



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin



Realising Potential

A Strategy for Sport and Physical Activity at Trinity

2022 - 2026



Realising Potential

A Strategy for Sport &
Physical Activity 2022 - 2026





Everything we do at Trinity Sport is about helping people to participate more and perform better so that, together, we realise our potential.

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Vision, Mission and Values

Vision Mission Values

Sport at the HEART of the Trinity Experience



Vision

Mission

Values

Through Sport inspire,
engage and connect people
in a suitable, inclusive and
supportive environment

Vision

Mission

Values

Invested – Sharing our passion for sport & physical activity to engage others

Professional – Striving for excellence in ourselves and others

Inclusive – Removing barriers and challenging norms: Sport for all

Collaborative – Working with those around us to progress for common goals

Integrity – Honest, responsible, and respectful to those around us

Trinity Sport - Heritage. Excellence. Legacy.

Explore four centuries of inspiring generations through sport

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

1774

Dublin University Fencing Club first founded

1835

Dublin University Cricket Club founded

1842

The Board directed that "a proper Cricket Pitch be laid out" in College Park

1836

University Rowing Club was founded by undergraduates

1852

Organised Football 'rugby' was played for the first time

1854

DUFC 'Trinity Rugby' founded, and remains the oldest rugby club in the world in continuous existence

1857

Dublin University Football Club Foot Races Committee established to run athletics

1994

Flood lighting on the three newly resurfaced tennis courts in Botany Bay

1993

Introduction of the Guinness Sports Scholarships

1981

The Luce Hall (sports centre) was opened

1961

Pavilion Bar opened

1960

A 34-acre site for playing fields was purchased in Santry

1931

D.U. Sailing Club founded

1919

Dublin University Central Athletic Club founded to revive sport in Trinity after the war

1882

University Athletic Union founded which lasted until the First World War

1872

DUFCFRC evolved into the University Athletic Club

1871

Construction started on the old gym

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 Status

2012

3 Students and 1 Graduate carry the London 2012 Olympic Torch through the streets of Dublin

2012

European Award-winning 'Trinity Olympians' project launched

2014

Opening of new international standard hockey pitch in Santry sports ground, and a floodlit grass rugby pitch on College Park

2022

New strategy for sport 'Realising Potential' launched

2020

Trinity awarded €391,000 in funding from the European Union to launch its 'Mind Body Boost' project across 8 different partner institutions throughout Europe

2019

100 Year anniversary of the founding of Dublin University Central Athletics Club (DUCAC)

2018

6 former international athletes and alumni announced as Trinity Sport ambassadors including Nicole Owens and Mark Pollock of 2,500 spectators

2017

Opening of new grass floodlit GAA pitch in Santry, marked by an invitational game between Trinity and Dublin GAA in front of 2,500 spectators

2016

New Sports Medicine Pathway and Scholarship Programme launched to support high performance student athletes

2015

Creation of the first integrated Strategy for Sport 'Raising Our Game', and the established of 'Trinity Sport'

2014

Opening of new international standard hockey pitch in Santry sports ground, and a floodlit grass rugby pitch on College Park

‘Realising Potential’ Trinity Strategy for Sport and Physical Activity

Foreward

At a time when we have all come to realise the significant role that connection, belonging, and wellbeing plays in our lives, I am delighted to welcome the launch of a new strategy for sport and physical activity in Trinity.

On behalf of students, staff, and alumni, I would like to thank all involved in the development of this new plan, in particular the Strategy for Sport steering group, chaired by Catherine McCabe, Dean of Students. The steering committee was supported from across the college community, with students, alumni, academic and professional staff collaborating on a progressive and inclusive vision for sport into the future.

‘Realising Potential: A Strategy for Sport and Physical Activity at Trinity’ clearly aligns with the wider Trinity strategy ‘Towards 2025: Community and Connection’. The cross-cutting goals such as fostering an ever more diverse and inclusive student community, supporting the transformative student experience, enriching our global network, and creating a ‘one Trinity’ community are embedded throughout the strategy pillars.

Trinity has a deep rooted and proud sporting heritage; we recently marked a milestone of 100 years of organised sport in the university. I am always delighted to see and hear the wonderful stories and experiences that sport has enabled for current and past students, staff, and the local community; it is important we continue to develop sporting opportunities and facilities for the future alongside the protection of this unique history. Sport is not just beneficial to the individuals at the very top of their game; we know that students who participate in sport and physical activity can be more engaged academically and socially. Sport

teaches us life lessons of confidence, teamwork, respect, discipline, integrity and it is also a great source of enjoyment. This strategy for sport and physical activity supports the development of graduate attributes which can be applied to all areas of life. It will enhance the student experience while contributing to students’ health and wellbeing, building lifelong leadership skills and friendships. Trinity is a connected university and sport plays a unique role in connecting student and alumni communities as well as engaging with the wider community. Sport is a powerful tool that brings people together to develop connections that transcend language and cultural barriers.

