



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

ANNUAL REPORT 2016/17

Trinity Sport
— www.tcd.ie/sport —

OUR YEAR IN NUMBERS



10,261
STUDENT CARDS
ACTIVATED



158
STUDENT CLUB
TRAINING
HOURS
PER WEEK



250
PARTICIPANTS FOR
THE ANNUAL
CAMPUS 5K RUN



GOLD
WHITE FLAG
AWARD ACHIEVED



68,000
VISITS TO THE
SWIMMING POOL



15,500
PARTICIPANTS
IN CLASSES
AND COURSES



2,000
SPECTATORS AT THE
SANTRY GAA PITCH
OPENING



18
PINKS
AWARDED



40
JUNIOR
LEADERS
TRAINED



855
PARTICIPANTS IN THE
SOCIAL SPORTS
PROGRAMME

24
AVERAGE VISITS
PER STUDENT
TO THE SPORTS
CENTRE



753
PUBLIC MEMBERS



1,620
USERS OF THE
CLIMBING WALL



68
SPORTS SCHOLARSHIPS
AWARDED ACROSS 23 SPORTS



2,653
BOOKINGS
ON CHILDRENS
CAMPS



82,400
BOOKINGS AND
TRANSACTIONS

197,000
VISITS TO THE
FITNESS THEATRE



71%
OF SPORT CENTRE
USAGE BY
STUDENTS



26
WORK
EXPERIENCE
PLACEMENTS



PILATES, YOGALATES, STUDIO
CYCLING & KETTLEBELLS - MOST
POPULAR CLASSES



6,441
STUDENT CLUB
MEMBERS

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Section 1: Introduction

1.1 Executive Summary

The year 2016/17 signalled the half-way point in the lifespan of Trinity Sport's current strategy, 'Raising our Game' 2015-2018. This milestone was marked with an interim report (see Appendix 1) which highlights the many goals that have been achieved, ahead of target. In particular, the three main desired outcomes of this integrated strategy, namely having one distinct 'Trinity Sport' identity, a streamlined staffing structure aligned to strategic goals and the creation of a Sports Development Unit were all fully realised this year.

The dedication and commitment of the entire Trinity Sport team was tremendous in consolidating all efforts to achieve goals and support the achievements of our students and clubs. The many successes on and off the pitches and venues are a reflection of the recent investment in the sporting infrastructure which has included the completion of phase 1 of outdoor sports facilities, the reconfiguration of the fitness theatre to coincide with the Sports Centre's 10th birthday, and the acquisition of the Iveagh Grounds. The programme enhancements this year, from the high performance and sports medical services to the increased numbers of classes and courses, have all greatly enhanced the sporting offer and opportunities for students and the Trinity community.

Key highlights and achievements:

Student sport

- Hockey ladies first XI promoted to the top-tier EY league.
- Rugby men consolidated their position in division 1A of the AIL. Also four players called up to the Ireland U20 squad: Colm Hogan, Jack Kelly, Michael Silvester and Charlie Connolly.
- Fencers notched up their 10th consecutive intervarsity win.
- The cricket club celebrated its 1,000th game since the formation of the Leinster league.
- Our annual Sports Awards featured star guests Ed Joyce and Rob Kearney and were hosted by RTÉ sports reporter Evanne Ní Chuilinn. Supported by Bank of Ireland, the brilliance in student sport was recognised.
- Approximately 46 student events/tournaments held within the sports facilities, which included intervarsities for basketball, soccer Harding Cup, ultimate frisbee and trampolines.

High performance

- Sixty-eight sport scholarships were awarded across 20 sports at the 2016/17 ceremony supported by the Bank of Ireland.
- Eighty-nine student sports injuries reported into the medical care pathway run by the Orthopaedics and Sports Medicine and Trinity Sport units. All treated successfully, with 10 requiring surgical intervention.

Participation

- Programmes included the Student Sport Volunteer Programme, Coach Education Programme and the Junior Sports Leadership Course as well as an enhancement of the Club Officer training programme.
- Social programme enhanced via five-a-side soccer, dodgeball, tag rugby and badminton. This year also saw the introduction of successful 'learn to play' hockey and GAA courses as well as 3 v 3 basketball.
- Trinity Sport's recreational runs, the Reindeer Run, Campus 5k, were as popular as ever and continue to attract capacity crowds.

Operations and support

- Trinity Sport was awarded the Gold standard White Flag Award for the fourth consecutive year.
- Sports Centre 10th birthday, underwent a major reconfiguration and enhancement programme.
- Trinity Sport communications reached increased audiences on new and existing platforms, and also launched a new ezine with an average open rate of 45%.
- Organised and ran many events, the highlight being the GAA pitch opening with Jim Gavin's Dublin team and a Trinity selection with GAA President Aogán Ó Feargháil and the University's Chief Operating Officer.

Facilities

- Fitness theatre reconfiguration and new fitness studio project completed.
- Phase 1B at Santry Sports Grounds completed with a natural sand-based flood-lit GAA pitch.
- Trinity Sport installed fitness equipment and provided supervision and classes at Trinity Halls to allow students to exercise at the residence location.
- Iveagh Grounds acquisition – 17-acre outdoor sports site in Crumlin (November 2017).

Programmes

- Health and Sport Week featured talks from former international athlete David Gillick, former Camogie Star and Ireland's Fittest Family fame Anna Geary, and former rugby international Keith Woods.
- The annual Run series continued to grow with a record turnout for the Trinity Operation Transformation Run, 60 participants in the annual Reindeer Run and a maximum capacity of 250 participants in the Campus 5k, led by Anna Geary.
- Trinity accepted as partners in the European Union-funded project Active Campus Europe (ACE), an intervention programme targeting student physical inactivity.
- Launch of 'Lunn the Lion' mascot and the rebranded 'Brave Hearts' children's sports camps.

Community liaisons

- Fifty volunteers recruited into the volunteer programme.
- Launch of the Sporting Talent with Academic Rewards (STAR) pilot project run in cooperation with Shamrock Rovers FC and the Trinity Access Programme (TAP).
- Numerous service liaisons, including the staff sports day, Healthy Trinity project, Operation Transformation and the community basketball coaching programme were initiated.

Sports centre usage

- 10,261 students activated cards to access the facilities.
- Recorded visits to the Sports Centre were in the region of 372,000 - approximately 69% of these were students, visiting on average 23 times per annum.
- Bookings and transactions total 109,616. There were approximately 23,052 bookings for fitness classes, courses and appointments.
- External group bookings were in the region of 150. Highlights include staging of a Neil Jordan film and registrations for the Rock and Roll marathon and Virgin Media Night Run.
- School events were also high on the agenda for Trinity Sport with the Rowing Ireland Indoor Rowing Blitz, Westland Row CBS Sports Day, Dublin Youth Ultimate Frisbee Championship and school tours.

Memberships

- Total membership subscriptions were 12,881.
- Of the membership income, 76% was from the Trinity students with the remainder from staff, graduates and public memberships.

Finances

- 2016/17 finished in a surplus position despite a number of major projects during the year. This was largely assisted by a significant reclaim of VAT and savings on energy costs.
- The annual strategic ring-fenced sum/target was secured again for student sport development such as the fitness theatre reconfiguration.

Trinity Sport, a member of the Corporate Services Division (CSD) team, would like to acknowledge all the support from within the university community, from the university officers, departments and colleagues to the students, officers of clubs, student unions, student user forum and others who have contributed to a fantastic sporting year in 2016/17.

Section 2: Review of the Year 2016/17

2.1 Staffing

Led by the Head of Sport Michelle Tanner, the 27-strong team of Trinity Sport's full-time staff are a hugely valuable resource to the university and continue to set standards in terms of customer care and service delivery within third level sport and the wider sports and leisure sector. The full-time team is complemented with a range of back-up staff, from occasional and seasonal staff, students to interns and specialists in their fields, which ultimately provide safe, enjoyable and quality services that satisfy and respond to the needs of all our customers.

2.1.1 Team changes

New full-time staff members:

- Helen Hanley – Media & Communications Officer
- Ross Hamilton – Sports Performance Development Officer
- Kevin Moloney – Outdoor Sports Facilities Manager
- Michelle Convey – Sports Programme Officer (replacement for Gillian O'Grady)
- Aindriú Jenkinson – Bookings & Programmes Executive Officer (replacement for Helen Sherwin-Murray)
- Michael McCarthy – Senior Executive Officer (replacement for Lucinda Gavigan)
- Richard Ruggieri – Chief Rowing Coach (former head coach for the US U23 national team).

