



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Raising Our Game

A STRATEGY FOR SPORT AT TRINITY

2015/2016 - 2017/2018







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01 INTRODUCTION

Trinity Sport has always set standards in terms of provision, participation and success. This Strategy endeavours to unleash the further potential of sport to contribute to and deliver a brilliant experience that benefits students, graduates, the community and the University.

Why sport? Although it has been long recognised that sport is an important part of the Trinity experience and compliments the academic excellence achieved by students, it is often seen as just a hobby, a nice to have, but it is much more than that. University Sport is about physical exercise, health, personal achievement, competition, social cohesion and interactions. Sport transcends so many facets of university life from the recruitment, retention, development and transition of students to increasing the profile of the University, local community engagement, generating business and making a positive contribution to lives. Sport is an excellent enabler for the delivery of the University's strategic goals. The Strategy for Sport identifies the values, mission and vision which are founded on four key messages about the impact of Trinity Sport.

“Sport has the power to change the World...”

**Nelson Mandela,
Honorary Graduate**

1 Sport as an Essential Co-Curricular Activity

‘Trinity recognises that participation in extra and co-curricular activities enhances both the intellectual and personal development of students’ⁱ (Strategic Plan, Trinity College Dublin)

Sport creates opportunities for the transfer of learning between the lecture rooms and the sports' arenas, through the training and development of professional skills of students. Sport helps to shape the future leaders, scientists, entrepreneurs, business people and academics produced by Trinity. Student involvement in sport as a player, administrator, club officer, volunteer, or coach will assist with the cultivation of key employability and transferable skills that bolster further the contribution of our graduates on a local and global scale. Recent research in the UK shows that student participation and volunteering in sport is associated with earning higher salaries than for those who were not involved in sport. Moreover, sport can provide many positive attributes that employers are looking for, notably, team work and leadership skills derived from not just playing, but the 'added value' comes from organisational skills and taking on responsibilityⁱⁱ. Sport teaches participation, cohesion and community values which helps prepare for a successful career. Global research also reveals that executive women are more likely to have played sport and to hire other women who have played sportⁱⁱⁱ.

This Strategy ensures that students who are engaged in Trinity Sport will be more aware of their role as global citizens, as they are provided and facilitated with opportunities to explore their potential, create memories and experiences that they will share throughout the Trinity community and which they will carry with them beyond the boundaries of university life. Sport students develop key attributes that also transcend into academic environments, demonstrating the influence of sport to go far beyond the simple metrics of just those who are active in sport. Sport can contribute positively to the Trinity education.

ⁱ Strategic Plan 2014-2019, Trinity College Dublin, Goal A2.4 Student Led Activity

ⁱⁱ The Impact of Engagement in Sport on Graduate Employability, Sheffield Hallam University, 2013


ⁱⁱⁱ Ernest and Young (EY) Women Athletes Business Network and espnW <http://www.ey.com/GL/en/Newsroom/News-releases/news-female-executives-say-participation-in-sport-helps-accelerate-leadership-and-career-potential> 2015

2 Important Connections are made through Sport

‘Strengthening the bonds with our wider Trinity community from students to alumni and friends and from our local neighbours to government’^{iv} (Strategic Plan, Trinity College Dublin).

Sport connects people from diverse backgrounds and cultures, building relationships and creating valuable networks for life. These networks are recognised by the University as key enablers for delivery and support of the University mission to ‘encompass an ever more diverse student community and a transformative student experience’. Sport has a powerful ability to deliver this through the many environments in which sport gathers - at sporting venues, on the side-lines, in meeting rooms and functions. Sport provides the settings for excellent networking connections which can generate business, attract sponsorship, donations and philanthropy.

Sport enables the academic mission of research and excellence through support and the provision of resources for projects, collaborations and partnerships. Many of these extend further than sport specific topics to include the strategic research directions of the University such as ageing, health and society. Internal current examples of sport collaborative developments include support for the School of Physiotherapy cancer project (Movember GAP4) and the newly emerging Orthopaedics and Sports Medicine clinic located in the Sports Centre. Externally, Trinity Sport is involved in the European Commission Work Plan for Sport 2014-2015^v, and the Physical Activity and Health in Ageing project (PAHA)^{vi}. These collaborations and partnerships are an important dimension of the University’s contribution to society and global issues.



“Trinity Sport has been there with me during the highs and lows of my life. As a student I was an active member of the Boat Club and even though I lost my sight, I stayed involved. I then became an adventure athlete, trekking to the South Pole, and then in 2010 I was paralysed following an accident. I am now pioneering research into a cure for spinal injury. I will always be connected with Trinity Sport and the Boat Club, it is my way of life. I surround myself with inspirational people as I aim to waken my paralysed body.”

**Mark Pollock, Graduate
& Boat Club member**

^{iv} Strategic Plan 2014-2019, Trinity College Dublin, Goal C9.4 Delivering our Mission

^v European Commission, Work Plan for Sport http://ec.europa.eu/sport/policy/cooperation/expert-groups-2014-2017_en.htm

^{vi} Physical Activity and Health in Ageing, European Active Project 2015 <http://www.ehfa-programmes.eu/paha>

3 Sport and Physical Activities Benefits Health and Performance

‘Enabling and promoting physical and mental well-being and increasing the student’s awareness of his or her strengths and abilities’^{vii} (Strategic Plan, Trinity College Dublin)

Sport engages consequential numbers of students through sports club activities and a dynamic range of recreational initiatives that enhance the health and well-being of the Trinity family, amidst a backdrop of daily challenges and pressures. Students who are physically active perform better, as evidence suggests that physical activity has a positive impact on cognitive skills, attitudes and academic behaviour^{viii}. Research has also shown that physically active staff are more productive and less likely to be absent due to illness. Physical activity is proven to help manage stress, improve morale and reduce tiredness^{ix}. As the Health Enhancing Physical Activity (HEPA) agenda^x becomes more prevalent and important in our society, Trinity Sport considers that a key outcome of this Strategy will be the recognition that being physically literate and active will be a key attribute of our future graduates. Everyone can benefit from being physically active, regardless of ability through the provision of tailored training at Trinity Sport.

Trinity Sport provides an extensive range of physical activity and health promoting programmes at varying levels, proactively encouraging participation by students, staff, graduates and communities. The provision of fit for purpose modern sports facilities is essential to nurture, develop and promote a healthy active campus.




vii Strategic Plan 2014-2019, Trinity College Dublin, Goal A2.3 Student Services, Tutorship and Registry

viii CDC, Columbia University, New York City Health Department, Department of Education, the Universities of Illinois, West Virginia, and California

ix NICE 2008 promoting physical activity in the workplace business case implementing NICE guidance in England

x EU Commission Work Plan for Sport 2014-2017 includes an Expert Group on HEPA which will determine policy and recommendations to Member States



Physically literate individuals possess **assurance and self-confidence** in-tune with their movement capabilities. They demonstrate sound coordination and control, and can **respond to the demands** of a changing environment. They will **relate well** to others, demonstrating sensitivity in their verbal and non-verbal communication, and will have empathetic relationships. The physically literate individual will **enjoy discovering** new activities, and will **welcome advice and guidance**, confident in the knowledge that they will experience some **success**. The individual will appreciate the intrinsic value of physical education, as well as its contribution to **health and well-being**, and will be able to look ahead through the **life course** with the expectation that participation in physical activity will continue to be a part of life^{xi}.

xi Whitehead 2010 as per the United Nations Education Scientific and Cultural Organisation (UNESCO) Publication on Quality Physical Education <http://www.unesco.org/new/en/social-and-human-sciences/themes/physical-education-and-sport/quality-physical-education/>



4 Sport Enhances Profile

‘Every great advance that Trinity has made has been in partnership with others’^{xii} (Strategic Plan, Trinity College Dublin)

Sport has an enormous role to play to enhance and promote the University’s profile and reputation in national and international arenas, whether it is through top class facilities, successes of the teams and top performing athletes, awards, representations, ambassadors or showcase events. Sport celebrates, rewards achievements and recognises the talents of Trinity sports men and women. The celebration of 45 ‘Trinity Olympians’ in June 2012 demonstrated that sporting talent brings profile and pride to the University colours.

Sport is a useful selling point to attract and retain high performing students. 59% of UK students rate the recreational sports programme as an important factor in their choice of college or university whilst 76% of international students in the UK see recreational sports as an important component to students’ quality of life and time at university^{xiii}. Sport proactively supports the goals of the Global Relations Strategy to increase and support the numbers of international students as well as playing a pivotal role in the current drive to promote a ‘Trinity Identity’ around the globe. Various sporting events and programmes targeted at international students provide a welcoming and meaningful platform for enhancing the global recruitment programme.

Sport is undoubtedly a useful and interesting medium to market and communicate the University’s message, boosting reputation and rankings.



“Sport is a microcosm for life itself. The lessons we learn in College sport help shape us for our lives ahead. The friendships we make endure and the corinthian values guide us. Thus, what we learn in the sporting arenas representing our colleges stays with us and can be equally compelling as what we learn in the lecture halls.”

Kingsley Aikins

*Graduate and founder
/ CEO Diaspora Matters*

xii Strategic Plan 2014-2019, Trinity College Dublin, Introduction

xiii A UK Guide to Enhancing International Student Experience, March 2010



Why now? Trinity Sport is not yet instantly recognisable externally as one of the best university sporting experiences in Ireland, yet Trinity is the top Irish University. This Strategy sets out the pathways for Trinity Sport to dine at the top table of competitions, to set standards, achieve awards and to be simply the best university sporting experience in Ireland. Trinity Sport has a proven track record of delivering. It is widely acknowledged, internally and externally, that sport within the University is punching well above its weight and that the potential exists to revitalise, grow sports provision and elevate the stature and profile of sport which will better realise the full potential of sport as a valued student service, committed to enhancing the Trinity proposition for a student experience that is second to none.

Whilst the Strategy for Sport is compiled at a time of limited economic prosperity and challenging financial parameters, the objectives and measures of success are pragmatic and achievable, by thinking differently within a collegiate approach.

The stakeholders of Trinity Sport are united in the power of this Strategy to deliver fit for purpose, robust, modernised and integrated top class sports and recreation services facilities and programmes that meet the increasingly diverse needs of all students, staff, graduates and communities. This is not only achievable, it is immensely important to the University's mission. The team is ready and the timing is right to embed Trinity Sport into the heart of the organisation.

It is time to raise our game!



02 CONTEXT

Trinity has a strong sporting history and tradition, from some of the oldest Clubs in the world, to great successes and award winning programmes. Traditions evolving from amateur and volunteer structures in sport are now honoured and integrated into professional delivery and operations. The Trinity sporting offer is complemented by the excellent indoor facilities and recent investment in the outdoor sports facilities which include a new international standard hockey pitch and a new rugby pitch. The Sports Centre has won the national gold standard White Flag Award and the Leisure Centre of the Year Award. Recent sport developments and successes place this Strategy on strong foundations. Student needs are changing and expectations are high. Trinity Sport has kept pace with the changing dynamics within which Trinity and third level education now operates.

Trinity sports facilities are spread out between the main campus and satellite venues at Santry Sports Grounds, at the University residences at Trinity Hall, Dartry and the Boat House at Islandbridge. Challenges surrounding the building of a collegiate culture are compounded by dispersed locations and the varied mediums which are used to communicate about sport. Relative to competitor institution sports facilities in Ireland, Trinity does not command the highest 'sport' ranking.

However, as this Strategy outlines, sport is not just about facilities. There is an opportunity now to position Trinity Sport as leaders in the development of the future graduates, or global citizens as indicated in the University Strategy; *'...we will promote the practice of global citizenship in all our activities.'*^{xiv} Trinity Sport does this through excellent sport programmes and services that transcend all aspects of University life.

Trinity Sport has demonstrated high levels of student participation. Up to 63% of students have activated access, with over 350,000 visits from all users recorded at the Sports Centre last year. There are about 50 vibrant sports clubs, over 9,000 students regularly partaking in recreational fitness classes and a variety of volunteer and leadership training programmes^{xv}. There are several service liaisons and projects for example GP, Counselling and Disability referrals, a Health and Sport Week campaign to name a few. The context of this Strategy assumes a collaborative approach with other service providers in the University, exploring new opportunities for resources and at all times, contributing to the achievement of University wide strategic objectives.

Opportunities exist for Trinity Sport to further develop a reputation that is synonymous with the delivery and achievement of excellence. The Strategy strives to utilise the 'Trinity Sport' identity with the creation of one platform for sport communications, sponsorship of sport programmes and clubs, recruitment of Trinity Sport ambassadors and further student sport led activities.

A set of milestones, see page 31, provides a useful map to visualise the impact of the Strategy and overall, the document is aligned to the current strategic planning cycle for Trinity, thus ensuring that sport is strategically positioned and maximised. The Strategy identifies a set of clear actions to deliver the objectives and, of most significance, success is measurable via Key Performance Indicators.

The approach will be energetic, passionate, innovative and methodical. Whilst sport will commit to deliver, the aspiration is to exceed expectations, not just meet them. The realisation of strategic priorities will be made possible by a 'cocktail' of funding sources to include the University, self-financing activities, fundraising, alumni support and sponsorship. Sport has proved resourceful and prudent in the management of its budgets and capital investment plans. Critical to success will be further investment in sports provision, realignment of key roles within sport, support for academic flexibility and tangible recognition within the University for the benefits and impact of sport within the entirety of the Trinity Experience.

