



A GROWING GAME



IRISH RUGBY FOOTBALL UNION
ANNUAL REPORT 2011/2012

AN ADDITIONAL 21 CLUBS HAVE BEEN CREATED OVER THE LAST
4 YEARS, RESULTING IN A NATIONAL TOTAL OF 232 CLUBS.



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John Hussey

PRESIDENT'S REPORT



It has been my privilege to be President of the Irish Rugby Football Union in season 2011/12. It has been a wonderful experience in what was a very good year for Irish rugby.

The overall background to the season was one of continued turbulence in the World economy, particularly so in Europe. The IRFU and other Unions are not immune from the effects of this. It was also a year during which there has been a change in the balance of power at International level. There is cause for concern that there may be moves to change the voting structures at IRB level which could significantly change the way the game is run to the disadvantage of the four "home" Nations and other tier one countries.

It is at times like this we need to cherish and promote the core values upon which rugby football is founded, above all the integrity of the game. There are real challenges ahead.

My year in office will have been book-ended by visits to New Zealand, firstly in September and October 2011 for Rugby World Cup and returning in June 2012 for Ireland's three Test summer tour. As I write the squad is en route to Auckland via Gloucester where they play the Barbarians. With warm up games in August 2011, the senior team will have played seventeen internationals this season, which is a record.

While it was most encouraging that we launched our World Cup challenge by being unbeaten in our qualifying pool for the first time ever – highlighted by victory over Australia – hopes of greater things came unstuck in a quarter-final defeat to Wales. It was a similar story in the RBS Six Nations. There were sound victories over Italy and Scotland, but a late and most frustrating defeat to Wales and then a loss to England did not adequately reward our National Squad's efforts and capability.

The eleventh hour postponement of the France v. Ireland game because of a frozen pitch in Paris was most unfortunate. It created the burden of an injury depleted squad having to play four games on successive weekends. In spite of the Management and the players demonstrating great determination and resilience in face of the odds, the compacted schedule presented additional challenges in a competition where games are won and lost on the smallest of margins.



What I did find uplifting was the fantastic support that exists for our National Team. Capacity attendances at our three home Six Nations games clearly confirmed the strong public following there is for Ireland at the Aviva Stadium. Such sustained empathy with the National Team is heart-warming. It is also critical for the welfare of the game, more so in these difficult economic times, bearing in mind that the international game generates more than 80% of the Union's income.

Indeed, set against the economic environment, it was rewarding to observe that the achievement of our teams had the effect of lifting our collective mood. Some rousing moments on the international front and, of course, the superb achievement by our provinces served to provide many uplifting experiences and illuminate the strength of the rugby brand across Ireland. That we should provide three quarter finalists and ultimately Ulster and Leinster as the two finalists in the Heineken European Cup and then Munster and Leinster in the play-offs of the RaboDirect Pro 12 (plus victory by Munster 'A' in the British and Irish Cup) was a telling gauge and a measure of how the Union successfully manages the structures of the game and its player welfare, fitness and conditioning programmes. I believe it is a well constructed formula that is the envy of others! Many congratulations to Leinster on again being crowned Heineken Champions of Europe. It was cruel luck that they were then deprived of a unique double when being pipped by Ospreys for the RaboDirect title.

I was saddened that during the season some of our most distinguished players have retired. Jerry Flannery, John Hayes, Shane Horgan, Denis Leamy, Mick O'Driscoll and David Wallace were among those to hang up their boots. These men have all given great service to their clubs, provinces and Ireland. On behalf of us all, I congratulate them on their great contributions to the game and wish them every success and happiness in their future careers.

One related issue addressed by the Union during the season is the role in our provinces of players who do not qualify to play for Ireland. Overseas players make a telling impact across our provincial teams. Their great contributions are acknowledged and many of them have played key roles in our successes. But an over reliance on overseas players in the longer term is not in the best interests of the National Team's performance. I urge understanding of the Union's strategy to safeguard the development of Irish qualified players and efforts to strike a balance between all important success for the National Team and the needs of the provinces.

On the question of our provincial teams, I am delighted that my year in office saw the launch by the Union and Connacht of new structures for the professional game in the province. It was a positive debut season and I believe the initiative will provide stability and a greater impetus for rugby in the West of Ireland and for Irish rugby generally. It is a cause helped enormously by their inclusion again next season in the shop-window Heineken Cup.

I was also very pleased to see the achievements of our underage teams. Impressive victories by our U.20s over Wales, France (for the first time ever by an age-grade team on French soil), Italy and Scotland set up the prospect of a Grand Slam when taking on England. Title success was not to be but the overall quality of the challenge provided encouraging signs that many players of real potential are emerging. Their progress is underpinned by the Union's elite player development and conditioning programmes which are delivered in association with the provincial academies.

Further evidence of grounds for optimism for the future was provided by our Schools team in the FIRA/AER U.18 European Championship. Across the provinces we have a strong and productive schools rugby structure and I was proud to be in Madrid when our boys came from behind in a stirring semi-final to beat France, only to surrender the title they had won the previous year in France, in a 25-15 loss to England in the final.

Praise also for the advances made in the women's game this season. Thanks to the commitment of the players, the Union's Women's game sub committee and the continued support of the Irish Sports Council's "Women in Sport" grant, women's rugby is growing in stature. Their Six Nations campaign began with the frustration of their match against Wales being abandoned at half time because of a frozen pitch at Ashbourne. A disruptive travel experience was then at the heart of a one point defeat away to France. But subsequent wins over Wales in the replayed game, Italy and Scotland saw them take on England in the final series with hopes of a first ever title win. It was, however, a challenge too much, albeit Ireland's finishing position of third sets them up nicely to clinch a qualifying place in the 2014 Rugby World Cup finals in France. Another shot in the arm for the women's game this season was the Union's announcement of a 7-a-side structure that could lead to qualification for the 2013 Rugby World Cup 7's in Moscow and perhaps ultimately qualification for the 2015 Olympics.



On the domestic front I was greatly stimulated that my Presidency provided the opportunity of visiting so many clubs and attending other rugby related events. I would like to thank everyone for the welcomes I received. An engagement I was delighted to attend was the match between the Irish Police and the British Police. The IRFU was happy to officially recognise the all Ireland Police team and to approve their new crest incorporating the symbols of the four provinces with those of the Garda and the PSNI. It is a further demonstration of how rugby is used to develop relationships and encourage greater understanding and respect. This is a major strength of the game on this Island. It has facilitated positive relations between communities in both the South and North since the Union was founded. These long standing virtues are also why I as President was delighted to speak at a Co-Operation Ireland dinner in Queen's University to acknowledge and celebrate the role Irish rugby has played and continues to play in peace building.

Irish rugby has never had a higher profile and we have enjoyed significant successes at National and provincial level. However, because of the economic downturn there are significant challenges ahead.

This is perhaps acutely felt in some of our clubs where traditional income streams have diminished or even disappeared and emigration has compounded some of the problems. However, I have been greatly encouraged by the resilience of most clubs who are taking a very positive attitude to these difficult issues and are finding new and creative ways of surmounting their problems.

It has been a particular pleasure for me to be the first member of St. Mary's College RFC to be President of the IRFU. What a special occasion it was therefore to be at Templeville Road and present the Ulster Bank All Ireland League trophy to my club as new champions in a season which saw the introduction of a new League format involving a record fifty-two clubs. I believe the new format proved to be very successful. It generated a greater level of interest and activity at the clubs on match days. In many instances the standard and quality of rugby played was outstanding and a superb advertisement for club players. During the concluding weekends especially there were few games across

all Divisions that did not have a bearing on title winning, promotion or relegation. There were many epic encounters before the dust finally settled. Similarly, the revival of the Ulster Bank Bateman Cup has caught the imagination and I congratulate Garryowen on being crowned champions.

I sincerely thank Ulster Bank, the official Community Rugby Partner of the IRFU. I further acknowledge the Union's principal sponsors, O₂, Puma, Guinness and Volkswagen and all sponsors of Irish rugby across the board. Your partnerships are most appreciated.

I would like to acknowledge the role played by my fellow Union Committee members. We are sustained by the committed input of so many accomplished volunteers who bring an impressive array of skills to the table which are an invaluable resource for our Union and the Branches.

It has often been said, because it is true, that a great strength of the IRFU is the excellent working relationship that exists between the professional staff and the volunteers. To Philip Browne and all the staff who work in the Union I want to say a special thank you, not just for this year but also for the sixteen years I have been involved at Committee level. It has been a privilege to serve with you.

I must also pay tribute to the members of the Management Committee and its Chairman, Finbarr Crowley, the Honorary Treasurer, Tom Grace and the Chairs of the Standing Committees. These people give a huge amount of time and bring significant expertise to the cause of Irish rugby to great effect.

I want to say a special thank you to Grainne Fulham for managing my diary and for sparing no effort in ensuring my Presidency ran smoothly and was so enjoyable. I wish my successor Billy Glynn a most successful and satisfying year. I want to thank all those people who are not mentioned in this report but who also contributed to a very memorable experience.

Finally, I want to thank my wife Patricia and my sons, John Paul and David, without whose tremendous support the whole wonderful journey would not have been possible.



THIS EXPONENTIAL GROWTH IN MINI RUGBY HAS SEEN THE GAME GROW FASTER THAN THE CLUB RESOURCES WHICH SUPPORT IT.



HONORARY TREASURER'S REPORT



Tom Grace

It is my privilege to present to you the annual accounts of the IRFU for the 2011/12 year.

This year the Union achieved a surplus of €7.8m which is €3.6m better than our budgeted surplus. However when non-cash items such as ten year ticket income and depreciation are stripped out the actual cash operating surplus over the year is €2.4m compared with a budgeted €4.2m deficit. This improvement against budget is due largely to performance-related income arising from the National and provincial teams, favourable net exchange rate movements against budget, improved net RWC return and reduced costs in certain areas in line with the Union's ongoing cost reduction programme. When looking at the year's results it should be borne in mind that 2011/12 was a Rugby World Cup year which differs in its revenue and cost structure from a non-Rugby World Cup year.

As I indicated to you last year the IRFU is obliged to prepare consolidated accounts and they form part of the financial statements. Although the IRFU does not directly control either Aviva Stadium or Thomond Park they have representation on the board of each. The difference between the Union income and expenditure account and the Consolidated income and expenditure account arises from the replacement of the Union's amortisation charge of stadium investment of €5.8m with a share of operating losses from Aviva Stadium and Thomond Park of €1.9m, €0.5m loss from Lansdowne Car Park Limited, and amortisation of goodwill of €0.4m.

International rugby income declined by c. €2.5m when compared with last year due largely to the fact that in 2010/11 there were four full Autumn matches compared with two, lower priced summer matches in 2011/12. The effect of this decrease in income is offset to some extent by the improved broadcast revenues from the summer matches and the net income derived from participation in Rugby World Cup both of which were considerably higher than in previous RWC years.

Commercial revenues increased by a net €450k year on year due largely to contractual increases offset somewhat by the loss of some smaller sponsorships and a decrease in advertising and programme revenues.



Ten year ticket and box income of €12m reflects the fair value of the amount of total ten year and corporate box sales deemed to have been used in the current year and is lower than last year due to fewer matches and lower ticket prices. This is a non-cash item inasmuch as the revenues raised from the sale of ten year tickets and boxes have already been spent on the development of Aviva Stadium.

ERC and provincial income was considerably ahead of what was achieved last year due to the outstanding performance of the Irish provinces in cross-border competition together with improved central revenues from the two competitions. This reduces the net cost to the IRFU of funding their €22m contribution to the four provincial teams.

Other income includes an amount of €2.9m in respect of funding from the Irish Sports Council for which the IRFU is extremely grateful knowing the pressures that are on public finances in the present climate.

Overall costs fell by €3.1m with €2m of this reduction relating to professional game costs. This is due in large part to the impact of it being a RWC year which results in significant savings on match and tour costs together with agreed reductions to the four provincial teams and savings achieved in operating match day costs. Domestic and community rugby costs decreased due to a combination of agreed cost reductions and the absence in 2011/12 of certain one-off items of expenditure. Grounds costs increased significantly due to the license fee for the use of Aviva Stadium being charged for the entire year as opposed to only part of the year in 2010/11.

The Union's balance sheet reflects the substantial investment made by the Union in Aviva Stadium over the last four years together with the deferred income arising from the sale of ten year tickets and boxes which was used to fund this investment.

