



Le Chéile

CLG Na Fianna - Strategic Plan 2025 - 2029

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Purity in our hearts, Strength in our limbs, Action according to our words.





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Uachtarán CLG Na Fianna

This year, we reflect on the past 70 years of Na Fianna to honor the vision of our founding members and all those who have worked and volunteered tirelessly over the years. They established a vibrant and thriving club that celebrates our sport, language, music, and community. At a time when the need for community, inclusion, and bringing people together is greater than ever, I am delighted that the club is launching its strategic review, which will outline the path forward to ensure the continuation of our success into the next 70 years. I would like to extend my gratitude to everyone who contributed to this process. I look forward to watching the club evolve, strengthen, and continue to thrive both on and off the pitch.



~ Gretta Gray



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Buíochas

While this report is the output of 500+ inputs, submissions and opinions, there are a few key individuals that need to be acknowledged for their invaluable and voluntary contribution of their professional expertise over the past 18 months:

Mr. Martin Kelly

Lead Facilitator of workshops, structure of outputs and co-author of report.
thinkhr.ie/about/

Dr. Stephen Behan,

Assistant Professor in Elite Performance DCU,
Survey Data Analysis and Outputs.

Mr. Ronan Conway

Structuring and order of workflow, balance of data v in person inputs.
ronanconway.ie/

Mr. Kieran Brennan

Report design and production.

Mr. Niall Cooper

Director of Coaching CLG Na Fianna, initial idea formation and challenge, existing club resources and outputs from work in this area over several years.

Mr. Colm O Ceallacháin

Co-author of this report, Club lead of project, data & input process, co-ordination of stakeholder engagement & process map to ensure delivery.



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Cathaoirleach CLG Na Fianna



A Chairde,

We are extraordinarily fortunate to be part of this amazing and unique Gaelic community of CLG Na Fianna. Since our foundation in 1955 Na Fianna has witnessed major social and cultural transformation. While bearing witness to change, our community has remained true to the ideals and values of our founders.

Thankfully, today in 2025, we continue to preserve and promote our unique indigenous cultural heritage while voluntarily serving our local community to the best of our ability.

Our recent successes, on and off the fields of play, along with our growth in numbers now delivers us a new set of challenges for our generation to face.

This plan details how we intend to respond to continue to progress.

I'd like to thank all our volunteers who have worked so hard to prepare this vital action plan. It has been formulated over a number of months of wide consultation. It sets out our planned collective actions for the next few years. It's a plan to consolidate our position within the community. It aims to protect and nurture the culture and spirit of Na Fianna which we inherited so that we may pass it in good and fine health to the next generation.

In a world of growing commercialism and globalisation that's an increasingly difficult task but it's a challenge that our predecessors never flinched from nor one we should fear as long as we face it again together with our ancient motto foremost in our thoughts:

Le "Glaine in ár gcroí, Neart in ár nGeag, Beart de réir ár mbriathar"

We look forward to implementing these plans – all of us together, with purity in our hearts, strength in our limbs and most importantly - action according to our words.

Beirígí Bua!

Cormac O'Donnchu



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Background

Introduction

Cumann Lúthchleas Gael (CLG) Na Fianna is a Gaelic Athletic Association (GAA) club on Mobhí Road in Glasnevin, Dublin 9. Founded in 1955, it has grown to become one of the largest and most active sports clubs in the country. Today, it has 4,000+ members across all age groupings and 215+ teams participating in the full range of our national games: Camogie, Gaelic football, Handball, Hurling, Ladies' football and Rounders.

Na Fianna prides itself on being an inclusive and community based organisation where all are welcomed to play or get involved in our games, irrespective of ability. There is a team and a level for all, ranging from Mothers & Others to the Under 14s to our competitive senior teams to our All Stars, which is a weekly session of fun and games for those with additional needs. At the heart of the club is our community. We host

a series of social and cultural pastimes and from oíche Gaeilge/Seisiún and chair fit classes to dancing and choir, and the clubhouse is a hive of activity on a weekly basis. Na Fianna is run and organised primarily by volunteers, and it belongs and is the responsibility of all members - the wins and the losses, the highs and lows, we experience it all, Le Chéile.

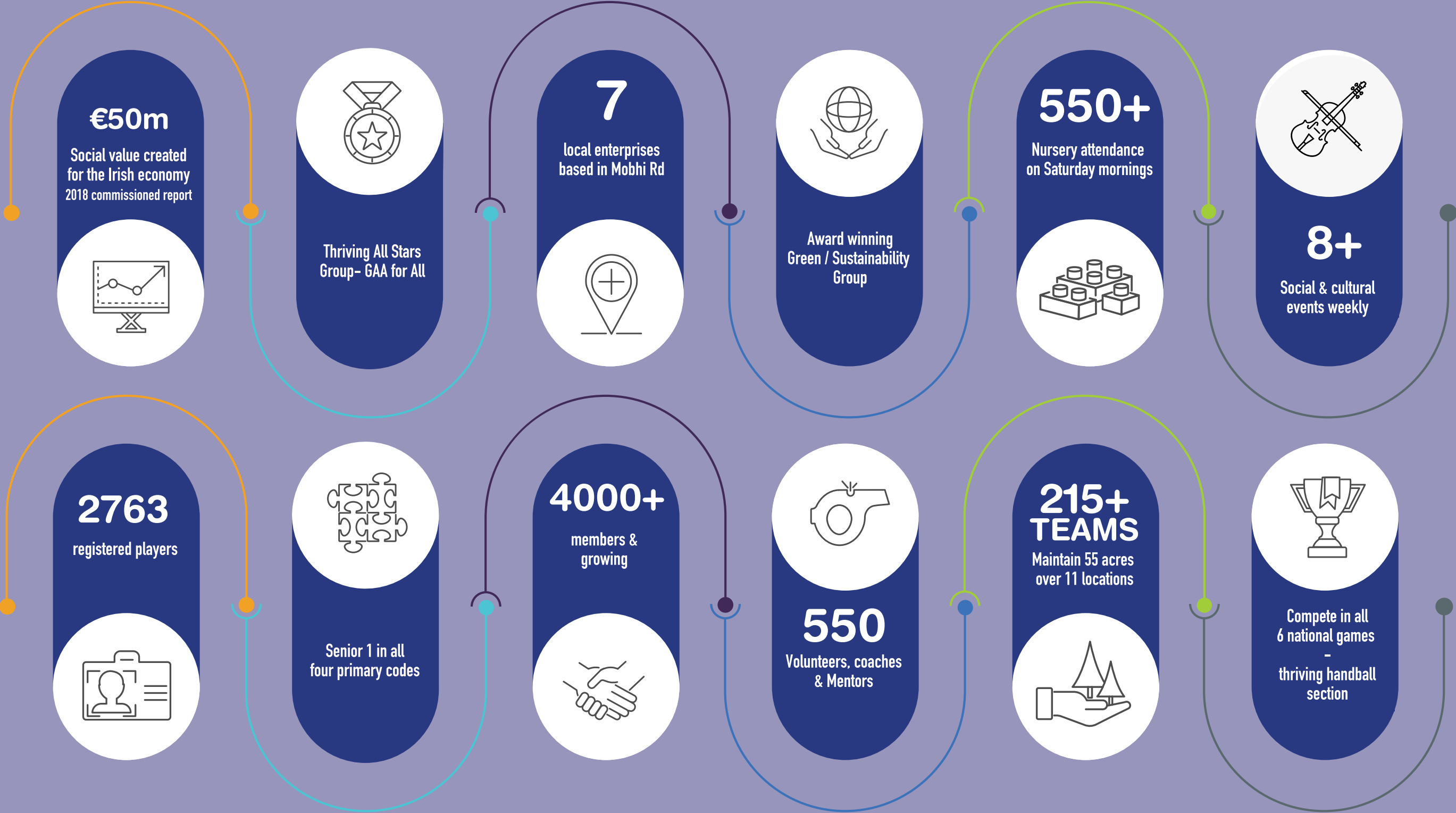


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CLG Na Fianna - Activity Snapshot

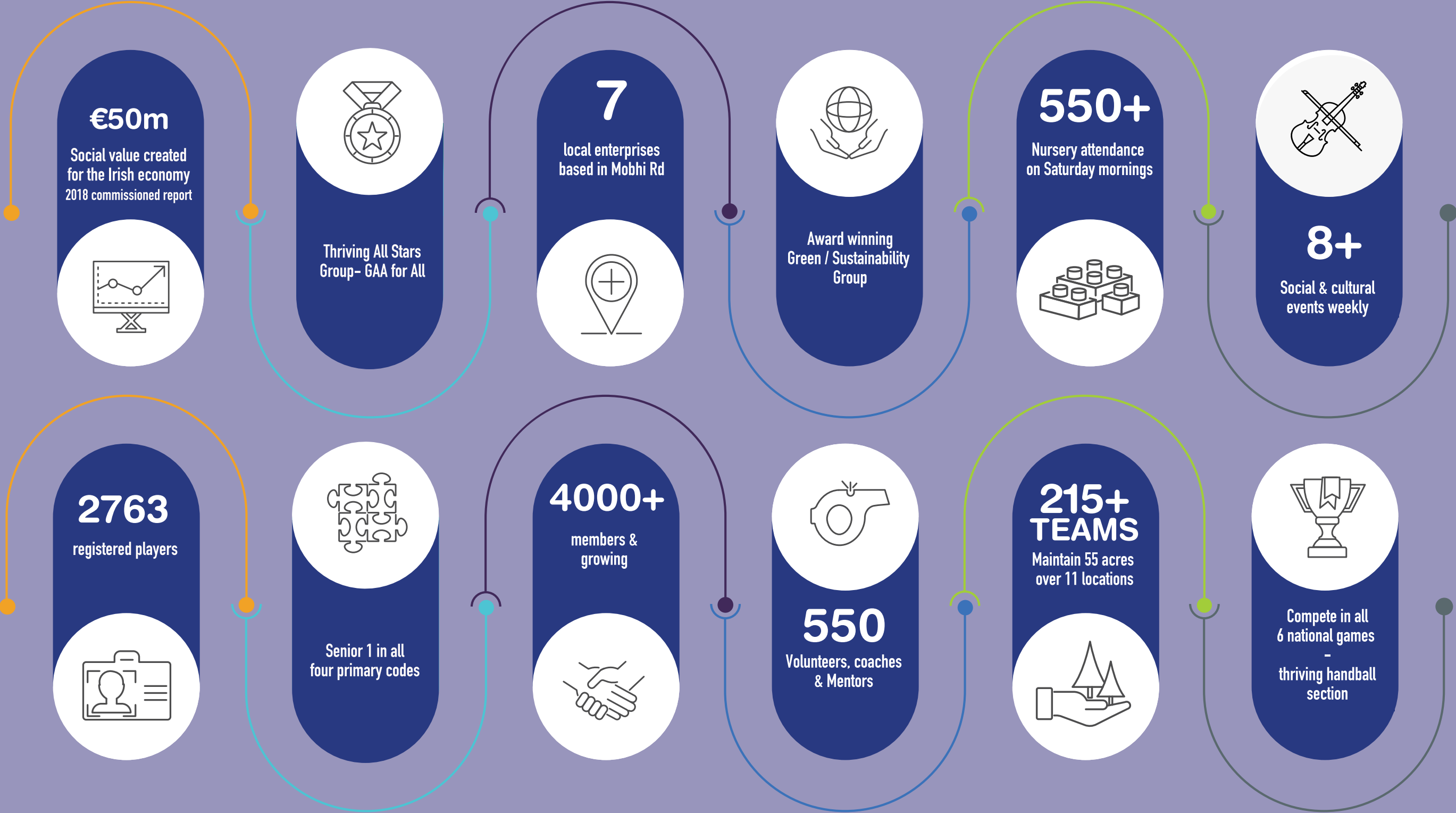


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Strategic Context:

A Pivotal Crossroads for CLG Na Fianna

CLG Na Fianna stands at a defining moment in its history. Over the past twenty years, the club has experienced extraordinary growth, becoming one of the largest and most vibrant GAA clubs in Ireland. With a record number of active members and teams across all six codes, Na Fianna is a cornerstone of sport, culture, and community life in Dublin 7,9,11 and beyond. However, this rapid growth, coupled with significant societal shifts and economic changes, presents both challenges and opportunities that must be addressed to secure a sustainable and thriving future for the club.

We are at a crossroads. The environment around us is evolving, community expectations are rising, volunteerism declined nationally post the pandemic, and sustainability is no longer an optional focus but an essential part of our journey over the next twenty years. While the club has formidable strengths, its people (members, volunteers and players), its culture, and its unwavering community spirit, the path ahead demands bold and brave decisions and a clear strategy to ensure Na Fianna delivers on its vision and continues to thrive in the future.

