



SOCIAL VALUE

INTERNATIONAL

Statement of Report Assurance

Social Value International certifies that the report “The social value of CLG Na Fianna”, by Whitebarn Consulting, published in April 2019, satisfies the requirements of our report assurance process.

The assurance process seeks to assess whether or not a report demonstrates a satisfactory understanding of, and is consistent with, the Seven Principles of Social Value. Reports are independently reviewed by qualified assessors and must demonstrate compliance with the Social Value assessment criteria in order to be certified. The Social Value assessment criteria document can be downloaded from the website socialvalueuk.org.

Assurance here is against the Social Value principles only and does not include verification of stakeholder engagement, report data and calculations.

Awarded 17 April 2019



Ben Carpenter
Chief Executive Officer
Social Value International



Social Value UK carries out the assurance service on behalf of Social Value International. Social Value International is the global network focused on social impact and social value. We are the global network for those with a professional interest in social impact and social value. We work with our members to increase the accounting, measuring and managing of social value from the perspective of those affected by an organisation's activities, through our Social Value Principles. We believe in a world where a broader definition of value will change decision making and ultimately decrease inequality and environmental degradation.

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Cumann Lúthchleas Gael (CLG) Na Fianna, or simply Na Fianna, is a Gaelic Athletic Association (GAA) club located in Glasnevin, Dublin. Founded more than 60 years ago, it has grown from small beginnings to become one of the largest and most active clubs in the country. Today, it has over 3,000 members across all age groupings and 174 teams participating in the full range of GAA sports: camogie, Gaelic football, handball, hurling, ladies' football and rounders, as well as a host of other social and cultural pastimes. The club motto is:

*'Glaine in ár gcroí Purity in our hearts
Neart in ár nGeag Strength in our limbs
Beart de réir ár mbriathar Action according to our words.'*

www.clgnafianna.com

Dublin GAA County Board, or CLG Átha Cliath, is one of 32 County Boards across the island of Ireland. It is the governing and controlling body of the GAA within the county, which in fact encompasses four local authority areas, namely Dublin City, Dún Laoghaire-Rathdown, Fingal and South Dublin. It controls the establishment of clubs and is responsible for games development and increasing participation. It organises Gaelic football and hurling games at all age groups for its 91 affiliated clubs, including Na Fianna. It is also responsible for the management and administration of its inter-county teams at all levels.

www.dublingaa.ie

Whitebarn Consulting was established by Sandra Velthuis in 2005. Its strapline is *'helping not-for-profits to build a better world'*. Whitebarn Consulting provides supports to clubs, community groups, charities, voluntary bodies, non-governmental organisations, social enterprises, and the private and public sector bodies that work with them. Most Whitebarn Consulting contracts focus on outcomes, impact and social value. Sandra was the first Accredited Practitioner of Social Return On Investment (SROI) in the Republic of Ireland. She is a member of Social Value International and The Wheel.

www.whitebarn.info

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The hundreds of people who took the **survey**.

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Social Value UK ³ for the provision of assurance services.

¹ Chairman

² Treasurer

³ Social Value UK undertakes assurance on behalf of Social Value International

Acronyms used in report

CA	Camogie Association
CLG	Cumann Lúthchleas Gael
CSO	Central Statistics Office
DAA	Dublin Airport Authority
DCC	Dublin City Council
DCU	Dublin City University
GAA	Gaelic Athletic Association
GPO	Games Promotion Officer
ICT	Information and Communications Technology
LGFA	Ladies Gaelic Football Association
NTA	National Transport Authority
SROI	Social Return On Investment
TII	Transport Infrastructure Ireland
UNESCO	United Nations Educational, Scientific and Cultural Organization

A note on numbers

Rounded up and down to the nearest whole number wherever possible in the report

Setting the scene ...⁴

"The GAA's own invention myth is complex. It sees the story of the foundation of the GAA in political terms and imagines that the GAA was primarily focused on a project of national liberation. This myth was forged by the Association and acquiesced to by historians who have understated the social influence of the GAA, while focusing on its nationalist activities. There is of course a certain truth to this myth. The divided politics and contested identities of Ireland in the decades between 1884 and 1921 inevitably coloured the origins and development of the GAA. Nonetheless, the politics of certain members and officials – and the radicalism of so many of those who wrote about the games – has tended to overshadow the reality of the engagement with the GAA experience by the vast swathe of its membership. Politics mattered and mattered a lot, but so did much else, and for most people the story of their involvement with the GAA revolves around playing and watching matches (not to mention the delight taken in preview and review, arguments and dreams). **The meaning of these stories lies in their importance to the individuals involved. Taken apart, their significance is personal and often local;** bound together they are the history of the GAA."⁵

"The GAA has been voted **Ireland's 'greatest ever force for social change'** – beating the likes of both the St Vincent de Paul and Mary McAleese ... the organisation's dedication to funding, developing and nurturing entrepreneurship in Ireland has lead [sic] it to be identified as a driving force for social change among the public."⁶

"... the GAA is the most socially valuable organization in Ireland. A unique national institution, it has become **a cornerstone of Irish society** – and in addition has spread internationally ... The GAA has contributed richly to national development in both cultural and political terms. For over a century it has nurtured the ideal of voluntarism, and in so doing has contributed to a distinctive sense of national identity that would be hard to replicate anywhere in the world."⁷

"What the Strategic Review Committee proposal and the reaction to its achieved, however, was to highlight two fundamental truths: firstly that GAA people in the capital were possessed of a strong sense of their county as a single unified entity; and secondly that **Dublin was a county like none other.**"⁸

⁴ All text in bold highlighted by consultant

⁵ Mike Cronin et al, 2009, *The GAA: A People's History*, The Collins Press, p. 379

⁶ *The Journal*, 2012 <https://www.thejournal.ie/gaa-voted-ireland-s-greatest-ever-force-for-social-change-693100-Nov2012>

⁷ Tim Pat Coogan, 2018, *The GAA and the War of Independence*, Head of Zeus, Introduction

⁸ Mike Cronin et al, *The GAA: County by County*, p. 134

Na Fianna ... old and new ⁹

“To promote and encourage Gaelic games, culture, language, song, dance and industry and in every way to promote the objects of Cumann Lúthchleas Gael at local level. To protect and promote the interest of the members.”¹⁰

Na Fianna was founded in 1955 by its 201 original members who predominantly lived in the Glasnevin/Drumcondra/Phibsboro area of north Dublin.

Ba chuid lárnach de shaol CLG Na Fianna í an Ghaeilge ó bunaíodh an Club. Deineadh gach cuid de ghno oifigiúil an Chlub as Gaeilge ins na blianta tosaigh. ¹¹

In 1963 the club reached an agreement with the Office of Public Works to lease grounds at Mobhi Road. Over an 18-month period, the Guinness Sports Club timber-framed clubhouse was removed from the Iveagh Grounds in Crumlin, south Dublin and reassembled by the club’s volunteers. A week prior to the official opening in 1967, it was burned down in an arson attack.

Na Fianna established its camogie section in 1969. It was the first club to grant female players full membership rights. That year it also won its first Dublin Senior Football Championship.

The clubhouse was rebuilt between 1970 and 1972; at that time one of the most modern clubhouses in Ireland incorporating a hall, bar, dressing rooms and indoor handball court.

The ladies football section was founded in 1989.

1991 saw the establishment of one of the first GAA club nurseries for younger children.

The club had significant sporting successes in the decade 1991 – 2001.

A major redevelopment programme took place in between 2003 and 2010 that included the renovation of the clubhouse, construction of meeting rooms, a gym and all-weather facilities (including a training area, hurling wall and outdoor handball alley).

In 2017, Na Fianna won seven county titles (one in camogie, three in hurling and three in football). Club member John Horan was elected President of the GAA. Na Fianna was awarded a bronze medal by the Joe McDonagh Foundation for its work on promoting the Irish language and the following year, it received a silver medal.

Today, ever-growing Na Fianna is the sporting, social and cultural heart of the local community, with its club premises at Mobhi Road being the epicentre of a wide range of activities.

⁹ Information from Na Fianna, 2018, *MetroLink Public Consultation and Implications for CLG Na Fianna and the Community: Submission* http://www.clgnafianna.com/wp-content/uploads/2018/05/Na_Fianna_Submission_LR.pdf

¹⁰ Na Fianna, 2017, *Bunreacht An Chumainn: Club Constitution* clause 1b <http://www.clgnafianna.com/club-constitution>

¹¹ The Irish language has been a central part of the Na Fianna experience since the club was founded. All official club business was done in Irish in the club's early years.

Contents

	Page
<i>Statement of report assurance</i>	3
<i>Project partners</i>	4
<i>Acknowledgements</i>	5
<i>Acronyms used in report</i>	6
<i>Setting the scene ...</i>	7
<i>Na Fianna ... old and new</i>	8
1 Why this evaluation?	10
2 Scope	11
3 Identifying stakeholders	12
4 Engaging with stakeholders	13
5 Quantifying inputs, both tangible and less tangible	14
6 Describing activities	15
7 Mapping outcomes	18
8 Evidencing and valuing outcomes	29
9 Calculating the social return	31
10 Implications for the Dublin GAA County Board	32
11 Recommendations	34
Technical annex	
Appendix 1: stakeholder mapping	37
Appendix 2: stakeholder engagement strategy	42
Appendix 3: focus group skeleton	45
Appendix 4: interview skeleton	46
Appendix 5: survey instrument	47
Appendix 6: survey results	69
Appendix 7: input calculations	84
Appendix 8: outcome chains	88
Appendix 9: outcome valuations	93
Appendix 10: sensitivity analysis	115
Appendix 11: tool to review recommendations	118

Supplement

Value map (Excel spreadsheet)

1 Why this evaluation?

In early 2018, Na Fianna was perturbed to discover that the emerging preferred route for the proposed MetroLink ¹² infrastructure project included using its pitches at Mobhi Road for an extended time period as a tunnelling site and building a station that would permanently encroach on these pitches. If this came to pass, Na Fianna was certain that there would be multiple negative consequences for the club, in both the medium- and long-term. The club's response was rapid, involving member briefings, a letter writing campaign to public representatives, mass attendance at a public consultation event, a detailed formal submission including a report from professional planning consultants ¹³, and more. And whilst a compelling case was built, the club knew that it lacked robust independent data about its social value. The main impetus for undertaking this evaluation, therefore, is to inform Na Fianna's ongoing negotiations with Transport Infrastructure Ireland (TII) and the National Transport Authority (NTA) ¹⁴.

This is not the only reason for the evaluation, however. Na Fianna is only one of 1,616 GAA clubs in Ireland ¹⁵: within Dublin alone, there are 90 others. The social value generated in one club will never be identical to that in another club, but as the GAA operates in a highly structured fashion, there are nonetheless likely to be very many similarities amongst clubs. The Dublin GAA County Board expressed interest in Na Fianna being a demonstration site for social value assessment and, cognisant of all caveats, would like to extrapolate the findings of this evaluation to the rest of the county. The report may also be of interest to the GAA centrally ¹⁶, as well as to the Camogie Association (CA) and Ladies Gaelic Football Association (LGFA). We believe that this is the first social value study to be undertaken at club level within Gaelic games ¹⁷.

No less important reasons for doing this work include: learning how and where the club currently generates social value; finding out how it can generate even more social value into the future; affirming the club's values for current members/volunteers, and using the results of the study for general publicity purposes.

“The shock and devastation which could have had a huge negative effect on the club, only worked to glue us all together to fight for what we love.”¹⁸

¹² <https://www.metrolink.ie>

¹³ http://www.clgnafianna.com/wp-content/uploads/2018/05/Na_Fianna_Submission_LR.pdf

¹⁴ Concerns remain, despite the plans to use the Na Fianna pitches having been overturned in March 2019: *The Journal*, 2019 <https://www.thejournal.ie/na-fianna-metrolink-4561645-Mar2019>

¹⁵ From GAA, *Fís Sholléir 2021: Strategic Plan 2018-2021*

<http://res.cloudinary.com/dvrbaruzg/image/upload/ftzepase02jqvxifol9q.pdf> (note that there are a further 450 overseas clubs)

¹⁶ Especially in relation to the third action under objective 5.5 in the GAA strategic plan which is to “*Support research to put a social capital value on the GAA's contribution to Irish life*” (p. 29)

¹⁷ Munster Council GAA did, however, commission a *Return on Coaching Investment Evaluation Study* in 2012

<http://munster.gaa.ie/wp-content/themes/munster/uploads//MunsterGAAReturnOnCoachingInvestmentStudy.pdf> and a repeat evaluation in 2015 <http://munster.gaa.ie/wp-content/themes/munster/uploads//MunsterGAACoachingROI2015.pdf>

¹⁸ *Secretary's Report for Annual General Meeting, 20 September 2018* <http://www.clgnafianna.com/wp-content/uploads/2018/09/Tuarascail-an-Runai-2018.pdf>

2 Scope

It is second nature for us to think and talk about financial value. The same is not true for social value. We know certain things in life are far more important than money, but we often find it difficult to explain why this is so and we certainly struggle to value these things, which can lead to them being under-appreciated and not properly accounted for.

This is where social value studies, such as this one, come in. These studies do not pretend to provide the perfect answer to difficult questions. However, they do go some way to calculating, in a robust and transparent manner, the value of changes that are caused by activities, in this case, the activities of a local GAA club. They do so by using, wherever possible, the unit with which we are so familiar: money. This process is known as 'monetisation'. This does not mean that the figures that are shown in this report are actual cash flows that have taken place in Na Fianna. It simply means that an attempt has been made to equate the value that people place on certain benefits/disbenefits caused by the club to other things that they attach importance to in their lives.

This study is an evaluation, not a forecast. The period being evaluated is July 2017 – June 2018, which reflects the club's financial year. The entirety of the club's activities is considered, not just a subset.

The first part of this report comprises a largely narrative overview of the evaluation. The second part consists of a detailed technical annex. The report is supplemented by a 'value map', which is an Excel spreadsheet containing all the calculations necessary to determine the club's social return.

This report adheres throughout to ***The Principles of Social Value***¹⁹:

- Principle 1: involve stakeholders
- Principle 2: understand what changes
- Principle 3: value the things that matter
- Principle 4: only include what is material
- Principle 5: do not over-claim
- Principle 6: be transparent
- Principle 7: verify the result.

The *Ethical Guidelines* of the Social Research Association²⁰ were also followed throughout.

¹⁹ <http://www.socialvalueuk.org/what-is-social-value/the-principles-of-social-value>

²⁰ <http://the-sra.org.uk/wp-content/uploads/ethics03.pdf>

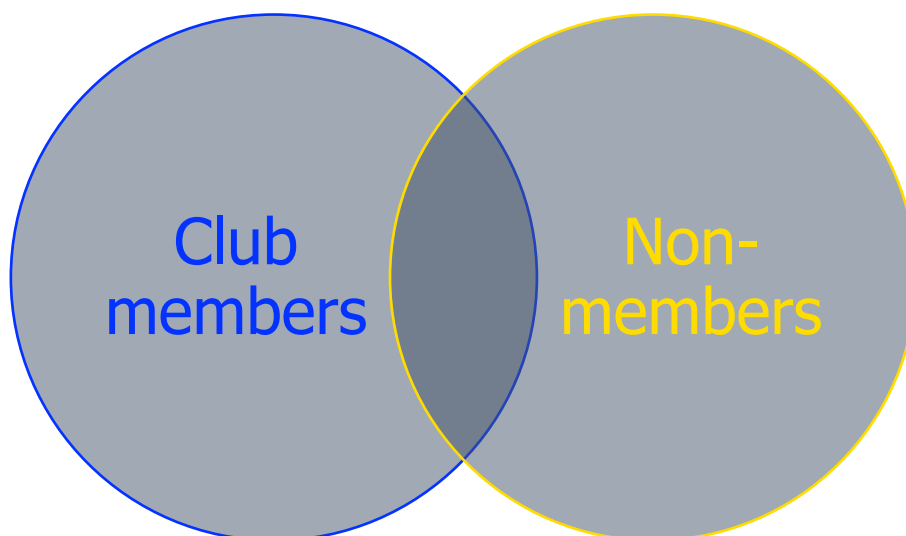
3 Identifying stakeholders

Stakeholders are those that affect and/or are affected by the organisation under review. In other words, they are the individuals or bodies that experience change as a result of the activities undertaken by the club.

Due to its long history, large size, broad range of activities, substantial geographical reach and embeddedness in the community, Na Fianna has very many stakeholders. In the year under evaluation, it had thousands of paid-up members, registered parents and social media followers and hundreds of volunteers, as well as many supporters, clients, visitors, partners, neighbours, staff members, and so on.

Counting and classifying these stakeholders is not an easy task. Although they can be broadly divided into members and non-members, the lines between subgroups are in fact very blurred. For instance, a volunteer is more than likely to be a paid-up club member, but is not necessarily so. Furthermore, the majority of people wear more than one hat. For example, a member may be a local resident, be the parent of a child who plays hurling, sit on a club committee, attend Irish dancing classes and rent a room in the club as a venue for family gatherings. As a result, assigning inputs, outputs and outcomes to particular stakeholders becomes challenging.

It was important to ascertain who the key stakeholders were, that is; those who changed most directly and most significantly. Appendix 1 lists all the stakeholders considered, the potential changes they might undergo as a result of Na Fianna's activities, and the reasons for including or excluding them in the study. This list was refined as more information came to light during the course of the research.



4 Engaging with stakeholders

Stakeholders are best placed to describe the changes they experience as a result of the club's activities. It follows, therefore, that they should be consulted during any evaluation and that their views should inform its results, alongside any other data gathered.

Fortunately, the club had already undertaken considerable background research and member consultation in the months prior to the start of this project in order to prepare its **MetroLink submission** and that document was therefore used to full effect.

The **working group** for the study comprised members who have extensive experience of Na Fianna, including as players, as family members of players, and through volunteering for the club in many different capacities over the years, from washing jerseys to serving on the Club Executive Committee, and everything in between. The working group therefore acted as a constant reference point and consultative vehicle in its own right.

However, it was recognised that the MetroLink submission and the views of the working group alone were insufficient for the purposes of this study and it was agreed that other stakeholders should also be consulted. Given inevitable financial and time constraints, this process had to be kept as manageable as possible.

The following stakeholder engagement plan was therefore enacted (see appendix 2 for full details):

In order to gain clarity on the different outcomes generated for different stakeholders, research that was primarily qualitative in nature was undertaken first. This resulted in 35 people participating in five representative **focus groups** (see appendix 3) and 17 key people being **interviewed one-to-one** (see appendix 4).

Then, to help the process of evidencing and valuing the outcomes, largely quantitative research was undertaken by way of an incentivised **survey** (see appendix 5) that was widely publicised within Na Fianna and externally. This survey garnered 667 responses (see appendix 6 for survey results).

Finally, the emerging results were **verified** at three levels involving a variety of stakeholders: the Dublin GAA County Board, the Club Executive Committee and the working group. Updated information and reasonable feedback were incorporated.

The report was subsequently forwarded to Social Value UK for external **assurance**.

5 Quantifying inputs, both tangible and less tangible

The chart below is a summary of the value of the gross investments made into the club during the period under study, in order of size (for full details, see appendix 7):



Together, these **substantial inputs, worth nearly €3.5 million** in total, enabled a vast number of activities to be undertaken by Na Fianna, which are described in the next section. It is important to note that **less than €800,000 of this was cash, with the remainder being assets or proxy figures.**

6 Describing activities

Na Fianna's Club Executive Committee, its 40+ subcommittees/working groups (and the volunteers they recruit), and its small team of paid staff ²¹ coordinate a dizzying array of activities under the headings of games, social/health, fundraising, facilities management and administration ²².

Games

There are committees for each of the six sports/'codes' played: camogie, football, handball, hurling, ladies football and rounders, as well as a Games Development Committee. Additionally, there are Nursery and Juvenile Committees, as well as three standalone committees to organise specific juvenile tournaments ²³. In the year under evaluation, there were 166 teams with a total of 1,938 registered players, each of which engages in training sessions and match playing. An annual Coaching Forum is held.

More than 400 boys and girls aged 4-7 attend Na Fianna's nursery each Saturday. Sports camps take place at Easter and during the summer months and are attended by around 850 children. Additionally, Na Fianna provides coaching in 10 local schools.

“We take great pride in having a ‘team for everyone’ no matter one’s level of skill or commitment.” ²⁴

Social and health

The Cultural Committee oversees the club's cultural activities, such as the Féile na Bhfiann weekend and Lá Glas for St Patrick's Day. Coiste na Gaeilge provides weekly Irish language classes and a conversation circle for adults and encourages greater use of Irish at the nursery and elsewhere in the club. A well-attended traditional music seisiún ²⁵ is held each Thursday. The club also competes at both juvenile and adult level in Scór, which is a long-established GAA programme that promotes Irish culture through eight disciplines, namely: céilí ²⁶ dancing; set dancing; instrumental music; solo singing; ballad group; scéalaíocht ²⁷; léiriú stáitse ²⁸; and table quiz.

A very well-attended Mass is held each January for deceased club members and their family members. A group of veterans with the self-chosen moniker HasBeens meets for occasional lunches. In the lead-up to Christmas, there is a Friends of Na Fianna social night. There is also a golf society.

²¹ 1 GPO (full-time), 1 Bar Manager (full-time), 12 Bar staff (part-time casual), 1 Administrator (part-time), 1 Cleaner (part-time), security staff (part-time casual)

²² The short film *We Are Na Fianna* <https://vimeo.com/254891083> gives a good flavour of these

²³ Dermot McNulty Tournament Committee, Féile Coordinating (Boys) Committee, Féile Coordinating (Girls) Committee

²⁴ MetroLink submission (p. 8)

²⁵ Session

²⁶ Figure

²⁷ Recitation

²⁸ Stage presentation

A new club initiative called Na Fianna Connects was launched in 2017 to enable players of all codes and ages to share experiences, strengthen player relationships and promote wellbeing. The Health and Wellbeing Committee organises initiatives such as talks on gambling addiction and in early 2018 began Operation Transformation ²⁹ walks open to anyone in the community and attracting 50-80 people a week.

From time to time, groups of members get involved in external community events, such as participating in parkrun or stewarding for large music concerts. Local community groups also regularly come to Na Fianna: for example, a disability service such as St Michael's House may hold some of its events there. An A to Z (ArtZone to Zumba Fitness) of local businesses also use the clubhouse as a venue.

#HEARTOFTHECOMMUNITY ³⁰

Fundraising

Raising money for all of these activities is vital club function. Most fundraising activities comprise a social element (Rory's Stories, race nights, table quizzes, musical bingo, cake sales, etc). A general Fundraising Committee is in place, as well as specific committees to coordinate a year-round lottery, the National Club Draw ³¹, local Christmas tree collections and a 5K fun run on Good Friday. There is also a Catering Committee, better known as the Saturday Morning Cabin Crew, which also offers a 'fáilte ³² and wellbeing hub' for parents of children attending the nursery. The Club Connecting Community Committee seeks to make more external links with likeminded community groups as well as source external patrons.

Furthermore, there are seven 'culturally aligned' commercial enterprises on the club's site: Cater4U (catering company); Experience Gaelic Games (tourist attraction); GNS Fitness (gym/personal trainer); Na Fianna Bilingual After School; Scoil Rince Mobhí (Irish dancing school); Seosamh Breathnach Hurleys (artisan hurley making and repair); and Tir na nÓg Naíonra (bilingual pre-school). The onsite and online shop that sells the club colours and more is run by sportswear company O'Neills. All these are coordinated by a leasing subgroup.

