELIABILITY	
13,052	54%	100%
VIRUSES DETECTED AND NEUTRALISED	OF EMAILS REJECTED AS SPAM	FOR ACTIVE DIRECTORY, NETWORK, WIFI & TCD HOMEPAGE





# Estates & Facilities

Working every  
day for everyone

- **€80m** Trinity Business School completed on time and on budget.
- **168 buildings, 13 sites:** 68% are 100+ years old; 25%, 200+ years old.
- Premises Services team serviced **48,000+** bedrooms during the summer period.

RIGHT – XX

Trinity College Dublin The University of Dublin

tcd.ie/corporate-services



Estates & Facilities

29

→ Estates & Facilities teams are ready to meet all the challenges campus life presents – 24 hours a day, 365 days a year.

Transforming Services, Delivering Change



#### Focus on expertise and reliability

No matter what the weather, Estates & Facilities operates 24 hours a day, 365 days a year, across a wide range of disciplines: administration, capital project management, campus management, engineering services, grounds maintenance, logistics and mail services, maintenance, safety, security, space management, sustainability and utilities management. Experts in their field and highly experienced, Estates & Facilities teams are invariably ready to meet all the challenges campus life presents.

#### Focus on delivering for today

It was a pressurised and successful year for the entire Estates & Facilities function, who delivered substantial new projects without any compromise to day-to-day delivery of services.

#### Award-winning Trinity Business School

Completion of this €80m project on time and on budget was one of the year's biggest achievements. Delivering the project required enormous effort and hard work from Estates & Facilities, with innumerable contributions made across the area, particularly from the Capital Projects and Planning teams. It was opened by the Taoiseach, Leo Varadkar, TD 23rd May 2019.

#### Focus on delivering for the future

The University is always evolving and must change and adapt to meet needs of all its stakeholders. A range of planning and new project work commenced during the year.

#### Printing House Square.

Due for completion in 2020, the €62m Printing House Square project will provide an additional 249 student beds, with space for student services.

#### Meeting the need for more student beds.

A planning process began during the year with An Bord Pleanála regarding additional student beds proposed for the Darty site. Refurbishment of the Chief Steward's House and the Rubrics Building is also in progress, in order to provide additional accommodation on campus.

#### E3 Learning Foundry

This €84m project received planning permission. Work commenced on site, beginning with the demolition of the former Biochemistry building.

#### Library Treasures Project

In the planning stage, this is a hugely significant project to refurbish the Old Library and create a new visitor attraction centre. Its aim is to create a unique and world-class experience for visitors to the Book of Kells and the University's other attractions.

#### Progressing TTEC

Estates & Facilities played a key role in progressing this €1.2bn development at Grand Canal Quay. Work included leading out on the Property Workstream, securing the purchase of the Connaughton site, and supporting the Early Activation Works project.

#### Focus on the past and the future

The University sits in over 108 acres. The building footprint extends to over 300,000m<sup>2</sup> of space, and includes 168 buildings on 13 sites. 68% of this space is more than a century old, and 25% more than two hundred years old. To ensure the estate is maintained to the highest possible standards, maintenance and medium capital works teams undertake significant projects on an ongoing basis. A Condition Survey is underway to establish a ten-year assessment of the maintenance liabilities existing across the buildings and supporting infrastructure.

#### Updating estates services

Among other projects, the water main in Fellows' Square was replaced during the year. Campus lighting was also upgraded, and the TBSJ Student Space completed.

#### Wild flower project

To increase biodiversity across campus, additional areas were planted with wild flowers during the year.

#### Supporting the sustainability agenda

Estates & Facilities are critical to the delivery of the sustainability agenda. The Trinity Business School achieved the BRECAM Excellent rating, and the Near Zero Energy building standard.

#### Driving the future

The roll-out of electric vehicles to replace the existing fleet began during the year.

#### Flying the flag

Following a rigorous re-evaluation, in June the University successfully renewed the internationally recognised and prestigious Green Flag for the second time from An Taisce's Green-Campus programme.



Former president of Ireland Mary Robinson, Chancellor Trinity College Dublin 1993-2019

#### Facilities & Services team

The team's work is evident at so many levels across the College. The introduction of the new Help Desk software system Planon enabled a new level of control and oversight of works being undertaken.

#### Premises Services team

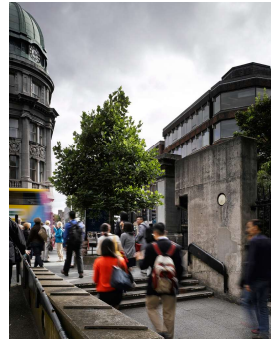
Keeping the University clean and tidy requires more than 4,200 hours of staff time each week. During the summer vacation period, the team serviced a remarkable 48,000+ bedrooms.