What are the current threats to growth and success, on the playing field and within the broader environment, and what new ones are coming down the line?

Are we too busy growing and running the club as opposed to building it strategically and all having a clear understanding of what it means to be a member of CLG Na Fianna and our national associations?

Na Fianna do so much right, have so many great people and voluntary resources, and numbers & activity continue to grow which is a testament to all involved, but how does one maximise this opportunity and embed We>Me and a sense of volunteerism in all?

Can we guide our players and coaches from Nursery to Adult level and what are the key priorities or areas to focus on to enable that journey within a top-class and supportive environment?

The one constant is change, and one can be sure there is more to come, but what do we need to prioritise now to ensure we deliver the best version of CLG Na Fianna in 2029 and beyond?



Strengths: A Legacy of Community and Excellence

Na Fianna's strengths are foundational to its identity and success:

1. **A Thriving Membership Base:** With 4,000+ members and teams across all age groups and codes, the club is a hub of activity and engagement throughout the community.
2. **Dedicated Volunteers:** Volunteerism has been the lifeblood of the club, driving everything from coaching to community, social and annual events.
3. **Resilient Community Spirit:** The club's members demonstrated extraordinary solidarity during crises, such as the pandemic and the Metro North project, safeguarding Na Fianna's future on Mobhí Road.
4. **Cultural Leadership:** Na Fianna extends beyond sports, serving as a centre for cultural and social activities that strengthen community bonds, and are renowned for their love of teanga, ceoil agus damhsa.

Challenges: The Pressures of Growth

However, the rapid growth and changing societal dynamics have created significant challenges:

1. **Volunteerism Under Threat:** National trends show declining volunteer participation post-pandemic, and this is felt within Na Fianna. The club's reliance on a cohort of volunteers may not be sustainable without innovative solutions. (See appendix 4.1 for Census findings).
2. **Operational Overload:** Day-to-day operations dominate time and energy, leaving limited bandwidth for strategic development and long-term planning.
3. **Facilities Strain:** Existing infrastructure is under pressure to meet the demands of an ever-growing membership base.
4. **Societal Shifts:** People's expectations of community organisations are evolving, with a growing focus on inclusivity, professionalism, and sustainability.

Opportunities: Charting a Path to delivering our Vision

Despite these challenges, the club is uniquely positioned to seize transformative opportunities:

1. **Strengthen Volunteerism:** By modernising how volunteers are recruited, supported, and recognised, Na Fianna can build on and sustain this vital resource.
2. **Lead in Sustainability:** The club continue its progress in this area to position itself as a leader in environmental, social, and economic sustainability, setting a standard for others to follow.
3. **Enhance Player and Coach Development:** Establish clear pathways from Nursery to Adult levels, ensuring consistent standards that are monitored & checked, and a unified club philosophy on skill & athletic development. (See appendix 3.1 for current club pathway).
4. **Deepen Community Engagement:** Expand cultural and social initiatives to engage a broader audience and strengthen ties within the community.
5. **Future-Proof Facilities:** Invest in existing infrastructure in the short term, with an enhanced focus on medium term suitable land/green space solutions, to ensure it supports the club's growth, accessibility, and sustainability goals.



Threats: What's at Stake?

The club's ability to thrive hinges on addressing critical threats:

1. Burnout Among Volunteers: Without a sustainable approach to volunteerism, the core operations of the club could falter.
2. Financial Risks: Rising costs and potential economic instability could threaten the club's financial health if revenue streams are not increased and diversified.
3. Competition for Engagement: With an increasing array of activities and organisations vying for people's time, maintaining Na Fianna's appeal requires innovation and agility.
4. Loss of Focus: The risk of becoming consumed by operational demands at the expense of strategic vision and identity clarity.

A Call to Action: Building the Na Fianna of 2029

The decisions made today will determine what CLG Na Fianna stands for in 2029 and beyond. The club has the strengths to succeed, but only if it adapts to the challenges of growth, evolving societal expectations, and a changing volunteer landscape.

To thrive, Na Fianna must balance its day-to-day operations with strategic development, prioritise sustainability, and double down on its commitment to inclusivity and community. By embracing change and leveraging its opportunities, the club can ensure it remains not just a leader in the GAA but a beacon of community spirit, resilience, and innovation.

The time to act is now. Na Fianna's next chapter is waiting to be written, and it must be one of bold decisions, collective ownership, and unwavering commitment to our values.



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How we developed the strategy – 3 Phases

Na Fianna is getting a lot right, and it is important to maintain the elements that have been key to that success to date, on and off the field. Hundreds of volunteers do incredible work across many different groups and areas of the club, and the overarching spotlight on member volunteerism for this strategic review focussed on:

- (1) How do we maximise the impact of our volunteer effort to deliver the best possible outcomes for CLG Na Fianna?
- (2) How do we increase the number of members giving of some time to the club so that ask on some individuals is less and collectively, as one, we deliver more?

The new strategy came about post consulting and engaging with members, various internal and external stakeholders and with the Executive over a period of 18 months. It was developed in three key phases:

1. Discovery Phase

In the Discovery phase, we mapped out the scope of the work and 'what success looked like', which stakeholders we needed to engage and how we would do it. We also looked at how other organisations, inside and outside of sport, had completed this work in their sector and it was invaluable to digest their lessons learnt before commencing this review.

2. Information Gathering Phase

The research phase, where the foundation of the strategy was built. The Information Gathering phase involved collecting data and insights from a wide range of sources to inform the strategy and we engaged academic and professional expertise to agree on best approach and methodology for this work. We engaged our members through surveys, interviews, and workshops, and analysed relevant trends, benchmarks, and historical work and outputs in this area from previous Executives.



**Open to all in scope for six weeks. Executive deemed "in scope" to be all members over the age of 18 which resulted in a 20.3% response rate.*

3. Analysis & Recommendations Phase

In the Analysis & Recommendations phase, we synthesised the information collected, identified patterns and key findings, and developed actionable insights. From this, we created a set of strategic recommendations designed to align with our updated purpose & vision and address our most pressing challenges and opportunities.

This phased approach ensured a thorough, inclusive, and data-driven strategy development process, leading to actionable and well-informed outcomes.

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Strategy on a Page

A key challenge from the commencement of this work was to ultimately be able to communicate our strategy for the next five years on one page in a very clear and concise manner. If it was any longer, or we were not able to do so, the strategy was not clear or concise enough and this kept all involved very focussed on:

- Why does the club exist in the first place? (Our Purpose)
- What kind of club do we want to be in 2029? (Our Vision)
- What are we going to achieve/deliver/prioritise to ensure that vision and ambition becomes a reality? (What/Our desired results)
- How are we going to deliver those key results and outcomes that will ensure this report, and summary template, becomes our guiding compass for all aspects of club activity over the next five years? (How/Activities required to deliver the desired results)

The GAA's new national manifesto, launched in 2019 just before the pandemic, was a timely reminder of what truly matters in a club, a team, an organisation and a community.



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Na Fianna - 'Strategy on a Page'

OUR PURPOSE

To inspire lifelong engagement and participation,
in Gaelic Games, Culture and Community, for one and all.

OUR VISION

To be the best voluntary, community & cultural organisation in Ireland.

OUR VALUES

RESPECT - INTEGRITY - EXCELLENCE

How we behave, on and off the pitch, will be driven by
our values - and what we say and do will be our commitment to
living these values, on a day-to-day basis.

Radharc 2029

To be the best voluntary, community & cultural organisation in Ireland

What?

Consistent, targeted and sustainable membership growth

Best in class coaching, mentor and player development focussed on fun & high performance

Community leaders for culture, social, language and industry

First rate facilities & amenities for our members & community to flourish and enjoy

Standard setters in terms of conduct, governance and how we represent our club on and off the pitch

How?

QUALITY COACHING & PERFORMANCE

- Focus on development & transition from juvenile to adult; retention strategy for players & coaches
- Target 25% increase of female coaches in all codes
- S&C expertise resourced and available from the appropriate age
- Over playing / Over training monitored and addressed centrally
- Structured community engagement drives increased diversity & inclusion

FACILITIES & DEVELOPMENT

- Dedicated strategic acquisition group to identify clear pathway to club owned facilities
- Existing spaces in Áras Mobhí Road redesigned to deliver for all our members
- Security of tenure on existing pitches & facilities delivered with floodlights secured on 2 pitches
- RCSI, Gym & Handball alley become best in class facilities
- Facilities usage assessed and redesigned to increase community engagement and drive commercial growth

GOVERNANCE, FINANCE & ADMIN

- 5 year capital development & funding model agreed and launched
- 100% Compliance with Child Safeguarding & Vetting Process YOY
- Commercial Income becomes a mainstay of financial growth
- Young Leaders Group enabled to ensure quality communications & alignment on priorities
- Risk appetite reviewed, key mitigants to over exposure in place, with a focus on fast paced but sustainable growth

COMMUNITY, CULTURE, COMMS

- Revitalised reputation as a key hub for cultural & community activities
- Support structure for PRO and broader club comms in place to enable best in class communications strategy
- Culture, language, dance and our heritage return as a hub/key activity or focus within the club
- Community Residents Group put in place to ensure we are valued neighbours and to agree a growth strategy that would benefit all
- We have fun, we inspire, we learn from successes as much as setbacks and we live by our club values on a day to day basis

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Strategy in Detail

Our Purpose

The purpose of CLG Na Fianna is *“To inspire lifelong engagement and participation in Gaelic Games, Culture and Community, for one and all.”*

A purpose is our fundamental reason for existing - our “why”. It is what we as a club should be doing on a day-to-day basis. It defines our overarching intention or goal and serves as a guiding principle for all Na Fianna’s activities, decisions, and strategies.

HERE’S WHY THIS PURPOSE WAS CHOSEN:

1. Inspiration as a Foundation for Growth

Gaelic Games thrive when people are excited and motivated to get involved. By focussing on “inspiring,” the club emphasises creating a welcoming and encouraging environment that sparks interest and passion, particularly among youth. Inspiration leads to engagement, whether as players, coaches, volunteers, or supporters, fostering a sense of belonging and identity.

2. Lifelong Engagement for Sustainability

A focus on “lifelong” engagement ensures that the club isn’t just about playing; it’s about creating a community where members can contribute and feel connected throughout their lives. It encompasses players of all ages and abilities in all codes, mentors/assistants, administrators, working group volunteers, and cultural or social members. This approach helps build intergenerational connections, with younger members learning from older ones and vice versa, creating a sustainable and exciting future for the club.

3. Participation Over Exclusivity

Prioritising participation ensures that the club is open to everyone, regardless of skill level, athletic development or background. It’s not just about winning; it’s about getting involved, enjoying it and staying involved, which strengthens the club

and the broader community on a longer-term basis. By fostering inclusivity, the club becomes a hub where people from all walks of life can come together to socialise, train, play, cry, laugh, dance, plan, learn, make friends and so much more.

4. Gaelic Games, Community, and Culture

The GAA isn’t just about sports; it’s deeply rooted in Irish heritage and culture. By promoting our national games alongside community and culture, Na Fianna acknowledges that it’s a custodian of Irish identity and tradition. This balance ensures the club remains relevant and vibrant, offering something for everyone: physical activity, social connection, and cultural pride.

5. For One and All

This phrase reinforces inclusivity and fairness, signalling that Na Fianna is a space where everyone is valued, regardless of age, ability, gender, or background.

It aligns with the GAA’s ethos of being a community-based organisation and a GAA FOR ALL.

In short, this purpose highlights Na Fianna’s role as more than just a sports club—it’s a lifelong community built around the shared love of games, culture, and camaraderie, ensuring its members feel inspired, included, and connected.



Our Vision

Our Vision in CLG Na Fianna is: *"To be the best voluntary, community & cultural organisation in Ireland."*

A vision is an aspirational statement for where one wants to get to/ what you want to achieve as an organisation, and it often covers the long-term goals and aspirations for the future. It reminds all involved of the destination/summit being targeted and while ambitious by nature, should also act as a motivation for all to get involved and/or to act to ensure that summit is achieved.

HERE'S WHY THIS PURPOSE WAS CHOSEN:

1. Strive for excellence in all that we do

"To be the best" means different things to different people but ultimately, it encourages and empowers all within the club to deliver top class outcomes, no matter their role. We will always strive to create a high-performance environment for our teams to develop, improve, compete and win but there is an appreciation that the club is also about fun, about friendships, about creating memories and creating the right kind of people that will inspire and lead future generations within this country.

2. Voluntary ethos is the backbone of what we are looking to achieve

The cornerstone of what we stand for driven by the long-held belief that together is better and by getting involved in a GAA club, and giving of your time and/or expertise voluntarily, you will likely get a lot more out of it than what you put in. While members may be volunteers, it is within all to deliver and expect professional and top-class outcomes on a regular basis.

