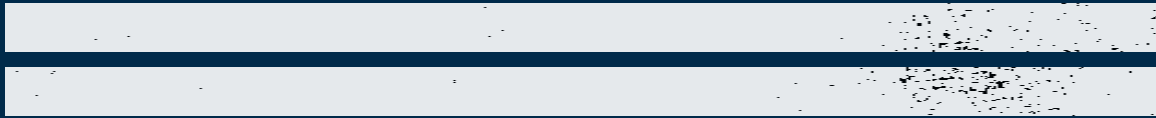


BRODSWORTH WELFARE AFC CLUB STRATEGY



BRODSWORTH WELFARE AFC CLUB STRATEGY

This strategy outlines three goals within each of the five pillars (to the left) that form the operating structure of Brodsworth Welfare AFC. Each goal has a number of actions and activities attached to it, as well as a set of indicators of success which we will monitor to ensure we are intentional in our efforts, and to track and chart our success over the year.

TIMELINE:

This strategy contains the goals, actions and indicators we intend to track from the 1st of June 2025 and will continue to track through the summer of 2025 and beyond. Several of the goals are ongoing, but we will revisit the strategy as part of our Season 2026-27 budget setting and development process.

AMBITION:

We are aware that these goals are extremely ambitious, but we prefer to set aspirational, brave targets that cause us to stretch, rather than targets that are too easily achieved and show little drive.

The 5 pillars are as follows:

1. Quality successful football
2. Full financial sustainability
3. Own house in order
4. One club, one community - Impact for our fans and community
5. Impact on the wider world

SUMMARY OF GOALS

PILLAR 1 - QUALITY SUCCESSFUL FOOTBALL

- Goal 1:** Both First Teams win promotion
- Goal 2:** Develop home-grown first team players who lead on and off the pitch
- Goal 3:** Establish a viable five-year football strategy

PILLAR 2 - FULL FINANCIAL STABILITY

- Goal 1:** Become the most community-centric club in England
- Goal 2:** Land the biggest sponsorship partnership in the club's history
- Goal 3:** Maximise our social media footprint, and our facilities

PILLAR 3 - OWN HOUSE IN ORDER

- Goal 1:** Create exemplary facilities for fans and the community
- Goal 2:** Establish exemplary infrastructure for players
- Goal 3:** Create a positive working environment and culture for all

PILLAR 4 - ONE CLUB, ONE COMMUNITY

- Goal 1:** Listen to, support, and give voice to our community
- Goal 2:** Host the best, most enjoyable matchday experience for all
- Goal 3:** Be aspirational so that people want to be aligned and associated with us

PILLAR 5 - IMPACT ON THE WIDER WORLD

- Goal 1:** Become a shining example of what is possible at all levels of football
- Goal 2:** Lead by word and action in making a tangible impact on the way football is run
- Goal 3:** Support others to reach their leadership, diversity and equality goals

PILLAR 1

QUALITY SUCCESSFUL FOOTBALL



BOTH FIRST TEAMS WIN PROMOTION

WHAT:

Promotion for both sides would show that a small club that invests equally into both its women's and men's sections can be greater than the sum of its parts. Promotion provides a bigger platform for Brodsworth Welfare AFC to prove that a 100% volunteer and community led club, that is ethically run and forges its own path, can be exemplary on and off the pitch, demonstrating our winning mentality.

HOW:

Build a high-performance environment, including in our pathway, and invest in the players and staff who thrive on the club's culture and can make the most of our resources.

ACTIONS:

1. Create a high-performance environment, with clear goals and improved wrap-around support (physical, nutrition, medical, psychology, analysis).
2. Invest in and develop quality players and coaching/performance staff who are committed to co-creating a collaborative, high-performance culture.
3. Invest in high-performance physical infrastructure and equipment.

INDICATORS OF SUCCESS:

1. Points per game targets (men: 2, women: 2)
2. Establish tracking/analysis of medical data that monitors prevention and rehabilitation.
3. Increased investment into performance support and coaching roles.
4. Appoint a Head of Football Development.
5. Appoint a Head of Coaching Development and Support.
6. Appoint three Football Analyst's.
7. Appoint a Head of Sport's Therapy and Player Recovery.
8. Invest in the playing surface for season 2025/26 (Cross-cutting goal with Own House in Order).