Facilities management

The Strategic Pitch Real Estate Committee strives for the long-term retention of the club's existing facilities and the acquisition of access to additional facilities, which is an ongoing challenge. One working group has been set up to pursue two possible new pitch options. The Grounds Committee is responsible for pitch maintenance and the upkeep of all-weather areas and ball catching nets. There is also an Equipment Committee and two Facilities Committees: one for juveniles and one for adults. A Saturday Morning Maintenance Crew helps with the upkeep at Mobhi Road. The club's bar is coordinated by the Bar and Health and Safety Committees.

²⁹ Prompted by the RTÉ health and wellbeing series of the same name <https://www.facebook.com/OpTranRTE>

³⁰ The club's social media tagline

³¹ <http://www.gaa.ie/my-gaa/administrators/national-club-draw>

³² Welcome

Administration

The Fixtures Committee is charged with organising venues for Na Fianna's home games. The safeguarding of juveniles, including Garda vetting, is coordinated by the Child Welfare Committee. The Disciplinary Committee deals with very occasional member conduct incidents and the Legal Group concerns itself with matters of law that affect the club. There are Secretarial, Cash Control, Stock Control and Ticket Distribution Committees and a working group specifically for the collection of membership subscriptions.

The ICT Committee deals with computer hardware, software and website maintenance. The Public Relations Officer on the Club Executive Committee has responsibility for website development, social media and the club's weekly member communications (*Club Notes* and *Nuacht*). County Board communications are handled by another subgroup. Finally, a working group is in place to manage the club's response to the MetroLink proposals.

To illustrate ³³, this was a sample week at Mobhi Road ³⁴ during the year under review:

DAY	ACTIVITIES	ACTIVE PARTICIPANTS
Thursday 19 April	7 x juvenile training sessions, school PE, bridge, Montessori, drama club, gym club, Irish classes, Traditional music session, funeral function, Experience Gaelic Games	1,057
Friday 20 April	7 x juvenile training sessions, school PE, gym club, Montessori, community fundraising quiz, club member's 90th birthday	785
Saturday 21 April	5 x matches, nursery, St. Michael's House disco, club member's communion party, 40th birthday party, Experience Gaelic Games	860
Sunday 22 April	7 x matches, 3 x training sessions, Féile party, Sunday carvery, Experience Gaelic Games	758
Monday 23 April	2 x matches, 8 x training sessions, school PE, Montessori, music class, gym club, Experience Gaelic Games	863
Tuesday 24 April	2 x matches, 8 x training sessions, school PE, Montessori, Irish dancing, line dancing, gym club, choir practice, Unislim, Experience Gaelic Games	1,085
Wednesday 25 April	3 x matches, 8 x training sessions, school PE, Pilates class, art class, life writing meeting, gym club, Montessori	891

Whilst the club's outputs are undoubtedly impressive, warning bells were sounded. Sourcing sufficient resources (money, volunteers, pitches, etc) and balancing these with an enormous portfolio of activities is a very challenging task. A not insubstantial number of stakeholders expressed the opinion that the club is stretched at the seams.

³³ Extracted from MetroLink submission (p. 21)

³⁴ This is not comprehensive and in any case excludes off-site activities (primarily training and matches at one of the other locations in and around the city to which the club has access)

7 Mapping outcomes

At its most simplistic, Na Fianna creates social change/value for a person or body through the following process:



Individuals, and the organisations with which they are associated, come into contact with the club in a variety of ways (family, school, etc). They then choose to engage with the club, or not. If they do, they invest their time, money, reputation, or some other resource. They become involved in one or more of the activities coordinated by the club.

In turn, this may lead to the occurrence of certain changes for them – or putting it another way: the generation of outcomes. Outcomes can be in relation to their attitude, awareness, behaviour, capacity or circumstance.

Many of these outcomes can be predicted, whereas others may arise unexpectedly.

Most outcomes are positive, but some negative outcomes are inevitable. As long as the positives substantially outweigh the negatives, this is usually acceptable.

Some ultimate outcomes occur swiftly, whereas others take longer to come about, often because there are a number of step changes or intermediate outcomes involved. The focus in this study is on ultimate outcomes, because it is these that are most significant.

Some outcomes are relevant to only a part of the whole stakeholder group (for instance, injuries), but other outcomes are shared by different stakeholders (for example, friendships).

Some outcomes are of great importance to large numbers of people and therefore considered to be material (such as the health benefits associated with playing Gaelic games). Others are minimal, resulting only in very small changes or affecting only very limited numbers of people, in which case they are not considered material. For instance, whilst there have undoubtedly been romances leading to marriages between people who met at Na Fianna, the numbers involved are too insignificant to be material.

Certain outcomes can be important, but extremely difficult to grasp hold of, and subsequently value. In this study, the expression of Irish cultural identity through direct or indirect association with a GAA club undoubtedly came through. Whilst efforts were made to isolate and put a value on this effect, ultimately it was decided that it was not tangible enough in its own right, nor sufficiently distinct from other outcomes identified (especially a sense of belonging and the preservation of Irish culture), to do so in any meaningful manner. However, it is implied throughout for all stakeholder groups (with the possible exception of members of the local community).

Some outcomes may, in turn, make some further contributions elsewhere, such as to the health of the local economy and to societal wellbeing more generally. However, such benefits may not be directly attributable to Na Fianna, or may be so minimal as to be immaterial. They are therefore not captured in the social value account.

The full outcome chains can be found in appendix 8. Combined, the outcomes generated for these stakeholders paint a picture of an intergenerational club that many individuals and organisations want to be part of, and where there is a very strong sense of community identity, with high levels of social capital ^{35 36}.

Players

Ultimate outcomes

- +/-- Improved physical and mental health, tempered by any injuries sustained
- + Improved skills
- + Friendships

Sport is a largely discretionary activity. The vast majority of people love playing. There are instances where children have been asked to play by their school or by their parents, but do not enjoy it. Efforts are made to make the experience as fun as possible for them, but inevitably, the sports will not appeal to all. Also, some people may enjoy playing for a number of years, but then their interest declines and/or their personal situation changes. Again, this is not unexpected. In these cases, people will generally 'vote with their feet'. This in itself cannot be regarded as a material outcome, not least because the numbers involved are very low. Internal research shows that Na Fianna's membership retention rate lies between 97% and 99%, meaning that almost all choose to renew their commitment to the club each year ³⁷. In the context of a persistent gender gap in sports participation ³⁸, Na Fianna's success in retaining and increasing the number of girls and women as players is especially noteworthy.

Those who do enjoy playing Gaelic games are particularly attracted to the team-based nature of the sports ³⁹, which means striving for a common goal, sharing in elation when the team wins and receiving mutual support when it loses.

³⁵ As illustrated well by this short film *Dub Club Chronicles #13 – Na Fianna* <https://www.youtube.com/watch?v=kMwrGezEIFU>

³⁶ This echoes the findings of this study: Liam Delaney & Emily Keaney, 2005, *Sport and Social Capital in the United Kingdom: Statistical evidence from national and international survey data study*, Economic and Research Institute, Dublin & Institute for Public Policy Research, London <http://www.social-capital.net/docs/file/sport%20and%20social%20capital.pdf> and Indecon, 2010, *Assessment of Economic Impact of Sport in Ireland*, Irish Sports Council https://www.sportireland.ie/Research/Economic_Impact_of_Sport_2010_/Indecon.pdf and the 2015 Sheffield Hallam University systematic review previously referred to

³⁷ This is in contrast to the national picture where a sharp decline in membership between the ages of 13 and 21 was identified that led to the GAA Super Game Centre initiative (see University of Stirling, 2015, *GAA Super Game Centre: Research report*, <https://dspace.stir.ac.uk/bitstream/1893/22698/1/GAA%20SGC%20Research%20Report.pdf>)

³⁸ The gender gap is remains, but is gradually getting smaller (see for example, Ipsos MRBI, 2017, *Irish Sports Monitor*, Sport Ireland <https://www.sportireland.ie/Research/Irish%20Sports%20Monitor%202017%20-%20Half%20Year%20Report/Irish%20Sports%20Monitor%202017.pdf>)

³⁹ All except singles handball are team sports

Although Na Fianna is a Gaelic club, the Easter and summer camps it organises are multi-sports camps, meaning that participating children have access to a broad range of physical activities. Similarly, club members are encouraged to play across codes for as long as possible. Intergenerational playing also takes place. Choice and diversity are key, therefore. Playing results in benefits for both physical and mental health^{40 41 42}, which are in any case closely intertwined. These benefits can be direct (for instance, through consistent exercise) and indirect (for instance, by making healthier lifestyle choices in relation to diet/drugs or by having regular social contact). However, players may suffer from injuries from time to time that can temporarily put them out of action (although it was accepted that this was an inevitable consequence of participating in any kind of physical activity).

The sports provide ongoing opportunities for personal skills development, both on and off the field. Not only do there tend to be improvements in sporting performance over time, but players learn many other skills that are transferable elsewhere and will stand them in good stead throughout their lives. Amongst others, such competencies include self-discipline, goal setting and goal reaching, balancing conflicting demands on time⁴³, leadership, communication, negotiation and winning/losing with grace.

Those who reach a high level in their respective sports may gain further personal benefits such as scholarships, but the numbers involved are too small for these to be considered material. These individuals also achieve a certain status within the community and act as role models for younger players⁴⁴.

The creation of social capital is also important. Friendships are formed as a result of playing that tend to deepen over time. Further, an enlarged network of friends may mean that players are able to avail of the increased opportunities that this brings, be they educational, career-related or personal. However, the latter is not a given and should not be treated separately (especially because such benefits might take many years to come about).

⁴⁰ As confirmed in a recent systematic review: Peter Taylor et al, 2015, *A Review of the Social Impacts of Culture and Sport*, Sheffield Hallam University (for the Culture and Sport Evidence programme) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/416279/A_review_of_the_Social_Impacts_of_Culture_and_Sport.pdf

⁴¹ For an overview of the health benefits of physical activity, see <https://www.scforh.info/scientist-policy-makers/health-benefits> and for a summary of the dimensions of health in a sports club, see <https://www.scforh.info/scientist-policy-makers/health-promotion-through-sports-club/dimensions-of-health> (the European Sports Clubs for Health programme)

⁴² Thereby contributing to the government's *Healthy Ireland* initiative <http://www.healthyiireland.ie>: the ongoing work of the Sport for Health Alliance, of which the GAA is a member, is of particular interest in this regard

⁴³ This can be particularly problematic for senior inter-county players (as shown by Elish Kelly et al, 2018, *Playing Senior Inter-County Gaelic Games: Experiences, realities and consequences*, Economic and Social Research Institute <https://www.esri.ie/pubs/RS76.pdf>) but the numbers that this applies to in Na Fianna are very small and are not considered sufficiently distinct to warrant valuing their outcomes separately

⁴⁴ Quoted examples included footballers Johnny Cooper and Leah Caffrey

“I have been playing in CLG Na Fianna since I was five years old and it has played a huge role in my life. I have made friends playing both Football and Camogie, celebrated my 21st birthday in the club, screamed and cheered when Dublin won back to back All-Irelands and celebrated the lives of those no longer around. In essence, the club has always played an active role in my life and I sincerely hope it will continue to do so into the future.”⁴⁵

Parents

Ultimate outcomes

- + Sense of being a good parent
- + Friendships

When discussing outcomes with parents, they tended to concentrate far more on the benefits⁴⁶ of participation for their children, rather than for themselves. With probing, the latter could be identified, however.

Na Fianna makes family involvement very easy, through its free schools coaching programme, nearby location, nursery for children from a very young age, Easter and summer camps, and proximity to the full range of schools on the campus.

Perhaps most significantly, they feel that facilitating their children’s participation in the club makes them better parents, because they know, for instance, that their children are getting much-needed physical exercise, are learning how to play, are gaining an understanding of what it means to be a team member, and are developing a good work ethic. They value the inclusive, safe, body-positive, wholesome environment provided by the club, and especially that their teenagers are not hanging around street corners. This may, in turn, make parenting somewhat easier for them and lead to greater family cohesion, although caution should be exercised about claiming this as a direct outcome of the club’s activities.

Finally, their own time spent in and around the club arising from their children’s involvement leads to them receiving ancillary benefits for themselves, primarily the building of friendships (described by some survey respondents as ‘social glue’). The fact that these friendships arise is not something that was necessarily anticipated by parents when their children first started playing.

⁴⁵ From MetroLink submission (p. 12)

⁴⁶ No negative material outcomes were reported either for the children or for themselves

“Our children have played for the Club from a very young age and Na Fianna has provided them with so much more than we expected in that time. They have learned their sporting trade but they have also learned about what it means to be a part of this area, what it means to grow up side by side with friends and people they see every day and to know that they can wander down to the Club any time day or evening to play and hang out with their peers in a safe and strong environment that invokes respect for self and respect for others. This is one example of the true community spirit and societal wellbeing at its best ...”⁴⁷

Non-playing members

Ultimate outcomes

+ Friendships

Notes

Na Fianna has a substantial number of members who choose to pay to be part of the club, even if they do not/no longer play themselves or do not have under-18 children who play. This is a testament to the club’s gravitational pull. The club appears to provide a much-appreciated place for making and cementing social connections across ages, genders and classes. Value was placed both on practical supports (such as securing help for a young adult at the start of their career) and emotional support during times of stress (such as bereavements).

Non-playing members can often be found chatting on the sidelines. The clubhouse also provides an important focal point in this regard, not least through its bar. Many different people make use of the bar in the clubhouse, though most only occasionally. Bar users are therefore not synonymous with non-playing club members. However, non-playing members may be especially likely to be attracted to the atmosphere of the club bar. The above is particularly true for those who are interested in promoting the use of the Irish language and culture. The Thursday evening seisiúns stand out in this regard, not only for the musicians and singers themselves, but also for those who choose to come along on those nights to listen to them.

“It doesn’t define me, but it is very much part of my identity.”⁴⁸

⁴⁷ From MetroLink submission (p. 9)

⁴⁸ Via focus group for non-playing members

Volunteers

Ultimate outcomes

+/-- Satisfaction with volunteering for club, tempered by any frustration associated with volunteering for club

The reasons people are motivated to volunteer vary greatly ⁴⁹. For instance, a Transition Year student may need to fulfil a community action requirement, a parent may wish to give back for all that was done by the club for her or his child, or someone with time on their hands may be looking for an opportunity to get involved in something worthwhile.

It follows that the benefits people receive from engaging in volunteering also vary considerably from person to person. For example, there were references to being inspired, having a sense of meaning, learning new skills, appreciating being part of something that continues across the generations, and sharing in the volunteerism spirit with others.

Of course, there can be downsides to volunteering (although these were said to be more than compensated for by the advantages). Minor ones might include being exposed to the elements if working outside or the increasing bureaucracy and worries associated with stricter child safeguarding practice. The main drawback, however, is frustration that more people do not get involved as volunteers, meaning that the workload is not always shared fairly. This can be compounded by occasional criticism from non-volunteers.

The survey response highlighted that there is a huge appreciation of the tireless work put in by the club's volunteers, but that more even efforts could be made to openly recognise and celebrate their contribution. It was also suggested by a handful of people that the club should guard against a perception that there is an 'inner circle' of prominent volunteers who have a greater say than others.

“We’ve laughed and cried together, celebrated and been frustrated together ... My own involvement defines my purpose within the community and allows me to contribute to the development of 50 kids in both the context of play and future life skills. What we do as volunteers in our actions and words in training sessions and matches have echoes far beyond the playing fields as children grow into young adults. Without ever intending it to be, Na Fianna is now woven into the fabric of my existence.” ⁵⁰

⁴⁹ See for example: Mati Ullah Butt et al , 2017, The ABCE Model of Volunteer Motivation, *Journal of Social Service Research*, 43 (5) <https://www.tandfonline.com/doi/full/10.1080/01488376.2017.1355867>

⁵⁰ Mentor: from MetroLink submission (p. 14)

Venue renters

Ultimate outcomes

+ Successful events

Parts of the clubhouse are rented out ⁵¹ for all sorts of different purposes, from classes to discos and from birthday parties to meetings. The availability of a bar is also significant in this context. Reasons for choosing Na Fianna as a venue vary, but the most commonly quoted ones in the survey, in order of priority, were: convenient location; support to the club; good facilities/ services (including its suitability for children and the availability of parking); reasonable rental costs; and friendly professional staff. Many renters are repeat customers.

On-site enterprises

Ultimate outcomes

+ Increased profit

Many small businesses in Ireland fail ⁵², yet the culturally aligned enterprises based at Na Fianna appear to be thriving. For example, the pre-school is completely full and Experience Gaelic Games welcomed in the region of 12,000 visitors to the club during the year under evaluation. Some 20 individuals derive their main source of income from these businesses, with an additional 60 or so part-time staff employed at various times of the year.

The only reported unfavourable aspect of being a business based at the club is that it can be hard to switch off – for example, simply watching a match without interruption – but this lack of separation between work and play was felt to be a niggle rather than a negative outcome, and more than compensated for by the other benefits. It was not considered material therefore.

Sponsors

Ultimate outcomes

+ Increased profit

Sponsors did not report any downsides to their relationship with Na Fianna, but found it difficult to attribute any increase in profit to their relatively minor investment in the club.

⁵¹ It should also be noted that the venue is often used free of charge for club-related activities by Na Fianna teams, committees and so on

⁵² For example, see <https://www.independent.ie/business/small-business/dan-obrien-we-must-face-facts-on-startups-our-rate-is-one-of-the-worst-in-europe-35957858.html>

Supporters

Ultimate outcomes

+ Sense of belonging

Supporters come in many hues and almost certainly overlap with many of the other stakeholder categories. However, they invest a particular range of inputs and play a crucial role, for what is a sports club without supporters or a cultural organisation without an audience? It was stated, for instance, that every single Na Fianna match is graced by club supporters. The club colours provide a readily recognisable identity and are said to be worn with pride.

“... many consider their club sweatshirts, tracksuit bottoms, hats etc. part of their daily wardrobe!” ⁵³

Schools

Ultimate outcomes

+ Reduced pressure on school

There are particularly strong partnerships between Na Fianna and the educational establishments that are co-located with the club, not least because there is a natural progression of children from Tir na nÓg Naíonra (preschool) ⁵⁴, to Scoil Mobhí (national school) and Na Fianna After School ⁵⁵, and eventually to Scoil Chaitríona (secondary school). A high proportion of these children and young people are club members. Whilst the relationship between these schools and the club is therefore almost symbiotic, the benefits accruing to them are sufficiently similar in nature to consider them together with the other local schools.

Furthermore, there is considerable reciprocity, with the club also benefiting from its nearest school neighbours by way of room usage, equipment loans, use of car parking space and various other non-monetary exchanges. Whilst there are many mutual advantages to this set-up, the point was made that it can be difficult to raise issues sometimes, because there are so many personal interrelationships.

Like parents, teachers were more likely in the first instance to point to the benefits of the club and its activities for the children ⁵⁶ than for them as staff members or for the school as a whole. However, various positive ⁵⁷ outcomes for the school and its staff were also identified, as described below.

⁵³ Working group member comment

⁵⁴ One of the on-site enterprises

⁵⁵ One of the on-site enterprises

⁵⁶ Covered under players

⁵⁷ No material negative outcomes were found

The education system is under pressure ⁵⁸. Any ways that can ease such pressure are likely to be welcomed by teachers.

The fact that the GPO visits local primary schools throughout the school year to coach children aged c. 4-9 years, without charge, is very much appreciated by these schools, because it goes a long way to meeting their curriculum requirements for physical education and wellbeing at no additional cost to the school or to parents.

School staff noted the value of being introduced to Gaelic games for children of foreign nationals and for children who are not already members of a GAA club or otherwise physically inactive. The schools are gladdened by such diversity and inclusivity.

Most of the schools have their own GAA teams (some of which were established in the past as a direct result of Na Fianna's coaching involvement). It was stated that these teams would definitely not be as strong as they are without the Na Fianna coaching received. Gratitude was expressed for the GPO's commitment, as illustrated for example, by his ongoing encouragement of teachers and his regular attendance at Cumann na mBunscoil games ⁵⁹ to cheer on school teams. The 'buzz' that can be generated in a school if its team plays in Croke Park ⁶⁰ is enormous.

Furthermore, Na Fianna is generous in making its facilities freely available to local schools. This includes its pitches not only for football, hurling and camogie games, but also for other school sporting activities. It also allows regular usage of its hall, meeting rooms, gym, etc.

Schools recognise that they do not operate in isolation and actively strive to make community connections. Just as Na Fianna owes its existence to a constantly renewing membership base, the very survival of schools depends on them having a continual influx of new students. Their links with Na Fianna are one tangible way of doing this, whether by increasing footfall to their schools if they make their pitches available to the club for training/matches, or in some other way.

All of these benefits can make a contribution to improved school morale (internal) and enhanced school reputation (external). However, Na Fianna probably cannot lay claim to these. It can, however, be sure that it has eased the lives of those working in the school and calculate the value of the school's satisfaction with the club.

It should further be noted that the club is also establishing good connections with nearby Dublin City University (DCU) and also has some links with other third level educational establishments.

“They couldn't do enough for us ...” ⁶¹

⁵⁸ For example, see: Dearbhail Buckley et al, 2017, An Exploration of Irish Teacher's Experiences of Stress, *Irish Journal of Applied Social Studies*, 17 (1) <https://arrow.dit.ie/cgi/viewcontent.cgi?article=1277&context=ijass>

⁵⁹ <http://www.cnmb.ie/default.asp> (schools' Gaelic games)

⁶⁰ The home of Gaelic Games <https://crokepark.ie>

⁶¹ Via one-to-one interview with school principal

Governing bodies

Ultimate outcomes

+ Gaelic games and culture are preserved and grown ⁶²

It is in the interest of the three governing bodies that its local clubs, which are the basic units of their associations, perform well. Without them, their goal of preserving and growing Gaelic games and culture cannot be met.

Representatives from all three governing bodies commented on the well-structured and well-run nature of Na Fianna and the high calibre of people involved. The fact that all ages, abilities and codes are catered for stands out. They also said that their relationships with the club are excellent and that the club is very proactive and responsive in terms of communication. They further noted that the club is very helpful in terms of meeting any needs that they might have, such as hosting homecomings, providing a location for other governing body events, or forwarding volunteers.

All pointed to the large size of the club and explained that it is one of only a handful of Dublin clubs with equivalent membership numbers. The question was raised, however: how big can a club get that has limited space due to its central location?

“It’s a jewel in the crown club ...”⁶³

Members of local community

Ultimate outcomes

+/-- Sense of satisfaction with club, tempered by sense of dissatisfaction with club

There are members of the local community who only have a very loose affiliation with the club, but nonetheless either benefit from it and/or suffer consequences from it. For instance, whilst Na Fianna’s efforts to protest the MetroLink proposals were welcomed by the vast majority of its members and by many local people, not all of the latter were in agreement with the club’s response.

Examples of locals who consider Na Fianna a community asset include young people (usually friends of club members) who regularly ‘hang out’ at the club, middle-aged people who use the grounds to get some walking exercise, and older folk who pop in to watch their grandchildren play. Not having to drive and being made to feel welcome are some of the quoted benefits.

⁶² At the end of 2018, Gaelic games had outstripped soccer as Ireland’s ‘favourite sport’ according to the Teneo Sport and Sponsorship Index 2018 http://hoganstand.com/Article/Index/293698?fbclid=IwAR3hpxuv_QZ65yCC9sy4ZySEplCJw0b99oLnd-CoAMU8qvmCWGq8aHuO2Ho

⁶³ Via one-to-one interview

Examples of those for whom value is damaged are local residents who consider the heavy traffic, pavement parking, noise (especially on weekend mornings and weekday nights), floodlights, stray sliothars ⁶⁴ and so on generated by the club as a nuisance.

