NORTHUMBERLAND RUGBY UNION

Northumberland RFU Revenue Generation Pilot Scheme in partnership with RFU

Northumberland Board Report dated June 2026

Over the last month, extensive work has been undertaken across the clubs, focusing on strengthening operational structures, increasing commercial sustainability, improving governance, developing sponsorship opportunities, identifying new revenue streams and supporting long-term organisational growth.

Club A

Commercial Positioning & Sponsorship Development

A significant amount of work has been completed to strengthen the club's commercial proposition and sponsorship opportunities.

A full sponsorship positioning framework has been developed, defining the club as a modern, ambitious community sports organisation with strong family values, excellent facilities and a growing role within its local community.

This work has established a clear commercial narrative that can now be used consistently across sponsorship proposals, presentations, funding applications, marketing materials and external communications.

Sponsorship Pipeline & CRM (Customer Relationship Management) Development

A comprehensive sponsorship prospect database has been created, identifying more than eighty targeted organisations across multiple sectors.

Each opportunity has been segmented according to:

- Sponsorship tier
- Estimated value
- Strategic fit
- Lead source
- Priority level
- Engagement status

The pipeline represents a substantial potential annual sponsorship value and provides the club with a structured sales process moving forward.

CRM processes have also been developed to improve prospect tracking, sponsorship management and commercial reporting.

Catering Model Redevelopment

A full review has been undertaken examining:

- Gross profit percentages
- Product margins
- Catering package structures
- Function profitability
- Event catering opportunities
- Food pricing
- Revenue capture

Detailed analysis has been completed across different catering formats, providing a stronger foundation for future event and hospitality income.

Club B

Operational Review & Financial Oversight

The club has been the subject of extensive operational and financial review throughout the reporting period.

Weekly business trackers have been redesigned to improve visibility around:

- Revenue performance
- Labour deployment
- Wage percentages
- Function activity
- Event profitability
- Outstanding operational tasks
- Forecasting accuracy

Structured reporting has significantly improved operational visibility and highlighted both strengths and areas requiring intervention.

Event Review & Revenue Analysis

Following a major club event, a detailed financial and operational review was undertaken.

Analysis identified opportunities to improve:

- Stock purchasing controls
- Revenue reconciliation
- Event forecasting
- Product range management
- Gross profit visibility

Recommendations were subsequently produced covering stock control procedures, revenue capture processes and purchasing controls.

Supplier & Procurement Review

Detailed comparisons have been completed between existing supplier arrangements and alternative providers to identify opportunities for:

- Improved margins
- Reduced purchasing costs
- Better supplier support
- Enhanced stock control
- Improved product mix

Hospitality Development

Research and financial modelling have been completed around self-service hospitality solutions.

The approved proposal includes:

- Self-service capability
- Cashless payment integration
- Low labour requirements
- Strong gross profit margins
- Increased daytime revenue opportunities

This creates an additional year-round revenue stream whilst improving customer experience and facility utilisation.

Function & Catering Development

Work has continued around:

- Catering package development
- Event profitability
- Function pricing structures
- Supplier negotiations
- Hospitality improvements

Retail Opportunity Assessment

A business case has been developed for a low-cost, high-margin retail opportunity linked to junior participation programmes, capable of generating additional annual gross profit whilst improving customer experience.

Club C

Asset Register Development

A comprehensive asset register has been completed covering:

- Club equipment
- Grounds assets
- Facilities
- Operational resources
- Infrastructure

The register provides stronger governance, improved visibility of club resources and supports future funding, insurance and capital investment planning.

CRM & Sponsorship Infrastructure

A dedicated CRM system has been implemented to support sponsorship management and business engagement.

This provides a structured framework capable of supporting long-term commercial development, sponsor retention and partnership management.

Club Positioning & Commercial Narrative

Significant work has been completed defining the club's unique identity and community proposition.

This work has strengthened the sponsorship proposition and provides a stronger platform for future commercial discussions.

Revenue Development Opportunities

Reviews have been undertaken around:

- Community events
- Facility utilisation
- Business partnerships
- Non-core income generation
- Sponsorship growth

The aim is to diversify revenue streams and increase year-round facility usage.