DEVELOP HOME-GROWN FIRST TEAM PLAYERS WHO LEAD ON AND OFF THE PITCH

WHAT:

We aim to ensure that we always have a Brodsworth Welfare AFC-grown player in our First Team setups. Brodsworth Welfare AFC is also well-placed to develop young players' leadership skills and characteristics with a view to attracting and creating leaders on and off the pitch. Youth football often casts aside young aspiring professional players, once they are no longer perceived as potentially profitable. We hope that even when our young players do not make or remain within our First Team, we have helped them to become more rounded human beings for having been within our set-up.

HOW:

Build on our pathway partnership with Brodsworth Warriors and become one club by investing strategically in the youth set-up, especially in performance support and ensure opportunities for players to learn, grown and develop their full potential and leadership skills off the pitch.

ACTIONS:

1. Formalise the pathway partnership and become one club by the end of the 2025/26 season.
2. Introduce Individual Development Plans for each youth player.
3. Increase performance support to all youth teams (access to physio, analysis etc).

INDICATORS OF SUCCESS:

1. Four players in the girls' pathway train/play up an age group each season, including to First Team level.
2. Four U18 Boys from within our pathway train up/play with the Men's First Team.
3. As part of the annual pathway, introduce a player survey, and player satisfaction with the learning and support they get, increases year on year.

GOAL 3:

ESTABLISH A VIABLE FIVE-YEAR FOOTBALL STRATEGY

WHAT:

As a small club seeking to punch above our weight, we need to make the most out of every resource we have available. The strategy will ensure coherence across our pathway teams to our first teams, identify areas of investment and areas where we can be more efficient, and develop and leverage partnerships.

HOW:

Develop, through consultation inside and outside of the club, a tangible, focused five-year football strategy that channels our resources and efforts into specific actions that can help us succeed.

ACTIONS:

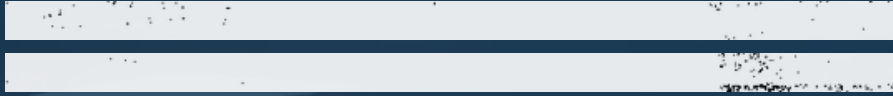
1. Appoint to the roles in Goal 1 (indicators of success, points 5, 6, 7, 8).
2. Through consultation, develop a 5 year Football Strategy that understands Brodsworth Welfare AFC's niche, strengths and opportunities with clear deliverables and milestones.
3. Identify key principles and concepts of a Brodsworth Welfare AFC playing philosophy that could be embedded into the club's youth structures.

INDICATORS OF SUCCESS:

1. Appoint a Head of Football Development.
2. Appoint a Head of Coaching Development and Support.
3. Appoint three Football Analyst's.
4. Appoint a Head of Sport's Therapy and Player Recovery.
5. Consultation process across internal and external stakeholders.
6. New strategy adopted.

PILLAR 2

FULL FINANCIAL SUSTAINABILITY



BECOME THE MOST COMMUNITY-CENTRIC CLUB IN ENGLAND

WHAT:

Becoming the most community-centric club in England would give us a vehicle to generate revenue from within the community via initiatives such as the 200 club. That in turn puts us on a path to sustainability via those invested emotionally in the club and moves us away from reliance on businesses for funding.

HOW:

To reach this goal, we will have needed to provide value and meaning to hundreds, if not thousands of people within the community we serve. We will need to communicate with those supporting the club effectively and build trust with them.

ACTIONS:

1. Give value to supporters, players and community members via a revamped '200 Club' membership scheme.
2. Reach new members via advertising, talks, events, and online communication.
3. Interact with, and engage existing and future members through new forms of technology such as Brodsworth Whatsapp community, new website, newsletters, and social media strategy.

INDICATORS OF SUCCESS:

1. 200 Club membership limits need to be extended due to hitting the current limit.
2. 100 additional new members by the end of the 2025/26 season.
3. Social media views and interactions are up by 20% over the 2025/26 season.
4. Broddy Whatsapp group has over 300 subscribers.
5. Facebook followers passes 2,500.
6. Launch of the Broddy Poddy has taken place.

