



Ollscoil Chathair
Bhaile Átha Cliath
Dublin City University

DCU Sport

Quality Enhancement Plan

November 2024



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1. Introduction

DCU Sport was pleased to receive the Peer Review Group report in April 2024 following an engaging and committed Peer Review Group visit. DCU Sport welcomed the commendations and the recommendations for quality enhancements from the Peer Review Group. The report identified the strengths and progress made to date for the new DCU Sport Unit, which aimed to align the commercial entity, Trispace Sport DAC (Facilities), responsible for managing and operating the university sports facilities, with DCU Sports & Wellbeing, a university department responsible for sports development.

Following the receipt of the Peer Review Group Report in May 2024, the report was shared with all DCU Sport staff. Subsequently, the DCU Sport Quality Enhancement Committee was convened in June 2024 with the responsibility of developing the DCU Sport Quality Enhancement Plan. The committee held several meetings to discuss the recommendations and formulate the plan. The final Quality Enhancement Plan was then made available to all DCU Sport staff in July 2024.

2. Responses to the Recommendations in the Peer Review Group Report

The following notation is used in the recommendations for enhancement.

P1: A recommendation that is important *and* requires urgent action.

P2: An important recommendation, but it can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration, but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicates the level(s) of the University where action is required:

A: Area under review

U: University Senior Management

A/U: Action required at the Area and University level

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
<i>Planning and Effective Management of Resources</i>					
1	P1	A	Development of a new formal and serviced DCU Sport Management Team with Terms of Reference which provides opportunities and is representative of all functions within the department.	The recommendation to form a DCU Sport Management Team with terms of reference is welcomed. This essential management function was identified as a key priority in the SAR. The DCU Sport Management Team will align the management functions of the sports facilities and sports development services, and focus on the strategic and operational development of sport at DCU.	DCU Senior Management welcomes the establishment of a sports management team that will support the ongoing work of aligning sports facilities and services. This new structure will support the development of leadership capacity in the area, provide collective oversight to

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
					enhance efficiency and coherence across the functions and ensure effective leadership in developing and implementing a comprehensive sports strategy for the University.
2	P1	A/U	Establish a leadership mentorship programme for the senior management team.	We welcome this recommendation and believe it will complement the existing leadership development opportunities that staff are currently availing of, while providing new development opportunities for other staff. DCU Sport will consult with Learning & Development to develop a leadership mentorship programme that aligns with identified staff development needs.	DCU has well-established leadership and mentoring supports designed to scaffold and support colleagues in developing leadership capacity. The Learning and Organisational Development Team welcomes the opportunity to engage with DCU Sport on the needs of this newly formed Senior Management Team, and design and deliver any additional bespoke development as required.
3	P2	A/U	Capital Planning - clarity on where sport fits with University Estates Masterplan and creation of a Lifecycle/Reserve Capital fund for sports facilities to ensure	This is a key pillar in the DCU Sport strategic plan and aligns with the DCU strategic priority to ensure organisational resilience and readiness. DCU Sport has advanced this recommendation and is developing a	DCU Sport has been asked to develop a masterplan for sports infrastructure requirements. Annual capital investments are submitted to and

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
			maintenance of high quality standards and which are planned over a long term period.	sports facilities master plan to be included in the DCU Campus Master Plan. DCU Sport would welcome the support of university leadership to progress this.	<p>reviewed by the Capital Projects Committee and submitted to DCU Executive for approval. Future plans for DCU Sport (including Trispace (Sport) DAC) will be assessed in conjunction with other University capital priorities.</p> <p>Sport remains a key component of the DCU Student Experience. The University does not currently have the financial flexibility to develop a capital reserve fund but does provide an annual capital investment budget that can also facilitate multiannual planning.</p>
4	P1	A	Review Budgetary responsibility and approval process with more senior staff involved and empowered in budget forecasting and management processes.	The sports development function has had preliminary discussions with DCU Finance to improve the operational efficiency of budget management and delegate budgetary responsibility and approval in conjunction with a new staff structure. In line with the university's strategic driver of agility and philosophy of focus and impact this process will also identify	DCU Senior Management welcomes this recommendation, which should enable the new sports management team to drive operational efficiencies within their respective areas and appropriately allocate resources to deliver on strategic priorities.