The new strategy for sport 2022 – 2026 is aptly named ‘Realising Potential’ with a vision to ensure that sport and physical activity is at the heart of the Trinity experience. Its mission is to inspire, engage and connect everyone through sport in an inclusive and supportive environment. The implementation of this plan will ensure that our students, staff and wider community are supported with a range of sporting facilities and opportunities allowing them to foster lifelong connections to sport, health and wellbeing.

I look forward to working with Trinity Sport colleagues, students, clubs, alumni, and partners to implement the objectives and priorities set out in this strategy. The work does not end here, as the next phase is about ensuring words are translated and fully delivered into tangible actions to ensure that sport is at the heart of the Trinity experience.

**Dr. Linda Doyle,
Provost, Trinity College Dublin.**



Strategy for Sport and Physical Activity 2022-2026

I. Introduction

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 enable the best possible University Sporting experience.

The main two themes focused on improving and increasing participation in sport and physical activity, and in developing the performance environment and structure around individual athletes and teams.

Our Trinity Sport identity (encompassing both Dept. of Sport and DUCAC), is now a well-recognised strong brand; Communications, media, profile platforms and structure are now developed to build on for the future.

- We established programmes to engage a wider audience including increasing female participation by 74% and increased staff participation by 55%.
- We now have 4 newly established focus sports with 29 league, cup, varsity, and colour wins, 20 national caps by focus sport athletes and 240 athletes now supported annually via HP pathway.
- Several projects, collaborations and agreements were put in place with 10 national governing bodies.
- A new identity of 'Trinity Sport', an integrated staffing structure and the establishment of a Sports Development Unit were all key to building the foundations for the future of sport.

Trinity Sport is a committed member of the Healthy Trinity initiative, developing and activating physical activity participation throughout the campus and beyond. In particular, Trinity Sport is the lead partner in the EU Erasmus and Sport funded 'Mind Body Boost' project, a fantastic success after pioneering numerous pilots, Trinity is now responsible for this mental and physical health intervention programme that will benefit third level students across 7 campuses in Ireland and Europe.

Trinity Sport also contributes to academic research and pursuits, providing facilities, staffing and practical opportunities, work experience and a living lab environment. We have been involved in and supported projects such as EIT Physical Activity Leaders for ID- PPALs, Movember GAP 4, EU Physical Activity and Ageing PAHA, EU Active Campus Europe ACE, School of Education TCPID, and many more.



Towards 2025: Community and Connection

II. Strategic Context

Trinity has a rich and unrivalled sporting heritage, with a strong history of providing extra and cocurricular opportunities and enabling lifelong institutional pride. Taking part for fun or health reasons is as valued as training and competing to excel, and the range of sporting facilities and activities available to Trinity's students, staff, and communities are a key part of campus life and integral to the Trinity experience.

This new strategy for Trinity Sport has been developed to fulfil on the vision of the Trinity College strategy Towards 2025: Community and Connection. The Trinity strategic priorities of a transformative student experience; diversity and inclusion; research for impact and sustainability; and Community and effective organisation are embedded throughout the plan.

The strategic importance of sport and recreation in a University is as wide and diverse as those who engage with it. We strive to utilise sport to profile successes and showcase talented athletes, to improve wellbeing and the student experience, as a co-curricular activity for developing student leadership and organisational skills, for research, for community outreach, for communication, to attract funding and alumni engagement. Alongside the obvious health and wellbeing benefits, sport develops skills and enables students to form lifelong friendships and build networks.

In Realising the Potential of Trinity Sport, we play our part in realising the potential of Trinity College itself.



III. Headline Objectives

‘Realising Potential’ 2022-2026

Everything we do at Trinity Sport is about helping people to participate more and perform better so that, together, we realise our potential.

- Establishing programmes, online and in person, engaging all students at all levels from getting active, being social to performing at a high level.
- Participation in Sport is redefined. Our overarching participation goal is every student in the University engages in sport at whatever level and in whatever way that best enhances their student experience, and the array of programmes and events has something in it of interest to all.
- Our commitment to Equality, Diversity and Inclusion is fulfilled through implementation of outcomes from the governance review and specific strategies embedded in all pillars of this strategy.
- Success of our elite athletes and teams reach new levels with facilities fit for purpose enhancing performance.
- Continued collaboration with the national governing bodies and other partners engaged with Trinity Sport.



“This ambitious strategy for sport is dedicated to ensuring that sport is at the heart of the Trinity experience. We want to create an environment that is supportive, suitable and inclusive so that everyone can engage in sport whether they are competing competitively, playing socially, developing skills, or for health and wellbeing. We look forward to working with staff, students, sport clubs and collaborating with national governing bodies, Sport Ireland and other partners to bring this plan to fruition.”

- Michelle Tanner, Head of Sport and Recreation, Trinity College Dublin

IV. Realising Potential

It is time to build on the strong foundations set and realise our potential. Within the context of recent challenges in the sporting and university sector, and the new Strategic Plan for the University, Trinity Sport needs to be ready to embrace the opportunities and meet student demand. The new Strategy for Sport 2022-2026 is all about and aptly titled 'Realising Potential' with a purposeful ambition that sport can unlock, enable, and develop potential on three levels: for the individual,

for the Trinity Sport team and for the University. Sport offers the opportunity for wider and greater impact, involving more people, at more levels whilst supporting the University's vision.