Club D

Club Manager Business Case & Financial Modelling

One of the most substantial projects undertaken during the reporting period has been the development of a detailed management resource proposal.

The work completed includes:

- Cost-benefit analysis
- Revenue forecasting
- Three-year financial projections
- KPI frameworks
- Job descriptions
- Rollout planning
- Operational structures

Detailed modelling demonstrates how dedicated management resource could significantly increase revenue whilst improving operational consistency and reducing reliance on volunteers.

Procurement Reviews

Operational purchasing reviews have been undertaken focusing on opportunities to improve:

- Gross profit margins

- Supplier support
- Purchasing efficiency
- Product pricing

Community Open Day Development

A detailed community engagement event proposal has been developed designed to:

- Increase footfall
- Strengthen community engagement
- Generate revenue
- Develop business relationships
- Increase awareness of facilities

The proposal includes:

- Local business participation
- Food and beverage sales
- Family entertainment
- Sponsorship opportunities
- Membership recruitment
- Community engagement activities

Sponsorship & Commercial Development

A significant amount of work has been undertaken with external commercial partners regarding:

- Sponsorship activation
- Commercial packages
- Business engagement strategies
- Sponsorship valuation
- Presentation standards
- Partnership opportunities

The objective has been to create more professional sponsorship structures capable of attracting higher-value commercial partners whilst improving sponsor retention and activation.

Large-Scale Event Opportunities

A substantial amount of work has been undertaken exploring large-scale event opportunities capable of generating significant non-core income.

Discussions have included:

- Automotive events
- Community festivals
- Outdoor events
- Family activity days
- Exhibitions
- Hospitality opportunities

These opportunities have been explored across multiple sites to assess:

- Site suitability

- Revenue potential
- Operational requirements
- Community impact

Multi-Club Strategic Partnerships for all ‘Pilot’ clubs

Discussions have taken place with a range of national and regional organisations regarding:

Site Infrastructure Opportunities

- Passive income generation
- Increased daily footfall
- Improved site utilisation
- Community engagement

Health & Wellbeing Partnerships

- Community fitness initiatives
- Member benefits
- Strength and conditioning opportunities
- Facility utilisation
- Health and wellbeing programmes

Sustainability & Energy Projects

- Electric vehicle charging infrastructure
- Solar energy installations
- Energy cost reductions
- Environmental improvements

Communications & Engagement Platforms

Potential benefits identified include:

- Improved member engagement
- Centralised communication
- Event promotion
- Volunteer coordination
- Sponsorship activation

Sponsorship & Event Partnerships

Commercial discussions have also taken place regarding sponsorship and event partnership opportunities linked to community sport.

Strategic Impact & Outcomes

The volume of work completed during the reporting period has been significant and has extended far beyond individual operational projects.

Collectively, activity has focused on creating stronger commercial foundations, improving governance, increasing sponsorship opportunities, strengthening financial oversight and identifying sustainable revenue streams across multiple organisations.

Key Achievements

- Sponsorship pipeline creation and CRM development
- Catering model redevelopment
- Financial forecasting and commercial modelling
- Procurement and pricing reviews
- Stock control and profitability analysis
- Operational reporting implementation
- Asset register creation
- New event development
- Large-scale event opportunity exploration
- Hospitality revenue stream implementation
- Sponsorship activation planning
- Strategic commercial partnership development
- Sustainability and energy initiatives
- Shared communication platform exploration

The work completed has established a significantly stronger commercial and operational platform across participating organisations and created a growing pipeline of opportunities capable of delivering meaningful long-term financial and organisational benefits.

Summary

The work completed has moved beyond day-to-day operational support and has instead focused on creating sustainable commercial frameworks capable of delivering long-term financial benefits. Significant time has been invested into sponsorship development, facility utilisation, commercial planning, financial modelling, operational reviews, event development and external partnership opportunities.

Alongside individual club projects, a substantial amount of work has also been undertaken to identify strategic partnerships and commercial opportunities capable of benefiting multiple organisations simultaneously.

The collective objective has been to create stronger, more commercially sustainable clubs whilst reducing reliance on traditional income sources and increasing long-term resilience

On behalf of Jess Terry. Northumberland RFU Generation Manager

Keith

Keith Atkinson
Director of Club Development.