3. Culture & Community are our USP

Handball, hurling, football, camogie, rounders and ladies football deliver most of the activity within the club but when one reviews why people get involved (see appendix 2.1), the importance of culture, community, feeling part of something bigger and having an identity is clear. Other sports or organisations will never have the opportunity our national games, and their direct

link to the birth and history of this country, present on a daily, weekly and annual basis and it should never be forgotten as we grow, thrive and prosper as a club.

4. Can the Yankees really be the world champions of baseball? (when so few countries play it professionally)

Or can Na Fianna be the best Gaelic club in the world, full stop? It was debated and challenged a lot at the workshops, given there are now GAA clubs all over the world, but with the definition of a "GAA club" likely to change as we move towards integration, it was decided to focus our ambition within Ireland and to broaden the scope beyond GAA and other sporting clubs.

5. "Ambition is like a feral animal that cannot be tamed"

William Shakespeare

One could perceive the club's vision as a lack of ambition, but the chosen wording ensures there is a lot more competition locally and nationally than from "GAA clubs" across the world. Instead, it was felt aiming to be the best of all clubs or organisations who are voluntary, culture and community focussed was a bigger challenge as it brought several other sports into play and includes best in class community, village and rural bodies and organisations who have a proud history of top-class activities and outcomes across Ireland.

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5 Year Goals & Activities Plan (to deliver the desired outcomes)

The four key target areas that emerged from the information gathering phase were:

- Coaching & Performance
- Facilities & Development
- Governance, Finance & Administration
- Social, Culture & Communications

Workshops took place focussed on these key areas with three key questions to be answered:

- What priorities/results will we have delivered by 2029?
- What activities or actions will deliver these desired results?
- What resources and finances are required to deliver these key goals?

The outputs from each of the four key areas are detailed below, and these goals and activities will serve as the club's compass and goals for the next five years. They will also ensure resources are not wasted on items or projects that are not within this strategy.



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Coaching & Performance

Best in class coaching, player and mentor development focussed on high performance and fun.

WHAT?	2024/2025	2026 – 2028	31/12/2029
Coaching & Performance Results	- Non-Parental Involvement/Coaching from Under 13/14 upwards is properly implemented - Formal, Documented Transition from Minor to Adult in all Codes with progress report presented to Executive annually - Clear to all template of coaching roles within club defined strategy & structure - S&C Expertise available to all players from Under 14/15 Upwards - Player & Coach Pathway is refreshed and is known to all	- Schools Coach appointed to support GPO & DOC - Overplaying across codes will be monitored and addressed - Increased number of quality hurling & camogie coaches - Increased % of female coaches in all codes - Improved Minor to Adult Retention Numbers - Improved technical coaching ability across the codes - Four Senior 1 Teams make last 4 of championship consistently	- Others consider Na Fianna's Player & Coach pathway as the standard to aspire to - Schools & Community coaching engagement delivers increased diversity & inclusion - Workload diary in place for all players at risk of overplaying - Others consider Na Fianna the standard setters for hurling & camogie coaches 25% growth in female coaches across the club - Retention Numbers from Minor to Adult increase YOY 50% of Adult Team Coaches originated from Juvenile Section

HOW?	2024/2025	2026 – 2028	2029
Coaching & Performance Activities (These activities will deliver the results above)	- DOC, GPO, JGM & AGM track numbers, parental coaching & transitions and monitor & address reasons for drop off, report to Executive twice a year - Pathways are refreshed by DOC & GPO and shared with all - Programme/Scheme launched to attract more coaches/volunteers - Female Participation Survey Conducted - Review of Census 2022 results, Community Demographics and likely trends incoming	- Action Plans delivered from Female Participation Survey - One Level 2 Coach with all CCC2 Groups - Coach the Coach Programme for teachers launched 90% of coaches ICGG, 50% A1 level & 10% A2. (min 1 per Juvenile Group) - Integration Charter for LGFA & Camogie within club agreed to reduce risk of drop off - Research/Visit best in class from other codes	- Progress of Integration nationally tracked & lessons learnt shared - Best in class support structure for four Senior 1 Teams - S&C Development Plan designed, costed & implemented - Dashboard developed tracking progress & success of pathways - Supporting clubs nearby, where required, to ensure growth - Embed lessons from Leinster Academy, Ajax, leading COE in Na Fianna.

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Facilities & Development

First rate facilities and amenities for our members and community to flourish and enjoy

WHAT?	2024/2025	2026 – 2028	31/12/2029
Facilities & Development Results	- Key professional hires advertised and appointed namely General Manager, Bar Manager, Catering Supplier - Dressing rooms & tunnel in Mobhí Road to be best in class and uniquely Na Fianna - New inclusive supervised space for our young members to meet outside of the bar - Strategic engagement with GAA re Clonliffe, property developers, DCC, DCU, DCB, DAA & all relevant external stakeholders	2/3 pitches with full floodlights for training - RCSI a best-in-class facility for high performance - New land/grass/ acreage identified within catchment area or alternative proposed to cater for projected growth - Top class Gym & Handball Alley - New sensory room for those with additional needs	- Security of Tenure on Existing Pitches & Facilities - Pathway identified and commenced to Club Owned Facilities - A range of offerings available for all club members in Áras Na Fianna - Members & Community visit Mobhí Road weekly - Na Fianna to be recognised at County Board for value of our contribution to Dublin GAA and the community

HOW?	2024/2025	2026 – 2028	2029
Facilities & Development Activities (These activities will deliver the results above)	- Risk appetite reviewed with a view to formulating a capital development plan - New club structure implemented & embedded - Existing use of space in clubhouse to be reviewed, focussed on evaluating use/output v needs - Audit of skills & expertise within membership to create efficiency & reduce costs - Portal/Dashboard designed for CRM of external stakeholders - Capital Commitment & 70th b-day fundraising used to fund ST improvements	- Run a programme of events to capitalise on opportunity integration journey presents - Ensure resources are spent on facility improvements for all - Ensure clear lines of communication, prioritisation and accountabilities between new strategic acquisition group, Head of Dev, Coiste Bainistí and Executive - Engage suitable commercial partners for RCSI & Sensory Room developments - Manage Metro & Bus Connects stakeholders in an effective manner - Political engagement strategy post election	- Effective facilities management team in place supported by strong volunteer group across the club - Strategic Facilities plan costed, implemented and delivered - Annual calendar of events; social, cultural and other, to be a staple of club activity and visible to all members - Review “Le Chéile” 5-year plan and ensure working group in place from Exec to devise 2030 – 2034

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Governance, Finance & Administration

Standard Setters in terms of conduct, governance and how we behave on and off the pitch.

WHAT?	2024/2025	2026 – 2028	31/12/2029
Governance, Finance & Administration Results	• Clear reporting lines, along with accountabilities, for all paid club staff • Clear terms of reference in place for all working groups • Finance Group outlines 5-year capital development plan & funding model • “Make a Lasting Impact” prog. launched • New dedicated focus on commercial income namely sponsorship, advertising, naming rights, partnerships etc. • 100% Compliance with Child Safeguarding & Vetting Process YOY • Áras Na Fianna Tenancy Agreements reviewed & updated	• Bar turnover increased 25% YOY • Young Leaders Executive set up; present to Executive quarterly • “Capital Only” element of membership fees implemented for 3 years to part fund new capital expenditure if required • Major central Club Fundraiser takes place once a year • External Audit completed at end of '26 and '29 to report on compliance and progress on strategic plan commitments • New professional hires, PT or FT, advertised externally and filled where required	• Short Term Loans Paid Off • Finances, be that mortgage, increased membership, bar income, fundraising or sponsorship, in place to sustain club's new expanded facilities • Recognised externally as an example of ‘How to do it right’ • Legacy and/or Planned Giving are a new key source of capital funding • Executive oversee and govern sustainability of club while enabling working groups and broader membership to deliver growth on and off the pitch

HOW?	2024/2025	2026 – 2028	2029
Governance, Finance & Administration Activities (These activities will deliver the results above)	• Seek Grant from Central Council/SCG for Capital Investment Plan and/or dedicated project within it • Detailed plan for increased social activity and turnover in the bar; Exec updated quarterly • Child Safeguarding figures reported quarterly to Exec. • Legacy Giving Booklet designed & delivered • Expertise sought re current commercial rates & all tenants met to discuss terms	• DOC, JGM, AGM and working group design and launch young leader's programme • Bar performance & growth remains a regular standing agenda item at Executive level • HR/Staff Development/ Place to Work responsibilities delegated to an Executive member • Key projects that will be funded by “capital only” membership contribution communicated clearly	• Renewed focus and commitment to social aspect of club and how facilities are utilised outside of sport • Funding to build and enable new facilities, delivered in a sustainable way • New Coiste Comhairle drives and raises standards consistently • Risk appetite and investment appropriate to the “now” while always taking into account unforeseen changes e.g. Covid, cost of living crisis, etc.

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Le Chéif 2025 – 2029



Community, Culture & Communications:

Community leaders for culture, social, language & innovation

WHAT?	2024/2025	2026 – 2028	31/12/2029
Social, Culture & Communications Results	- New PRO appointed with an appreciation it is Head of Comms role and needs considerable support - Calendar of 2025 events & initiatives delivered focussed solely on culture, language and dance - Communications Strategy, both digital and in clubhouse, agreed and in place - Refreshed brand guidelines finalised & communicated - All signs in club to be refreshed and updated - New Club Website built & delivered	- Proactive, value add relationship with broader Community who are not interested in GAA/Sport - Culture, language, dance and our heritage return as a hub/key activity or focus within the club - Website delivers a new source of commercial income - Organise & Deliver a Club Global Event i.e. 'Na Fianna on Tour' - Club Zap, Socials & Website are cornerstone of club communications	- Relative, Clear, Timely & Consistent Communications - A Revamped, Welcoming & Inviting Clubhouse for all - Reputation built as a venue/hub for Cultural & Community Activities - Dedicated resource in place for website & digital channels 25%-40% increase in number of members volunteering (in some form) - What it means to be Na Fianna, a member of the GAA and our community is clear to all

HOW?	2024/2025	2026 – 2028	2029
Community, Culture & Communications Activities (These activities will deliver the results above)	- Working Group appointed to look specifically at culture, language & dance and what it means to our members today - Commercial Working Group resourced & supported - Brand & Marketing working group finalise brand guidelines & support PRO/Comms Team - ITC Group work supported & financed - Revival of Ceilí and ranganna damhsa to be explored	- Community / Residents Group in place post consistent and ongoing engagement (how can Na Fianna add value within our community for those with no interest in the GAA / sport?) - Young Leaders Executive lead out on culture & identity plans with support from dedicated member of Exec committee - Communications resources are sought out to assist with new Communications Strategy - KPIs identified and tracked for new comms. strategy	- Purpose, Vision, Values and Club Motto brought to life on a consistent basis - We challenge and hold each other accountable based on our values - Successes are treated as key learning opportunities; models/ processes are re-produced elsewhere while looking for that 5% extra each and every time - Our values and a sense of community drives what we do; CLG Na Fianna belongs to us all and we all must contribute in some way

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Le Chéile 2025 – 2029



Our Values & Behaviours

Post the reviewing of trends and themes from the questionnaire/survey, there was much debate, opinion and discussion about what it means to be a member of CLG Na Fianna and indeed a member of CLG in general. A significant majority of the responders placed more value on friendship, culture, relationships and being part of something bigger within a community rather than any memorable win on the playing fields or courts of play as the key reason(s) they joined the club and why they continue to really enjoy it.

The importance of a values led club/organisation was clear when it came to communicating clearly what it means to be part of a Gaelic club as opposed to any other sport. It was discussed how challenging it can be to implement when not in an office/work/professional environment so the ask and the focus of the group was on simple, clear and impactful words and messaging.

Three key values were identified, post much discussion and debate as only three were permitted, that best epitomise what we stand for as a club, and what we want to be known for on a consistent basis. These may change over time and should be evaluated and challenged as the club and the environment evolves, but for now these are the club's north star and can be used on an ongoing basis when weighing up any decision that must be made.

RESPECT

INTEGRITY

EXCELLENCE

CLG Na Fianna is a value led club from the inspiration and guidance afforded by our founding members and the club constitution, but it was acknowledged by all that there is a journey to be travelled in embedding and living these new values on a day to day and week to week basis.

A simple and short evaluation of a values led club or organisation provides a realistic picture of where the club is today and the journey it needs to travel over the coming years:

Are your club's core values explicit?

Yes, they are clear, coherent and the ask of all members is crystal clear.

Is there a shared understanding of those values across the entire club?

There is work to be done in this regard and that is to be expected at the commencement of this journey. Members demonstrate these values on a regular basis at different times and different situations; the challenge is to embed them as a cornerstone of the club and how we ALL behave on a regular basis.