Furthermore, a small minority regard the club as a clique and feel excluded, even if this is not the intention of the club. A few survey respondents felt that more efforts could be made to draw in people who are at the club's fringes, be they already members of the club or members of the local community.

⁶⁴ The ball used in hurling, camogie and rounders

8 Evidencing and valuing outcomes

It's hard to describe how special a place Na Fianna is, it has given me and my family so much. Personally, it has given me a huge amount through sport, taught me gamesmanship, respect, teamwork, integrity and resilience. Through the numerous teams I have lifelong friends, and through the club itself it has helped me progress in life both personally and professionally.”⁶⁵

When asked about valuing the outcomes being delivered by Na Fianna, stakeholders in the initial round of consultation invariably said it was not possible to do this because they were 'immeasurable', 'unquantifiable', 'priceless', etc. This is common in social value assessment. However, with probing, almost all were able to think of certain indicators of value or equivalent worth. The consultant used these, together with the data from the survey, internal documentation and comparable research, to ascertain the value of the outcomes generated by the club. A mix of hard data, proxies and reasonable estimates was employed in order to establish equivalent monetary values.

In order not to overclaim, a very conservative approach to the calculation of value was adopted throughout and care was taken not to double-count. This probably means that the total social value generated by Na Fianna has been underestimated, but this is preferable to an overestimation of social value. The process of valuing outcomes included consideration of the commencement and duration of outcomes, the amount of change effected and the relative importance of outcomes. It also included examination of the following:

- **Deadweight:** would the outcome have happened anyway, in the absence of the club? ⁶⁶
- **Displacement:** did the outcome lead to another outcome, possibly a negative outcome, happening elsewhere?
- **Attribution:** was the outcome caused solely by the club or did other organisations or people also play a part?
- **Drop-off:** does the effect of the outcome last or does it lessen over time?

To calculate the club's impact, for each outcome the number of stakeholders was multiplied by the selected proxy. Percentage deductions were then made for deadweight, displacement and attribution. Full details of all calculations can be found in appendix 9 and the supplementary value map.

At the end of this process, it was found that all outcomes were still material (although the increased profit for sponsors is on the cusp of being considered immaterial).

⁶⁵ Via survey

⁶⁶ This is sometimes referred to as the counterfactual

The table below presents the significant value generated for stakeholders in the year under evaluation. It is worth reiterating that most of Na Fianna's stakeholders play multiple roles and it is therefore more meaningful to consider the total value created by the club rather than focusing on the value generated for individual stakeholder groups.

Stakeholders	Monetary value of outcomes
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

The value per outcome can also be established, as shown below. Note that the friendship and increased profit outcomes each applied to more than one set of stakeholders.

Outcomes	Monetary value of outcomes
Improved health	€29,466,050
Friendships	€19,880,618
Sense of belonging	€1,444,896
Relative satisfaction with volunteering for club	€522,917
Improved skills	€344,957
Sense of being a good parent	€264,399
Relative satisfaction with having club in local area	€113,530
Increased profit	€65,111
Satisfaction with club's contribution to school	€46,634
Successful events	€26,730
Gaelic games and culture are preserved and grown	€18,822

9 Calculating the social return

The SROI could then be calculated (see the supplementary value map for full details ⁶⁷). This was done by establishing how much value was generated in the year under evaluation and how much in subsequent years, up to a maximum of five years. In order to calculate the present value, the costs paid and benefits received in different time periods were added up and discounted using a standard discount rate of 3.5% ⁶⁸. The value of the inputs (€3,408,375) could then be subtracted from the present value (€52,144,835) in order to derive the net present value of €48,736,460.

In other words, **Na Fianna generated in the order of €50 million of social value between July 2017 and June 2018.**

The SROI ratio is the present value divided by the value of the inputs ⁶⁹. The initial SROI ratio calculated for Na Fianna was 15.30 : 1. This figure implies a level of accuracy that is unhelpful. It was derived using a large number of assumptions and estimates and is inherently risky. In order to increase the level of confidence about the judgements made, sensitivity analysis was then undertaken (see appendix 10 ⁷⁰). On the basis of this, a more nuanced and meaningful claim can be made:

For every euro equivalent invested into Na Fianna between July 2017 and June 2018, in the region of €15 of social value was created.

The ratio of c. 15 : 1 is undoubtedly high (although the Munster GAA studies on coaching previously referred to also found ratios of 12-15 : 1). To put it into context, SROI research into the value of participation in sport in England ⁷¹ found a ratio of 2 : 1. A similar study in Tasmania (that included the health, volunteering and economic benefits of participation in sport and recreational activities) found a ratio of 4 : 1 ⁷². However, one should not fall into the trap of 'comparing apples and oranges', for these studies set out to address questions that do have similarities, but that are ultimately different.

Further difficulties associated with applying the Na Fianna results elsewhere are explored in the next section.

⁶⁷ Note that the SROI methodology provides an option to calculate the payback period, but this was not felt to add any further useful information for the club, so this option was not exercised.

⁶⁸ Discounting is a problematic area and there is ongoing debate about appropriate rates. The standard public sector rate advised on p. 67 of The SROI Network's 2012, *A Guide to SROI* has been followed <http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20Investment%202015.pdf>

⁶⁹ Alternatively, the net SROI ratio is the net present value divided by the value of the inputs. This is 14.30 : 1.

⁷⁰ This analysis raises some questions about the proxy used to value friendships made at the club

⁷¹ Larissa Davies et al, 2016, *Social Return On Investment in Sport: A participation-wide model for England*, Sheffield Hallam University <https://www4.shu.ac.uk/assets/pdf/research/sirc/Final-SIRC-SROI-England-Web-report.pdf>

⁷² Paul Muller et al, 2010, *The Value of Sport and Physical Recreation to Tasmania*, Australian Innovation Research Centre, University of Tasmania http://www.getmoving.tas.gov.au/data/assets/pdf_file/0009/263169/Value_of_Sport_and_Rec_to_Tasmania.pdf

10 Implications for the Dublin GAA County Board

Na Fianna has acted as a test bed for social value assessment at club level in Dublin, and likely Ireland as a whole. It can now be said with a fair degree of certainty that for every €1 of value invested into Na Fianna, there is a social return of around €15. This is a positive finding both for the club itself and for the Dublin GAA County Board, because **it confirms a long-held belief that the work being undertaken at club level has considerable worth**. But what else does this new knowledge mean for the County Board?

Can the County Board be confident that this same ratio applies to the other 90 clubs under its remit? If it is assumed that, in essence, most GAA clubs are the same, then this could indeed be the case. The total level of inputs into a smaller club, such as St Francis Gaels, might be less, and by association the total value of that club would be less, but the ratio would remain constant. Of course, the same reasoning would apply to a club that is even larger than Na Fianna, such as Kilmacud Crokes.

Or is Na Fianna significantly different from other clubs, in which case its social value ratio cannot be said to have wider application? Different views were expressed about this during the research process. Some felt that Na Fianna stood out as an exemplar of excellence that was rarely matched by others, whereas others felt that the differences between clubs were marginal. The truth probably lies somewhere in between. Variety exists and should be expected, but Na Fianna is not totally unique.

It is impossible to calculate with confidence the total worth of the 91 Dublin clubs on the basis of the available data. Unequivocally, one should not take the (net) present value calculated for Na Fianna and multiply it by 90, because this would result in an unreasonably large aggregate value of around €4.5 billion.

There are some factors that almost certainly helped Na Fianna to raise its social value to such a high level. These include but are not limited to: its large size and broad mix of activities; its central location in a relatively middle class neighbourhood; its campus-like nature incorporating Gaelscoileanna⁷³ and culturally aligned enterprises; and the presence of a clubhouse that plays the role of a community hub. There are other clubs within Dublin that share some or all of these elements. Reasonable comparisons could therefore be drawn about clubs that are similar in size and nature as Na Fianna, such as Clontarf.

Rough and ready calculations could potentially be made for clubs on the other end of the spectrum in terms of their size, nature, facilities and range of sports, with estimates of social value being revised downwards. Such a club (for instance, Bank of Ireland GAA) might only have a small membership, field a mere one or two adult Gaelic football teams, have no facilities of its own and often not even be designated to a particular neighbourhood. Whilst such clubs undoubtedly still generate value, it would be far less (a ballpark figure of around €500,000 of net present value could reasonably be estimated).

⁷³ The Irish-medium schools

A midpoint could then be established between these clubs to give an average net present value. Multiplying this by 91 results in a total in the region of €2 billion to €2.5 billion, but the degree of error is simply too large in order for this to be considered a meaningful figure.

Alternatively, in a slightly more nuanced approach, clubs could be clustered according to a few key metrics such as number of teams, type of facilities and the socio-economic status of the catchment areas in which they are based, with 'back-of-the-envelope' valuations undertaken for a typical club in such a cluster multiplied by the number of clubs in that cluster. Such an average classification – where the total amount of social value generated reduces as one moves down the list – might look as follows:

- Middle class club with c. 100 teams and a clubhouse (for example, St Sylvesters)
- Working class club with c. 50 teams and a clubhouse (for example, St Peregrines)
- Urban or rural club with c. 30 teams and dressing rooms only (for example, Stars of Erin)
- Club in a relatively disadvantaged area with c. 10 teams and few facilities (for example, St Kevin's Killians)
- Adult only clubs with c. 2 teams and not generally designated to an area (for example, Civil Service Hurling).

Added together, these achieve a still very substantial total social value of well over €1 billion; it should of course be remembered that this is very much an estimated figure.

Finally, and perhaps most reasonably, if it is felt that the social value generated in a club is largely dependent on the size of its membership, the total membership and total social value of Na Fianna could act as a baseline for calculations for all Dublin clubs. In this way, it would be suggested that for each member that a club has, some €16,617 of social value is created. Dublin GAA County Board figures show that there are over 60,000 members within its clubs. Multiplying these figures still results in a overall value of almost €1 billion, but again, considerable caution must be exercised, as the margin of error is almost certainly large.

Even if the exact degree to which social value is being generated in Dublin's GAA clubs cannot be ascertained through these means, **there can be no doubt that these clubs have considerable worth in terms of enhancing health, facilitating social cohesion, boosting the local economy and preserving Irish culture.**

11 Recommendations

In terms of delivering substantial social value to stakeholders, it is evident that Na Fianna already has a recipe for success. Nonetheless, the evaluation process highlighted some areas that the club may wish to address in the months and years ahead ⁷⁴.

Considerable efforts were expended by different individuals and organisations during the course of the research. In order to optimise on that goodwill and prove its commitment to openness, the club is urged to **publicise the study results widely**, by way of a short, user-friendly insights document with a link to the full report and value map for those who wish to read more. Na Fianna should obviously disseminate the results to its internal stakeholders and immediate external stakeholders, but also to the NTA, TII, politicians, governing bodies, etc.

The research that was done is relatively innovative in Ireland and is likely to spark interest. In order to build wider social good, the club, together with the Dublin GAA County Board, should be prepared for this to happen and **be willing to share its experience of undertaking a social value study** with parties such as the GAA centrally, other GAA clubs and even other sports clubs.

By far the largest amount of social value generated by the club is in terms of health. The club should **stress even more the physical and mental health benefits of playing Gaelic games** than it already does. Improved health is closely followed by, and allied to, the formation of deep friendships, the engendering of a sense of belonging and the satisfaction associated with volunteering. These all help to improve wellbeing and strengthen social capital.

The absolute dependence of the club on its hardworking volunteers became clear during the course of the research. Na Fianna is encouraged to find even more (non-financial) ways to **recognise the value of every volunteer who gives time to the club**.

Whilst it was difficult to place a value on it, it was clear that the preservation of Irish culture, including Gaeilge, is important to many people who have a connection with the club. It is therefore recommended that Na Fianna continues to **find new ways of promoting the Irish language in the club**.

There appears to be scope to **optimise to a greater extent on commercial sponsorship opportunities**. If a more strategic approach to sponsorship is adopted by the club, and if the benefits of sponsorship of Na Fianna can be more clearly articulated to potential (and current) sponsors, it may be possible to increase this as a revenue stream, both at overall club and individual team level.

⁷⁴ A form has been developed for this purpose, which can be found in appendix 11

As per the *Club Constitution*, the club accounts are already certified. Having reached the size that it has, and in a climate where accountability and transparency are increasingly being demanded, especially from not-for-profit organisations, the club should now **consider if in addition to having certified accounts, the additional work and costs associated with having its accounts audited would be in the best interests of the club**. In particular, consideration should be given to including in the financial accounts all monies raised in the club's name, including those raised by individual teams.

Friendships forged at the club are fundamental to its overall worth. But questions remain over how best to value such friendships. Na Fianna should **reflect on any future research that places an economic value on friendships** and what that might mean for the club.

The club exists in a local environment upon which it exerts an influence and vice versa. Na Fianna is urged to **continue ongoing efforts to build positive community relations**, with a particular focus on the club's nearest neighbours.

It could be argued that by doing even more than it already does, the club could generate even more social value. However, this is not necessarily the case. The large size of the club was often mentioned during the research as a cause for concern, illustrated most obviously in Na Fianna's ongoing quest for pitches on which to train and play matches. It is therefore suggested that Na Fianna takes steps to **consolidate the club's resources and activities before considering further growth**.

The consultant congratulates Na Fianna on its extensive achievements to date and wishes it every success into the future.

Technical annex

Appendix 1: stakeholder mapping

Stakeholders	Types of changes expected	Include?	Reason
Non-playing members ⁷⁵	<ul style="list-style-type: none"> • Enjoyment • Heightened wellbeing • Friendships • Sense of belonging • Sense of identity 	Yes	These are primary stakeholders.
Players at all levels	<ul style="list-style-type: none"> • Enjoyment • Increase proficiency and progress as players • Improved fitness and physical health • Improved mental health • Increased confidence • Sense of belonging • Sense of identity • Increased understanding of teamwork • Greater understanding of the GAA ethos of a lifelong journey • Negative effects from excessive time spent training/playing 	Yes	These are primary stakeholders. Whilst it was anticipated at the start that the changes experienced might be materially different for players depending on their age, gender, sport, level, etc, this was not found to be the case during the consultation period.
Volunteers	<ul style="list-style-type: none"> • Share skills • Gain new skills • Enjoyment • Value giving back to community • Sense of belonging • Sense of identity • Greater understanding of the GAA ethos of a lifelong journey • Keeping fit • Frustration 	Yes	Volunteers are primary stakeholders. Whilst it was anticipated at the start that the changes experienced might be materially different for volunteers with different roles, this was not found to be the case during the consultation period.
Parents of young players	<ul style="list-style-type: none"> • Enjoyment of watching their children play alongside others • Security of knowing their children are in a safe, wholesome place • Sense of belonging • Sense of community involvement 	Yes	These are primary stakeholders.

⁷⁵ People classified as such may not necessarily use this term to describe themselves, instead preferring terms such as family member

On-site enterprises	<ul style="list-style-type: none"> • Income • Create local employment 	Yes	Due to their cultural alignment, it is expected that the site location is a key factor in the success of these businesses.
Venue renters	<ul style="list-style-type: none"> • Have a good venue for meetings and events 	Yes	The clubhouse is an important part of Na Fianna. Initially separated out, for-profit, not-for-profit and individual renters were then amalgamated because the benefits they accrue appear to be similar.
People using bar	<ul style="list-style-type: none"> • Enjoyment • Social connection • Negative effects of alcohol 	Yes	The bar in the clubhouse is an important part of Na Fianna. It was understood from the outset that these people would likely overlap with the other categories and that steps would have to be taken to manage this during the stakeholder engagement strategy.
Local schools ⁷⁶	<ul style="list-style-type: none"> • Benefit from being able to use the site for PE classes, training and matches • Benefit from free coaching • Way to comply with public policy on health and wellbeing • Its Transition Year students and Gaisce Award participants benefit from having a local outlet to develop life skills 	Yes	These are key stakeholders. Outcomes for school students, as opposed to the schools themselves, were subsequently separated out and added to players (above). Outcomes for those students undertaking community work were subsequently separated out and added to volunteers (above). It was believed that it might be necessary to split the two adjoining schools from the others due to their very close relationship with the club, but this was not found to be necessary.
Club sponsors	<ul style="list-style-type: none"> • Positive publicity has potential to aid their businesses • Negative publicity has potential to harm their businesses 	Yes	They provide a direct and indirect input into the club and their views should be ascertained.

⁷⁶ Corpus Christi Girls National School, Drumcondra National School, Glasnevin National School, Glasnevin Educate Together National School, North Dublin National School Project, Scoil Mobhí, St Brigid's Girls National School, St Columba's National School, St Patrick's Boys National School (junior school and senior school) and St Vincent's Primary School avail of coaching by the club's GPO

Individual members of the local Glasnevin/ Drumcondra/ Phibsboro community ⁷⁷	<ul style="list-style-type: none"> • Appreciate club site for its amenity value • Engage in free/paid activities • Are annoyed by club's activities • Feel excluded from what they might perceive as a clique 	Yes	Na Fianna states that it is the heart of the community. Although engaging with this group was known not be easy, it was considered worthwhile making some attempts to do so.
Supporters	<ul style="list-style-type: none"> • Feel-good factor from supporting club 	Yes	Provide financial and moral support to club.
Owners of lands used by Na Fianna	<ul style="list-style-type: none"> • Fulfils obligations to make lands available for the public benefit (DCC) • Community-spiritedness • Rental income • Disturbance 	Yes	Plays a crucial role in enabling the club to function.
The three governing bodies	<ul style="list-style-type: none"> • Croke Park gets benefit of club volunteers for its activities • Makes use of grounds for own events • See national initiatives being rolled out at club level • The club offers a pipeline of players, coaches and administrators 	Yes	These are key stakeholders.
DCU	<ul style="list-style-type: none"> • Able to use the site for intercounty college games • Partnering with club on various initiatives including research, alumni development, etc 	Yes	Described by the club as an important community partner.
Politicians	<ul style="list-style-type: none"> • Gain votes 	No	Whilst many local and national politicians appear to be supportive of the club and may enjoy the access to voters they receive if they have an occasional presence at the club, this is not considered material. Those who are club members/ registered parents will gain benefits in an alternative capacity.

⁷⁷ A population of c. 27,000

Paid staff in club	<ul style="list-style-type: none"> • Income • Job satisfaction or dissatisfaction 	No	They are paid for their jobs and would likely be accruing similar (dis)benefits if employed elsewhere and so not considered material. Those who are club members will gain benefits in an alternative capacity.
O'Neills	<ul style="list-style-type: none"> • Profit from shop selling Na Fianna merchandise 	No	Wholly commercial enterprise. If any benefits accrue as a sponsor, it will gain those in that capacity.
Other communities around Dublin	<ul style="list-style-type: none"> • Receive club volunteers for events such as major concerts 	No	The impact of this is too distant and is therefore not considered material.
Visitors from outside local community	<ul style="list-style-type: none"> • Gain a better understanding of Gaelic games • Enjoyment of club atmosphere 	No	Impossible to engage these stakeholders. Particularly difficult to separate any value generated by the club from that generated by the on-site Experience Gaelic Games enterprise.
Fingal County Council	<ul style="list-style-type: none"> • Potential threat if DAA land leased by Na Fianna gets rezoned 	No	Did not exert a direct influence on the club during the year under study.
TII and NTA	<ul style="list-style-type: none"> • Threaten future viability of club with MetroLink proposals 	No	Whilst the threats are real and came to light during the period under evaluation, they in themselves did not affect the social value of the club and including these agencies as stakeholders would give a false impression.
Family members of players	<ul style="list-style-type: none"> • Gain ancillary positive benefits • Suffer ancillary negative consequences 	No	This stakeholder category, which excludes parents of children who play, was not originally considered. However, some survey respondents described themselves as such (for example, women whose husbands might be very involved in the club). However, their views simply echoed an appreciation of the community-based nature of the club and did not point to any significant additional value being created for themselves (nor were any material negatives experienced).

Former members in Ireland and overseas	<ul style="list-style-type: none"> • Continue to feel warmly towards, and speak highly of, club • Get involved in other GAA activities elsewhere as a result of their experience with club 	No	Too far removed for any outcomes to be considered material.
The natural environment	<ul style="list-style-type: none"> • A green lung in a city environment 	No	Whilst the site does offer some level of biodiversity, the buildings, roads/carpark, all-weather pitches and monoculture main pitch mean that the benefits of this should not be overstated.

Appendix 2: stakeholder engagement strategy

Phase 1 (qualitative research)

Stakeholders	Means of engagement	Numbers invited	Numbers involved ⁷⁸
Non-playing members	Focus groups	7	7
Adult players		7	7
Juvenile players		8	8
Parents of juvenile players		6	6
Volunteers		7	7
On-site enterprises	One-to-one ⁷⁹ telephone ⁸⁰ interviews	7	3
Owners of lands used by Na Fianna ⁸¹		5	2
Governing bodies		4	4 ⁸²
DCU		2	0
Local schools that avail of coaching		10	7
Club sponsors ⁸³		2	1
Venue renters	Did not engage with these groups during phase 1 as it was believed that they would be largely captured via the other consultation methods and they would be provided with a full opportunity to engage during phase 2	-	-
People using bar		-	-
Individual members of the local community ⁸⁴		-	-
Supporters		-	-
		TOTAL =	51 ⁸⁵

⁷⁸ There was only one active refusal to participate, the remainder were passive refusals

⁷⁹ In one instance, two representatives from one school participated in a telephone interview

⁸⁰ All by telephone, except for one face-to-face interview

⁸¹ It was not considered appropriate by the club to contact all owners due to ongoing negotiations

⁸² All at county level, with the exception of the GAA where an additional interview took place at national level

⁸³ It was not considered appropriate by the club to contact all sponsors due to ongoing negotiations

⁸⁴ Glasnevin/Drumcondra/Phibsboro

⁸⁵ Although the total is 52, one person attended both a focus group and took part in an interview (this was not apparent to the consultant until afterwards) so has not been double-counted

Making sure that those who are consulted as part of any stakeholder engagement process are representative of the entire stakeholder group or stakeholder cohort is always challenging.

Even if every single stakeholder who can practicably be invited is indeed invited, research ethics dictate that only those who actively choose to be involved should be questioned and then only up to the point that they feel comfortable doing so. Such self-selection means that the views of some will never be heard; this was true in phase 1 for DCU, some of the on-site enterprises, some of the owners of lands used by Na Fianna, some of the local schools that avail of coaching and one club sponsor.

Where numbers within a group are too large to speak with every individual, a more selective approach must be adopted. Each of the five members of the working group, who all have a very deep and nuanced understanding of the club and its members, was charged with pulling together a number of people willing and available to participate in one of the focus groups (which were held in the evenings, to ensure they did not interfere with the normal work/school day). Working group members understood that these individuals would have to be as representative of the broader population (of non-playing members/adult players/juvenile players/parents of juvenile players/volunteers) as could be achieved. The consultant was therefore pleased to find that focus group participants were indeed heterogeneous, varying in terms of gender, age, background, length of experience with the club, sports played, and so on.

Whilst satisfied that both the one-to-one interviews and the focus groups were sufficiently representative for the purposes of phase 1 of this study, the consultant nonetheless sought the views of all stakeholders during phase 2. In so doing, there was sufficient scope to hear alternative and additional points of view and reflect these in the resulting account.

