



CLUB SUSTAINABILITY STRATEGY



INTRODUCTION

Every football Club has the opportunity to make a positive difference for its members, community and the environment. A sustainability strategy provides a clear direction, helping your Club move beyond individual projects and create a long-term plan that embeds sustainability into everyday decision-making.

Whether your Club is just beginning its Together Greener journey or already delivering environmental initiatives, a sustainability strategy helps ensure everyone is working towards shared goals. It provides clarity, encourages accountability and demonstrates your Club's commitment to creating a more sustainable future for football in Wales.

This resource has been developed to help Clubs create a practical sustainability strategy that reflects their size, ambitions and available resources. It complements the Together Greener Programme and aligns with the Football Association of Wales Sustainability Strategy.

This resource will help your Club to:

- Understand the purpose of a sustainability strategy.
- Develop a clear sustainability vision.
- Identify priorities based on your Club's needs.
- Set realistic objectives and actions.
- Assign responsibilities across your Club.
- Establish timescales and measures of success.
- Monitor and review progress over time.
- Align sustainability with wider Club planning and decision-making.





BENEFITS

Why Develop a Sustainability Strategy?

A sustainability strategy provides a roadmap that helps your Club focus its efforts and make informed decisions over the coming years. Rather than delivering isolated projects, it enables sustainability to become part of how the Club operates every day.

Developing a strategy can help your Club:

- Create a shared vision for the future.
- Prioritise actions where they will have the greatest impact.
- Reduce operating costs through more efficient use of resources.
- Improve environmental performance.
- Strengthen governance and leadership.
- Engage members, volunteers and partners.
- Support funding applications by demonstrating clear planning.
- Measure progress and celebrate success.
- Build resilience to future environmental and climate challenges.

Importantly, a sustainability strategy should be proportionate to your Club. It does not need to be lengthy or complicated; a simple, well-implemented plan is often more effective than an ambitious document that is never used.





GETTING STARTED

Before developing your strategy, it is important to understand where your Club is today.

The Together Greener Programme provides a series of audits and planning tools that help establish a baseline and identify priorities.

Consider completing:

- Sustainable Club Management Audit.
- Climate Action Readiness Audit.
- Community Engagement & Partnerships Audit.
- Energy Audit.
- Waste Audit.
- Travel Audit.
- Biodiversity Audit .
- Water Audits.
- Sustainability Progress Tracker.

Review your findings alongside your Club's Together Greener Green Goals, Together Greener Action Plans and any existing Club development plans.

This evidence will help ensure your sustainability strategy focuses on the areas where your Club can make the greatest difference.





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VISION

Creating Your Sustainability Vision

Your vision describes what your Club wants to achieve in the future. It should inspire members while providing clear direction for sustainability activities.

A good vision is:

- Clear.
- Positive.
- Ambitious but realistic.
- Relevant to your Club.
- Easy for members to understand.

Example Vision

To create a thriving, inclusive and environmentally sustainable football Club that protects the environment, supports our community and inspires future generations.



PRIORITISING

Identifying Your Priorities

Every Club is different. Some may own their facilities, while others use local authority or school sites. Some Clubs may already have strong environmental initiatives, while others are just getting started.

Your priorities should reflect:

- Audit findings.
- Environmental impact.
- Available resources.
- Volunteer capacity.
- Member feedback.
- Funding opportunities.
- Local environmental challenges.
- Quick wins alongside longer-term projects.

Remember that sustainability is a journey. Focus on a manageable number of priorities that can realistically be achieved.





OBJECTIVES

Setting Your Objectives

Objectives describe what your Club wants to achieve over the next three to five years.

Your objectives should reflect the six Together Greener themes and be specific enough to guide action while remaining achievable.

Examples include:

- Reduce energy consumption.
- Improve recycling and reduce waste.
- Encourage sustainable travel.
- Increase biodiversity across Club grounds.
- Improve water efficiency.
- Embed sustainability into Club governance.

Aim for between five and eight key objectives.





ACTIONS

Developing Actions

Actions explain how your objectives will be delivered. Good actions are practical, measurable and achievable.

For example:

- Complete annual energy audits.
- Install LED lighting.
- Launch a car-sharing campaign.
- Develop pollinator areas.
- Install rainwater collection.
- Measure the Club's carbon footprint.
- Deliver climate awareness sessions.
- Produce an annual sustainability report.

Where possible, use the Together Greener Action Plans to record these activities in more detail.





SUCCESS MEASURES

Defining Success Measures

Success measures help your Club understand whether the strategy is delivering positive outcomes.

Choose measures that are simple to collect and meaningful to your Club.

Examples include:

Environmental

- Energy consumption.
- Water use.
- Waste recycled.
- Carbon emissions.
- Biodiversity improvements.

Participation

- Volunteers involved.
- Members engaged.
- Green Team meetings held.
- Community partnerships developed.

Management

- Strategy reviewed annually.
- Action Plans updated.
- Sustainability reported to Committee.
- Funding secured.

Avoid measuring too many things, focus on indicators that genuinely help inform decision-making.