Vision

Sport at the HEART of the Trinity Experience



Mission

Through Sport inspire, engage and connect people in a suitable, inclusive and supportive environment

Overview of main pillars and enablers

The main pillars of the Strategy for Sport 'Realising Potential' are focused on;

1. Supporting the provision of an excellent Student Experience by increasing sporting opportunity from social activity to high performance level sport and the provision of fit for purpose facilities.
2. Establishing a 'One Trinity' ethos, creating connections through sport increasing engagement and experience opportunities, a culture of active campus, connections with alumni, and mass participation events (in person and virtually).
3. Ensuring that sport has the greatest Impact across key areas, promoting the University mission,

internally and externally. Increasing profile, developing outreach programmes, and establishing stronger research links.

4. Expanding the professional development opportunities for students via sport, and further enhancing the Success of our top performing teams and athletes, through leadership, skills development, development of clubs and high performing sports.

Enabled by establishing a Trinity Sport Fundraising Strategy and conducting a comprehensive governance review.



"Sport is an incredible vehicle for student engagement, alongside the health and fitness benefits students that engage in sport tend to be more engaged academically and socially. The targets set out in this plan will have a direct benefit to our students as the range and diversity of sporting opportunities available are a key part of campus life and integral to the Trinity student experience."

- Catherine McCabe, Dean of Students, Trinity College Dublin

V. Pillars and Objectives

The vision ‘Sport at the HEART of the Trinity Experience’ is for everyone, whatever their journey or level of engagement, whether it is for wellbeing, social, skill development, performance or fun. Our mission is ‘through sport, inspire, engage and connect people in a suitable, inclusive and supportive environment.’ The current pandemic and challenges have highlighted the importance of the wellbeing of our community, and of being connected with each other, both of which enable the University’s CORE mission. This strategy aims to encourage the entire college community to get involved and be the best that they can be at a level of their choosing.

Pillars

The main pillars of the Strategy for Sport ‘Realising Potential’ are focused on;

1. Supporting the provision of an excellent Student Experience by increasing sporting opportunity from social activity to high performance level sport and the provision of fit for purpose facilities.

Our overarching participation goal is every student in the University engages in sport at whatever level and in whatever way that best enhances their student experience. For many students that will be with a team or in a chosen sport. For many others its being active and being engaged in less formal ways. The array of programmes and events will have something in it of interest to all, whether they have a specific interest in sport or not.

Provide opportunities to ensure 70% of our students are active by 2025 (currently 55%) (1a)

- To include, but not limited to, those marginalised in sport, addressing challenges and barriers to participation for underrepresented groups (including LGBTQ+ community, minority ethnic and race groups, and those with a disability).
- Provide specific programmes and initiatives that continue to increase participation of female students (70% by 2025, currently 46%).

Ensure all backgrounds and differences are embraced in programmes and initiatives provided (1a);

- 100% clubs achieving relevant inclusion status in programmes such as part of ‘Club Mark’ quality accreditation scheme by 2024 (4b)
- 250 inclusion officers trained by 2025
- Establishment of baseline figures for underrepresented groups in sport (as identified in the National Sports Policy), tracking these annually and implementing intervention and specific programmes to engage and grow participation over the course of strategy.

Working with partners, broaden our delivery which supports, and tackles issues relating to mental health and wellbeing and further enable the Healthy Trinity initiative from 2022 (1b).

Establish a University-wide adopted policy for recognising and supporting dual career status athletes to study within Trinity by 2023 (1c). This will

involve providing for flexible learning and supports but that still maintains the requisite academic standards.

Facility Development - Secure €10.5m funding to develop the Iveagh Grounds site by 2023 and invest €250k in sports facility enhancement per year from 2022 (1d).

2. Creating connections through sport, establishing a One Trinity ethos, increasing engagement and experience opportunities, culture of active campus, connections with alumni, and mass participation events (in person and virtually).

Establish a culture of an inclusive active campus, that encourages and grows regular high levels of participation in sport and physical activity by 2025, supporting the wellbeing of our staff and students (2a).

Develop a programme that will establish a greater connection with sporting and college Alumni by 2023, enhancing their affinity to Trinity, and enabling their connection with students and clubs (2b).

Establish and operate 5 annual mass participation events per year by 2022, specifically targeting those students not already engaged in sport, and develop a further 8 showcase events per year by 2024 (2c).

“The student experience is at the heart of the strategy for sport, it is fantastic to see Trinity Sport are dedicating resources to ensure that sporting and physical activity opportunities will be increased for all members of the student body in an inclusive environment.”

- Leah Keogh, President, Trinity College Dublin Students Union



3. Ensuring that sport has the greatest impact across key areas, promoting the University mission, internally and externally. Increasing profile, developing outreach programmes, and establishing stronger research links.

Develop and activate an internal communications strategy in 2022 ensuring the achievements within Trinity Sport are known and celebrated across the University. A key outcome of this is also to expand the awareness of what sport offers, including for those students without a particular interest in sport (3a).

Develop and activate an external communications and media strategy by 2022 to showcase the achievements and success of our teams, athletes, and programmes, and to enhance the profile of Trinity (3a).