Phase 2 (quantitative research)

An online survey was developed using the SurveyMonkey platform. Given budgetary and time constraints, the depth of the initial consultation phase and Dublin's very high level of internet penetration⁸⁶, it was deemed acceptable to only use an online survey during this second phase⁸⁷. To maximise the response rate, the survey was incentivised by way of entry into a prize draw for a €100 One4all voucher⁸⁸. It was distributed very widely using all avenues available to the working group and the consultant:

⁸⁶ See, for example, Central Statistics Office (CSO), 2018, *Information Society Statistics – Households* <https://www.cso.ie/en/releasesandpublications/er/isshh/information societystatistics-households2018> and this November 2018 article *97% of Irish population have access to smartphone, survey finds* https://www.rte.ie/news/2018/1120/1012041-smartphone_survey

⁸⁷ Working group members committed to helping those who were unfamiliar with SurveyMonkey to fill in the survey

⁸⁸ Won by juvenile member Sarah O'Hora (see page 7 of <http://www.clgnafianna.com/wp-content/uploads/2019/03/Na-Fianna-Nuacht-170319.pdf>)

- Emails to phase 1 participants
- Emails to others on Na Fianna databases
- Email requests to organisations ⁸⁹ to hang up posters publicising survey
- Posters publicising survey in club
- Mentions in two editions of *Nuacht*
- Mention in one edition of *Club Notes*
- Na Fianna Facebook
- Na Fianna Twitter
- Whitebarn Consulting blog post ⁹⁰
- Whitebarn Consulting LinkedIn
- Whitebarn Consulting Twitter ⁹¹
- Word of mouth.

667 people commenced the survey and 511 completed it in full, resulting in a very satisfactory completion rate of 77% ⁹².

⁸⁹ Drumcondra Library, Glasnevin Parish, Iona Parish, Phibsboro Library and The National Botanic Gardens of Ireland

⁹⁰ <http://www.whitebarn.info/s/na-fianna>

⁹¹ Including specific call-outs to members of the local community and local and community media

⁹² This is significantly higher than the completion rate of 54% initially predicted by SurveyMonkey

Appendix 3: focus group skeleton

[Focus groups were organised by the working group and facilitated/recorded by the consultant]

Room set-up

Registration

Welcome

Introduction to consultant

Introduction to session, including ground rules

Answering questions/addressing concerns

How, and how often, were you involved in the club as a:

- Non-playing member
- Player
- Volunteer (mentor/coach/referee/administrators/other)
- Parent
- Other?

What effect did being involved in the club have on you? What changes did you experience?
(Follow-up with questions about what happened next)

Was it just you who experienced an effect or did anyone else get impacted too? How?

Were all the changes positive or were there any negative changes too?

Were you surprised by any of these changes? Were they unexpected?

Wouldn't these changes have happened anyway if you hadn't been involved with the club?

Didn't anyone else contribute to the changes you described? By how much would you say?

Couldn't you have gained these benefits elsewhere?

How would you value the outcomes? What would they be equivalent to?

Is there anything else you wish to say?

Explain next steps:

- Survey – please complete and ask others too
- Final draft – do you wish to receive a copy?

Thank you

Appendix 4: interview skeleton

[Initial email contact was made by the consultant, followed up by the scheduling of a telephone call or face-to-face meeting with willing stakeholders for a brief structured interview – extensive notes were taken]

Recap on consultant and project

Assurance of confidentiality

Answering questions/addressing concerns

Confirm nature of involvement with/relationship to club (including inputs and outputs):

- On-site enterprise
- School availing of coaching provided by club
- Sponsor
- Provider of pitches
- Governing body
- DCU
- Other?

What effect has the club had on you? What changes did you experience?

(Follow-up with questions about what happened next)

Was it just you who experienced an effect or did anyone else get impacted too? How?

Were all the changes positive or were there any negative changes too?

Were you surprised by any of these changes? Were they unexpected?

Wouldn't these changes have happened anyway if you hadn't been involved with the club?

Didn't anyone else contribute to the changes you described? By how much would you say?

Couldn't you have gained these benefits elsewhere?

How would you value the outcomes? What would they be equivalent to?

Is there anything else you wish to say?

Explain next steps:

- Survey – please complete and ask others too
- Final draft – do you wish to receive a copy?

Thank you

Appendix 5: survey instrument



CLG Na Fianna Social Value Study Survey

Welcome

The Dublin GAA County Board and Na Fianna have commissioned me to undertake an independent study of the social value of the club.

We need to find out what role Na Fianna plays in your life.

We want to hear from everyone: juvenile players, adult players, local residents, local schools, on-site enterprises, supporters, sponsors, club volunteers, parents of children who attend the nursery, organisations that rent out rooms in the clubhouse, and anyone else who has something to say about the club – good, bad or indifferent.

We would be delighted if you would fill in this survey and encourage those around you to do the same (only one survey to be filled in per person). It will take you about 10 minutes.

As a thank you for your time, all completed surveys will be entered into a draw to win a €100 One4all gift card.

You don't have to give your name if you don't want to. Your responses will in any case be kept anonymous. All information collected will only be used for the research and will not be shared. It will be destroyed after the project is completed.

The closing date for the survey is 5 January 2019.

*Sandra Velthuis
Whitebarn Consulting
Accredited Social Return On Investment Practitioner (Social Value International)*

ON BEHALF OF THE NA FIANNA SOCIAL VALUE STUDY WORKING GROUP

*** 1. Would you like to take part?**

Yes please

No thanks



CLG Na Fianna Social Value Study Survey

Players

*** 2. In the period July 2017 - June 2018, did you play Gaelic games?**

- Yes, I played for Na Fianna on an adult team
- Yes, I played for Na Fianna on a juvenile team
- Yes, I went to a sports camp at Na Fianna during the school holidays
- Yes, I played at a school where Mark from Na Fianna coached
- Yes, I played for another GAA club
- No

*** 3. In that same period, did you play any non-Gaelic sports?**

- Yes
- No

4. If yes, what sports did you play?



CLG Na Fianna Social Value Study Survey

Players continued

*** 5. In the period July 2017 - June 2018, which Gaelic games did you play?**

- Camogie
- Gaelic Football
- Handball
- Hurling
- Ladies Football
- Rounders

*** 6. In that same period, how many hours did you spend playing Gaelic games in an average week? (add up training sessions and matches)**

*** 7. In that same period, did you suffer any injuries during play that affected your ability to train and/or play afterwards?**

- Yes
- No

8. If yes, how many weeks in total were you unable to train and/or play for that year?

*** 9. A similar study for Munster GAA some years back found that players placed a financial value of around €5 per hour's coaching that they received at their GAA club. If you had to make an equivalent valuation, what would you say?**

- I think it should be lower than €5 per hour
- I think €5 per hour sounds about right
- I think it should be higher than €5 per hour

10. If you feel it should be lower or higher, what value would you place on one hour of coaching?

*** 11. "I have learned sporting and life skills at Na Fianna that I would not otherwise have gained"**

- Agree
 Neither agree nor disagree
 Disagree

*** 12. "My physical and mental health have improved in a way that they would not if I had not been involved with the club"**

- Agree
 Neither agree nor disagree
 Disagree

*** 13. "I have formed friendships at Na Fianna that I would not otherwise have made"**

- Agree
 Neither agree nor disagree
 Disagree

*** 14. Please put the following in order of which is most important to you in terms of playing:**

<input type="checkbox"/>	<input type="text"/>	Learning sporting and life skills
<input type="checkbox"/>	<input type="text"/>	Achieving good physical and mental health
<input type="checkbox"/>	<input type="text"/>	Making friends



CLG Na Fianna Social Value Study Survey

Parents

- * 15. During the period July 2017 - June 2018, did you have one or more of children who
- received coaching from Na Fianna's Games Promotion Officer Mark in their primary school and/or
 - went to a sports camp at Na Fianna and/or
 - attended the nursery at Na Fianna and/or
 - played in a juvenile team at Na Fianna?
- Yes
- No



CLG Na Fianna Social Value Study Survey

Parents continued

*** 16. A similar study for Munster GAA some years back found that parents placed a financial value of around €6 per hour's coaching that their child received from a GAA club. If you had to make an equivalent valuation, what would you say?**

- I think it should be lower than €6 per hour
- I think €6 per hour sounds about right
- I think it should be higher than €6 per hour

17. If you feel it should be lower or higher, what value would you place on one hour of coaching?

*** 18. "Playing Gaelic games provides my children with valuable health and social benefits"**

- Agree
- Neither agree nor disagree
- Disagree

*** 19. "I have formed friendships at Na Fianna that I would not otherwise have made"**

- Agree
- Neither agree nor disagree
- Disagree

*** 20. Which is most important to you in terms of your child playing GAA?**

- The health and social benefits that they receive
- The social benefits I receive myself as a parent
- They are both equally important to me



CLG Na Fianna Social Value Study Survey

Non-playing members and bar users

* 21. Are you a non-playing club member?

- Yes
 No

* 22. During the period July 2017 - June 2018, did you ever visit the bar in the Na Fianna clubhouse?

- Yes
 No

23. If yes, how often did you go to the bar?

- Every week
 Every month
 Less frequently

* 24. "I have formed friendships at Na Fianna that I would not otherwise have made"

- Agree
 Neither agree nor disagree
 Disagree



CLG Na Fianna Social Value Study Survey

Volunteers

* 25. During the period July 2017 - June 2018, did you volunteer any of your time to the club, by:

- Mentoring
- Coaching
- Refereeing
- Sitting on committees or working groups
- Fundraising for the club
- Undertaking maintenance
- Or helping out in any other way whatsoever?

Yes

No



CLG Na Fianna Social Value Study Survey

Volunteers continued

* 26. In the period July 2017 - June 2018, how many hours did you give voluntarily to the club in an average week?

* 27. Volunteering usually offers both benefits and frustrations for the individual doing it. Thinking back over the same period, what would you say the balance between the positives and negatives were for you?

Entirely negative Entirely positive



CLG Na Fianna Social Value Study Survey

Venue renters

* 28. During the period July 2017 - June 2018, did you rent the hall, bar, function room or some other space in Na Fianna for one or more events?

- Yes
- No



CLG Na Fianna Social Value Study Survey

Venue renters continued

* 29. During the period July 2017 - June 2018, on how many occasions did you rent space?
(estimate if unsure)

30. Why did you choose Na Fianna over another venue?

* 31. "The service I received from Na Fianna enabled me to hold one or more successful events"

- Agree
- Neither agree nor disagree
- Disagree



CLG Na Fianna Social Value Study Survey

On-site enterprises

* 32. Is your business based at Na Fianna?

Yes

No

33. If yes, are you able to provide an estimate of profit generated by your business in the period July 2017 - June 2018 that was as a direct result of you being based at Na Fianna (as opposed to anywhere else)?



CLG Na Fianna Social Value Study Survey

Sponsors

*** 34. Did your business provide any financial or in-kind sponsorship to Na Fianna in the period July 2017 - June 2018?**

Yes

No

35. If yes, are you able to provide an estimate of profit generated for your business that directly resulted from you providing sponsorship to Na Fianna?



CLG Na Fianna Social Value Study Survey

Schools and colleges

* 36. In the period July 2017 - June 2018, did you work in a school or college that had links with Na Fianna?

Yes

No



CLG Na Fianna Social Value Study Survey

Schools and colleges continued

* 37. In the period July 2017 - June 2018, did your school avail of coaching provided by Na Fianna's Games Development Officer Mark?

- Yes
 No

* 38. In the same period, did Na Fianna use your grounds/buildings for training, games, etc?

- Yes
 No

39. If your school or college had some other link with Na Fianna, please describe it here:

40. Overall, how satisfied are you with your relationship with Na Fianna?

Entirely dissatisfied Entirely satisfied



CLG Na Fianna Social Value Study Survey

Supporters

* 41. Would you describe yourself as a Na Fianna supporter?

Yes

No



CLG Na Fianna Social Value Study Survey

Supporters continued

*** 42. In the period July 2017 - June 2018, do you recall giving any money towards club fundraising efforts?**

- Yes
- No

*** 43. In the same period, did you own any club colours?**

- Yes
- No

44. If yes, how often would you have worn your club colours?

- Every week
- Every month
- Less frequently

*** 45. In the same period, how often would you have supported Na Fianna matches and other Na Fianna events?**

- Every week
- Every month
- Less frequently

*** 46. "I feel a sense of belonging to Na Fianna"**

- Agree
- Neither agree nor disagree
- Disagree



CLG Na Fianna Social Value Study Survey

Members of the local community

* 47. In the period July 2017 - June 2018 did you live in the vicinity of Na Fianna (Glasnevin/Drumcondra/Phibsboro)?

- Yes
 No

* 48. If yes, are you any of the following:

- Club member
- Registered parent
- Na Fianna volunteer
- Employee at a business or school based at the Mobhi Road campus?

- Yes
 No



CLG Na Fianna Social Value Study Survey

Members of the local community continued

* 49. How often would you go into the Na Fianna grounds?

- Most weeks
- Occasionally
- Never

* 50. Do you feel that Na Fianna is welcoming to people who are not club members?

- Yes
- No
- Don't know

51. Please explain why you feel this way

* 52. Do you feel that there are any advantages for you associated with living close to the club?

- Yes
- No

53. If so, what are these benefits?

* 54. Do you feel that there are any disadvantages for you associated with living close to the club?

- Yes
- No

55. If so, what concerns do you have?

56. Thinking back over the period July 2017 - June 2018, what would you say the balance was for you between the positives and negatives of living close to Na Fianna?

Entirely negative Entirely positive



CLG Na Fianna Social Value Study Survey

And finally

57. If your particular association with the club has not been covered in this survey already, please describe what it is here:

*** 58. How important is the preservation of Irish culture (sports, language, arts, etc) to you personally?**

- Very important
- Somewhat important
- Not so important
- Not at all important

59. If there anything else you wish to say either about the previous questions asked or about something that has not yet been mentioned, please do so here:

60. If you would like to be entered into the draw for a €100 One4All gift card, please provide your name and a contact number (if you are under 18, please provide your name, a parent's name and a parent's contact number):

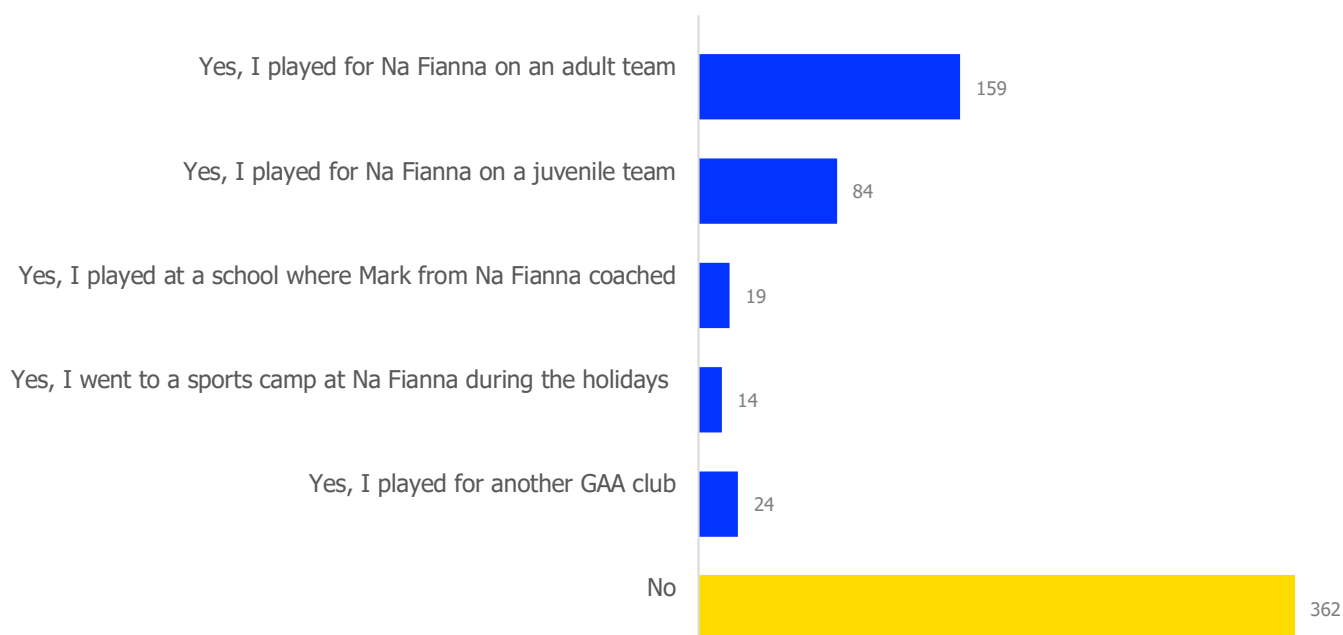
61. If you would like to see and comment on a copy of my draft social value report, please provide an email address:

Appendix 6: survey results

Preamble

The survey was self-selecting and cannot be said to be wholly representative of the entire stakeholder group. Nonetheless, the response rate was high and broad: cautious inferences can be made as a result. It was not appropriate to analyse all questions⁹³. The responses to questions that provided for an open response or whose answers were not very meaningful⁹⁴ have been incorporated into the report as necessary. Not every respondent answered every question: in the charts that follow, 'n' refers to the number of respondents per question. Where possible, percentages to the nearest whole number have been provided, but for questions where respondents were able to tick all answers that applied, whole values are given. The most notable results for each question are presented in yellow.

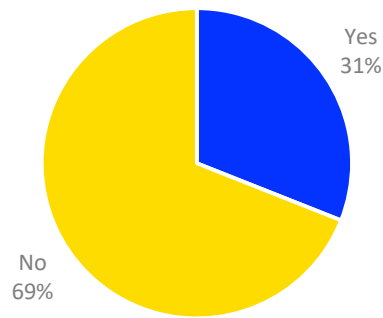
In the period July 2017 - June 2018, did you play Gaelic games? (n = 618)



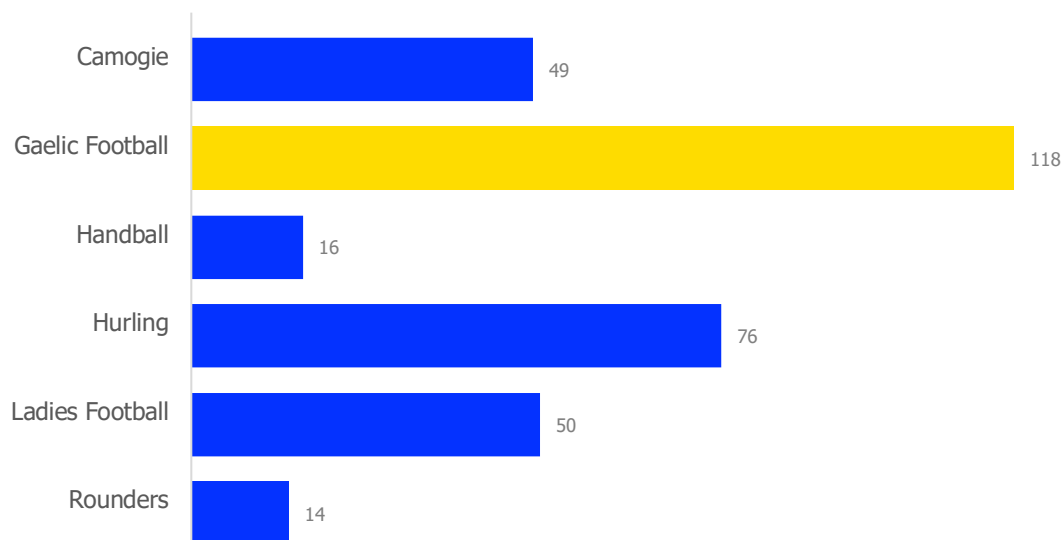
⁹³ Questions 1, 48, 57, 60 and 61 were dealt with but did not have to be analysed

⁹⁴ Questions 4, 30, 32, 33, 35, 39, 51, 53, 55, 57 and 59 were incorporated elsewhere

In that same period, did you play any non-Gaelic sports? (n = 618)



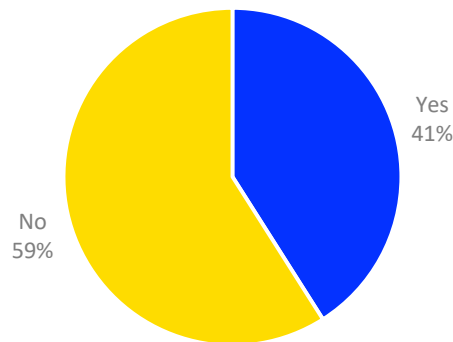
In the period July 2017 - June 2018, which Gaelic games did you play? (n = 209)



In that same period, how many hours did you spend playing Gaelic games in an average week? (add up training sessions and matches) (n = 209)

Range	0 – 56 hours per week
Mean	6 hours per week
Median	5 hours per week
Mode	5 hours per week
'Average'	5 – 6 hours per week

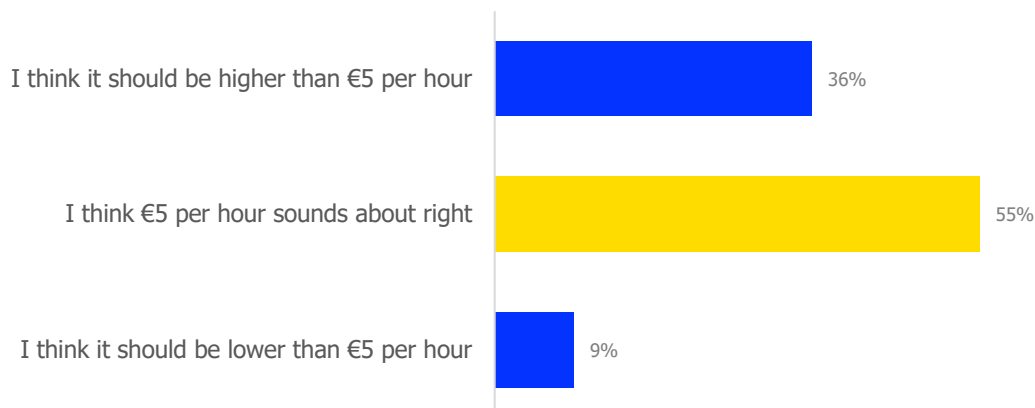
In that same period, did you suffer any injuries during play that affected your ability to train and/or play afterwards? (n = 209)



If yes, how many weeks in total were you unable to train and/or play for that year? (n = 100)

Range	1 – 52 weeks
Mean	9 weeks
Median	6 weeks
Mode	4 weeks
'Average'	6 weeks ⁹⁵

A similar study for Munster GAA some years back found that players placed a financial value of around €5 per hour's coaching that they received at their GAA club. If you had to make an equivalent valuation, what would you say? (n = 89)