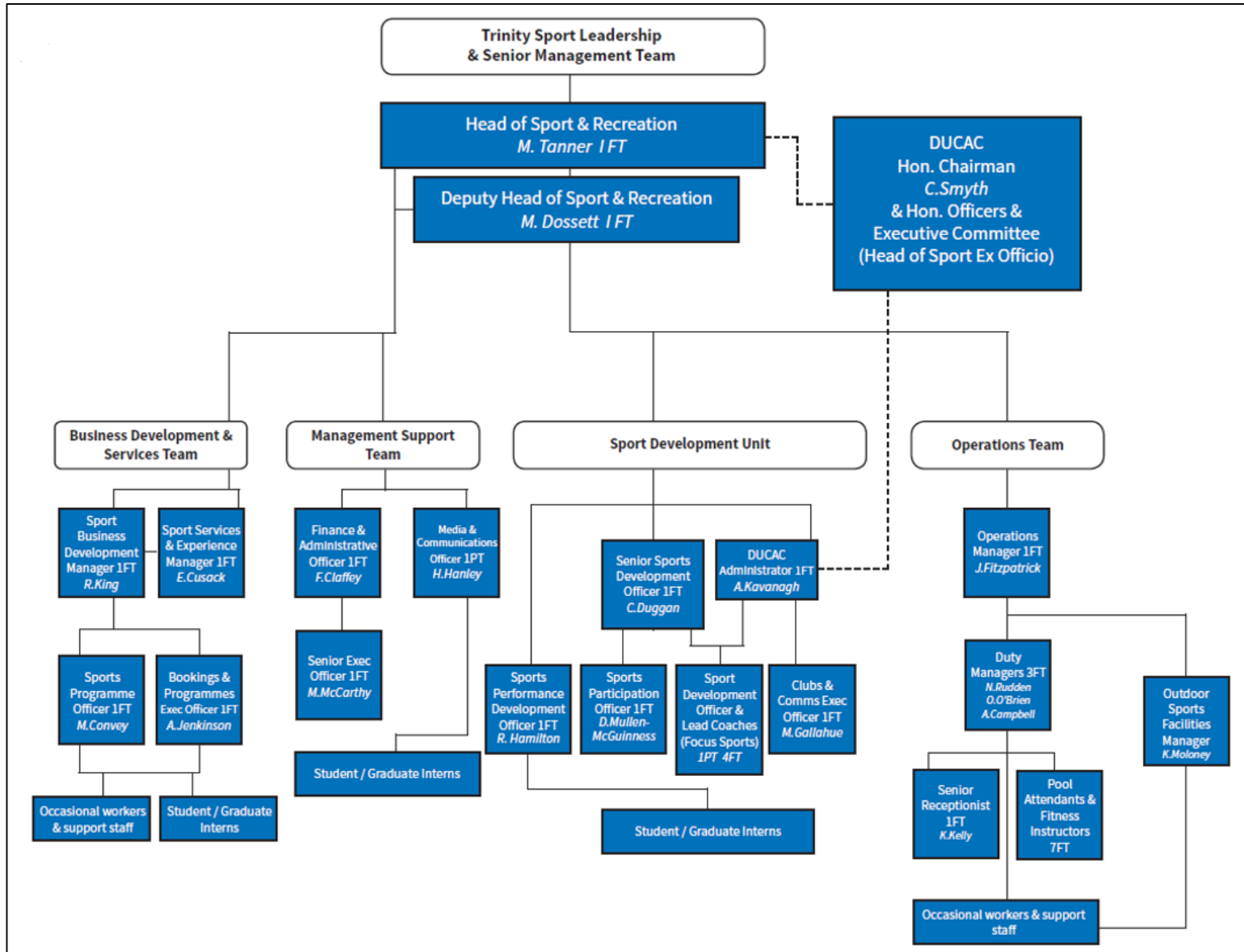
There was also the realignment of key roles for the implementation of the strategy and integration of roles which sat outside of Trinity Sport have all now progressed to be placed within the University structure.

2.1.2 Team training and development

- A number of staff development internal courses were attended which included the Mentoring Programme for Administrative/Professional Staff, IT Training (Outlook), Managing Absenteeism and Maintaining College Websites using Dreamweaver.
- Trinity Sport staff attended various conferences and forums during the year including:
 - European Network Academic Sports Services (ENAS) Forum 2016 (Malta)
 - IHRSA European Congress 2016 (Seville, Spain)
 - Ireland Active Conference 2016 (Athlone, Westmeath)
 - Sport for Business Teaming Up for Women's Sport (Dublin)
 - Federation of Irish Sport Annual Conference 2017 (Dublin)

- Student Sport Ireland Conference 2017 (Belfast)
 - Dublin Tech Summit 2017 (Dublin)
 - Sport for Business Partners 17 (National Sports Campus, Dublin)
 - HPX (High Performance) Symposium (National Sports Campus, Dublin)
 - UCD Women in Leadership Conference (UCD, Dublin)
 - #SportsMind2017 (Opium Rooms, Dublin)
 - Business Seminar for Personal Trainers (Trinity College, Dublin)
 - Unleashing Content Sport for Business (RTE TV Studios, Dublin)
 - Bases Sport and Performance Division Event (UCD, Dublin)
- Various external courses and seminars included:
 - Trigger Point Foam Roller Course
 - Life Support Training
 - Rescue Training
 - Lifeguard Revaluation
 - Customer Service Training
 - BA Management Practice
 - Remote Leadership Coaching Development Course
 - Degree in Exercise and Health Fitness
 - Jim Madden GPA Leadership Programme
 - Amatsu
 - Occupational First Aid
- Internal LEAD training and reviews conducted.
 - In-house online training resource Lynda.com – sports staff participated in the pilot and 12 sports staff accessed courses including project management, excel, social media for business.
 - In-house training for operations staff included EOP Procedures, CPR Training, Customer Service Training, Pool Lifeguard Training, Stairmate Training, Climbing Training, Reception Training, Pool Training, Manual Evacuation Training and Procedure Training.

Trinity Sport Organisational Chart – September 2017



2.2 Student Sport

Students made up 71% of the users of the Sports Centre with 10,261 student cards activated (September to August), a slight decrease from the previous year. There were 242,911 visits recorded by student members, which is an average attendance of 23.7 visits per student. These overall figures indicate a 2% increase in student visits compared to the previous year, along with a slight decrease in individual card activations.

2.2.1 Student club support



DULHC in action during the year

Student sport clubs had approximately 158 hours of training per week spread across the halls, climbing wall, outdoor pitches and courts. Approximately 70% of this related to indoor use with the remaining 30% relating to outdoor hours. Trinity Sport, through provision of facilities, programmes and personnel, played a major role in the development of student sport and our sports clubs.

Further to that, club members availed of guidance and assistance from staff in organising and running club events and tournaments. Both individual club members and club teams availed of advice, workshops and training in nutrition and strength and conditioning and also booked group fitness sessions. In line with the emerging Trinity Education Project and the Strategy for Sport, club officers and administrators participated in training sessions and were encouraged to develop their leadership, organisational and administration skills.

2.2.2 Student club highlights

According to DUCAC records, 6,441 students joined a sports club in 2016/17, a slight increase from last year. There was an increase in active participation this year with 57% of these students remaining involved with sports clubs throughout the year. It was an exciting year for clubs with many highlights peppered throughout. The successes outlined below are reflective of the huge strides being made in the development of the sport clubs.

Major competitions and achievements:

- Ladies hockey division 1 champions – promotion to the top tier of Irish hockey
- Ladies Hockey Association Jackie Potter Plate winners
- Rifle national 10m air champions
- Rifle national 25 yard champions
- Trinity rowing crowned the Irish University Rowing Champions
- GAA freshers division 2 football league and championship winners
- Gold and bronze at the All Ireland judo championships
- Women’s rugby promoted to division 2
- Tennis European invitational championships 4th place
- United States Handball Association open women’s singles winner, doubles and ‘A’ category
- Rugby men consolidated their position in division 1A of the AIL and the U20’s men were Conroy Cup champions
- Cricket celebrated their 1,000th game since the formation of the Leinster league.

