



# **Henley Rugby Club**

Three-Year Strategic Plan (2025 - 2028)

**Henley as One**

# Henley as One

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- A. Men's Strategic Plan (*separate document*)
- B. Women and Girls' Strategy (*separate document*)
- C. Marketing and Communications Strategy (*separate document*)
- D. Club Leadership
  - i. Management Committee
  - ii. Dry Leas Fundraising Team

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## EXECUTIVE SUMMARY

Henley Rugby Club (HRC) stands as a proud pillar of the Thames Valley community - a club rooted in excellence, inclusion, and sustainability. This 2025-28 Strategic Plan sets a clear, ambitious course for HRC to grow and thrive across all areas of the game. To ensure successful delivery of this Strategic Plan, significant investment will be needed both in terms of finance and resources, such as skilled volunteers, and across all aspects of the Club.

Guided by five strategic pillars, this plan ensures a joined-up approach across age grades, genders, playing formats, facilities, and finances. It reinforces HRC's position as a community club, while driving innovation in player welfare, commercial growth, and modern operations.

We align fully with the Rugby Football Union's (RFU) vision of "A game for all, for life," particularly its renewed emphasis on inclusion, women and girls' rugby, and community-led growth. Central to the plan is an increasing membership and sustainable financial resilience - supporting not just the flagship Hawks squad, but every player, volunteer, supporter, and member who makes up the collective that is HRC.

### **Vision:**

To be the leading community rugby club in the Thames Valley, providing a sustainable, inclusive, and high-performance rugby environment that thrives from Mini & Juniors to our senior men's and women's teams.

### **Mission:**

To deliver exceptional rugby experiences across all levels, nurture future talent, grow and engage our community and secure HRC's future through sustainable growth and strong governance. HRC also strives to provide all-year-round club, hospitality and corporate training facilities for use by the whole community, thereby cementing the Clubs position as a key partner within the Henley and wider Thames Valley environment.

## **2025-2028 Key Strategic Priorities**

1. Continued development of the Hawks and M&J Rugby Programmes.
2. Enhancement of the Women's and Girls' Rugby Program.
3. Implementation of the Henley Hawks Academy and strengthened player pipeline.
4. Diversification of Revenue Streams and Financial Sustainability.
5. Broader Alternative Rugby Offer.

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## PILLAR 1: RUGBY EXCELLENCE ACROSS ALL LEVELS

**Objective:** Deliver competitive, developmental, and inclusive rugby from minis to veterans, with clear pathways and coaching excellence.

### Key Focus Areas:

1. **Senior Men's Rugby (Hawks, Henley II's & Henley III's):**
  - Target promotion to National 1 by 2027 for the Hawks, maintaining a high-performance coaching and support environment.
  - Use business-community links to assist players with employment and housing, boosting recruitment and retention.
  - Maintain strong Henley II's & Henley III's squads to support player development and create internal competition for Hawk's selection opportunities.
2. **Women and Girls Rugby:**
  - Develop structured pathways from junior girls to the senior women's squad, ensuring talent retention and development. Establishment of a Women's Development XV by 2027, supported by a clear talent pipeline from the junior girls' programme.
  - Capitalise on the 2025 Women's Rugby World Cup hosted in England. Seek to initiate outreach programs in local schools to introduce girls to rugby, fostering early interest and participation.
  - Maximise opportunities such as hosting RFU Inner Warrior camps to foster a supportive and inclusive environment, while RFU's *Impact '25* campaign.
  - Expand junior girls' rugby from U12 - U18; aim to double overall female player registrations by 2028.
  - Ensure equitable access to facilities, training equipment, and coaching resources for women and girls' teams.
  - Increase the profile of women's matches through targeted marketing campaigns and community events to boost attendance and support.
  - Drive the Women and Girls' Strategy to ensure successful delivery of the objectives and activity detailed with in the strategy at **Annex B**.
3. **Minis & Juniors (M&J) and Colts:**
  - Grow M&J membership by 10%, leveraging school outreach through the PROP programme.
  - Develop structured transition pathways from a sustainable Colts team to the Hawks.
  - Maintain high RFU coaching standards, with mandatory accreditation and regular CPD.
4. **Broader and Inclusive Rugby Offer (Veterans, T1 Rugby):**
  - Expand non-contact rugby formats (T1, Touch, Family Touch, Walking Rugby) to increase participation and inclusivity. Launch T1 Rugby sessions within the club and in

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partnership with local schools to attract new participants who may be apprehensive about full-contact play.