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
				opportunities to reallocate funding towards strategic priorities identified in the strategy.	
<i>Effectiveness of Activities and Processes</i>					
5	P1	A/U	Business Analysis and Market Intelligence could be stronger, utilising existing platforms - fitness memberships, student club data, participation, footfall and benchmarking against sector-leading institutions. This may require additional staff training and support from Central Business Development and Finance Teams, and/ or engagement with external providers (e.g. re optimising use of Gladstone system).	DCU Sport utilises market intelligence from existing platforms and national and higher education sports sources to benchmark and inform decision-making. However, a challenge has been the integration and effective utilisation of separate internal platforms for business analysis. DCU Sport has recently engaged with ISS Data Analysis to explore the development of a more effective business analysis and market intelligence system. We will also engage with the Institutional Research and Analysis function to explore data gathering, analysing and reporting opportunities.	DCU Senior Management welcomes plans by DCU Sport to better integrate and utilise data to inform business decision-making in the Area. The Quality and Institutional Insights Office welcomes the opportunity to work with DCU Sport on the development of management reports to support the work of the Sport Management Team.
6	P1	A	All systems and processes to be re-visited and made more robust and transparent. Create Process Maps for clarity with clearly assigned responsibilities.	The sports development service standard operating procedures (SOP) will be updated with process maps to reflect the new DCU Sport unit. New SOPs and process maps will be identified for new areas and will be	DCU Senior Management supports this recommendation and considers this a worthwhile exercise, particularly in light

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
				developed accordingly. These maps will serve a dual purpose: covering the sports development area individually and facilitating cross-functional processes between sports facilities and sports development.	of recent and ongoing structural changes in the area.
7	P1	A	Develop a robust system of monitoring, reporting and evaluating service delivery and impact, measuring progress against strategic objectives and KPIs.	<p>In line with the university's strategic philosophy of impact, DCU Sport will develop a systematic and effective system for monitoring, reporting, and evaluating service delivery and impact. This system will be rolled out as part of the strategy implementation process. Each of the five strategic pillars will develop aligned KPIs, define data collection methods, establish reporting procedures, and conduct evaluations of impact and effectiveness.</p> <p>The Steering Committee will be responsible for overseeing the system of monitoring, reporting and evaluating service delivery and impact, against strategic objectives and KPIs and developing an annual impact report.</p>	Please see the response to recommendation 8 below.
Communication and Provision of Information					

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
8	P1	A	<p>The Sports Strategic Plan should be revisited to ensure clarity of vision, mission and objectives, ensuring it aligns with the university strategic plan. The Strategic Plan and associated work plans must provide clarity and transparency on responsibilities and accountabilities of each member of the team. Wider meaningful consultation with key stakeholders is essential before finalising and approval of Strategic Plan document and agreeing key deliverables.</p>	<p>DCU Sport has advanced this recommendation for strategic consultation and clarity. As part of the SAR, DCU Sport submitted an alignment map demonstrating how the Sports Strategy aligns with the university's strategic plan. In May 2024, two externally facilitated workshops were conducted for DCU Sport staff to discuss, refine, and align the vision, mission, and values of the sports strategy with the university strategic plan. Additionally, a stakeholder collaboration workshop was held on June 12th, 2024 involving OSL, CLC, SU, SHHP, Care & Connect and SS&D. This workshop focused on refining the objectives and priorities of the five strategic pillars for sport and identifying opportunities for cross-unit collaboration to implement a university-wide sports strategy. The next steps of strategy implementation and key deliverables will be identified by the Steering Group and Working Groups.</p>	<p>DCU Senior Management strongly endorses this recommendation and recommendation 7, and welcomes the responses by the area.</p> <p>The delivery of a coherent strategy for sport is a vital component of the overarching DCU Strategy. DCU's Strategy underscores the University's commitment to providing an enriching and holistic student experience and supporting the well-being of our students, staff and local communities.</p> <p>DCU Senior Management welcomes the cross-unit collaborative approach being adopted. This approach should ensure that related constituent strategic plans (Student Support and Development,</p>