Is there evidence that your club's core values are embedded in your strategy, processes, and day to day practices?

No, not now, as while elements of these values are demonstrated regularly, by way of example it is not the norm in CLG Na Fianna to challenge or question respectfully or to push and look for excellence in everything that is done. "Just because we are amateurs doesn't mean we can't deliver to a professional standard" and the journey ahead is exciting for one and all.

The related behaviours below denote what one would expect club members and anyone representing the club to say and do to uphold each individual value and there is a duty on all to embed these across the club, in everything that we do, over the coming years:



Respect

- i) We treat people with dignity and respect regardless of their culture, religion, age, race, sexual orientation, background or ability
- ii) We seek, acknowledge and value other members' experiences and contributions
- iii) We work constructively to resolve challenges and differences, and we challenge the behaviour of members who do not show respect to others

Integrity

- i) We recognise our role in the wider community and recognise the importance of supporting the local environment where we live and play
- ii) We are gracious in victory or defeat, and we have the courage to speak up to protect our members, referees and other members of our community
- iii) We do the right thing (through our words, actions and beliefs) when no one is watching

Excellence

- i) We drive standards in all aspects of the club, be that in coaching, on pitch performance, governance or administration and are active stewards of our grounds, resources, equipment and supplies
- ii) We constantly look to best practices elsewhere and raise the bar in everything we do while having fun
- iii) We inspire the next generation with our thirst and commitment to excellence and we always honour and protect our club's reputation and legacy.

"If everyone is moving forward together,
then success takes care of itself."

- Henry Ford



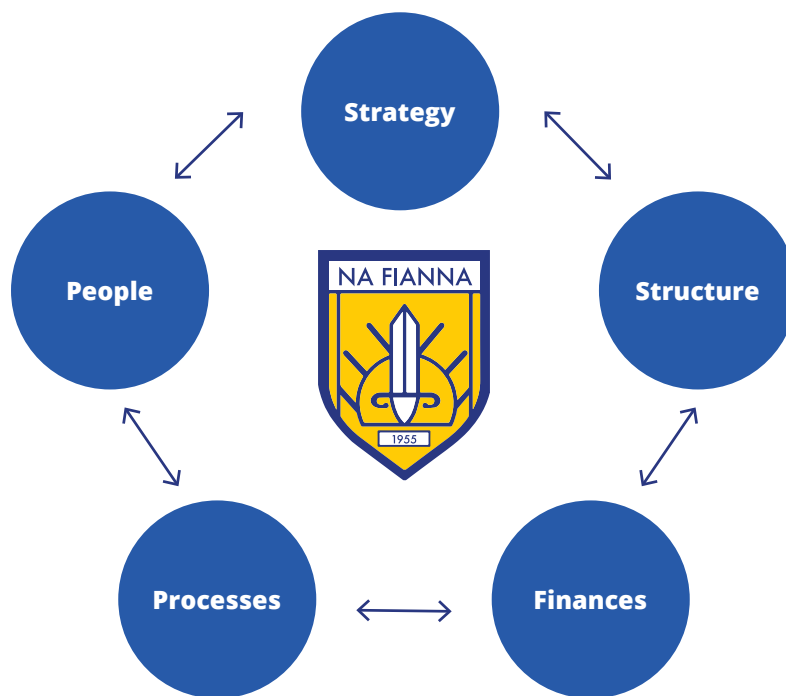
The Structure to deliver the Strategy

Like any club or organisation, CLG Na Fianna has key high level components that, if mastered, will enable the club to flourish and thrive on and off the pitch. As part of this review, these components were discussed, challenged and dissected in detail by three senior leaders with no allegiance to any national sport, the club or the community.

The purpose of this work was to provide total clarity on what those components are and demonstrate the importance of them working in sync to deliver the best possible outcomes for the club on a consistent and sustainable basis.

The below design model is used in many high performing teams and organisations, but the critical element is the five high level priorities/components that are identified for the club.

If all five of these areas are not in sync, or working towards a collective goal, the team/organisation can and will achieve some success, but it will always be under performing relative to its capability. By way of example, if every member gives 10% more time to the club, what impact would it have if the coaching processes they were following were outdated/incorrect or the strategy, and what the club is looking to achieve by 2029, was not clear to one and all? The key to high and peak performance/outcomes is not a small cohort of the team/organisation giving 10% more while others enjoy the benefits and rewards; it is all the team/organisation giving/improving by a chosen % and that collective having a profound and lasting impact on outcomes/results for that team or organisation.



“Perfection is not attainable, but if we chase perfection, we can catch excellence.”

~ *Vince Lombardi*

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Resource & People Requirements

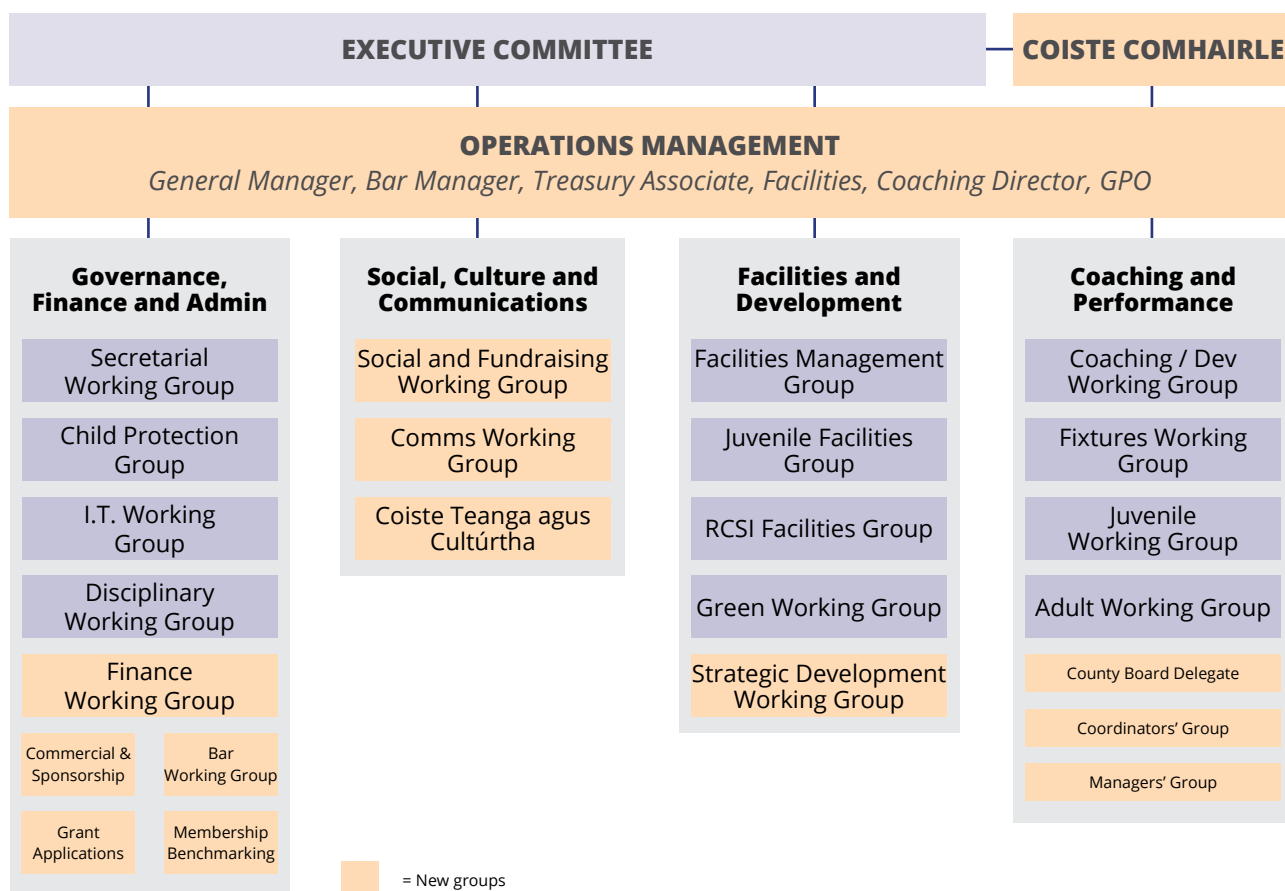
The structure of the club, in terms of administration and operational management, has not changed in some time and the Executive structure, by and large, is the same today as it was when the club had significantly less teams and significantly less turnover. Side by side with this strategic review, two other key pieces of work took place:

- (1) A review of the Club Constitution and updates/changes were passed at the 2024 AGM to bring it in line with current legislation, new and recent acts, and recommendations & guidance from Croke Park.
- (2) A review of the structure of the Club Executive, and the operational structure of the club overall, with a view to ensuring the structure was best in class and appropriate for the scale and demands of the club today.

A small working group from the Executive led out on this work with the group visiting other large clubs across the country and meeting with senior officers and teams from those clubs. The focus of these sessions was to discuss how they are structured to best enable success on and off the pitch, and to share best practices from lessons learnt over the last number of years.

The key message that came back from other similar clubs of our scale was the need to “ask more people, to give a small bit of time, in order to deliver more that will benefit all”. After finalising their work, the group recommended the below structure for the Executive Committee and the Operations Team within the club and the implementing of these changes commenced post the AGM. (see appendix 1.1 – 1.3 for additional detail on the new structure).

PLANNED **CLG NA FIANNA ORGANISATION STRUCTURE** FROM 2025 ONWARDS



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There was much discussion during the workshops on people & staffing resources and how difficult it has proven post Covid to find and hire part time or full-time staff across Ireland, not just in CLG Na Fianna. With these factors in mind, the following actions were agreed to support an increase in people resources across the club as and when required:

- (1) In addition to current advertising/promotion, all part-time or full-time roles will be advertised on club website and via new club page on LinkedIn with club socials to promote "Job Fairy" / "We are Hiring" when opportunities become available. Roles will be open to suitably qualified people inside and outside of the club.
- (2) Any member not currently volunteering at some level, be it as a mentor, coach, team helper, administrator, trade skills for small jobs within the facilities we operate, car park assistant, tea and sandwich maker, current working groups and committees, is asked and encouraged to get involved and do what they can. The majority have some kind of skills and expertise that can make a difference, 99% of volunteers say they get far more out of it than what they put in, and it is a great way to meet new people, make friends and have fun.

The volunteerism and generosity of people is the cornerstone of CLG Na Fianna and our national games and has been since their foundation. The value of people's time is a topical debate across society at present but the impact of volunteerism and giving back to your community is vast. The GAA launched a report in November '24 which was a comprehensive analysis of the economic impact of Gaelic games and a measurement of its Social Value and Social Return on Investment. Some of the key figures are highlighted below and further information, along with the full report, can be found at gaa.ie/article/social-value-of-gaelic-games-worth-2-87-billion-to-irish-society.



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Furthermore, CLG Na Fianna, in partnership with Dublin GAA, commissioned Whitebarn Consulting to undertake a Social Return On Investment (SROI) study of the club back in 2017/2018 and the summary results of that study are below. Further information, along with the full report, can be accessed at clgnafianna.com/social-value-report/.



- Na Fianna generated in the order of €50 million of social value in the club year.
- For every €1 equivalent invested into Na Fianna, in the region of €15 of social value was created.
- Conservatively extrapolating these results to all 91 clubs under the remit of the Dublin County Board, around €1 billion of social value is generated each year.

VALUES GENERATED FOR DIFFERENT STAKEHOLDERS

- players €40,125,637
- parents €5,360,714
- non-playing members €4,469,673
- supporters €1,444,896
- volunteers €522,917
- members of local community €113,530
- on-site enterprises €60,736
- schools €46,634
- venue renters €26,730
- governing bodies €18,822
- sponsors €4,375



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Le Chéif 2025 – 2029



Financial Resource Requirements

Strategic financial planning and agreeing delivery priorities are critical to the future health and sustainability of the club. The simple reality is that the club cannot do everything it would like to do, without significant assistance and funding from elsewhere, but new sources of income are within the reach and remit of the club itself and the opportunity in the current environment needs to be maximised.

For this review, we asked our members what was/should be most important to them as a member of the club and what should it mean, in its broadest sense, to be a proud, engaged and committed member of the Na Fianna community. Any of the outcomes identified (full survey results can be viewed in appendix 2.1) can be delivered with an increased level of volunteerism and small to medium budgets from the club's annual operating income and reserves. However, some of the larger ticket items/strategic capital development investment will require significant assistance and funding from members, community partners and sponsors in addition to the club creating new sources of sustainable income.