LAND THE BIGGEST SPONSORSHIP PARTNERSHIP IN THE CLUB'S HISTORY

WHAT:

Partnerships with like-minded brands help to fund the seen and unseen work to keep the club successful on and off the pitch. There are partners who are increasingly keen to invest in and align with ethical, inclusive and equality minded, community-oriented football clubs. Women's football and grass roots is on the rise in terms of popularity, this means Brodsworth Welfare AFC and partners would benefit from this popularity should we be successful in our Quality Successful Football goal of promotion.

HOW:

To reach this goal, we will need to have provided value and meaning to partners big and small, where they feel part of the bigger story of the club's growth, values and success.

ACTIONS:

1. Professionalise our major partnership identification, approach, offer and communications, with a clear focus on shared value and meaning.
2. Professionalisation of our smaller sponsorships to create value for partners and individuals (matchday sponsors, local partners, player sponsorships).
3. Increase our visibility and reach through running our own events, attending high potential external events and communicating our potential impact directly to sponsors, philanthropists and investors.

INDICATORS OF SUCCESS:

1. £25,000 sponsorship from new partners & retention and scaling up of existing major partners.
2. Increased sponsorship through smaller partners.
3. Three partnerships or collaborations realised as a result of participating at or organising events convening leaders, thinkers and investors.

MAXIMISE OUR SOCIAL MEDIA FOOTPRINT, AND OUR FACILITIES

WHAT:

Create engaging content across platforms, celebrating our 16 teams, and hosting inclusive events at our clubhouse, we aim to strengthen connections with players, supporters, and local partners. Our facilities offer year-round opportunities for events, youth development, and local business collaborations, ensuring we remain at the heart of the community.

HOW:

Implement a focused strategy combining consistent, engaging social media content with maximised use of our clubhouse facilities. We will highlight the stories of our 16 teams through weekly features, matchday updates, and community-driven campaigns across platforms like Facebook, Instagram, and TikTok. By promoting the clubhouse as a hub for events—from youth tournaments and family-friendly activities to themed social nights—we will increase footfall and build deeper community ties. This joined-up approach will raise our profile, attract new supporters, and create fresh revenue streams.

ACTIONS:

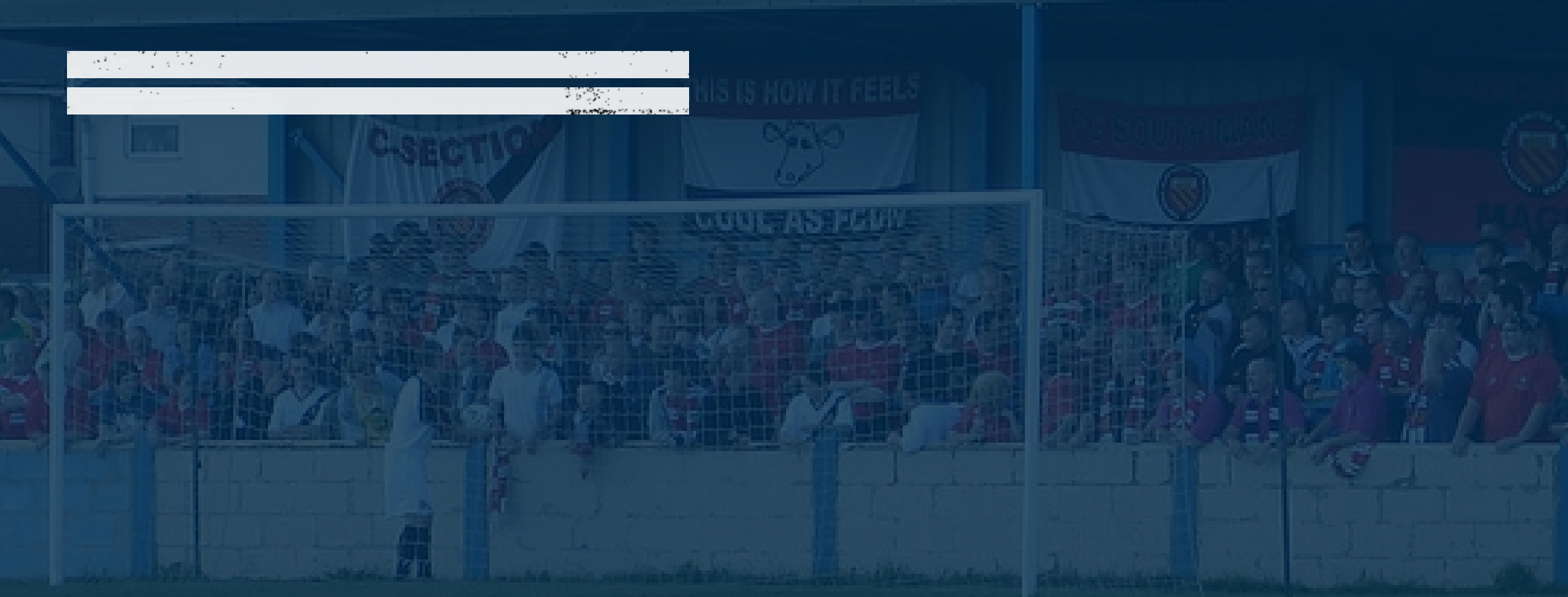
1. Organise events such as quiz nights, junior football festivals, or open training sessions, inviting families, local residents, and potential sponsors—using these events to promote facility hire and build stronger community ties.
2. Feature a different team, player, coach, or volunteer each week across Facebook, Instagram, and TikTok with photos, short interviews, and behind-the-scenes content to drive engagement and showcase the full club community.
3. Implement a schedule of social media posts that will run throughout the week and raise the profile of Brodsworth Welfare AFC