Intersarsity wins

- Sailing
- Fencing – 10th consecutive year
- Kayak polo & white water team
- Judo
- Ultimate frisbee open indoor
- Snow sports
- Squash men’s and ladies
- Men’s lawn tennis team

Colours wins

- Men’s boat club novice - 4th consecutive year
- Rifle
- Trampoline
- Snow sports
- Sailing
- Squash

2.2.3 High performance sports and awards

Sixty-eight sports scholarships were awarded across 20 sports at the 2016/17 annual sports scholarship ceremony. Supported by the Bank of Ireland, the recipients included Commonwealth Games athletes Victoria Mullin (air pistol) and Prakash Vijayanath (badminton); Ellen Ince, a two-time taekwondo European champion as well as a two-time world champion; Ladies Gaelic football trio of Áine Haberlin, Aisling Reynolds and Michelle Peel, all senior inter-county players; fencer Philip Cripwell, ranked number one in Ireland in both under 23 and senior foil discipline. Two of our rugby scholars, Colm Hogan and Jack Kelly, were part of the Irish under 20 Six Nations squad in 2016/17, with Jack being given the honour of captaining his country. For the first time, we had female rugby

scholars, one of whom, Niamh Byrne, won the interprovincial series with Leinster as well as being selected to represent Ireland in the 7's tour.

Lorcan Tucker, who won his first senior cap for the Irish cricketers, was named in the team for the T20 series against Afghanistan in India in March. Aoife O'Halloran, one of our three basketball scholars, was named on the Irish under 20 team. Trinity rowers Caoimhe Dempsey and Aoife Corcoran were selected to represent Ireland at the Home Internationals in Scotland. Fresher hurler Cian O'Sullivan was called up to the Dublin senior squad.

The sport scholarship package provides support which is aimed at promoting the success of the scholars. The support systems look to provide a structure which helps ensure consistent progress is made throughout the year. The package provides a physical development programme which is comparable to professional sporting institutions, allowing for a better integration to national level squads and training. The strength and conditioning, physiological assessment and medical cover are integrated to ensure that each scholar is at peak condition at all times. Having these areas so tightly connected is essential to prevent injury during periods of high training volume and competition.

In addition to the physical support structures, a financial bursary is available to top scholars. This helps contribute to the costs of competing at the elite level. For many, this bursary can alleviate the need for part-time work etc which allows them to focus their time on training and recovery. Lifestyle management is also a key component to the scholarship programme. The academic and sporting demands can be stressful to young athletes. Advice and support is always available to help them identify the path of least resistance enabling them to thrive in the university environment.

The following are some of the benefits which are included in the scholarship packages:

- Financial bursary
- Individualised strength and conditioning and physiological assessment
- Workshops in the areas of nutrition and cooking skills, recovery, time management and logistics
- Scholarship kit
- Access to the high performance gym
- Allocated locker
- Medical care pathway in partnership with the Department of Orthopaedics and Sports Medicine

Victory sports scholars

Trinity welcomed two Victory sports scholars, Jessica Porter and Kelsey Ellis, from USA. The student athletes typically have high academic performance and sporting achievements and an interest in coaching within the local community. Alongside coaching underage girls teams, playing for their club teams and Trinity basketball, and working with local schools in Dublin 2 promoting sport and active lifestyles, both girls undertook an MSc in Business and Management. This programme is facilitated within Trinity between the Foundation Office, Business School, Global Office and Trinity Sport.

Sport Awards

Dublin hurler Cian O’Sullivan won Sports Person of the Year at the Trinity Sport Awards and Commons. Another of the night’s major awards, Special Contribution to University Sport, went to Professor Cyril J Smyth, current chair of the Pavilion bar and former chair of DUCAC. Cyril has been involved with sport in Trinity for decades, including his time as President of the Harriers club.

This year’s event, held in the Dining Hall, was hosted by RTE sports presenter Evanne Ní Chuilinn and also featured special guests Ed Joyce (international cricketer) and Rob Kearney (international rugby player), who participated in a lively Q&A session after dinner. The awards are open to all the university’s sports clubs and the purpose is to acknowledge the extraordinary commitment made by the sporting community here in Trinity. This year saw the addition of two new awards – Performance of the Year and Social Media Campaign of the Year. The awards are growing year on year as are the activities of our sports clubs.



Top: Cian O’Sullivan receives Sports Person of the Year; Below: Students enjoying the event

The eight category and winners were:

- Club Administrator of the Year – Leon Breen (hurling)
- Club of the Year – Fencing
- Coach of the Year – Brian Scully (ladies hockey)
- Team of the Year – Ladies hockey 1st XI
- Social Media Campaign of the Year – Women’s rugby
- Performance of the Year – Sailing club
- Sports Person of the Year – Cian O’Sullivan (hurling, *main picture previous page*)
- Special Contribution to College Sport – Cyril Smyth (Pavilion Chairman)

As well as that 18 Pinks were presented on the night. Pinks are awarded to student athletes who compete for a university club at both inter-collegiate competition and international level as voted for by the Captains Committee (students) of DUCAC. The Pinks recipients were:

Prakash Vijayanath	Badminton
Cian Flynn	Boat
Phillip Cripwell	Fencing
Lucy Johnson	Fencing
Hannah McCarthy	Ladies Boat
Aoife Leahy	Ladies Boat
Anna May Whelan	Ladies Hockey
Clíona McCullough	Ladies Hockey
Niamh Byrne	Ladies Rugby Football
Eoin McCullough	Orienteering
Jack Burke	Rugby Football
Pierce Dargan	Rugby Football
Jack McDermott	Rugby Football
Michael Courtney	Rugby Football
Patrick Finlay	Rugby Football
Scott Flanigan	Sailing
Donna Rodgers-Lee	Sub-Aqua
Ian Meeke	Trampoline

2.2.4 Student events

Trinity Sport hosted and facilitated numerous student-run events during the year. One of the highlights was the GAA pitch opening in Santry which had approximately 2,000 spectators including alumni, local GAA clubs, children and supporters. Some of the student-based events included:

- Women's rugby welcomed the Women's Rugby World Cup to campus in March. The event was hosted by Trinity captain Niamh Byrne, of Leinster and Ireland Sevens, and also saw the return of World Cup squad member and graduate Ailis Egan.
- Fencing open event and alumni fencing
- Sailing Colours
- Irish universities cricket tournament
- Med Day sports activities
- Boat Colours
- Hockey Colours
- Ultimate frisbee indoor intervarsities
- Boat Club annual Regatta

Alumni events

Trinity Sport assisted the following sports alumni events and programmes:

- The hockey club's annual port and pies event in December 2016
- Hockey men Coulson Trophy 2017
- AFC – The club held the annual Presidents Game on College Park in January 2017
- Boat (men) – trial 8s in February 2017, where alumni of the club returned for an evening hosted by the current squads
- Boat (ladies) – Anna Liffey alumni dinner in the Boat House, March 2017
- Camogie, ladies football, hurling and men's football – all had past versus present matches hosted by Clanna Gael
- Sailing – had a formal alumni evening in St George's Yacht Club Dun Laoghaire
- Fencing – had an annual alumni dinner and past versus present match

2.2.5 Orientation and Open Day

Orientation is one of the most important weeks in the calendar for Trinity Sport. Sport plays a significant role in the lives of our students and orientation week is the perfect opportunity for them to find out information and try some new activities. For undergraduate orientation, Trinity Sport delivered organised classes in the Sports Centre and outdoors on campus, had a representative speaking to students at 11 general orientation talks, had eight groups for fitness inductions and had 2,960 new students in for Sports Centre tours. Postgraduate orientation activities included social sport

with 40 in attendance, organised classes for postgraduate students, where 53 attended, and general orientation talks and Sports Centre tours, with 300 in attendance.

Open Day is an excellent recruitment tool for Trinity Sport, allowing us to showcase our facilities and programmes to prospective students. There were a number of tours and talks facilitated by our staff and volunteers as well as a number of sports-specific talks delivered by the rugby, soccer, hockey, basketball and boat clubs. Some of the Trinity Sport scholars were present both in the Sports Centre and across campus to meet parents and students to explain the scholarship programme. Student sport club officers were in attendance to give information about clubs and the sports facilities and programmes on offer.