The following immediate actions were proposed and agreed to address current gaps:

- Finance Committee to be formed to assist and guide club treasury/the Executive as and when required.
- 3/6-month projections, as well as quarterly reports to the Executive on financial performance, become BAU item so all key parties are aware if ahead or behind on plan for the month/quarter/year etc.
- New working groups to be formed for Commercial Income, the Bar and Grants so that all grant applications are routed through one subject matter expert group before any submission. Considerable gap and opportunity for increased commercial and bar income discussed in detail given the under performance in these areas over the last number of years.

- New club centralised fundraising group to sit within finance/treasury and the new social working group with an ask to deliver 1 / 2 major member driven event(s) in the calendar year.
- A process for legacy giving or gifting to be put in place within Finance pillar that will sit in commercial working group and be delivered by treasury, commercial and communications working groups supporting one another at different times.

All involved with clubs or associations have been reminded recently of the very real risks that come with overspending or poor financial management and that is not a road anyone in any club wants to travel. There is also a risk involved in under spending or under investing and the general feeling at the workshops was that the club will need to be brave and bold financially over the coming years to deliver the desired outcomes it has committed to in Radharc 2029.

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Implementation & Monitoring - Annual Review

The purpose of the annual review is to ensure that the results, goals and activities committed to are being delivered upon and in the timescale outlined.

The annual review will be led by the Coiste Comhairle to ensure impartiality, accountability and to ensure a valued and experienced set of additional eyes review the progress to date, review any challenges or barriers to progress, and assist the Executive with timely solutions if and when they are required.

The Annual review report will consist of the following sections:

- Introduction and commentary on the current environment, internally and externally from the club, that may impact on our strategic goals and results.
- Review of Goals/Objectives/Results for the previous 12 months with a final report update status of:
 - Delivered as planned and on budget
 - Delivered as planned but over/under spent by €xx and cause/why
 - Not Delivered as planned and key reasons why
 - Next steps agreed with project lead and/or Executive to ensure it is delivered within 3-6 months
 - 20XX planned outcomes delivered but overall goal will not be achieved until 20XX as planned in this report
- Planned activities review for the previous 12 months with a final status of:
 - Activities worked and delivered outcome(s) as planned
 - Activities were changed mid-stream to enable the desired outcome and result
 - Lessons Learnt (if any) for next year's strategic work and working groups
 - 20XX planned activities delivered but overall goal will not be achieved until 20XX as planned.
- Summary of Financial Performance of Le Chéile projects for the year
- Internal/External Factors that are new to our environment and need to be considered by all involved in Le Chéile projects for the following year
 - E.g. do any timelines for desired and planned results need to be brought forward/put back, is there additional funding/finance available that was not expected etc.



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Le Chéile 2025 – 2029



3 Year SWOT Analysis Report - 2027

The purpose of this work is to review Year 4 & 5 desired results / outcomes and activities and are they still the key priorities that need to be focussed on having delivered the results we committed to in Year 1 -3? For example, has integration happened in 2027 as planned and what impact is it having, has **Bus Connects** or the **Metro** plans enabled or hindered our ability to deliver our desired goals and results? *Le Chéile 2025* is the starting point but like all strategic planning, it needs to be reviewed if environments, economies and other key factors change internally or externally.



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Le Chéile 2025 – 2029



Focal Scoir

It is a very special time to be involved in Na Fianna, and the community in which it operates, and the recent All-Ireland success of the Senior Hurlers has brought a renewed energy, belief and excitement not just to the club, but to the community as a whole. The journey we went on was magical and will inspire thousands for the next ten years and beyond. It quite literally is the stuff dreams are made of and what a way for one and all involved in this great club to kick-start our 70th year.

Michael Cusack, along with seven founding members, established the GAA for “the cultivation and preservation of national pastimes” on 01/11/1884. In 1955, 201 leaders and visionaries founded CLG Na Fianna, and their guiding values, wisdom and foresight remain with us to this day in a very real way. There is no question that we live in a very different world than those that went before us but more and more, sometimes the best way to move forward and thrive is to reflect, and take stock of what really mattered then, and still really matters now.

CLG Na Fianna is at a pivotal point in its history, we are at a crossroads, and we will continue to grow and thrive and prosper as a voluntary, cultural, sporting, community club, once we all take stock of what is at stake and come together, *Le Chéile*. The challenges ahead are very real, and there will be bumps along the journey that test us, but we now have a clear pathway and plan to guide us to where we are going and to ensure that CLG Na Fianna 2029 and beyond is the club and organisation we all want it to be.

It is on us all, as members of this club, to do our bit to ensure that the club we are a part of today is better, in so many ways, for those that come after us in the future. Everyone is time poor in 2025 and never has there been more noise and distraction about what one should and should not value in today's society. But what if we flipped the noise and turned it into one great opportunity for our community in Glasnevin? When has our culture, our music, our teanga, our dance, our games, how we behave on and off the pitch, how we give back to our community and how we support one another, been more important? This club, our home from home, our community, belongs to us all and we cannot take its progress for granted for one second.

Radharc 2029 outlines the plan for the next 5 years, but it needs you, and one and all, to do your bit, as small or as big as that may be. Get involved, Seas Suas, offer to help with a team or a pod, with facilities, with finance, with administration, as a community stakeholder or partner, with baking, with cleaning, with the legendary seisiún on a Thursday night, with organising, with socials, with club representation, with armchair yoga, with handball, with legacy planning & giving; there is a role and something to do for everyone.

Na Fianna belongs to us all and together we can make the next 70 years even better than the 70 gone before us. And we will do it all, the good, the bad and the indifferent, *Le Chéile*.



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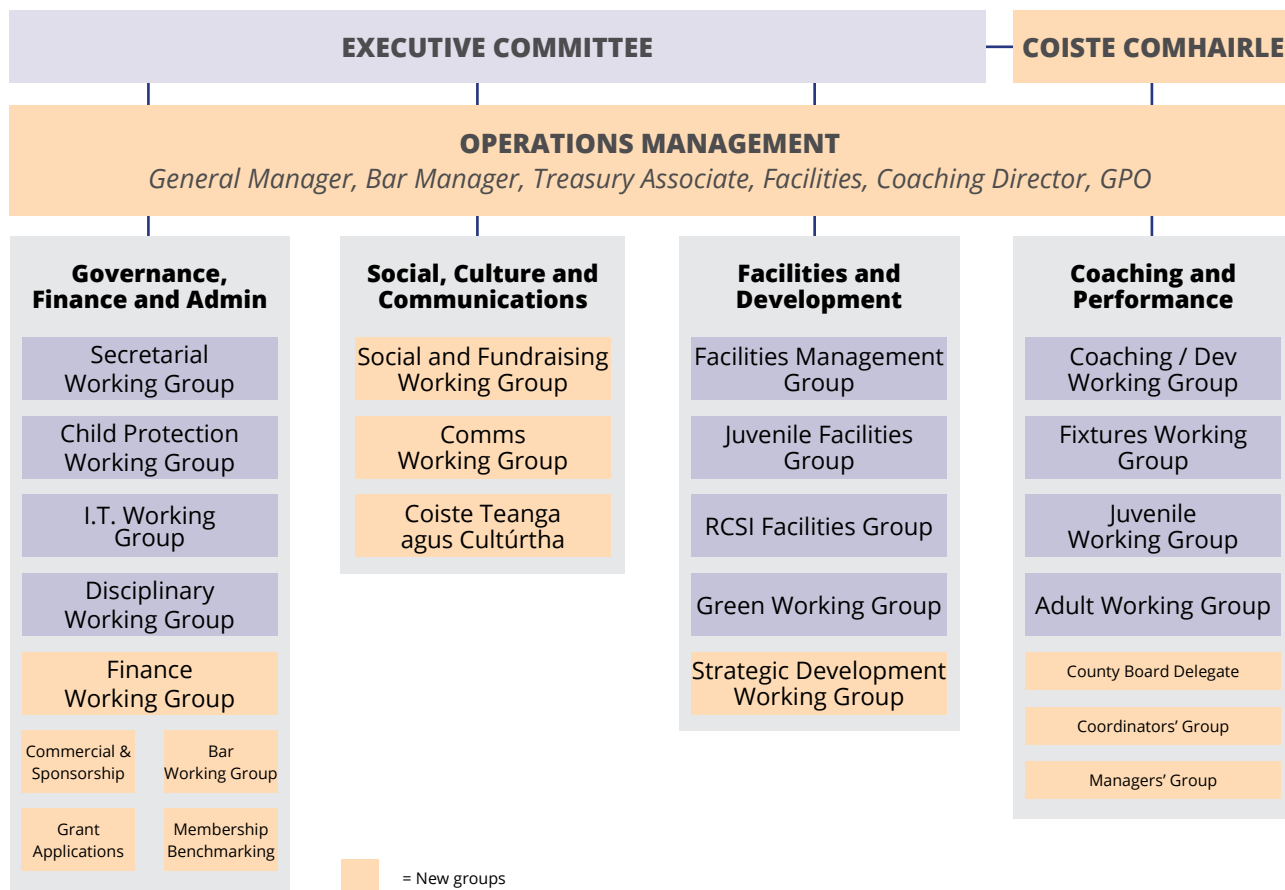
Le Chéile 2025 – 2029



Appendices

1.1 New Na Fianna Operational Structure

PLANNED **CLG NA FIANNA ORGANISATION STRUCTURE** FOR 2025 ONWARDS



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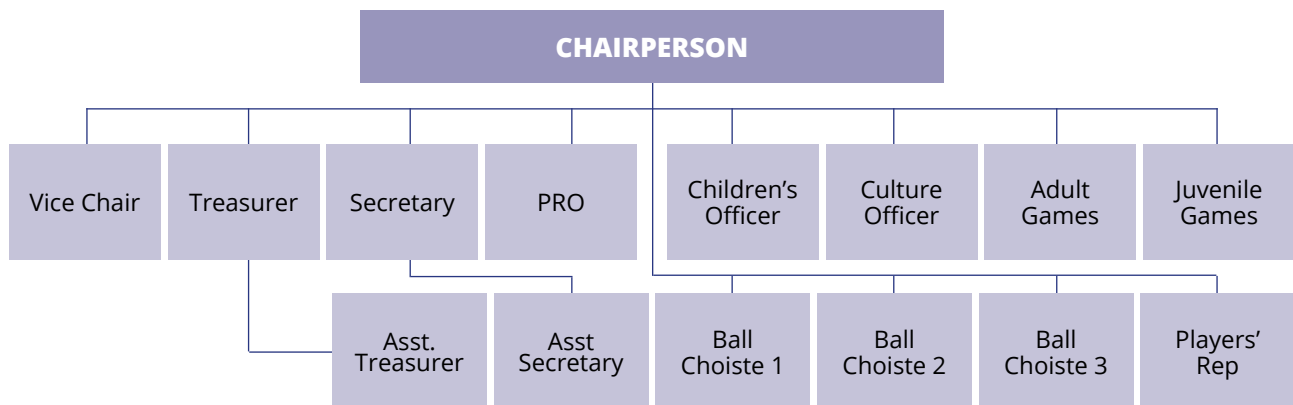
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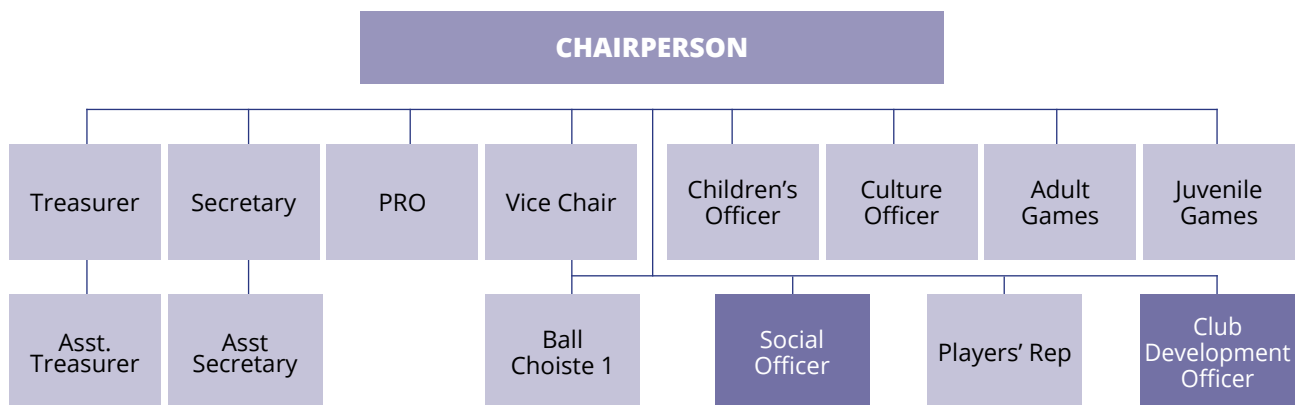
Appendices