INDICATORS OF SUCCESS:

1. Attendance at club events is regularly above 60 people.
2. Increased volunteer sign-ups or expressions of interest.
3. Positive feedback or reviews from attendees at events (via surveys or social media comments).
4. Social media engagement rate (likes, comments, shares) increasing over time
5. Follower growth across all platforms is up by 10–15% over the 2025/26 season.
6. Consistency of post output (minimum 10 posts per week).
7. Improved reach and impressions across all platforms.
8. Higher attendance at matches/events due to promotion (Target is 150 people at 1st Team matches.

PILLAR 3

OWN HOUSE IN ORDER



CREATE EXEMPLARY FACILITIES FOR FANS AND THE COMMUNITY

WHAT:

Our fans should benefit from the best possible matchday environment. Our infrastructure is outdated and vandalism has created a matchday experience that isn't in keeping with what we want for our fans and the community.

We want to create a matchday experience that is fully enjoyable for all, including our junior section.

HOW:

We will invest in improvements to matchday infrastructure that can be enjoyed by all.

We will also link the above experience back to our junior section to ensure all age groups at Brodsworth Welfare AFC aspire to play at The Welfare Ground.

ACTIONS:

1. Secure the ground through replacement of fencing, gates and secure turnstiles.
2. Invest in a new PA system and media gantry.
3. All in season club awards, such as Player of the Match, Team of the Month and Goal of the Month will be presented at home games.
4. Run an annual fans survey to gather data, feedback and identify new priorities.
5. Damaged seating replaced.
6. Design a matchday menu for food and drink that is in keeping with what the fans and community want to see.

INDICATORS OF SUCCESS:

1. Fencing complete.
2. Gates replaced.
3. Turnstiles renovated and secured.
4. New PA system in place.
5. New seating in place.
6. At least 15 awards announced on a matchday.
7. Improved scores year on year in a fans' survey.
8. Matchday food and drink is regarded as the best in leagues we play in.
9. We feature positively in at least one groundhopper blog.

ESTABLISH EXEMPLARY INFRASTRUCTURE FOR PLAYERS

WHAT:

Training and matchday infrastructure for players is outdated and holds us back from hitting our performance goals and attracting talent.

HOW:

Improve training facilities with significant investment and/or partnerships with others to realise our need for high-performance infrastructure.

ACTIONS:

1. Invest in the playing surface for season 25/26.
2. Invest in the right equipment to keep the pitch in the best possible conditions.
3. Invest in a training pitch at The Welfare Ground, that is accessible by all teams across the club.
4. Invest in lighting for the training pitch that reduces the expense associated with winter training.
5. Revamp the home changing rooms.
6. Establish a clear pathway for junior boys and clears.
7. Revamp the physio and sports therapy room(s).
8. Appoint Head of Coaching Development.
9. Appoint three Sports analysts.