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
					<p>Office of Student Life, etc.) are aligned to deliver on the overarching strategic priorities.</p> <p>The development of a robust system for evaluating and reporting on strategic objectives is built into the University's new Strategic Plan and DCU Senior Management welcomes the recommendation which emphasises the importance of ongoing monitoring of progress.</p>
9	P1	A	Leadership in DCU Sport needs to be strengthened in order to successfully deliver on a new strategy for sports in DCU. Vision and mission for the Unit need to be more clearly articulated and progress actively monitored.	The SAR and PRG identified an absence of effective leadership structure and direction. DCU Sport acknowledges the need to develop a new leadership structure and leadership mentorship programme (recommendation 2) to facilitate the delivery of the strategy and is currently collaborating with the Deputy President, Director of HR and Director of Finance.	DCU Senior Management welcomes the establishment of a Sport Management Team and plans by the area to develop leadership capacity within this team (as outlined in recommendations 2 and 4 above).

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10	P1	A	DCU Sport should create a transparent forum where issues/quality enhancements can be discussed and ideas generated. This applies both to staff within DCU Sport and with stakeholders across the University. This should incorporate the concept of feedback loops - “we asked, you told us, we did, we told you...”	Enhanced collaboration and communication within DCU Sport and with wider university stakeholders were identified in the SAR. In recent months DCU has increased collaboration opportunities with staff in DCU Sport through workshops on S&C and branding and strategy sessions both with staff and stakeholders. DCU will incorporate this recommendation as part of the communications strategy and will include quality enhancement as an item on meeting schedules and programme performance reviews.	Stakeholder engagement and feedback is a core aspect of the University’s approach to ongoing quality enhancement. DCU Senior Management strongly endorses the recommendation that feedback mechanisms be embedded into routine practice within the Area.
11	P1	A	Scholarship criteria and SOPs need to be applied to all scholarships equitably and communicated to all stakeholders clearly. This should include an annual review of performance ensuring transparency of process.	The Sport Scholarship SOPs and criteria have been refined and developed with recommendations from Internal Audit. The SAR identified the need for mapping roles and processes for the sports scholarship function as a result of the new Sports Scholarship and Performance Manager role. DCU Sport will conduct a review of the programme for equity, clarify role responsibility and accountability and develop mechanisms for an annual review of performance ensuring transparency of the process.	During summer 2024 a full review of all scholarships available to DCU students was conducted by the Deputy President’s office. The scholarships website was redesigned and all scholarships, prizes, medals and awards will be available from a single web page. This will include details of all sports scholarships.

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					<p>Sports scholarships will be reviewed and reported on annually through the Scholarship Advisory Committee in the same manner as all DCU scholarships. This will include a requirement to have all SOPs and criteria up to date, an annual report on the allocation of scholarships, performance, etc.</p> <p>The Quality and Institutional Insights Office and Director of Strategic Initiatives are assisting with the development of Sports Dashboards which will support business intelligence in this area.</p>
12	P2	A	A communications strategy should be developed to ensure broader dissemination of DCU Sport activities within the University. Internal communication channels also need to be	DCU Sport agrees with this recommendation which was also highlighted in the SAR. Progress to date includes the development of a new DCU Sport brand and a new website is at the design stage. A communications strategy and implementation plan have been identified as a key priority for DCU Sport to promote a cohesive	It has been agreed with the Director of Sport that a bespoke communications strategy is not required for DCU Sport. A significant amount of work in this area is currently underway, with significant input from the Communications,

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
			strengthened, with meeting notes (incl. actions and responsibility) circulated across the wider DCU Sport team to aid communication and clarity of direction / progress.	sports message. DCU Sport will consult with DCU Communications and Marketing to develop an internal and external communications strategy and implementation plan.	<p>Marketing and Events Department (CME). A brand refresh is almost complete including a complete sports website overhaul and redesign, and the engagement of an external adviser on content strategy. Once the DCU Sport Management Team completes this work, a major proportion of any external communications considerations will have been addressed.</p> <p>CME has provided guidance and advice regarding communications, branding, events and social media engagement. However, when resources allow, DCU Sport would benefit from a post holder within the team responsible for the ongoing management of DCU Sport's communications, online engagement, and events promotion to ensure progress continues with its plans for</p>