#### Maintenance teams

Ongoing upkeep of the grounds is always a significant undertaking. The positive feedback received during the year about the quality of the grounds is a wonderful reflection of the efforts maintenance teams put in all year round.

#### Security teams

Security of the entire campus and satellite sites is always the highest priority. The dedicated security team also provided support during the year for a range of events, some of which were particularly complex due to the large numbers attending. Security were critical to the success of such events as Festive Season celebrations, the Summer Concert series, the Trinity Ball, and a range of VIP visits.



→ the €62m Printing House Square project will provide an additional 249 student beds...



# Human Resources

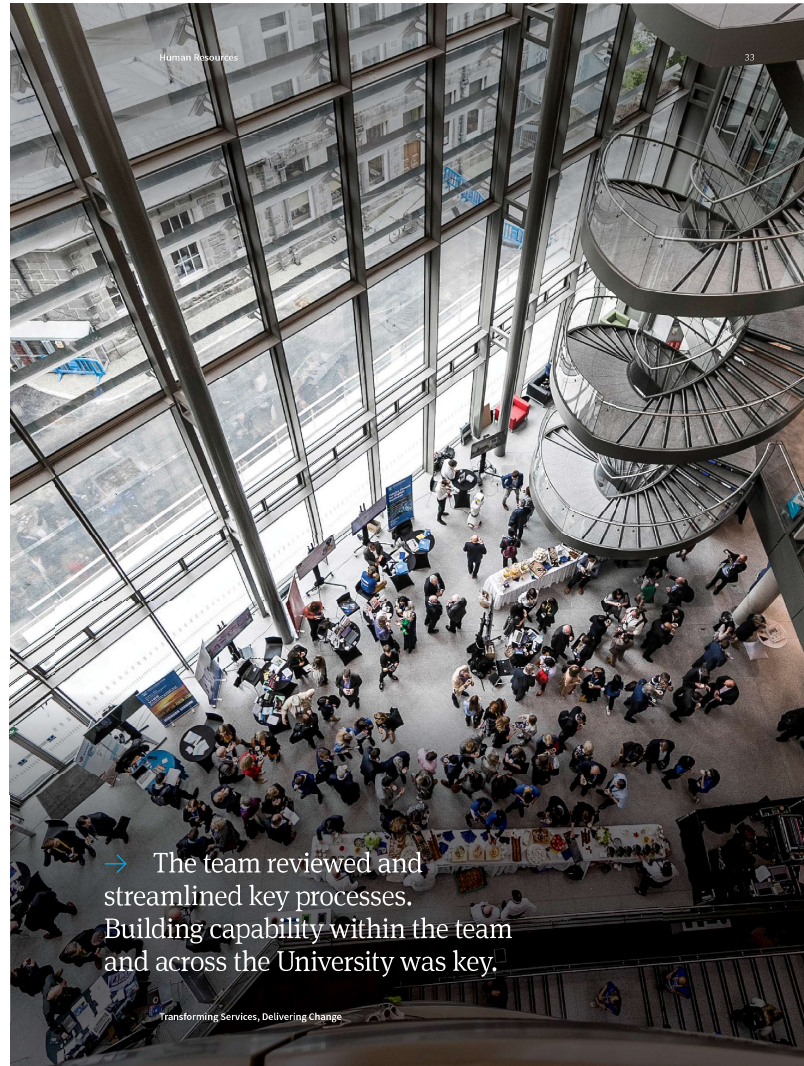
## Modernising, Supporting, Simplifying

- **12,000** queries handled by the Service Centre.
- **1,770** people attended **122** Learning & Organisation Development events.
- **119** nominations received for *Provost's Professional Staff Awards*.

RQGH1 – XX

Trinity College Dublin The University of Dublin

tcd.ie/corporate-services



→ The team reviewed and streamlined key processes. Building capability within the team and across the University was key.

Transforming Services, Delivering Change



## Employee Benefits

- Improved service to staff in 2019
- **172** people availed of the Bike to Work scheme
- **748** people availed of travel pass for their commuter ticket
- The travel pass scheme will be available all year round from **Spring 2020**



## Servicing the College Community

- HR Service Centre
- Over **12,000** queries handled during 2019
- **93% of queries** resolved within one day turnaround
- Approx. **2,000 Staff ID cards** issued in 2019



## Gender Representation

- **32%** of Full Professors are Female (30% last year)
- **56%** of Senior Management/Professional roles are Female (50% last year)

### Focus on building efficiency and capability

During the year the HR team reviewed and streamlined key processes in order to simplify the day to day operations of the University. Building capability within the team and across the University was also a key focus area.