INDICATORS OF SUCCESS:

1. Playing surface improves both in the eyes of those playing on it and on the pitch power assessments.
2. Pitch can be aerated and watered as required.
3. Training pitch opens and teams train at the ground.
4. The home changing rooms are revamped and improved.
5. Five year football strategy launched that details the pathway.
6. At least 15 awards announced on a matchday.
7. We have best in class Physio and sports therapy in place.
8. Head of Coaching Development in place and coaches are improving.
9. Sports analysts are in place and offer support to coaches based on games.

CREATE A POSITIVE WORKING ENVIRONMENT AND CULTURE FOR ALL

WHAT:

Football clubs are traditionally challenging environments due to high stress loads, difficult working hours, lots of travel, conflicting commitments and priorities, and communication challenges generated by peers rarely working the same days/times and large numbers of volunteers involved in day-to-day operations whilst holding down other jobs. Brodsworth Welfare AFC strives to do what it can to create a supportive environment.

HOW:

The club will implement and support roles and technologies that reduce the pressure on volunteers or specific roles, establish good communication and working methods, and seek to put into practice key safeguarding, mental health and wellbeing protections.

ACTIONS:

1. Seek volunteers to fill roles that are traditionally covered by single club members or volunteers.
2. Enhance safeguarding provisions, protections and communications across the entire club infrastructure, including pathway teams, first teams and volunteers.
3. Roll out the mental health strategy to members and volunteers, as well as players.
4. Implement and champion the FA's Leadership Diversity Code.
5. Establish committee meetings and regular thematic meetings between volunteers and members to ensure good communication flows.

INDICATORS OF SUCCESS:

1. New roles identified and filled by excellent new members and volunteers who immediately bring value to the roles.
2. Establish new internal safeguarding reporting mechanisms and databases and ensure every player and staff member has direct contact with the safeguarding and welfare officer.
3. Mental health strategy roll-out to all at the club and we will adopt an annual survey where results improve year on year.
4. Mental Health First Aiders, identified, trained and communicated to all.
5. Hit or exceed our FA Leadership Diversity Code targets.
6. Member satisfaction in the annual survey rises year on year.

PILLAR 4

ONE CLUB, ONE COMMUNITY



LISTEN TO, SUPPORT, AND GIVE VOICE TO OUR COMMUNITY

WHAT:

Our fans, members and supporters are part of something meaningful. The club is keen to improve communication and feedback loops, develop a relationship of trust and collaborate together on ways to serve our wider communities.

HOW:

The club will improve communication both to and from fans, members and the local community and create ways for fans and members to ensure they feel part of something meaningful. We will offer Football Club support, knowledge, expertise and facilities to community partners to support their work, and generate a one club, one community mindset and ethos.

ACTIONS:

1. Segment and understand our club's fanbase and membership base, collect, analyse and consolidate club data and use to develop and inform club strategy.
2. Increase communication and feedback loops by launching a new Members WhatsApp group, running monthly meetings and running fan surveys
3. Develop multiple ways for fans and members to vote on or comment on ideas, activities and plans.
4. Create opportunities for owners and fans to take part in club campaigns so they can be part of something meaningful.
5. Serve our local community through player/staff/Committee appearances at events and support partners' fundraising efforts.
6. Track the club's fundraising efforts for partners (indirectly and directly) and monitor over time.
7. Support a programme of junior section visits for Brodsworth Welfare AFC players to talk about our first team and social/community impact work.

INDICATORS OF SUCCESS:

1. Consolidation of data points and stakeholder databases that improves the way we communicate to fans, members, community partners, members and sponsors.
2. 50% members are active in the WhatsApp group.
3. Average of 30 at monthly members meetings.
4. Members/Fans take part in club campaigns.
5. The club increases the amount of money they fundraise for partners year on year.
6. Increased numbers of community partners come to matchdays and support the club.

HOST THE BEST, MOST ENJOYABLE MATCHDAY EXPERIENCE FOR ALL

WHAT:

We want to ensure fans have a seamless, enjoyable, quality matchday experience, whilst ensuring that The Welfare Ground remains unique, buzzing, fun, and talked about by everyone who visits.