- Promote social rugby and wellness through the regrowth of the veteran's programme.
- Ensure coaching staff are trained in delivering limited-contact formats, focusing on skills development and enjoyment.

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## PILLAR 2: FINANCIAL RESILIENCE AND REVENUE GROWTH

**Objective:** Ensure the long-term sustainability of HRC through diversified income streams, commercial partnerships, and robust financial governance

### Strategic Initiatives:

1. **Commercial Growth - Sponsorship & Partnerships:**
  - Launch a refreshed sponsorship package in 2025–26 with tiered benefits and broader commercial appeal.
  - Capitalise on marquee club events (primarily the Sportsman's Dinner) to attract event sponsors and drive income generation opportunities.
  - Target 20% growth over the three years in sponsor revenue by engaging new businesses, especially aligned with community and women's sport.
2. **Facilities as Revenue Drivers:**
  - Maximise Invesco Turf and Clubhouse rental capacity year-round (target: 90% peak-time usage).
  - Run summer sports camps, social leagues, and corporate wellness events to “sweat the assets.”
  - Introduce a "Club Venue" marketing campaign across schools, SMEs, and wellness groups
  - Continually review match-day experiences and fan activities in order to drive increased membership and attendance.
3. **Fundraising & Giving:**
  - Re-launch the Ambassador Club for a third three-year term, aiming to increase numbers by 10% for the third term.
  - Develop social membership opportunities for the wider Henley Rugby diaspora, with a focus on former players and friends.
  - Target £75,000 annually via events, legacy and Will gifts, and alumni fundraising.
4. **Henley Charitable Trust**
  - Continue to drive fundraising activities to support meeting the aims and objectives of the Trust, as well as raising awareness through a comprehensive communications plan.
  - Promote the Henley Rugby Charitable Trust for tax-efficient giving aligned with community outreach, ensuring it remains compliant with all statutory requirements under the Charities Commissions; primary contact for the Trust remains Hugh Crook ([hccrook@aol.com](mailto:hccrook@aol.com))

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### 5. **Retail & Digital Commerce:**

- Expand the online shop; launch click-and-collect, alumni merchandise, and membership bundles.
- Promote exclusive merchandise during key fixtures and events

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## PILLAR 3: PLAYER AND MEMBER WELFARE AND DEVELOPMENT

**Objective:** Create a safe, enjoyable, and supportive environment that nurtures the wellbeing of every player, member, and volunteer.

### Core Activity:

#### 1. **Health & Safety:**

- Maintain and regularly update concussion and injury protocols in line with RFU guidance.
- Provide certified First Aid training for all age-group coaches.
- Ensure presence of qualified medical staff at all home matches and major events.

#### 2. **Safeguarding**

- Continue to ensure all safeguarding policies are reviewed and updated, and that safeguarding principles remain at the forefront of all activity undertaken at HRC and/or by those representing HRC in any capacity.

#### 3. **Personal & Coaching Development:**

- Offer player mentoring, life skills sessions, and career development support.
- Strengthen coaching pathways, including mentoring for future coaches from current senior players.
- Ensure all coaches remain compliant and RFU accredited, as well as all DBS clearances in place for those staff and coaches that require them.

#### 4. **Mental Health & Support:**

- Deepen partnership with Brave Mind; deliver regular workshops and a mental health speaker series.
- Continue to raise awareness of mental and physical wellbeing, ensuring clear signposting to the various specialist organisations and avenues for support so all members of the HRC community know what to look for and feel able to

#### 5. **Brave Mind**

- Continue strengthening the positive relationship with Brave Mind, raising awareness of the invaluable support and wellbeing capabilities so that no-one within the HRC community is without support when needed.

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## PILLAR 4: COMMUNITY AND INCLUSION

**Objective:** Strengthen HRC's role as a social, cultural, and sporting hub for Henley and the wider Thames Valley region.

### Core Activities:

#### 1. Outreach & Schools Engagement:

- Maintain delivery of the PROP programme and seek to develop by introducing further local schools.
- Deliver after-school rugby and T1 sessions in partnership with Henley College and local schools.