#### Systems improvement - PAYE modernisation

In terms of systems improvement, upgrading the Core HR and Payroll System was a major HR initiative. Moving from Version 16 to Version 25 put a stable, robust platform in place that will enable vital future HR projects to be completed. One of two essential projects implemented on the new Version 25 platform, went live in December 2018. HR now reports pay, tax and other deductions to Revenue at the same time as payroll is processed and finalised. In addition, details of employees starting or leaving employment are now reported on the date of commencement/cessation. As a result, filing of P30, P35, P45 and P60 forms has been eliminated. This is of huge benefit to employees, who can now log on to their Revenue account and, among other things, view the employer information submitted in respect of them.

### Systems improvement - SEPA

The second essential project implemented on the new Version 25 platform, went live in August 2019. HR now pays staff into bank accounts in the Single Euro Payments Area (SEPA) zone, thus eliminating the need for an Irish bank account for salary purposes.

#### Policy streamlining

Policy review and streamlining is ongoing. During the year, following stakeholder engagement and in line with international best practice Recruitment Policy was revised and updated; Career Framework building blocks were agreed with sizing of new roles in place, and the development of competency framework for professional staff; and HR revised the Probation Procedure for Academic Staff, in line with international practice.

## Recruitment Competitions 2018/2019

**62**

ACADEMIC

**29**

ACADEMIC/MEDICAL

**242**

PROFESSIONAL / ADMINISTRATIVE

**63**

BUILDINGS SERVICES

**9**

LIBRARY

**21**

SENIOR MANAGEMENT

**13**

TECHNICAL

**439**

GRAND TOTAL

### Focus on improved, effective service

The HR Service Centre continues to be busy, handling large numbers of queries. During the year, it handled more than 12,000 queries. Turnaround time was fast, with 93% queries handled within one day. 172 people took advantage of the Bike to Work scheme, and 748 availed of a commuter ticket Travel Pass. From spring 2020, the Travel Pass scheme will be available all year round.

### Focus on staffing and recruitment

From implementing and assessing the new academic promotions process to additional recruitment initiatives, it was a busy and productive year in terms of staffing and recruitment.

### Academic Promotions

A new Senior Academic Promotion process was implemented in 2019. As it was the first time the new Senior Academic Promotions Policy was adopted, it was agreed to conduct a Lessons Learned exercise on the Process, Policy and Procedures at the final meeting of the Senior Academic Promotions Committee in December 2019, after finalising the Senior Academic Promotions Call 2018. A number of recommendations emerged from this review. The Senior Academic Promotions Committee agreed to implement the recommendations prior to the next round of promotions in 2020.

### Recruitment

In the last five years the number of recruitment competitions has increased steadily, and recruitment continues to be a HR hot spot. In 2019 HR began a recruitment transformation journey. The aim is to create a new, principles-based policy, supported by a streamlined process. The project is making excellent progress: the new policy is agreed, and the work to streamline the process is underway. Supported by the Competency Framework, the revised process will be launched in 2020.

→ **172 people took advantage of the Bike to Work scheme**

### Focus on employees

The Learning & Organisation Development team is focused on enabling University employees to be the best they can be. The team's activities cover three main areas: **Learning & Development**, which utilises programmes to stimulate team and individual performance contributions; **Talent Development**, which supports the professional and personal growth of diverse, talented employees; and **Organisation Effectiveness**, which ensures the organisation maximises employee contribution and performance delivery.

### Learning & Development

During the year, Learning & Organisation Development team made a significant contribution to the University. 1,770 people attended 122 learning events, including:

- *Your HR*. 409 attended the *Planning for your future* programme of events, which supported professional development.
- *Induction programmes*. 292 participants attended nine induction programmes. These included a general programme, a three-day academic induction, and a two-day head of school induction.
- *Fee Support*. 21 staff members received fee support for external courses.
- *Study and exam support*. 27 staff members received study and exam leave.
- *LinkedIn Learning*. Lynda.com transitioned to LinkedIn Learning, which is an essential tool to deliver the department's blended learning strategy. The transition to LinkedIn Learning meant that access could also be extended to the student community. 800 Certificates for course completion were issued. 4,000 videos were viewed, representing more than 2,600 hours of viewing time.