HOW:

We're proud of our ground, our matchday experience and our willingness to test and pilot, where others may be too afraid to try. We want people to arrive early because they know the food is good, the drinks are great, there are fun matchday activities taking place and the ground, and the whole experience is interactive and engaging.

ACTIONS:

1. Appoint a fan and community engagement officer to accelerate efforts
2. Ensure matchdays are inclusive and accessible for all fans, including those with disabilities.
3. Develop multiple ways for fans and members to vote on or comment on ideas, activities and plans.
4. Improve data analytics of matchday revenue, attendance and demographics of attendees.
5. Improve the fan first impressions on arrival at the ground (eg through external facades/fixtures boards, paid turnstile operators to ensure smooth access) and fan journey, for example when purchasing food/drink, watching the game and listening to announcements etc.
6. Invite well-known individuals to attend The Welfare Ground and encourage them to share their experiences online.

INDICATORS OF SUCCESS:

1. Average attendance of 100+ at men's and women's games.
2. Food/Drinks spend/person increases (baseline TBD) over the course of the season.
3. Social media engagement increases (baselines TBD) and feedback/external validation via mentions/prizes.
4. Increased participation in matchdays from the junior section.

BE ASPIRATIONAL SO THAT PEOPLE WANT TO BE ALIGNED AND ASSOCIATED WITH US

WHAT:

We want other players, fans and communities to aspire to Brodsworth Welfare AFC. We want to show that a club that is well-run and has community values and equality at its core is the future of football; modern, cool, desirable and aspirational.

HOW:

Ensure that The Welfare Ground always looks its best and our members and matchday volunteers are brilliant ambassadors of the club, and are valued and rewarded.

ACTIONS:

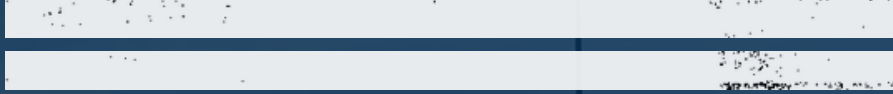
1. Ensure our external communication provides our players and staff with a platform to share their voice, in an inspirational and aspirational manner. Ensure matchdays are inclusive and accessible for all fans, including those with disabilities.
2. Work with our partners to ensure our players, staff, volunteers, and Directors are proud to represent the club (e.g. through clothing, rewards and acknowledgement).
3. Offer ways for fans/members to visibly show their support for club and club initiatives through one-off seasonal merchandise drops and club/ campaign merch.
4. Seek interesting, innovative ways to make the Dripping Pan memorable, visually appealing, entertaining and interactive.
5. Go live with the Broddy Poddy, our own club podcast.

INDICATORS OF SUCCESS:

1. Players/Staff/Committee members attend media and events appearances and media hits turn into new memberships.
2. Annual fans survey gives us baseline levels of pride and satisfaction.
3. Increased sales of specific merchandise, and wide visibility beyond the geographical community, Target TBD.

PILLAR 5

IMPACT ON THE WIDER WORLD



BECOME A SHINING EXAMPLE OF WHAT IS POSSIBLE AT ALL LEVELS OF FOOTBALL

WHAT:

At Brodsworth Welfare AFC, we believe that we should set the right example to the rest of the footballing world. We aim to be leaders on and off the field, at all levels and ages, whether that is about football, sustainability or commercially, we want to lead by example and enable others to follow in our footsteps.

HOW:

We are committed to turning our vision into reality by investing in the development of our players, coaches, and wider community at every level of the game. We will champion best practice both on and off the pitch—fostering a culture of respect, inclusion, and ambition that inspires others to raise their standards. Through strong leadership, sustainable initiatives, and responsible commercial partnerships, we aim to create a model club that others look to for inspiration. By nurturing talent, embracing innovation, and staying true to our values, we believe we can set a lasting example for grassroots and professional football alike.

ACTIONS:

1. Create and enforce clear standards of behaviour for players, coaches, parents, and supporters to promote respect, sportsmanship, and inclusivity at every level.
2. Implement environmentally friendly practices such as recycling schemes, energy-efficient facilities, and community clean-up events to show leadership in sustainability.
3. Offer structured coaching pathways, mentoring, and development opportunities for youth players, coaches, and volunteers to nurture long-term growth and excellence.
4. Build strong, values-driven partnerships with local businesses, schools, and organisations to increase impact, visibility, and financial sustainability.
5. Regularly share club achievements, lessons learned, and innovative practices through social media, newsletters, and events to inspire others and raise the club's profile as a role model.

