



ANNUAL REVIEW



INTRODUCTION

The end of the season is an opportunity to pause, reflect and look back at what your Club has achieved through its Together Greener journey. An annual review brings together the work completed across the year and helps your Club understand what has worked, what has changed and where there are opportunities to improve.

The Annual Together Greener Review builds on the Club's existing monitoring and planning processes. Rather than duplicating the process of measuring individual actions or producing an annual sustainability report, this review provides a broader opportunity to reflect on the whole year, including your Green Goals, Sustainability Strategy, Action Plans, topic-specific actions, Progress Tracker and the experiences of the people involved.

Every Club will have a different sustainability journey. The purpose of the review is not to demonstrate perfection, but to recognise progress, learn from experience and use those lessons to shape the year ahead.

This resource will help your Club to:

- Reflect on its overall Together Greener journey during the season.
- Review progress against its Green Goals.
- Consider progress against its Sustainability Strategy objectives.
- Review the delivery of its Sustainability Action Plan.
- Reflect on progress across all six Together Greener topics.
- Consider the findings from the Sustainability Progress Tracker.
- Identify successes, challenges and lessons learned.
- Recognise the contribution of members, volunteers, teams and partners.
- Identify priorities for the next season.
- Keep sustainability moving forward as part of everyday Club management.





BENEFITS

Why Conduct An Annual Together Greener Review?

An annual review provides a structured opportunity to step back from individual projects and consider the bigger picture. It allows your Club to understand not just what it did, but what it learned and how that learning can influence future decisions.

The review can also help maintain momentum. Sustainability can involve many different people, activities and priorities throughout a season, so taking time to bring these together can demonstrate how individual actions are contributing to the Club's wider ambitions.

Benefits of an annual review include:

Recognising progress – celebrate what your Club has achieved.

Learning from experience – identify what worked well and what could be improved.

Maintaining accountability – review progress against agreed objectives and actions.

Strengthening planning – use learning to inform the next season's priorities.

Engaging people – involve members, volunteers and partners in reflecting on progress.

Supporting funding – evidence completed projects, impact and community involvement.

Keeping sustainability strategic – ensure sustainability remains part of Club management rather than becoming a collection of individual projects.



REVIEW ALIGNMENT

How The Annual Review Fits Into Together Greener

The Annual Review should bring together information that your Club has already collected rather than creating unnecessary additional work.

You can use your Club's:

- Green Goals.
- Topic-specific Audits.
- Topic-specific Action Plans.
- Club Sustainability Strategy.
- Club Sustainability Action Plan.
- Carbon Reduction Plan.
- Sustainability Progress Tracker.
- Carbon Footprint Measurement.
- Monitoring, Measuring & Reporting Progress.
- Records of projects, events and activities.
- Feedback from members and volunteers.
- Other evidence of completed work.

The Monitoring, Measuring & Reporting Progress resource already provides guidance on recording actions, measuring improvements and producing an annual sustainability report.

The Annual Review should therefore complement rather than replace that process. Think of it as the opportunity to ask:

“What happened this year, what did we learn, and what should we do next?”





ANNUAL REVIEW STEPS

Introducing the 10 Steps to Your Annual Review

The Annual Together Greener Review brings together the work your Club has completed throughout the season and provides an opportunity to step back, reflect and look ahead. The 10 steps below are designed to guide your Green Team through a simple, structured review of your progress, using the information, goals, action plans and strategy already developed as part of your Together Greener journey.

Work through each step in order, using the reflective questions and suggested resources to consider what has changed, what has worked well, what challenges you experienced and what you have learned.

You can use your Green Goals, Sustainability Strategy, Sustainability Action Plan, individual topic action plans, Sustainability Progress Tracker and the Monitoring, Measuring & Reporting Progress resource to support your review.

The aim is not simply to record what you have done, but to understand the difference your actions have made, what you can improve and what should happen next. Some questions may not apply to your Club, so focus on those that provide the most useful insight.

By the end of the ten steps, your Club should have a clearer picture of its progress, key achievements and learning from the season, along with a strong starting point for setting priorities and actions for the year ahead.





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1. Look Back At The Season

Before reviewing individual targets, take a broad look at your Club's sustainability journey over the past season. Consider the projects, conversations, campaigns and changes that took place, including activities that may not have originally been included in your plans.