A number of new events were established during the year, including:

- *Responding to Distressed People*. A partnership with the Student Counselling Service delivered this session to 98 participants, and SafeTALK (Suicide Prevention) for staff.
- *Bespoke interventions*. A series developed and delivered for individual areas on change management/team building/quality service.
- *Project Management Training*. 61 participants attended these useful sessions.
- *Wellbeing Series*. 148 attended these popular lunch talks, which focused on Financial Wellbeing and Mindfulness.
- *Resilience Training*. 28 people attended three pilot programmes for resilience training, which included weekly check-in to support skills development. This programme will be rolled out further next year.

- *Early career academic programme*. The first cohort of third year USSHER and Assistant Professors attended. In total, 37 learning events were held with 137 academics participating over three cohorts - years 1, 2 and 3 programmes.

### Talent Development

Competency Framework. The Trinity Competency Framework was approved. This approach established the basis for building capability in a coherent way across the University. The competencies will be incorporated into all key people processes, and will form the foundation on which Management & Leadership Development programmes will be developed. The competencies define the knowledge, skills and behaviours required for success at each level of the University.

360 Degree Feedback. Based on the Trinity Competencies, a customised 360 Feedback Process was developed. It has two levels of 360 report; one for senior leadership, and one for middle management. It was successfully piloted with the CSD Senior Management Team, and the management level with the HR and Global Team.

### Management & Leadership Development

- *Bespoke Programmes*. School Administration Managers participated in the design of a customised Strategic Leadership Development programme.
- *New Leader Assimilation*. This process was introduced to support managers and leaders as they transition into a new role, by accelerating trust building and communication between a leader and their new team.
- *Academic Mentoring*. There were 54 active mentoring partnerships during the year, 29 of which were new partnerships, across the two academic mentoring programmes, Early Career Mentoring and the Momentum Programme. Both were ably supported by Learning & Organisation Development.

### Organisation Effectiveness Employee Engagement

This area focuses on enhancing the experience of the members of the University community.

### Dignity & Respect

The Dignity and Respect Steering Group worked to better understand the current culture in relation to mutual respect, inclusivity, and consideration on the campus. Employees and students self-selected to attend a series of conversations to discuss these important issues. The series was followed by a powerfully-engaged workshop in which staff and students continued the cultural conversation, exploring what relational values might look like for the University community, and how to live them. Participating speakers came from Cambridge University, the HSE, and Facebook. Celeste Kidd, one of Time Magazine's #Metoo Silence Breakers, contributed to the



development of IIR's approach to this important societal issue. In collaboration with the community, work will continue over the next academic year.

### Provost's Professional Staff Awards

119 nominations were received from 304 staff members. The Provost presented nine awards. Nominations were made on behalf of staff in all Faculties and Divisions, and for all levels of staff.

### Employee Relations

The Employee Relations team had another busy year providing best practice advice, support and coaching to the University community on the management of people and staffing issues. The team built on existing close relationships with trade union representatives, Head of Schools, and School Managers to ensure a harmonious and positive work and study environment for staff and students.

### Trinity Education Project

Agreement reached with the University group of unions on the implementation of the Labour Court recommendation acknowledging staff commitment to the Trinity Education Project.

### Implementation of the Cush Report

A protocol with the IFUT trade union was agreed on the implementation of the Report of the Expert Group on Fixed-Term and Part-Time Employment in Lecturing (the Cush Report).

### Employee Relations Heatmap

A new Employee Relations Heatmap was created to better assist decision-making on the management of individual and collective staff relations and financial risks to the University.

### EAP Counselling

Under the Employee Assistance Programme, staff and family members attended 628 completely confidential counselling sessions. This invaluable service enabled staff cope with and manage personal, family and work-related stressors, and develop a healthy work-life balance. Unsolicited feedback indicates a high level of satisfaction with the quality of the service.

### Electronic recording of leave

A project plan for the electronic recording of leave is in development. This will be implemented on a phased basis in 2020.



# Diversity & Inclusion

## Leading a Year of Positive Change

- Female representation across all academic grades increased to **46%**.
- Female Chair Professors rose to **31%**.
- Staff Wellbeing at Work Survey recorded **1,100 responses**.



The University successfully renewed the Athena SWAN Institutional Bronze award as well as School Bronze awards in Natural Sciences and Chemistry.



#### Focus on progressing authentic change

With a range of new initiatives, major workshops, new policy formulation, and awards, it was a busy and productive year for Diversity & Inclusion in the University.

#### Awards

The University successfully renewed the Athena SWAN Institutional Bronze award as well as School Bronze awards in Natural Sciences, and Chemistry.