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TIMESCALES

Setting Timescales

Not every action needs to happen immediately. Organise actions into realistic timescales.

Short Term (0–12 months) - Simple actions requiring little investment.

Examples:

- Complete audits.
- Launch awareness campaign.
- Form a Green Team.

Medium-Term (12–18 months) - Projects requiring planning.

Examples:

- Develop biodiversity areas.
- Install water-saving devices.
- Introduce recycling improvements.

Long-Term (18 months+) - Larger projects.

Example:

- Facility improvements.
- Renewable energy projects.
- Carbon reduction programme.

Review timescales annually to reflect changing priorities and opportunities.





RESPONSIBILITIES

Successful strategies involve the whole Club. Identify who will lead each action and where support is needed.

Responsibilities may include:

- Committee members.
- Green Team.
- Coaches.
- Volunteers.
- Facility managers.
- Grounds staff.
- Youth representatives.
- Community partners.

Sharing responsibility helps build ownership and prevents sustainability becoming the responsibility of just one person.



STRATEGY TEMPLATE

Sustainability Strategy Template

The Together Greener Programme includes a Sustainability Strategy Template to help your Club develop its own strategy.

The template includes:

- Vision.
- Objectives.
- Actions.
- Success Measures.
- Responsibility.

The template can be adapted to suit Clubs of all sizes and should be reviewed annually.

Following the template is an example completed strategy template. This is an example strategy, not a template for every Club. Your Club's objectives, targets, timescales and actions should reflect its size, facilities, resources, priorities and level of influence. Start with what you can realistically achieve, establish a baseline and build ambition over time.





SUSTAINABILITY STRATEGY

Club Name:

Date:

VISION

OBJECTIVE	ACTIONS	SUCCESS MEASURE	TIMESCALE	RESPONSIBILITY



SUSTAINABILITY STRATEGY

VISION

To become a more sustainable football Club that protects the environment, supports our community and inspires positive action.

OBJECTIVE	ACTIONS	SUCCESS MEASURE	TIMESCALE	RESPONSIBILITY
Embed Sustainability Into Club Governance	- Establish a Green Team - Embed sustainability into Club decision-making. - Include sustainability in Club policies and planning	By the end of Year 1, establish an active Green Team with at least 2 members, with sustainability included as a standing item at a minimum of four Club Committee meetings each year throughout the strategy period.	Short Term July 2027	Club Committee
Understand Clubs Current Sustainability Performance	- Complete Together Greener Audits. - Establish a sustainability baseline. - Review progress annually.	Complete 100% of the relevant Together Greener audits by the end of Year 1, establish a baseline and complete an annual progress review for each subsequent season.	Medium Term July 2028	Green Team
Reduce Environmental Impact	- Develop a Carbon Reduction Plan. - Reduce waste. - Improve sustainable purchasing.	By the end of Year 3, implement at least five priority carbon and environmental reduction actions identified through the Club's audits and Carbon Reduction Plan, with progress reviewed annually.	Long Term July 2029	Green Team
Improve Energy Efficiency	- Install LED lighting. - Improve energy management. - Explore renewable energy opportunities.	Reduce annual electricity consumption by at least 15% by the end of Year 4, compared with the Club's Year 1 baseline, while maintaining appropriate facilities for members and users.	Long Term July 2030	Facility Manager
Reduce Water Use	- Install rainwater harvesting system. - Reduce water losses. - Monitor water consumption.	Reduce mains water consumption by 15% by the end of Year 4, compared with the Year 1 baseline, supported by regular meter readings and implementation of identified water-saving measures.	Long Term July 2030	Facility Manager
Improve Reporting And Engagement	- Publish an Annual Sustainability Report. - Develop a sustainability communications plan. - Engage members and the community.	Publish one Annual Sustainability Report every season, with progress against 100% of the strategy's objectives reviewed annually, alongside at least four sustainability engagement or communications activities each year.	Short Term July 2027	Green Team



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ALIGNMENT

Aligning with Wider Sustainability Strategies

Your Club's sustainability strategy does not need to exist in isolation. It should complement wider sustainability ambitions across Welsh and European football.

Consider aligning your strategy with:

Football Association of Wales Sustainability Strategy

The [FAW Sustainability Strategy](#) sets out ambitions to reduce environmental impact, protect biodiversity, support communities and embed sustainability across Welsh football. The Together Greener Programme has been developed to help Clubs contribute to these ambitions through practical local action.

UEFA Football Sustainability Strategy 2030

[UEFA's strategy](#) encourages football organisations across Europe to take action on climate, environmental sustainability, inclusion, governance and community impact.

Together Greener provides practical tools that help grassroots Clubs contribute towards these wider goals.

Aligning with these strategies can strengthen funding applications, demonstrate leadership and show how your Club contributes to football's wider sustainability ambitions.