#### 2. Volunteering & Engagement:

- Look to establish a Volunteer Programme coordinator with clear roles, training, and recognition.
- Maximise opportunities to grow the volunteer numbers alongside continuing to deliver the volunteer recognition activities (such as Clubman of the Year, Volunteer of the Month and Volunteer Lunches).
- Ensure diverse representation on the Management Committee and fundraising teams.
- Continue driving the success of the Friday Club, and recognition and appreciation of the valuable members that dedicate personal time to support HRC.

#### 3. Community Partnerships & Events:

- Strive to host 3 annual community events: Summer Family Fun Day, Christmas Market, and Charity Touch Tournament.
- Develop and deepen further relationships with Henley Netball, Royal British Legion, Henley Arts Group, Cycling Club, Physiologic, Love Fitness, Menza Café and Henley Choral Society to co-deliver events, maximising growth opportunities and income generation from the partnerships.

#### 4. Alumni and Legacy:

- Build an alumni network of 100+ by 2028, fostering lifelong club engagement.
- Promote legacy giving in all communications and event materials.

#### 5. Club Demographics

- Continue seeking to broaden the club demographics, such as a lower age profile of our members, supporters and benefactors. Enhance engagement with the Henley community to attract new members by maintaining an offer that is relevant to a broader audience.

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## PILLAR 5: MODERN CLUB INFRASTRUCTURE AND GOVERNANCE

**Objective:** Ensure HRC's facilities and operational systems are fit for purpose, future-proofed, and support sustainable growth.

### 1. Facility Priorities:

- Establish an infrastructure capital works fund from donations and grants to support a maintenance plan for the 4G pitch for ongoing upkeep.
- Utilise the infrastructure capital works fund to undertake a refurbishment programme of the old changing rooms with a completion date of Summer 2027.

### 2. Technology & Administration:

- Implement a fully digital membership, ticketing, and payment platform by the 2026-27 season.
- Conduct feasibility and cost-benefit study into livestreaming Hawks home matches with pay-per-view and sponsor advertising.
- Develop a data dashboard to track membership, revenue, participation, and volunteer metrics.
- Continue to review and evolve the Henley App, as well as raising awareness of the app and its utility to encourage greater usage.

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### MEASURING SUCCESS: STRATEGIC KPIs (BY 2028)

Metric	2025 Baseline	2028 Target
Adult Membership	220	260
M&J Membership	380	420
Women's & Girls Registered Players	60	100
Sponsorship Revenue	£160,000	£220,000
Community School Partnerships	8	10
Volunteer Engagement	160	200
Facility Booking Revenue	£18,000	£30,000
Additional Revenue (Events / Ambassador's Club)	+0%	+10%

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### CONCLUSION

This 2025 - 2028 Strategic Plan positions HRC as a beacon of community rugby in England: progressive, inclusive, and sustainable.

By investing in all levels of rugby, strengthening community ties, and embedding financial resilience, HRC can thrive both on and off the field - today and for generations to come.

**Great Rugby - Great Facilities - Great People**

**Henley Rugby Club**



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## Annex D

### i. **Henley Rugby Management Committee**

President	Nigel Dudding
Chair	Chris Nixon
Finance Director	Paul Venables
Director of Rugby	Luke Allen
Director of Strategy and NLR Rep	Chris Skaife
Director of Rugby Administration	Lisa Tavinor
Commercial and Marketing Director	Alistair Beynon
Director of Mini's and Juniors	TBC
Hawks Women's Head Coach	Daniel Webb

### ii **Dry Leas Fundraising Team**

The Team is made up of a variety of local business people, including some former players, who share a passion to support Henley Rugby Club and make it the best club in the area.

The team work tirelessly, giving up their free time to come up with innovative ideas to raise money for the Club. Events that are run on a regular basis have included club dinners with guest speakers, Tribute nights, comedy and quiz nights and Beer festivals; within these events there are auctions, raffles and other such income-generating ideas. There is also huge support from many local businesses of Henley to make these events and auctions possible. The aims and objectives of the team are:

- Raise awareness of the Team and fundraising efforts.
- Carry out research to understand what appeals to members, potential members and the wider Henley community with the aim of broadening appeal and support.