The Union's cash position was a net debt of some €13.3m which is ahead of what was budgeted for due largely to the result for the year and that part of the retention monies payable in respect of Aviva Stadium have not yet fallen for payment.

Also included in the balance sheet are significant debtor amounts in respect of loans advanced to two Branches in respect of ground

development both of which are in arrears and are likely to remain so for the foreseeable future. This impacts adversely on the ability of the Union to fund its ongoing operations.

You will note in the balance sheet a pension scheme liability for €2.5m. This compares to an asset figure of €381k in last year's accounts and the movement is substantially caused by a change to the discount rate assumption from 5.25% to 3.6%. The reason for this change is that the discount rate is based on the yield from AA bonds which have fallen substantially over the last year due to the Eurozone crisis. This reduction in the discount rate has the effect of increasing the scheme's liabilities.

In terms of the Union's long-term financial plan we are on target to meet our funding targets. Having said that it would be remiss of me not to point out that the Union will be renewing its existing East Stand ten year tickets in 2013/14 and a successful renewal here is critical to the Union continuing the levels of support it currently provides to the provincial professional and domestic games.

As I indicated in my report to you last year it is the responsibility of the Union's Management Committee to identify and manage the risks facing the Union. At that time I indicated that two of the key risks facing the Union were the prevailing economic uncertainty together with the continuation of the competitions in which the Union and its provinces participate. In my view both of these risks have only increased over the last twelve months and remain two of the key risks facing the Union.

In conclusion I would like to thank my colleagues on the Finance Committee and Conor O'Brien and his finance team for their support and assistance throughout the year.



Philip Browne

CHIEF EXECUTIVE'S REPORT



Since the introduction of the Rugby World Cup in 1987, the rugby world has operated on a four year cycle and in more recent cycles the year following the Rugby World Cup tournament has been one of change and challenge. Ireland had one of its better runs in the Rugby World Cup in New Zealand, topping our pool for the first time and recording a very fine victory over Australia in the process. However it all ended somewhat disappointingly with defeat to Wales as outlined later in this report. What the experience did show was that the aim of a semi-final or beyond is not beyond the reach of the National Team and it also showed what success can mean in terms of public perception and mass support in Ireland. It was also instructive to see what a great job New Zealand and the NZRU did in making the tournament such a success in a small country. The challenge is to see how we can improve the performance of the National Team and what are the small incremental changes required to do this.

The success of our provinces in European competitions, this year resulting in an "all-Ireland" Heineken Cup Final in Twickenham and yet another title for an Irish province, Leinster, presents a conundrum in some ways as this success does not seem to transfer as readily to the Irish National Team and the international stage. There is no simple answer as to why this might be as there are many elements that contribute to success including player succession planning, our high performance systems and structures, coaching, competition structures, training facilities, medical systems and more. An immediate problem for the National Team Management is the lack of suitably experienced eligible players in certain positions from which to select an Irish team. The IRFU introduced some guiding principles in relation to the make-up of provincial squads in order to protect the competitiveness of the Irish National Team into the future, including provisions that favour the selection of eligible players. These provisions inevitably have an impact on the recruitment criteria for non-eligible players which did cause some media comment and controversy. The need to protect the National Team is however fundamental to the business model for professional rugby in Ireland as the success of the provinces has been built on the significant financial investment made by the IRFU in provincial rugby with funds generated largely by the Irish National Team. Success for the Irish National Team is not mutually exclusive of success for the provincial teams and the IRFU more than any understand that provincial success is an important ingredient in a successful National team. This message seems to have got lost in some of the media noise.



As part of a wider strategic planning process which I refer to below, it is our intention to produce a new, co-aligned plan for the professional game in Ireland – “Plan Ireland”. This plan will be developed through a collaborative process involving the key people managing and coaching in the professional game from the IRFU, the four provinces along with representation from IRUPA, the players’ association. The intention would be to produce a plan for the professional game with even stronger alignment between the provinces and the IRFU to ensure the continued success of the provincial teams and greater success for the Irish National Team. The first meeting in this process has already taken place in a very positive atmosphere and I am confident that this key group of people will produce an improved blueprint for the professional game in Ireland, the theme being how to tweak the systems to provide all round improvement for both provinces and the National Team.

All of this has to be managed against a background of likely change as there continues to be some level of volatility in the European professional game as evidenced by the financial difficulties facing Welsh Regional teams, some English teams and indeed the Aironi franchise in Italy. There have been calls made from English and French professional clubs that changes need to be made to the structure of Heineken Cup and Amlin Cup competitions which inevitably involve a diminution of the current position of Irish teams in those competitions in terms of both numbers of teams that might qualify from Ireland or through the RaboDirect Pro12 and also in terms of financial distributions. To some extent the success of Irish teams in the Heineken Cup has been used to justify such change on the basis that in some way Irish teams have an unfair advantage arising from the fact that the RaboDirect Pro12 is a “closed league” with no promotion or relegation and that Ireland has three automatic qualifying places in Heineken Cup. One can of course rationalise a situation to suit a particular argument but it is instructive to note that in professional sport those sports that are held up as models such as NFL and NBA in the USA and Australian Rules all operate on a “closed league” basis that provides a secure environment in which to invest in all aspects of professional sport. No doubt there will be a period of uncertainty over the next twelve months as these issues receive public airing and debate.

Scott Walker, Director of Rugby Development and the Club Game, and the Domestic Game Committee spent much of last autumn on the road meeting with club focus groups around the country to hear first-hand the challenges facing Irish club rugby as part of a “club

engagement” programme. With 94% of all clubs engaged through this initiative, the meetings provided an ideal opportunity for the IRFU to communicate the state and structure of the game and to share information on how revenue is generated and subsequently distributed for the development of rugby. It also allowed the club representatives the opportunity to ask direct questions and to convey their concerns to the IRFU. This initiative has provided the IRFU with a wealth of information which will feed into a strategic planning process which we would hope will be completed by the end of 2012. The key to the success of this process is the quality of the information provided and the enthusiasm of those in our clubs to assist in dealing with the issues identified. There is no doubt that there are significant issues facing our clubs, not dissimilar to issues facing clubs in other codes, however there is much good work being done and in many cases best practice is being set and followed by our more vibrant clubs. The importance of the volunteer in all aspects of the amateur game has once again been highlighted and as is outlined elsewhere in this report it is important that the IRFU provides club volunteers with the training and the tools to enable them to attain their club objectives in an effective manner.

A third strand of this strategic planning process has been the Vision 2020 research project that was conducted in summer and autumn 2011. This involved research conducted by Millward Brown Lansdowne and was directed at the general public and those not actively involved in the game. It has produced some very interesting results in relation to the position rugby has in modern Ireland and the public perception of the game. In particular it shows that rugby does hold a special place in the perception of the public and is seen as sport that has certain values that appeal to the public along with an ability to cross social and political divisions across the island. How we build on these positive perceptions and integrate rugby to a greater degree into Irish society must be an important element of our vision and strategy for the future of the game.

All these strands will be drawn together into an integrated strategic plan through a process that will involve some further targeted consultation. This plan will be underpinned by annual operational plans that will deliver against the identified strategic objectives. The previous strategic plans covering the last eight years have been instrumental in driving much of our success across all aspects of the game and it is important that this new plan provides us with new focus and direction to grow and develop the game in Ireland over the next eight years.



The ability of the IRFU to fund the various strands of the game is dependent on finance that it generates, largely through the activities of the National Team which accounts for some 80% of revenue and which only accounts for some 25% of costs. The surplus derived from the National Team activities along with other revenues fund the professional game at provincial level, academies and elite player development. It also funds the rugby development programmes that underpin the domestic club game, administration and capital programmes. The commercial and economic environment that we operate in continues to be difficult and the necessary reduction in Six Nations ticket prices this season resulted in a €4m reduction in budgeted income. Irish Sports Council grants, which are acknowledged and greatly appreciated, have by necessity been reduced to all sports and some sponsors have not been in a position to renew their arrangements with the IRFU. When you consider this within the context of a volatile professional rugby environment in Europe with uncertainty in relation to competition structures together with the continuing threat of government regulation of the alcohol industry which may have a significant impact on sponsorship of sport, this all adds up to a very uncertain time. The IRFU has always been prudent in its financial management but there is no doubt that, against this difficult backdrop, the next few years are going to present a significant challenge in terms of maintaining our current level of activity across all parts of the game in Ireland whilst at the same time fulfilling our financial obligations arising from the development of the Aviva Stadium.

NATIONAL TEAM

The National Team focus from the end of the 2011 RBS Six Nations was on Rugby World Cup in New Zealand. Given the experiences of 2007 an expanded programme of warm-up matches was organised with the aim of ensuring that all the RWC squad start a couple of matches prior to setting foot in New Zealand, mindful that the critical pool match against Australia was our second match. By and large this objective was achieved despite some injuries. There were four full international fixtures against Scotland in Edinburgh, against France in Bordeaux and a return fixture the following weekend in Dublin, and on the weekend prior to departure for New Zealand against England in Dublin. All four matches served their purpose, albeit Ireland were beaten in all the fixtures, and it was positive to have more or less “full house” support for the two home fixtures. An additional fixture, including members of the

extended squad, was played against Connacht, serving as warm-up fixture for Connacht as well as the RWC squad. That match was won convincingly by the Ireland XV.

Arriving in New Zealand, the Irish Squad were initially based in Queenstown which allowed for acclimatisation and training. This turned out to be a very positive experience and set things up nicely for the tournament proper. There were always going to be two key pool matches, that against Australia in Auckland in the second pool match and the final pool match against Italy in Dunedin. A somewhat shaky starting match against USA in New Plymouth was played in difficult conditions, Ireland winning by 22-10. Moving on to Auckland Ireland faced Australia in Eden Park. It turned out to be a classic match, Ireland winning by 15-6, starving Australia of possession and providing a masterclass in defence. The incredible Irish support was swelled by the New Zealand neutrals, turning Eden Park in to almost a “home venue” for Ireland. A great day for Irish rugby savoured by the players and supporters alike. Moving on to Rotorua via Taupo, Ireland’s camper van supporters turned Rotorua green for the third pool match against Russia which Ireland won convincingly 62-12. Then to Dunedin to face Italy in the final and decisive pool match which Ireland required to win to move to the quarter-finals. In the new Forsythe Barr Stadium in Dunedin, Ireland produced a clinical display to beat Italy comfortably 36-6 to the delight of the incredible travelling supporters. This was the first time in seven Rugby World Cup tournaments that Ireland has finished top of their pool, the reward being a quarter-final in Wellington against Wales as opposed to South Africa.

Unfortunately, the momentum built up by Ireland in the pool phase was not carried through into the quarter-final against a strong and in form Welsh side. The intensity demonstrated against Australia and Italy was perhaps lacking on this occasion and Wales produced a clever and clinical performance which put Ireland out of the tournament, winning by 22-12. It was a disappointing end to the tournament in many respects as there was a golden opportunity to progress to the semi-finals for the first time and there had been a sense that there was momentum behind the team given the performance against Australia in particular. Having said that it was probably Ireland’s best Rugby World Cup to date in terms of topping their pool but the lack of real strength and depth in certain positions continues to be a cause for concern which if not addressed will continue to hamper progress in terms of success in this tournament.



Following the tournament a full review of the Rugby World Cup preparation and participation was carried out by an independent consultant, following a similar format to that undertaken after the 2007 Rugby World Cup. The outcome of this report has been shared with the Team Management and the National Squad and whilst overall it was very positive, showing that many of the learnings from 2007 had been applied, there are still areas that can be addressed to further improve performance of the National Team which will now be the focus.

Paul McNaughton stepped down from the role of National Team Manager following four years in which he made a significant contribution to the success of the team and improved the administrative and operational systems necessary for that success. Our thanks to Paul for his time and expertise. Michael Kearney, previously Manager with the Ireland U.20s, took up the role of National Team Manager at the start of the RBS Six Nations.

The switch from Rugby World Cup back to professional club rugby and Six Nations is inevitably a tricky issue for players and coaches alike. Following some good results in European Cup competitions and an opportunity to debrief at a National Squad session over the post-Christmas period, it was important that the Irish Team maintained its position within the Six Nations, a task made all the more difficult in the enforced absence of Brian O'Driscoll through injury. This was compounded by the loss of Paul O'Connell and Conor Murray to injury in the third match against France.