Reflect on:

- What were our biggest sustainability achievements?
- Which projects were completed?
- Which actions are still underway?
- What changed in the way the Club operates?
- Did new people become involved?
- Did any unexpected opportunities arise?
- What are we most proud of?
- What difference did our actions make?

Our highlights

Our three biggest achievements this season:

The achievement we are most proud of and why:





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2. Review Your Green Goals

Green Goals provide a simple way for Clubs to identify and commit to practical sustainability actions. The annual review provides an opportunity to look back at the goals selected for the season and consider both delivery and impact.

Don't simply record whether a goal was completed. Consider what happened because of it and what your Club learned.

Review questions

QUESTION	REFLECTION
What Green Goals did we set?	
Were they completed?	
What helped us achieve them?	
What barriers did we encounter?	
What difference did they make?	
Should any actions continue next season?	

What should we do differently next time?



3. Review Your Sustainability Strategy

Your Club's Sustainability Strategy provides the longer-term direction for your sustainability journey. The annual review is an opportunity to check whether the work undertaken during the season is moving the Club towards its agreed vision and objectives.

Consider whether your priorities are still relevant and whether anything has changed within the Club or wider community that should influence the strategy.

Reflect on:

- Which strategic objectives did we make progress against?
- Which objectives received the most attention?
- Which objectives received less attention and why?
- Have our priorities changed?
- Are our objectives still relevant?
- Have we identified new opportunities?
- Does the strategy need updating?

Strategy reflection

Use the template on the next page to review your strategy.

Repeat for each major strategic objective:

- Objective.
- Progress made
- Evidence of progress.
- Learning.
- Next step.
- Review notes.





STRATEGY REVIEW

Club Name:

Date:

OBJECTIVE	PROGRESS MADE	EVIDENCE OF PROGRESS	LEARNING	NEXT STEPS	REVIEW NOTES



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4. Review Your Action Plans

Your Sustainability Action Plan and the six topic-specific Action Plans turn strategy and audits into practical activity. The annual review provides a useful opportunity to look at whether planned actions were realistic, delivered effectively and remain relevant. Your existing action plans should provide much of the information needed for this section and already includes a place to record progress.

Consider:

- Which actions were completed?
- Which actions are ongoing?
- Which actions were delayed?
- Were responsibilities clear?
- Were timescales realistic?
- Did we have the necessary resources?
- Were there actions we added during the year?
- Which actions should carry forward?
- Are there actions that should now be removed or changed?

Action Plan reflection

QUESTION	REFLECTION
What worked well?	
What proved difficult?	
What would we change?	
What actions should carry forward?	



5. Review Progress Across The Six Topics and Reflect On Your Progress Tracker

The Together Greener programme brings sustainability together across six connected topics. As part of your annual review, it's important to reflect on your progress across all topics.

The Sustainability Progress Tracker provides a simple annual traffic-light assessment and a structured year-on-year assessment of progress across the six Together Greener topics. It is designed to help Clubs see progress year on year and identify areas requiring further attention. Use your latest tracker alongside the previous year's results where available to reflect on your progress using the reflective questions below. The purpose of the tracker is not to compete for the most green scores. It is to help the Club understand where it is on its journey and where effort can have the greatest value.

For the Annual Review, use those results as a starting point for reflection rather than simply repeating the scores.

Look for:

- **Green** – What has improved or is working well?
- **Amber** – What needs further attention?
- **Red** – What requires a new approach or additional support?

Reflection questions

- Which topic has improved the most?
- Which topic has remained challenging?
- Where have we moved from red or amber towards green?
- Are there areas where progress has stalled, and what explains the changes?

Next, considering your progress tracker reflections, use the template on the next page to answer the following set of reflective questions for each Together Greener topic.

1. What improved this season?
2. What did we learn?
3. Priority for next season.





TOGETHER GREENER TOPIC REVIEW

Club Name:

Date:

TOPIC	WHAT IMPROVED THIS SEASON?	WHAT DID WE LEARN?	PRIORITY FOR NEXT SEASON	REVIEW NOTES
ENERGY				
WASTE				
TRAVEL				
BIODIVERSITY				
WATER				
MANAGEMENT				



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6. Review What Changed

Completing actions is important, but the annual review should also consider the difference those actions have made. This step encourages your Club to look beyond activities and reflect on the outcomes and wider impact of your Together Greener work.