#### Training

Unconscious bias training was extended to a broad range of staff and student groups and external partners, including five Faculty/ School Athena SWAN Self-Assessment Teams (SATS).

#### Increased representation

Female representation across all academic grades increased to 46%, with the percentage of female Chair Professors rising to 31%. The University wants to achieve 40% women Professors by 2024, an ambitious goal set by then Minister of State at the DES, Mary Mitchell O'Connor TD.

#### Broadening access via scholarships

The University launched its first ever Asylum Seeker Access Provision (ASAP) Scholarships. Four scholarships were offered to Leaving Certificate students in the direct provision system, commencing through the 2019 CAO process.

#### Gender Identity and Gender Expression Policy

This award-winning policy was reviewed and relaunched.

#### Staff Wellbeing at Work Survey

As part of the Healthy Trinity initiative, a major Staff Wellbeing at Work Survey was undertaken between August and November 2018. Approximately eleven hundred responses were received across all staff categories.

#### Conclusion of SAGE

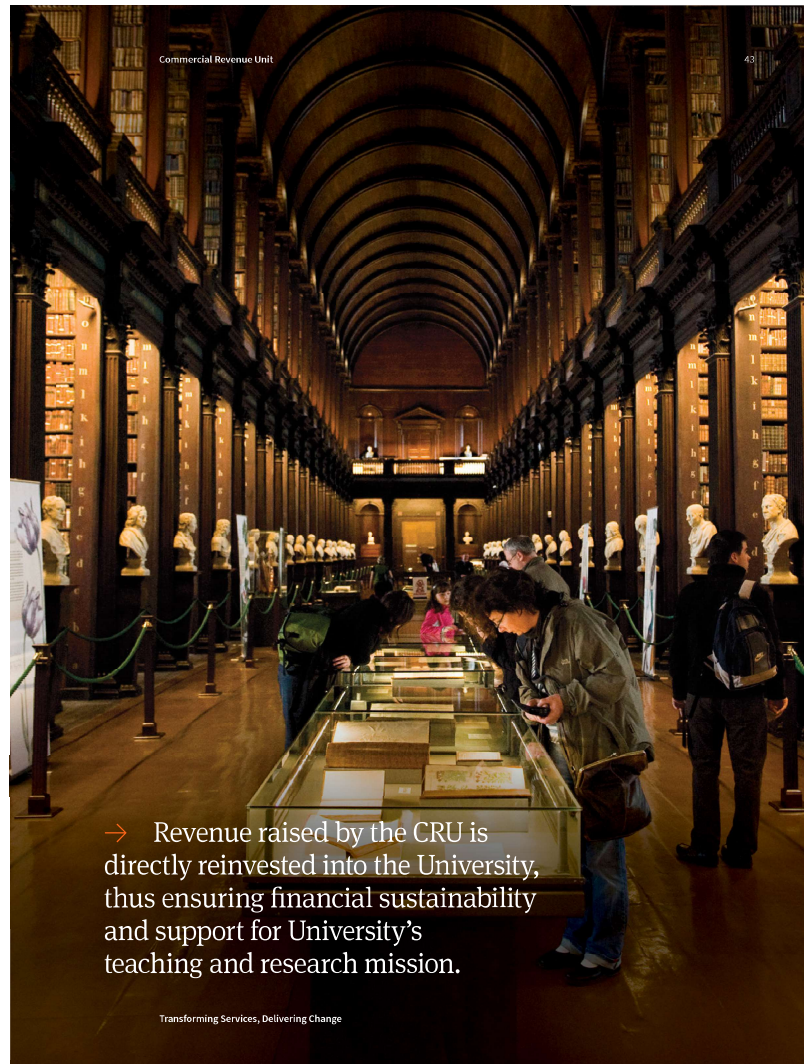
The Systemic Action for Gender Equality (SAGE) Horizon 2020 project concluded with a major dissemination workshop in Brussels which showcased the SAGE tools developed, presented the final results, and launched the SAGE Charter. Minister Mitchell O'Connor launched the Charter in Ireland in May 2019.



# Commercial Revenue Unit

## Delivering Commercial Success for Trinity

- **1,000,000** visitors to Book of Kells.
- CRU activities delivered income in excess of **€51m**.
- New Summer Stays booking system generated **26%** increase in online revenue.



→ Revenue raised by the CRU is directly reinvested into the University, thus ensuring financial sustainability and support for University's teaching and research mission.