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					student recruitment and community and stakeholder engagement.
<i>Ongoing Quality Enhancement</i>					
13	P1	A	Update all SOPs across all key areas of compliance and business operations and map processes.	In line with recommendation six, DCU Sport will audit and update all existing SOPs and identify and develop new SOPs for business operations and processes. A standard SOP template will be developed.	See response to Recommendation 6.
14	P1	A	Creation of ‘Task and Finish’ groups to ensure Actions are recorded and progress is being made with a definitive end point.	The creation of ‘Task and Finish’ groups is welcomed as a recommendation to enhance accountability, collaboration and cross-unit projects. To date, DCU Sport has set up task and finish groups for branding, website and office relocation. DCU Sport will establish additional Tasks and Finish groups for joint sports facilities and sports development projects, supported by clear operational and accountability structures.	DCU Senior Management welcomes this recommendation and the progress made by the area to date. We believe the newly established Sports Management Team will greatly support the successful rollout of sports projects and initiatives going forward.

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
15	P1	A	Create, resource and implement a new Workforce Plan with defined roles and responsibilities and to support staff training and development, performance and retention. All staff should have an annual PRD to allow for professional development.	Throughout the quality review process, DCU Sport recognised the urgent need for an enhanced workforce plan and structure for sport. The Director of Sport has been collaborating with HR to establish a staff structure that aligns with the needs of the new DCU Sport unit. The Director will lead the development of a new Workforce Plan to support staff training and development, performance, annual PRDs, progression, retention, talent management, wellbeing and succession planning.	<p>The structure of the unit has been reviewed by HR and a Deputy role has been created. There is no further action required at this point in time.</p> <p>DCU rolled out a revised PRD scheme to all staff this year.</p> <p>DCU Learning and Organisational Development welcomes the opportunity to engage with the area on any staff training and development needs.</p>
16	P1	A	Develop a mechanism to allow growth and development in other areas of sport , beyond GAA and Athletics. This could be linked to the composition of a new Club Development Pathway with clear criteria across athletes, teams, coaches and focused sports.	The imbalance between the number of sport-specific Development Officers (7) and generalist Sports Development Officer (1) was acknowledged in the SAR as a challenge to growth and development in broader areas of sport. DCU Sport recognises the need to broaden its reach and impact beyond elite sports, GAA and athletics and to facilitate the equitable development of all sports in DCU. The design of a sports development pathway and framework has	DCU Senior Management acknowledges the need for a reimagined sports strategy. We welcome the development of a more inclusive approach and the introduction of initiatives that expand into new areas of sport. These efforts will provide opportunities and support for all our stakeholders to actively participate in sports.

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
				commenced and DCU Sport will utilise the framework to develop equitable support, coaching, and opportunities for clubs at their stage of development. Resourcing the implementation of the pathway will be a challenge within the current staff structure and budget.	
Stakeholder Relationships					
17	P1	A	Establish a Steering Committee with stakeholders from across the University, and develop clear Action Plans based on the DCU Strategy for Sport and data based evidence.	DCU Sport welcomes this recommendation of a Steering Committee to govern and oversee a university-wide approach to sport at DCU. A proposed steering committee was included in the SAR and DCU Sport is currently developing terms of reference for the steering committee and refining the members as part of the new sports structure and strategy implementation process. DCU Sport would welcome formalising the Steering Committee's reporting to a university governance committee.	DCU Senior Management welcomes this approach and the progress made since the review visit.