The key match in the RBS Six Nations was always going to be the first match against Wales in Dublin which in many ways would determine the outcome for Ireland in the Championship. In what was a very close encounter, Wales beat Ireland 23-21. Whilst Wales dominated possession and scored three tries to Ireland's two, Ireland had opportunities to win the match and were leading up until the last minute but again there was controversy around a referee decision which resulted in a last minute penalty for Wales which won them the match.

The next match was to have been against France in Paris the weekend following the Welsh match, a difficult task by any standard. However the extremely cold temperatures in continental Europe which had been consistently below freezing for the previous week forced the cancellation of the fixture at kick-off time, 9.00p.m. in the evening. This was entirely avoidable if proper planning and

communications had been put in place. It resulted in the French match being moved from 19th February to the fallow weekend on 4th March, resulting in Ireland having to play the last three fixtures on consecutive weekends albeit it gave the team an opportunity to regroup prior to the next match against Italy in Dublin.

Putting the disappointment of the Welsh match behind them the Irish Team faced Italy in Dublin on 25th February, played again in front of a full house at the Aviva Stadium. Ireland showed some attacking flair against an Italian team that flattered to deceive, leading by 17-10 at half time thanks to a brace of tries and thoroughly outclassing Italy in the second half, winning by 42-10 with five tries scored.

The postponed match against France was played in Paris on 4th March and was played at an intensity in the first half that had not been evident against Wales and Italy. A brace of tries by Tommy Bowe helped give Ireland a half time lead of 17-6 and there was the possibility of a major upset on the cards. As the weather deteriorated in the second half and as France poured the pressure on, Ireland gave away kickable penalties and together with a try scored by Fofana, by 58 minutes the score was at 17-17. Resolute defence by Ireland under intense pressure was required to keep France at bay and the final score remained a draw at 17-17, Ireland's best result in Paris since 2000. In terms of injuries it was costly with Paul O'Connell and Conor Murray out of action for the rest of the Championship.

The final home match in the Championship was against Scotland in the Aviva Stadium six days later on 10th March. As ever it was a tightly contested match with Scotland holding on to a lot of possession but three tries in the first half helped give Ireland an unassailable position of 22-14 which in the second half was augmented by a penalty and a try leaving the final score at 32-14.

The last match against England in Twickenham proved to be a difficult experience for the Ireland Team. Comprehensively beaten in the scrum and collisions, the Irish players looked tired and despite the half time score of 9-6 to England, were well beaten on the day, England winning by 30-9, scoring two tries to none for Ireland.

There were positives and negatives to take from the RBS Six Nations, the positives being the emergence and continued development of some players such as O'Mahony, Ryan, McFadden,



Murray and Cronin, along with Earls operating at outside centre in place of the injured O'Driscoll. Also positive was the ability of the team to make line breaks and to score tries, scoring the most tries in the Championship, thirteen tries - three ahead of Wales. In a game of small margins the loss to Wales and the missed opportunity against France in Paris were frustrating as was Ireland's inconsistency at times. Also of concern was the lack of depth in the front row, particularly at tight head prop which continues to be a threat to the success of the Irish Team. Despite this Ireland finished third in the Championship.

The Ireland Team departs for a three test tour of New Zealand in June which will certainly stretch our playing resources over the three week period, possibly one of the most difficult tours Ireland has ever undertaken.

PROVINCIAL TEAMS/PROFESSIONAL GAME

At provincial level it probably does not get much better than this and full credit to the provincial coaches, professional game boards and playing squads – four Irish provinces in the Heineken Cup; Leinster winning an all-Ireland Heineken Cup Final against Ulster in Twickenham; Munster to the Heineken Cup quarter-final; Leinster and Munster to the RaboDirect Pro12 semi-finals; Leinster to the RaboDirect Pro12 Final (at time of writing) and Connacht attaining their best ever finishing league position.

In the newly named RaboDirect Pro12 League Leinster topped the league and gained home semi-final advantage. Munster also achieved a semi-final spot but narrowly missed out on home advantage, coming third in the league section. Ulster came sixth in the league section and Connacht had their best finish in the league coming eighth and in doing so showed a much greater level of consistency of performance with 7 "losing bonus" points highlighting the small margins involved. In the semi-finals Munster were comprehensively beaten in Swansea by the Ospreys whilst Leinster progressed to the Final, beating a gritty Glasgow side by 19-15. The Final of the RaboDirect Pro12 was played in the RDS and was a good showcase for the tournament as Leinster had won the league section with Ospreys coming second. In an exciting match Leinster led for most of the eighty minutes but were never able to pull away as two Leinster yellow cards helped keep Ospreys in contact. In a thrilling finish a conversion from the touchline closed the game out for Ospreys who won by 31 points to 30.

A disappointing end to a tremendous season for Leinster and it goes to show how difficult it is to win a League and Heineken Cup double.

The RaboDirect Pro12 continues to be the competition that underpins professional rugby in Ireland, Wales, Scotland and now Italy. Despite the impact of Rugby World Cup, attendances were on par with the previous season and were marginally up in Ireland. The administration of the competition by Celtic Rugby Ltd. through the offices of Six Nations/British Lions organisation has proved to be successful with a greater resource being brought to bear. In particular the disciplinary processes have improved as has the refereeing which has been driven by the co-ordination and co-operation of referee performance assessment by Celtic Rugby Ltd. and European Rugby Cup Ltd. The performances of the Italian teams have also shown some improvement, particularly in the case of Treviso.

This progress should not mask some difficulties on the horizon, namely the financial difficulties of the Italian franchise of Aironi and the Welsh regional teams. Assurances have been given that there will continue to be two Italian teams and discussions continue between the Welsh Rugby Union and the Welsh regional clubs regarding their on-going financial issues which, together with the move by a significant number of Welsh international players to France, has caused some concern. Professional rugby in Europe outside France and England continues to be a precarious business with a much greater reliance on subsidy from Union revenues generated by International rugby.

The Heineken Cup, involving all four provinces for the first time this season, was again the focus of excitement with Leinster, Ulster and Munster riding their luck in the pool stages on occasions. Connacht found the step up to Heineken Cup tough, winning just one of their pool matches against Harlequins, knocking Harlequins out of the competition as a result. Munster had an outstanding unbeaten pool run, winning all six matches. Leinster also unbeaten in their pool won five matches and drew one and Ulster, in possibly one of the more difficult pools, came second, qualifying for a quarter-final as one of the best placed pool runners up. This provided Leinster and Munster with home quarter-finals against Cardiff and Ulster, respectively. Leinster dispatched Cardiff in fairly clinical fashion 34-3 in the Aviva Stadium to be rewarded with a semi-final against Clermont. Ulster had to travel to Thomond Park to face Munster on Easter Sunday. This turned out to be a compelling match with Ulster



racing a way to an early lead through the boot of Pienaar and a Gilroy try. Munster clawed their way back in to the match and despite a Zebo try and O’Gara’s kicking were not able to breach the Ulster defence to close the gap, the final score being 22-16 to Ulster.

The semi-finals involved Ulster and Edinburgh at the Aviva Stadium and Clermont and Leinster in Bordeaux. Ulster came through their first semi-final since 1999, beating a resilient Edinburgh team, coached by Michael Bradley, 22-19. Nearly forty thousand Ulster supporters travelled to Dublin to cheer on their team in a colourful and noisy occasion and were well satisfied with the result. Leinster had a much tougher proposition in Bordeaux against one of the best teams in the competition, Clermont. In a formidable atmosphere and in a fiercely fought game, Leinster came out on top 19-15 scoring the only try of the game and requiring some heroic defence in the dying minutes of the game, in the process setting up the first all-Irish Heineken Cup Final in Twickenham.

It would have been difficult ten years ago to predict such a thing as an “all-Ireland” Heineken Cup Final in Twickenham and both Leinster and Ulster lived up to their billing as being worthy finalists. In an entertaining match watched by a full-house, made up mainly of Ulster and Leinster supporters, Leinster demonstrated why they are the top team in Europe. Following a keenly contested first half, Leinster’s superior strength and skills in all facets of play told in the second half and they retained the Heineken Cup title won in 2011. It was a great occasion which showcased Irish professional club rugby and congratulations to Leinster on retaining their title and to Ulster for reaching the Final and for the significant improvement they have made over the last eighteen months.

What is clear from these results is that the professional game at provincial level is in rude health at the moment. There can be no room for complacency however as there is a constant need to bring new players through the Academy systems in each province and to provide them with playing opportunities to ensure that the provinces and ultimately the Ireland Team have strength and depth in all fifteen field positions. The National Team is completely reliant on player succession planning in the provinces and this area has been a continuing focus of the Performance Committee and the Player Contracting Review Group (PCRG). Good work has been done in aligning elite player development pathways, coaching and support structures in each of the provinces with the IRFU High Performance Plan which involves local delivery and central

assessment by the Performance Committee. Whilst some provinces may be more advanced than others in terms of their systems and success, much positive progress has been made.

Perhaps more controversial has been the need to address the concerns of the IRFU and the National Team Management about international player succession. The presence of non-eligible players in the provincial teams has undoubtedly enhanced the quality of those squads and their performances which has been important to the on-field success and off-field commercial well-being of the provinces. However it does not necessarily follow that provincial success automatically produces National Team success, and perhaps the experience of Welsh rugby is the best example of this where the regional teams have not had great success in club competitions whilst the Welsh National Team has had significant success winning three Grand Slams in seven years. The IRFU and provinces are at one in agreeing that National Team success is a priority for sustaining the professional game in Ireland, particularly as 81% of IRFU revenues are generated by the National Team which in turn subsidises the provincial professional teams to the extent of 40% of total IRFU expenditure. The view of the PCRG, endorsed by the IRFU Committee, is that there needs to be a careful balance in terms of the recruitment of non-eligible players by the three major provinces so that there are sufficient eligible players playing as likely first choice selections in provincial squads such that the ability to field a suitably experienced and competitive National Team is not undermined. The aim would be to have at least two such eligible players in each field position across Ulster, Munster and Leinster whilst continuing to provide opportunities for those provinces to recruit and retain non-eligible players to enhance their playing squads. The objective is to protect the National Team without undermining the performances of the provincial teams as we collectively believe successful provinces are an important ingredient to a successful National Team. This topic is very much part of the “Plan Ireland” process outlined earlier in this report and I am confident that the provinces and the IRFU will find ways to improve our systems for the benefit of both the National Team and provincial teams in terms of player succession planning and ensuring eligible players are given every opportunity to get requisite levels of playing opportunities.

One of the initiatives coming out of more integrated planning between the provinces and the IRFU is the decision to appoint



AMBITION, DYNAMISM, AND COMPETITIVENESS



a National Scrum Skills Coach who will work closely with the provinces right through their elite player development programmes to try and address the ongoing difficulties faced by the provinces and Ireland in terms of front row forwards in particular.

In its first year the Professional Game Board in Connacht has effected significant change in how the professional team is managed and marketed, undoubtedly helped by the fact that Connacht participated in the Heineken Cup for the first time. Attendances have seen a marked increase, driven by good marketing, good fixtures, improved spectator facilities in the Sportsground and of course by the performance of the team itself. Whilst nobody could plan for a second successive season in Heineken Cup for Connacht, the opportunity that this now presents for Connacht will undoubtedly help in consolidating the good work done this past twelve months. The retirement of Gerry Kelly who has been Chief Executive of Connacht since 1999 sees the appointment of Tom Sears, with much experience in management of cricket, as his successor. My thanks to Gerry Kelly for his outstanding contribution to Connacht rugby, not only as Chief Executive in good times and bad, but also for his many years' service as a volunteer. Best wishes to Tom Sears in his new role and to the Professional Game Board in their ambitions to drive further success and progress in Connacht rugby.

There are some changes in the coaching staff with Tony McGahan, Munster Head Coach, moving back to Australia to take up a position with the Australian National Team. Our thanks to him for his work with Munster and we wish him well in his new position. His successor is New Zealander Rob Penney. In Ulster, Brian McLoughlin's term as Head Coach finishes on a high with Ulster in the Heineken Cup Final and our thanks to Brian for his work in bringing Ulster to this point and it is planned that he will continue to be involved in an Academy coaching role in which we wish him well. The Head Coach position is being taken up by New Zealander, Mark Anscombe.

Omar Hassanein was appointed Chief Executive of IRUPA late last season and over the course of the year the IRFU have developed a good relationship with him and with his Chairman Brian O'Driscoll. The IRFU have agreed to provide additional funding to IRUPA in order to allow them to recruit a second Career and Personal Development Advisor.