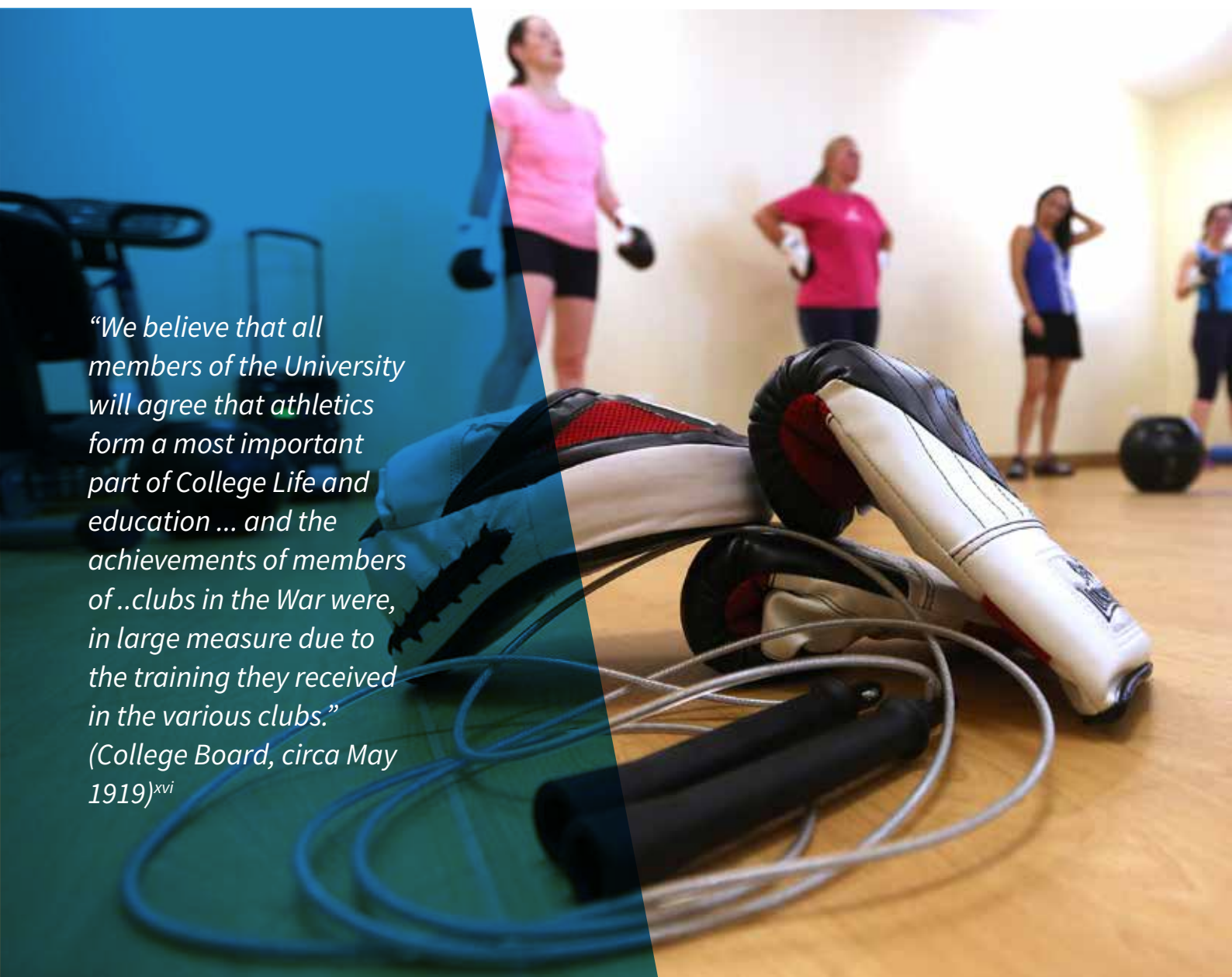
Sport does matter. It does contribute and this Strategy shows how we are "Raising Our Game", taking the contribution to new levels, collaboratively and with relentless focus on impact. It is a *force for good* and a sound investment from the student, graduate, employer and the University's perspectives.

xiv Strategic Plan 2014-2019, Trinity College Dublin, Goal C9.1 Global Citizenship

xv Sport and Recreation Department Annual Report 2013.14

Appendix 1 provides a detailed strategic context across the following plans and organisations:

- Trinity College Strategic Plan, 2014 - 2019
- Trinity College Global Relations Strategy
- Universities & Colleges Sport - UK (merged to form British Universities & Colleges Sport)
- Student Sport Ireland
- The Irish Sports Council (now Sport Ireland)
- Federation of Irish Sport
- The Impact of Engagement in Sport on Graduate Employability

A photograph of a gym. In the foreground, there is a pile of sports equipment including a white and black boxing glove, a black and white boxing glove, a black and white boxing glove, and a black and white boxing glove. In the background, several people are standing in a line, possibly waiting for a class. The gym has a wooden floor and a blue wall on the left.

*“We believe that all members of the University will agree that athletics form a most important part of College Life and education ... and the achievements of members of ..clubs in the War were, in large measure due to the training they received in the various clubs.”
(College Board, circa May 1919)^{xvi}*

^{xvi} West, Trevor, The Bold Collegians, The Development of Sport in Trinity College, Dublin, Press clippings noted (Lilliput 1991)



03 TRINITY SPORT VALUES

Sport values excellence, fairness in competition, camaraderie and the potential of what we can achieve, together. Trinity Sport reflects and honours the values of the University, and how they translate into the sports programmes and services. We do this through leadership that is committed, passionate and responsible and that cares for the outcomes that sport delivers to people. The Trinity Sport team exude an energy and enthusiasm for all forms of physical activity and sport that is to be commended. The professionalism, team spirit and willingness of staff to go the extra mile ensure student satisfaction and optimum engagement with other user groups. The Trinity Sport team are dedicated to making a significant impact. We believe in what we do, and we do what we believe.

As the former Chairman of DUCAC, Professor Trevor West noted;

'... University Sport can occasionally attain the sublime, it reaches fair but not too acerbic levels of competition; it is frequently interlaced with humour, it regularly results in true companionship ...'^{xvii}

Overview of the University Values translated through Sport

EXCELLENCE	We are committed to developing sport and recreation services to the highest standard, where the needs of the student and other customers are a priority and that reaching their full potential is facilitated.
DIVERSITY AND INCLUSIVITY	Provide sports and recreation facilities, programmes and sports clubs that cater for the diverse needs of the University community. We will ensure where possible that services and programmes are adaptable, inclusive and inviting.
ENGAGING	We will provide opportunities to try new activities and enjoy an active lifestyle during the person's time at Trinity. We will also provide for training and skills development in sports related areas. We will encourage a collegiate culture and engage proactively in partnerships.
RESPONSIBLE GOVERNANCE	Professional management of a wide range of sports facilities which are accessible, fit-for-purpose, safe and well maintained with transparent governance and support for sports clubs and students. We will be resourceful and prudent in the management of budgets and projects.
EQUALITY	We will support and respect equality in all aspects of the Trinity Sport offer and ensure those that may be underrepresented are provided with equal opportunities.
COMMITMENT	The Trinity Sport team will commit with energy, passion, professionalism and integrity in all our work. We will deliver on our obligations and work in a timely manner.

As a result, we will expect these values to be reciprocated, shared and demonstrated on and off the sports pitches and courts, so much so that Trinity Sport students will be recognised for these values and will engage positively and constructively with fellow peers during their time in Trinity and beyond as Trinity graduates. Ultimately, all can proudly identify with Trinity Sport.

^{xviii} West, Trevor, The Bold Collegians, The Development of Sport in Trinity College, Dublin (Lilliput 1991)

04 THE DEVELOPMENT OF SPORT IN TRINITY

1628	Games were prohibited by the College Statutes. Students played bowls outside college on the present site of St. Andrew's Church, near the Front Gate.
1684	Statutes changed and a bowling green was laid in College.
1722	College Park laid out as a grass area for recreation.
1842	The Board directed that "a proper Cricket Pitch be laid out" in College Park.
1843	University Rowing Club was founded by undergraduates.
1852	Organised Football 'rugby' was played for the first time.
1857	Dublin University Football Club Foot Races Committee established to run athletics.
1871	Construction started on the old gym.
1872	DUFRC evolved into the University Athletic Club.
1882	University Athletic Union founded which lasted until the First World War.
1919	Dublin University Central Athletic Club founded to revive sport in Trinity after the war.
1931	D.U. Sailing Club founded.
1960	A 34-acre site for playing fields was purchased in Santry.
1961	Pavilion Bar opened.
1981	The Luce Hall (sports centre) was opened.
1993	Introduction of the Guinness Sports Scholarships.
1994	Flood lighting on the three newly resurfaced tennis courts in Botany Bay.

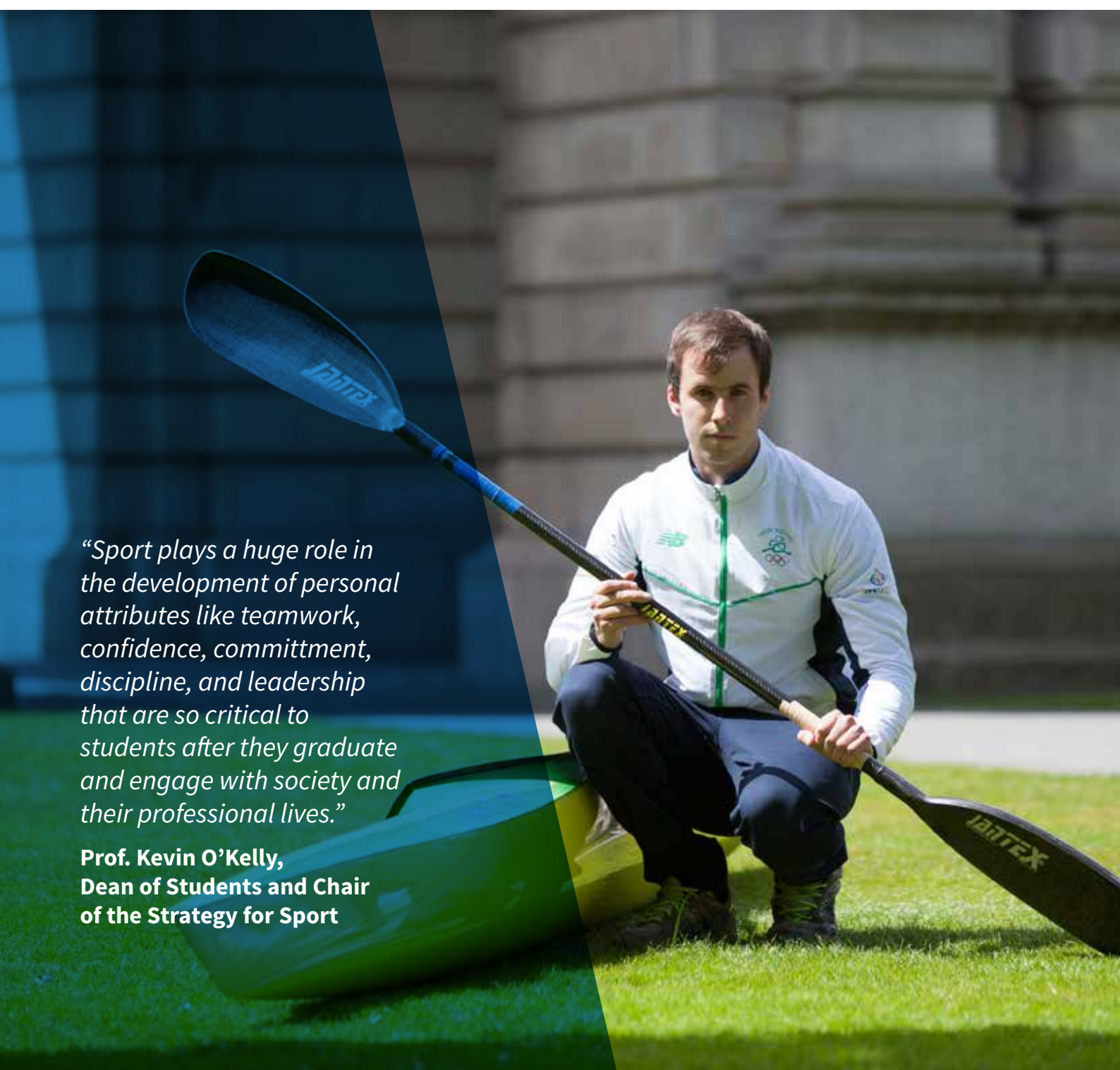
1996	Sport in Trinity – KPMG strategic plan for the next decade.
1998	Synthetic sports pitch opened at Santry sports grounds.
1999	Appointment of the first Director of Sport.
2000	Department of Sport established.
2004	Planning permission granted for new 6,000sqm indoor Sports Centre.
2007	New Indoor Sports Centre Opens.
2011	Sports Centre achieves National White Flag Award.
2012	3 Students and 1 Graduate carry the Olympic Torch through streets of Dublin.
2012	European Award-winning Trinity Olympians Project is launched.
2013	Phase One development of Outdoor Pitches commenced (Santry and College Park).
2014	Opening of International hockey pitch and new rugby pitch.
2015	Creation of a Strategy for Sport.





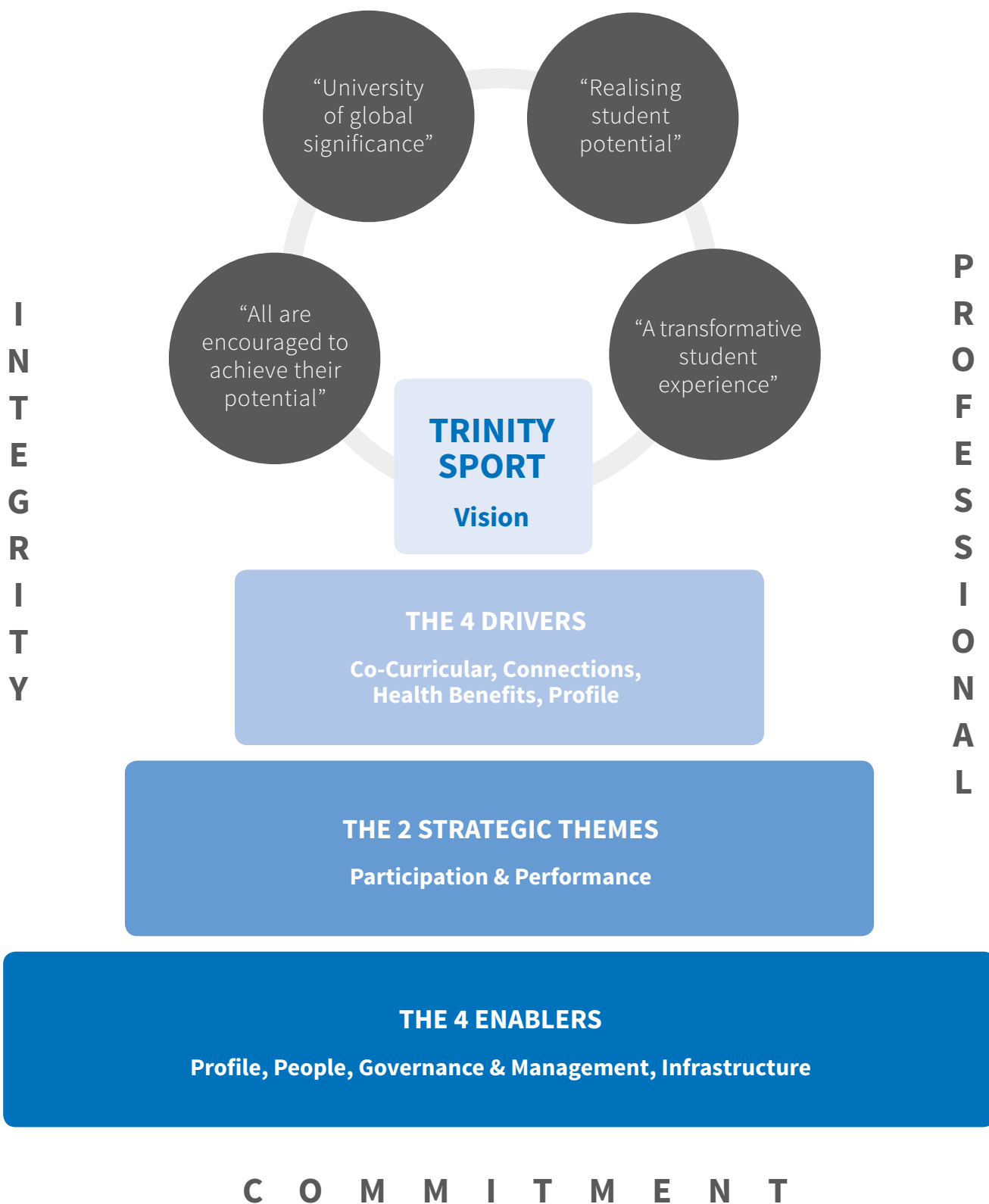
05 STRATEGIC STRUCTURE

The strategic direction has been informed by a wide consultation exercise involving students, staff, alumni and community users. The outturn is a vision of what Trinity Sport aspires to and how this can be delivered within the two Strategic Themes which are underpinned by a series of robust enablers. This is all considered in the context of the University's Strategic Plan.