R e c	P r i o r i t y	A d d r e s s e	PRG Recommendation	Area Response	DCU Senior Management Response
18	P2	A/U	Develop a clear understanding of the role DCU Sport has in developing a healthier university and to promote 'healthy learner' ethos. This requires a clear Active/Healthy Campus Plan, as part of the Care & Connect initiative, focusing on staff and student physical wellbeing.	DCU Sport recognises the need to refocus strategic priorities, resources and services to align with university strategy and national priorities such as the healthy campus agenda while also reflecting the evolving needs of students as healthy learners. DCU Sport has one representative on the Care & Connect Steering Committee and three representatives on the Healthy Choices sub-group and has recently committed to driving the physical activity theme in collaboration with Care & Connect. Resourcing the active/healthy campus plan will be a challenge within current staff resources.	DCU Care & Connect is a university-wide approach to delivering on national and institutional health and wellbeing initiatives such as the HEA Health Campus agenda. The vital role of sport in this regard is recognised by the University and DCU Senior Management welcomes the continued engagement of DCU Sport colleagues on the Care & Connect committee and associated activities.
19	P2	A/U	Clearly structured and documented agreement of working relationship between DCU Sports and OSL, CLC and the academic community. This could take the form of a SLA or MOA.	In line with the findings of the SAR that identified an over-reliance on relationships as the driver for stakeholder collaboration, DCU Sport welcomes the recommendation for more formal stakeholder structures. As a priority, DCU Sport is developing an SLA with the OSL and a a collaboration framework between	Collaboration across units and functions is vital to the success of the University in allowing us to leverage diverse expertise and resources, and work towards common strategic aims. The establishment of more formal structures

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				Club Life Committee and the Sports Development Officers in DCU Sport which will be operational from September 2024. Further SLAs/MOUs will be developed with SHHP, SS&D and Student Recruitment.	to support these collaborations should provide greater clarity and maximise impact.

3. Summary of the One Year Plan

No.	P	A/U	Recommendation	Action	Timeframe	Lead
Planning and Effective Management of Resources						
1	P1	A	Development of a new formal and serviced DCU Sport Management Team with Terms of Reference which provides opportunities and is representative of all functions within the department.	<ul style="list-style-type: none"> Develop terms of reference for a new DCU Sport Management Team ensuring representation from all functions within the sports facilities and sports development functions Establish the DCU Sport Management Team and set an annual schedule of meetings. The Management Team will identify and set up cross function task and finish groups for operational functions such as communications, web re-design etc 	September 2024	Management Team

2	P1	A/U	Establish a leadership mentorship programme for the senior management team.	<ul style="list-style-type: none"> Engage with HR to conduct individual needs analysis and audit the current mentorship and leadership initiatives. Commence the Performance Review and Development (PRD) process for all relevant staff Develop a leadership mentorship programme in conjunction with HR for the management team. 	December 2024	Director of Sport
3	P2	A/U	Capital Planning - clarity on where sport fits with the University Estates Masterplan and creation of a Lifecycle/Reserve Capital fund for sports facilities to ensure maintenance of high quality standards and which are planned over a long term period.	<ul style="list-style-type: none"> DCU Sport has submitted priority infrastructure development areas to Estates and will seek an official opening meeting to ensure the alignment of sports initiatives with the Estates Master Plan. Develop the sports infrastructure master plan. 	July 2024 December 2024	Director of Sport & General Manager Sport Facilities
4	P1	A	Review Budgetary responsibility and approval process with more senior staff involved and empowered in budget forecasting and management processes.	<ul style="list-style-type: none"> Develop a new budgetary forecast, responsibility and approval process for implementation for the 2024-2025 academic year that empowers senior staff. Review the sports development budget and restructure it to take into account the new organisational structure, strategic goals for wider engagement in sport and physical activity, and employee empowerment through more effective budget forecasting and management procedures. 	August 2024	Director of Sport
Effectiveness of Activities and Processes						