1.2 Executive Committee Structure

HISTORIC STRUCTURE



NEW STRUCTURE 2025



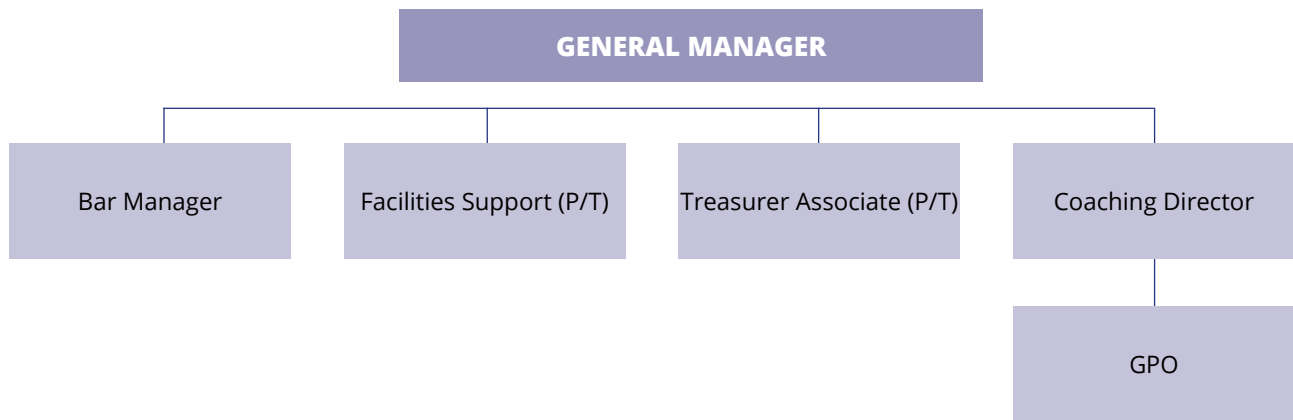
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Appendices

1.3 Operations Management Team Structure



The key changes are as follows:

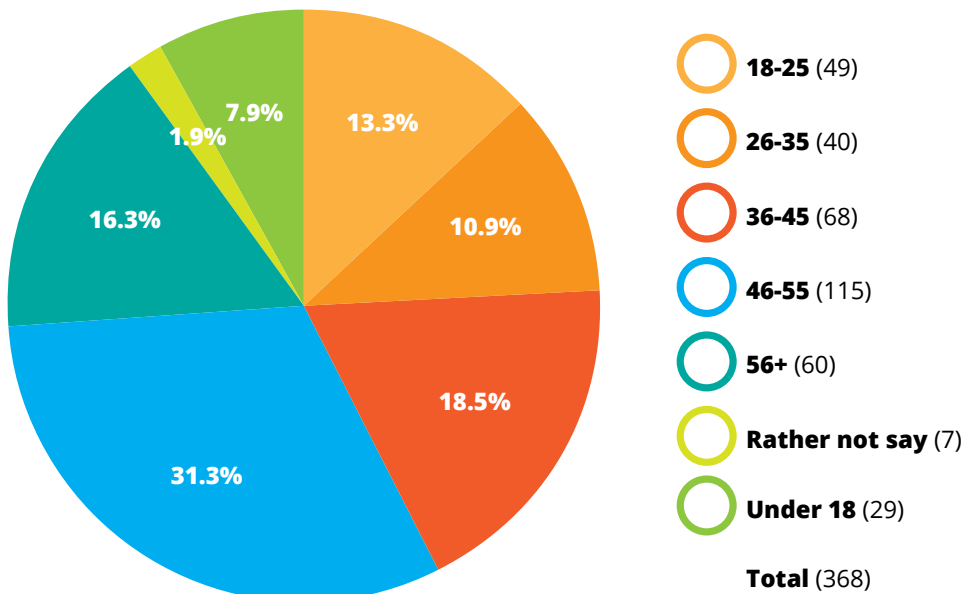
- A social and club development officer to be appointed in place of two “Ordinary Members” of the Executive. This is to prioritise planning and activity in these areas given the numerous goals committed to in this report that are related to these two areas. For clarity, the club development officer’s primary focus will be on building and managing relationships with key external stakeholders and community partners and will work very closely with the Strategic Development Working Group.
- A new group, “Coiste Comhairle”, to be appointed by the Executive. This will be an independent group from the Executive, somewhat like a board in some organisations, who will meet quarterly and ensure the Executive are carrying out their duties to the best of their ability and in line with our objectives in the club constitution. It will also have a remit to oversee and ensure progress on the goals and activities committed to in this strategic review report so that key projects and activities are delivered on time and on budget.
- Two new key staff members will be recruited and appointed, namely a Bar Manager and a Club General Manager. The Bar Manager will work with the new Bar Working Group and Social Officer to greatly increase bar revenues, oversee events and bookings and return the club-house to being a hive of social activity on a weekly basis. The General Manager will be responsible for the overall operations of the club, will support various working groups to achieve their growth goals, and will manage all other part time and full-time employees of CLG Na Fianna. The general manager will report directly to the Chairperson of the club with a dotted line to the new Coiste Comhairle.
- Several new working groups have been formed, or will be formed, as outlined above and they are based on the key areas of focus committed to in this report over the next five years. All members are welcome to get involved and contribute in any way that they can and make up of these groups is at the discretion of the working group lead.



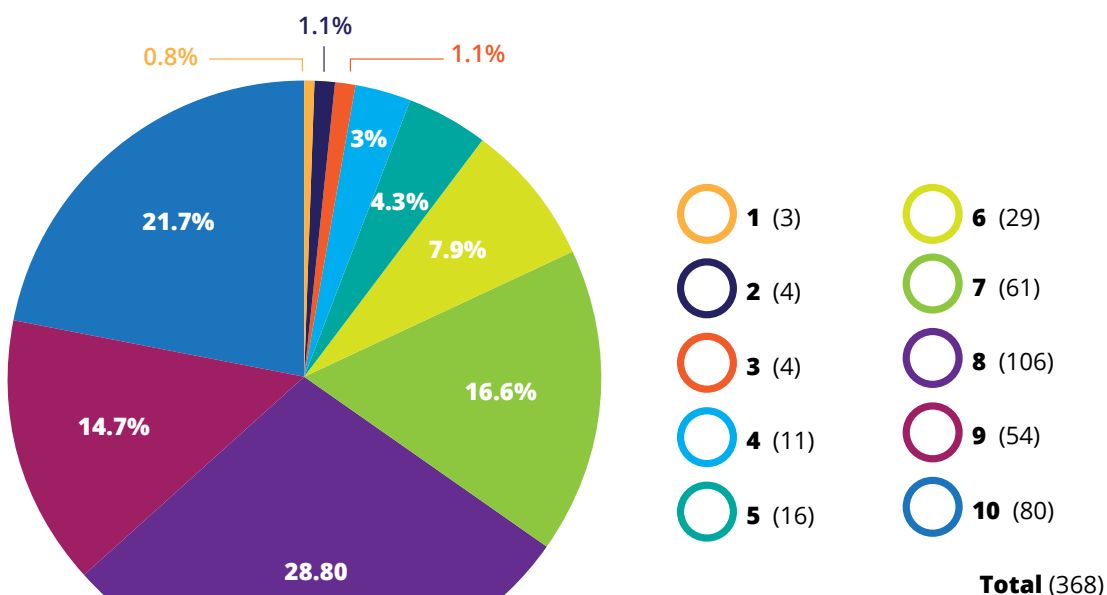
Appendices

2.1 Survey/Questionnaire Results Summary

WHAT AGE ARE YOU?



I FEEL PART OF THE NA FIANNA COMMUNITY



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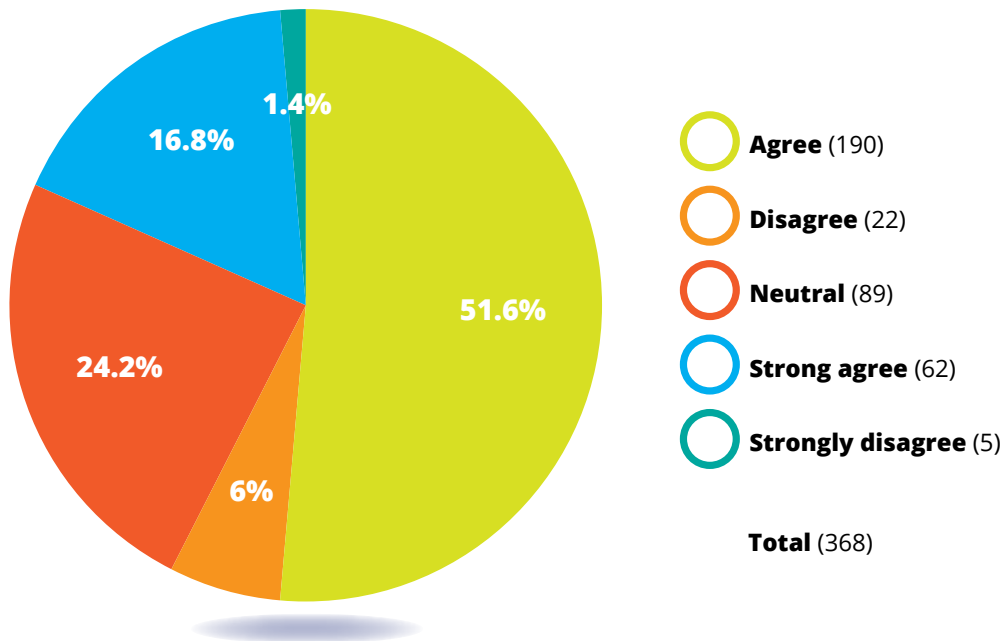
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Appendices

2.1 Survey/Questionnaire Results Summary (Continued)

NA FIANNA IS A CLUB WITH A CLEAR VISION FOR THE FUTURE



WHAT DO YOU THINK NA FIANNA ARE MOST RENOWNED FOR OUTSIDE OF THE CLUB?

	Frequency	Percentage
Scale of Membership/Size of Club	287	21.4%
Quality of Nursery	184	13.7%
Community Lynchpin	150	11.2%
Inter County Players & Management	132	9.8%
Success of Senior 1 Teams & Profile	121	9.0%
Success of Adult Teams	107	8.0%
Success of Juvenile Teams	81	6.0%
Metro North	66	4.9%
Quality of mentors' coaching & development	64	4.8%
Quality of Coaching - Juvenile	44	3.3%
Facilities & Event Venue	42	3.1%
Culture, Music, Dance & Language	32	2.4%
Other	32	3.4%

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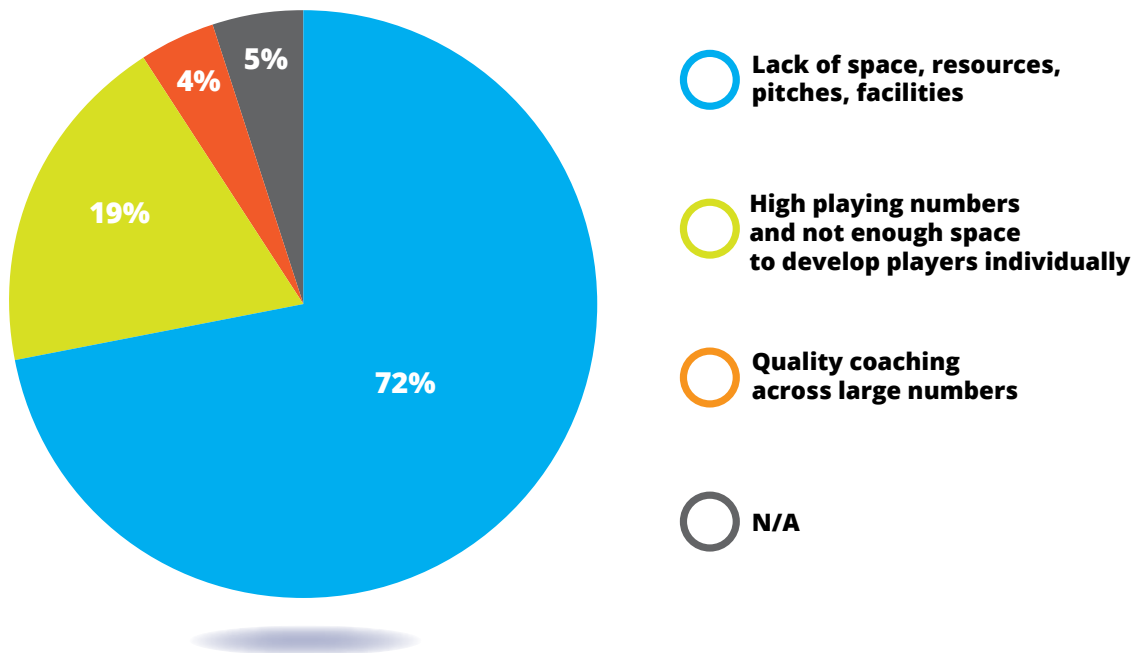
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Appendices

2.1 Survey/Questionnaire Results Summary (Continued)

WHAT ARE THE 3 BIGGEST CHALLENGES THAT WILL IMPACT ON OUR FUTURE GROWTH / SUCCESS?