#### Focus on delivering financial sustainability

It was an exceptionally successful year for the entire team of the Commercial Revenue Unit: activities delivered in excess of €51 million income. Revenue raised by the Commercial Revenue Unit is directly reinvested into the University, thus ensuring financial sustainability and support for University's teaching and research mission.

A key milestone was the procurement of funds from the Immigrant Investor Programme - the immigration system to incentivise foreign investment in Ireland. Funds will go directly towards financing the Printing House Square Student Services capital project.

The Commercial Revenue Unit enabled the delivery of a number of significant projects:

- New five-year partnership deal signed with Threë.
- New business school catering outlet, operated by Sodexo.
- Essential refurbishment of the Book of Kells Gift Shop.
- Substantial investment in the accommodation booking platform.
- Running the hugely popular Trinity Summer Series of concerts for a third year.

#### Focus on impact through high quality services

Offering premium quality services to students and visitors is important for the University's long-term success and international profile. During the year, the Commercial Revenue Unit worked hard to improve a significant number of services.

*Summer Stays at Trinity.* With around 1,500 rooms to sell a night across Campus and Trinity Hall the Accommodation Office operates as the largest accommodation provider in Dublin during the short commercial season from mid-May to mid-August. The launch of the improved summer accommodation booking engine coincided with the commercialisation of Trinity Hall campus, and the Fáilte Ireland Welcome standard accreditation award for the University's quality customer experience. This award guarantees exposure across all Fáilte Ireland and Tourism Ireland customer channels. This new booking engine resulted in a 26% year-on-year increase in online revenue.

*Stellar success for The Book of Kells.* This amazing attraction welcomed over one million visitors; one of just four in Ireland to reach this milestone. This success was enabled by considerable investment in the Book of Kells digital channels, resulting in a 209% increase in year-on-year site traffic. Celebrity visitors included founding member of Fleetwood Mac, rock icon Mick Fleetwood; IV veteran and M\*A\*S\*H alumnus, René Auberjonois; and English writer, comedian, TV and radio presenter, Frank Skinner.

*Inspiring memories.* 200 new products were added to the Trinity Gift Shop website, including a range inspired by the Book of Kells.

#### Focus on forging quality commercial partnerships

An ongoing drive to secure the best and most appropriate commercial partnerships was successful across a number of areas.

*A better service, delivered.* A new five-year deal with UPS saw the installation of an on-campus parcel motel facility for staff, students, and the surrounding community.

*Sustainability meets service.* This UPS partnership also enabled the development of an eco-hub with electric bikes. These bikes will replace UPS vans on campus, thus contributing to environmental sustainability.

#### Focus on catering projects

- Mobilisation and opening of Forum Restaurant and Jolt café in Trinity Business School – operated by Sodexo – brand new facility with investment of €7m.
- Renovation of the 1592 and Private Dining Rooms. This project was delivered in February this year on time and on budget and has completely upgraded this iconic venue on campus.
- In May last year the catering team had the honour of catering for the gala dinner in the Dining Hall of the King and Queen of Sweden.
- Westland Cats: Aramark exited their contract in this catering outlet and this was reopened in January under the direct control of the catering department.



#### Renovation of the 1592 Restaurant Catering sustainability initiatives

In support of the College's sustainability agenda, all disposables in catering are now fully compostable. Catering also supports the "Go Cup" scheme to promote reusable take away cup. All college catering outlets will supply hot water free of charge to all customers.

#### Central Events

- Launch of Brown Thomas Autumn/Winter Collection. The Exam Hall was transformed into a fashion hall for this very successful event, which generated significant coverage over social media platforms. A positive follow through saw enquiries and bookings for our more iconic spaces, in particular the Exam Hall and Regent House.
- Filming for the TV series *Normal People*, based on Sally Rooney's book, took place in July 2019. The series launched on BBC and RTE April 2020, and will have worldwide audience reach.