5	P1	A/U	Business Analysis and Market Intelligence could be stronger, utilising existing platforms - fitness memberships, student club data, participation, footfall and benchmarking against sector-leading institutions. This may require additional staff training and support from Central Business Development and Finance Teams, and/ or engagement with external providers (e.g. re optimising use of Gladstone system).	<ul style="list-style-type: none"> • Audit existing business analysis platforms and conduct a needs assessment to identify the specific requirements. • Explore more effective internal business analysis and market intelligence systems by engaging with ISS, Data Analysts, Institutional Research and Analysis and SIS. • Continue to identify external market intelligence such as industry trends and competitor analysis and integrate findings into strategic and operational decision-making. 	December 2024	Management Team
6	P1	A	All systems and processes to be re-visited and made more robust and transparent. Create Process Maps for clarity with clearly assigned responsibilities.	<ul style="list-style-type: none"> • Conduct a system and process audit and create process maps for areas that do not presently have them. • Add process maps to SOPs as recommendation 13. 	May 2025	Senior Sports Development Officer
7	P1	A	Develop a robust system of monitoring, reporting and evaluating service delivery and impact, measuring progress against strategic objectives and KPIs.	<ul style="list-style-type: none"> • Embed monitoring, reporting and evaluation procedures and processes into the terms of reference for the DCU Sport Steering Group, Strategy Working Groups and Task and Finish Groups • Each working group develops Implementation plans with actions, KPIs and reporting structures that facilitate autonomy and flexibility to deliver within a framework. 	November 2025	Management Team
Communication and Provision of Information						

8	P1	A	The Sports Strategic Plan should be revisited to ensure clarity of vision, mission and objectives, ensuring it aligns with the university strategic plan. The Strategic Plan and associated work plans must provide clarity and transparency on the responsibilities and accountabilities of each member of the team. Wider meaningful consultation with key stakeholders is essential before finalising and approval of Strategic Plan document and agreeing key deliverables.	<ul style="list-style-type: none"> Continue the annual all-staff strategy planning session to ensure clarity of vision, mission and progress on objectives. Formally monitor, evaluate and report on how the DCU Sports Strategy aligns with the university's strategic plan and delivers impact and outputs. Develop terms of reference for the Steering Committee, and Working Groups with clear responsibilities and accountabilities. In line with recommendation 19 formalise working relationships with stakeholders through SLAs/MOAs and strategy implementation to engage stakeholders. 	December 2025	Director of Sport
9	P1	A	Leadership in DCU Sport needs to be strengthened in order to successfully deliver on a new strategy for sports in DCU. Vision and mission for the Unit need to be more clearly articulated and progress actively monitored.	<ul style="list-style-type: none"> Collaboration with the Deputy President, Director of HR and Director of Finance has commenced to design a new leadership and staff structure for DCU Sport. 	December 2024	Director of Sport
10	P1	A	DCU Sport should create a transparent forum where issues / quality enhancements can be discussed and ideas generated. This applies both to staff within DCU Sport and with stakeholders across the University. This should	<ul style="list-style-type: none"> A stakeholder mapping exercise has commenced, mapping current stakeholders, engagement and communication lines. Develop an Internal and external communications strategy to include stakeholder engagement and new opportunities for feedback from users on their needs 	November 2025	Management Team

			incorporate the concept of feedback loops - "we asked, you told us, we did, we told you..."	<ul style="list-style-type: none"> Report on quality enhancements and stakeholders' feedback as part of the Annual Report/impact report 		
11	P1	A	Scholarship criteria and SOPs need to be applied to all scholarships equitably and communicated to all stakeholders clearly. This should include an annual review of performance ensuring transparency of process.	<ul style="list-style-type: none"> Clearly define the roles and responsibilities for the Sports Scholarship and Performance Manager position with the Sports Development Officers. Conduct a Sports Scholarship programme review for equity across sports in terms of processes and athletes' services. Establish a monthly Sports Development Officer mentoring forum to monitor and track athlete issues and trends. Develop and conduct an annual review of programme performance ensuring transparency of process. 	April 2025	Director of Sport and Sports Scholarship and Performance Manager
12	P2	A	A communications strategy should be developed to ensure broader dissemination of DCU Sport activities within the University. Internal communication channels also need to be strengthened, with meeting notes (incl. actions and responsibility) circulated across the wider DCU Sport team to aid communication and clarity of direction / progress.	<ul style="list-style-type: none"> Continue to roll out the new DCU Sports brand and website from October 2024. In line with recommendation 16 develop a workforce plan and investigate effective ways to coordinate marketing and communications for both the sports facilities and sports development functions. Strengthen internal communication with committee and team TORs. calendars of meetings, meeting note templates 	December 2024	Management Team
Ongoing Quality Enhancement						