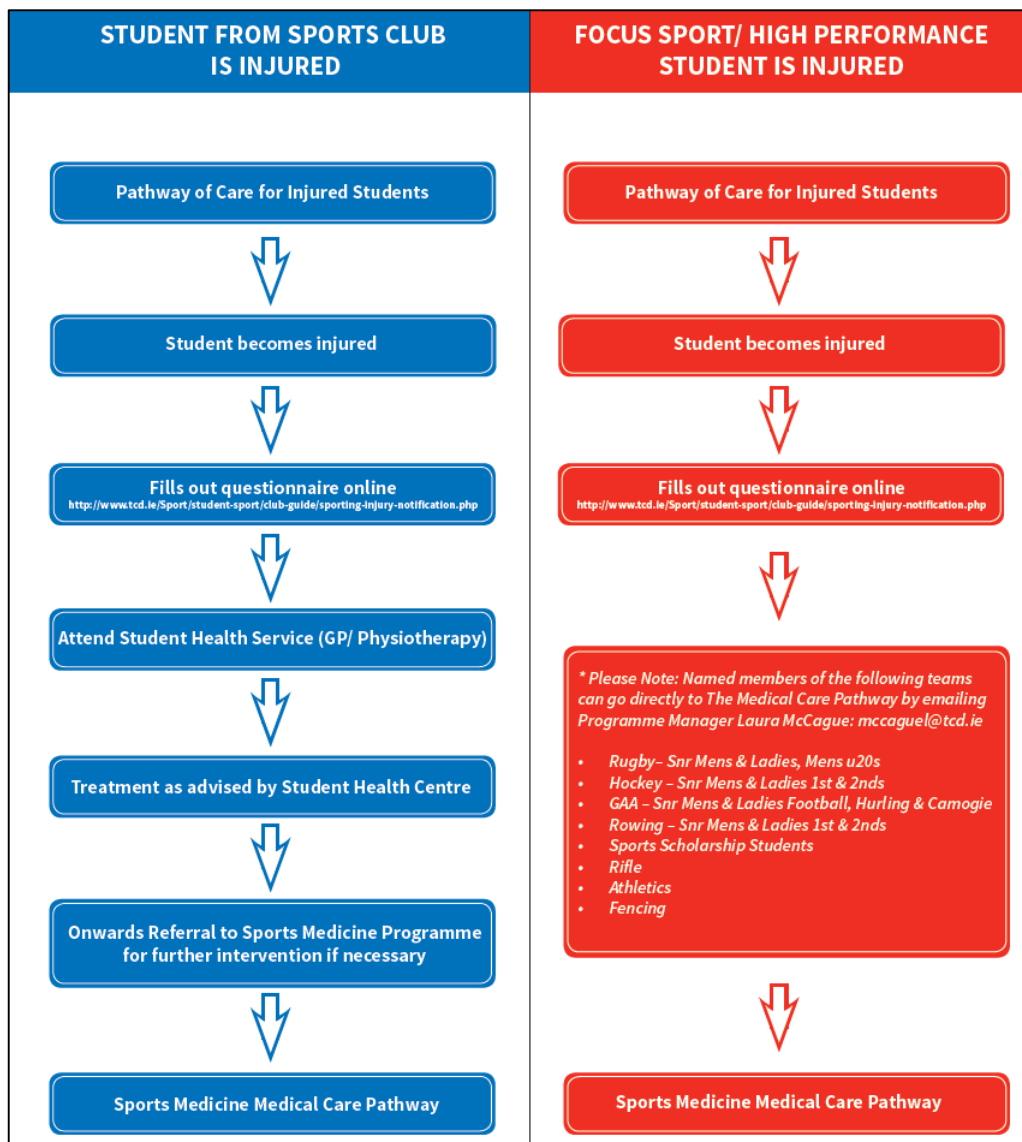
2.2.6 Sports Medicine Programme

The Sports Medicine Programme, a pathway of care for injured athletes developed in 2015 by the Department of Orthopaedics and Sports Medicine from the School of Medicine, Trinity Sport and the College Health Service, continued during 2016/17.

The programme seeks to deliver a modern system of organised clinical care and injury prevention. The goal of the programme, from the outset, is to provide the student athletes with a health-care system and medical care pathway that:

- Reduces the risk of athletic injury
- Is proactive in its approach to injuries that do occur
- Provides easily accessible sports medicine services that are responsive to the needs of the students and athletes of Trinity College
- Facilitates their safe return to participation in athletic competition as soon as possible
- Fosters an environment for the education of health professionals and facilitates research on injury prevention and management

The diagram on the following page outlines the pathway of care process.



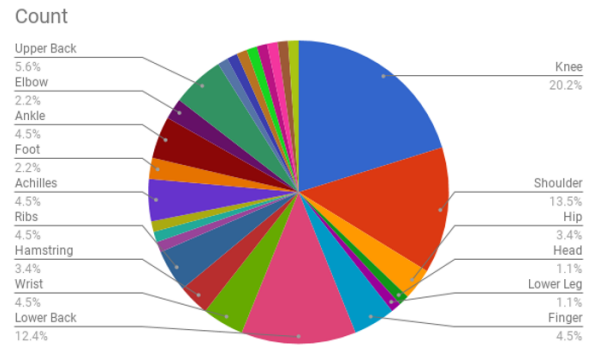
Some of the statistics from the programme for 2016/17 are outlined below:

Sports Injuries Reported in 2016/17
89 students of which 37 female/52 male
30 sports scholars/69 non scholars
32 contact injury/57 non-contact injury
36 occurred in Trinity competitive games/24 in Trinity training sessions
63 students covered by their own insurance/26 claimed off Trinity personal accident insurance
10 required surgical intervention/79 treated successfully with conservative management

Injury Location

Most Common Injuries

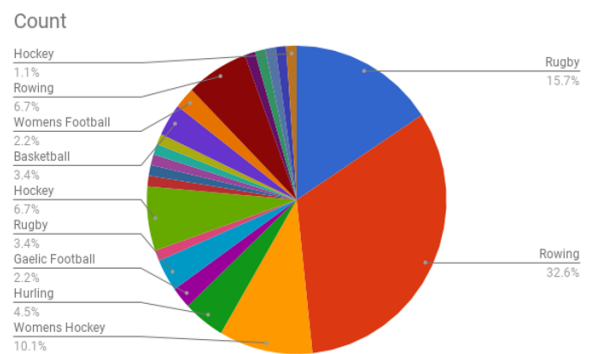
- 18 Knee Injuries
- 15 Lower Back Injuries
- 12 Shoulder Injuries



Injuries via Sport

Most Common Injuries via Sport

- 29 Rowing Injuries
- 14 Rugby Injuries
- 9 Women's Hockey Injuries



2.3 Operations and Support Functions

Trinity Sport continued to strive to achieve new and improved levels in relation to operations and service. New operations procedures were implemented along with further facility developments.

2.3.1 Achievements

There were a number of successful achievements and developments as follows:

- The National White Flag Gold Standard Award was achieved for the fourth year in a row. The audit is conducted by Ireland Active, the non-government leisure agency, and includes an assessment of areas such as staff training, facility maintenance, risk management, emergency action plans and customer experience. The award is recognised throughout the leisure industry and is the only quality award and measurement of standards for gyms, swimming pools and leisure amenities in Ireland.
- Ireland Active's auditors commended Trinity Sport for delivering high levels in operational functions while always improving the customer experience.



2.3.2 Communications

The two key strategic themes of performance and participation are at the heart of all Trinity Sport communications. They formed the cornerstones of all our outputs throughout 2016/17, whether it was highlighting student achievement or showcasing some of the many, non-competitive, social aspects of sport available in the university.

Recognising that communication is key enabler in building the profile of Trinity Sport, the start of the year began with the creation and unveiling of a new visual identity for Trinity Sport. This new look was replicated throughout print, online and on our new Kukri staff uniforms. In addition to giving Trinity Sport a professional new look, it brought a consistency to all our messaging, thus making it easier to communicate with audiences.

Other highlights for 2016/17:

- Trinity Sport appeared in mainstream media coverage on several occasions throughout the year, which was up significantly from the previous year.
- More of a focus on our digital channels, as a way to connect with many of our target audiences, showed tangible results. For example, between March 2017 and September 2017, our number of Twitter followers grew by 12%.
- This year also saw the launch of our new ezine, created as yet another way to speak to our audiences. Since its debut in December 2016, it has had an average open rate of 45%, which is considered excellent for such a product.

- Flagship events have proved another great way to build the profile of Trinity Sport. Occasions such as the scholarship celebration event (January 2017) and the Sport Awards and Commons (April 2017) exceeded expectations in terms of digital engagement and feedback from the university. In addition, the launch of the floodlit GAA pitch at Santry (March 2017) was attended by up to 2,000 people of all ages, including Dublin football manager Jim Gavin and GAA President Aogán Ó Fearghaíl. If ever an event showed that Trinity Sport was ‘raising its game’, then this was surely it.