Develop outreach programmes to support the work of TAP and other partners from 2022, enabling increased connection between Trinity and the community via sport (3b).

Establish a centre for sports research and innovation by 2023, linking together existing relationships to benefit Trinity teams and athletes (3c).

4. Expanding the professional development opportunities for students via sport, and further enhancing the Success of our top performing teams and athletes, through leadership, skills development, development of clubs and high performing sports.

Establish a new programme that enhances the leadership and skills of students through sport by

2022 (4a). Key targets will be underrepresented groups, leadership training which will see over 800 new female coaches and volunteers certified over the course of the strategy, an increase of 105%.

Coaching and development: Establish a structure and funding to enable the development of 10 new club development officer and coaching roles by 2023 and establish a quality accreditation development scheme such as Club Mark for all clubs by 2022 (4b).

Establish a tiered recruitment and support structure with annual targets and outcomes to further progress performance sport teams and athletes from 2022, investing an additional €1m per year to drive success by 2024 (4c).



“Sport can and should play an important role in equality and inclusion, it is fantastic to see that equality, diversity and inclusion is embedded throughout this plan and that Trinity Sport are listening to the needs of people with disabilities. I’m delighted to see Trinity Sport putting resources, energy and time into creating an environment welcoming to all, one where all members of our community can engage in sport and physical activity.”

- Lorraine Leeson, Associate Vice Provost for Equality, Diversity and Inclusion; Trinity College Dublin

VI. Cross Cutting Themes

Interweaved throughout the strategic objectives are cross cutting goals that build on existing and potential opportunities via collaborative Partnerships which provide impact and opportunity; an approach and delivery built on a foundation of Equality, Diversity and Inclusion; a focus on the importance of Our People, including staff, coaches, volunteers, student leaders, and club officers who are integral to success; and a continued drive of underpinning our services via Business Development programmes embedded in the strategy and how we work.

Focus on Equality, Diversity, and Inclusion

Trinity Sport respect and value each individual and are committed to every student realising their potential; we promote equality, diversity, and inclusion for all. We commit to embracing and celebrating difference. We will provide an open, welcoming environment with our values at the heart of who we are and what we do.

We recognise that Sport is an area of college life that often reflects society's challenges and endorses traditions and practices which are not always conducive to the principles of EDI. There is a commitment to address this first of all by adopting these guiding principles;

Our guiding principles will be:

- Initiatives to fulfil on our commitment to equality, diversity, and inclusion for all are embedded across the Trinity Sport strategy and in each pillar to ensure our sentiment and

intention is the reality on the ground at all levels from participation in sport through to leadership positions

- This will include, and is not limited to, access to participation and performance; Education programmes in clubs so they are geared up to and supported to engage all individuals; Review and update Trinity Sport Code of Ethics; Ensure transparency by publishing any issues with compliance at regular intervals and in line with best practices in this area such as the Athena Swan Charter.
- We promote positivity, and instil a can-do attitude in everyone, no matter their background or characteristics.
- Equality, Diversity, and Inclusion is not a result of Realising Potential. Fulfilling on our commitment to Equality, Diversity and Inclusion is how we Realise Potential.

Our overarching participation goal is every student in the University engages in sport at whatever level and in whatever way that best enhances their student experience. And the array of programmes and events has something in it of interest and engaging to all and is responsive to the demands and requirements from our community.

Specific KPIs and initiatives will be included as indicated, for example increase female participation from 46% to 70% by 2025, and to address any gender imbalances in our clubs, uniting and building stronger inclusive clubs based on developing the sport for all.

The governance review is key to fulfilling on our commitment to equality, diversity and inclusion which will be completed during the first phase of this strategy. The process will engage an array of voices with a specific focus on underrepresented and marginalised groups. Equality, Diversity and Inclusion will be central to that Review ensuring our governance structures are fit for purpose and are a match for our vision for EDI within sport.

Partnerships

Collaborations are central to achieving success throughout the strategy objectives. The governance review process will look at how best to structure and position sport for the future, along with identifying the most efficient approach to maximise the role of university services and internal partnerships which are key to the delivery of sport. This ethos will be adopted throughout the strategy implementation, seeking to establish modern partnerships that are responsive in a fast-moving sporting world, and those which provide aligned and complimenting outcomes. Growth identified in infrastructure and professional staff will also be heavily reliant on existing and new partnerships with governing bodies of sport.

Business Development

Enabled through the previous strategy for sport 'Raising Our Game', Trinity Sport has established a year-round operating model which maximises existing resources and facilities to provide self-generated income as part of its overall funding model. This approach has created a sustainable structure; however, a continued and increased mix of activity will be required for this strategic

plan to be fully realised. Areas of philanthropy, capital grants, and sponsorship will all be areas of focus within the remit of the strategy funding working group. Items which could be developed to enable further income diversity and stability will be explored within each pillar of objectives, including a focus on events, programmes, education, and partnerships.