“Sport plays a huge role in the development of personal attributes like teamwork, confidence, commitment, discipline, and leadership that are so critical to students after they graduate and engage with society and their professional lives.”

**Prof. Kevin O’Kelly,
Dean of Students and Chair
of the Strategy for Sport**





06 VISION AND MISSION

VISION

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

The vision is to ensure that the role of sport is embedded within the University's core objectives of realising student potential, connecting with communities and increasing the profile and reputation of the University.

MISSION

TO PROVIDE A FIRST CLASS SPORTING, PARTICIPATION, PERFORMANCE, ADMINISTRATION AND LEADERSHIP EXPERIENCE FOR STUDENTS, STAFF, GRADUATES AND PARTNERS; CREATING THE MOST ENGAGED COMMUNITIES INTERNALLY AND EXTERNALLY.

The sporting offer at Trinity transcends many facets but within an overarching mission - to encourage and involve as many students as possible in sport, recreation and physical activity during their time at Trinity, at whatever level they decide is appropriate for them, in an environment which reflects the wider society to include staff, graduates, public and communities usage of the sports facilities and programmes, making connections both locally and globally.



"Without sport my university experience would have been much the poorer and I honestly believe that my achievements in the working world and on the sporting field since would not have been possible. A good friend and teammate used to finish every team talk in our time playing for Trinity Hockey with a heartfelt: "let's play with passion girls!" And passionate is still the way I feel about Trinity Sport."

**Cecelia Joyce, Graduate,
Trinity Sport Ambassador and current Irish
Cricket International**

07 OBJECTIVES AND ENABLERS

The strategic objectives and enablers will aspire to excellence and, through the actions of each, the overall aim is to provide opportunities which engage a wide range of students, staff and community users, in a programme that is innovative, creative and enjoyable. Trinity Sport will be a leader of good practice and excellence within the higher education sporting arena and the Strategy maps out this exciting journey for Trinity.

Strategic Objectives and Enablers Overview

	STRATEGIC OBJECTIVES	DESCRIPTION
1	PARTICIPATION	To offer an innovative and appealing programme of Sport, Fitness, Recreation and Activities that will encourage regular participation by increased numbers of students, staff and community users, at the level of their choosing.
2	PERFORMANCE	To provide a structured programme and a supporting environment for individual athletes and focus sports teams to perform and compete successfully, at a high level.
	STRATEGIC ENABLERS	
E1	PROFILE	Increase the profile of Sport within and outward of the University that captures the attention of the campus community and is used to promote Trinity College.
E2	PEOPLE	That quality volunteer, coaching and administrative opportunities are provided to students, staff and other individuals to positively impact on sporting performance and achievement, alongside personal development benefits.
E3	GOVERNANCE, FINANCE AND MANAGEMENT	That Sport in Trinity is managed within a fully integrated and financially robust governance structure, to achieve shared visions and goals.
E4	INFRASTRUCTURE	That the financial, technological and physical resources available ensure the provision of quality facilities and support performance and participation programmes.



7.1 OBJECTIVES

Strategic Objective 1: Participation

OBJECTIVE

TO OFFER AN INNOVATIVE AND APPEALING PROGRAMME OF SPORT, FITNESS, RECREATION AND ACTIVITIES THAT WILL ENCOURAGE REGULAR PARTICIPATION BY INCREASED NUMBERS OF STUDENTS, STAFF AND COMMUNITY USERS, AT THE LEVEL OF THEIR CHOOSING.

Participation in the context of the Strategy focuses very clearly on sport and physical recreational opportunities for students, staff and other users in a non-competitive or non-performance environment. Sport and physical recreational programmes and initiatives attract the largest cohort of students and other users as well as providing a sizeable income stream against business objectives. While student club sport is often and rightfully positioned as the ‘heartbeat’ of university sport, a real opportunity exists to make a lasting difference in the health and lifestyle of the campus community. The full realisation of the identified actions has the potential to produce a healthier and happier campus that will set standards in terms of participation statistics within the sector, as well as increasing productivity, satisfaction and experience in Trinity.

It is also recognised that closer and meaningful links between Sport and the Students’ Unions will bolster significantly the creation, promotion and ownership of recreational opportunities by students and this is introduced within the actions below.

ACTIONS

- 1.1** Deliver a dynamic programme of organised classes each year that increases participation, particularly by female students;
- 1.2** Liaise with the Students’ Union to appoint annually a non-sabbatical Sport & Recreation Officer post within the Executive Structure of the SU;
- 1.3** In conjunction with the Health Centre, and the Human Resources Department, create and deliver an ‘Active Staff’ programme;
- 1.4** Liaise with the Global Relations Office to offer a quality orientation programme for international students via the medium of sport, and initiate specific programmes for international students each academic year;
- 1.5** Create and deliver an Intra Mural Sports Programme for students that engages residential accommodation;
- 1.6** Initiate a sporting programme as part of Orientation via Academic Schools;
- 1.7** Increase awareness and interest in ‘Trinity Sport’ by better promoting fixtures and activities of student clubs to create a ‘Collegiate’ support for Trinity colours;
- 1.8** Continue to develop the children’s activity programme to include after school activities, delivered primarily by qualified Trinity student coaches.

Success will be achieved when there is evidence of increased numbers, year on year, of students and staff regularly taking part in sport and physical activity and this is recognised by the University as integral to attainment, achievement, performance and productivity. This will be measured by:

Key Performance Indicators

- The appointment of a Students' Union Sport & Recreation Officer
- Number of participants in sporting programmes
- Number of female participants in sporting programmes
- Number of staff in physical activity initiatives
- Number of international students in sporting programmes
- Number of Intra Mural events and number of participants
- Number of children involved in activities and development of their fundamental skills.



"I went from being an unsporty Freshman to becoming an athlete, a member of two clubs, captaincy and then on to lead teams that competed internationally and represent my peers on committees at Local, National and European levels. Trinity Sport has enabled me to develop as a person through meeting incredible people and dealing with tough situations. It has given me the experience that I would not have gained any other way to excel into the future."

**Conor Traynor,
Graduate and member of the
Student Commission of the
European University Sports
Association (EUSA)**



Strategic Objective 2: Performance

OBJECTIVE

TO PROVIDE A STRUCTURED PROGRAMME AND A SUPPORTING ENVIRONMENT FOR INDIVIDUAL ATHLETES AND FOCUS SPORTS TEAMS TO PERFORM AND COMPETE SUCCESSFULLY, AT A HIGH LEVEL.

In the main, this has been achieved via the Sports Scholarship Programme that has supported a wide range of individual athletes since its inception over twenty years ago. The creation of the Strategy challenges the current approach to the delivery of performance sport within Trinity, to being a proactive, innovative and strategic approach that reaches outward. Sport can be an influencing factor in the decision of students to join Trinity and this objective identifies actions that maximise this benefit to the student, the University and student sport. The formula for success can be found in a 'focused' club approach that can be complimented by supporting, as far as possible, potentially talented or internationally recognised individual athletes and increasing the success of student clubs at a competitive level.

ACTIONS

- 2.1** Identify Focus Sports which will be developed to a standard where Trinity will challenge for honours in those sports, at varsity and national levels;
- 2.2** Secure investment from the University to implement in full, the package required to attract high-performing athletes to Trinity;
- 2.3** Initiate a 'schools programme' linked to the Focus Sports that will attract the most talented secondary level students to study and compete at Trinity;
- 2.4** In liaison with the Programme for Orthopaedics & Sports Medicine, develop a fit-for-purpose support service that will provide a robust medical pathway for Sports Scholarship and Focus Sport athletes and associated research into sports injuries;
- 2.5** Put in place agreements and arrangements with other University services to include accommodation, health and catering, to deliver a comprehensive and fit-for-purpose support service for high-performing students;
- 2.6** Establish a measurement via which the development of students can be assessed during their involvement in the high performance sports programme at Trinity;
- 2.7** Create tangible links with relevant governing bodies of sports to strategically position the Focus Sports within their plans and to benefit from expertise and knowledge therein;
- 2.8** Create and implement a Student Club Development Model that attracts and retains student athletes and improves the competitiveness of Trinity Clubs.

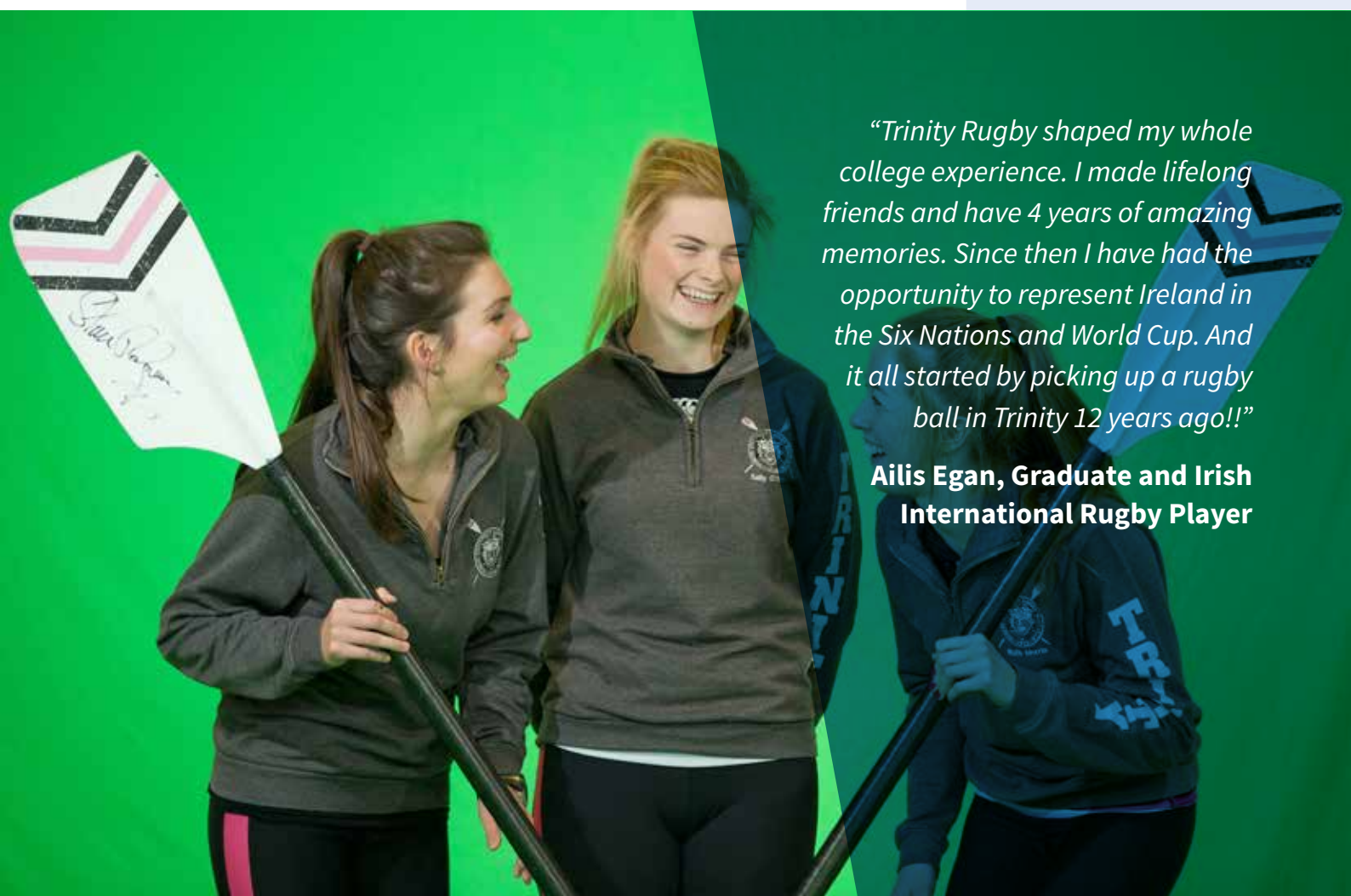
Success will be achieved when Trinity Sports Clubs are challenging regularly for honours in Blue Riband intervarsity and national championships and high-performing students choose Trinity for sporting development alongside academic achievement. This will be measured by:

Key Performance Indicators

- High ranking results achieved by Focus Sports clubs at intervarsity and national levels
- Number and level of top quality coaches recruited to work with Student Sports Clubs
- Number of applications for the High Performance Programme and measurement of performance development by individual student athletes
- Facility and medical care pathway in place in liaison with the Orthopaedics & Sports Medicine Unit
- Support agreements in place with National Governing Bodies for Focus Sports
- Number of students taking part in Student Club Sports

“The Trinity Sports Scholarship Programme has been invaluable in allowing me to continue competing at a high level in my sport.”

Tom Brennan, Student and International Kayaker



“Trinity Rugby shaped my whole college experience. I made lifelong friends and have 4 years of amazing memories. Since then I have had the opportunity to represent Ireland in the Six Nations and World Cup. And it all started by picking up a rugby ball in Trinity 12 years ago!!”