2.3.3 Publicity and advertising

Programmes and facilities

Trinity Sport prioritised and improved its publications and promotional material in order to enhance the profile and build the brand of sport internally and externally. Some of these initiatives included the integration of all communications platforms:

- Social media – Facebook and Twitter continue to be utilised every day for marketing and brand identity. Facebook has been used for promotions, video campaigns, competitions and to engage with current and new clients.
- New promotional images and video were taken for children’s activities and were used on all social media platforms.
- Trinity Sport school tours and birthday parties continued to feature on Schooldays.ie.
- Trinity Sport programmes team attended the Kids Guide Summer Camp Fair in the Royal Marine Hotel in Dun Laoghaire to promote Summer Camps and children activities.
- Trinity Sport camps were promoted on free websites such as Scamps.ie.

Memberships

There were a number of successful promotional campaigns throughout 2016/17 aimed at new and existing members:

University staff

An email marketing campaign which was promoted through the college domain aimed at getting staff within the university active. This was incentivised with membership options including discounts and promotions. This campaign was delivered on three separate occasions – January, June and September.

Alumni

This was a campaign run in conjunction with the Trinity Development and Alumni team. It was targeted at graduates via the alumni ezine which reaches out to over 40,000 former students. This campaign ran on two separate occasions in January and September and proved quite successful on both occasions whilst also raising awareness of Trinity Sport.

Corporate

Ongoing corporate outreach remains a priority. Site visits throughout the year to companies such as Northern Trust and KPMG were successful in growing our corporate campaigns and raising awareness of Trinity Sport. Email marketing campaigns were also delivered at certain times of the year to attract new members.

Existing members

Executed campaigns included the Refer a Friend campaign and Friends Free Fridays. Both were advertised via email marketing and in-house posters. Following a review, a 5-8% price increase for most membership types was communicated to those affected at the beginning of August. Along with this communication, members were invited to renew their membership before 30th September and avail of the lower rate. This proved very popular and led to 21% more renewals in comparison to 2015/16.

Google AdWords

In recent months Trinity Sport has also ran 'Pay per Click' (PPC) advertising campaigns through Google AdWords and Facebook sponsored ads. Google AdWords is used to help generate more views on our website through the use of keywords that are searched via Google search engines.

Facebook sponsored ads

The use of PPC advertising via Facebook has proven to be successful in recent campaigns such as our seven day free trial campaign. By using Facebook we are reaching a certain target market with sponsored ads that help create awareness of our facilities.



2.4 Facilities

A number of key projects took place and others came to completion over the course of 2016/17:

2.4.1 Off-campus facilities

- The official opening of the new GAA pitch took place in March 2017. An exhibition game was played between a Trinity GAA select side and Dublin who were managed by Jim Gavin. With over 1,000 children in attendance, all taking part in small sided games, it was a huge success.
- Two professional standard 16 person dugouts were added to the GAA pitch.
- A full programme of repairs took place on the hockey pitch over the summer which included a professional deep clean of the surface, an upgrade of the water cannons and repainting of the pitch surrounds.
- Upgrades to existing playing fields have taken place over the summer period with a view to improving all playing surfaces and providing as much space as possible to clubs.
- A new office was added at the Santry site to aid in communications, customer services and provide much-needed space for staff.
- An Outdoor Sports Facilities Manager was appointed during the year. This position allows for a full-time presence of Trinity Sport personnel at Santry Sports Grounds and the Iveagh Grounds.
- Additional fitness equipment was installed at Dartry due to the increased demand. There were 180 users of the facilities during term time from September 2016 to May 2017 with 2,423 visits recorded.



Office at Santry Sports Grounds

In exciting news for Trinity Sport, the acquisition of the 17-acre grass fields Iveagh Grounds site in Crumlin also took place in late 2017. This exciting site will help to accommodate our growing student club requirements and further grow the outdoor facility portfolio of Trinity Sport. Providing additional training space closer to the main university campus will provide an invaluable resource to all clubs availing of outdoor space.

2.4.2 On-campus facilities

- Over the summer period, repair works took place on our squash courts and a movable heating system was put in place.
- The tender process was completed for the online booking project with installation currently taking place for a launch in 2018.
- Ongoing repair works to the College Park Rugby pitch have been completed.
- Additional equipment along with floor markings was installed in the multi-functional area of the Ancillary Hall.
- An additional six desk spaces were created with the reconfiguration of the office space on the second floor. This facilitates all sports development officers along with having hot desk space for all staff to use.

The reconfiguration of the fitness theatre took place between the end of May and July 2017 and included a remodeling of the entire ground floor entrance lobby, reception and the layout of the gym area. This resulted in an increase in capacity and improved customer experience. The scope of these works included:

- Access control system put in place in the reception, gym and pool areas
- New bespoke reception desk with integrated POS system
- Additional TV points along with digital information screens
- A workstation overlooking the pool area for all users to sit and enjoy the sports centre surroundings
- New equipment and flooring in the fitness theatre
- Air management system
- A new group and personal training space on the first floor to cater for the growing demand for classes and programmes.

2.5 Sports Business Development

It was another successful year for the business development team with targets all achieved. The team continues to grow, develop and expand programmes and services while planning and implementing new business development opportunities to help expand current business.

2.5.1 Children's activities

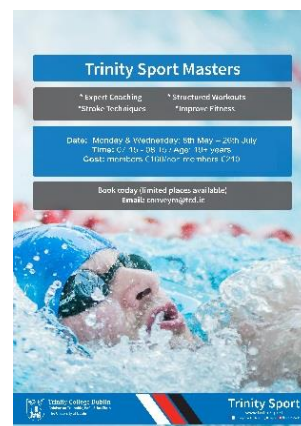
- Summer 2017 saw the introduction of a new mascot 'Lunn the Lion' and the new children's programme branding Trinity Sport Brave Hearts activities and camps.
- The 2016/17 Brave Hearts Summer Camp was a huge success despite the impact of the ongoing refurbishment works in the sports centre. We continued to cater for five age groups and also hosted the external Emerald camps which are attended by European students aged 13 to 18 catering for an additional 60-90 campers per day over five weeks from 2pm to 5pm. Trinity Sport provided camp leaders and the use of the facilities for both camps.
- Since introducing 14-15 year age group (Warriors) in 2015/16, this continued to grow in 2016/17.



- Participation in the Trinity Sport Brave Hearts Sport Camp has increased every year since its establishment in 2009. Overall, the Halloween, February, Easter and summer camps saw a total of 2,653 children participate during the year.
- This year, we introduced multi-sport camps in Santry. We had roughly 40 children in attendance over two camps aged from 6 to 12 years.
- Approximately 400 children took part in swimming lessons during the year.
- There were 134 birthday parties with approximately 2,200 children passing through the doors of Trinity Sport as a result.
- The Trinity Junior Sports Leader Programme had another successful year. Students were recruited and trained to assist with the delivery of the children's sports camps. They obtained invaluable experience and developed their interpersonal and leadership skills.
- School tours were introduced in 2016 with 26 school tours hosted during the year and approximately 1,170 children participating in a variety of sports including rock climbing, fencing, trampoline, dance and more.
- In May, Trinity Sport was represented at the Kids Guide Summer Camp Fair held in the Royal Marine Hotel, Dun Laoghaire to promote the camps and other activities Trinity Sport has to offer.

2.5.2. Adult programmes

- In February 2017, we introduced Trinity Masters club. Masters swim is aimed for those over the age of 19 years who would like to swim competitively or recreationally. Approximately 40 people signed up for the club. Many of the swimmers had a successful year and competed in national events such as The Great Fjord Swim Galway, The Liffey Swim and a number of galas across the country.
- Adult swimming lessons include beginner, improver, intensive and private. There has been an increase in private swimming from 2015/16 since the hire of a new freelance swim teacher.
- The continuation of our link with Groupon has aided the continuing growth of the climbing courses, having a positive impact on the Trinity Sport Learn to Climb course with 430 people participating.
- With the continued success of our tennis programmes in 2015/16, an additional two courses were added – Saturday mixed ability and Monday social tennis. Just under 270 people participated in tennis over the year.