INDICATORS OF SUCCESS:

1. 100% of players, coaches, and parents sign and acknowledge the code annually.
2. Reduction in disciplinary incidents and matchday complaints.
3. Measurable reduction in waste and energy use at club facilities.
4. Increased number of qualified coaches and volunteers.
5. Higher retention and progression rates of youth players.
6. Growth in sponsorship and partnership revenue year on year.
7. Joint initiatives or events with local schools, grassroots clubs and businesses.
8. Positive media coverage or features highlighting the club's example

LEAD BY WORD AND ACTION IN MAKING A TANGIBLE IMPACT ON THE WAY FOOTBALL IS RUN

WHAT:

We use our platform to push for change in and via football on a range of issues, including mental health in football and the future of women's football. We're keen to ensure that our efforts lead to change, but not claim undue credit if we were not intentional with our actions.

HOW:

We only expend our efforts when we are committed to seeing change and have the capacity to influence key figures or organisations who can make a decision, but we help communicate what we believe in and what we are trying to achieve.

ACTIONS:

1. Partner with and provide concrete support to a chosen mental health charity.
2. Support a programme of community visits for Brodsworth Welfare AFC players to talk about the importance of mental health or gender equality in sport.
3. Promote the interests of the wider women's football community, at every opportunity.
4. Support men in football to challenge everyday sexism and misogyny by calling it out when they hear it. Provide support, education, networks and resources to our male members of staff and players to work within their own team, across the club and then outside of the club to challenge the status quo and be good role models for others.
5. Make Brodsworth Welfare AFC the most female friendly club in the county.

INDICATORS OF SUCCESS:

1. Our female pathway grows and we add 3 new teams to the club.
2. We have a diverse and balanced membership and we add 3 new female volunteers, managers or coaches to the club.
3. Feedback from schools and local community groups is, in the main, positive.
4. We champion that decisions made on the governance of women's football are not made solely in favour of large clubs and we have an impact on the decisions made regarding women's and girls football at the highest level.
5. An increase in the reported instances of men within our networks who report having challenged casual sexism/misogyny.

SUPPORT OTHERS TO REACH THEIR LEADERSHIP, DIVERSITY AND EQUALITY GOALS

WHAT:

Brodsworth Welfare AFC is central to the community and we want to strengthen that connection further by speaking to charities, other football clubs, the cricket club, organisations, and businesses about their experiences, lessons learned and advice they would have for others keen to establish greater equity within their spheres of influence. We will seek to formalise, improve and make sustainable our support, and ensure that when we work to support others we have the capacity to follow up and find out what impact we have had.

HOW:

We will do more to document our lessons learned and our advice and recommendations, to support others more widely as well as ensure we are always learning from our own actions. Where it is financially viable, we will run or participate in workshops and events for others.

ACTIONS:

1. Develop and launch research identifying Brodsworth Welfare AFC's positive cultural and societal impact.
2. Develop and launch our own recommendations/principles for embedding equality into other football clubs or organisations and monitor subsequent impact..
3. Be clear, open and transparent about our goals, successes, failures and learnings and share all of the above with other clubs who are on a similar journey.
4. Put coaching and leadership programmes in place that not only support Brodsworth Welfare AFC coaches and leaders, but also stakeholders from other grassroots clubs.

INDICATORS OF SUCCESS:

1. Launch of high-quality research analysing cultural/societal impact of Brodsworth Welfare AFC helps others to change the way they work.
2. Downloads of our recommendations/principles and feedback received.
3. Number of people attending leadership events/workshops/ talks we give.
4. Generating revenue from events/workshops to channel back into our Impact on the World work.

THANK YOU!

Once again, we would like to thank our partners, sponsors, volunteers and members for their valuable help and support to the club - we couldn't have come so far already without you all, and we will need you if we are to have a chance of fulfilling all our ambitions and goals in this strategy.

Thank you - and Up The Broddy!

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