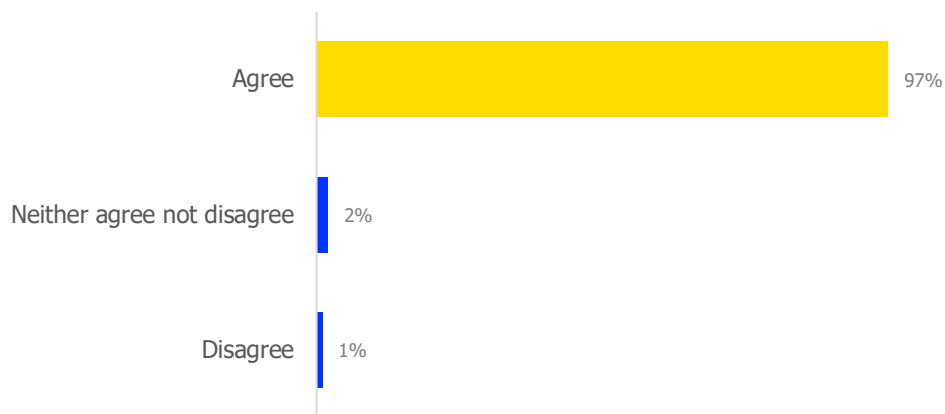


⁹⁵ The median seems to be the most meaningful in this instance

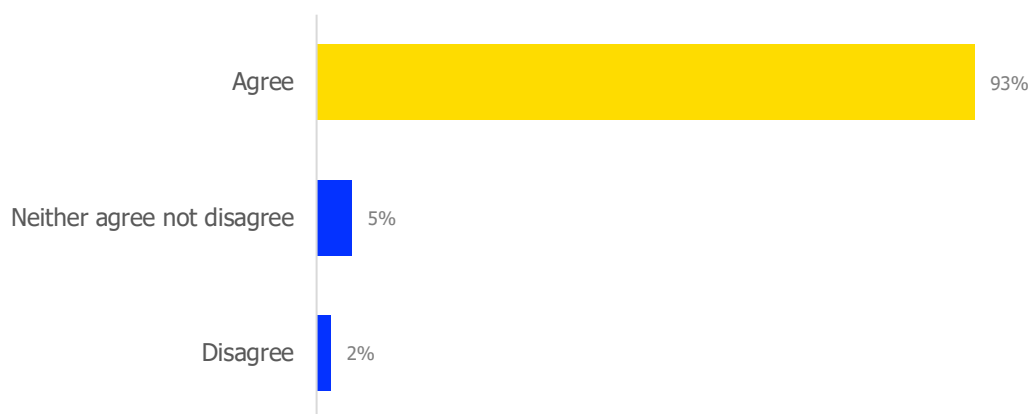
If you feel it should be lower or higher, what value would you place on one hour of coaching? (n = 89)

Range	€0 – €50
Mean	€10
Median	€10
Mode	€10
'Average'	€10

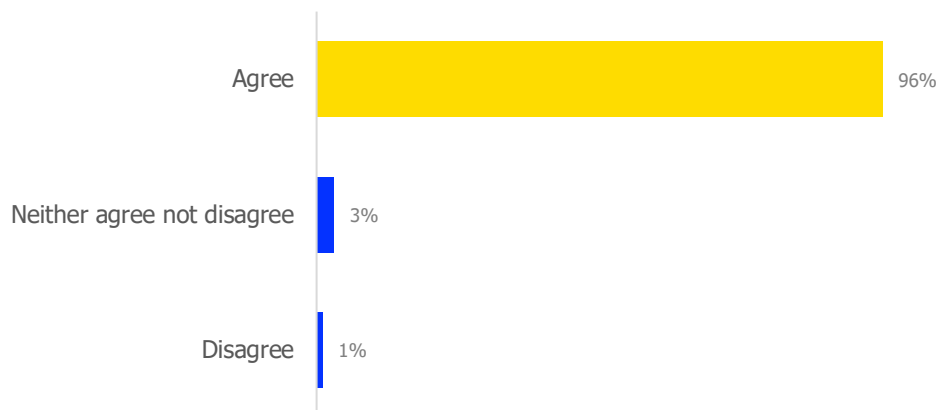
"I have learned sporting and life skills at Na Fianna that I would not otherwise have gained" (n = 209)



"My physical and mental health have improved in a way that they would not if I had not been involved with the club" (n = 209)



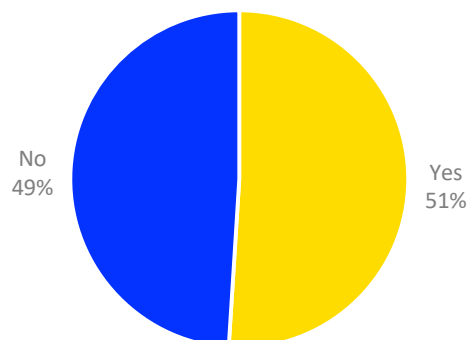
“I have formed friendships at Na Fianna that I would not otherwise have made”
(n = 209)



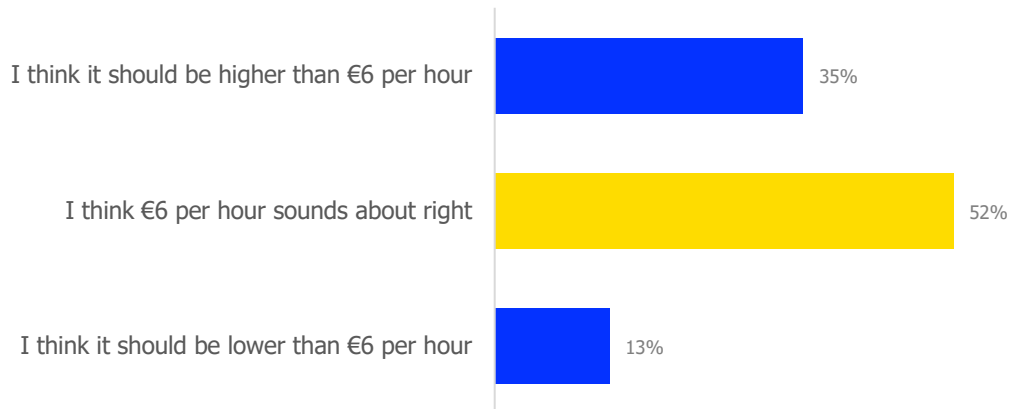
Please put the following in order of which is most important to you in terms of playing: (n = 209)

- Achieving good physical and mental health (score of 2.24)
- Making friends (score of 2.00)
- Learning sporting and life skills (score of 1.74)

During the period July 2017 - June 2018, did you have one or more of children who received coaching from Na Fianna’s Games Promotion Officer Mark in their primary school and/or went to a sports camp at Na Fianna and/or attended the nursery at Na Fianna and/or played in a juvenile team at Na Fianna? (n = 591)



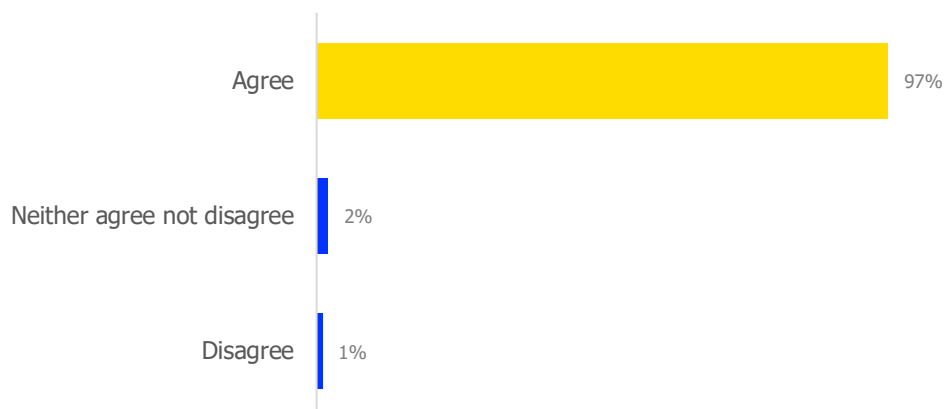
A similar study for Munster GAA some years back found that parents placed a financial value of around €6 per hour's coaching that their child received from a GAA club. If you had to make an equivalent valuation, what would you say?
(n= 287)



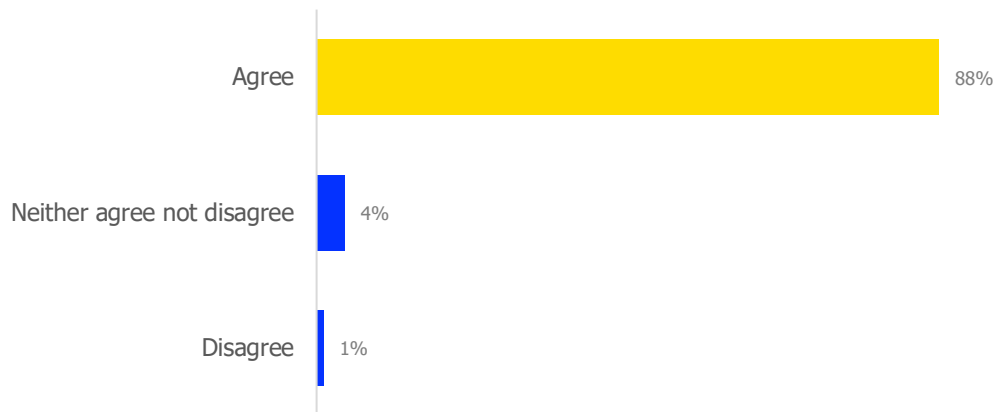
If you feel it should be lower or higher, what value would you place on one hour of coaching? (n = 127)

Range	€0 – €30
Mean	€9
Median	€10
Mode	€10
Average	€9 – €10

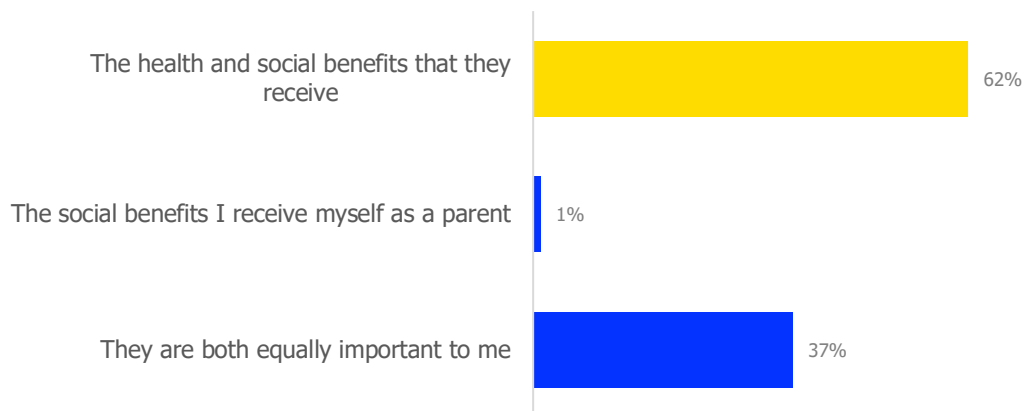
“Playing Gaelic games provides my children with valuable health and social benefits” (n = 287)



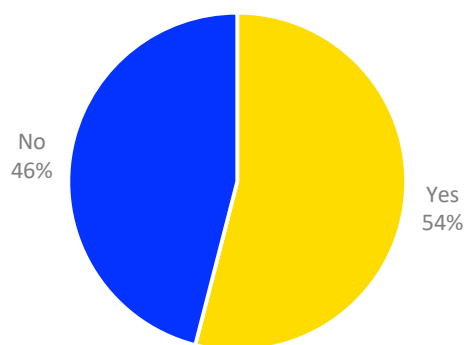
“I have formed friendships at Na Fianna that I would not otherwise have made”
(n = 287)



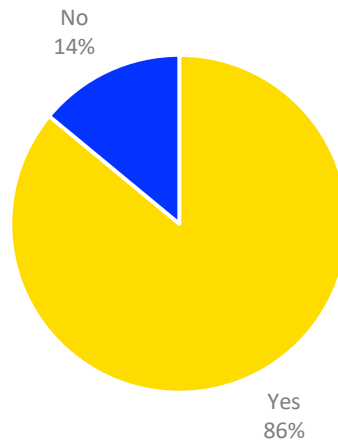
Which is most important to you in terms of your child playing GAA? (n = 287)



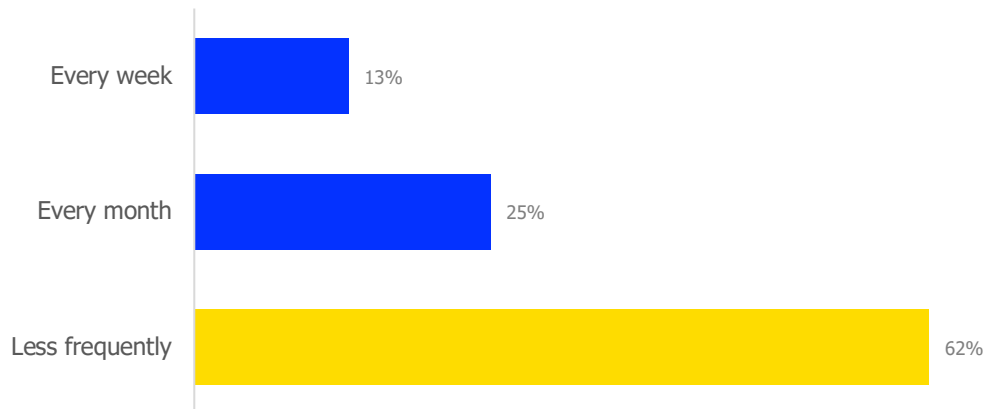
Are you a non-playing club member? (n = 570)



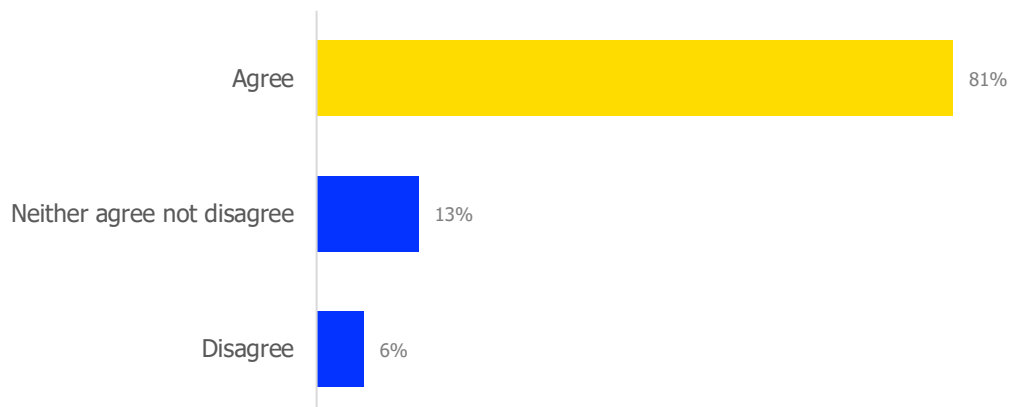
During the period July 2017 - June 2018, did you ever visit the bar in the Na Fianna clubhouse? (n = 570)



If yes, how often did you go to the bar? (n= 493)

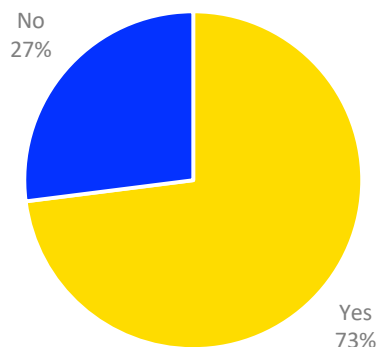


“I have formed friendships at Na Fianna that I would not otherwise have made” (n = 156) ⁹⁶



⁹⁶ A minor error in the survey meant that respondents who should not have been eligible to answer this question (because they were already asked it in another context) did so. These were subsequently excluded and the figures were corrected.

During the period July 2017 - June 2018, did you volunteer any of your time to the club, by mentoring, coaching, refereeing, sitting on committees or working groups, fundraising for the club, undertaking maintenance, or helping out in any other way whatsoever? (n = 413)



In the period July 2017 - June 2018, how many hours did you give voluntarily to the club in an average week? (n = 413)

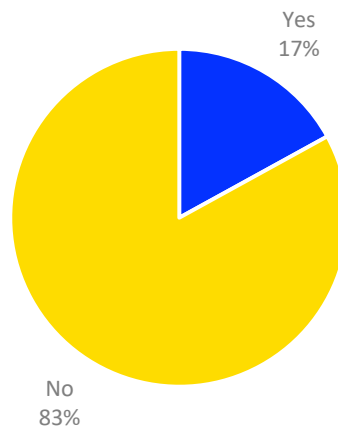
Range	1 – 70 hours per week
Mean	4.5 hours per week
Median	7 hours per week
Mode	1 hour per week
'Average'	4.5 hours per week ⁹⁷

Volunteering usually offers both benefits and frustrations for the individual doing it. Thinking back over the same period, what would you say the balance between the positives and negatives were for you? (n = 413)

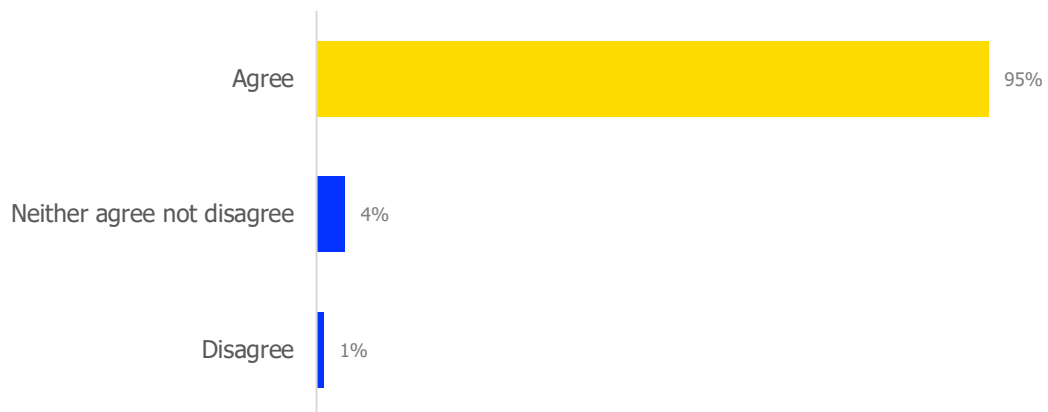
Average score = 76/100 (where 0 = entirely negative and 100 = wholly positive)

⁹⁷ With such a wide range, the mean seems the most useful average in this instance. It is potentially concerning that some volunteers are undertaking what could be deemed as excessive voluntary activity for the club each week (40 hours +).

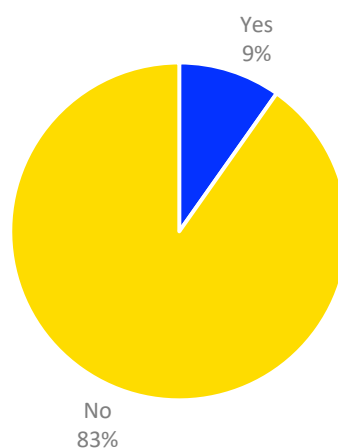
During the period July 2017 - June 2018, did you rent the hall, bar, function room or some other space in Na Fianna for one or more events? (n = 546)



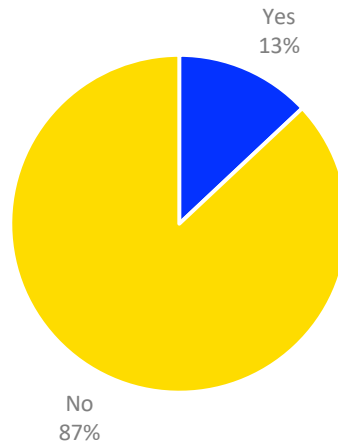
“The service I received from Na Fianna enabled me to hold one or more successful events” (n = 93)



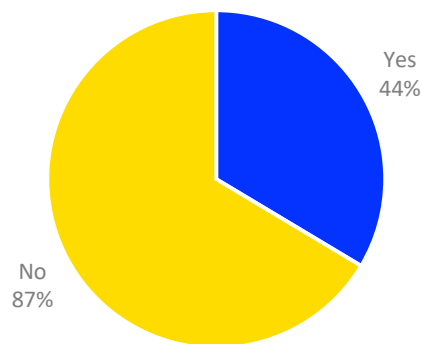
Did your business provide any financial or in-kind sponsorship to Na Fianna in the period July 2017 - June 2018? (n = 539)



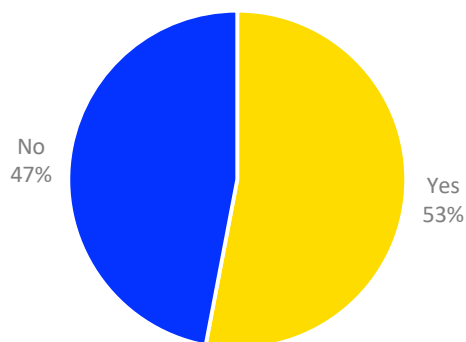
In the period July 2017 - June 2018, did you work in a school or college that had links with Na Fianna? (n = 537)



In the period July 2017 - June 2018, did your school avail of coaching provided by Na Fianna's Games Development Officer Mark? (n = 72)



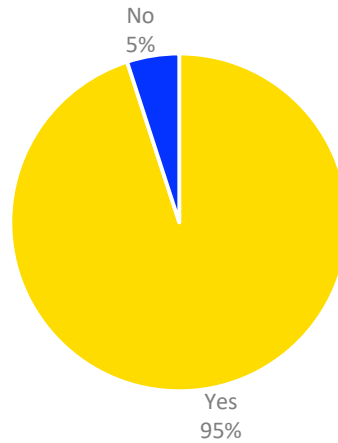
In the same period, did Na Fianna use your grounds/buildings for training, games, etc? (n = 72)



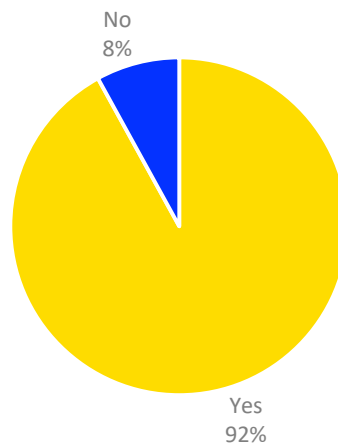
Overall, how satisfied are you with your relationship with Na Fianna? (n = 70)

Average score = 85/100 (where 0 = entirely negative and 100 = wholly positive)

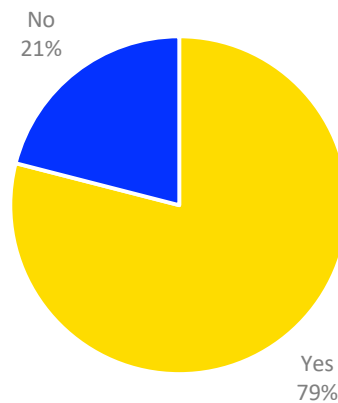
Would you describe yourself as a Na Fianna supporter? (n = 537)



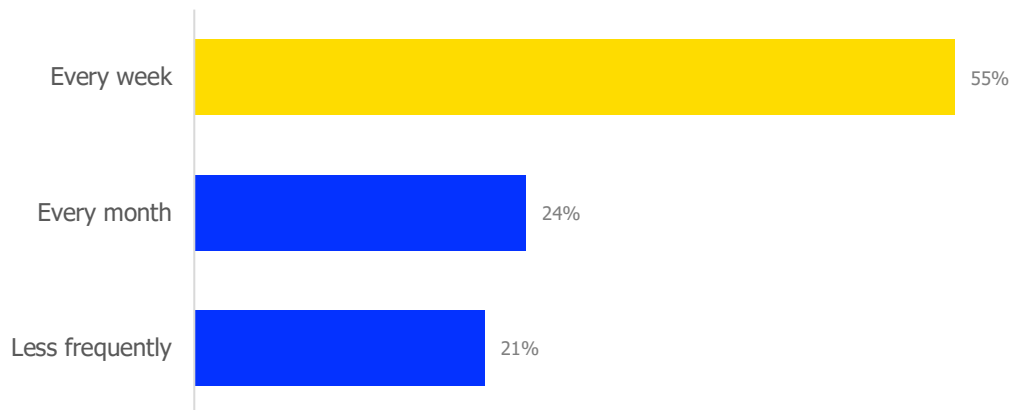
In the period July 2017 - June 2018, do you recall giving any money towards club fundraising efforts? (n = 511)