Consider whether your actions have helped to:

- Reduce energy, water or other resource use.
- Reduce waste or carbon emissions.
- Improve biodiversity or the condition of your Club grounds.
- Improve resilience to climate-related risks.
- Change behaviours among players, members, volunteers or visitors.
- Increase awareness and understanding of sustainability.
- Strengthen relationships with community partners.
- Reduce costs or identify financial savings.
- Improve the experience of members and visitors.
- Create opportunities for young people to get involved.
- Increase the Club's visibility and reputation for sustainability.

Evidence might include:

Meter readings, waste data, photographs, participation numbers, feedback, financial savings, biodiversity observations, carbon measurements, completed projects or examples of changed behaviour.

Use the template on the next page to answer the set of reflective questions provided.





WHAT CHANGED REVIEW

Club Name:

Date:

TOPIC	REVIEW NOTES
What has changed at our Club because of our sustainability work?	
Which action has made the biggest difference?	
Have we seen changes in behaviour or attitudes?	
Have we reduced any environmental impacts?	
Have we become better prepared for environmental or climate-related challenges?	
Have any actions delivered benefits we did not originally expect?	
What evidence do we have to demonstrate the difference we have made?	



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7. What Did We Learn?

A successful sustainability programme is not simply about completing actions. Clubs will learn throughout the process, including from projects that did not go exactly as planned.

Reflecting on those experiences can help your Club make better decisions in future.

Reflection questions

QUESTION	REFLECTION
What worked particularly well?	
What didn't work as expected?	
What barriers did we encounter?	
What surprised us?	
What would we do differently next time?	
What should we continue doing?	
What should we stop doing?	
What new opportunities have we identified?	





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8. People, Culture And Engagement

Sustainability is ultimately about people as well as environmental performance. Consider how the Club's culture, knowledge and engagement have developed during the season. The wider monitoring resource encourages Clubs to consider qualitative measures such as member feedback, volunteer engagement, partnerships, awareness and lessons learned.

Reflect on:

- Have more members become aware of sustainability?
- Have volunteers become more involved?
- Has the Green Team developed?
- Have teams or coaches taken ownership of activities?
- Have young people been involved?
- Have we worked with schools or community groups?
- Have partnerships developed?
- Have sustainability conversations become more common?
- Have we celebrated the contribution of volunteers?

Recognise your people

QUESTION	REFLECTION
People we would like to thank.	
A volunteer or member who made a particular contribution.	
A team or group that helped drive change.	
A partnership that made a difference.	



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9. Celebrate Success

The annual review should not only identify what remains to be done. It should also provide an opportunity to celebrate the people and achievements that have made the Club's sustainability journey possible.

Success stories can help bring sustainability to life and encourage others to participate. The 'Monitoring, Measuring & Reporting Progress' resource similarly highlights the value of sharing volunteer achievements, community projects, young people leading change, partnerships and innovative ideas. You can use the resource to produce an annual sustainability report.

As a minimum consider producing a short Together Greener season highlights report featuring:

- Biggest environmental improvement.
- Most successful Green Goal.
- Best volunteer contribution.
- Most innovative project.
- Best youth-led initiative.
- Strongest community partnership.
- Biggest lesson learned.
- Most promising project for next season.

Use photographs, quotes and short stories wherever possible.

View the '[Monitoring, Measuring & Reporting Progress](#)' resource for further information.





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10. Plan For The Next Season

The purpose of reviewing the past year is to help shape the next one. Use your findings to identify a small number of clear priorities rather than creating an unmanageable list of new actions and to help you set your new Green Goals for next year.

Consider your:

- Sustainability Strategy objectives.
- Carbon Reduction Plan.
- Progress Tracker findings.
- Green Goals.
- Topic Action Plans.
- Climate risks and adaptation needs.
- Funding opportunities.
- Partnerships.
- Club priorities and resources.

Our priorities for next season and Potential new Green Goals:

PRIORITY	WHY IT MATTERS?