Our People

With a fully functioning professionalised staff structure already in place, a strong foundation exists for Trinity to progress from and fully realise the potential of sport, guided by our values. Volunteers, student leaders, club officers, alumni, supporters, coaches, and all those involved in enabling and delivering sport are integral to its future. Within this new strategy, more work will be done to recognise, engage, support, and develop this wider team who make up Trinity Sport. This will be enabled alongside the objective to increase professional staff roles, including those which underpin the success of participation programmes, student clubs, and our highest performing athletes. Overall, the strategic plan does not exist without the people who make up all aspects of Trinity Sport, and therefore it is vital this remains an integral cross cutting theme throughout the implementation planning.



VII. Enablers

Currently some initiatives and projects are under threat as key funding sources from the previous strategy have ceased such as BOI sponsorship and have not yet been replaced. The previous Strategy for Sport successfully achieved an integrated structure and built strong foundations to develop and strengthen our governance and structures. A two phased approach is required to prepare for the next edition. The success of this strategy will fundamentally rely on the support of the University for the development of the following:

A) Trinity Sport Funding Strategy- the establishment of a working group to identify potential sources of income and funding for key projects via sponsorship, commercial opportunities, philanthropy, and grants, aligned to the strategic priorities. This will include a review of the recent sport sponsorship/commercial feasibility report and best practice models. The aim will be to provide financial sustainability and the establishment of a professional funding resource/model/project that enables sport and the University to flourish and that does not conflict with existing funding priorities.

B) Conduct a Governance Review – establish a governance review to identify best practice and to make recommendations on good governance practices within two levels:

I. Review of governance of clubs and overall structure to enhance their connection, and involvement in the University, ensuring best governance practices that fulfil on our commitment to equality, diversity and inclusion while also reducing risk (safety, financial and reputational).

II. Expert review of the governance of sport within the University so that we support the best university sporting experience, and through appropriate governance that we can align and strengthen the relationships required to fully realise the potential of sport with a particular focus on funding priorities and opportunities. Sport is within the Corporate Services Division with the Chief Operating Officer as a key Executive Officer Group sponsor for the area. Sport directly reports and aligns to the Student Services unit and mission, but it also equally aligns with Estates and Facilities, the Commercial Revenue Unit and closely associates with other areas for example, Public Affairs and Communications, Global Relations and the Trinity Foundation and Alumni Office.

The expert governance review working group will explore best practice models and benchmarks for the above and recommend appropriate options that further enhance the sporting impact and university mission.



“Being involved in rugby during my time at Trinity is what taught me how to win and lose, how to build resilience and how to be part of a team. I believe these skills not only matter in sport but can be applied in business and life in general.”

- Hugo MacNeill, Former Ireland Rugby Player and Trinity Alumni

VIII. Implementation Plan

The timeline of implementation is phased to initiate key enabling work, and other priorities and initiatives which are ready or in progress and to allow for more a sustainable, progressive, and flexible approach to implementation which will be overseen by the Sports Strategy Steering Group. It is anticipated this will be staged into 2 phases;

Phase 1 - Begin

2 years: 2022 and 2023 - Capacity building and early implementation;

- Develop a communications and media strategy (internal).
- Establish implementation plans and identify key performance indicators and objectives for each of the Pillars.
- Deliver established programmes and projects which support mental and physical wellbeing, such as those mapped to the Healthy Trinity initiative.
- Develop funding strategy and establish mechanism to ensure action is enabled.
- Complete review of governance and proposed recommendations to the relevant area for example, DUCAC and the clubs.

Phase 2 - Enable

3 years: 2024, 2025 and 2026 - Established capacity and implementation;

- Funding strategy group to review progress and outcomes, and make future recommendations.
- Governance actions monitored and contributes to the risk planning and evaluation.
- Develop a communications and media strategy (external).
- Develop outreach and community programmes.
- Establish a centre for sports research and innovation.
- Develop programme for greater Trinity affinity amongst sporting alumni.
- Progress policy on supports for high performing student athletes.
- Deliver infrastructural projects such as the Iveagh Grounds redevelopment phase 1 project.
- Develop and deliver show case events, an active campus culture and increased engagement and participation.
- Devise new structure to fund and enable new club development officer and/or coaching roles to support student athletes and club participation, inclusion and performance.



“I have great memories from my time at Trinity College Dublin, especially from my Trinity GAA playing days when we won the Giles Cup in fourth year. The team were brilliant that year – we had Davy Burke over us, who was the assistant manager with Dublin at the time. I made lifelong friends from all backgrounds through playing sport at Trinity.”

- Nicole Owens, Dublin Ladies GAA player and Trinity Alumni

IX. Funding Plan

The funding strategy will take cognisance of the challenging financial environment within which the University operates.