OTHER REPRESENTATIVE TEAMS

Ireland Wolfhounds, were coached by Eric Elwood and Anthony Foley and had just one match due to the congested nature of the season, away against England Saxons in January. Despite scoring three tries to two the Wolfhounds lost the match 23-17 with a very dominant English pack causing the damage. As ever these fixtures are important for the National Team Management in terms of viewing the next tier of players below international level and those players who are on the fringes of the National Team or are coming back from injury and a number of players on the Wolfhounds team were involved in the RBS Six Nations subsequently.

Following a disappointing U.20 World Cup in Italy in summer 2011 where Ireland U.20 were placed eighth, the Ireland U.20s, coached for a second season by Mike Ruddock, had an outstanding Six Nations coming third in their Championship as a result of points difference in favour of England and France who also won four out of five matches. The standout result was probably the match against France in Grenoble where a resolute defence denied France a victory, Ireland winning 13-12. Victories against Wales, Italy and Scotland helped set up a final fixture against England as a potential Grand Slam for Ireland. They were denied by a very strong English team which won 20-9 but the Irish performance in this and the other matches show a strong vein of talent coming through the underage system. It is also encouraging to note that a number of these players have not only played in British and Irish Cup matches but also the RaboDirect Pro12. The U.20s go on to play in the IRB Junior World Championship in South Africa in June.

This season, for the first time, the IRFU held a National Talent Camp in Clongowes Wood College at the end of October. This was attended by U.18 and U.19 players from the four provinces and exiles. The camp provided the opportunity to screen and assess players for national squads; the gathering of Provincial and National Age Grade Coaches allowed the sharing of best practice. During the camp a workshop was held for parents to inform them and manage expectations in regards to their sons participating in national programmes.

The U.18 National Clubs team undertook a three tournament programme against Italy (lost 17-11), France (lost 19-13) and England Club and School (lost 38-10). While in terms of performance it may have been disappointing, the preparation of the U.18 Club team is compromised by an inconsistent season structure. During

the 2012/13 season the IRFU will work with the Provincial Youth Committees to establish a consistent season plan which ensures that players have meaningful matches in the later stages of the season. This season also saw the retirement of Willie Gribben who has been the Team Manager for a number of seasons. The IRFU would like to thank Willie for this tireless work in developing club players, who have progressed on to the professional ranks.

The U.18 Schools team again entered the FIRA-AER U.18 European Championship in Madrid with the aim of retaining the title. Prior to the championship the team played a warm up against Scotland (won 25-12). During the championship they played Portugal in the first round (won 34-24), France in the semi-final (won 22-20), and lost to England in the Final (loss 25-13). As part of the rotation of coaches, Terry McMaster finishes his tenure as Schools Coach, and we acknowledge his contribution to developing schools players for the professional ranks.

The Ireland U.19s played two fixtures this season under the guidance of Colin McEntee (Coach) and Barry McGonigle. After overcoming the disappointment of their narrow defeat to France (IRE 15 – FRA 24) they went on to beat a strong England outfit 22-10.

The Ulster Bank Club International Team played their two annual fixtures against Scotland and English Counties under the direction of Conor Twomey (Coach) and Niall Cowhey (Manager). In the first match, the team retained the Dalriada Cup with a deserved five-point victory over their Scottish counterparts (win 26-21). In the return fixture against English Counties the home side was too strong with the Club XV losing 34-16.

The Womens National Team put a solid performance to finish third in the Six Nations Table, with three wins (WAL 36-0, SCO 20-0 and ITA 40-10) and two losses (FRA 8-7 and ENG 23-6). Unfortunately their tournament preparations were hampered by freezing weather for the Wales Home and French away fixture. However, the highlight of the tournament was the final fixture against England, which saw the Irish Women put pressure on the English Women for the majority of the match.

With the inclusion of 7's rugby in the 2016 Olympics, the IRFU have committed to entering a womens 7's team into the FIRA European 7's competition with the aim of assessing the potential for qualifying for the Olympics in 2016. In order to do so the IRFU

have implemented a thirteen week programme to qualify for the 2012 European 7's tournament in Moscow, which is a qualifier for the IRB 7's Rugby World Cup in 2013.

More detailed statistics in relation to our various representative teams are outlined in the CD attached to this report.

DOMESTIC GAME

During September to December the IRFU undertook a major task of meeting with all clubs to hear about the challenges and opportunities facing them. The meetings provided an ideal opportunity for us to communicate the state and structure of the game and to share information on how revenue is generated and subsequently distributed for rugby development. In partnership with the four Branches, 219 out of 232 clubs (94%) engaged in the initiative, forty-two meetings convened in twenty-one different venues.

The meetings enabled debate and discussion. Each meeting was different, and there was often a passionate exchange of views. While there were differences of opinion everyone left the meetings with a common desire to strengthen club rugby and to uphold it as the bedrock of the Irish game. A wealth of information and insight was obtained, and this was collated into a report published in March 2012 (and can be obtained from the IRFU website).

The report indicated that Irish rugby was in a good place, with a high public profile and a public perception that it represents positive values and aspirations throughout Ireland. The impact of rugby on the social fabric of Ireland was no more obvious than during the 2011 Rugby World Cup. The positive impact that sport can have was evidenced in the energy, buzz and 'we can do it' attitude that was prevalent in our communities in the days after Ireland's win against Australia in the pool stages. The Rugby World Cup also created the opportunity for our clubs to reach out to their communities through hosting 'IRFU Big Breakfasts' which encouraged the local community to gather in the club and support the Irish team. The positive impact of the Rugby World Cup in Irish communities demonstrates the important role that sport plays.

This international profile and the sport's inherent values have resulted in the increased participation as measured by the number of clubs and number of participants. However, there are several challenges which may limit the opportunity for Irish rugby, as a collective, to capitalise on this opportunity including:

- Protecting the ethos and values of the game
- Erosion of social rugby and emergence of alternative game options
- Providing coaches, volunteers and facilities to accommodate those who wish to play
- Club finances, reduction in revenues from bar/sponsorship and the ongoing impact of player payments
- Social changes to youth and volunteers
- Clubs failing to embrace women's rugby - an image and perception issue still prevail.

The Club Engagement meetings were the first steps in a process to the development of the next strategic plan (2012-2016) for Irish rugby. Over the coming months the IRFU will engage with the Branches to further discuss the issues highlighted and actions proposed - it is important that the issues identified are discussed at Branch level to ensure alignment of national and provincial direction. As the IRFU continues to formulate the strategic plan for the period 2012-2016, there will be further opportunities for all strands of Irish rugby to contribute to the debate through convened focus groups.

Growth of Club Rugby

As highlighted there are challenges on the horizon for the club game. It is evident that some areas of Ireland have been severely affected by emigration, impacting on the ability of clubs to field adult teams. The reduction in adult membership, combined with reduced revenue from sponsorship is placing our clubs under considerable financial strain. The IRFU will be responding to this challenge by reviewing competitions. During 2012 the IRFU will be launching a Touch Rugby programme with the aim of retaining adults, who may have left the club after they finish playing, to become volunteers.

The playing numbers for the last two seasons are outlined in the table below:

	Ulster	Munster	Leinster	Connacht	Total 2011/12	Total 2010/11
Senior Males ¹	7,441	6,082	11,020	2,200	26,743	25,616
Senior Women	756	789	1,527	205	3,277	2,764
Age Grade (Club)	5,191	9,763	12,720	5,124	32,798	30,076
Mini Rugby ²	4,910	7,146	11,324	3,015	26,395	25,680
Total Club Numbers	18,298	23,780	36,591	10,544	89,213	84,351
School Rugby Programmes						
Age Grade (Secondary Schools ³)	11,850	4,910	11,716	2,688	31,164	30,732
School Development Programme ⁴	10,143	8,970	16,507	4,878	40,498	38,740
Total Participants (School & Club)	40,291	37,660	64,814	18,110	160,875	153,823

¹Includes age bands U.21 which are considered adult rugby.

²Not all clubs are fully compliant in registering Mini-Rugby players as many wait to see if they attend more than 5 sessions. It is expected that this participation number is an under estimation.

³Playing as part of a Secondary School league.

⁴Male and female school children who participate in the 8 week Play Rugby, Tag and/or Lep Rugby programme.



OUR RUGBY SCHOOLS HAVE OVER
800 TEAMS PLAYING OVER 12,000
MATCHES PER SEASON



The IRFU also operates a TAG Rugby Programme during the summer months at twenty-three rugby clubs across Ireland, engaging with approximately 22,000 participants. It is important to note that the majority of participants are not members of rugby clubs but from the local communities, with a high percentage of females. TAG rugby creates the opportunity for our rugby clubs to be used by the local community for participation and social engagement.

Supporting Community Clubs

As evidenced through the Club Engagement Meetings, clubs are coming under financial strain due to reduced bar and sponsorship revenue. To assist clubs, the IRFU has launched a new initiative called 'IRFU Welcoming Clubs'. Often rugby is perceived to be elitist and to have barriers to access. The reality is that rugby is for all people, but as a sport we have not been good at communicating this and indicating how to get involved.

The IRFU *Welcoming Clubs* programme assists clubs to engage with the community as well as create a training pathway for the "team off the field" to assist them in running their club as efficiently as possible. Supported through workshops and an online system, it allows clubs to share best practice and create opportunities for engagement with the community and ways to generate additional revenue. It is our goal to create a family of clubs who work together for the betterment of the game.

In addition, the IRFU for the last eighteen months has been developing a replacement Player Registration System. The new system, titled 'IRFU Clubhouse' will be a club centric database system which will assist clubs manage their members and competitions. The system will be launched in autumn 2012, with additional modules implemented over the 2012/13 season to automate a number of administration processes, thus reducing the burden on volunteers. It is envisioned that the system will be owned by the clubs, allowing more accurate information to be 'harvested' by the IRFU to ensure that resources are more effectively allocated for the development of the game. From a club perspective, the IRFU Clubhouse will enable clubs to communicate directly with specific groups within their clubs increasing their ability to attract sponsors and entice past members to come back to the club to renew their memberships.

The continued development of our domestic game requires increased promotional programmes and activities. The IRFU

continually strives in supporting the domestic game both on and off the field. *Friday Night Lights* continues to grow with clubs recording increased coverage from local media, increased attendance and increased revenue generation. Any programme which supports increased revenue generation has been well supported by the clubs. *Your Club Your Country* enabled clubs to generate up to €10,000 through a raffle with prizes donated by our sponsors. It is hoped to run similar fundraising initiatives again on an ongoing basis.

The Club Excellence Award was launched in 2011 with eight clubs completing the criteria for the award. In 2012, another two clubs, Ballymena RFC and Grosvenor RFC, completed the requirements for the award. The implementation group under the chair of Diarmuid Kelly is supporting/assisting a number of clubs in their wish to be recognised for best practice through this award.

Ulster Bank League

The 2011/12 season saw the Ulster Bank League revert to being a true league competition as, for the first time in many years, there were no end-of-season playoffs to determine the League winners.

Division 1A produced some excellent matches throughout the season and was only decided in the final five minutes of the last round of matches. Congratulations to St Mary's College on being crowned League Champions, narrowly holding off a very strong challenge from Clontarf.

Division 1B saw UL Bohemians jump from third place at the start of the final round of matches to win this division. Dublin University won Division 2A and Cashel won Division 2B on their first season in the League.

The Ulster Bank Bateman Cup was won by Garryowen who defeated Ballymena 24-6 in the Final held in Templeville Road at the end of April. The Junior Cup was won by Tullamore who defeated Monivea 9-3 in the Final hosted by Buccaneers RFC.

The results of the Ulster Bank League are covered in the attached appendices.

Age Grade Rugby

Age Grade Rugby refers to the Schools and Youth sections of the game. The objective of the IRFU is to create an environment in



both Clubs and Schools which nurtures players and encourages them to have a lifelong involvement with the sport.

Due to international and provincial success, the popularity of the game continues to rise. This places considerable strain on clubs to provide a quality coaching environment for young players. As observed in the past two seasons, a bubble is occurring at U.15s, with a rapid drop off at U.17s/19s. Feedback provided by clubs highlights issues in recruiting sufficient volunteers and coaches to support the growth of the game through mini and youth rugby. Clubs indicated that many parents from a non-rugby background are now assisting with coaching at mini/youth rugby. While these parents are proficient coaches, they are not progressing up the youth bands of the game as they perceive themselves not to have the required technical knowledge. The recent re-structuring of our workforce to create Coach Development Officers allows the IRFU to undertake pitch side mentoring of such coaches thus giving them the confidence to continue coaching into the higher age bands.