Ailis Egan, Graduate and Irish International Rugby Player



7.2 ENABLERS

Enabler 1: Profile

OBJECTIVE

INCREASE THE PROFILE OF SPORT WITHIN AND OUTWARD OF THE UNIVERSITY THAT CAPTURES THE ATTENTION OF THE CAMPUS COMMUNITY AND IS USED TO PROMOTE TRINITY COLLEGE.

Sport must be instantly recognisable as a key part of the Trinity offer and in line with the identity of the University, the presentation of sport should be visual, creative and current, to attract increased awareness, interest and participation by the College community. With an increased profile, Sport will prove of benefit in respect of recruitment, retention, student satisfaction and connections with Alumni.

Of paramount consideration is the impact of sport as a good news story. Sport can be used as a tool to reinvigorate and nurture collegiality amongst students and staff resulting in improved productivity, application and ownership. There is no other similar medium that has the power to achieve this. Sport also contributes to the University's reputation nationally and internationally amongst graduates, communities, schools, businesses and potential students.


ACTIONS

- E1.1** In line with the current University identity, create a 'Trinity Sport' identity that will be instantly recognisable within and outside of Trinity and will represent the breadth of sporting opportunities in Ireland's premier University;
- E1.2** Organise an annual Trinity Sports Awards event that will profile the success and achievements of individuals and teams within Trinity and will be attended by students, staff, alumni and community partners;
- E1.3** Secure University wide coverage of showcase sports events each year to include Performance Sports Event, Trinity Regatta and Trinity Sports Awards;
- E1.4** Work with the Communications Office to formulate a regular 'Sports Update' that is circulated within Trinity to students and staff and profiles key results and activities from Sport;
- E1.5** Better utilise social media outlets to communicate relevant sports updates to students, staff and community users which in turn, will increase participation at all levels;
- E1.6** Secure a regular presence on the Trinity Global Home Page with relevant sports stories and headlines;
- E1.7** Create a network of high profile Trinity Sport 'Ambassadors', who can endorse the University's sporting experience, showcase events and programmes;
- E1.8** Develop key partnerships, collaborations and service liaisons which enhance the profile of Trinity Sport and the University.

Success will be achieved when sport is featured on a regular basis on the Trinity Global Home Page and sport is used by the University to better promote the perception of Trinity on a local and international level. This will be measured by:

Key Performance Indicators

- New 'Trinity Sport' identity and strap line in place by 2015
- One platform for Trinity Sport communications and news
- Number of sport related stories on the Trinity Global Home Page per annum
- Level of social media traffic on web, Facebook and Twitter for sport
- Inclusion of sport as part of the University's recruitment and globalisation strategy
- Success of showcase events in terms of coverage, participation and feedback
- The number of Trinity Sport Ambassadors actively engaged
- The number of key partnerships, collaboration and service liaisons provided for.



“Sport is a unique and central part of the Trinity experience. Of particular significance for me was that I got to know people from Northern Ireland as teammates who became friends. Talking to them helped give me a better understanding of the North than I would have ever got otherwise.”

Hugo MacNeill, Graduate and former International Rugby Player



Enabler 2: People

OBJECTIVE

THAT QUALITY VOLUNTEER, COACHING AND ADMINISTRATIVE OPPORTUNITIES ARE PROVIDED TO STUDENTS, STAFF AND OTHER INDIVIDUALS TO POSITIVELY IMPACT ON SPORTING PERFORMANCE AND ACHIEVEMENT, ALONGSIDE PERSONAL DEVELOPMENT BENEFITS.

Sport is the largest single source of volunteering in Ireland with over 500,000 people volunteering in sport each week^{xviii}. The energy, enthusiasm, creativity, determination and application of a vibrant student population in Trinity Sport are as yet to be fully realised. Opportunities will be cultivated to unleash the resource that exists for students as administrators, coaches, volunteers and ambassadors during their time at Trinity. Trinity Sport staff will be focused on quality and excellent work performance and we will seek to ensure staff are trained and playing to their strengths.

This focus is complimented by the coming together of people resources via staff, alumni and community. The combination of which will unearth new thinking and approaches to making things happen for sport in the University. By utilising sport as a main contributor to the unique Trinity Experience, this objective will set Trinity apart from other third level institutions.

ACTIONS

- E2.1** Appoint professional and skilled resource to support the strategic implementation process;
- E2.2** Refresh the annual Student Club Officer training programme to deliver information and guidance that is relevant and useful to students, utilising graduates who have relevant skills, for example those who have successfully fulfilled committee roles during their time at Trinity;
- E2.3** Recognise the contribution of individuals via the annual Trinity Sports Awards event to include Administrator of the Year, Coach of the Year and Sports Volunteer of the Year;
- E2.4** Initiate a Coach Education Programme that will provide a diverse range of training opportunities for students to gain a recognised qualification and deploy participants to coaching opportunities at club and recreational levels;
- E2.5** Develop the Sports Volunteer Programme to create an enthusiastic and energetic group of students on an annual basis who are available to assist with the delivery of sports programmes and initiatives throughout the Campus;
- E2.6** Identify and empower a group of 'Champions' from services and academic staff who will act as ambassadors and supporters of sporting programmes which are established to encourage increased participation by staff in a healthy lifestyle.

Success will be achieved when Trinity attracts highly qualified and experienced personnel to key roles within club and sports development and the Trinity Sports Volunteer Programme is regarded as a model of good practice in the higher education arena. This will be measured by:

^{xviii} Federation of Irish Sport

Key Performance Indicators

- Appointment of Development and Operational Sports Staff in line with Strategic and Infrastructural requirements
- Number of students who complete Club Officer Training across a range of topics
- Number of students participating in the Coach Education Programme and number of students undertaking coaching roles in sports programmes
- Number of students undertaking role of Sports Volunteer
- Qualitative data on personal development measurement and employability for students availing of coaching and volunteer education
- Number of staff partaking in physical activity initiatives and number of staff 'Champions' for these initiatives on an annual basis.



"Use all the ability you have for the benefit of the team; don't remonstrate with your colleagues on the pitch, show intelligence and humility."

Johnny Giles, Honorary Graduate and Former Irish International Footballer

Enabler 3: Governance, Finance and Management

OBJECTIVE

THAT SPORT IN TRINITY IS MANAGED WITHIN A FULLY INTEGRATED AND FINANCIALLY ROBUST GOVERNANCE STRUCTURE, TO ACHIEVE SHARED VISIONS AND GOALS.

There is an opportunity to galvanise the passion, energy and dedication of current governance structures for sport to create an integrated focus between the Department of Sport and DUCAC, referred to as 'Trinity Sport'. This Strategy provides the pathway for an integrated delivery of sport services, programmes and facilities, which will produce an efficient and effective use of valuable resources to maximise benefit for student sport. It will address the challenges and risks that have existed for sport as a result of multiple structures in place, which can be somewhat confusing.

Whilst the current financial model ensures that students' access to facilities and services is maximised, it is necessary to utilise and protect the annual student levy to account for recurrent operational costs alongside key sports development requirements. Agreed proportionate financial resources for 'Trinity Sport' will be allocated to 'strategic' priorities. This will be carried out in full consultation with student representatives to include the Students' Union and DUCAC, and will consolidate student benefit going forward.

Given the scale and strategic significance of sport to the University, the direct link to the Chief Operating Officer is vital in ensuring that sport has a voice at relevant decision making tables in the University to fully implement this Strategy.

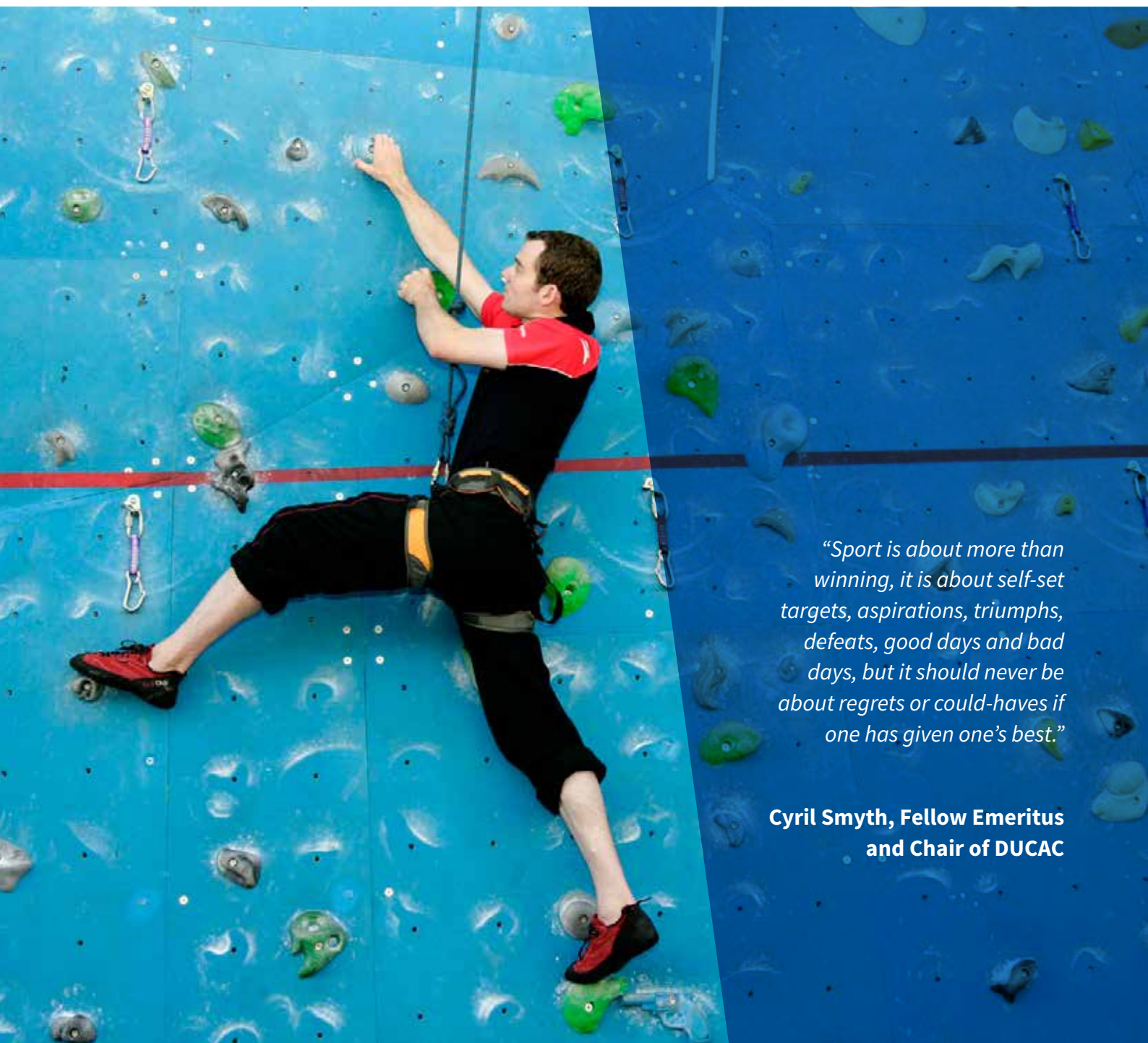
ACTIONS

- E3.1** Establish a Project to explore and design an integrated and conducive structure for the delivery of Trinity Sport;
- E3.2** Ensure that Sport is represented on relevant decision-making Committees within the University;
- E3.3** Agree a process to ring-fence the student levy that funds annual operational costs as well as new developments for student benefit;
- E3.4** Source additional funds for sport; through philanthropy, business development, donations and sponsorships that strengthen the financial future and development of sport;
- E3.5** Create a Sports Club Development Unit, comprising a Sports Club Development Manager and relevant Club Development Officers, aligned to a Focus Sport model;
- E3.6** Maintain and present timely and relevant reports via agreed reporting structures to govern the financial and business management of Trinity Sport on an annual basis;

Success will be achieved when Sport is fully integrated into an agreed structure to represent and develop sport at a strategic level. This will be measured by:

Key Performance Indicators

- Agreed governance structure in place and associated Service Level Agreements
- Increase in annual student levy from 2015/16 and ring-fenced for future student sport developments
- Club Development structure in place by 2016
- Representation on relevant committees within the University
- Financially sustainable model in place to support the strategic implementation and priorities
- Secure sponsorship funding for sport.



“Sport is about more than winning, it is about self-set targets, aspirations, triumphs, defeats, good days and bad days, but it should never be about regrets or could-haves if one has given one’s best.”

**Cyril Smyth, Fellow Emeritus
and Chair of DUCAC**

Enabler 4: Infrastructure

OBJECTIVE

THAT THE FINANCIAL, TECHNOLOGICAL AND PHYSICAL RESOURCES AVAILABLE ENSURE THE PROVISION OF QUALITY FACILITIES AND SUPPORT PERFORMANCE AND PARTICIPATION PROGRAMMES.

Sport in Trinity has an excellent track record of business and financial management to ensure that operations and activities are delivered within agreed parameters. This is the cornerstone upon which much needed facility developments are anchored. Pragmatically, the Strategy does not rely solely on investment from central University funds but adopts a ‘can do’ approach to the challenge of financing future facility and infrastructure developments. This will ensure that Trinity can reinstate a claim for top-class sports facilities and programmes, amongst competitor institutions. This objective is also about aligning with the new Digital Transformation Strategy for the University. Sports communication mediums must be ‘digitally engaging’ with all stakeholders.