13	P1	A	Update all SOPs across all key areas of compliance and business operations and map processes.	<ul style="list-style-type: none"> In line with recommendation 6, all SOPs within Sports Development will be updated, and new ones will be developed across all key areas of compliance. Business operations and processes will be thoroughly mapped to ensure efficiency and adherence to best practices. 	May 2025	Senior Sports Development Officer
14	P1	A	Creation of 'Task and Finish' groups to ensure Actions are recorded and progress is being made with a definitive end point.	<ul style="list-style-type: none"> Review the governance and reporting arrangements, including accountability, communication, and escalation for existing task and finish groups. Utilise the task and finish group model for existing operations, routine tasks or projects. 	December 2025	Director of Sport
15	P1	A	Create, resource and implement a new Workforce Plan with defined roles and responsibilities and to support staff training and development, performance and retention. All staff should have an annual PRD to allow for professional development.	<ul style="list-style-type: none"> Engage HR and/or a consultant to develop a workforce plan for DCU Sport Commence the PRD process for the relevant staff 	December 2025	Director of Sport
16	P1	A	Develop a mechanism to allow growth and development in other areas of sport , beyond GAA and Athletics. This could be linked to the composition of a new Club Development Pathway with clear criteria across athletes, teams, coaches and focused sports.	<ul style="list-style-type: none"> Work has commenced on developing a DCU Sports Development pathway in conjunction with the OSL/CLC to incorporate sports clubs, player and student leaders pathways Resources for the pathway's implementation and sustainability will be investigated. 	December 2025	Senior Sports Development Officer

Stakeholder Relationships

17	P1	A	Establish a Steering Committee with stakeholders from across the University, and develop clear Action Plans based on the DCU Strategy for Sport and data-based evidence.	<ul style="list-style-type: none"> • Terms of reference for a DCU Sport Steering Committee are currently being developed. • Strategy Implementation Working Groups that report to the Steering Committee will be established with action plans and reporting. • Examine formalising the Steering Committee's reporting to a university governance committee. 	December 2024	Director of Sport
19	P2	A/U	Clearly structured and documented agreement of working relationship between DCU Sports and OSL, CLC and the academic community. This could take the form of a SLA or MOA.	<ul style="list-style-type: none"> • Review existing SLAs/MOUs in place • Develop SLAs/MOUs templates for cross-unit collaboration • Engage stakeholders from OSL, CLC, Care and Connect, SS&D, academic schools and other professional units to formalise relationships. 	April 2025	Management Team

4. Summary of the Three Year Plan

No.	P	A/U	Recommendation	Action	Timeframe	Lead
Planning and Effective Management of Resources						

3	P2	A/U	Capital Planning - clarity on where sport fits with the University Estates Masterplan and creation of a Lifecycle/Reserve Capital fund for sports facilities to ensure maintenance of high quality standards and which are planned over a long-term period.	<ul style="list-style-type: none"> Continue to advocate for sports infrastructure capital in the University Estates Masterplan and the creation of a Lifecycle/Reserve Capital fund for the development of the sports facilities. Implement the sports infrastructure master plan. 	Annually in September 2025-2027	Director of Sport & General Manager Sport Facilities
Effectiveness of Activities and Processes						
5	P1	A/U	Business Analysis and Market Intelligence could be stronger, utilising existing platforms - fitness memberships, student club data, participation, footfall and benchmarking against sector-leading institutions. This may require additional staff training and support from Central Business Development and Finance Teams, and/ or engagement with external providers (e.g. re optimising use of Gladstone system).	<ul style="list-style-type: none"> Create a DCU Sport Business Analysis and Market Intelligence system that captures all internal and external data. 	December 2025	Management Team
7	P1	A	Develop a robust system of monitoring, reporting and evaluating service delivery and impact, measuring progress against strategic objectives and KPIs.	<ul style="list-style-type: none"> Develop systems to evaluate service delivery Produce an annual DCU Sport report and/or impact Report 	September 2025	Management Team
Communication and Provision of Information						