To combat the above mentioned issues, the IRFU undertook a review of age grade rugby, with the aim of improving player experience and ensuring the optimal development of players. This review resulted in the production of a document "Guidelines for Age Grade Rugby" to assist participants with the various issues encountered in age grade rugby. In parallel a series of technical/coaching workshops were conducted to provide schools and youth clubs with the required knowledge to foster a players development in line with the Long Term Player Development Programme (LTPD). Off the pitch a Parent Education Programme was developed which can be implemented by clubs to educate parents on the game, outline best practice and to manage parental expectations.

Mini Rugby and Play Rugby

The numbers participating in mini rugby are continuing to grow and although there is significant growth there is positive feedback on the "rugby experience" at this level. The National Mini Rugby Committee reviewed and updated the regulations which will apply for the next three seasons. The Committee will be monitoring this section of the game to ensure that a positive 'rugby experience' can be maintained through coach/player ratios and effective education of coaches and volunteers.

The Aviva Mini Rugby Festivals conducted this year have included representation from boys and girls from clubs and schools with

teams from all over the country being invited, on a rotation basis, to participate.

The PLAY RUGBY programme is an eight week programme delivered by teachers with the support of Development Officers and culminates with an area blitz. This season over 500 schools in close proximity to 73 rugby clubs have engaged with the programme. Discussions are presently occurring with a number of Local Sports Partnerships (LSPs) to deliver the programme in conjunction with provincial staff. These participation programmes are vital in ensuring continued growth in player numbers and creating a link between the club and school. A similar initiative supported by the Irish Sports Council (ISC) Women in Sport programme, is operated for secondary school girls.

Child Welfare

Implementation of Garda Vetting commenced in September 2010. Feedback is positive regarding our structures and processes for dealing with incidents and enquiries and the Garda Vetting programme is well supported by clubs. To facilitate the process a series of workshops were held to update Club Child Welfare Officers on their club's responsibilities and the process required in undertaking vetting of volunteers. The IRFU is conscious that Garda vetting may become statutory in the next twelve months, and is in the process of updating current policies and documents in the area of Child Welfare and Vetting/screening.

Schools Rugby

The school sector is a vibrant environment for playing rugby, with over 14,000 games played per annum. There are 324 affiliated schools who participate in men's and women's rugby assisted by services/resources provided by the IRFU/Branch. Schools which participate in structured Branch competition are able to access financial resources provided through the Schools of Ireland Scheme. The importance of the Schools sector is highlighted by providing 75-80% of Ireland's provincial and international players. The Schools of Ireland Scheme provides financial support to affiliated schools operating rugby programmes to agreed participation and performance criteria.

Womens Game

The Womens game continues to grow, especially at youth level and clubs evidence the positive impact that the Womens game is having on their clubs. However, it was obvious that the IRFU still needs



to be actively promoting the impact and positive perception of the Womens game. The growth of the game is not limited by players, but by clubs who have not recognised the positive impact that female players can have in a club. The IRFU is committed to supporting and developing the women's game and to ensure that this occurs at all levels it is important that the appropriate governance structures are in place, therefore a women's representative, Mary Quinn, has been co-opted onto the Domestic Games Committee.

With the development of 7's rugby it is imperative that the women's 15-a-side game continues to grow in order to support our National success. An AIL and women's competition review group was tasked this season to review the current competition structures. The review group has engaged with the key stakeholders in all four provinces and their report will be submitted to the Domestic Game Committee for consideration at the end of the season. In 2011 the IRFU introduced Club 7's and with increased promotion and awareness as a result of the Olympics, this may provide the incentive for more females to take up the sport.

Coach Development

The IRFU continues to meet the demands of coaches and clubs and schools for formal accreditation with the Coach Development programme. Through the continued dedication of volunteer coaches and the support of provincial and national development staff, the profile of coaching and level of continuing professional development throughout clubs and schools has never been higher. Notable events over the past season included the IRB Educator Induction course, run in February for accredited IRFU Tutors so that they may be deployed as part of the IRFU/IRB Training and Education programme in an effort to share with and learn from our partner rugby Unions throughout Europe.

Also significant is the recent launch of revamped Coaching Course resources for Stage 1 (Mini Rugby) and Stage 2 (Foundation level) courses which will be available to attendees at these courses in the coming months, with Stage 3 resources currently in development. As part of this overall package, an IRFU Tutor Guideline handbook has been developed which is aimed at maintaining the highest level of professionalism and effectiveness in the delivery of IRFU coaching course content.

The continuing professional development of Provincial Coach Development Officers and Community Rugby Officers has resulted

in over 400 update clinics, seminars and/or workshops being delivered to club and school coaches. Each workshop/seminar is targeted at specific stages of the LTPD to ensure the most appropriate information is delivered to the coaches in attendance and to maximise the benefit to their players. In addition to the above, a new programme of coaching update clinics and tutor seminars are being organised as part of the ongoing development of our National Coach Development Pathway.

Referees

Elite

RWC 2011: George Clancy and Alain Rolland were selected for RWC 2011 out of a total of ten referees. George was honoured with the opening match, and Alain Rolland refereed the semi-final, France v. Wales. These were very successful outcomes particularly in the context of such a small number of selected referees. Simon McDowell was also selected as an Assistant Referee, giving a total of three IRFU match officials.

Europe

IRFU officials completed a hugely successful season in Europe with five referees participating in the Heineken Cup – George Clancy, Peter Fitzgibbon, John Lacey, Dudley Phillips and Alain Rolland. (In addition to these Leo Colgan, Mark Patton and David Wilkinson performed in the RaboDirect Pro12).

The strength in depth was underlined by the appointment of IRFU referees to four European quarter-finals on the same weekend a total of seventeen match officials participated.

Domestic

The four Provincial Associations/Societies have adopted new and progressive governance structures. These structures are designed to provide effective, robust and transparent decision making processes for the benefit of referees at all levels of the domestic game. As the development of the game, inclusive of officiating, continues apace this new governance is seen as an essential facet.

Fitness

The IRFU Certified Conditioning Coach (CCC) programme has now entered its ninth year of operation. The programme has evolved into two levels of education being delivered by IRFU staff, with a number of practitioners from other sports attending the course. The programme is recognised by the International Rugby Board



(IRB) as best practice in the education of fitness coaches. The IRB, with the approval of the IRFU, is rolling out the programme to other National Rugby Unions. Key to the continued development of player fitness, there has been an emphasis over the last twelve months for continuing education of qualified coaches with a total of eleven workshops (792 coaches attended) held to ensure that qualified CCC coaches keep abreast of best practice.

Community Rugby Outreach Programmes

The IRFU believes that rugby can play a significant role in positively influencing Irish youth. However, all community rugby programmes must work in tandem with a club, to ensure that a player continues to have lifelong involvement in sport. To facilitate this, the IRFU/Branches are actively engaging with Local Sports Partnerships and County Councils to explore opportunities to jointly operate Community Rugby Programmes. The IRFU continues to support programmes in Tallaght, Ballymun, Swords, Dublin City, Cork City and Limerick City.

The Donegal Community Rugby Project is entering its fifth year of investment. The success of the programme has been demonstrated through the establishment of three new youth clubs. A Community Rugby Officer has been appointed to work with Clubs/Schools in Donegal and the three adjoining border counties. 'Peace 3' funding has been secured to undertake social inclusion activities.

Entering its second year is the Dingle Community Rugby Project in conjunction with Corca Dhuibhne RFC. The rugby programme is delivered by native Irish speaking Development Officers in two secondary schools and sixteen primary schools. This includes the production of rugby literature in Irish and the linking of Gaeltacht communities through blitzes and rugby open days. The IRFU has also partnered with Colaiste Chorca Dhuibhne to launch a Gaeltacht Rugby Scholarship, which will allow students to take part in a three week Irish and Rugby course on the Dingle Peninsula. The students will attend Irish classes during the day and in the evening they will attend rugby training with fluent Irish speakers and work on skill development while improving their Irish.

Other Gaeltacht initiatives include Irish Speaking Development Officers delivering to Schools and Communities in the Achill Island and Ghaeltacht regions in West Mayo and Galway Counties. It is hoped that through community engagement a youth club will be established to act as a feeder to the established clubs of Westport

and Castlebar. A similar project in Beál an Mhuirthead resulted in the recent establishment of a Youth Club in Erris.

Third Level

The Third Level Strategy promotes the development of modified leagues which will encourage greater participation among men/women within Third Level. To facilitate games and player recruitment, the IRFU has supported the appointment of Rugby Coordinators (in partnership with the institutions) within Dublin Institute of Technology, Dublin City University, Cork Institute of Technology, Limerick Institute of Technology, University of Ulster (specifically for Women's rugby), Queens University and Galway-Mayo Institute of Technology. Other institutions that have benefitted from Community Rugby Officers being deployed to them for a set number of hours a week include the University of Limerick, Colaiste Stiofain Naofa, Institute of Technology, Tralee and Tipperary Institute with Club/College links occurring between Athlone Institute of Technology and Buccaneers RFC and NUI Maynooth and Barnhall RFC.

Following consultation with the Colleges, it was decided that the IRFU should enter into a partnership with the Colleges and Universities Association of Ireland (CUSAI) to operate all Third Level Leagues and Competitions (15's and 7's). This partnership will allow the IRFU to better service the needs of Third Level players, while also bringing the rugby leagues into alignment with the majority of competitions operating within third level.

MEDICAL

The IRFU Medical Department structures were modified in 2011. The modifications included a new format for the IRFU Medical Advisory Committee (MAC) with Dr. Pat O'Neill acting as the independent chairman. The four provinces are represented on the MAC and it now also includes important representation from IRUPA, the players' association. The structures have formalized the appointment of Provincial Medical Directors in each province who engage with the IRFU through the Medical Operational Group. A player Case Discussion Group has been formed to facilitate case conferences and discussions around player care, particularly in respect of players with longer-term injuries. In addition, the MAC has the option to co-opt specific medical expertise as required e.g. neurology, cardiology, to advise on medical matters requiring expert input.



A number of education initiatives were organised during this season to include:

- The IRFU Sports Medicine Conference and Satellite Events themed *Injury Prevention in Rugby Union* in May 2012. These were very successful with over 150 delegates attending over the course of the three days of events, which included local, national and international speakers. There was representation from each of the Six Nations medical teams at the conference. The highlight was the Injury Prevention Forum, which included input from the National Team Coach, Declan Kidney, along with referee, player and medical representatives. Concrete proposals and recommendations were made which will be promoted throughout the game in Ireland.
- A presentation from Dr. Andrew McIntosh (University of New South Wales) on concussion in sport in July, 2011 at the Aviva Stadium was delivered to doctors and physiotherapists from the four provincial teams.
- Medical and physiotherapy personnel gave a number of important presentations at meetings during the year to include a presentation at the Irish Association of Emergency Medicine on Catastrophic Injury and Concussion in Rugby and a presentation on Exit Medicals at the third IRB Medical Conference in Lensbury.

A new IRFU Medical Newsletter was developed for distribution to all professional players and to the domestic game. The topics have included important issues relating to concussion, anti-doping and nutrition and are available to review on the IRFU website.

The medical section of the IRFU website has also been updated and contains updates on medical matters and information relevant to all involved in rugby in Ireland. The link (www.irishrugby.ie/medical/) includes information on educational initiatives, first aid programmes, anti-doping and concussion information along with general links to relevant rugby-related medical information.

Following the introduction of the SAFE – Rugby programme for medical staff involved in the professional game, the next stage is to roll out this rugby specific emergency pitch-side course in time for the 2012/13 season in the domestic game. This programme will provide rugby specific first aid training for those involved at all levels of the game.

The Medical Department has continued to maintain an active research programme to include ongoing research initiatives in

concussion, functional screening, probiotics in rugby performance, GPS monitoring. Another opportunity that has arisen has been to look at a new GPS technology to evaluate and compare joint loads according to different playing surfaces.

The IRFU Medical Department continues to maintain representation on a number of National and International Committees to include the following:

- International Rugby Board Working Groups
 - Concussion
 - Match Day Doctor
 - Cardiac screening and Pre-participation evaluation
- Irish Sports Council - High Performance Committee

ANTI-DOPING

The IRFU once again commissioned anti-doping tests through the Irish Sports Council (ISC) supplementing the ISC National Anti-Doping Programme.