2.5.3. Classes and courses

- Approximately 15,500 people participated in classes and courses, a decrease from last year.
- Pilates, yogalates, studio cycling and kettlebells were the most popular. New classes were added to the timetable including military bootcamp, combo, VO2 spin, arms and abs and older adult classes.
- The annual class pass saw a decrease, selling 151 passes in 2016/17 compared to 202 in 2015/16.
- New fitness class locations were introduced – the new functional training zone, the climbing wall and also the new fitness studio.
- During February and March 2017, an adult fencing class was introduced and proved popular with 22 people taking part.
- A new formalised Trinity Sport wellness programme was introduced with yoga and Pilates courses running every six weeks. 2016/17 also saw the introduction of wellness weekend workshops.
- Fitness appointments grew in popularity with 398 appointments taking place.
- Holistic therapies were included in the fitness team offering delivered by Mark McGauran with approximately 90 Ki Acupressure treatments taking place.
- A new staff only class has been introduced with up to 10 staff members taking part in each class.
- Sports courses continue to grow with over 1,025 participating in tennis, climbing, fencing and tai chi workshops. Adult swimming is still extremely popular with approximately 636 swimming lessons taking place.
- Group personal training courses run by our in-house personal trainer Bon Sheekey reached 334 clients. In September 2017, two new personal trainers joined the team – Delys Poynton and Eoghan Barry.

2.5.4 Business development projects

The business development unit was newly formed to actively pursue strategic opportunities for sport business and to cultivate partnerships and identify new markets for commercial benefit. During 2016/17, a number of projects were commenced.

Personal training and Pilates course

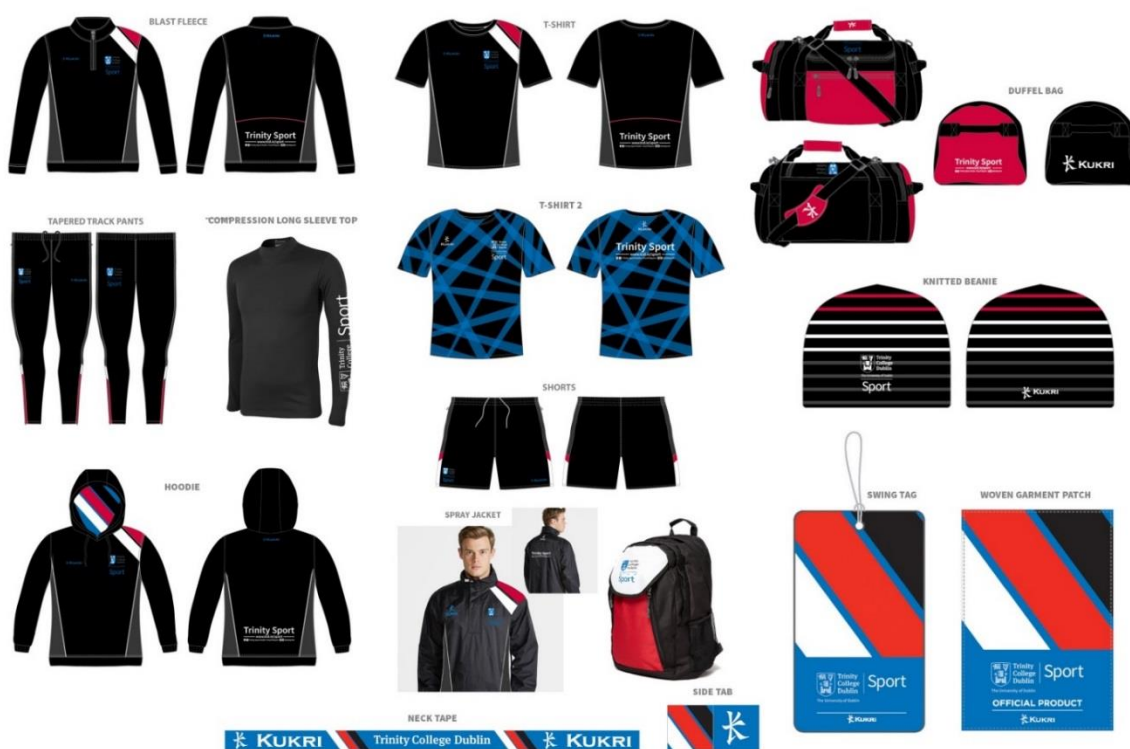
Trinity Sport in conjunction with Body Training System (BTS) setup and developed a part-time Level 4 Personal Training and Pilates Course. The marketing campaign ran for three months during the summer of 2017 and there was a lot of interest in the course. Sixteen students signed up for the course which commenced in September.

Health, fitness and wellness seminars

Trinity Sport aims to host and facilitate leading experts in health, sport and fitness. In March we welcomed Ben Coomber, a performance nutritionist, speaker and writer and the UK's number one rated health and fitness podcast on iTunes. The Trinity Sport team and public learned about sports business, nutrition and exercise development from one of the industry's leading coaches.

Trinity Sport leisure wear

In April 2017 Trinity Sport designed a new leisure wear range with Kukri which will be on sale in 2017/18. The range includes 10 items including track bottoms, shorts, hoodies and bags. The Trinity Sport leisure wear will help gain brand exposure, create brand loyalty and build a community around the Trinity Sport brand while also creating a new revenue stream.



2.6 Community Liaisons

Trinity Sport delivers top class sporting facilities that are open to all, ensuring that we deliver on key strategic aims. There are a wide range of groups using the facilities throughout the year including internal college groups, schools, third level institutions, sporting national governing bodies and corporate groups. There were approximately 30,000 recorded bookings and transactions for these groups for the year, for both indoor and outdoor facilities.

2.6.1 Community access – external groups

Based in the heart of the city, the sports centre is the ideal location to attract and engage with local governing bodies, national governing bodies, local sports clubs and schools. 2016/17 remained as strong as ever with relationships with over 90 different groups from a cross section of our sectors. Highlights of these bookings are detailed in section 2.7.5.

2.6.2 Charity events

Trinity Sport again hosted a big number of charity events in 2016/17 benefitting a number of organisations and the charities involved. Over a dozen different events were facilitated including student and external run events for St Vincent De Paul, Med Day Breast Cancer Awareness, Irish Tri Arthritis, Paediatric Teddy Bear Picnic and the Mark Pollock Trust.

2.6.3 University community groups

There was a marked increase in the number of participants in social and health-promoting initiatives in 2016/17. The combined programmes had 855 students and staff signed up to the various offerings. Highlights included the number of international students participating in the learn to play hockey and Gaelic football programmes, as well as increased interest leading to an additional eight-team soccer league being organised.

There were some excellent events to underpin the social sports programme. The Campus 5k was very successful with 250 participants, the Reindeer Run had 110 participants and 2016/17 also saw the first inter-club sports skills challenge with 38 participants.

2.6.4 Work experience placements

Trinity Sport offers an invaluable opportunity for school students and members of other third level institutions to gain experience through our work placement programme. The students work alongside our gym instructors, lifeguards, duty managers and administration staff. During the year, we welcomed 26 students from 17 different educational institutions. This represents two third level institutions and 15 secondary schools.

2.6.5 Volunteering

The Student Sport Volunteer programme had approximately 50 volunteers who were regularly active on varied programmes and events. Volunteers underwent training delivered by a number of sports centre and university staff members.

The Junior Sports Leadership programme ran for the fifth year with approximately 120 applicants which was narrowed down to 40 participants. Junior leaders received training in sports coaching and leadership, inclusion in sport, communication skills and organisational skills. This training ensures that Trinity Sport has quality volunteers that deliver consistently high standards. A number of these participants have since begun studies in Trinity College and are an active part of our volunteering programme.

There were also a number of other opportunities for volunteers to participate in our sports module for the Trinity Centre for People with Intellectual Disabilities and the Sporting Pathways programme STAR (Sporting Talent with Academic Rewards, *pictured below*) run in cooperation with Shamrock Rovers FC and TAP. There were nearly 30 volunteers working on these programmes.



Participants in the STAR Programme pictured with Shamrock Rovers representatives

2.6.6 Service liaisons

Trinity Sport prides itself on its collaborative work within the college and has made some important and lasting connections to enhance the student experience.