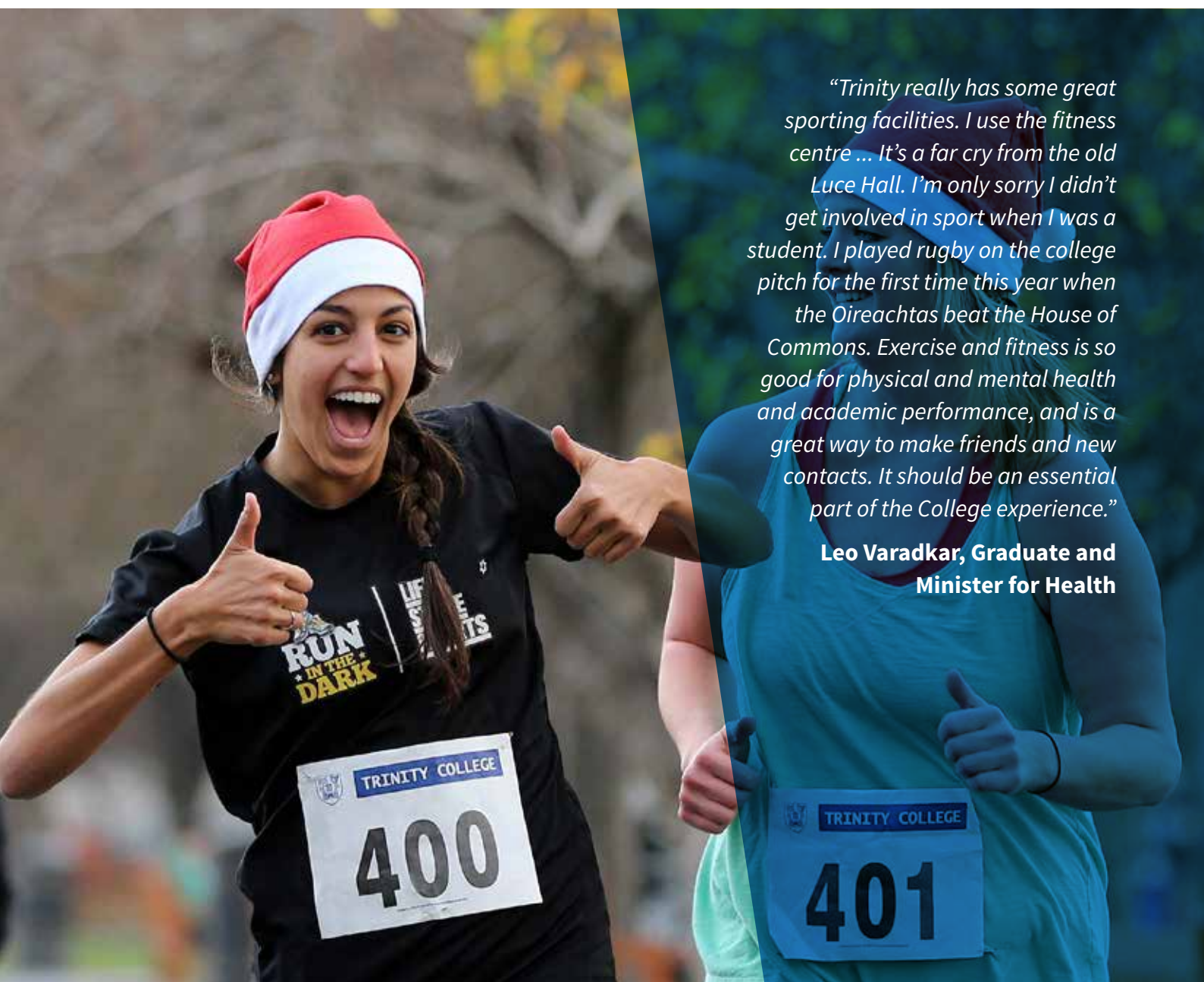
ACTIONS

- E4.1** Complete the upgrade of Outdoor Sports Facilities as already approved by the University via Phase 1;
- E4.2** Design and launch a strategic ‘campaign’ to fund Phase 2 of the Outdoor Sports Facilities project that will involve alumni, corporate sponsors and fundraising events;
- E4.3** Carry out a needs assessment of indoor facilities aligned to the anticipated increase in student population and diversity, and identify a Capital Project Plan via which requisite and safe space can be provided for sport and fitness;
- E4.4** Ensure that the facility needs of the clubs displaced by the developments on campus, are met without impacting negatively on participation and future development;
- E4.5** Initiate plans to upgrade the Islandbridge Boathouse to provide fit-for-purpose training, storage and social space for student clubs and events;
- E4.6** Extend the portfolio of sports facilities through the acquisition and development of new sites such as the proposed purchase of the Iveagh Sports Grounds and as the campus expands further into new or existing sites;
- E4.7** Use state-of-the-art and fit-for-purpose technology systems to underpin operational and strategic reporting requirements.

Success will be achieved when support for Capital investment is secured from the University, within the overall Estates Plan, and Trinity boasts a portfolio of excellent indoor and outdoor sports facilities, supported by latest technology interventions. This will be measured by:

Key Performance Indicators

- Sports facility development is included within the overall Capital Development Plan for Trinity
- Phase 1 of the Outdoor Sports Facilities Project is complete
- Income is achieved from fundraising campaign and plan in place for Phase 2 of Santry development
- Plan to maximise the indoor space available to Sport and Recreation on campus
- Long term 'home' for clubs affected by current displacement, and the inclusion of sport facilities within the proposed Oisín House development
- Plans in place for the upgrade of the Islandbridge Boathouse facilities
- Acquisition of the Iveagh Grounds and secured investment for development of same
- Latest technology systems are planned which are digitally enabling and engaging all stakeholders and linked to the University's Digital Transformation Strategy.



"Trinity really has some great sporting facilities. I use the fitness centre ... It's a far cry from the old Luce Hall. I'm only sorry I didn't get involved in sport when I was a student. I played rugby on the college pitch for the first time this year when the Oireachtas beat the House of Commons. Exercise and fitness is so good for physical and mental health and academic performance, and is a great way to make friends and new contacts. It should be an essential part of the College experience."

Leo Varadkar, Graduate and Minister for Health



08 IMPLEMENTATION

8.1 Strategically Positioned

The Strategy for Sport is appropriately timed to support the current Strategic Plan for the University from 2015. It is unequivocally assumed that the success of the Strategy is dependent on ownership by the University to fully realise identified objectives and anticipated outcomes. It is essential that this translates into support for the lifetime of the Strategy and beyond. This should not be interpreted solely as monetary value, as opposed to tangible recognition of the benefits and impact of Sport within the entirety of the Trinity Experience.

8.2 Funding Strategy

The funding strategy takes cognisance of the challenging financial environment within which Trinity now operates. Whilst the sports team will continue to present and plan for robust cases for investment in sport, the resource approach of the Strategy must be realistic. Expertise, collaboration, creative thinking and energy must be levered from relevant University resources to make things happen, the specifics of which have been articulated in the supporting actions of strategic objectives and enablers.

The Strategy for Sport will only be possible by investment secured through a ‘cocktail’ of sources, some which already exist and others which will be required to include the student sports levy, the University, self-financing activities, fundraising, alumni support and sponsorships.

Some of the strategic priorities will be accounted for in recurrent income sources. It is estimated a total capital investment of approximately €13m (over an agreed number of years) will be required to facilitate for the following programmes and facilities which will enable the achievement of the objectives.

“Trinity Sport provides students the opportunity to become part of the college community right from day one, and to get involved and engaged with student life through a wide variety of clubs and interests.”

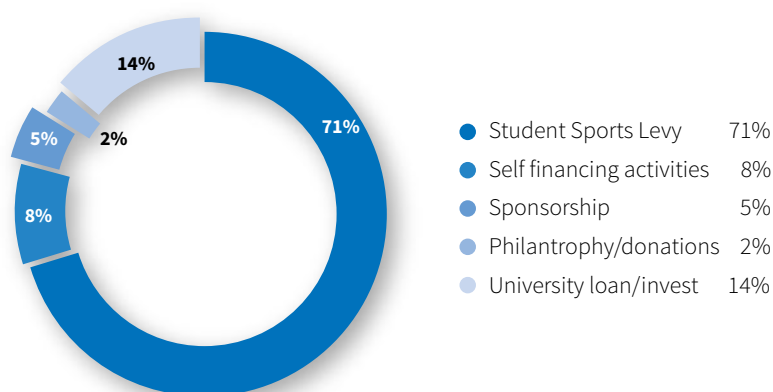
Kacper Coulter, Student and Vice Chair of DUCAC



STRATEGY FOR SPORT PROGRAMME AND FACILITY REQUIREMENTS	DESCRIPTION
Performance Programme and Staff	The appointment of Development Staff is a key part of the Strategy implementation and the associated increased costs of High Performance Programme delivery including the Sports Medicine and Orthopaedics care pathway for students.
Fitness Theatre Development	To extend the Fitness Theatre on ground level and include additional fitness space on level 1 of the Sports Centre. Aim to increase capacity, safety and services committed to students.
Phase 1 Santry & Outdoor Sports Development	Rugby Pitch Phase 1a, floodlights, GAA Pitch, 5 a-side pitches, and ancillary works (drainage, entrance, car park).
Phase 1 Islandbridge	Further essential boat storage, land training, fitness theatre space and renovation of the Boat House and apartment for Boatman/Security.
Phase 2 Santry - further pitch developments to include an artificial floodlit training pitch	Artificial pitch, sand carpet pitches and Pavilion.
Oisín House, on campus	Contribution to the plans for the enhancement of agreed inclusion of sports - Squash, Racquetball/Handball, Rifle and Orthopaedics and Sports Medicine Clinic (linked with Health Centre).
Iveagh Grounds, Crumlin	To include the acquisition of the site and development of the facilities to provide a suite of artificial floodlit training surfaces that complement the existing portfolio of sports pitches at Santry Sports Grounds.

The costs of implementation of the above will be targeted across the various funding streams over a period of agreed number of years, via University loan or otherwise, each with a unique Business Case to be presented to the University for approval. The diagram below highlights how the Strategy implementation may be funded over a twenty year period, as an example, and also demonstrates how the ring-fencing of the student sports levy funds will be critical to achieving the capital development proposals and the ability for Trinity Sport to leverage pay back of any advance loans and/or investments.

Strategic Funding Streams: Example

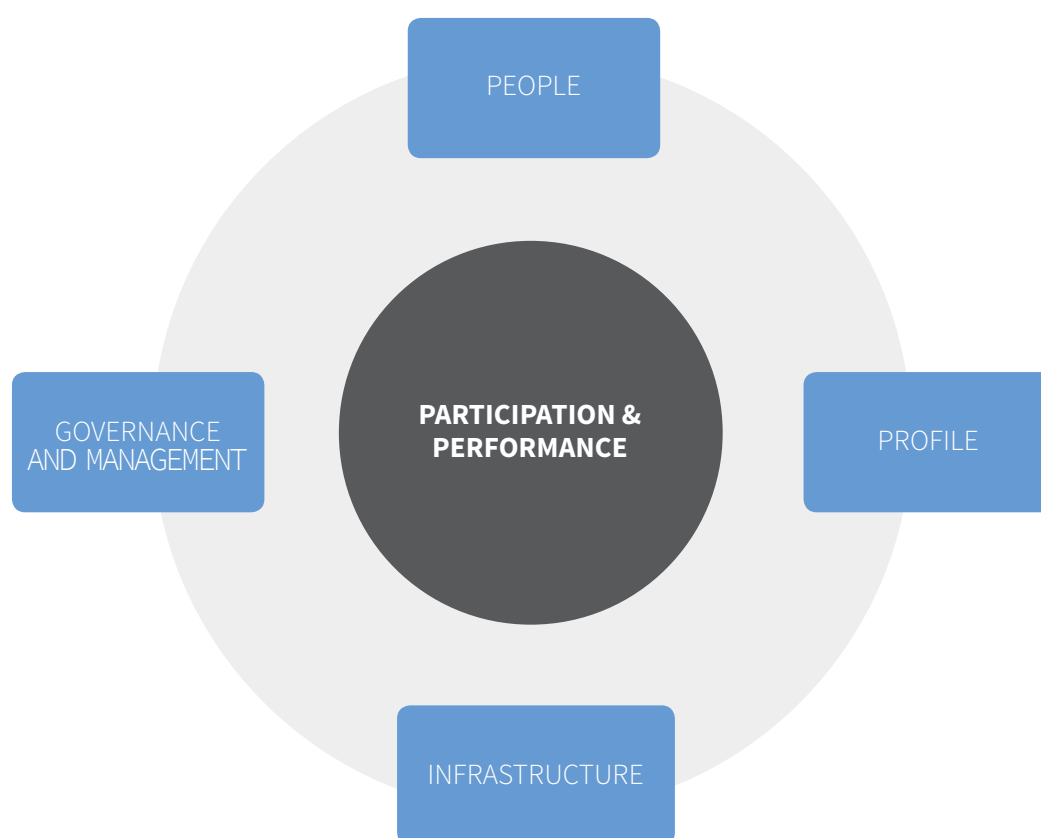




8.3 Delivery

The expertise, knowledge and energy of the sports team will lead on the delivery of the actions to achieve success. The key strategic messages and associated objectives will be assigned to the appropriate managers under the leadership of the Head of Sport and Recreation. This will be done in collaboration with other services and partners, and will create synergies and best utilisation of resources that are of mutual benefit. The organisational structure within Trinity Sport will be realigned and refocused on the delivery of the strategy. The challenges will be undertaken with infinite levels of creativity and innovation and the result will produce unrivalled levels of participation, engagement and involvement by the University community.

8.4 Measurement and Reporting



The Key Performance Indicators for the strategic objectives and enablers provide a natural ‘Balanced Score Card’ measurement of the Strategy. This is a useful framework for monitoring the effectiveness of Sport within Trinity across a range of measures including financial, usage and business targets. Continuous monitoring of performance against target will be conducted through the execution of quarterly team meetings and will be reported within the agreed governance structures and presented to relevant committees within the University. Currently, this includes the Chief Operating Officer, Executive Officers Group, Heads of Service Forum, DUCAC and the Student Life Committee.

The Strategy will also be subjected to risk analysis and management as per normal operating procedures and as required within the management and governance of each of the capital projects. Refinements to the Strategy will be conducted with relevant stakeholders and adjustments approved as appropriate.

09 MILESTONE MAP

YEAR	MILESTONE
2015	
	Launch of Strategy for Sport
	Trinity Sports Awards consolidated as showcase event
	Opening of Upgraded Hockey Pitch at Santry
	Opening of Upgraded Rugby Pitch in College Park
	Establishment of agreed governance structure
	Strategic Appointment of Sports Development Officer
	Identification of Focus Sports
	Creation of new identity for Trinity Sport
	Launch of Medical Care pathway for Sport
2016	
	Inaugural Annual Sports Alumni Event
	Completion of Phase 1 Santry Development
	Start of Trinity Sports Volunteer Programme
	Appointment of Development Officers for Focus Sports
	Launch of Fundraising Campaign for Sport
	Student Club Development Model
	Sponsor for Sports Scholarship and High Performance Programme
	Acquisition of the Iveagh Sports Grounds and Development Plan approved
	Trinity Sport enabling the Globalisation Strategy
2017	
	Trinity Student Clubs as Intervarsity Champions in 2 Focus Sports
	Trinity Intra Mural Programme firmly established
	Approval of Capital Development Programme to include Phase 2 Santry, Islandbridge Boathouse and increased indoor capacity
	Trinity host 2 Blue Riband Intervarsity Events



10 IN CLOSING

The finishing point of this document is the starting point for the development of Trinity Sport. As well as providing invaluable input to the collation of a Strategy for Sport, the discussions by consultation groups evidenced very clearly that sport matters. The challenge therefore is consistent with the philosophy articulated in the current College Strategic Plan that notes;

‘A new strategic plan is an opportunity to set a course for the future, to put forward new ideas in response to changing times and circumstances, while reaffirming Trinity’s enduring values.’ (strategic plan) ^{xix}

Trinity Sport already makes a difference but a real opportunity now exists to make that difference count. This will be achieved by embracing in full the agreed Strategy with the enshrined principles of *integrity, commitment and professionalism*. Trinity’s reputation as a university of global consequence will then be supported by a sporting rigour that sets standards across the third level sector in Ireland and beyond.