The IRFU is working with the ISC to implement an education programme on anti-doping, nutrition and player welfare. It is the IRFU’s intention to implement the programme first to provincial age grade sides, and upon review, cascade the programme to youth and school rugby.

Details of the tests performed are outlined below, there was one positive test for a non performance enhancing drug.

**2011/12 Anti-doping Programme
In Competition Testing**

Team	No. of Players tested
Senior XV	18
U.20	06
ERC and RaboDirect Pro12 League	06
AIB League Club XV's	16
Women	02

Out of Competition Testing

Team	No. of Players tested
Senior	55
U.20	06
Provincial Squads	36
Clubs	03
Provincial Academy	06



CHARITABLE TRUST

The IRFU Charitable Trust continues to support Irish rugby's thirty-three seriously injured players - a number which has seen no increase this season. Most occurred as a result of spinal injury, and of these, twenty-nine remain wheelchair bound. Sadly, in November 2011 we lost one of our members, Joe Parker from the Virginia Club, who succumbed to long term illness.

This year marked the retirement of Jimmy Nelson as a Trustee. Remarkably, Jimmy had been in this role since the Trust's inception in 1978. Ian McIlrath from the Union Committee has now become a Trustee.

The month of May saw the passing of Paddy Madigan, a Trustee and Committee member since the Trust began. Paddy was a champion of what was best for our seriously injured players and was key in establishing the idea of personal contact between a member of the Committee and the injured player and his family. His popularity, business nous and sound judgement were traits we all recognised and will sadly miss.

Changes have been implemented in the organisation of the Trust. The Committee remains the main decision making body and from within its members three sub-groups have been formed under the titles of Care, Finance and Fund Raising. These are co-ordinated by Cliff Beirne, Billy Dawson and Michael Whelan, respectively. A small management team has also been created which includes the Chairman, the Chairman of Trustees Ronnie Dawson and the three co-ordinators.

The core role of the Trust is best seen in the work of the Care Group, which ensures that regular contact is maintained with our injured players and those close to them. Through the relationships which develop comes a clearer understanding of the individual circumstances and needs of the players, and a confirmation of their place as part of the Irish rugby family. In keeping with this, the IRFU now extends an invitation to an injured player and carer to be guests at the pre-match function on International days. This has been especially well received.

Within its wide ranging brief, the Care group has delivered on several fronts. A document on the Reporting of Serious Injury has been completed. Review of our response to serious injury has resulted in a comprehensive set of new guidelines. A network of specialist

medical support has been formed throughout Ireland and close co-operation with our colleagues in the RFU has been initiated regarding research into the treatment of seriously injured rugby players.

The Finance group has been working towards its aim of tighter budgetary controls. The payment process has been reviewed and additional controls implemented in relation to expenditure. A review of the principles of ICTR (Irish Charities Tax Research) is taking place, with a view to adoption if and where necessary. At the close of the Financial Year payments to our injured players totalled €206,746, donations €112,160. This emphasises the importance of fundraising.

As a priority, the newly created Fund Raising group set about establishing a Fund Raising and Branding Strategy. This is now in place for the new financial year.

In the meantime, our fundraising continued. During the Rugby World Cup Mick Quinn led a Cycle and a Walk in New Zealand with one of our injured players Mark Governey taking part. Mick continued with his role in promoting the Trust throughout the country. Also, the Ulster Branch once again declared a weekend where Clubs and Schools could stage an event in support of the Trust. Other events which have benefitted the Trust include; a day in memory of Terry Doyle organised by his brother Benny and involving Grange Golf Club and Terenure RFC, the Ballymena Club's night of celebration of Lion's Rugby held in Belfast City Hall, the O₂ Rugby Ball on the eve of the Ireland v. Scotland game with 615 people in attendance and the Legends Game at The Stoop on the eve of the England v. Ireland match.

Throughout the season of 2011/12, there has been significant co-operation and dialogue with a wide variety of people in the IRFU – in particular with Kevin Potts in Administration, Conor O'Brien and Sharon Coffey in Finance, Medical Director Conor McCarthy, Padraig Power in Commercial and Marketing and Scott Walker and Owen Doyle in the Rugby Department. Having the resources of the IRFU behind the Trust has been of huge benefit, as has been the help and advice of Martin Murphy in the Aviva Stadium.

FACILITIES

The Aviva Stadium completed its first full year of operation at the end of 2011. Considerable progress was made in all areas of the business resulting in an operating profit before depreciation and



amortisation of €4.5m. In 2011 there were twenty-eight sporting and non-sporting events which attracted almost 850,000 patrons, including four international rugby fixtures, Heineken Cup quarter and semi-finals and two Leinster fixtures. The various conference rooms and meeting spaces in the stadium are marketed and sold on non-event days by Compass Group and a stadium tour business is operating and growing as the stadium becomes part of the Dublin tourism trail. Greater familiarity with the way the stadium operates has allowed significant savings in overheads as operating systems and protocols have been fine tuned. The stadium company, New Stadium Ltd., is governed by a Board made up of three directors from the IRFU and three from the FAI. John Hussey stepped down from the Board on taking up the IRFU Presidency and was replaced by Finbarr Crowley. Our thanks to John for his significant contribution to the successful development of the stadium.

The project to redevelop Ravenhill Park has now commenced with project managers and a design team in place. Work is scheduled to start on site at the end of 2012 and the phased development will be completed in 2014 without significantly impacting the venue for Ulster fixtures in the intervening period. This will provide a maximum capacity for approximately 18,000 spectators who will be accommodated in comfortable and modern facilities. The funding for this project comes from the Northern Ireland Government for which the IRFU and Ulster Branch are most grateful. It will provide Ulster with the facilities required to drive the Ulster business model on to a higher level on par with Munster and Leinster.

Significant improvements have been made to the Galway Sportground, home of Connacht Rugby. A grant from the Department of Transport, Tourism and Sport has allowed the development of a covered terrace on the opposite side to the main stand owned by the Irish Greyhound Board. This has provided greater protection from the elements for spectators and has been instrumental in helping increase attendances. For the bigger matches the option of bringing in temporary stands at either end of the ground has helped create a more stadium like feel to the venue which has added to the atmosphere at matches. There are further improvements that can be made at the facility in the future, working in partnership with the Irish Greyhound Board.

Congratulations to Leinster on the completion of their new offices and training facilities on the UCD campus at Belfield. The training

facilities are world class and the linkages with UCD will no doubt help in providing innovation and sports science input to the team when they move in at the end of the season.

Training facilities for the National Team continue to be on the agenda. The IRFU have secured their position in Abbotstown as part of a much longer term sports facility strategy for that site given the lack of Government funding and the Union's inability to finance facility development at present. In the meantime the National Team uses Carton House which provides many of the elements required for a National Team training facility.

Munster continues to review its facilities strategy in the context of Musgrave Park and also a training centre.

COMMERCIAL AND MARKETING

Overall it has been another very busy year with tough economic conditions being the backdrop against which the Commercial and Marketing function of the Union has been working this past season. Pat Fitzgerald (Chairman of the Commercial and Marketing Committee) and the Commercial and Marketing team deserve much credit for the effort and success in trying to deliver growing revenue streams, larger viewing audiences and increased participation in all levels of the game.

The following outlines the highlights of the Commercial and Marketing activity this past season:

The Rugby World Cup in New Zealand dominated the early part of the season, and the commercial and marketing objectives were to generate high visibility for the Irish rugby brand for all Irish rugby stakeholders. To that end various promotional campaigns and communication initiatives were rolled out in association with our partners to mark the Irish Team's participation. One of the most notable was the very successful 'Your Club Your Country', IRFU grand draw, in association with Community Rugby partner Ulster Bank. This IRFU licensed lottery draw saw over €600,000 generated for club rugby and the grassroots game. I would like to commend all the clubs that participated. At a time when club finances are of grave concern, it was a very welcome injection of funds.

During the Rugby World Cup in New Zealand, the Irish Team represented the Irish rugby brand with distinction. There were



many programmes put in place by the IRFU, which included significant community engagement and the 'greening' of stadiums for Ireland games which ensured that the Irish Diaspora were highly visible and felt true ownership of the Team during the tournament. It is clearly very important to connect with our fellow Irish people who live abroad, as they play an important role in supporting Irish rugby around the world.

In a RWC season, the traditional November games became the Guinness Summer Series with warm-up games against France and England in August in Aviva Stadium. Despite the unseasonal timing both matches were sell outs which helped create the momentum for excellent attendances for all of our International home matches in the Aviva Stadium this past season. A new ticketing price structure with the introduction of 'parent and child' (family) tickets brought a new audience to our stadium not only demonstrating the strength and popularity of the Irish rugby brand but also presenting people with the opportunity to sample the state of the art facilities at the Aviva Stadium.

In addition to selling out matches, the need for full houses to help create atmosphere and a memorable rugby occasion is vital, and in that regard I would pay tribute and thank all of our patrons who have attended our matches this season and in particular our Ten Year ticket and Premium level ticket holders (Patrons Club). Their valued support has contributed greatly to helping Irish rugby reach its current levels of success.

Commercial and Sponsorship Programme

The Irish rugby sponsorship portfolio has performed well this past season. In an ever-increasingly fragmented media landscape it is gratifying to note that the Irish rugby brand remains very strong and that the Team and the sport continues to present an extremely valuable marketing platform for brands and companies in Ireland. The relationship between Irish rugby and corporate Ireland is of critical importance and I am happy to say of great mutual benefit to both parties.

Our thanks to Ireland Team sponsors O₂ and recently appointed MD, Tony Hanway, to whom we wish every success in his role. Thanks also to Marketing Director, Jonnie Cahill, and his team who constantly continue to innovate and deliver award winning marketing and communications campaigns which promote our

Team and our sport in a vibrant and exciting way. Being in the O₂ in Dublin for the Ireland v. Australia RWC match in September with 10,000 Irish supporters was very special and aptly demonstrated just how well O₂ help to bring people closer to the Irish Team adding considerable value to Irish rugby.

Our kit sponsors Puma too deserve great credit. The operational and logistical challenges that pertain in a Rugby World Cup with the Team moving around multi venues on the other side of the world is not an easy task to manage. To Puma MD, Tony Ward, and Sean Kavanagh we are very grateful for the support this past season and we look forward to working towards RWC 2015.

We welcome new partners Volkswagen and LeasePlan to the IRFU. In doing so we should acknowledge the support received from Ford Ireland over many years.

We also welcome Eden Park as our official formal outfitters. The quality of the outfits means that the Team are extremely well presented off the pitch to represent Irish rugby and the IRFU.

To Aviva, Diageo, Ulster Bank, PWC and to our many other partners listed elsewhere in this document, we are most grateful for your valued contribution and continued support.

Marketing and Communications

Irish rugby's 'share of audience' continues to increase and the popularity of the Team and the sport remains on an upward curve. All three Home RBS Six Nations Internationals at the Aviva were sell-outs and our broadcast viewership figures both on RTE, and on BBC in the UK, again shows additional growth this past season. There is more Irish rugby on TV than ever before, delivered in a high quality and exciting way. This represents very good news for our sport and for our sponsors and partners.

A recent (Onside Sponsorship) survey reports that rugby is now the single most popular sport in Ireland with a total of 2,335,000 people now describing themselves as avid and casual rugby supporters. This has shown an increase of c.200,000 people for the same period as last year. This growth is hugely encouraging; the challenge going forward is to continue in this positive manner. To that end we continue to work at adding value to our key spectator groups as outlined below.



The Patrons Club

This season also saw the launch of the Patrons Club for Ten Year and Premium ticket holders. The Patrons Club is designed to engage with one of the most important sections of the rugby family to add value to their investment in Irish rugby.

The club launched a new website with news, special offers and regular updates as the first step in the process. This was followed up with a personalised Christmas card from Ireland Coach, Declan Kidney, to all ticket holders and an exclusive Patrons Club scarf.

Our first public event was “An Evening with the Ireland Coaching Team” and was held in the President’s Area in Aviva Stadium. Over 600 Patrons Club members and their guests came along for an interactive Q&A with Declan Kidney, Les Kiss and Mark Tainton in what proved to be a hugely enjoyable and informative night.

This was followed up with our inaugural Patrons Club charter to Twickenham. The trip proved very successful and included an overnight stay in London, dinner before the game and a guest appearance from Ireland international David Wallace.

Next season presents a major opportunity to grow the levels of interaction for the Patrons Club.