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Appendices

2.1 Survey/Questionnaire Results Summary (Continued)

WHAT ARE THE BEST THINGS ABOUT BEING PART OF NA FIANNA

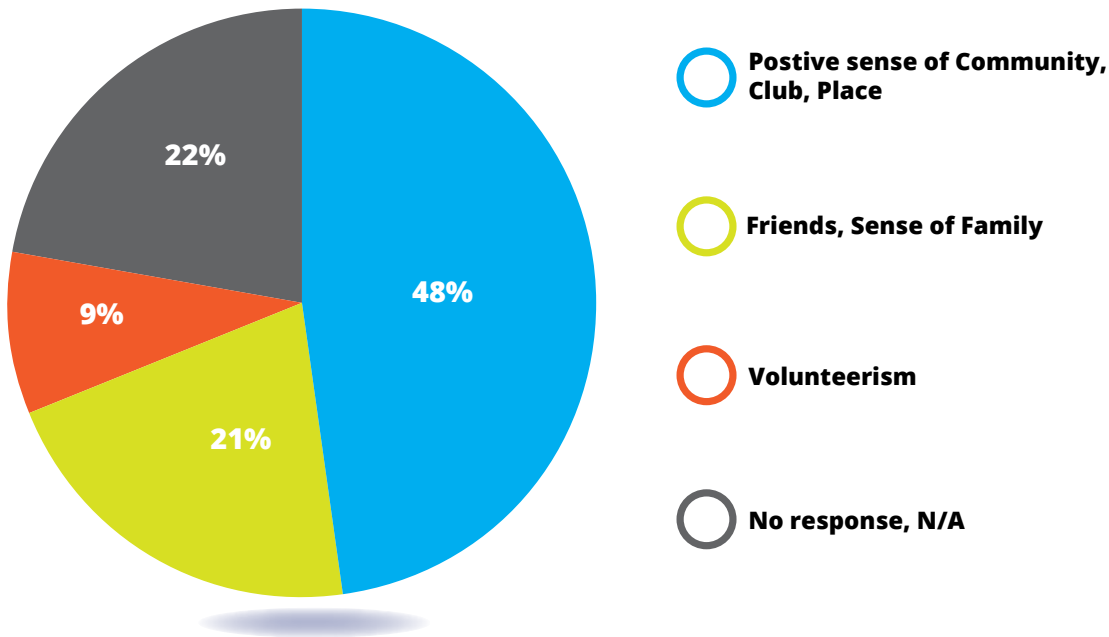
	Frequency	Percentage
Being part of a community	307	19.3%
Fun & Friendships	282	17.8%
Playing & Training	154	9.7%
Flagship Teams doing well/Supporting them	111	7.0%
Level of Coaching	104	6.6%
Meet new people/make new friends	94	5.9%
Social & Events	76	4.8%
Adult Teams winning	74	4.7%
Access to Facilities	64	4.0%
Opportunity to develop and challenge myself	62	3.9%
High Performance Mindset & Approach	50	3.2%
Juvenile Teams winning	50	3.2%
Exposure to Culture	47	3.0%
Standard of Facilities	40	2.5%
It's cheap and the kids love it	36	2.3%
Administration & Organisation	22	1.4%
It has a handball alley – one of only 2 clubs in Dublin to offer one	2	0.1%
Other	1	1.2%



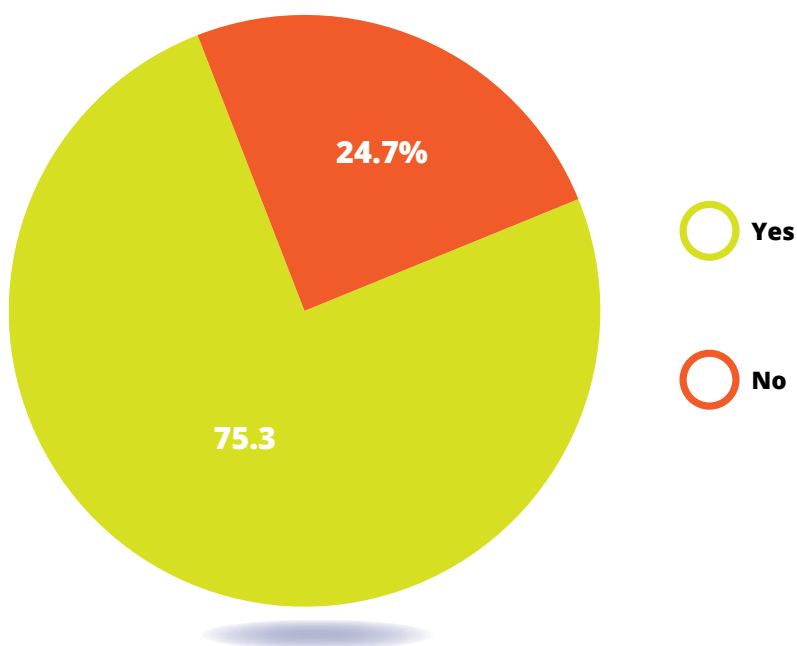
Appendices

2.1 Survey/Questionnaire Results Summary (Continued)

WHAT 3 THINGS ARE YOU MOST PROUD OF WHEN YOU THINK OF NA FIANNA



DOES NA FIANNA TODAY ACCURATELY REPRESENT THE COMMUNITY, THE DUBLIN AND THE IRELAND WE LIVE IN TODAY?



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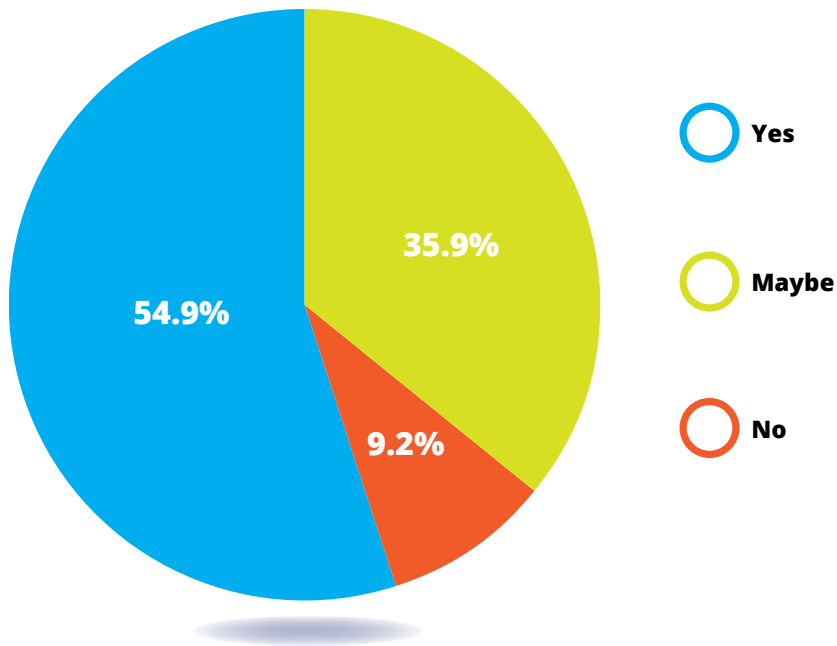


Appendices

2.1 Survey/Questionnaire Results Summary (Continued)

GIVEN THE SHEER SCALE OF THE CLUB OPERATIONALLY,

IS IT TIME TO APPOINT A FULL-TIME GENERAL MANAGER TO OVERSEE IT?



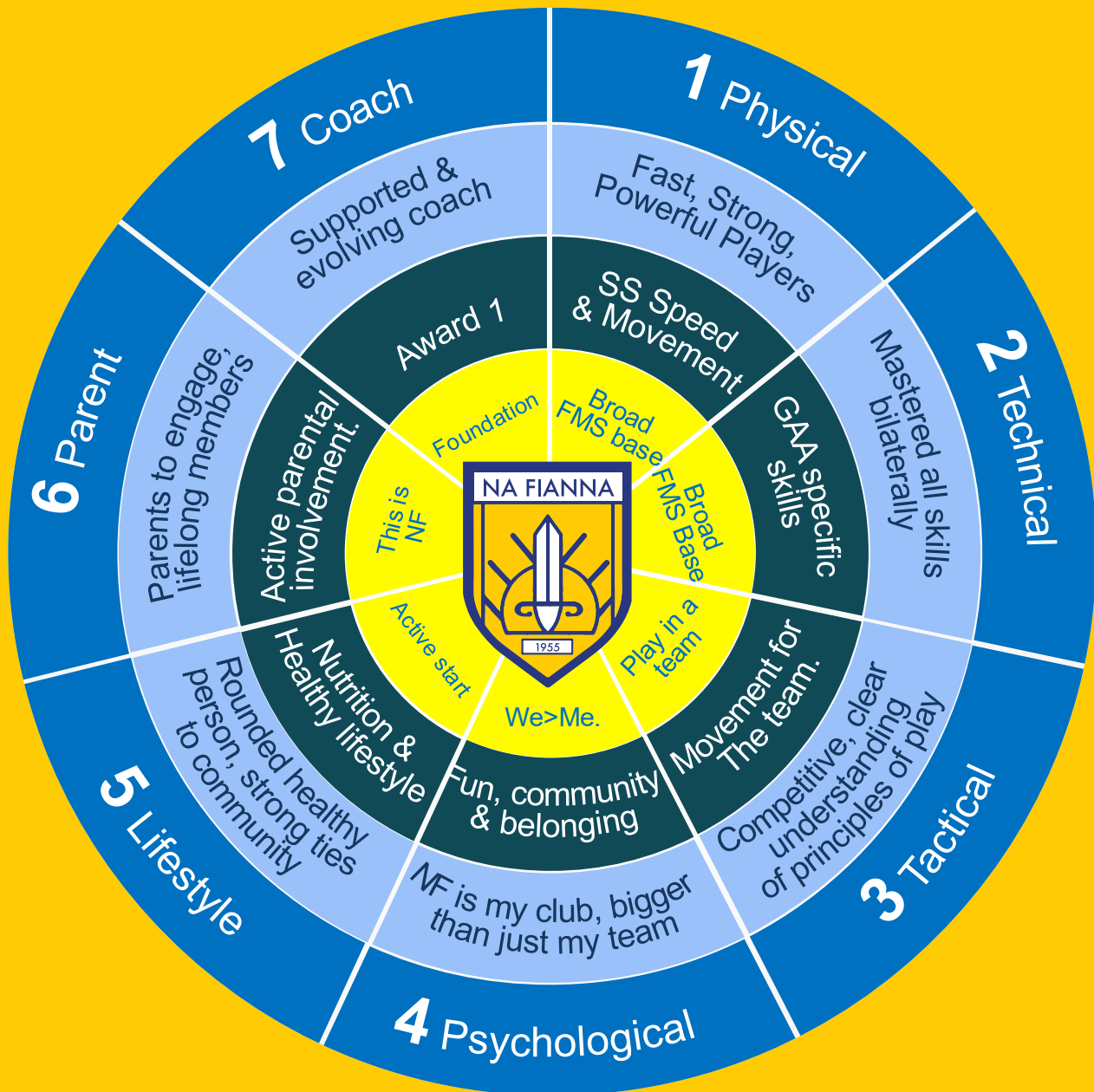
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Appendices

3.1 Na Fianna Player/Coach Pathway



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Appendices

3.1 Na Fianna Player/Coach Pathway (Continued)



The Na Fianna Pathway - Nursery

	Physical	Underarm bowl, handball strike, hand dribbles and strike,	Overarm throw, bean bag flick, tackle one hand, pick up scoop	Lunge, bean bag solo. General FMS development	Broad FMS base achieved.	
	Technical	H/C - Grip, Dribble, Ground Strike. FB - Catch, bounce, punt kick	H/C - 1H Air Strike, Jab lift. FB - Reach catch, solo, Instep Kick	H/C - Ground block, 2H Air Strike. FB - High catch, Handpass, Frontal Tackle	GAA specific skills as specified.	
	Tactical	Non-Invasion Games		Part invasion, small sided games	Part invasion, small sided games	Always fun, intro to playing with and against others.
	Cultural	Intro to general Na Fianna Narrative & Positive Habit Re-enforcement. . Visits from Mobhí (Mascot), Drop Ins from Adult Players, Na Fianna = Warriors. Importance of Manners & Being a Good Team Mate. Stickers to reward positive behaviours.				"We > Me"
	Lifestyle	Introduce home practice.		Very basic introduction to healthy food	Fun, instill a sense of belonging & community.	
	Parent	Welcome to club pack - "This is Na Fianna".	Nursery Induction Workshop	Nursery 'Graduation Intro to GO GAMES	Know who and what NF is	
	Coach	Coach Ed Workshops (*2 by end Nursery 1)	OUR Foundation Award by end of Nursery 2	Coach Ed Workshops (*2 by end Nursery 3)	Foundation Award Garda vetted Safeguarding.	