“I was able to continue my academic studies alongside my sporting career because of the support given to me by Trinity College”

Natalya Coyle, Student and Olympian 2012




^{xix} Strategic Plan 2014-2019, Trinity College Dublin, Introduction

Acknowledgments

The strategic direction for sport has been informed by a wide consultation exercise involving students, staff, alumni and community users. A working group, chaired by the Dean of Students, involved many stakeholders to include representation from the following areas within the University; Student Unions, Estates and Facilities, Development and Alumni, Communications, DUCAC, and the Department of Sport and Recreation. External input was received from quality reviewers, consultants and representatives from the Irish Sports Sector. Senior University Officers were also invited to contribute including the Chief Operating Officer, the Chief Financial Officer, the Vice Provost for Global Relations and the Registrar.

Appreciation is noted for the unwavering commitment and passion of all involved in Trinity Sport and for the support from academic and administrative colleagues, students, graduates and community groups.

Trinity Sport would not be able to survive without the support of many volunteers, donors and sponsors. We thank them all and in particular the recent sponsorship from the Bank of Ireland.

The background of the lower half of the page features a large, light blue crest of Trinity College Dublin. The crest is a shield with a lion rampant on the left, a harp on the right, a central shield with a cross and a book, and a castle at the base. The text is overlaid on the lower portion of this crest.

*‘Thank you to all who have contributed to Trinity Sport.
We work as a team and we achieve success together’*

Michelle Tanner, Head of Sport and Recreation



APPENDIX ONE

STRATEGIC CONTEXT



01 TRINITY COLLEGE STRATEGIC PLAN, 2014 – 2019

As a university of global consequence, we will be known for realizing student potential and for research and scholarship that benefits Ireland and the world.

STRAND A: ENCOMPASS AN EVER MORE DIVERSE STUDENT COMMUNITY, PROVIDING A DISTINCTIVE EDUCATION BASED ON ACADEMIC EXCELLENCE AND A TRANSFORMATIVE STUDENT EXPERIENCE

1. Strengthen Community

A1.1 Access and Participation

- Continuing to enrol high-performing students from diverse backgrounds who can benefit from the distinctive education that Trinity provides
- Achieving a broader representation of students from throughout the island of Ireland and a greater demographic spread from other European Union (EU) countries

A1.2 Internationalisation

- Taking every opportunity to integrate all of our students, whether based in Dublin or abroad, into the global Trinity community

A1.4 Student-to-Alumnus Transition and Alumni Engagement

- Providing opportunities for alumni, in Ireland and abroad, to benefit from and connect with the University via a range of services and benefits, including the University and regional events, student and alumni networks, continuous professional development, alumni space on campus, including in the library and in sports, accommodation and catering facilities
- Recording and recognising the support of students and alumni

2. Promoting Student Life

A2.1 Transition to College

- Providing orientation information to parents/families on the challenges and expectations facing new students so that they can provide a supportive home environment while still respecting the growing independence of the student
- Enhancing Open Days for potential applicants and Induction Days for incoming students
- Introducing ongoing 'drop in' orientation activities throughout the first semester

A2.3 Student Services, Tutorship & Registry

- Promote student health awareness

A2.4 Student-led Activity

- Developing Trinity's academic programmes and timetables to facilitate participation in clubs, societies and community engagement
- Ensuring the Estates & Infrastructure Development Plan takes due account of the space needs of student-led activities
- Ensuring the University policies and administrative procedures support student-led activity, recognising its key role in the student experience
- Enhancing the Dean of Students, Roll of Honour as a method of giving formal recognition to student learning through participation in local, national and international volunteering opportunities
- Providing training and professional skills development to student officers of clubs and societies



STRAND C: FEARLESSLY ENGAGE IN ACTIONS THAT ADVANCE THE CAUSE OF A PLURALISTIC, JUST, AND SUSTAINABLE SOCIETY

7. Engage Wider Society

C7.2 Trinity Visitor Experience

- Providing welcoming and easy-to-find spaces and services for visitors, thus facilitating a deeper interaction for them with the work of the University
- Increasing the operating surplus on ancillary commercial activities by 20%

C7.3 Relationship with the City

- Partnering with government to play our part in advancing Dublin's reputation as a global city

C7.4 Neighbours and Community Liaison

- Maintaining continuous communication with local stakeholders on matters of significant interchange, including the oversight of major ongoing programmes of community/college engagement such as the Voluntary Tuition Programme, several shared programmes and the Sports Day
- *Trinity aims to continue to develop and enhance its relationships with the communities living alongside it, with whom it shares many challenges and opportunities.*

8. Demonstrate Institutional Leadership

C8.2 Equality, Diversity and the Irish Language

- Promoting the Equality Policy, Dignity and Respect Policy and the Gender Identity and Gender Expression Policy
- Taking on a leading role in sectoral and national initiatives to promote diversity and seeking to raise the University's profile as an inclusive organisation

C8.3 Volunteering, Public Service and Civic Engagement

- Facilitating opportunities for community-university partnerships and supporting campus-community volunteering opportunities
- Formally recognising student engagement and volunteering by means of an extended transcript with validation of co- or extra-curricular activities, and encouraging reflective learning through e-portfolios
- Encouraging staff volunteering and community-based research through an Engagement Award

C8.4 Trinity EngAGE

- Promoting the University of the Third Age (U3A)

9. Secure Trinity's Future

C9.1 Global Citizenship

- Being an exemplar integrating a diverse student body into a collegiate community

C9.2 Ethical Responsibilities

- Embedding the skills of independent thought and action throughout our curricula and promoting the values of pluralism, social justice and environment sustainability in our wider engagement

C9.3 Identity

- Continuing to renew our identity in the context of the evolution of our mission

02 TRINITY COLLEGE DUBLIN GLOBAL RELATIONS STRATEGY

‘... creating a Trinity community that is inclusive, integrated and global’

Trinity has placed a significant focus on the recruitment of increased international students to the College and, specifically, sport must be used to deliver the following strategic actions under the interconnected headings:

Global Relationship Building	<p>Deliver a compelling message about what makes Trinity unique and how a Trinity education adds real value in an increasingly competitive global market.</p> <p>Encourage all Trinity students to spend time abroad to gain international experience.</p>
International Student Recruitment	<p>Double the number of non-EU students choosing Trinity.</p> <p>Engage with the top high schools in North America and Asia.</p>
Educational Experience	<p>Ensure that all students have a positive experience as we educate them to global citizens.</p> <p>Offer a range of international scholarships to try to ensure that we attract the best international students.</p>
Alumni and Advancement	<p>Embed alumni related activity in the culture of the University.</p> <p>Fully engage Trinity alumni networks across the globe through a range of communications, events and services.</p> <p>Make the Trinity student body actively aware of the importance of giving back to the University.</p>





03 UNIVERSITIES & COLLEGES SPORT (merged with BUSA to form BUCS)

59% of UK students rate the recreational sports programmes as an important factor in their choice of college or university, whilst 76% of international students in the UK see recreational sports as an important component to students' quality of life and time at the University.

Recruitment and Retention	<p>For prospective students, the provision of attractive and accessible sport and recreation facilities and services that enable the pursuit of sporting excellence or casual participation in sport, at a recreational and social level, is an important part of the package.</p> <p>Provision for sport can be a powerful selling point. In this regard, sport has an economic value as well as a social value to Trinity.</p>
National and International Significance	<p>Universities are increasingly regarded as regional centres for the development of sport – both 'performance' sport and 'community' sport provision. Sports facilities can improve international and national rankings.</p>
Business Benefit	<p>In the University sector, new and refurbished facilities which enable expanded programmes and services, are now a key feature of many campuses and can help improve the bottom line via facility hire, conference events and the attraction of external funding.</p>
Corporate Identity	<p>Sport provides students and staff with a sense of belonging, creating pride in and identity with their institution. The provision of sports facilities and opportunities makes the university or college an attractive place to work or study.</p>
Personal Development	<p>Sport provides a valuable developmental experience for students and staff through participation and volunteering. Involvement in sporting activity can improve immensely the employability of Graduates.</p>
Health and Productivity	<p>Encouraging students and staff to lead more balanced active lifestyles has a positive impact on health and productivity. Sport helps combat physical and mental stress.</p>
Life-Long Learning	<p>Sport is a vehicle for life-long learning via participation, volunteering, coaching and administration. Students are charged with specific responsibilities in the running of their own clubs.</p>

04 STUDENT SPORT IRELAND

As the governing body of third level sport in Ireland Student Sport Ireland's vision is to work in partnership with national and international bodies identifying pathways for college communities to participate, compete and develop through sport and physical activity.

Student Sport Ireland's mission is to promote and develop third level sport in Ireland. It is anticipated that the realisation of the identified objectives by 2016 will yield:

A greater number of third level students actively participating in sport and physical activity on a regular basis

A greater number of students participating competitively both domestically and internationally

Clearly defined developmental pathways for our elite athletes

Greater engagement between member institutions and local communities

Increased support and training to volunteers and the implementation of leadership programmes for students and local community representatives

The development of a strategy to better communicate the Association's work to a wider audience

The development of research programmes to better inform the Association's initiatives and gauge the effectiveness and success or otherwise of our work

The continued development and implementation of policies, procedures and systems to facilitate the efficient and effective management of the Association

05 IRISH SPORTS COUNCIL

The Irish Sports Council believes that 'sport plays a central role in the social and cultural life of Ireland.' In their Statement of Strategy 2012 – 2014, two objectives are particularly pertinent:

- Increase the percentage of the adult population participating in sport from 33% to 45% by 2020; and
- Reduce the numbers who are sedentary from 18% to 13% by 2020

Research has shown that students who participate at third level are more likely to continue to participate in physical activity throughout their lifetime, therefore, high education institutions can influence these objectives quite significantly.



06 FEDERATION OF IRISH SPORT

Sport changes lives. Over the last number of years sport has been the consistent good news story amongst the economic doom and gloom. The Federation believes that Ireland would be a better place if sport was enabled to deliver on its full potential. Set out below is an overview of sport in Ireland and a summary of the key dividends it delivers:

General Background	2.1million participants made up of 1.2 million adults and 900,000 children 18 and under 70 plus different National Sports Organisations / Governing Bodies Over 12,000 sports clubs
Government Funding and Sport	Peaked in 2008 at €234 million. Funding for 2013 is €77 million
Sport and The Economy	Government gets a return of €149 for every €100 invested in sport Sport sector supports 40,000 jobs Sport contributes 1.4% of GDP Sport generates €1.9 billion of household spending
Sport and Health	Physical inactivity responsible for 6% of deaths globally UK research indicates that 11% of their health spend each year is due to physical inactivity €1.6 billion is the estimated cost of physical inactivity in Ireland
Sport and Tourism	Sport is regarded as one of the fastest growing niches of the \$4.5 trillion global tourism industry In the UK, a 'sporty' tourist spends an average of £900 per trip compared to a regular tourist spend of £500 Ireland v England Rugby match is worth €83 million to Dublin
Sport and Community	Sport is the largest single source of volunteering in Ireland with over 500,000 people volunteering in sport each week 70% of sports participation say meeting people is a reason for playing Garda call outs dropped by approximately 49% in Finglas and Ballymun during the 6 weeks of the FAI's midweek leagues

07 THE IMPACT OF ENGAGEMENT IN SPORT ON GRADUATE EMPLOYABILITY, SHEFFIELD HALLAM UNIVERSITY, JUNE 2013

Graduates	<p>As numbers of graduates increase, students need to do more than pass a degree to get their first job and to sustain their employability. The evidence indicates strongly that in the context of rising fees, engagement in sport is associated with a good career return on investment of £4264 and £5616 per annum.</p> <p>There is significant evidence from employers that engagement in sport is a recognised strength, but it's not just about playing sport it's the involvement in volunteering and management aspects that provide competitive advantage in the jobs' market.</p>
Employers	<p>Engagement in sport provides a wide range of positive attributes wanted by employers notably: team working, communication skills, motivation, competitiveness and resilience.</p> <p>Enhanced employability is not just about playing sport. Employers consider that leadership positions, organisational roles and other positions of responsibility within sports clubs and societies were particularly beneficial in providing 'added value' for graduate employability.</p> <p>Some students who engage in sport are able to make the best use of their experience in a recruitment process by demonstrating transferable skills.</p>
Universities	<p>Senior executives within universities should be fully aware that the sport offer is not just about investment in facilities, it's an overall package which includes participation and opportunities for engagement in volunteering, management and leadership activity.</p> <p>There is a need to ensure that the value of engagement in sport (as recognised by graduate employers) is communicated and promoted in universities to all who have a role in helping graduates prepare for employment.</p>
Summary	<p>This research concludes that sport does matter and can contribute in various domains. It is a <i>force for good</i> and a sound investment from the graduate, employer and universities' perspectives. Now is the time for all partners and stakeholders to realise the potential of sport and to act accordingly.</p>



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Developing an Integrated Implementation Strategy for the Development of Sport

PROJECT REPORT

Date:

4 December 2015

Author:

Dean of Students



1. Introduction

This report presents the outcomes of the project commissioned by the Provost to develop and integrated implementation plan for sport. It presents Service Level Agreements between the stakeholders covering 2 strategic objectives and 4 strategic enablers.

2. Terms of Reference

Terms of Reference were stipulated and the core purpose of the Project Group was to develop an Integrated Implementation Plan involving the principle stakeholders, founded on the principle of maximising participation in sport by students and maximising the associated benefits of involvement in sport (see Appendix 1).