ONE PAGE REVIEW SUMMARY

Club Name:

Date:

AREA	REFLECTION NOTES
Biggest achievement & Most successful action	
Green Goal progress	
Strategy progress	
Biggest challenge	
Most important learning	
Strongest topic	
Topic requiring most attention	
People/volunteers to recognise	
Community impact review	
Partnerships developed	
Key environmental improvement	
Key financial/operational benefit	
Top priority for next season	
Proposed Green Goals	



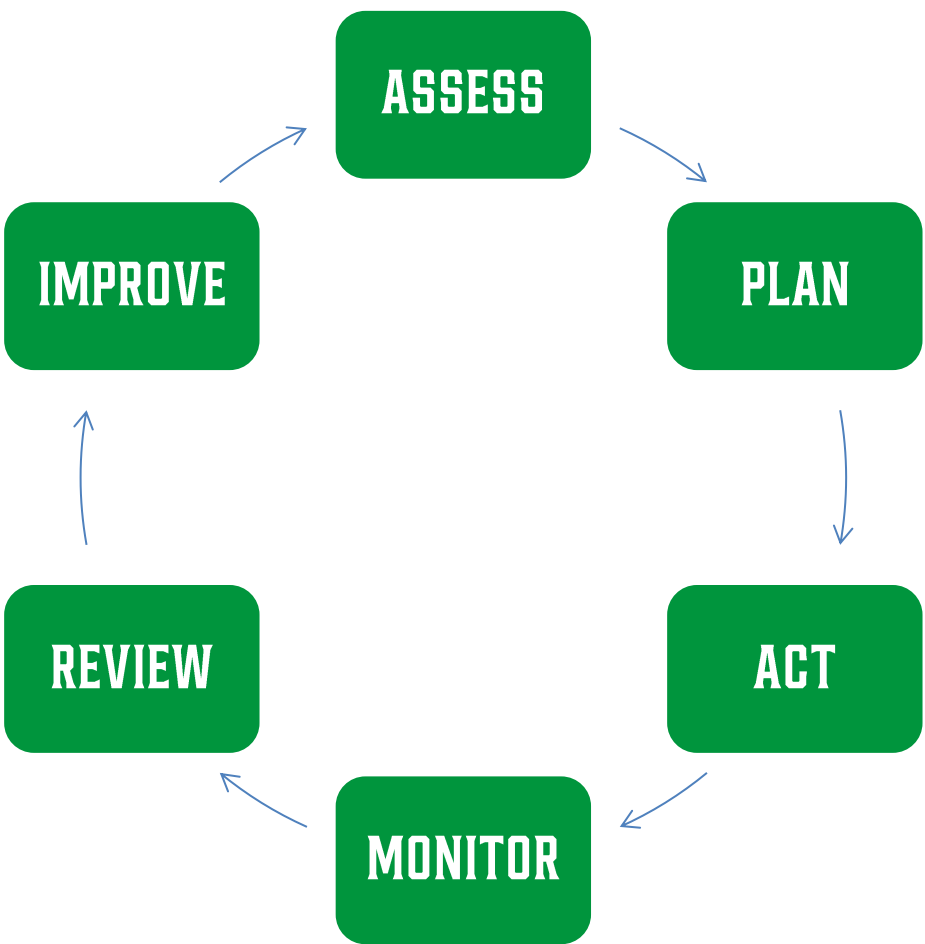
REVIEW TO ACTION

Turning Review Into Action

Completing the review should lead to decisions about what happens next. Add agreed priorities to the Club's Sustainability Action Plan and relevant topic-specific Action Plans rather than keeping the review as a standalone document.

Where the review identifies a significant new priority, consider whether it should also lead to an update to your Sustainability Strategy, Action Plans, Carbon Reduction Plan or Green Goals. This creates a continuous improvement cycle that helps sustainability become embedded within Club management.

The cycle should be:





FURTHER SUPPORT

An annual Together Greener Review allows your Club to pause, celebrate progress, learn from experience and look ahead.

Sustainability is a journey, and not every action will be completed exactly as planned. What matters is that your Club continues to learn, adapt and improve.

By reviewing the season as a whole, your Club can connect individual projects with its wider strategy and demonstrate how sustainability is becoming part of the way the Club operates.

Every season provides an opportunity to learn, improve and take the next step towards a more sustainable Club and a greener future for football in Wales.

Use what you have learned in this resource to:

- Reflect on your Club's Together Greener journey.
- Review your Green Goals and Sustainability Strategy objectives.
- Assess progress across all six Together Greener topics.
- Identify successes, challenges and lessons learned.
- Recognise the contribution of members and volunteers.
- Use your findings to inform future Action Plans.
- Set clear priorities and Green Goals for the next season.
- Continue improving your Club's environmental performance and resilience.
- Share your achievements and inspire others across Welsh football.

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

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