Irish Rugby Supporters Club

Membership numbers stayed strong despite the economic climate and our regular events proved as popular as ever.

Ticket sales to Supporters Club members for the Guinness Summer Series and the RBS Six Nations exceeded €1.5 million showing how strong the support is for the National Team.

The Match Day Events for France and Italy sold out within minutes and the family friendly environment and post match player appearances proved big winners.

The charter package to England was again over subscribed and showed strong repeat bookings.

The Marketing Department continues to work closely with the Rugby Department to help support and drive all of the initiatives that are being undertaken to attract new people into the participation side of the game. Mini rugby continues to thrive and our growth and retention programmes are working well. VW Tag continues to go from strength

to strength which is a very welcome source of revenue for participating host clubs during the summer months. In all of these activities the role of our professional players in delivering training clinics and ‘meeting and greeting’ sponsors, and kids in schools and clubs across the four provinces cannot be underestimated. Our thanks to the National Team Management and all the professional players for the exceptional job ‘off the pitch’ that they do in helping to promote Irish rugby.

Keeping people updated on the wide variety of rugby developments and news has become increasingly more challenging as the volume of activity continues to increase. To that end the communications function has made great strides in embracing new media and our social media strategy is working extremely well. The headlines are outlined below.

Irish Rugby Online

Season 2011/12 was the most successful yet for Irish rugby online. The website continued the strong growth in visitor numbers and pageviews from previous seasons while the use of social media saw the IRFU digital strategy pay dividends with an increased audience across twitter, facebook and YouTube.

The IRFU twitter page is the most popular in the RBS Six Nations and second only to New Zealand worldwide with over 96,000 followers (at the time of writing) while the newly launched facebook and YouTube pages have increased our online presence. In fact our twitter engagement strategy during the Rugby World Cup saw us win a RWC Social Media award.

This season also saw a first with Irish RugbyTV streaming games live to add to the already strong schedule of video highlights available.

The first ever club game in Aviva Stadium featuring Lansdowne and Old Belvedere kicked off the live streams and there were further live broadcasts throughout the season including one of the Ireland Women’s team in the RBS Six Nations Championship.

The changing nature of technology and how stakeholders interact with us online is borne out by the fact the just over 30% of the people viewing IrishRugby.ie in February and March did so on a smart phone or tablet device.

The website also underwent a number of cosmetic changes during the season and new look areas for Referees, Medical, IRFU About Us and Age Grade rugby were launched.



COMMITTEE

As ever the IRFU could not function without the significant contribution made in terms of time and expertise by the members of the IRFU Committee and its various sub committees. The workload this year has perhaps been more significant than most arising from the extensive consultation exercise involved in the club engagement programme in autumn 2011. This has led on to a strategic planning process including the Plan Ireland programme referred to earlier in this report – all of which is a demand on our voluntary committee members time. The governance of the IRFU is something that we must keep under constant review to ensure that our governance is fit for purpose in what is a quickly evolving professional rugby environment. Succession planning is not a topic that is exclusive to the playing side of the game as it is vitally important for the well-being of Irish rugby that the IRFU Committee and sub committees are populated with people who have the skills and expertise that are needed to supplement and complement those of the professional staff. The provincial Branches are a mirror image of the IRFU in many ways and the same issues face them and they have responded over the last few years in amending and streamlining some of their governance and structures. The interface between the voluntary administrators and the professional staff in many ways is what holds the game together and has often been stated, rugby like any sport is dependent on volunteers. Our thanks to all those who give freely of their time to help deliver our sport from the grassroots upwards.

Caleb Powell retires from the IRFU Committee following his year as Immediate Past President. Caleb joined the IRFU Committee in 1998 having been President of his club Lansdowne FC in 1993/94 and President of Leinster Branch in 1997/98. He served on the Domestic Game Committee and in particular made a significant contribution in the area of underage rugby. Best wishes to Caleb and his wife, Gillian, on his retirement from the IRFU.

OBITUARIES

John O'Meara

22 international caps - 1951 to 1958, UCC and Dolphin RFC, UCD and Bective Rangers.

Tom Kavanagh

Former Executive Officer IRFU.

Al Moroney

3 international caps - 1964 and 1967, Ashbourne RFC.

Jim Kiernan

Munster Senior Cup Medals with UCC in 1951 and 1955 and with Cork Constitution in 1957. Senior Captain with Dolphin in 1961-62, Club President in 1978-79. 5 interprovincial caps with Munster - 1953 to 1964. Munster Selector – 1971 to 1973 and 1981 to 1987. Irish Selector - 1984 to 1987.

Colm Tucker

3 international caps – 1979 to 1980, British and Irish Lions 1980, Shannon and Munster.

Cyril Fitzgerald

President Munster 2010/11, IRFU Committee member 2003 to 2011.

Paddy Madigan

President Leinster Branch 1976/77, Ireland Selector 1978 to 1981, Chairman of the Selection Committee, 1980/81, Manager Ireland Team that toured South Africa in 1981, President IRFU 1987/88.



WOMEN'S YOUTH RUGBY IS GROWING AND IS AN OPPORTUNITY TO SECURE GREATER BUY-IN FROM CLUBS.

STANDING COMMITTEES 2011/2012



Management

F. Crowley, T. Grace, P.J. Boyle, P. Whelan, M.J. O'Sullivan, P. Fitzgerald, L.P. Magee, J.D. Hussey, W.B. Glynn, S.R. Hilditch, I. McIlrath (co-opted), P.R. Browne, K. Potts and E. Wigglesworth.

Representative Game

M.J. O'Sullivan, L.P. Magee, T.H.N. Jackson, L. Galvin, P. Orr, P. Whelan, D. Lamont, Chairmen of 4 PTMC's, M. Dawson, P.R. Browne, E. Wigglesworth, M. Dowling, C. O'Brien, A. Clarke and O. Hassanein.

Domestic Game

S.R. Hilditch, I. McIlrath, G. Drennan, M. Cunningham, D. Kavanagh, D. Keohane, L.P. Magee, N. Comyn, S. Walker, G. Black. Chairs of provincial Domestic Game Committees will be co-opted at the discretion of the Chair.

Finance

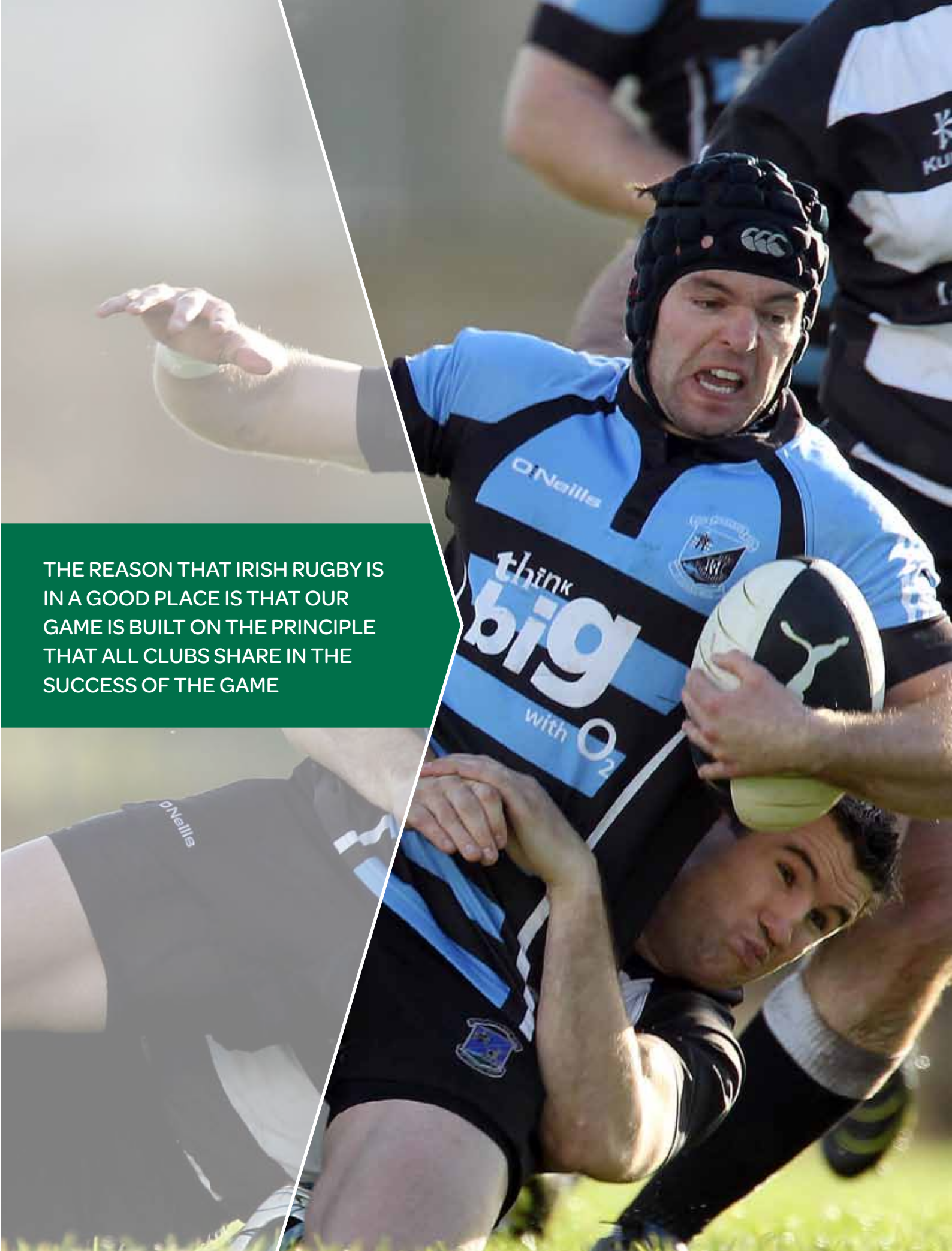
T. Grace, F. Crowley, L. Galvin, T.H.N. Jackson, K. Lyons, D. Lamont, P.R. Browne, K. Potts, C. O'Brien and L. Quinn (co-opted).

Commercial and Marketing

P. Fitzgerald, P. Orr, G. Drennan, K. Lyons, T. Grace, P.R. Browne, P. Power, K. Richardson, J. Redmond and D. Devaney.

Performance Committee

L.P. Magee, M.J. O'Sullivan, T. Grace, P. Whelan, F. Crowley, P.R. Browne and E. Wigglesworth.



THE REASON THAT IRISH RUGBY IS
IN A GOOD PLACE IS THAT OUR
GAME IS BUILT ON THE PRINCIPLE
THAT ALL CLUBS SHARE IN THE
SUCCESS OF THE GAME

THE IRFU WISHES TO ACKNOWLEDGE THE FOLLOWING SPONSORS OF IRISH RUGBY



Sponsor of the Ireland Senior Squad and Ireland Wolfhounds,
Official Mobile Telecommunications Partner to the IRFU



Official Kit Supplier to the IRFU



Sponsor of the RBS 6 Nations Championship



Match Sponsor of the Guinness Series,
Official Beer Supplier to the IRFU



Stadium and Insurance Partner to the IRFU,
Sponsor of the Aviva Rugby Festivals



Sponsors of Community Rugby,
the Ulster Bank League and RugbyForce



Supporting Irish Rugby



Official Soft Drink of the IRFU



Official Betting Partner of the IRFU



Official Supplier of Match Balls



Official Car Supplier to the IRFU
and Exclusive Sponsor of IRFU Tag



Official Formal Outfitters to the IRFU



Official Cereal and Snack Provider to the Irish Rugby Team



Official Express and Logistics Partner to the IRFU



Official Sponsor of the U20, U19, U18 and Ireland Schoolboy teams



Official Sports Drink of the IRFU



Official Spirit of the IRFU



Retail Partner to the IRFU



Official Tailor of the IRFU



Official Supplier to the IRFU




Fleet Management Services



An Official Partner of the IRFU







THE POPULARITY OF RUGBY IN IRELAND CONTINUES TO GROW ON THE BACK OF INTERNATIONAL AND PROVINCIAL SUCCESS.