3. Group Membership

Kevin O'Kelly, Dean of Students, Chair
Cathy Gallagher, Development Manager, Sport & Recreation, Project Manager,
Susan Ahern, International Rugby Board
Claire Buttenshaw, Vice Chair DUCAC
Seamas Donnelly, Professor in Clinical Medicine
Paul Mangan, Director, Estates and Facilities
Domhnall McGlacken-Byrne, Students' Union President
Geraldine Ruane, Chief Operating Officer
Louise Ryan, Deputy Chief Financial Officer
Cyril Smyth, Chair DUCAC
Michelle Tanner, Head of Sport & Recreation

4. Context

The work of the Group was informed by:

- Strategy for Sport
- Quality Review of the Department of Sport
- DUCAC Position Paper on the Quality Review

5. Meetings

Four meetings were held between April and September, supported by a series of sub group meetings.

6. Service Level Agreements

It was agreed by the Group that Service Level Agreements should be devised, based on the structure of the draft Strategy for Sport as follows:

- Strategic Objectives: Participation and Performance
- Enablers: Profile, People, Infrastructure and Governance



Sub Groups were established to develop each of the areas and additional expertise was enlisted from relevant departments within College e.g. Marketing and IT Services. This was based on an agreed matrix of responsibilities and stakeholders.

The Service Level Agreements were considered and accepted by the Group, the outcome of which provides a clear direction on roles, responsibilities and outcomes. It is necessary to give particular attention to the agreed Governance process and the opportunity to create a natural follow on from the work of the Project Group, as well as harnessing the working relationships and focused establish therein. The SLA's developed by the sub-groups and approved by the Project Team are included in Appendix 2.

It is proposed that a reporting structure for Sport is set up as illustrated below:

Group	Remit	Membership
High Level Steering Group for Sport	Oversee the strategic development of Sport in Trinity. Group should be chaired by a member of the Executive Officers Group and the Chair will present a report to the EOG each year. It is anticipated that the Group would meet 3 times each year.	Composition should be an extension of the current Sports Project Group.
Implementation Group	The remit of the Group will be to implement the actions of the Strategy for Sport. The Group will be chaired by the Head of Sport or nominee. It is anticipated that the Group would meet monthly.	Group membership should not exceed 5 and will include the DUCAC Vice Chair (or most senior student rep). Representatives should have decision making authority from respective bodies.
Operational Meetings	To take place on a weekly basis between the Department of Sport and DUCAC. The Group will be led by the Development Manager.	The Group will comprise the Development Manager, DUCAC Administrator and Senior Sports Development Officer.

The Department of Sport and DUCAC will retain current budgetary responsibilities. Budget and funding allocations should reflect the priorities within the Strategy for Sport.



APPENDIX 1

Developing an Integrated Implementation Strategy for the Development of Sport

Terms of Reference

1. Context

The College Strategic Plan 2014-19 identifies several objectives within the goal of Promoting Student Life that relate to sport. The Department of Sport & Recreation (DSR) also completed its quality review in 2014 and a Strategy for Sport has been collated by a Working Group involving DSR, DUCAC, the Students' Union and other service areas. The Quality Committee, upon receiving the quality review report and also submissions from DUCAC and the Head of Sport & Recreation, recommended that a Task Force for Sport be established to address sport in Trinity in its broadest sense. With all of these in mind, the Provost has constituted a Project Team to develop an integrated implementation strategy for the development of sport. This document outlines the Terms of Reference and the membership of the Project Team, for approval by Board.

2. Project Membership

- Dean of Students (Chair)
- Head of Sport & Recreation
- Chair of DUCAC
- Sport Development Manager (Project Manager)
- Student Union President
- Vice-Chair or most senior student of DUCAC
- Chief Operating Officer¹
- Director of Estates and Facilities¹
- Chief Financial Officer¹
- Seamas Donnelly – Professor in Clinical Medicine
- Susan Ahern- Head of Legal and Legislative Affairs at the International Rugby Board, Board member of Irish Sports Council

Others may be brought in for consultation as required.

¹ Or nominated representative



3. Terms of Reference

The purpose of the project is to develop an Implementation Plan for sport development based on a shared vision, with value statements that are inextricably linked to the ethos, principles and objectives of the College's Strategic Plan, 2014-2019. Specifically its purpose is to:

- a) identify those areas where DUCAC and the DSR have a shared strategy and identify the ways in which these areas can be enhanced
- b) develop a streamlined and more integrated organisational structure and funding /budget management plan for sport with a service level agreement between S&R and DUCAC to better utilise resources for sport
- c) agree a 10-year capital development outline, integrated within the College Estates Master plan
- d) establish a Sports Club Development Model and associated personnel and reporting lines, as well as a plan for student skills development
- e) develop an integrated communications and branding plan for sport

It will take into consideration, but not be limited by: the Strategy for Sport, the DUCAC position paper, the report of the external review of the Department of Sport & Recreation (2014) and any other relevant sources.

The project will deliver a report to the Provost and to Board.

4. Timeline

The review is to be completed by the beginning of Michaelmas Term 2015.

Project Matrix of Strategic Objectives and Stakeholders

PURPOSE:

To provide a discussion document for the development of a streamlined and more integrated organisational structure for sport in Trinity.

Format:

The document comprises the objectives and associated actions from the Strategy for Sport. Formatted within a matrix, each action is attributed to the Department of Sport, DUCAC or joint ownership. It is proposed that that the areas of joint ownership should be developed within a Service Level Agreement to outline specific responsibilities and outputs.



APPENDIX 2 - Service Level Agreements

Delivery of Strategic Objective 1: Performance

Cathy Gallagher (Dept of Sport), Claire Buttenshaw (DUCAC), Aidan Kavanagh (DUCAC) and Susan Ahern (World Rugby)

Objective: To provide an infrastructure and supporting environment for individual athletes and focus sports teams to perform and compete successfully, at a high level.

1. Purpose

To provide an unambiguous and fit-for-purpose model for the delivery of Performance Sport in Trinity.

2. Actions

2.1 Identify Focus Sports which will be developed to a standard where Trinity will challenge for honours in these sports, at varsity and national levels

2.1.1. A meeting will take place by the end of May each year and involve the following representatives:

- Development Manager, Sport & Recreation
- DUCAC, Vice Chair (or most senior student rep)
- DUCAC Administrator
- Senior Sports Development Officer

2.1.2. The meeting will be chaired by the Development Manager, Sport & Recreation

2.1.3. The purpose of the meeting is to agree the Focus Sports for the following academic year. The initial meeting will agree the criteria that will be used to identify Focus Sports. These will include, but not restricted to:

- Current performance standards at varsity and national levels;
- Coaching Infrastructure;
- Alumni Engagement;
- Club Development Plans.

2.1.4. It is anticipated that Focus Sports will be identified for a period of at least 2 years in order to achieve meaningful performance development and sustainability going forward.



2.1.5. The plans and local engagement with Focus Sports will be managed by the Development Manager, Sport & Recreation. Regular updates with DUCAC will be achieved by fortnightly meetings with the DUCAC Administrator and onward reporting to the monthly DUCAC Executive meetings.

2.1.6. Success will be measured against the Key Performance Indicators agreed with each of the Focus Sports. Ongoing measurement will be achieved and reported via monthly meetings with Focus Sport representatives.

2.2 Secure investment from the University to implement in full, the package required to attract high performing athletes to Trinity

2.2.1. The Department of Sport will be responsible for this Action.

2.3 Initiate a 'schools programme' linked to the Focus Sports that will attract the most talented secondary level students to study and compete at Trinity

2.3.1. The Department of Sport will be responsible for this Action.

2.4 In liaison with the Programme for Orthopaedics & Sports Medicine, develop a fit-for-purpose support service that will provide a robust medical care pathway for Sports Scholarship and Focus Sport athletes

2.4.1. The Department of Sport will be responsible for this action.

2.5 Put in place agreements and arrangements with other university services to include accommodation, health and catering, to deliver a comprehensive and fit-for-purpose support service for high performing athletes

2.5.1. A meeting will be organised by the end of June of Year 1 of the Strategy for Sport to agree:

- The services that should be engaged;
- The timelines associated with each service engagement; and
- The specific requirements from each service that will contribute to the package for high performing sports students.

2.5.2. Year 1 will focus on a review of the current allocation policy for Accommodation, to reflect the needs of high performing athletes and Student Clubs.

2.5.3. The process will be chaired by the Head of Sport & Recreation and involve:

- Development Manager, Sport & Recreation
- DUCAC Vice Chair (or most senior student rep)
- DUCAC Administrator
- Senior Sports Development Officer

2.5.4. The process will produce a clear set of criteria against which campus accommodation will be allocated.



2.5.5. Subsequent engagement with services agreed in 2.5.1 will be managed by the Development Manager, Sport & Recreation and reported via fortnightly meetings with the DUCAC Administrator and onward updates to monthly DUCAC Executive Meetings.

2.5.6. An annual review/progress meeting will be held by the end of June each year involving personnel outlined in 2.5.3 above.

2.6 Establish a measurement via which the development of students can be assessed during their involvement in the high performance sports programme at Trinity

2.6.1. The process will be managed by the Development Manager.

2.6.2. Measurement of Focus Sports will be achieved via 2.1.6 previous.

2.6.3. Measurement of individual high performing sports students involved in the Sports Scholarship Programme will be managed by the Senior Sports Development Officer, via regular update meetings with the students to ascertain progress against agreed performance programmes. This will be reported at the fortnightly meetings with the DUCAC Administrator and onward update at monthly DUCAC Executive meetings.

2.7 Create tangible links with relevant governing bodies of sports to strategically position the Focus Sports within the overall context and to benefit from expertise and knowledge therein.

2.7.1. The Department of Sport will be responsible for this action.

2.8 Create and implement a Student Club Development Model that attracts and retains student athletes and improves the competitiveness of Trinity Clubs

2.8.1. An initial meeting will be organised by the end of June of Year 1 to:

- Categorise student clubs within a development spectrum based on current status;
- Agree the specific structure of the Club Development Model; and
- Agree the areas of the Club Development Model that should be centralised immediately to safeguard duty of care and risk mitigation e.g. Insurance, Child Protection and Safety.

2.8.2. The meeting will involve:

- Development Manager, Sport & Recreation
- DUCAC, Vice Chair (or most senior student rep)
- DUCAC Administrator
- Senior Sports Development Officer

2.8.3. DUCAC will be responsible for the review and implementation of administration and funding processes which are user friendly and conducive to the development of students via sport.



2.8.4. Governance of the Student Club Development Model will be managed via the fortnightly meetings involving:

- Development Manager, Sport & Recreation
- Senior Sports Development Officer
- DUCAC Administrator
- DUCAC Vice Chair (as required aligned to the agenda priorities)

3. Implementation of Service Level Agreement

3.1 This will agreed by the Sports Project Group.

3.2 Review of same will be carried out at an annual meeting in June of each year, involving:

- Head of Sport & Recreation (Chair)
- Development Manager, Sport & Recreation
- Senior Sports Development Officer
- Chair, DUCAC
- DUCAC Administrator
- Vice Chair, DUCAC (or most senior student rep)



Delivery of Strategic Objective 2: Participation

Aidan Kavanagh (DUCAC), Ian Mooney (SU Welfare Officer) and Conor Clancy (SU Sport & Recreation Officer)

Objective: To offer an innovative and appealing programme of sport, fitness, Recreation and Activities that will encourage regular participation by increased numbers of students, staff, and community users, at the level of their choosing.

1. Purpose

To provide an unambiguous and fit for purpose model for the delivery of sport and recreation participation in Trinity.

2. Actions

2.1 Deliver a dynamic programme of organised classes each year that increases participation, particularly by female students

2.1.1 The Department of Sport will be responsible for this action.

2.2 Liaise with the Students' Union to appoint annually a non-sabbatical Sport & Recreation Officer post within the Executive Structure of the SU

2.2.1 The Department of Sport will be responsible for this action.

2.3 With Support from the Human Resources Department, create and deliver an 'Active Staff' programme.

2.3.1 The Department of Sport will be responsible for this action.

2.4 Liaise with the Global Relations office to offer a quality orientation programme for International Students via the medium of sport, and initiate specific programmes for International Students each academic year.

2.4.1 The Department of Sport will be responsible for this action.

2.5 Create and deliver an intra Mural Sports programme for Students that engages residential accommodation

2.5.1 The Department of Sport will be responsible for this action.

2.6 Initiate a sporting programme as part of Orientation via Academic Schools

2.6.1. A meeting will take place at the beginning of May each year and involve the following representatives:



- DUCAC Administrator
- DUCAC Vice Chair/most senior student
- Senior Sports Development Officer (Chair)
- Welfare officer (SU)

2.6.2. The meeting will be chaired by the Senior Sports Development Officer,

2.6.3. The purpose of the meeting is to agree a timeline and team participation schedule for “Give it a go Sessions” over a Sports week at the beginning of the new academic term. These meetings will include but are not restricted to:

- Specific Sports that might be targeted
- Facility Availability
- Previous years Reviews
- Costs incurred

2.6.4. A review of the event will occur 1 month afterwards. The people involved will be the same as named in point 2.6.1.

2.6.5 It will be communicated via fortnightly meetings between Department of Sport and DUCAC Administrator and onward updates to monthly DUCAC Executive Meetings.

2.7 Increase awareness and interest in ‘Trinity College Sport’ by better promoting fixtures and activities of student clubs to create a ‘Collegiate’ support for Trinity Colours

2.7.1 A meeting will be organised by the end of July 2015 to agree:

- Responsibility for Sending of Student Sports information, Including but not limited to results, fixtures, news stories
- The medium by which to send this information
- The Services that should be engaged

This process will produce a clear set of criteria against which Student Sports activities will be publicised and who is responsible for which area.

2.7.2 Meetings will take place at the end of May each year and involves the following representatives:

- DUCAC Administrator
- DUCAC Vice Chair/most senior student
- Senior Sports Development Officer (Chair)
- Communications officer (SU) and/or Sports Officer (SU)
- Communications Office rep

2.7.4 The purpose of this meeting is to review the approach to the promotion of Trinity College Sport’s events by the use of all media forms available and to discuss other avenues that may arise.



2.7.5 Subsequent engagement with College departments will be managed by the Senior Sports Development officer, Sport & recreation and reported via fortnightly meetings with the DUCAC Administrator and onward updates to monthly DUCAC Executive Meetings.

2.8 Continue to develop the Children's Activity programme to include After School activities and delivered primarily by qualified trinity student coaches

2.8.1 The Department of Sport will be responsible for this action.



Delivery of Strategic Enabler 1: Profile

Michelle Tanner (Dept of Sport), Aidan Kavanagh (DUCAC) and Beibhinn Coman (Director of Marketing)

Objective: To Increase the profile of Sport within and outwith the University that captures the attention of the campus community and is used to promote Trinity College.