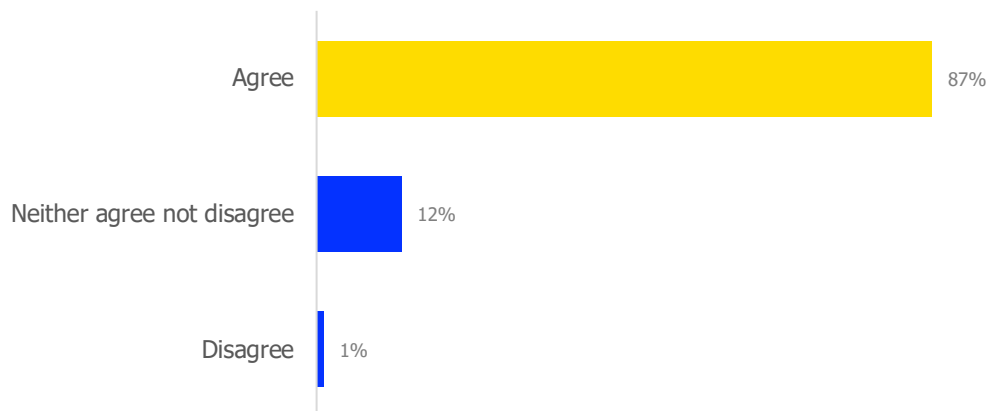
In the same period, did you own any club colours? (n = 511)



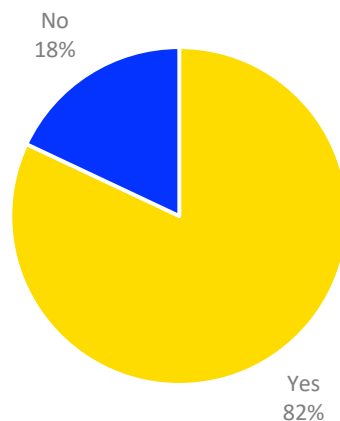
In the same period, how often would you have supported Na Fianna matches and other Na Fianna events? (n = 511)



"I feel a sense of belonging to Na Fianna" (n = 511)



In the period July 2017 - June 2018 did you live in the vicinity of Na Fianna (Glasnevin/Drumcondra/Phibsboro)? (n = 534)



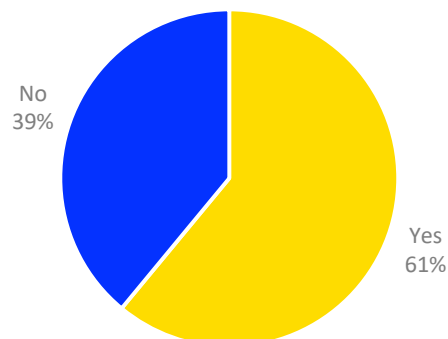
How often would you go into the Na Fianna grounds? (n = 72)⁹⁸



Do you feel that Na Fianna is welcoming to people who are not club members? (n = 72)

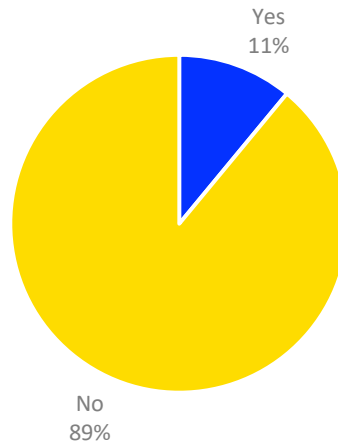


Do you feel that there are any advantages for you associated with living close to the club? (n = 72)



⁹⁸ This question and the four that follow were not asked of club members, registered parents, Na Fianna volunteers, or employees at a business or school based at the Mobhi Road campus

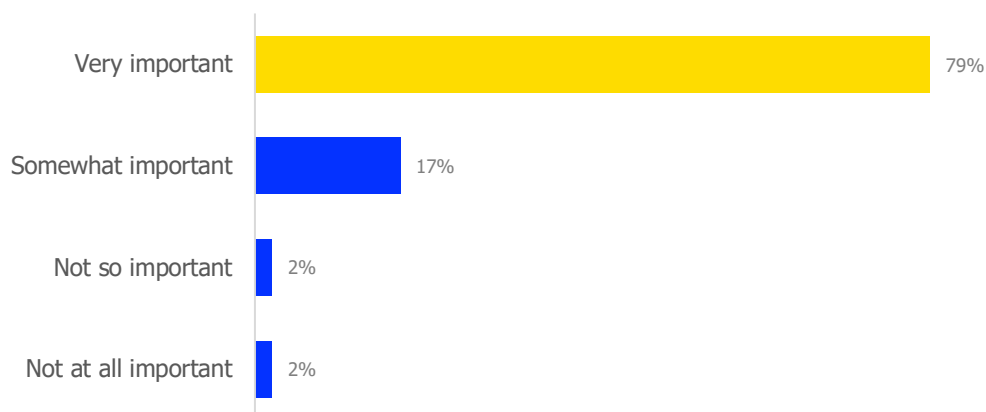
Do you feel that there are any disadvantages for you associated with living close to the club? (n = 72)



Thinking back over the period July 2017 - June 2018, what would you say the balance was for you between the positives and negatives of living close to Na Fianna? (n = 65)

Average score = 72/100 (where 0 = entirely negative and 100 = wholly positive)

How important is the preservation of Irish culture (sports, language, arts, etc) to you personally? (n = 511)



Appendix 7: input calculations

The main source of financial data was the club's most recent certified accounts ⁹⁹.

As a sports and social/cultural club, the bulk of social value would be expected to be created at the club's main premises. At the end of June 2018, the net book value of Na Fianna's **land, buildings, pitches, fixtures and equipment** was €2,167,861. However, given the long lifespan of these assets, only a proportion of this, equivalent to one year's depreciation, can be allocated to the social value account. The figure in this case was €102,907 ¹⁰⁰. Furthermore, it should be noted that purchase of these capital assets has been largely enabled through loan finance. The interest payable on these for the period under review was €26,853 ¹⁰¹. The total input for the year was **€129,760** therefore.

The club's income for the financial year under review was €687,269 ¹⁰². This comprised:

• Membership subscriptions	€291,985
• Bar	€183,902 ¹⁰³
• Rent from on-site enterprises	€101,228 ¹⁰⁴
• Venue/function room hire	€ 34,203
• Camps	€ 26,075 ¹⁰⁵
• Club lotto	€ 24,714
• Club fundraising	€ 24,340
• GAA deposit interest received	€ 822 ¹⁰⁶

⁹⁹ Financial data extracted from CLG Na Fianna, *Executive Committee Report and Unaudited Financial Statements for the year ended 30 June 2018*

¹⁰⁰ In the absence of further guidance having been issued by Social Value UK/International, the advice on p. 91 of The SROI Network's 2012, *A Guide to SROI* has been followed
<http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20Investment%202015.pdf>

¹⁰¹ As above

¹⁰² See the note under camps for the difference between this figure and the figure in the annual accounts

¹⁰³ Including usage of bar when the function room or other parts of the venue are being rented out (see below). Note that this is a gross figure and that the bar profit is a mere €12,744 when bar overheads are taken into account (€97,835 of which are wages)

¹⁰⁴ Plus occasional in-kind supports, such as allowing use of their rented premises (not separately valued)

¹⁰⁵ The figure in the accounts is €11,219, but this is net of wages amounting to €14,856

¹⁰⁶ Interest earned from surplus funds generated by the club which are put on deposit with the GAA as part of an overall club funding scheme (see also governing bodies below)

A distinction is made in the social value account between sponsorship and fundraising. The club fundraising figure of €24,340 in the club's accounts includes sponsorship of €12,500 from three main sources¹⁰⁷. This reduces the fundraising total to €11,840. However, to this can be added the club lotto surplus of €24,714, which can also be classified as fundraising income, raising the total once more to €36,554. Additionally, most of the club's 166 teams raise some of their own funds, either through small-scale fundraising efforts such as cake sales or through securing minor commercial sponsorships. The scale of this varies, but it has been estimated¹⁰⁸ that it averages €500 per year per team, half of which is fundraising (total = €41,500) and half of which is sponsorship (total = €41,500). The total figures are therefore as follows: **fundraising including club lotto: €78,054** and **sponsorship: €54,000**.

Na Fianna could not function without the commitment of its numerous **volunteers**: be they mentors for young players, coaches, referees, administrators or some other voluntary role. They are truly the lifeblood of the club. The figure of 341 active volunteers stated in the MetroLink submission is definitely an underestimate, because some 413 survey respondents said they had given of their time on a voluntary basis during the year. Whilst those who are actively involved in the club are most likely to have filled out the survey, there are doubtlessly some volunteers who did not take the time to do so. A slightly higher, but still very conservative, figure of 450 volunteers has therefore been used. The survey showed that volunteers gave an average of 4.5 hours each week or 234 hours in the year. The value of volunteers should never be reduced to the amount of money they save an organisation¹⁰⁹. However, because of the need to put a financial value on their input for the social value account, a wage equivalent has nevertheless been used¹¹⁰. If the adult minimum wage for 2018 of €9.55 per hour¹¹¹ is used as a proxy, the total volunteer input can be calculated as €1,005,615. However, due to the range of tasks performed by Na Fianna volunteers, which encompass manual/unskilled labour as well as professional/highly skilled work, the average hourly wage in the second quarter of 2018 of €22.94¹¹² would appear to be more appropriate proxy. Using this, the total estimated input for volunteer time has can be calculated as **€2,415,582**. Furthermore, one survey respondent mentioned that some (many?) volunteers contribute to club expenses out of their own pocket without being reimbursed. However, there is no hard data on such in-kind contributions from individuals and these have therefore not been taken into consideration.

In addition to the club funding scheme with a value of €822 referenced above, the GAA, via the Dublin GAA County Board, also reimburses 50% of the employment costs of the GPO¹¹³, which totals €18,000. No financial support is provided by the CA or LGFA, which are much smaller entities. The **governing bodies** also provide a structure for the club and supports via its national programmes, although these are subtler in nature and have not been separately valued. The total input for governing bodies is therefore **€18,882**.

¹⁰⁷ Drumcondra Credit Union, Move Home Estate Agents and Sherry FitzGerald

¹⁰⁸ These figures are not reflected in the club accounts, which is a questionable practice

¹⁰⁹ For a critique of using paid salary equivalents to value volunteering, see Jayne Cravens, *The Value of Volunteers*, Coyote Communications <http://www.coyotecomunications.com/volunteer/value.shtml>

¹¹⁰ An outcomes-based valuation is used later in the social value account to counter any such criticism

¹¹¹ <http://www.adarehrm.ie/news/hr-employment-law-news/2018/01/04/minimum-wage-ireland-2018>

¹¹² <https://www.cso.ie/en/statistics/earnings/earningsandlabourcosts>

¹¹³ This is Sport Ireland funding

The pitches at Mobhi Road, which are on a long lease ¹¹⁴ from the Office of Public Works, are accounted for under land and all-weather pitches above. The club also had access to **off-site pitches/training grounds and ancillary facilities** via the following parties:

Dublin Airport Authority

- Pitches, training area and ancillary facilities at Collinstown on a renewing lease ¹¹⁵

Educational institutions

- Annual agreement, with rent, for Dublin City University's St Patrick's sportsground
- Limited use of Trinity College Dublin's Santry Sports Grounds ¹¹⁶
- Some commercial bookings of a grass pitch at Blanchardstown Institute of Technology, for training purposes
- Licences with Le Chéile Trust for pitch and driveway use at Scoil Chaitríona, which lies adjacent to Na Fianna ¹¹⁷
- Informal arrangement with Beneavin De La Salle College
- Use of pitches and access to equipment storage at St Vincent's Secondary School by informal agreement with the Edmund Rice Trust ¹¹⁸
- Year by year licence agreement with Board of Management of Dominican College ¹¹⁹, with Na Fianna maintaining pitches
- Some commercial bookings of an all-weather pitch at St Mary's Holy Faith Secondary School, for training purposes
- Ad hoc use of indoor sports hall at Glasnevin Educate Together National School for training purposes

Local authorities

- Dublin City Council granted pitches at Albert College Park and Johnstown Park by annual allocation (shared with Ballymun Kickams GAA Club), Alfie Byrne Road at hourly rental rates, plus allowed ad hoc use of Ellenfield Park, Griffith Park and St Anne's Park
- Occasional matches were played at pitches owned by other local authorities (Tymon Park from South Dublin County Council and Ward Rivervalley Park from Fingal County Council)

Other GAA

- Some use of Parnell Park and O'Toole Park for matches (Dublin County GAA)
- Hourly rental rates for the National Games Development Centre at Abbotstown
- Hourly rental rates at Starlights Gaelic Football Club
- Occasional use of other GAA club grounds for matches, for example Ballyboden St Enda's and Skerries Harps.

Where costs were incurred for rental, the total during the financial year came to €9,544.

¹¹⁴ Until end 2009

¹¹⁵ Due for review late 2019

¹¹⁶ In return for cooperating in hosting inter-university competitions

¹¹⁷ The club provides the school with access to its grounds for multiple purposes, including regular physical education and games classes

¹¹⁸ The club maintains the school's pitches

¹¹⁹ The club funded and installed Gaelic posts at the school, undertakes occasional maintenance and provides access to its grounds for competitive games

Additionally, Na Fianna made use of pitches for which no rent was charged. These amenities nonetheless have value. Dublin GAA County Board confirmed that the average cost of renting a pitch is €150 per hour ¹²⁰. In the year being evaluated, there were 164 home matches played at grounds that were neither owned nor rented by Na Fianna, which can thus be valued at €24,600. Furthermore, regular training took place at three pitches that were provided to the club on an in-kind basis by schools. This has been estimated at two hours per week per pitch for 45 weeks of the year. This can be valued at €40,500. The total value of pitches and ancillary facilities is therefore **€74,644**.

From time to time, the club benefits from various other in-kind supports from organisations. However, these are very ad hoc and are often reciprocal in nature. According to the club, they are impossible to capture: they are therefore not considered material to the social value account.

The total input into the club during the year under evaluation was thus €3,408,375, €788,389 of which was gross cash income, with the remainder being assets or proxy figures.

¹²⁰ Which is the length of most matches

Appendix 8: outcome chains

The outcome chains that follow have been arrived at from stakeholder consultation, plus working group and consultant knowledge, and were contextualised by external research where appropriate.

Players ¹²¹

Inputs

Membership subscriptions for playing adults ¹²²

Proportion of club assets



Outputs

Training sessions and competitions



Intermediate outcomes

The enjoyment associated with engaging in the sports

The lack of enjoyment associated with engaging in the sports by some



Ultimate outcomes

+/-- Improved physical and mental health, tempered by any injuries sustained

+ Improved skills

+ Friendships

Parents

Inputs

Membership subscriptions for juveniles

Camps fees

Proportion of club assets



Outputs

Club activities targeted at children



Intermediate outcomes

Are provided with an accessible sporting and cultural outlet for their children > feel that they are doing the right thing for their children > receive ancillary benefits themselves



Ultimate outcomes

+ Sense of being a good parent

+ Friendships

¹²¹ Adults and juveniles (including children who only play as part of the schools-based coaching programme)

¹²² Parents are responsible for covering the cost of their children's participation and schools do not pay for the coaching they receive from the GPO

Non-playing members

Inputs

Membership subscriptions for non-playing adults

Proportion of club assets

Proportion of bar income ¹²³

↓

Outputs

Time spent in and around club, including bar

↓

Intermediate outcomes

Feel welcomed > enjoy time spent in and around club, including bar

↓

Ultimate outcomes

+ Friendships

Volunteers

Inputs

Time

↓

Outputs

Club activities

↓

Intermediate outcomes

Provided with opportunity to help > have a largely positive experience while volunteering > continue volunteering (ordinarily)

↓

Ultimate outcomes

+/-- Satisfaction with volunteering for club, tempered by frustration associated with volunteering for club

Venue renters

Inputs

Rental fees

Proportion of bar income ¹²⁴

↓

Outputs

Rentals

↓

¹²³ Internal records show that 56% of bar income is derived from functions, with the remaining 44% thus being allocated to the non-playing member stakeholder group

¹²⁴ As above

Intermediate outcomes

Rent venue > make use of venue and associated services > are satisfied with venue rental > repeat (possibly)



Ultimate outcomes

+ Successful events

On-site enterprises

Inputs

Rent



Outputs

Access to culturally aligned space and facilities to run business



Intermediate outcomes

Business within a readily recognisable and relevant location > being in/of Na Fianna makes club members and others more likely to support business > increased custom



Ultimate outcomes

+ Increased profit

Sponsors

Inputs

Financial or in-kind club sponsorship



Outputs

Business name on club jerseys, club hoardings, club communications, etc



Intermediate outcomes

Business associated with a positive actor in the local community > increased visibility of business name > increased custom



Ultimate outcomes

+ Increased profit

Supporters

Inputs

Money towards fundraising activities, including the club lotto



Outputs

Funds to enable the running of club and its teams/events

Wearing of team colours

Moral support at matches and other club events



Intermediate outcomes

Support club > enjoy being seen to support club > continue to support club through thick and thin



Ultimate outcomes

+ Sense of belonging

Schools

Inputs

Pitches¹²⁵

Some in-kind supports



Outputs

Schools-based GAA coaching

Club training and matches held in school grounds



Intermediate outcomes

Avail of Na Fianna coaching and facilities

Build community links



Ultimate outcomes

+ Reduced pressure on school

Governing bodies

Inputs

GAA only: financial contribution to GPO salary and club funding scheme

CA, GAA and LGFA: provision of structures and supports through national programmes



Outputs

A well-functioning club that adheres to the *One Club Guidelines*¹²⁶ and other relevant governing body guidance



¹²⁵ Unfortunately, the only 'landlords' who engaged with the consultation processes were schools. Their benefits were mainly in-kind (new goal posts, ongoing pitch maintenance, etc). Whilst it is somewhat erroneous, therefore, to allocate the value of external lands used by Na Fianna to schools, it is nonetheless here that it sits most easily in the social value account.

¹²⁶ 2017 guidance developed to ensure well-defined and equitable structures in the absence of formal integration of the CA, GAA and LGFA <http://res.cloudinary.com/dvrbaruzq/image/upload/juoskphievkxtftzh4v.pdf>

Intermediate outcomes

Club implements governing body systems and programmes without causing problems > club provides additional opportunities for the governing body > aids functioning of the governing body as per its constitution ¹²⁷



Ultimate outcomes

+ Gaelic games and culture are preserved and grown

Members of local community

Inputs

None



Outputs

Presence in and around club



Intermediate outcomes

See the club as a local amenity > avail of the amenity

Feel disadvantaged by the club's activities > complain either formally or informally

Feel excluded from the club



Ultimate outcomes

+/-- Sense of satisfaction with club, tempered by sense of dissatisfaction with club

¹²⁷ Clause 1.2 of the 2018 *GAA Official Guide Part 1* states that the basic aim of the GAA is "...the strengthening of the National Identity in a 32 County Ireland through the preservation and promotion of Gaelic Games and pastimes", with clause 1.4 specifying additional aims as follows: "(a) The Association shall actively support the Irish language, traditional Irish dancing, music, song, and other aspects of Irish culture. It shall foster an awareness and love of the national ideals in the people of Ireland, and assist in promoting a community spirit through its clubs. (b) The Association shall promote its aims amongst communities abroad through its International Units. (c) The Association shall support the promotion of Camogie and Ladies Gaelic Football. (d) The Association shall use all practical endeavours to support Irish Industry especially in relation to the provision of trophies and playing gear and equipment." Furthermore, it is clarified in clause 3.1 that "The Club is the basic unit of the Association, and its object shall be the promotion at local level of the Association's aims ...".
<https://res.cloudinary.com/dvrbaruzq/image/upload/xlasishmfdcmfrynvmvhz.pdf>

Appendix 9: outcome valuations

The subsections that follow use a standardised format to value the outcomes for each of Na Fianna's different stakeholders. Stakeholders are presented here, and in the supplementary value map, in order of the level of inputs they invested into the club during the year under evaluation.

Whilst some reference is made in the text below to the relative importance of different stakeholders and to the relative importance of outcomes to stakeholders, no use has been made of the ranking and weighting options on the value map. The impact figure at the end of each subsection is a multiplication of the number of people experiencing an outcome with the value/proxy of that outcome, less deadweight, displacement and attribution. Note that a maximum of five years has been listed for the duration of outcomes, because this is the maximum that is allowed for in the value map. Also note that drop-off only applies to outcomes that last for more than one year.

Internal records have of course been used to full effect. Where relevant, valuation sources that are additional to the working group contributions, focus groups, one-to-one interviews and the survey have been named. External sources increase the level of confidence per outcome. Where such sources were not available, there has been a reliance on professional judgement.

Volunteers

Ultimate outcome

Relative satisfaction with volunteering for the club

Number of people experiencing change

The total number of volunteers identified previously, which was relatively confidently estimated at 450, has been used again here.

Amount of change experienced

Whilst this will vary from individual to individual, the regularity and consistency with which Na Fianna's volunteers give of their time means that it is appropriate to infer average satisfaction levels amongst them ¹²⁸.

Outcome starts

The outcome starts the year after voluntary activity first takes place, as it takes some time to develop an overall sense of the advantages and disadvantages of giving of one's time.

¹²⁸ See Volunteer Ireland, 2017, *The impact of volunteering on the health and wellbeing of the volunteer* https://www.volunteer.ie/wp-content/uploads/2017/08/Volunteer_Ireland-Report_FINAL.pdf

Outcome lasts for

Sourcing evidence on the duration of volunteering effects was challenging. The consultant's personal volunteering history and her extensive professional experience in the field of volunteer development ¹²⁹ would suggest that three years is a reasonable timeframe. However, it should be noted that most Na Fianna volunteers make a long-term commitment to the club.

Indicator for outcome

The subjective wellbeing of the volunteer that results from volunteering

Monetisation

Many attempts have been made to measure the value of volunteering, including the value on those participating in the voluntary activity themselves. Robust and detailed research published in 2013 by the United Kingdom government ¹³⁰ explored the pros and cons of various approaches and concluded that the subjective wellbeing approach was the least problematic and most meaningful. Using 2011 data, the annual value of volunteering frequently to the volunteer was calculated as £11,300. Allowing for inflation ¹³¹, this figure can be increased to £13,529, which at 30 June 2018 equated to €15,263 per annum. However, more recent work in that jurisdiction ¹³² ¹³³ values regular volunteering at an arguably more reasonable £3,249 per year to the volunteer, which at 30 June 2018 equated to €3,666 ¹³⁴. It is this latter proxy that has been put to use.

Deadweight

The relative benefits from doing voluntary work at Na Fianna could probably be sourced elsewhere, such as volunteering with another organisation or even with another GAA club. However, this effect should not be overstated. The fact remains that that the volunteer made a conscious choice to volunteer at this club as opposed to anywhere else. The local nature of the club is once again important here. Deadweight of 25% has been allowed.

Displacement

Whilst volunteering may increase an individual's sense of wellbeing, it should not be assumed that it is perceived wholly positively. The survey yielded an overall satisfaction score of 76/100. Displacement of 24% has therefore been assumed.