REVIEW

Review Your Strategy

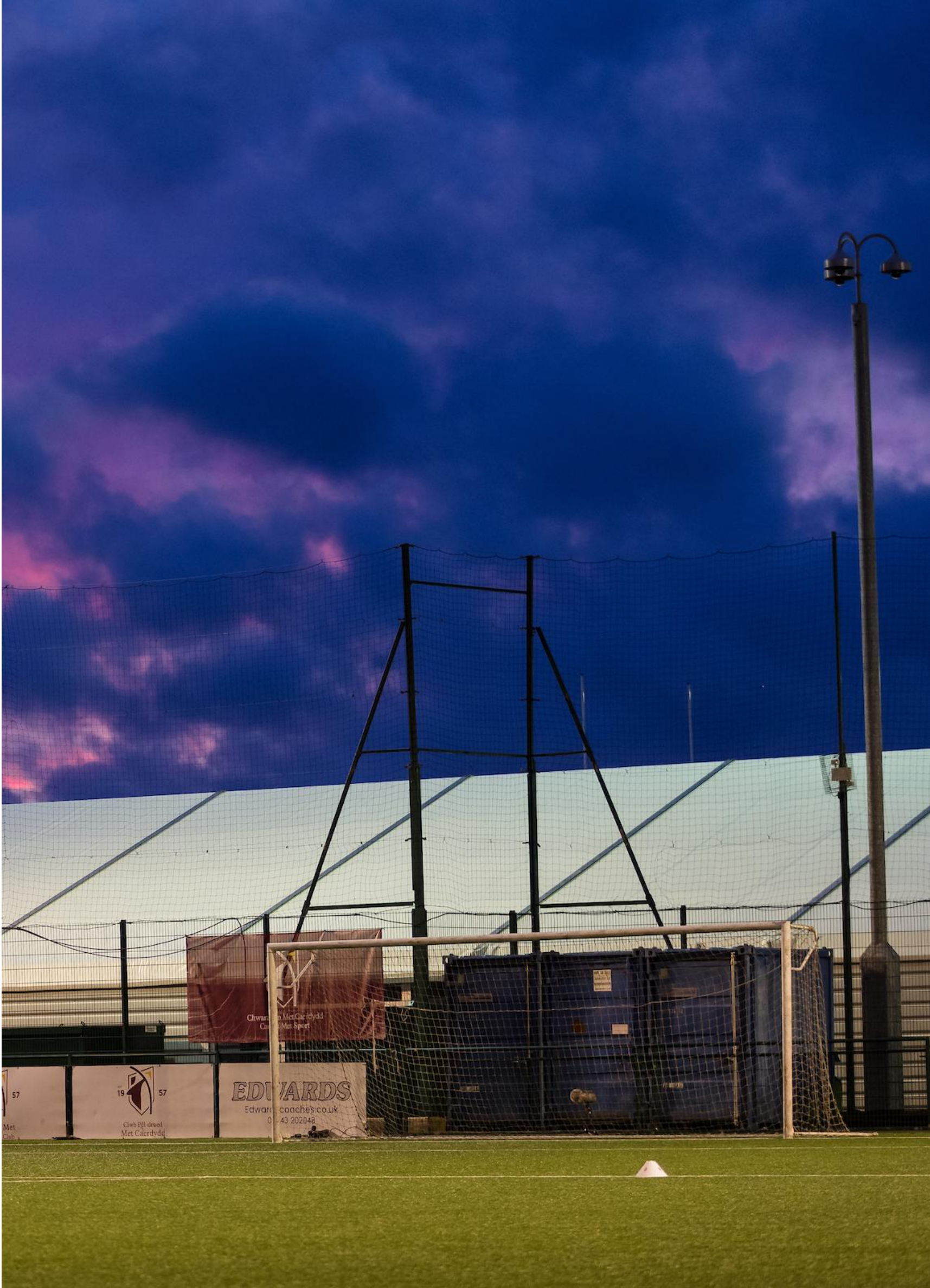
A sustainability strategy should be a living document.

Review it at least once each year by considering:

- What has been achieved?
- What worked well?
- What barriers were encountered?
- Are priorities still relevant?
- Have new opportunities emerged?
- Should new actions be added?

Use the Together Greener Sustainability Progress Tracker and Action Plans to inform your annual review.

Continuous improvement is at the heart of the Together Greener Programme.





FURTHER SUPPORT

Developing a sustainability strategy is one of the most effective ways to embed sustainability across every aspect of Club life. Remember that your strategy should evolve alongside your Club and does not need to be perfect from the outset.

To support implementation, explore the other resources within the Together Greener Programme. You can also explore the FAW Sustainability Strategy and UEFA Football Sustainability Strategy 2030 for additional inspiration and guidance.

Use what you have learned in this resource to:

- Develop a sustainability strategy that reflects your Club's vision and priorities.
- Set realistic objectives and achievable actions.
- Engage members, volunteers and partners in delivering sustainability.
- Align sustainability with wider Club planning and decision-making.
- Monitor progress using the Together Greener Action Plans and the Sustainability Progress Tracker.
- Review and improve your strategy each year.
- Help create a stronger, more resilient and environmentally sustainable future for football in Wales.

Further information on Management can be found at www.faw.cymru/togethergreener-management

If you require support completing this resource, please contact sustainability@faw.cymru