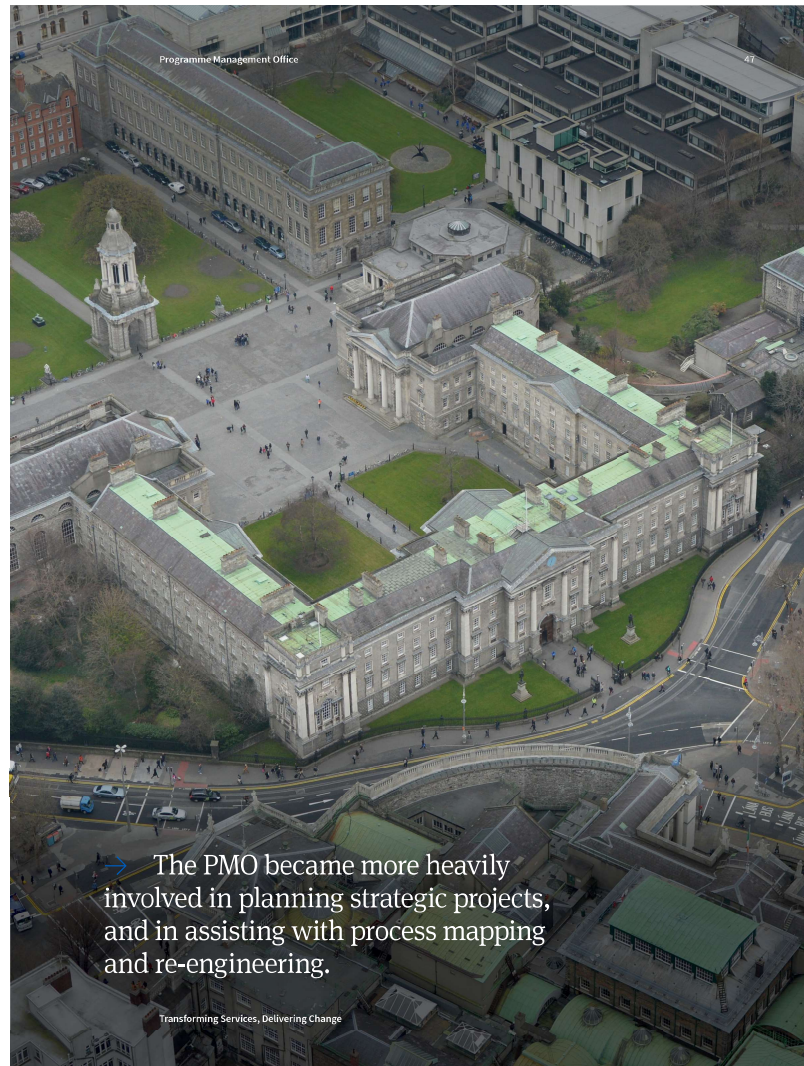
→ Activities delivered in excess of €51 million in income...



# Programme Management Office

Expanding Capability, Delivering on Quality

- 49 capital projects commenced or in progress.
- €410 million portfolio of capital project costs.
- 60+ Project Managers trained.



→ The PMO became more heavily involved in planning strategic projects, and in assisting with process mapping and re-engineering.



It was a notably active and exciting year for the PMO. Highlights included:

- Close out of ten capital projects.
- 49 capital projects either commenced or in progress.
- €110 million portfolio of capital project costs.
- Individual project costs ranged from €50,000 to €112 million.
- Reviewed over 30 business cases for new projects.
- Planned over 15 major business projects across the business including Institution Review and Global Relations Strategy.
- Trained 60+ Project Managers.
- In conjunction with business leads, the PMO developed 40+ non-capital projects linked to CSD targeted initiatives.
- The growth and expansion of the ePPM system. It is now used for capital projects over the €50,000 threshold and for non-capital projects which feed into University strategy with the Dashboards being utilised across Senior Management for management reporting.

#### Focus on building maturity and quality

A primary focus for the Programme Management Office was building the capability in both the PMO team and across the project management community within the University. Following on from the successful implementation of the ePPM system earlier in the year, the team focused on training and coaching across the organisation. Building a continual cycle of improvement, training and development is proving extremely successful. Alongside this, the PMO became more heavily involved in planning strategic projects, and in assisting with process mapping/re-engineering when asked. To further enhance quality and maturity, 2020 will focus on sharing knowledge, continuous improvement of systems and processes, and targeted training for project managers, sponsors, and key stakeholders.

#### Focus on building talent

Adoption of the new ePPM system grew across the University during the year, but a system only assists project managers to manage projects, report on progress, and share information. Therefore, towards the latter end of 2019, the PMO focused on not only increasing the adoption of the system, but also on ensuring that project managers across the business have the soft skills to allow them to provide holistic project management for capital projects. This required coaching and mentoring in effective stakeholder engagement and management, equipping PMs with change management skills/methods, and empowering PMs with the authority to make decisions and progress their projects. The PMO also became more involved in the recruitment process. It is now represented on interview panels to ensure the University hires the right managers with the right skills.