The Na Fianna Pathway – U8/9s

	Physical	Running Mechanics & Body Control/Balance	Functional Agility (Sidestep & Footwork)	Basic Body Weight Movements Lunge & Squat	Broad FMS base. Athletic devl
	Technical	Hurling/Camogie 2H Air Strike, Hook, Solo, Frontal block in Air, Roll lift.	Football Crouch lift (BOYS) / Scoop lift at pace (GIRLS), Hook kick, Block, Near Hand Tackle.		GAA specific skills as specified.
	Tactical			Teamplay and Tactical Awareness (as per Award 1 modules)	Intro to spatial awareness, playing as a team.
	Cultural	Begin to introduce links to wider club - flagship teams, guest training sessions, 'ambassador' programme, etc	Mini-games at HT in home senior games - 7 min games	Intro to 'COMMON LANGUAGE'	"We > Me"
	Lifestyle	Introduce home practice.	Importance of being active.	Introduction to healthy food	Fun, instill a sense of belonging & community.
	Parent	"What is expected pack of you as a parent" NF Pack/Workshop	Workshop - Boys - Dealing with Streaming Q4 U8		Know who and what NF is and what is expected
	Coach	Technical Proficiency x 2, Q1 U8	Team Play & Tactical Awareness, Q4 U8	Planning & Physical Fitness, Q1 U9	Award 1 - mid U9 Handover Meeting

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Appendices

3.1 Na Fianna Player/Coach Pathway (Continued)



The Na Fianna Pathway – U10/11s

Physical	Acceleration/ Deceleration	Jumping & Landing	Advanced Body Weight Movements. RDL/Side Lunge/Shoulder Stability	AD pathway
Technical	NF UCAN Skills Test Q4 – submitted to club	Hurling - Hand Pass	Football - Swerve Kick (outside foot), diving block	GAA specific skills as specified.
Tactical			Games approach to training	Game sense, how to play in a team.
Cultural	Continue links to wider club - flagship teams, guest training sessions, 'ambassador' program, etc		'COMMON LANGUAGE' expanded	"NF is my club – bigger than just my team"
Lifestyle	Encourage home practice.	Social giveback event - e.g., grounds clean up.	Healthy lifestyle and nutrition	Fun, belonging & community.
Parent	"What is expected pack of you as a parent" NF Pack/Workshop	Workshop - Boys - Dealing with Streaming Q4 U8		Know who and what NF is and what is expected
Coach	Games based approach, promoting decision making	2 Targeted workshops Q2 & Q3		Ambition to have 2 Award 2 accredited coaches per group Handover Meeting



The Na Fianna Pathway – U12/13s

Physical	Running Mechanics Cont'd Max Speed	Intro to RAMP Warm Up	Importance of Mobility and Activation (band work)	Intro to formal AD pathway
Technical	Non-prescriptive – teams build on base of previous years	Intro to Complex Skills Bilateral (2 ball work)		GAA specific skills as specified.
Tactical			Games approach to training	Competitive Play as a team Movement for team
Cultural	Actively try to recruit adult player to be involved as coach.		'COMMON LANGUAGE' expanded	"NF is my club – bigger than just my team"
Lifestyle		Social giveback event - e.g., grounds clean up.	Healthy lifestyle and nutrition	Fun, community & friendships.
Parent	"What is expected pack of you as a parent" NF Pack/Workshop	Workshop - Competition v Participation	Encourage membership, volunteering, engagement, social, lotto, etc	Encourage active involvement in club
Coach	Technical Proficiency x 2, Q1 U12	Team Play & Tactical Awareness, Q4 U12	Planning & Physical Fitness, Q1 U13	Award 1 Youth and Adult Handover Meeting

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Appendices

3.1 Na Fianna Player/Coach Pathway (Continued)



The Na Fianna Pathway – U14/15s

	Physical	Building Aerobic Capacity Speed Endurance through Games	Introduction to supervised gym sessions	Physical Baselines/Testing' Speed, Power, Aerobic Capacity	Formal AD pathway
	Technical		Non-prescriptive – teams build on base of previous years		GAA specific skills as specified.
	Tactical	Introduction to principles of play	Games approach to training	Intro to Analysis (Q3 Under 14)	Competitive Beginning to understand game principles
	Cultural	Support for exam stress	Encourage volunteering ethos (nursery)	'COMMON LANGUAGE' expanded	"NF is my club – bigger than just my team"
	Lifestyle		Social giveback event - e.g., grounds clean up.	Healthy lifestyle and nutrition	Fun, community & friendships.
	Parent	"What is expected pack of you as a parent" NF Pack/Workshop	Workshop – School Life balance	Encourage membership, volunteering, engagement, social, lotto, etc	Encourage active involvement in club
	Coach	2 Targeted workshops Q2 & Q3	Intro to Analysis (Q3 Under 14)		Award 2 accredited coaches per group by Q4 U15 Handover Meeting



The Na Fianna Pathway – U16s/Minor

	Physical	Training To Perform	Supervised gym sessions	Speed, Strength, Fitness, Power focus	Formal AD pathway
	Technical		Non-prescriptive – teams build on base of previous years		GAA specific skills as specified.
	Tactical	Building on principles of play	Games approach to training		Competitive Understanding of game principles
	Cultural	Support for exam stress	Encourage volunteering ethos	'COMMON LANGUAGE' expanded	"NF is part of my life"
	Lifestyle		Social giveback event - e.g., grounds clean up.	Healthy lifestyle and nutrition	Fun, community & friendships.
	Parent	"What is expected pack of you as a parent" NF Pack/Workshop	Workshop – School Life balance	Encourage membership, volunteering, engagement, social, lotto, etc	Encourage active involvement in club
	Coach	2 Targeted workshops Q2 & Q3		Pathway to adult games workshop	Identified coaches to move up/down Handover Meeting

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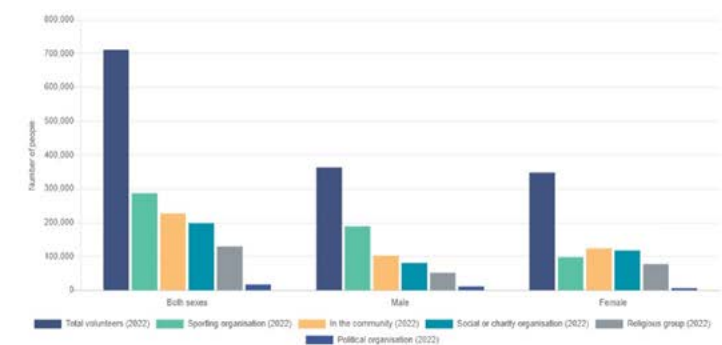
4.1 Census of Population 2022 Spotlight Series: Volunteering in Ireland (ROI)

Volunteering in Ireland

711,379 people (14% of the population) engaged in helping or voluntary work in one or more activity.

- **286,887 – sport**
(40% of volunteers)
- **226,822 – community**
(32% of volunteers)
- **198,274 – social/charity**
(28% of volunteers)

Figure 1.1 Population engaged in voluntary activities by category and sex, 2022



May 30, 2023 11:00:00 UTC

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Volunteering by County

- Overall population: 14%
- Highest: 18% Leitrim
- Lowest: 11% Dublin City & South Dublin
- Sport: 3% Dublin City
7% Galway County
- Religion: 4% Cavan
- Social/Charity: 5% Dún Laoghaire-Rathdown

Map 1.1 Proportion of the population engaged in voluntary activities by category and administrative county, 2022



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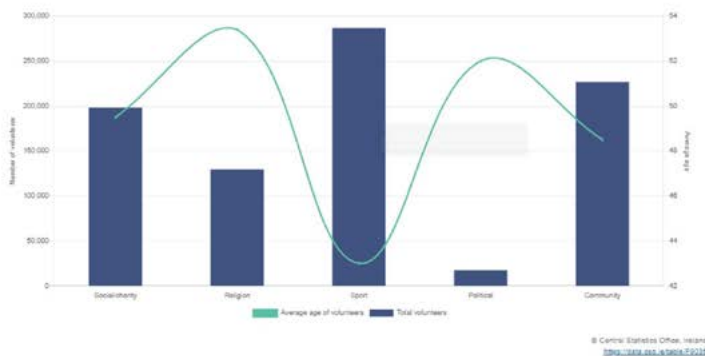


Appendices

4.1 Census of Population 2022 Spotlight Series: Volunteering in Ireland (ROI) (Continued)

Average Age of Volunteers

Figure 1.5 Average age of volunteers by category, 2022



- **Average Age:**
 - Population: 38.8 years
 - Volunteers: 47 years
- **Lowest:**
 - Sport – 43 years
- **Highest:**
 - Religion – 53.4 years



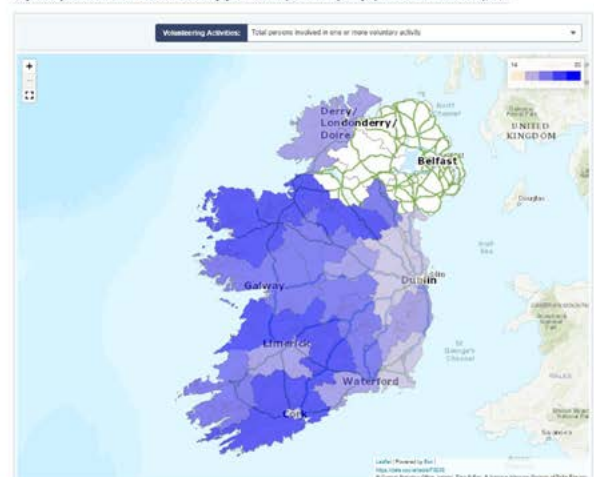
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Family Units

- 1.3m family units
- 885,899 family units with children
 - 22% family member volunteer
- 394,052 family units without children
 - 18% family member volunteer
- **Most popular:**
 - Sport – families with children
 - Social/Charity, Community and Sport – families without children

Map 2.3 Proportion of families without children engaged in voluntary activities by category and administrative county, 2022



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4.1 Census of Population 2022 Spotlight Series: Volunteering in Ireland (ROI) (Continued)

Volunteers by Principal Economic Status

Figure 3.1 Population aged 15 years and over by volunteering status, principal economic status and sex, 2022



Volunteers aged 15+ years

- 16% Overall
- 18% People at work
- 17% Retired
- 15% Looking after home/family
- 13% Students



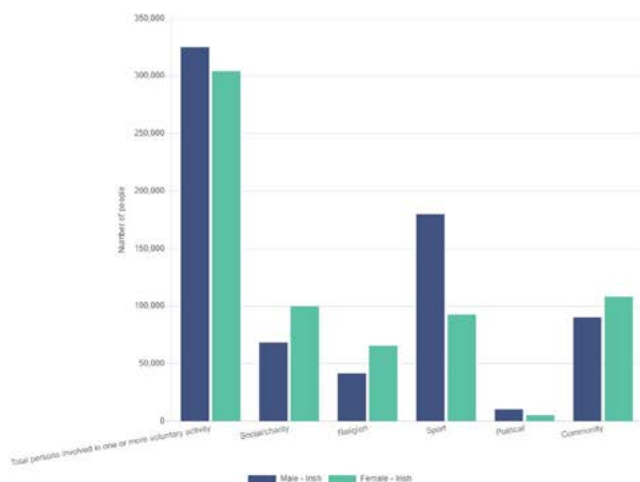
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Volunteers and Diversity

- Irish citizens:
 - 15% volunteered
 - Sport – males
 - Community – females
- Non-Irish citizens:
 - 11% volunteered
 - African – 21%
 - UK – 15%

Figure 4.1 Irish citizens usually resident and present in the State engaged in voluntary activities by category and sex, 2022



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Glossary

CLG	Cumann Lúthchleas Gael
GAA	Gaelic Athletic Association
ADMIN	Administration
COMMS	Communications
S&C	Strength & Conditioning
GPO	Games Promotion Officer
DOC	Director of Coaching
YOY	Year on Year
JGM	Juvenile Games Manager
AGM	Adult Games Manager
CCC	Competitions Control Committee
LGFA	Ladies Gaelic Football Association
ICGG	Introduction to Coaching Gaelic Games
COE	Centre of Excellence
PT/FT	Part Time Full Time
SCG	Strategic Capital Grant
PRO	Public Relations Officer
ITC	Information Technology Communications
AGM	Annual General Meeting





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CLG Na Fianna - Strategic Plan 2025 - 2029

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