¹²⁹ <http://www.whitebarn.info/about>

¹³⁰ Daniel Fujiwara et al, 2013, *Wellbeing and Civil Society: Estimating the value of volunteering using subjective wellbeing data* (working paper 112), Cabinet Office and Department of Work and Pensions
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/221227/WP112.pdf

¹³¹ Using <https://www.bankofengland.co.uk/monetary-policy/inflation/inflation-calculator> here and in further calculations

¹³² HACT & Daniel Fujiwara, 2018, *Community Investment Values from the Social Value Bank*, www.socialvaluebank.org (License: http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

¹³³ Note that the survey data on which this value was based asked if people volunteer at least once a month, whereas the survey conducted for this study asked how many hours volunteers gave in an average week. It is very possible, therefore, that the proxy used underestimates the actual value of volunteering to Na Fianna volunteers.

¹³⁴ Using <https://www.poundsterlinglive.com/best-exchange-rates/british-pound-to-euro-exchange-rate-on-2018-06-30> here and in further calculations

Attribution

Given the relatively high time input into the club by volunteers, it could be presupposed that most volunteers restrict their voluntary activity to Na Fianna. However, it should not be assumed that all do. A *Quarterly National Household Survey* in 2013 found that of those aged 15 or over who volunteered, 83% gave their time to only one activity¹³⁵. Attribution of 17% has therefore been assumed.

Drop-off

Whilst the advantages and disadvantages of volunteering will remain as long as a person continues to volunteer, they will gradually fade if the volunteering ceases. On the above assumption that the outcome lasts for around three years, drop-off of 33% has been assumed.

Impact

€522,917

Parents

Ultimate outcome (1)

Sense of being a good parent

Number of people experiencing change

Parents are major direct investors into the club, paying fees for camps¹³⁶ as well as for juvenile membership. There were 1,445 juvenile members¹³⁷ for the year under study and 1,044 registered parents (this excludes those parents who are members in their own right). Together, these make up 63% of the total of members and registered parents (3,977). Additionally, parents of children who avail of camps and schools coaching, but who are not club members account for a further 1,374¹³⁸. The total baseline number is 2,418. The vast majority (97%) of parents in the survey believed that the playing Gaelic games had delivered health and social benefits to their children. The number of respondents used to calculate the outcome is therefore 2,345. Survey evidence suggests that 2% are neutral in their response, with only 1% disagreeing that their children had received health and social benefits from playing Gaelic games. It is felt that these percentages are sufficiently low as to not make a material difference to the overall result.

¹³⁵ CSO, 2013, *Volunteering and Wellbeing* <https://www.cso.ie/en/releasesandpublications/er/q-vwb/gnhsvolunteeringandwellbeingq32013>

¹³⁶ Na Fianna held six camps during the year. Nearly all of the children who attend Na Fianna camps are already members of the club, so in order to prevent double-counting these are not accounted for separately.

¹³⁷ Outcomes for juveniles are incorporated into players below

¹³⁸ The GPO estimates that he coaches in the region of 2,000 school children. This figure was double-checked and subsequently rounded down using 2017/2018 data on individual schools from the Department of Education and Skills <https://www.education.ie/en/Publications/Statistics/Data-on-Individual-Schools>. The total number of children enrolled in the 10 schools was 2,290. In the knowledge that two out of the eight years (fifth and sixth class) do not avail of coaching, the estimated number for the remaining classes that do is 1,718. However, the GPO also estimates that around 20% of the school children he coaches are already Na Fianna members, bringing this number down to 1,374. The average family in Ireland has 1.38 children (CSO, *Census of Population 2016 – Profile 4 Households and Families* <https://www.cso.ie/en/releasesandpublications/ep/p-cp4hf/cp4hf/fmls>). Taking into account one parent families and families where there are more than one or two children, one parent per child is assumed.

Amount of change experienced

Whilst this will vary from individual to individual, the relative constancy with which children engage with Na Fianna means that it is appropriate to infer average satisfaction levels amongst their parents.

Outcome starts

The outcome starts the year after the activity, as it takes time to form a view on the relative value to parents of their child(ren)'s involvement.

Outcome lasts for

The benefits to parents exist for at least as long as their children are engaged in the activity and almost certainly some time beyond (for instance, a child does not suddenly lose fitness even if s/he stops playing). A conservative two years has been allowed.

Indicator for outcome

Willingness to pay for their children's participation ¹³⁹

Monetisation

As stated, parents place great value on the health and social benefits of Gaelic games on their children. This echoes the findings of the previously referred research into the value of coaching in Munster in 2012 and 2015. These studies used willingness to pay for one hour of coaching as a solid indication of parental satisfaction. The figure of c. €6 calculated in the latter study was used in the survey to test the views of parents whose children played Gaelic games with the support of Na Fianna. Whilst 52% felt that €6 was about right, 48% felt it ought to be higher or lower ¹⁴⁰, stating an average of €9-10. Erring on the side of caution, a new willingness to pay figure of c. €7.50 per hour can be identified ¹⁴¹. According to the GPO, each child availing of schools coaching receives 10 hours of contact time per year. Furthermore, the average juvenile member receives around five ¹⁴² hours of coaching per week for 45 weeks per year, which totals 225 hours. The average value of coaching generated for the parent is calculated by multiplying the weighted average of member and non-member juvenile players by €7.50, resulting in €902.

Deadweight

It is certainly possible for parents to feel that their children are benefiting health-wise and socially from a range of other activities, including other sports, and this must be taken into account when making the above calculations. However, the particular advantages offered in this regard by Na Fianna were highlighted during the consultation. The inclusive nature of the club, even for children who are not natural athletes, and the relative ease with which all children in a family can gain benefits in one place was stressed. It was also pointed out that membership of the club and its camps is considerably cheaper than many other sports and leisure activities. Deadweight estimated at 75% has nonetheless been allowed for.

Displacement

No displacement was identified.

¹³⁹ Whilst not directly analogous to the outcome, it is nonetheless felt that this is a practical way of valuing parents' sense of 'doing the right thing' by their children

¹⁴⁰ Some parents felt that the quality of the coaching delivered was inconsistent

¹⁴¹ Calculation using average of €9 = €7.44 and using €10 = €7.92

¹⁴² The survey showed an average of five to six hours per week, but the more conservative five hours has been used allowing for absences due to sickness etc

Attribution

No attribution was identified.

Drop-off

If the coaching ceases for whatever reason, there will inevitably be drop-off effect for the parents. A 50% rate has been estimated in line with the proposed two-year duration of the outcome.

Impact

€264,399

Ultimate outcome (2)

Friendships

Number of people experiencing change

For this outcome, parents whose children are not Na Fianna members have been excluded, as it is unlikely that they will have formed friendships at the club if their child's involvement with Na Fianna is limited to schools coaching (and possibly camps). Parents who are players are also excluded because they may have formed friendships in their own right¹⁴³. The baseline is therefore 1,044. Some 88% of survey respondents said they had made friendships at Na Fianna that they would not otherwise have made, meaning that the number affected in this way is 919. The remaining 12% may have gained other benefits in some other stakeholder capacity.

Amount of change experienced

No data was sourced on the average numbers of friends made at the club.

Outcome starts

The outcome starts the year after the activity, as the forming of friendships is not immediate.

Outcome lasts for

Most consultees spoke of lifelong friendships being formed at Na Fianna, so the maximum of five years has been assumed.

Indicator for outcome

Satisfaction with friendships made at the club

Monetisation

As stated previously, robust socio-economic research dating from 2008 that values satisfaction with friendships at £15,500 per year has been used, which at 30 June 2018 equated to €22,182 per annum.

¹⁴³ This is accounted for under players below

Deadweight

However important Na Fianna is in a person's life, it is very likely that friendships would have been formed in the outside world if the person had not gotten involved with the club. However, the depth of feeling expressed by the consultees for the friends they had made at Na Fianna was notable. Therefore, 50% deadweight would seem a fair estimate in this instance.

Displacement

No displacement was identified, but it should be noted that parents perceive any friendships made by themselves as considerably less important than the health and social benefits created for their children.

Attribution

Focus group consultees stressed the importance of their Na Fianna's friends, but noted that they had friends outside of the club also. As with deadweight, 50% attribution has therefore been allowed.

Drop-off

The effect of friendships made does not drop off. Indeed, it was the constancy of friendships and the sense of always being welcome at the club that many individuals pointed to as being of particular value.

Impact

€5,096,315

Non-playing members

Ultimate outcome

Friendships

Number of people experiencing change

For the purposes of the valuation, non-playing members have been equated with those bar users who are not venue renters. It is acknowledged that this is imperfect, because it is not just non-playing members who use the bar. However, it was previously stated that the bar might act as an important focal point for those who are not players or parents of young players. The non-playing membership number for the year was 995, which corresponds to 25% of the total number of members and registered parents (3,977). The number of people using the bar during the year under evaluation undoubtedly exceeds 995. However, in order not to double-count, it is this figure that has been used as the baseline. In the survey, 81% of non-playing members (who were not also players or parents of juvenile players) said that they had made friends that they would not otherwise have made as a result of their involvement with Na Fianna. The total number used to calculate the outcome is therefore 806 (81% of 995). The remaining 19% may have gained other benefits in some other stakeholder capacity.

Amount of change experienced

No data was sourced on the average numbers of friends made at the club.

Outcome starts

The outcome starts the year after the activity, as the forming of friendships is not immediate.

Outcome lasts for

Most consultees spoke of lifelong friendships being formed at Na Fianna, so the maximum of five years has been assumed.

Indicator for outcome

Satisfaction with friendships made at the club

Monetisation

It is undoubtedly difficult to value friendships. Whilst placing a monetary value on friends may be unpalatable to some, this has nonetheless been attempted using robust socio-economic research dating from 2008¹⁴⁴ that values satisfaction with friendships at £15,500 per year. Allowing for inflation, this figure can be increased to £19,661, which at 30 June 2018 equated to €22,182 per annum.

Deadweight

However important Na Fianna is in a person's life, it is very likely that friendships would have been formed in the outside world if the person had not gotten involved with the club. However, the depth of feeling expressed by the consultees for the friends they had made at Na Fianna was notable. Therefore, 50% deadweight would seem a fair estimate in this instance.

Displacement

It could be argued that the positives of being in the club bar should be moderated by any negatives caused by occasional excessive alcohol consumption¹⁴⁵. However, discussions with the GAA around its Healthy Club Project¹⁴⁶ found that rates of alcohol misuse do not appear to be significantly different within the GAA than in the general population. No displacement has therefore been allowed for.

Attribution

Focus group consultees stressed the importance of their Na Fianna's friends, but noted that they had friends outside of the club also. As with deadweight, 50% attribution has therefore been allowed.

Drop-off

The effect of true friendships made does not drop off. Indeed, it was the constancy of friendships and the sense of always being welcome at the club that many individuals pointed to as being of particular value to them.

¹⁴⁴ Nattavudh Powdthavee, 2008, Putting a price tag on relatives, friends and neighbours: Using surveys of life satisfaction to value social relationships, *The Journal of Socio-Economics*, 37, pp. 1459-1480
<https://www.sciencedirect.com/science/article/abs/pii/S1053535707001205?via%3Dihub>

¹⁴⁵ The 2005 Delaney & Fahey study on *The Social and Economic Value of Sport in Ireland*, noted the following: "There is some cause for concern in the degree to which socialising associated with sport involves alcohol, particularly again in the case of team sports. Nevertheless, members of sports clubs report higher levels of physical and mental wellbeing throughout the life cycle than the rest of the population. The causal relationship involved is not clear, since people who are physically and mentally well may be more likely to join sports clubs. Nevertheless, sports club membership seems to be part of a package that, relative to patterns in the rest of the population, is bound up with healthy living and successful ageing." (p. 56)
<https://www.esri.ie/pubs/BKMNINT180.pdf>

¹⁴⁶ <https://www.gaa.ie/my-gaa/community-and-health/healthy-club>

Impact

€4,469,673

Venue renters**Ultimate outcome**

Successful events

Number of people experiencing change

In the year under evaluation, there were at least 188 discrete renters. Internal data show that there were 178 one-off functions, plus 10 regular weekly bookings as per the sample week at Mobhi Road table in section 6 of this report. The true figure may be even higher, as there may be events that are regular but did not occur during that week. However, the more conservative figure has been adopted. Only the person organising the event is considered here, not those attending the event. 95% of survey respondents expressed satisfaction with their rental, thus the total figure used is 179. It is assumed that the remaining 5% who were dissatisfied with their rental did not subsequently use Na Fianna as a venue.

Amount of change experienced

The amount of change experienced is relatively limited due to the events-based (as opposed to life-changing nature) of the activity.

Outcome starts

The outcome starts in the year that the rental occurs.

Outcome lasts for

The outcome ends in the year that the rental occurs.

Indicator for outcome

Satisfaction with rentals

Monetisation

Na Fianna has two main spaces for rental. Its hall has a capacity of 309 and its function room has a capacity of 100. It also has additional indoor and outdoor space that it can make available to renters if necessary.

A proxy of renting an equivalent space in the Glasnevin area has been used. Internet research revealed that there were seven potential venues, but one of these did not respond to an initial enquiry, one did not have a function room and another was not prepared to give information about pricing unless a particular function was being discussed. The remaining four¹⁴⁷ quoted prices of €100 to €900. It is difficult to compare venues as each offers different packages. Monies paid out by regular renters will exceed those paid out by once-off renters, but the former may not be prepared to spend as much per event as the latter. It is assumed that all regular renters are satisfied by virtue of their ongoing custom. For these, the lowest comparable figure of €100 per session for 37 weeks in the year¹⁴⁸ has been used achieving a total value of €37,000. For the remaining 169, the median figure of €200 per event has been allowed, which totals €33,800. The average value per renter can then be worked out as €396.

Deadweight

The above research shows that other spaces are available for potential renters. However, this should not be overstated, because clearly, renters have actively chosen Na Fianna for its perceived benefits (and as a way of showing support to the club). Deadweight of 25% has nonetheless been included.

Displacement

It could be argued that by choosing Na Fianna as a venue, other local venues are losing out on potential custom. However, this is the norm in a competitive commercial environment. No displacement has therefore been allowed.

Attribution

Whilst a good venue is clearly an important part of holding a successful event, other factors outside the control of Na Fianna will also play a role and 50% attribution has therefore been estimated.

Drop-off

Not applicable

Impact

€26,730

On-site enterprises

Ultimate outcome

Increased profit

Number of people experiencing change

Whilst most of the businesses have staff, only the effect on the business owners is considered here, which is limited to seven.

¹⁴⁷ DCU (Glasnevin Campus), Glasnevin Trust, The Brian Boru, The Maples House Hotel

¹⁴⁸ Mirroring the primary school year, because the many of the activities for which the rooms are rented would follow such a pattern (choir, drama, etc)

Amount of change experienced

As explained under monetisation below, this is not entirely clear, but is expected to be limited.

Outcome starts

The outcome starts during the year of activity.

Outcome lasts for

A business is only as successful as its income in any one year. Whilst they may have built up reserves to last them through lean periods, this has not been taken into account here.

Indicator for outcome

Stated increase in profit over the year

Monetisation

In theory, this should be a relatively easy to calculate, because the metric is financial. However, the on-site enterprises were very reluctant to share information about their turnover and this data is not publicly available for small businesses of this type. It can fairly be assumed that in order to be a viable entity, the profit generated by the businesses will be considerably higher than the rent paid to Na Fianna. It is uncertain what proportion of their income is expended on rent and it was impossible to find generalised data on this subject in an Irish or even a European context. United States data ¹⁴⁹ suggests that for the vast majority of sole proprietorships, rents are well below 10% of revenue. Taking the conservative figure of 10%, it can be assumed that the sum total turnover of the seven businesses is €1,012,280 in the year, or an average of €144,611 per business ¹⁵⁰.

Deadweight

In one-to-one interviews, all owners agreed that their business could theoretically be situated elsewhere (although it is imperative that Experience Gaelic Games is based in a Gaelic games setting). However, they also noted that they would probably be less profitable than they are if this was the case. Their cultural alignment with Na Fianna and the access to a ready market was stressed. There has been no throughput of tenants whatsoever and their continued presence attests to the fact that using Na Fianna as their home base is a positive business strategy. Consultees estimated that between 0% and 20% of sales were due directly to their presence in Na Fianna. Deadweight of 90% has thus been allowed.

Displacement

As the space available for on-site enterprises is limited, it could be argued that other small businesses (even if they are culturally aligned) cannot avail of the facilities of Na Fianna. However, in a competitive commercial environment this argument is somewhat tenuous. No displacement was therefore identified.

¹⁴⁹ <http://www.bizstats.com/reports/rent-sales-ratio.php>

¹⁵⁰ It is accepted that the range amongst the enterprises is likely to be quite wide

Attribution

Only one of the business owners spoke to the question of attribution and predicted that 60% of sales were generated outside the club. Although it cannot be assumed with confidence that the same rate applies to the other enterprises, in the absence any other data, this figure has nonetheless been used.

Drop-off

Not applicable

Impact

€60,736

Supporters**Ultimate outcome**

Sense of belonging

Number of people experiencing change

The total figure of 3,977 of members and registered parents has been used here as baseline. 95% of survey respondents classified themselves as Na Fianna supporters, which they expressed in a number of ways: giving money (92%), owning club colours (79%) and regularly attending matches (79% attended weekly or monthly). 87% of respondents said they felt a sense of belonging to the club. The total number experiencing change is therefore 3,460 (87% of 3,977). It can reasonably be assumed that the 13% who did not feel such a sense of belonging were not unduly affected by this absence.

Amount of change experienced

Whilst the club certainly holds considerable meaning for individuals, it can only ever be expected to be part of a person's multi-faceted life and the amount of change experienced is relatively small.

Outcome starts

The outcome starts the year after the activity as it takes some time to build up club loyalty.

Outcome lasts for

Na Fianna works hard to seek lifetime loyalty from those involved with the club and the maximum of five years can comfortably be allowed here.

Indicator for outcome

Belonging to a social group

Monetisation

A sense of belonging is an outcome that is clearly important but very intangible and therefore difficult to value. Recent work in England on wellbeing values ¹⁵¹ was once again put to use. Membership of a social group, as evidenced by regular attendance at a group meet-up ¹⁵², was employed as a reasonable proxy. This was valued at £1,850, which equated to €2,088 on 30 June 2018.

Deadweight

Because of the unique role that Gaelic games have in Irish society ¹⁵³, no deadweight was identified. However, some caution must be exercised in this regard, as the sense of belonging may be closely bound up with the friendships made at the club.

Displacement

The very strength of the sense of belonging that some people feel to the club will inevitably lead others to feel excluded, either actively or passively. This tendency has been identified time and time again in studies of social capital, including in research looking specifically at sport ¹⁵⁴. Unfortunately, there is no ready data on the size of such outgroups. The GAA indicates that c. 1.5 million out of a total population of nearly 5 million ¹⁵⁵ attend its championships each year ¹⁵⁶. Using these ballpark figures, a displacement rate of around 60% can be identified.

Attribution

Whilst the sense of belonging discussed here is that to Na Fianna, the club operates in a wider structure. The GAA constitution notes the primacy and equivalence of both club and County ¹⁵⁷. This sense of caring deeply both about Na Fianna and about Dublin GAA was confirmed during the first consultation phase. An attribution rate of 50% has therefore been used.

Drop-off

Because of the suspected ongoing loyalty, no drop-off was identified.

Impact

€144,896

Schools

Ultimate outcome

Reduced pressure on school

¹⁵¹ HACT & Daniel Fujiwara, 2018, *Community Investment Values from the Social Value Bank*, www.socialvaluebank.org (License: http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

¹⁵² This is considered a reasonable equivalent to the HACT and Fujiwara data

¹⁵³ See, for example, John Meagher, 2013, *The People's Game: Why nobody can match the GAA*, *The Independent* <https://www.independent.ie/sport/the-peoples-game-why-nobody-can-match-the-gaa-29595192.html>

¹⁵⁴ The 2005 Delaney & Fahey study on *The Social and Economic Value of Sport in Ireland* referred to earlier, found that clique behaviour and the exclusion of non-members sometimes occurred, but felt that these negative social aspects should not be overstated and were likely to be outweighed by a club's positive benefits

¹⁵⁵ CSO data <https://www.cso.ie/en/media/csoie/newsevents/documents/pressreleases/2017/prCensussummarypart1.pdf>

¹⁵⁶ <https://www.gaa.ie/the-gaa/about-the-gaa>

¹⁵⁷ Clause 6.1 of the 2018 *GAA Official Guide Part 1* reads: "A player is considered to owe allegiance and loyalty to his First Club and County, as defined in these Rules" <https://res.cloudinary.com/dvrbaruzq/image/upload/xlasishmfdcmfrynvmvz.pdf>

Number of people experiencing change

Ten schools receive coaching from the GPO (two of which also share facilities) and eight further schools ¹⁵⁸ share their facilities with the club, resulting in a total of 18. Each of these has its own community of students, staff and parents, but only the schools as entities are considered here.

Amount of change experienced

The relationship the school has with the club is significant, but should be seen in the context of the broad range of school activities community linkages.

Outcome starts

The outcome starts the year after the activity because it takes some time to build up.

Outcome lasts for

The maximum has been allowed here because of the long and ongoing relationships between the schools and Na Fianna.

Indicator for outcome

It was challenging to develop an appropriate indicator for this outcome. Estimated cost savings have been used as a proxy for reduced pressure, but it should be noted that these do not fully capture the moral and practical supports offered by the club and the good relations between the club and the schools, which they are so thankful for.

Monetisation

A number of metrics have been used.

Firstly, it can be argued that the GPO provides the equivalent in terms of skills development of at least one full-time physical education teacher across the 10 schools. Department of Education and Skills information ¹⁵⁹ shows that teachers' salaries vary considerably. An international comparison site shows that the mean base salary for a health and physical education teacher is €40,307 ¹⁶⁰ and it is this figure that has been used.

Additionally, eight of the 10 schools have their own teams but none of these have pitches large enough on which to play Cumann na mBunscoil games. These games took place 28 times in the year. Using the previously calculated average of €150 per hour pitch, the total value of this is €4,200. In some cases, two of these eight school teams will play each other, but this is not regarded as double-counting, because Na Fianna also makes its facilities available for other school sports/events that are not further accounted for.

Due to the very localised nature of the club's schools coaching function, these eight schools also have the added benefit of being able to walk to the club. If they had to rent pitches further away, they would also have to hire a bus to get them there. The Coach Tourism and Transport Council of Ireland recommended rate for a midi-coach is €330 per half day ¹⁶¹, or the equivalent of €9,240 per year.

¹⁵⁸ Including DCU which is a third-level educational establishment

¹⁵⁹ https://www.education.ie/en/Circulars-and-Forms/Active-Circulars/cl0051_2018.pdf

¹⁶⁰ <https://www.salaryexpert.com/salary/job/health-and-physical-education-teacher/ireland>

¹⁶¹ <http://www.cttc.ie/get-a-quote/recommended-rates.481.html>

Finally, there are two schools where Na Fianna volunteers undertakes maintenance (one regular, the other irregular), comprising approximately 80 hours per year. The average hourly wage for a groundsman is €13.98 ¹⁶², so this has been valued at €1,118 for the year.

An average for all of the above results yields a figure of €54,865, or €3,048 per establishment. Whilst there are clearly problems associated with using average values, further division of this stakeholder group was not considered to be useful, because it would entail accounting for each school's unique relationship with Na Fianna and would result in a level of detail that is simply not appropriate for the overall account.