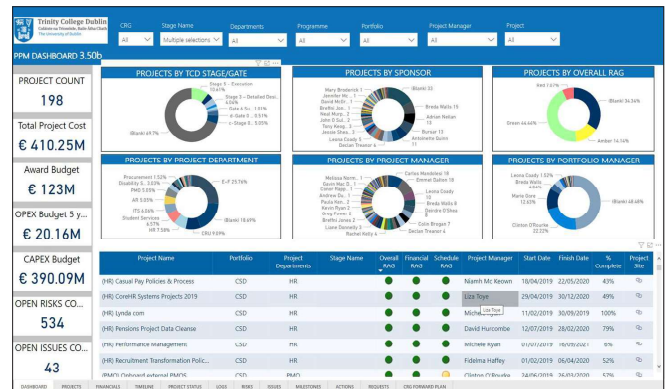
#### Focus on governance and efficiencies

The implementation of the ePPM system, the use of standard tools and templates, and the guidance provided by the PMO team, all enabled the embedding of a structured and well-adopted governance structure in the organisation. PMs now provide updates on project status on a more regular basis, assessing schedules and risks continually. Not only did this provide more accurate, real-time data for sponsors and stakeholders alike, but it also generated efficiencies, including:

- 99% decrease in time taken to provide a snapshot of the up-to-date financial position: a drop from 10 hours to two.
- Financial accuracy in project reporting increased to 95%.
- 83% decrease in time required to prepare monthly reporting.
- 60% decrease in monthly governance (CRG) preparation time.
- 83% decrease in time required to analyse enterprise risks across the organisation.

With the investment of more time in training, coaching and mentoring in the next year, it is anticipated that these results will improve, and the data provided will be richer in value. Any duplication of reporting will decrease as the system is seen as an enterprise system, providing a single point of truth for projects across the University.

The message the PMO received from across the community was extremely positive, as more and more areas of the University see the benefit of the system and the tools, templates, and training on offer. The forthcoming year is about building on this, and continually improving to provide the University with a truly robust and holistic approach to project management.



PMO at a glance: sample projects dashboard.

# Finance

## Developing Effective Services For All

- €54.97 million actuals on a €54.87 million budget.
- CSD is under, or close to, budget for last **three years**.
- Successful implementation of new **monthly** meeting and reporting systems.

→ At a time when activity is increasing but financial constraints are still in place, CSD came in under/very close to budget over the last three years.



Finance at a glance: Power BI Dashboard illustrating 2018/2019 results.

CSD Finance follow three key principles in order to deliver a fully effective finance function to CSD and to stakeholders. These three principles are:

- Transparency
- Communication
- Engagement

Over the past number of years, a number of new initiatives have been undertaken and embedded into the finance function to improve and strengthen service delivery, including:

- Full monthly analysis across the areas of Income, Pay and Non Pay via financial models.
- Development and delivery of monthly Management Packs, Account Summaries with commentary and Finance Dashboards.
- Monthly meetings with all Budget Holders to discuss spend to date, budgets and forecasts for the year ahead.
- Regular workshops with Financial Administrators on Procurement, Coding and Budgeting.
- Development of Budget Templates.

These actions created an environment where there is full engagement with the financial process, which has delivered these benefits:

- Full transparency to budget holders on spend to date, budgets and forecasts.
- Early identification of any potential risks so appropriate action can be taken as soon as possible.
- Accurate forecasting.
- Better business planning.
- Greater accountability from Budget Holders over their finances.

This approach has been extremely successful and has meant CSD has come in under budget or very close to budget over the last three years – this at a time when activity is increasing but financial constraints are still in place.



# Corporate Governance

Managing with integrity and responsibility

- **Monthly** management reporting packs.
- Risk register submissions made **annually**.
- **Quarterly** reporting submissions to Finance Committee and Planning Group.



- With robust corporate governance and the Provost's strong leadership, the University is best placed to embrace an international and innovative future.



Governance and Internal Control within CSD during the year entailed:

- Monthly management reporting packs, outlining spent to date versus budget, were sent to all budget holders in CSD.
- Quarterly reporting to FSD actuals, budget, forecast to year-end, to be included in quarterly Financial and Performance Highlights Report, which goes to Finance Committee and Planning Group for review.
- Engagement with Planning Group to ensure fairness and transparency in the annual budget allocation process.

- Upgrade of HR CORE system to ensure up-to-date and accurate reporting on headcount, compliance with Government salary guidelines etc.
- Internal Audit (IA) recommendations log, bi-annual reporting to Audit Committee tracking current status, updates and proposed projects to remediate IA findings
- Risk Registers submitted to CRO annually. We are currently working on an automated solution for CSD Risk reporting
- Establishing a Programme Management Office (PMO) which developed and implemented standardised University-wide governance process for all capital projects.



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