- Trinity Access Programme (TAP) – Increased in engagement with potential students through our STAR (Sporting Talent with Academic Rewards) and Junior Sports Leadership programmes.
- ‘Healthy Trinity’ project – being led by the Faculty of Health Sciences, supported by Trinity Sport. There are three strands of the project: physical activity, mental health and healthy eating.
- In co-operation with the Office of the Chief Operating Officer, Trinity Sport organised a sports day for all administrative staff with over 100 in attendance.
- On behalf of the Director of Services Trinity Sport facilitated and ran the Student Services team building session with over 60 staff in attendance.
- The Trinity Centre for People with Intellectual Disabilities attained accreditation at Level 5 of the QQI framework for a revised programme in Arts, Science and Inclusive Applied Practice with Trinity Sport delivering two modules on the course.
- Trinity Sport continued to facilitate university initiatives such as Trinity Operation Transformation, Health and Sport Week and the Smoking Cessation Programme in conjunction with the Health Promotion Officer and the Health Service.
- Our work with Global Relations saw sport continue to engage with recruitment, advertising and scholarship promotions.
- The Community Basketball Coaching Programme was expanded in cooperation with TAP schools.
- Trinity Sport facilitated a respite room in the Sports Centre on behalf of the Disability Service for student use.
- Sports staff continued to work with students with rehabilitation or who had specialised training needs. Trinity Sport also facilitated tailored orientation for students registered with the Disability Service.
- With the Senior Tutor’s Office, Trinity Sport worked on student welfare and finance issues.
- Continued referrals from the Counselling Service to sport to facilitate exercise.
- The Heads of Service Forum continued throughout 2016/17 to develop and enhance the student experience.
- Worked closely with the Dean of Students, as chair of the Strategy for Sports and Implementation Project Group.
- Dean’s Role of Honour – Trinity Sport provided opportunities to students to volunteer and also to take on leadership roles. Sport staff also assisted in the review of the applications.
- The Student Sports Forum worked with Trinity Sport to deliver the new gym expansion and reconfiguration.
- Trinity Sport worked with S2S to ensure S2S mentors had a training module for orientation sport tours.

2.7 Sports Centre Usage

The total recorded visits for the year were 372,000. This includes estimated usage over a three month renovation period (June – August) without access control, and an estimated 30,000 for non-member group bookings which are not recorded for each individual entry. This is a 1% increase compared to 2015/16 (367,000).

The predominant users were students, representing 71%, +1% versus 2015/16. A total of 10,261 students activated their ID card for use of the Sports Centre which was a decrease of 184 from last year. Usage peaked in October with February being the next busiest month. Tuesdays and Wednesdays (equal) were the most popular days – a change from the previous year, although it is worth noting there were less days of opening on Mondays, due to six bank holiday Mondays on which we were closed. The breakdown of usage by category is detailed in the below table:

Type	2016/17	2015/16
Students	71%	70%
Graduates	7%	8%
Staff	7%	7%
Public	11%	14%
Others	4%	1%

2.7.1 Bookings and transactions

The number of transactions recorded was 109,616, a demonstration of the large volume of interactions with customer bookings taken by office and reception staff.

Of this, bookings for indoor facilities were 72,447 (52,360 last year) and outdoor facilities were 7,953 (7,329 last year). The large number of outdoor bookings relates to Santry Sports Grounds. The remaining transactions refer to hires and sales from the reception desk.

2.7.2 Fitness theatre

There were 197,000 visits in this area, a 9% decrease from last year. A total number of 878 fitness appointments were confirmed for members.

2.7.3 Swimming pool

There were 53,000 recorded swipes through the pool turnstiles, +6% on last year – this includes estimates made for the three-month period without access control. Also, due to the pool access entry gate remaining open for considerable lengths of time (due to maintenance, cleaning, camps and adult/child lessons), members and guests were able to enter through the gate rather than swiping their card. Taking this into account, a more accurate estimation of pool usage visits would be 68,000.



A total of 1,593 swim lessons and class bookings were taken for swimmers and 109 transactions/bookings were made for water sports clubs (Swim and Water Polo, Kayak and Sub Aqua).

2.7.4 Climbing wall

Trinity Sport's climbing wall continued to be a bookable area. Users must obtain a climbing wall licence to partake in open and unsupervised climbing sessions. A total of 667 open climb bookings were made by members and non-members and another 953 bookings were made for climbing lessons – learn to climb, family climbing sessions, taster sessions, kids climbing, private bookings and licences.

Social climbing club has continued throughout the year every Friday from 6pm to 8pm and has proven very popular with participants. A climbing loyalty card was introduced which means that users receive a one free visit after every eight. The climbing wall continues to be a popular activity with summer camps and birthday parties.

2.7.5 External events

There were a number of external group events throughout the year with approximately 147 different groups using our facilities throughout 2016/17 broken down as follows:

- 7 national/regional governing bodies
- 92 local corporate groups
- 21 sports clubs
- 24 schools/colleges
- 3 sports governance organisations.

Highlights included:

- Filming for Neil Jordan's film 'The Widow' – Climbing Wall and Ancillary Hall
- Filming for Mel Gibson's movie 'The Professor & The Madman' – Main Hall
- Dublin Insurance Athletic Society Sports Day – Multi-Sport (All Areas)
- Dublin City Council 'Older Adult Day'
- DU Fencing Event – Ancillary Hall and Main Hall
- Rock 'N' Roll Half Marathon registration – Main Hall
- Virgin Media Night Run registration and bag drop/collection
- UDO Ireland Street Dance Championships 2017 – Main Hall
- Arthritis Ireland Micro Tri – Swimming Pool, Spin Studio and College Park
- Trinity Teddy Bear Hospital event – Ancillary Hall
- Indoor Rowing Schools Blitz – Main Hall
- CBS Westland Row Sports Day – College Park
- Med Day Charity Fundraiser for Breast Cancer
- 'Show Cancer The Red Card' photo call with Packie Bonner – College Park
- FirstPoint USA scholarship trials (Santry 5-a-side and pitches)
- Zumba fitness weekend workshop event

These events welcomed new people onto campus and contributed to our community engagement objective as well as making links with large corporate firms.

2.8 Memberships

The total number of membership subscriptions was up slightly to 12,881 from 12,760 in 2015/16. Our student engagement via membership with Trinity Sport has improved with a 4% increase compared to the previous year. With the exception of public, each category has improved 2015/16. Short-term and monthly payable options have increased our conversion rate as it offers customers more flexibility. Ongoing campaigns throughout the year have proven successful particularly with university staff and alumni. Seven day and one day free trials have proved popular with many availing of this option in advance of signing up. Of the membership income, 76% was from the Trinity students with 24% from external membership (staff, graduates and public). Popularity of short term options for all (one, three, six months) remained high and were facilitated where possible.

Type	2016/17	2015/16
Student*	10,265	9,847
Graduate	543	484
Staff	618	576
Public	753	970
Other	642	551
Spouse/Partner	60	57
Total Membership	12,881	12,760
Guests **	3,021	3,858
Join Fees	153	269

**Figure includes only students who activated their ID cards.*

***Guests include pay as you go customers*

2.9 Finances

The income and expenditure account for the financial year 2016.17 is available to internal sources on request.



The Trinity Sport pool area

Section 3: Appendix

Appendix 1

Strategy for Sport Implementation Review 2017

Objectives & Enablers - Current Status

■ Complete
 ■ On Track
 ■ Requiring Action

Participation	To offer an innovative and appealing programme of sport, recreation and activities that will encourage regular participation by increased numbers of students, staff and community users, at the level of their choosing.	
Performance	To provide a structured programme and a supporting environment for individual athletes and focus sport teams to perform and compete successfully, at a high level.	
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.	
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.	
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.	
Infrastructure	That the financial, technological and physical resources available ensure the provision of quality facilities and support performance and participation programmes.	

Implementation Review

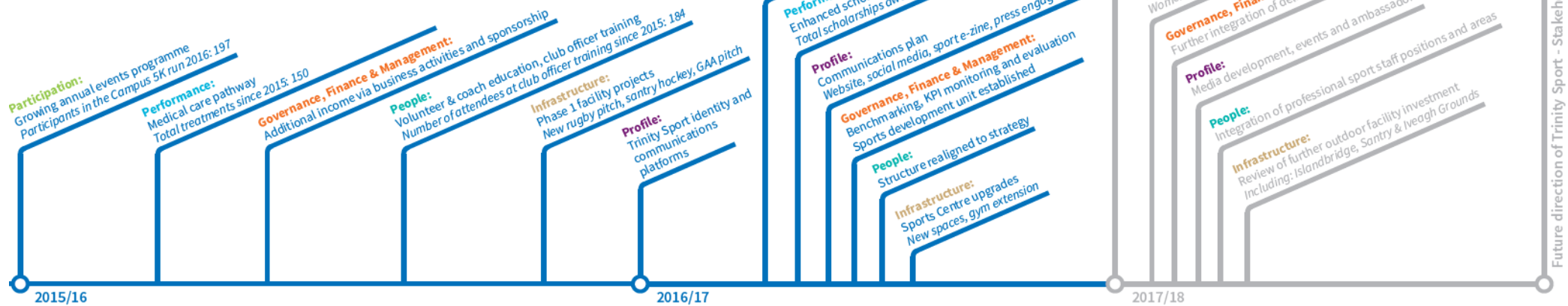
Trinity's first Integrated Strategy for Sport, 'Raising our Game', has now reached the half way point in the original 2015-2018 timeline, and it is important to mark the milestones and achievements attained since its inception. The vision and mission of Trinity Sport are clear, and they are underpinned by the university's values and core objectives.