Deadweight

The schools were firm in their belief that they could not achieve the same benefits in some other way. The huge commitment shown to the schools by Na Fianna, including but not limited to the lack of fees for coaching, was stressed. Other sports clubs and/or their governing bodies had never offered their resources in the same way. For example, dance teachers, basketball coaches and swimming instructors all have to be paid for in primary schools. One secondary school compared the thousands of euro it spends each year to run one open day for potential new families to the week-in week-out flow into its grounds by players, mentors and supporters, which comes at no direct cost to the school. No deadweight has been allowed.

Displacement

The views on the relationship the schools have with the club were not wholly positive. When asked in the survey to rate their satisfaction, the average score was 85/100. Displacement of 15% as therefore been allowed.

Attribution

None identified

Drop-off

None identified, especially in light of the strong and ongoing relationship that have been developed with the schools.

Impact

€46,634

Sponsors

Ultimate outcome

Increased profit

¹⁶² https://www.payscale.com/research/IE/Job=Groundsman/Hourly_Rate

Number of people experiencing change

Since no centralised records are kept on small donations, the total number of sponsors has been estimated. It is known that three 'major' sponsors provide the club with a total of €12,500. If this is subtracted from the overall total sponsorship income of €54,000, a figure of €41,500 is obtained. Assuming sponsorship per business at an average rate of c. €125 results in an overall total of 335 sponsors. However, in the survey, 80% of respondents who identified themselves as sponsors stated that they had not experienced an increase in profits due to their support of the club, or if they had, they were unable to estimate the level of profit generated (or chose not to answer the question). The remaining 20% equates to 67 sponsors. Assuming that some of the survey respondents were unprepared to take a guess or unwilling to share financial information, this figure can be rounded up somewhat to 70, but cannot be raised much further with any confidence.

Amount of change experienced

Very limited

Outcome starts

Increased brand awareness is a gradual process so it is unlikely that the outcome will commence in the year of the activity.

Outcome lasts for

Unless the business name is advertised on an ongoing basis, the outcome will not last long. A conservative two years has therefore been allowed.

Indicator for outcome

Stated increase in profit over the year

Monetisation

As with the increased profit generated for on-site enterprises, this should be a relatively easy to calculate, because the metric is financial. Although figures were obtained in the survey, they were limited in number, with one respondent stating that an additional €100 profit had been generated as a result of providing sponsorship to Na Fianna, two reporting a profit of €1,000 and one pointing to €3,000 of additional profit in the year. The mean profit is €1,275, but the median and mode which are each €1,000 would seem more appropriate in this case and this is the figure that has been used.

Deadweight

Certainly, sponsors can and do advertise elsewhere and the benefits of sponsorship can be therefore gained elsewhere. However, sponsors have made an active decision to advertise with Na Fianna, because it makes sense in the context of their business strategy. It is quite possible that support for the club is seen more in the context of corporate social responsibility than marketing. Deadweight of 75% has thus been allowed.

Displacement

It could be argued that by sponsoring Na Fianna, a business may be less likely to sponsor another group in the community. However, neither was this found to be the case during the first consultation phase, nor can any other group expect sponsorship in the competitive funding environment in which it operates. No displacement was therefore identified.

Attribution

Unless a business chooses to use only one way to raise brand awareness, which is unheard of, some provision for attribution must be made. In light of the small amounts invested into Na Fianna by sponsors and in the absence of meaningful data on attribution, a rate of 75% has been allowed.

Drop-off

No further drop-off has been allowed for.

Impact

€4,375

Players ¹⁶³

Ultimate outcome (1)

Improved health

Number of people experiencing change

There were 1,938 players during the year. The vast majority (93%) of survey respondents who were players said their physical and mental health had improved in a way it would not have done had they not played with Na Fianna, meaning that the number affected in this way is 1,802. There was no indication that players' physical and mental health had worsened for the remaining 7% as a result of playing with the club (with the exception of injuries, as discussed under displacement below).

Amount of change experienced

Players themselves consider the health benefits that they gain as the most important reason for playing. The amount of change is therefore significant.

Outcome starts

The outcome starts the year after the activity takes place as it takes some time to develop good health.

Outcome lasts for

Regular exercise, especially if it is normalised at an early age, has the potential to offer a lifetime effect. However, unless people continue their involvement in sport/fitness activity, the resulting health benefits will not be maintained for a very long time. A conservative two years have therefore been allowed.

Indicator for outcome

Self-reported good overall health

¹⁶³ As adult players, of which there were 493 in the year under consideration, pay for their own membership, only this number (which accounts for 12% of the total number of 3,977 of players and registered parents). However, the outcomes detailed in this section apply to both adult and to juvenile players. In order not to exaggerate any claims about the club's impact, it has been decided not to include juveniles who only avail of schools coaching and who are not Na Fianna members in this section. It is felt that they will perceive the coaching they receive as a school activity, not a Na Fianna activity, and any benefits accruing to them have been sufficiently captured under the parent and schools categories.

Monetisation

Good overall health has recently been calculated at £20,141 per person per year¹⁶⁴ ¹⁶⁵, which at on 30 June 2018 equated to €22,723.

Deadweight

Good health does not simply happen; it tends to require active lifestyle choices by individuals. The balance between the roles of genes and lifestyle is a research question that continues to be pondered. Deadweight of 25% would appear to be a reasonable estimate for the purposes of this study.

Displacement

It is beyond doubt that physical activity enhances health. However, it can and does result in regular injuries. The survey showed that 41% of players suffered injuries during the year, putting them out of action for an average of 6 weeks. Using these figures, it can be deduced¹⁶⁶ that at any one time, 5% of players will have some sort of injury and this is the displacement rate that has been used.

Attribution

Whilst playing Gaelic games can play an important contributory factor in a person's overall physical and mental health, other factors also play a role. At the very least, whether the person undertakes any other sports or similar activities should be taken into account. Survey respondents were asked if they had played any other sports during the year under evaluation and if so, what these were. It found that 66% of those playing Gaelic games also played other sports¹⁶⁷ (which was significantly higher than those respondents who did not play Gaelic games, only 27% of whom partook in other sports). An attribution rate of 66% has therefore been allowed. This rate could arguably be increased. However, focus groups consultees pointed out that Na Fianna was the biggest player in this regard.

Drop-off

In line with the outcome duration described above, 50% drop-off has been allowed.

Impact

€29,466,050

¹⁶⁴ HACT & Daniel Fujiwara, 2018, *Community Investment Values from the Social Value Bank*, www.socialvaluebank.org (License: http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

¹⁶⁵ It is acknowledged that the survey question for that valuation ("*Thinking back over the last 12 months, how would you say your health has been on the whole, compared to people of your own age?*") is not identical to the survey question used in this study ("*My physical and mental health have improved in a way that they would not if I had not been involved with the club*"). Notwithstanding, it is felt that they are sufficiently similar so as not to be overly problematic on this occasion. If, however, repeat valuations are to be made in the future, the survey questions would have to be more closely aligned to those used in the Social Value Bank, as per <https://valueinsight.zendesk.com/hc/en-us/articles/204679111-Applying-values-based-on-non-HACT-questions->.

¹⁶⁶ 41 divided by 100 times 12

¹⁶⁷ In order of popularity: soccer/football, golf, swimming, running, basketball, tennis, cycling, rugby/tag rugby, hockey, gymnastics, martial arts, with single mentions of a wide range of other activities

Ultimate outcome (2)

Improved skills

Number of people experiencing change

As stated, there were 1,938 players during the year. 97% of survey respondents who were players said they had learned sporting and life skills at Na Fianna that they would not otherwise have gained, meaning that the number affected in this way is 1,880. It can reasonably be assumed that the remaining 3% learnt such skills elsewhere (see deadweight and attribution below).

Amount of change experienced

Players consider improved skills an important result, secondly only to improved health.

Outcome starts

The outcome starts the year after the activity takes place as it takes some time to build up skills.

Outcome lasts for

Once a skill is gained it does not tend to be lost and the maximum of five years has been allowed here.

Indicator for outcome

The indicator that has been selected is players' perceived value of the coaching which they receive in order to achieve to this outcome.

Monetisation

This previously referred research into the value of coaching in Munster in 2012 and 2015, which used willingness to pay for one hour of coaching, were once again used here. The figure of c. €5 as defined for players in the latter study was used in the survey to test the views of Na Fianna players. Whilst 55% felt that €5 was about right, 45% felt it ought to be higher or lower¹⁶⁸, stating an average of €10. A new willingness to pay figure of c. €7.25 per hour can be identified. The average player receives five¹⁶⁹ hours of coaching per week for around 45 weeks per year, which totals 225 hours. The average value of coaching generated per player in any one year can therefore be calculated as €1,631.

Deadweight

Sporting and life skills could certainly have been learned in other contexts, with the exception of skills that are specific to Gaelic games. However, focus group attendees were united in their view that the skills they gained at the club were not directly comparable with individual sports such as running or table tennis, nor other team-based sports such as basketball or hockey. Soccer and rugby in particular came under criticism for their perceived lack of welcome and ruthlessness about who is allowed to participate. Deadweight of 50% has nonetheless been allowed.

¹⁶⁸ Some consultees referred to an inconsistency in the quality of coaching

¹⁶⁹ The survey showed an average of five to six hours per week, but the more conservative five hours has been used allowing for absences due to sickness etc

Displacement

No displacement was identified.

Attribution

Individuals learn skills in multiple settings, not just within the confines of the club. For instance, children and adults also learn about teamworking in the context of school and the workplace. These skills are then practised and reinforced. A considerable attribution rate of 75% has been allowed.

Drop-off

Whilst a skill may not be readily lost, it is nonetheless helpful to continue practising in order to maintain it. If this does not happen, drop-off may occur. A small amount of 10% has been estimated.

Impact

€344,957

Ultimate outcome (3)

Friendships

Number of people experiencing change

As stated, there were 1,938 players during the year. 96% of survey respondents who were players said they had made friendships at Na Fianna that they would not otherwise have made, meaning that the number affected in this way is 1,860. The remaining 4% may have gained other benefits in some other stakeholder capacity.

Amount of change experienced

No data was sourced on the average numbers of friends made at the club.

Outcome starts

The outcome starts the year after the activity, as the forming of friendships is not immediate.

Outcome lasts for

Most consultees spoke of lifelong friendships being formed at Na Fianna, so the maximum of five years has been assumed.

Indicator for outcome

The indicator of satisfaction with friendships made at the club has been selected. 2005 research on the socio-economic value of sport ¹⁷⁰, which acknowledged the dominance of the GAA in Irish sports, found that the social benefits of sport, in terms of bringing people together, helping to build communities and providing a sense of collective identity and belonging were comparable to the benefits of the physical exercise.

¹⁷⁰ Liam Delaney & Tony Fahey, 2005, *The Social and Economic Value of Sport in Ireland*
<https://www.esri.ie/pubs/BKMNINT180.pdf>

Monetisation

As stated previously, robust socio-economic research dating from 2008 that values satisfaction with friendships at £15,500 per year has been used, which at 30 June 2018 equated to €22,182 per annum.

Deadweight

However important Na Fianna is in a person's life, it is very likely that friendships would have been formed in the outside world if the person had not gotten involved with the club. However, the depth of feeling expressed by the consultees for the friends they had made at Na Fianna was notable. Therefore, 50% deadweight would seem a fair estimate in this instance.

Displacement

No displacement was identified

Attribution

Focus group consultees stressed the importance of their Na Fianna's friends, but noted that they had friends outside of the club also. As with deadweight, 50% attribution has therefore been allowed.

Drop-off

The effect of friendships made does not drop off. Indeed, it was the constancy of friendships and the sense of always being welcome at the club that many individuals pointed to as being of particular value.

Impact

€10,314,630

Governing bodies

Ultimate outcome

Gaelic games and culture are preserved and grown

Number of people experiencing change

The three relevant bodies (CA, GAA and LGFA) are considered here, not any individuals working for or otherwise part of these entities.

Amount of change experienced

As Na Fianna is only one of 2,066 Gaelic clubs, its contribution, whilst worthwhile, can only be limited.

Outcome starts

The outcome is ongoing so starts in the year of activity.

Outcome lasts for

As the outcome is ongoing, the maximum of five years has been allowed.

Indicator for outcome

It has proven almost impossible to find a meaningful indicator for this outcome. The challenges associated with quantifying the value of cultural heritage have been well-documented¹⁷¹. To further illustrate the difficulty, in late 2018, the United Nations Educational, Scientific and Cultural Organization (UNESCO) added the sports of hurling and camogie to the *Representative List of the Intangible Cultural Heritage of Humanity*¹⁷². Yet it is known that preservation of cultural heritage is of extreme importance to the governing bodies. Note that the preservation of Irish culture (sports, language, arts, etc) was found to be of great value to survey respondents also, with 79% rating it as very important to them personally and 17% as somewhat important.

Monetisation

In the absence of any meaningful data, it has been assumed that the value of the club to the governing bodies is at least as great as the resources invested by them into the club. It is acknowledged that all of these direct financial resources came from the GAA and not the other two governing bodies, but in the spirit of the *One Club* approach, and in order to effect a calculation on the value map, an average of one-third has been allocated to each (€6,274). This does not affect the total. It is noted that this total figure is very likely an underestimate.

Deadweight

None identified

Displacement

None identified

Attribution

None identified

Drop-off

None identified

Impact

€18,882

Members of local community

Ultimate outcome

Relative satisfaction with club

Number of people experiencing change

Whilst the number of residents in the Glasnevin/Drumcondra/Phibsboro area is very large, the positive and negative effects of Na Fianna appear from the consultation to be felt most strongly by the club's immediate neighbours, numbering around 100 houses or 400 people.

¹⁷¹ For example, see: Cornelia Dümcke & Mikhail Gnedovsky, 2013, *The Social and Economic Value of Cultural Heritage: literature review*, European Expert Network on Culture <http://www.interarts.net/descargas/interarts2557.pdf>

¹⁷² <https://ich.unesco.org/en/RL/hurling-01263> - note the use of the word 'intangible'

Amount of change experienced

Limited

Outcome starts

People are affected immediately by the club so the outcome starts in the present year.

Outcome lasts for

Outcomes last indefinitely if the neighbour remains in situ.

Indicator for outcome

Perception of a good neighbourhood

Monetisation

Recent research by HACT and Fujiwara ¹⁷³ was used. This values a good neighbourhood at £1,747, which at 30 June 2018 equated to €1,971 ¹⁷⁴.

Deadweight

Whilst it is possible that without the club the neighbour's perception of their local area might have been the same, this is not a realistic statement because the club has been there since the 1950s and will almost certainly continue to be. No deadweight was thus identified.

Displacement

Not all views of the club's effect on the neighbourhood were positive. When local people who were not otherwise directly involved in the club were asked to rate their satisfaction with Na Fianna over the past year, the average score was 72/100. Displacement of 28% has therefore been allowed. It should be noted, however, that the club did not receive any formal complaints from neighbours during the year being evaluated.

Attribution

Whilst Na Fianna without doubt has an effect on the locals' view of their neighbourhood, it is only one of a number of factors, such as house prices, transport, availability of shops and so on. Considerable attribution must therefore be allowed, estimated at a rate of 75%.

Drop-off

No drop-off was identified because of the club's constant presence in the neighbourhood.

Impact

€113,530

¹⁷³ HACT & Daniel Fujiwara, 2018, *Community Investment Values from the Social Value Bank*, www.socialvaluebank.org (License: http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

¹⁷⁴ It is acknowledged that the survey question for that valuation ("*Overall, do you think your neighbourhood is a good or a bad place to live?*") is not identical to the survey questions used in this study ("*Do you feel that there are any (dis)advantages for you associated with living close to the club?*" and "*Thinking back over the period July 2017 - June 2018, what would you say the balance was for you between the positives and negatives of living close to Na Fianna?*".) Notwithstanding, it is felt that they are sufficiently similar so as not to be overly problematic on this occasion. If, however, repeat valuations are to be made in the future, the survey questions would have to be more closely aligned to those used in the Social Value Bank, as per <https://valueinsight.zendesk.com/hc/en-us/articles/204679111-Applying-values-based-on-non-HACT-questions->.

Appendix 10: sensitivity analysis

After establishing the ratio of 15:30 : 1, it was tested for sensitivity, assessing the extent to which it would change if assumptions made earlier in the process were different.

Inputs

There was clarity on each of the financial inputs, with the possible exception of sponsorship income and fundraising income, which had been estimated for individual teams. If this income was halved, the ratio would increase to 15:60 : 1 and if it was doubled, it would decrease to 15.14 : 1; little sensitivity was thus shown. There were two inputs that have a non-financial value. The first is the value of pitches used by the club for training purposes. If the assumed cost of these was half of what was advised (€75 per pitch per hour instead of €150), there would be a marginal increase in the ratio to 15.49 : 1. This is not significant. The second is volunteer time. For this, the proxy of the average industrial wage was used. If instead, the minimum wage had been used, the ratio would increase significantly to 26.09 : 1. However, the club is confident that the average industrial wage is far more representative of the type of volunteers that it attracts and the work that they do, so it should therefore not seek to overclaim in this regard.

Length of accountability period

If the length of each outcome was, one by one, shortened to a mere year, there was little or no change in the ratio, with the notable exceptions of supporters' sense of belonging to the club (13.79 : 1) and the importance of friendships to both non-playing members (10.65 : 1) and parents (9.99 : 1). But if the length of the accountability period for all the outcomes combined was changed to only one year, the ratio would dip significantly to 3.45 : 1. This is not unduly concerning, because it can be claimed with relative confidence that the outcomes that are most sensitive to change (that is, friendships and a sense of belonging, are indeed long-term effects).

Number of people affected

Only those stakeholder groups whose size had been largely estimated were tested. Adding or subtracting 50 volunteers to the estimated total of 450 did not change the ratio. If the parents of those children who only avail of Na Fianna coaching in schools are excluded from the parental satisfaction outcome, the ratio only drops marginally to 15.24 : 3. The number of sponsors had been estimated on the basis that they each gave an average of €125 to the club during the year, but even if this figure was decreased to €50 or increased to €500, the ratio did not change. Whilst it is not clear exactly how many community members are directly affected by the club, even reducing this figure from an estimated 400 to zero only results in a lowering of the ratio to 15.15 : 1. Raising it to 27,000, which is the size of the whole local population, raises the ratio to an unrealistic 25.30 : 1. There are no concerns about the size of the stakeholder groups identified.

Proxy values

On the whole, little to no sensitivity was found (including, remarkably, for the health proxy). If there were no costs associated with venue rentals, the ratio would only drop to 15.28 : 1. Omitting the already very conservatively valued worth of the club to its governing bodies only leads to a ratio of 15.27 : 1. If there had been no profit made by the on-site enterprises nor by the club sponsors, the ratio would have remained almost steady at 15.26 : 1. If cost savings to schools was reduced to zero, the ratio would still be 15.24 : 1. Even if parents and players had expressed no willingness to pay whatsoever for coaching, the ratio would only have dipped to 15.19 : 1. Similarly, removing the value for the perception of a good neighbourhood in its entirety, only leads to a slightly reduced ratio of 15.15 : 1. Even if the volunteering proxy had reduced to zero, the ratio would only have decreased to 14.99 : 1 (yet if the subjective wellbeing valuation for volunteers initially considered but then rejected had been used, the ratio would have increased to 16.27 : 1). Somewhat more sensitivity was shown in relation to membership of a social group; if the value of this was reduced to zero, the ratio would drop to 13.38 : 1. By far the most sensitive proxy, however, is the satisfaction with friendships. If this was removed in its entirety for players, non-playing members and parents, the ratio would drop to a mere 2.63 : 1. If the proxy value is halved, the ratio would rise again to 8.96 : 1, but this is somewhat of an arbitrary calculation.

Most of the percentage rates for deadweight, displacement, attribution and drop-off had been best guesses and it was particularly important, therefore, that these be stress-tested, as per the below.

Deadweight

Each outcome was tested, one by one, to 50% for those outcomes where the original deadweight value that had been allocated was between 0% and 49%, and to 99% for those outcomes where the original deadweight value that had been allocated was between 50% and 90%. Very little sensitivity was shown, with reductions to the ratio merely changing to between 15.20 : 1 and 15.29 : 1. The exception to this was a sense of belonging/membership of a social group, which at 50% deadweight led to a reduction in the ratio to 14.34 : 1. However, once again there was considerable sensitivity for friendships. If deadweight of 99% was introduced for players, non-playing members and parents, the ratio would drop steeply to 2.88 : 1.

Displacement

The percentages initially used for displacement ranged from 0% to 60%. Each of these was tested, one by one, in line with the percentages used for deadweight. Excepting some tiny differences, the results almost exactly mirrored the deadweight analysis, with the combined friendship ratio in this case dipping to 2.75 : 1.

Attribution

Initial attribution percentages had ranged from 0% to 80%. Each of these was tested, using the same technique. The results were very similar to those for deadweight. Where there were reductions in the ratio, these dipped to between 15.16 : 1 and 15.27 : 1. At 50% attribution, sense of belonging/membership of a social group led to a reduction in the ratio to 13.42 : 1. With an attribution rate of 99% for friendships made by players, non-playing members and parents, the ratio would again be 2.88 : 1.

Drop-off

The same process was repeated one final time for drop-off, where initial rates had ranged from 0% to 50%. The results were again very similar. Where there were reductions in the ratio, these dipped to between 15.18 : 1 and 15.29 : 1, although at 50% drop-off, sense of belonging/membership of a social group led to a reduction in the ratio to 13.77 : 1. With a 50% drop-off rate for players, non-playing members and parents, the ratio for friendships would be 5.18 : 1.

Conclusion

The sensitivity analysis gives considerable confidence in relation to the initial calculations made.

There appears to be one substantial question mark, however, over the value of friendships made at the club. The ratio is highly sensitive to the proxy used. The high value of the proxy can undoubtedly be questioned, but it is important to note that this was the only one that could be sourced by the consultant. It should also be seen in the context of a number of other factors. There can be relative certainty about the numbers of people affected in this way (indeed, the numbers used may be an underestimate) and a generous 50% of deadweight and 50% of attribution had already been allowed. No displacement and drop-off were allowed for, because it was not felt that these applied in the case of friendships. Critics could argue that the outcome of friendships should not be included in the social value account, which would bring the ratio down by a factor of five. Yet this should not be done precisely because the value of friendships made at the club was so fundamental to these stakeholders' experience of the club and is a true expression of the social capital that is generated by the club. Notwithstanding, this finding does point to a wider need for better economic valuations on the theme of friendship (which may find even higher valuations ...).

On balance, a ratio of around 15 : 1 would appear to be a fair one for Na Fianna.

Appendix 11: tool to review recommendations

This was an independent study, the recommendations of which Na Fianna may or may not agree with. This form serves as a tool for the Club Executive Committee to review the recommendations made, decide if it concurs, and record what actions it will take to progress relevant recommendations.

No.	Recommendation	Accept?	If no, why not?	If yes, what will we do?	By when?	Who will be responsible?
1	Publicise the study results widely					
2	Be willing to share its experience of undertaking a social value study					
3	Stress even more the health and wellbeing benefits of being involved					
4	Recognise the value of every volunteer who gives time to the club					
5	Consider if having accounts audited, not just certified, is in the best interest of the club					
6	Find new ways of promoting the Irish language in the club					
7	Optimise to a greater extent on commercial sponsorship opportunities					
8	Reflect on any future research that places an economic value on friendships					
9	Continue ongoing efforts to build positive community relations					
10	Consolidate the club's resources and activities before considering further growth					