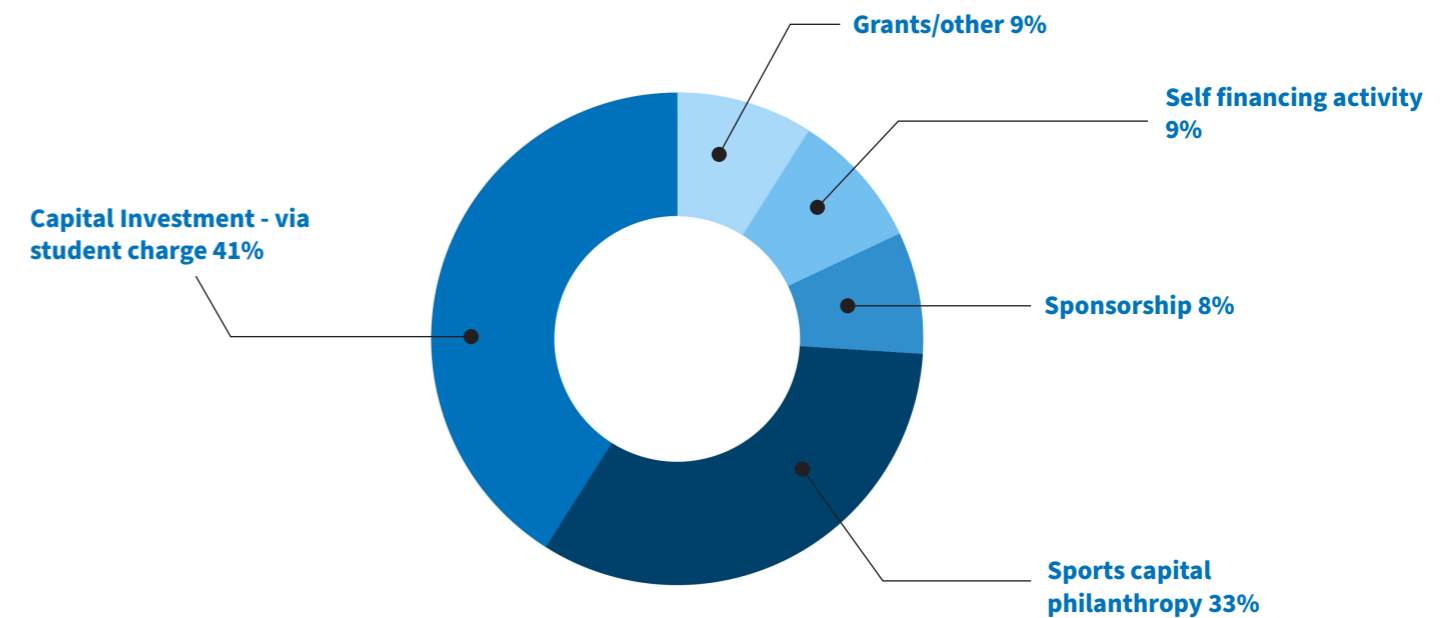
Each of the proposals and projects requiring resourcing and investment will require Trinity Sport to present, with separate Business Cases, for approval through the appropriate governance structure. The strategy will only be possible with the full support of the University to enable sport to actively seek and allocate funding and resources on a case-by-case basis. The investment in sport will come from a variety of sources, to include some which already exist and some which need to be pursued. The predominant funding source is the annual Student Sports charge which is ring fenced for strategic development and can leverage investment or loans to enable many of

the sports projects. Some strategic priorities will be accounted for in the recurrent income and business development opportunities. Potential sources of additional income that can be derived from grants, philanthropy and sponsorship are to be fully explored.

It is estimated the total cost of the strategy to be in the region of €16.3m.

A significant proportion of this will be achievable within the envelope of the existing sports development fund however it is anticipated additional funding sources will be required, if the full potential of Sport is to be realised and to ensure a sustainable legacy for future generations of Trinity Student.

Table 1: High Level Financial Overview of Strategic Projects Funding Sources



Capital investment (a) via central funding

As per previous facility developments, large scale capital projects such as Iveagh Grounds will be underwritten by the University via a mix of a loan repayable by Trinity Sport using a ring-fenced portion of the student sports charge, and philanthropy or external grants. The maximum loan anticipated would be 70% of the total capital cost, representing 63% of the annual ring fenced student sports charge ensuring capacity for other commitments. Variations with a lesser loan requirement are being developed within the ongoing business case supported by FSD.

Capital investment (b) via philanthropy

Due to the location and scope of the proposed redevelopment at the Iveagh Grounds, the project is deemed viable and qualified to attract external philanthropic funding. Trinity Development and Alumni (TDA) have identified encouraging interest in the project, and have established a process to explore the potential further. Support has also been gained to seek IIP (Immigrant Investment Programme) funding towards the project, which if successful would further reduce the requirement for other sources. Both areas are being led in conjunction with TDA and CRU, and are reliant

on the project continuing to be developed and supported by the University. The business case for the Iveagh Grounds will establish options on these funding routes, with full planning permission for the project required to enable IIP in particular. It is envisaged that further donations for sport specific capital projects could be obtained in the future should the University wish to establish a mechanism for this.

Sponsorship

At the beginning of the previous strategy for sport (2015/16), institution-wide partnership agreements with Bank of Ireland and Coca Cola included sponsorship specific to sport (€1.8m over 5 year period) which enabled new areas and activity to be developed. Trinity Sport worked in partnership with CRU to ensure sponsorship activation and opportunity were fully enabled. CRU and Trinity Sport have carried out a detailed review of current and future opportunities, which has also been updated to reflect the COVID-19 environment. The sport sponsorship industry is still forecast to continue growing, and the professional structure in place within Trinity Sport and CRU will ensure confidence and reliability for any future arrangements. Income for sponsorship has been scaled and phased over the course of the strategy, which will enable steady growth and development.