Along with being a profile enhancer and key message deliverer for the university, sport and physical recreation are an important feature to the lives of students, staff, and the wider college community, whether through direct participation, competition, spectating, or volunteering and leadership.

The strategic objectives, set out across two key themes and four enablers, established an ambitious but deliverable task for Trinity Sport. 'Raising Our Game' enters its final year in a positive and healthy condition, with many goals already achieved ahead of time. However, there are still areas to be addressed and driven forward, and this summary document demonstrates the significant progress made to date, along with the status of the overall objectives, which remain on track.



Facebook likes to date: 5,400
Followers on Twitter: 1,867



Strategy for Sport – Implementation Summary Report

Autumn 2017

1.0 Introduction

'Raising our Game', Trinity's first integrated strategy for sport, reached the half way stage of implementation in 2016/17. As part of a review into the delivery of the strategy within the steering group, a summary of the main milestones and achievements attained since its inception was presented.

This report serves as a briefing document to compliment the implementation review and timeline, and gives further background to the status of the main strategic themes.

2.0 Strategy for Sport

The University's first integrated Strategy for Sport, 'Raising our Game', was officially launched in 2015, with a view to delivering a clear roadmap to enable sport to be at the heart of life in Trinity, and to deliver the best possible University Sporting experience. This plan was enabled through consultation with a conclusive list of stakeholders and partners, including clubs, students, staff, and external governing bodies of sport.

The strategic objectives, set out across two key themes and four enablers, established an ambitious but deliverable task for Trinity Sport. The main two themes focused on improving and increasing participation in sport and physical activity, and also in developing the performance environment and structure around individual athletes and teams.

Along with being a profile enhancer and key message deliverer for the university, sport and physical recreation are an important feature to the lives of students, staff, and the wider University community, whether through direct participation, competition, spectating, or volunteering and leadership.

'Raising Our Game' enters its final year in a positive and healthy condition, with many goals already achieved ahead of time. However, there are still areas to be addressed and driven forward, and advised by the interim summary report, plans are in place to ensure all objectives are on track for completion by 2018.

3.0 Strategic theme – participation

Aim: *To offer an innovative and appealing programme of sport, recreation and activities that will encourage regular participation by increased numbers of students, staff, and community users, at the level of their choosing.*

3.1 Key highlights

- A growing events and engagement programme has been established, including the campus 5k races, orientation activities (linked to academic schools and other departments), and Health and Sport week.
- Additional opportunities to take part in a recreational and non-competitive environment have been created, including beginner courses and social sport initiatives.
- Intramural programme now commenced across various, operating for 8-12 week blocks across the academic year. Trinity Clubs are part of the delivery and signposting of activities.
- Children's camps have been established in every school holiday, including at Santry Sports Grounds, and involve hundreds of young people, including volunteer leaders.
- The newly established Sports Development Unit has implemented a sporting pathway model, ensuring that Trinity is increasing its capacity to cater for participants at different levels of ability and interest.

4.0 Strategic theme – performance

Aim: *To provide a structured programme and a supporting environment for individual athletes and focus sport teams to perform and compete successfully, at a high level.*

4.1 Key highlights

- A newly established support structure for teams and athletes continues to grow. The medical care pathway, linked to the School of Medicine and Orthopaedics is a sector leading structure within Irish Universities.
- 'Focus sport' model in place for rugby, rowing, GAA, and hockey, with plans being introduced to provide greater impact within other performance areas.
- Sports scholarship programme has been further developed to help attract and retain high-level athletes, including enhanced delivery and support. Key advances have included:
 - Targeted recruitment model for 18/19
 - Set allocation of accommodation, including now in Trinity Hall
 - Tiered support structure in place for athletes
 - Enhancement of services and facilities to match sector

- Teams and Individuals are establishing and maintaining success at university and national level, including:
 - Men’s rugby first team promoted to top tier of club rugby in Ireland and sustained position in 16/17 season
 - Ladies hockey successfully promoted to the top league in Ireland for 17/18 season
 - Scholarship programme features Commonwealth Games athletes, Irish International cricketers, rugby players, and World and European medallists in martial arts.
 - 16/17 success for GAA hurling freshers’ team
 - Trinity rowing continued as most successful club at the University Championships

5.0 Strategic enabler – profile

Aim: *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.*

5.1 Key highlights

- Single platform and communications structure for Trinity Sport has been established, including website, social media, regular e-newsletter, and press engagement.
- Ambassadors and athletes being used to reinforce the message and profile of Trinity Sport at key events, including;
 - Olympic athletics Legend Sonia O’Sullivan
 - International cricketers Ed Joyce and Cecelia Joyce
 - Rugby stars Rob Kearney and Ailis Egan
- Trinity Sport identity in place, with key branding and messaging implemented across promotional areas, merchandising, staff clothing, and digital media and platforms.

6.0 Strategic enabler – people

Aim: *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.*

6.1 Key highlights

- Volunteer and Coach Education structure established
- Club officer training and support continuing to be developed in line with University practice and good governance models.
- Trinity Sport staffing structure realigned to the needs of the strategy
- Further staff appointed in key areas and teams

7.0 Strategic enabler – governance, finance, management

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

7.1 Key highlights

- Integrated delivery of sports activity and services via the Trinity Sport model
- Sports Development Unit established to continue driving enhancements around participation and performance sport
- Student funds have been ring-fenced for future delivery and developments
- Additional sources of income continue to be progressed alongside current activities and sponsorship arrangements
- Monitoring and evaluation systems firmly in place to track objectives and benchmark against other Irish and International Universities

8.0 Strategic enabler – infrastructure

Aim: That the financial, technological, and physical resources available ensure the provision of quality facilities and support performance and participation programmes.

8.1 Key highlights

- Sports Centre upgrades and reconfiguration of the fitness theatre complete in September 2017 to allow for widened capacity and growth in participation
- Sports Centre achieved the national White Flag Gold standard and Leisure Centre of the Year 2016
- Phase 1 Santry developments completed, alongside remedial storage solution at Islandbridge whilst long-term plan established as part of wider water sports facilities review
- Iveagh Grounds acquisition continuing alongside strategic planning of outdoor facilities, including phase 2 development of Santry Sports Grounds
- Club displacement from Luce Hall demolition complete, with plans for re-housing as part of Oisín House project in place

9.0 Challenges for consideration

Performance

Implementing a targeted structure to proactively recruit high level domestic and international sporting students to choose Trinity as their academic home and training hub. Creating more opportunities for a focused approach within profile-enhancing Olympic and Individual sporting fields alongside team development.

Participation

Ensuring Trinity has a strong stable base of inclusivity and ‘sport for all’ approach, establishing the foundation of Trinity Sport delivery provide for the largest engaged group of active users.

Profile

Mobilising the Trinity Sport identity to carry the message of the university, and use its profile-enhancing capabilities to provide best impact.

People

Supporting delivery of future Trinity Sport objectives by recruiting further talented and skilled staff, coaches, and other specialists within the permitted parameters of the University structure.

Governance, Finance, Management

Securing future growth and development of Trinity Sport, alongside a funding model that supports the University system and does not impede areas such as philanthropy and sponsorship.

Infrastructure

Achieving a suitable mix of outdoor and indoor facilities that complement future needs around capacity for participation, and standards for performance.

10.0 Strategy for Sport – final stages and the future

Trinity Sport are on track to see the Strategy for Sport delivered and to commence consultation for the next strategic planning phase. Entering into the final year of delivery, 58% of the individual strategic indicators have reached completion or are fully on track, with the remaining 42% requiring further attention and development. All items remain central to the planning and delivery of the Trinity Sport workforce, and are being tracked on a regular basis.

A final report due at the end of the delivery cycle will look specifically at the measured impact the strategy has had, and establish outline recommendations for sustainability and future delivery.