9	P1	A	Leadership in DCU Sport needs to be strengthened in order to successfully deliver on a new strategy for sports in DCU. Vision and mission for the Unit need to be more clearly articulated and progress actively monitored.	<ul style="list-style-type: none"> Consult with HR/Consultant to assess staffing requirements, gaps in current staffing, forecast future staff needs and succession planning. 	August 2025	Director of Sport
12	P2	A	A communications strategy should be developed to ensure broader dissemination of DCU Sport activities within the University. Internal communication channels also need to be strengthened, with meeting notes (incl. actions and responsibility) circulated across the wider DCU Sport team to aid communication and clarity of direction / progress.	<ul style="list-style-type: none"> Consult with DCU Communication & Marketing/Consultant to develop an Internal and external communications strategy for DCU Sport. 	October 2025	Management Team
Ongoing Quality Enhancements						
16	P1	A	Develop a mechanism to allow growth and development in other areas of sport , beyond GAA and Athletics. This could be linked to the composition of a new Club Development Pathway with clear criteria across athletes, teams, coaches and focused sports.	<ul style="list-style-type: none"> Investigate resources for the club development pathway implementation and sustainability 	December 2025	Director of Sport & Senior Sports Development Officer

18	P2	A/U	Develop a clear understanding of the role DCU Sport has in developing a healthier university and to promote 'healthy learner' ethos. This requires a clear Active/Healthy Campus Plan, as part of the Care & Connect initiative, focusing on staff and student physical wellbeing.	<ul style="list-style-type: none"> • Formalise collaboration with Care & Connect to establish DCU Sport as the driver for a collaborative approach to deliver the physical activity strand of both the Sports Strategy and the Care & Connect Strategy. • Establish a Physical Activity Working Group with Terms of Reference and action plans. • Investigate physical activity programmes and funding opportunities nationally and locally. 	December 2025	Director of Sport
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5. Appendices

Quality Committee (for the Self-Assessment Report)

Name	Role	Department
James Galvin	Director of Sport	DCU Sport
Yvonne McGowan	Senior Sports Development Officer	DCU Sport (Sports Development)
Paul O'Brien	Head of Gaelic Games	DCU Sport (Sports Development)
Paul Byrne	Head of Athletics	DCU Sport (Sports Development)
Fran Butler	Soccer Development Officer	DCU Sport (Sports Development)
Louise Byrne	Education and Gaelic Games Development Officer	DCU Sport (Sports Development)
Gemma Dempsey	General Manager Sports Facilities	DCU Sport (Facilities)
Fergal Smyth	Sports Campus Manager	DCU Sport (Facilities)
John Deveney	Morton Stadium Manager	DCU Sport (Facilities)
Alice Griffith	Membership, Booking and Systems Manager	DCU Sport (Facilities)
Niamh Hanley	Sports Administrator	DCU Sport (Facilities)
Michael Robinson	Duty Manager	DCU Sport (Facilities)

Peer Review Group members

Ms. Sinead McNulty	CEO of the Camogie Association (Chair)
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Mr. Karl Oakes	Head of Queen's Sport and Physical Wellbeing, Queen's University Belfast
Dr. Claire Bohan	Dean of Students, Student Support & Development, Dublin City University
Dr. Colum Foley	Assistant Professor of Management, DCU Business School
Ms. Meabh Kennedy	PhD Researcher School of Chemical Sciences, Dublin City University

Quality Committee (for the Quality Enhancement Plan)

Name	Role	Department
James Galvin (Chair)	Director of Sport	DCU Sport
Yvonne McGowan	Senior Sports Development Officer	DCU Sport (Sports Development)
Gemma Dempsey	General Manager Sports Facilities	DCU Sport (Facilities)
Darragh Brogan	Operations Manager, Sports Facilities	DCU Sport (Facilities)
Niamh Hanley	Financial Administration	DCU Sport (Facilities)
Paul O'Brien	Head of Gaelic Games	DCU Sport (Sports Development)
Paul Byrne	Head of Athletics	DCU Sport (Sports Development)