Self Financing Activity

In order to support the operation of Trinity Sport activities, areas including facility hire, sports centre membership, and programmes are delivered annually. Between 2015 and 2019 this income grew by 30%, demonstrating the ability of Trinity Sport

to develop income generating programmes which complement delivery and support the overall mission. Whilst the COVID-19 period has created a challenge for this area and across the sport industry, it is forecast that Trinity Sport will be able to return to a similar level of self-generated income within 2022. Planned continued growth in activity across the life of the strategy, which, will include new all-weather floodlit facilities in the Iveagh Grounds, will enable further income generation forecast to have grown by 38% by 2025.

Grants

Outside of external funding already mentioned, further potential funding streams exist through a mix of government, European Union, and national governing bodies of sport grants. Trinity Sport has previously attracted investment from each of these areas, most recently in an €390k Erasmus+ collaborative partnership of which Trinity are lead organisation. The Government of Ireland, via Sport Ireland has allocated €82m of funding towards sport facility and infrastructure projects in the past 2 years, with further investment linked to the Project Ireland 2040 programme due again in the future. The redevelopment of the Iveagh Grounds and other sport sites could qualify under a potential application as the projects are investment ready with planning in place, providing collaborative partnerships are in place. In addition to these, low level annual donations from sporting alumni towards student activity and clubs already occurs through TDA, and a more formalised programme to support specific noncapital projects could be beneficial if given support.

Any large capital investment projects such as the Iveagh Grounds will be enabled predominately through a college loan and repaid over an agreed period by the annual student sport development charge.

In conclusion, this strategy will seek to establish a funding strategy that will have the university's approval and full support and that each project will be assessed on its financial merit as and when required. The intention is that sport will enable and fund projects from its existing and future sources, that do not conflict with other current or future University priorities.

Delivery, Measuring and Reporting

The Trinity Sport team will be responsible under the guidance of the Strategy Steering group for the delivery of the strategic objectives. This will be supported by the Chief Operating Officer and in collaboration with the relevant services colleagues, and other units and partners as required.

Key performance indicators will be monitored and reviewed regularly utilising a balanced score card measurement of the strategy, to include financial, usage and business targets. The strategy will also be subjected to risk planning, analysis and monitoring, as per normal procedures, and as and when required within the management and governance of projects. Trinity Sport reports to the Chief Operating Officer via the Director of Services and provides updates and reports to various committees such as the Student Life Committee, DUCAC Executive, Executive Officers Group, Capital Review Group, the Student Sports Forum, and the recent Sports COVID Advisory Group. We will continue to work closely with all colleagues

in all areas and we will refine the strategic objectives in consultation with all relevant stakeholders and make the necessary adjustments approved as appropriate.



X. Strategy for Sport 2022-2026

| | | | |
|---|--|--|---|
| Vision: Sport at the HEART of the Trinity Experience | | Mission: Through Sport inspire, engage and connect people in a suitable, inclusive and supportive environment | |
| Strategic projects | (1) Supporting the provision of an excellent Student Experience by increasing sporting opportunity from social activity to high performance level sport and the provision of fit for purpose facilities | (2) Establishing 'One Trinity' ethos, creating connections through sport increasing engagement and experience opportunities, culture of active campus, connections with alumni, and mass participation events (in person and virtually). | (3) Ensuring that sport has the greatest impact across key areas, promoting the University mission, internally and externally. Increasing profile, developing outreach programmes and establishing stronger research links. |
| Sub Objectives | <p>(1a) Participation - Provide opportunities to ensure 70% of our students are active by 2025 (up from 55%)</p> <p>(1b) Working with partners, broaden our delivery which tackles and supports issues relating to mental health and wellbeing and further enable the Healthy Trinity initiative from 2022</p> <p>(1c) Establish a University-wide adopted policy for recognising and supporting dual career status athletics to study within Trinity by 2023</p> <p>(1d) Facility Development - Secure €10.5m funding to have developed the Iveagh Grounds site by 2023, and invest €250K in sports facility enhancement per year from 2022</p> | <p>(2a) Establish a culture of an active campus, that encourages and grows regular high levels of participation in sport and physical activity by 2025, supporting the wellbeing of our staff and students</p> <p>(2b) Develop a programme that will establish a greater connection with sporting and college Alumni by 2023, enhancing their affinity to Trinity, and enabling their connection with students and clubs</p> <p>(2c) Establish and operate 4 annual mass participation events per year by 2024</p> | <p>(3a) Develop and activate a communications and media strategy by 2022 to showcase the achievements and success of our teams, athletes, and programmes, and to enhance the profile of Trinity</p> <p>(3b) Develop outreach programmes to support the work of TAP and other partners from 2022, enabling increased connection between Trinity and the community via sport</p> <p>(3c) Establish a centre for sports research and innovation by 2023, linking together teams and athletes</p> |
| Cross cutting themes | Partnerships (P) | Equality, Diversity & Inclusion (EDI) | Our People (OP) |
| Enablers | Funding (E1) | | Governance (E2) |
| | Establishment of funding strategy by 2022 which will drive the delivery and success of this plan | | Review and adjustment by 2022 to ensure best practice and most effective model is on place |