1. Purpose

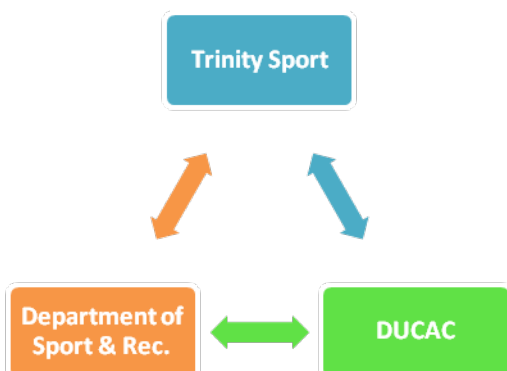
To provide a clear plan to increase the profile of sport inside the Trinity campus and in the greater Community.

2. Actions

2.1 In line with the current University identity exercise, create a 'Trinity Sport' identity that will be instantly recognisable within and outside of Trinity and will represent the breadth of sporting opportunities in Ireland's premier University

2.1.1 An initial meeting will take in 2015, with review meetings annually or as required between the Department of Sport and Recreation and DUCAC. The purpose of the meetings is to prepare an agreed set of actions that promotes the shared 'umbrella' identity for 'Trinity Sport', which don't duplicate or supersede the current identities of Department of Sport & DUCAC but that provides a stronger opportunity for the profiling of sport.

- Head of Sport (Chair)
- Development manager, Sport & Recreation
- DUCAC Administrator
- DUCAC Vice Chair or most senior DUCAC Student
- Marketing/Identity College rep



2.1.2 The meeting will:

- Plan what events, news or items to be reported under the Trinity Sport identity



- Identify the mechanisms and platforms by which to promote
- Create one platform 'Trinity Sport' where stakeholders can access information
- Promote use of the new College sport logo, what integrated services or programmes fit
- Consolidate student club identities and branding
- Identify roles to access platform, communications and profiling of agreed sports events, fixtures etc.

2.2 Initiate an Annual Sports Awards event that will recognise the success and achievements of individual and teams within trinity and will be attended by students, staff, alumni and community partners

Ref: Enabler 2 People, section 2.3, *interrelated objective*

2.2.1 A meeting to be held at the start of each academic year to agree the integration of the annual DUCAC Sporting Commons and the Sports Awards event by the Department of Sport and Recreation and DUCAC. This will involve the following representatives:

- Development Manager, Sports & Recreation (Chair)
- Senior Sports Development Officer
- DUCAC Administrator
- DUCAC Chair or nominee

The **Sports Awards Planning Group** will consist of the above 2.2.1 as well as:

- DUCAC Vice Chair or most senior DUCAC Student
- Club representatives (up to 3)

2.2.2 This group will agree:

- A set of meeting dates
- The format of the event and agreed resources
- The profiling, advertising, and promotion of the shared 'Trinity Sport' identity throughout the event
- All roles and responsibilities for the Awards event
- Set up a panel to judge entries to the various award categories

2.3 Secure University wide coverage of showcase sports events each year to include Performance Sports Events, Trinity Regatta and Sports Awards

2.3.1 The Department of Sport will be responsible for this action.

2.4 Work with the Communications Office to formulate a regular 'Sports Update' that is circulated within Trinity to Students and staff and profiles key results and activities from Sport



2.4.1 A meeting is to be arranged annually (with follow ups on monthly basis) to agree the format of all Sports and Clubs news stories that will be promoted under the shared Trinity Sport identity. This meeting will be composed of:

- Development Manager, Sport & Recreation (Chair)
- Senior Sports Development Officer
- DUCAC Administrator
- Student Union Communications Officer (Or the Non Sabbatical Sports Officer)

2.4.2. This initial meeting will agree but not be limited to:

- Roles and responsibilities of reporting news stories
- Format and methods to best communicate news stories
- Line of Communication with stakeholders including SU and other University departments
- Preparation of an annual sports communications plan

2.5 Better Utilise social media outlets to communicate relevant sports updates to students, staff and community users which in turn, will increase participation at all levels

2.5.1 A meeting will be set up of the same group outlined in point 2.4.1 above to agree:

- The mediums to communicate all sports news and integrated promotion of the 'Trinity Sport' Platform
- The roles and responsibilities and format to communicate sports news
- Set up of a shared sports calendar of events for the academic year
- Utilisation of stakeholders communication platforms e.g. Websites, Twitter etc.

2.6 Secure regular presence on the Trinity Global Home page with relevant sports stories and headlines

2.6.1. The Department of Sport will be responsible for this action.

2.7 Create a network of high profile Trinity Sport 'Ambassadors', who can endorse the University sporting experience, showcase events and programmes

2.7.1. The Department of Sport will be responsible for this action.



Delivery of Strategic Enabler 2: People

Caroline Duggan (Dept of Sport), John Dillon (Alumni Relations) and Sean Gannon (Careers Service)

Objective: That quality volunteer, coaching and administrative opportunity are provided to students, staff and other individuals to positively impact on sporting performance and achievement, alongside personal development benefits.

1. Purpose

To provide a clear and robust training and development model for students, staff and graduates to aid delivery of improved sporting performance and personal development.

2. Actions

2.1 Appoint professional and skilled resource to support the strategic implementation process

2.1.1 The Department of Sport will work with HR and be responsible for this action.

2.2 Refresh the Annual Student Club Officer training programme to deliver information and guidance that is relevant and useful to students, utilising graduates who have relevant skills, for example have successfully fulfilled committee roles during their time at Trinity

2.2.1. This process will deliver on horizontal skills set for students and will work with College groups to deliver an integrated training and development programme for student club officers. It will offer sports specific training and work with SU to deliver high quality training for all student club officers.

2.2.2 Work with the Alumni Office to identify sporting alumni and conduct a needs analysis to inform the training schedule.

2.2.3 Look to the Trinity Education Project and the Graduate Attributes identified and work towards developing students in those areas. This process will involve both Careers and Alumni offices.

2.2.4 Work with Civic Engagement Officer to create an e-portfolio for students who participate in training and volunteer. This system should have the capacity to integrate with SITS.

2.2.5 Create a role description for each student officer position and have this available online.

2.2.6 Deliver information seminars and training at the end of semester 2 for those that may be interested in running for club officer positions the following year, that covers essential policies and procedures such as Health and Safety

This process will involve meetings with the following

- Development Manager, Sport and Recreation (Chair)
- Senior Sports Development Officer, DUCAC Administrator, Alumni Office



2.3 Recognise the contribution of individuals via the Annual Sports Awards Event to include Administrator of the Year, Coach of the Year and Sports Volunteer of the Year

2.3.1. Investigate if the process can be tied into the Dean's Role of Honour process.

2.3.2 This process can be two pronged recognising excellence through the awards and also recognising volunteerism of club officers and committee members. This could be done via invitation, awarding a certificate or by e-mail.

2.3.3 A working group will organise the Sports Awards with the primary aims being:

- to draft criteria and make them accessible on line.
- to assess applications
- work on organisation of awards
- liaise with clubs to ensure entries

The group will comprise:

- Development Manager, Sport and Recreation (Chair)
- DUCAC, Chair
- Vice Chair (or most senior student rep), DUCAC
- Administrator, DUCAC
- Club representatives x 3, DUCAC (where appropriate)
- Senior Sports Development Officer

2.3.4 This process should connect with the Alumni Office to recognise graduates who volunteer.

2.4 Initiate a Coach Education Programme that will provide a diverse range of training opportunities for students to gain a recognised qualification and deploy participants to coaching opportunities at club and recreational levels;

2.4.1. Work closely with the SU Non Sabbatical Officer for Sport to ensure volunteers can be deployed while working with Careers and Civic Engagement to look at training and volunteering opportunities appropriate to personal and career development.

2.4.2 This process shall be closely tied to both the Sports Volunteer Programme (ref 2.5) and the Student Club Officer Training (ref 2.2) to have a comprehensive integrated programme of training and development.

2.4.3 Senior Sports Development Officer will manage this programme and work closely with the NGB's.

2.4.4 This process should be advertised and supported by the JCR (Halls of Residence) Sports Officers and the SU Non Sabbatical Officer for Sport to ensure that all students are aware of the opportunities and that it is not exclusive to Sports Clubs members.



2.4.5 This process can offer training and development to graduates who contribute or would like to contribute to Sport and the process should involve the Alumni Office.

2.4.6 A working group will be established to monitor and develop the programme with the Senior Sports Development Officer, to include monthly meetings. The following will be included;

- Senior Sports Development Officer (Chair)
- Alumni Office rep
- SU Welfare/or nominee
- DUCAC Vice Chair/most senior student rep

2.5 Develop the Sports Volunteer Programme to create an enthusiastic and energetic group of students on an annual basis who are available to assist with the delivery of sports programmes and initiatives throughout the Campus and Community.

2.5.1. Key to the success of this programme is the involvement of the Civic Engagement Officer. This will ensure an integrated training schedule for College that does not conflict with other volunteering opportunities and is advertised online and via the Volunteer Fair.

2.5.2. The process should deliver on the Graduate Attributes referenced in the Trinity Education Project, as outlined in the College Strategic Plan/objectives.

2.5.3. Work with the Alumni Office is essential to ensure that there is a pathway created to allow students who volunteer to become graduates who volunteer.

2.5.4. Working with the SU, S2S, Careers and the GSU to deliver a seminar on how volunteering can benefit a CV.

2.5.5 This process will offer training opportunities at the start of the academic year and then be reinforced with other training workshops and seminars throughout the year.

2.5.6 This process will be managed by the Senior Sports Development Manager and appropriate meetings will take place as required and will involve the following:

- Senior Sports Development Manager (Chair)
- Civic Engagement rep
- Careers rep
- SU rep

2.6 Identify and empower a group of 'Champions' from services and academic staff who will act as ambassadors and supporters of sporting programmes which are established to encourage increased participation by staff in a healthy lifestyle

The Department of Sport will be responsible for this action, liaising with HR and the Health Director.



Delivery of Strategic Enabler 3: Governance

Cathy Gallagher (Dept of Sport), Prof. Cyril Smyth (DUCAC), Seamas Donnelly (Trinity College Dublin, School of Medicine) and Susan Ahern (World Rugby)

Objective: That sport in Trinity is managed within a fully integrated and financially robust governance structure, to achieve shared visions and goals.

3. Actions

1.1 Establish a Project to explore and design an integrated and conducive structure for the delivery of sport at Trinity.

- 1.1.1 Establish a High Level Steering Group for Sport, within Trinity.
- 1.1.2 The remit of the Group is to oversee the strategic development of Sport in Trinity.
- 1.1.3 The Group should be established by the Provost and positioned within relevant reporting structures.
- 1.1.4 The composition should be an extension of the current Sports Project Group.
- 1.1.5 The Group should be chaired by a member of the Executive Officers Group and the Chair will present a report to the EOG each year.
- 1.1.6 It is anticipated that the Group would meet 3 times each year.
- 1.1.7 Establish an Implementation Group, comprising key representatives from the Department of Sport and DUCAC.
- 1.1.8 The Group will be chaired by the Development Manager.
- 1.1.9 The remit of the Group will be to implement the actions of the Strategy for Sport.
- 1.1.10 Group membership should not exceed 5 and will include the DUCAC Vice Chair (or most senior student rep). Representatives should have decision making authority from respective bodies.
- 1.1.11 It is anticipated that the Group would meet monthly.
- 1.1.12 Operational meetings should take place on a weekly basis between the Department of Sport and DUCAC.
- 1.1.13 The Group will comprise the Development Manager, DUCAC Administrator and Senior Sports Development Officer.
- 1.1.14 The Group will be led by the Development Manager.
- 1.1.15 The Department of Sport and DUCAC will retain current budgetary responsibilities.
- 1.1.16 Budget and funding allocations should reflect the priorities within the Strategy for Sport.

1.2 Ensure that Sport is represented on relevant decision-making Committees within the University.

- 1.2.1 The Department of Sport and DUCAC will continue to represent at Student Life.
- 1.2.2 The Head of Sport will continue to represent at Heads Forum.
- 1.2.3 DUCAC will continue to represent at Capitation Committee.
- 1.2.4 The Department of Sport will continue to represent at various operational, safety and health committees in College.



1.2.5 The Chair of the High Level Working Group will represent the interests and needs of sport at Executive Officers Group.

1.3 Create a Sports Club Development Unit, comprising a Sports Club Development Manager and relevant Club Development Officers, aligned to a Focus Sport model.

1.3.1 It is proposed that this will be discussed and progressed at the Implementation Group.



Delivery of Strategic Enabler 4: Infrastructure

Caroline Duggan (Dept of Sport), Aidan Kavanagh (DUCAC) and Helen O'Hara (IT Services)

Objective: Use state-of-the-art and fit-for-purpose technology systems to underpin operational and strategic reporting requirements.

1. Actions

1.1 Complete the upgrade of Outdoor Sports Facilities as already approved by the University via Phase 1

The Department of Sport will be responsible for this action.

1.2 Design and launch a strategic 'campaign' to fund Phase 2 of the Outdoor Sports Facilities project that will involve alumni, corporate sponsors and fundraising events

The Department of Sport will be responsible for this action.

1.3 Carry out a needs assessment of indoor facilities aligned to the anticipated increase in student population and identify a Capital Project Plan via which requisite and safe space can be provided for sport and fitness

The Department of Sport will be responsible for this action.

1.4 Ensure that the facility needs of the clubs displaced by the development of the Business School on campus, are met without impacting negatively on participation and future development

The Department of Sport will be responsible for this action.

1.5 Initiate plans to upgrade the Islandbridge Boathouse to provide fit-for-purpose training, storage and social space for student clubs and events

The Department of Sport will be responsible for this action.

1.6 Use state-of-the-art and fit-for-purpose technology systems to underpin operational and strategic reporting requirements

1.6.1 Work with IT Services to get "Gold Service" to back up Data Base & eradicate down time

1.6.2 Work with IT Services to establish a SLA with Gladstone based on recent upgrades

1.6.3 Work with IT Services and DUCAC to ensure clean handover of Website access between club officers to ensure up to date information is on line at all times.

1.6.4 Assign a budget and work with IT Services to appoint a Project Manager to create a needs analysis, level of ongoing support necessary and escalation plan for online bookings while working with procurement office.



1.7 Extend the portfolio of sports facilities through the acquisition and development of new sites such as the Iveagh Sports Grounds (currently under negotiations) and as the campus expands further into new or existing sites

The Department of Sport will be responsible for this action.

2. Implementation of Service Level Agreement

2.1 The Department of Sport will be responsible for this action.