“Sport has the power to change the world”

- Nelson Mandela, Honorary Graduate

XI. Monitoring and Delivery

| | Phase 1 - Capacity building and early implementation | | Phase 2 - Established capacity and implementation | | |
|-------------------|---|--|--|--|--|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| Enablers | (E1) Funding strategy developed by working group based on requirements as set out by implementation plans for strategic objectives (E2) Complete review of governance structure for Trinity Sport, comparing to best practice. Make recommendations for any adjustments | (E1) Establishment of mechanisms set out in the funding strategy to ensure phase 2 delivery is enabled (E2) Deliverable actions of governance review in place enabling phases 1 and 2 | (E1) Funding strategy group to meet annually to review implementation and track progress against outcomes (E2) Governance actions monitored on regular basis, to contribute to risk planning and evaluation | (E1) Funding strategy group to meet annually to review implementation and track progress against outcomes (E2) Governance actions monitored on regular basis, to contribute to risk planning and evaluation | (E1) Funding strategy group to contribute to review of overall strategy and make recommendations for future (E2) Governance actions monitored on regular basis, to contribute to risk planning and evaluation |
| Objectives | Establish implementation plans for objectives 1-4, and sub objectives. To include guidance on resource requirements. (1b) Deliver established which tackles and supports issues relating to mental health and wellbeing and further enables the Healthy Trinity initiative from 2022 | (3a) Developed and activated a communications and media strategy by 2022 (4b) Club mark development scheme for all clubs introduced 2022 (4c) Established tiered recruitment and support structure for performance sport teams and athletes. (3b) Delivering outreach programmes to support the work of TAP and other partners (2c) Established and operating 5 annual mass participation events | (3c) Established centre for sports research and innovation (2b) Programme developed that builds greater affinity with Alumni and connection to students (1c) Policy to support dual career athletes adopted by University (1d) €10.5m redevelopment of the Iveagh Grounds (4b) Established new structure to fund and enable the development of 10 new club development officer or coaching roles | (4c) Additional €1m per year being invested in performance sport programmes. (2c) Developed and delivering an additional 8 showcase events per year | (2a) Culture of an active campus established amongst the college community (1a) 70% of students active on a regular basis Continued > |

| | Phase 1 - Capacity building and early implementation | | Phase 2 - Established capacity and implementation | | |
|-----------------------------|--|--|---|---|--|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| Objectives | | (1d) Planned annual investment of €250k towards sports facility enhancement (4a) New student sport leadership programme in place | | | |
| Cross Cutting Themes | Identify and adopt early alignment of cross cutting goals | | | | |
| Monitoring | Strategy for sport steering group to meet twice annually to review the implementation progress Implementation outcomes to be monitored by specific group or individuals | Strategy for sport steering group to meet twice annually to review the implementation progress Implementation outcomes to be monitored by specific group or individuals | Review of strategy delivery to date. Establish any adjustments required for future success. Strategy for sport steering group to meet twice annually, including halfway stage review Implementation feedback submitted to review process | Strategy for sport steering group to meet twice annually to review the implementation progress Continuation of implementation monitoring | Strategy for sport steering group to meet twice annually to review the implementation progress |

XII. Strategy Milestones

| | Phase 1 - Capacity building and early implementation | | Phase 2 - Established capacity and implementation | | |
|----------------------------|---|--|---|---|--|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| Summary actions / outcomes | E1, E2 Planning 1,2,3,4 Planning 1a, 1b, 1c, 1d Planning 2a, 2b, 2c Planning 3a, 3b, 2c Planning 4a, 4b, 4c, Planning P, EDI, OP, BD Planning | E1, E2 Planning and implementation 3a, 4b, 4c, 3b, 2c, 1d, 4a Delivery and monitoring P, EDI, OP, BD Delivery and monitoring | E1, E2 implementation and monitoring 3c, 2b, 1c, 1d, 4b Delivery and monitoring 3a, 4b, 4c, 3b, 2c, 1d, 4a, P, EDI, OP, BD continuing | E1, E2 implementation and monitoring 4c, 2c delivery and monitoring 3a, 4b, 4c, 3b, 2c, 1d, 4a, 3c, 2b, 1c, 1d, 4b, P, EDI, OP, BD continuing | E1, E2 implementation and monitoring 2a, 1a completed 4c, 2c, 3a, 4b, 4c, 3b, 2c, 1d, 4a, 3c, 2b, 1c, 1d, 4b, P, EDI, OP, BD completed |



“The strategy for sport is dedicated to putting the students’ needs and experiences first, it is exciting to see plans in place for the development of student sporting opportunities and facilities. I’m looking forward to working with colleagues in Trinity Sport in my role as Chairperson of DUCAC to increase participation, creating a more inclusive environment in our sport clubs and expanding the professional development opportunities for students via sport.”

- Matthew Simons, Chairperson DUCAC



Appendix

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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
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