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UNION INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 APRIL 2012

		2011/12	2010/11	2009/10
		€	€	€
Income:	Schedule			
Representative matches	1	62,957,330	64,607,545	55,177,452
Other income	2	4,224,185	4,669,285	4,015,795
		<hr/> 67,181,515	<hr/> 69,276,830	<hr/> 59,193,247
Expenditure:				
Professional game costs	3	31,454,297	33,468,858	35,085,224
Elite player development	4	2,631,864	2,696,181	3,075,965
Games support costs	5	624,997	653,674	685,444
Domestic & community rugby	6	9,254,345	10,006,093	11,123,465
Marketing	7	1,032,020	1,198,796	1,256,362
Grounds	8	2,855,709	2,441,118	944,713
Administration and overheads	9	4,483,817	4,984,668	4,203,944
Depreciation	(Note 3)	1,288,398	1,380,261	1,157,220
Amortisation of financial fixed assets	(Notes 7 & 8)	5,761,592	5,699,966	-
		<hr/> 59,387,039	<hr/> 62,529,615	<hr/> 57,532,337
Surplus for year		<hr/> 7,794,476	<hr/> 6,747,215	<hr/> 1,660,910

T. Grace
Honorary Treasurer

P. R. Browne
Chief Executive

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 APRIL 2012

		2011/12	2010/11	2009/10
		€	€	€
Income:	Note			
Representative matches		62,957,330	64,607,545	55,177,452
Other income		4,323,409	4,773,352	4,015,795
Share of loss of joint ventures	7	(1,862,431)	(4,730,518)	(576,225)
		<hr/> 65,418,308	<hr/> 64,650,379	<hr/> 58,617,022
Expenditure:				
Professional game costs		31,454,297	33,468,858	35,085,224
Elite player development		2,631,864	2,696,181	3,075,965
Games support costs		624,997	653,674	685,444
Domestic & community rugby		9,254,345	10,006,093	11,123,465
Marketing		1,032,020	1,198,796	1,256,362
Grounds		2,855,709	2,441,118	944,713
Administration and overheads		4,585,146	5,069,126	4,203,944
Depreciation	3	1,788,398	1,880,261	1,157,220
Amortisation of goodwill	4	432,226	370,511	-
		<hr/> 54,659,002	<hr/> 57,784,618	<hr/> 57,532,337
Surplus for year		<hr/> 10,759,306	<hr/> 6,865,761	<hr/> 1,084,685

T. Grace
Honorary Treasurer

P. R. Browne
Chief Executive

UNION STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 30 APRIL 2012

	2011/12	2010/11	2009/10
	€	€	€
Surplus for the financial period	7,794,476	6,747,215	1,660,910
Difference between expected and actual return on pension scheme assets	(45,000)	(127,000)	751,000
Experience gains on pension scheme liabilities	212,000	76,000	254,000
Effect of changes in actuarial assumptions	(3,164,000)	(237,000)	(1,357,000)
Total surplus relating to the period	4,797,476	6,459,215	1,308,910
Total surplus recognised since the last annual report	4,797,476	6,459,215	1,308,910

CONSOLIDATED STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 30 APRIL 2012

	2011/12	2010/11	2009/10
	€	€	€
Surplus for the financial period	10,759,306	6,865,761	1,084,685
Difference between expected and actual return on pension scheme assets	(45,000)	(127,000)	751,000
Experience gains on pension scheme liabilities	212,000	76,000	254,000
Effect of changes in actuarial assumptions	(3,164,000)	(237,000)	(1,357,000)
Total surplus relating to the period	7,762,306	6,577,761	732,685
Total surplus recognised since the last annual report	7,762,306	6,577,761	732,685

UNION RECONCILIATION OF MOVEMENT IN UNION FUNDS

FOR THE YEAR ENDED 30 APRIL 2012

	2011/12	2010/11	2009/10
	€	€	€
General reserve	29,836,125	23,376,910	22,068,000
Ground development reserve	1,269,738	1,269,738	1,269,738
Financial assistance to clubs reserve	1,269,738	1,269,738	1,269,738
Balance at 1 May	32,375,601	25,916,386	24,607,476
Total recognised surplus relating to the period	4,797,476	6,459,215	1,308,910
Balance at 30 April	37,173,077	32,375,601	25,916,386

CONSOLIDATED RECONCILIATION OF MOVEMENT IN UNION FUNDS

FOR THE YEAR ENDED 30 APRIL 2012

	2011/12	2010/11	2009/10
	€	€	€
General reserve	31,318,201	24,740,440	24,007,755
Ground development reserve	1,269,738	1,269,738	1,269,738
Financial assistance to clubs reserve	1,269,738	1,269,738	1,269,738
Balance at 1 May	33,857,677	27,279,916	26,547,231
Total recognised surplus relating to the period	7,762,306	6,577,761	732,685
Balance at 30 April	41,619,983	33,857,677	27,279,916

UNION BALANCE SHEET

AS AT 30 APRIL 2012

	Note	30/04/12 €	30/04/11 €
Tangible fixed assets	3	36,036,191	37,324,589
Financial fixed assets			
Loans to clubs	5	1,258,717	1,027,475
Other loans	6	10,261,778	10,661,778
Joint ventures	7	94,770,286	98,799,358
Investment in subsidiary undertaking	8	9,012,314	9,500,315
		115,303,095	119,988,926
Current assets			
Debtors and prepayments	9	14,262,653	13,485,647
Cash at bank and in hand		3,024,354	9,730,370
		17,287,007	23,216,017
Current liabilities			
Bank loans	10	16,282,084	21,282,084
Creditors and accrued expenses	11	17,306,646	19,619,488
		33,588,730	40,901,572
Net current liabilities		(16,301,723)	(17,685,555)
Total assets less current liabilities		135,037,563	139,627,960
Pension (liability) asset	12	(2,458,000)	381,000
Deferred ticket fund	13	(87,004,208)	(98,838,047)
Deferred naming rights fund	14	(8,402,278)	(8,795,312)
		37,173,077	32,375,601
Financed by:			
Union funds		37,173,077	32,375,601

T. Grace
Honorary Treasurer

P. R. Browne
Chief Executive

CONSOLIDATED BALANCE SHEET

AS AT 30 APRIL 2012

	Note	30/04/12 €	30/04/11 €
Tangible fixed assets	3	45,036,191	46,824,589
Intangible fixed assets	4	7,409,548	7,039,702
Financial fixed assets			
Loans to clubs	5	1,258,717	1,027,475
Other loans	6	40,764,424	40,092,114
Joint ventures:	7		
Share of gross assets		211,364,959	217,065,416
Share of gross liabilities		(150,077,466)	(153,273,630)
		103,310,634	104,911,375
Current assets			
Debtors and prepayments	9	14,481,359	13,611,572
Cash at bank and in hand		3,028,488	9,730,517
		17,509,847	23,342,089
Current liabilities			
Bank loans	10	16,282,084	21,282,084
Creditors and accrued expenses	11	17,499,667	19,725,635
		33,781,751	41,007,719
Net current liabilities		(16,271,904)	(17,665,630)
Total assets less current liabilities		139,484,469	141,110,036
Pension (liability) asset	12	(2,458,000)	381,000
Deferred ticket fund	13	(87,004,208)	(98,838,047)
Deferred naming rights fund	14	(8,402,278)	(8,795,312)
		41,619,983	33,857,677
Financed by:			
Union funds		41,619,983	33,857,677

T. Grace
Honorary Treasurer

P. R. Browne
Chief Executive

UNION CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 APRIL 2012

	Note	30/04/12 €	30/04/11 €
Net cash outflow from operating activities	15	(898,373)	(4,288,109)
Returns on investments and servicing of finance			
Interest received on bank deposits and provincial loan balances		142,514	97,380
Interest received on loans to clubs		11,981	12,032
		154,495	109,412
Capital expenditure and financial investment			
Payments to acquire tangible fixed assets		-	(22,482)
Investment in and advances to joint ventures		(1,232,520)	(2,101,426)
Net advances to clubs		(242,069)	717
Repayment by (advances to) Munster Branch IRFU		400,000	(250,000)
Advances to subsidiary undertakings		(11,999)	(10,000,315)
		(1,086,588)	(12,373,506)
Net cash outflow before management of liquid resources		(1,830,466)	(16,552,203)
Management of liquid resources			
Decrease (increase) in short term deposits	16	5,882,558	(446,602)
Financing			
Bank loans		(5,000,000)	10,043,608
Further amounts received during the year on tickets and boxes		124,450	3,970,475
		(4,875,550)	14,014,083
Decrease in cash	16	(823,458)	(2,984,722)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

1. Accounting policies

The following accounting policies have been applied consistently, except as stated below, in dealing with items which are considered material in relation to the accounts.

a. Basis of preparation

The accounts have been prepared on the going concern basis in accordance with accounting standards generally accepted in Ireland. Accounting Standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those published by the Institute of Chartered Accountants in Ireland and issued by the Accounting Standards Board.

b. Basis of consolidation

The group accounts include the accounts of the parent undertaking and its wholly owned subsidiary undertaking, Lansdowne Car Park Limited.

In the prior year, the group accounts include the results of Lansdowne Car Park Limited from the date it commenced to trade.

c. Goodwill

Goodwill is the difference between the fair value of the consideration given on the acquisition of a business and the aggregate fair value of the separate net assets acquired.

Goodwill is being amortised through the income and expenditure account in equal instalments over its estimated economic life of up to a maximum of 20 years on a straight line basis.

Goodwill is reviewed for impairment at the end of the first full financial year following acquisition and in other periods if events or changes in circumstances indicate that the carrying value may not be recoverable.

d. Fixed tangible assets

Fixed tangible assets are shown at their historic cost net of any capital grants received or receivable.

e. Depreciation

Depreciation is charged in order to write off the assets over their expected useful lives, on a straight line basis, at the following annual rates:

Land	Nil
Stand, buildings, etc.	2.5%
Car park	5%
Fixtures, fittings & equipment	33.33%, 25% and 12.5%
Computer equipment	20% and 33.33%
Grounds purchased and leased to clubs	Nil

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

1. Accounting policies (cont'd.)

f. Joint ventures

The Union's 50% interest in New Stadium Limited and Thomond Park Stadium Company Limited are accounted for in accordance with 'Financial Reporting Standard 9, Associates and Joint Ventures'.

In the individual accounts of the Union, investments in joint ventures are treated as fixed asset investments and valued at cost less provisions for impairment in value. The provision for impairment in value of these investments is based on the estimated useful lives of the underlying fixed assets, which is estimated to be 20 years, and written off on a straight line basis. The estimated useful life for calculating depreciation in the individual accounts of the joint ventures is significantly longer than 20 years.

In the consolidated accounts, the Union's share of the profits less losses are included in the income and expenditure account. The Union's interest in the net assets is indicated as a fixed asset investment in the balance sheet at an amount representing the Union's share of the fair values of the net assets at acquisition plus the Union's share of post acquisition retained profits.

The amounts included in the accounts of the Union are taken from the management accounts made up to the Union's year end. Audited accounts of the joint venture companies made up to 30 April are not available as both joint ventures have different year ends to the Union.

g. Financial fixed assets

Investments

Investments are valued at cost. These are reviewed annually and provision is made where it is considered that there is an impairment in value.

Income from investments is recognised in the income and expenditure account in the year in which it is receivable.

Investment – subsidiary undertaking

In the individual accounts of the Union, the investment in and advances to the Union's wholly owned subsidiary, Lansdowne Car Park Limited, are valued at cost less provisions for impairment in value. The provision for impairment in value is based on the estimated useful life of the underlying fixed asset, which is estimated to be 20 years, and written off on a straight line basis.

h. Grants

Capital grants received are set off against the cost of related fixed assets.

Grants towards revenue expenditure are released to the income and expenditure account as the related expenditure is incurred.

i. Foreign currencies

Functional and presentation currency

Items included in the accounts are presented in 'Euro', the currency of the primary economic environment in which the entity operates (the 'functional currency').

Transactions and balances

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction or at a contracted rate. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date or the contracted rate. All differences are taken to the income and expenditure account as part of the fair value gain or loss.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

1. Accounting policies (cont'd.)

j. Pension costs

The Union operates a defined benefit pension scheme for employees. The assets of the scheme are held separately from those of the Union.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to the income and expenditure account. Past service costs are recognised over the vesting period or immediately if the benefits have vested. When a settlement or a curtailment occurs, the obligation and related plan assets are re-measured using current actuarial assumptions and the resultant gain or loss is recognised in the income and expenditure account during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount in the income and expenditure account as other finance costs or income. Actuarial gains and losses are recognised immediately in the statement of total recognised gains and losses.

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. Pension scheme surpluses or deficits are recognised in full on the balance sheet.

The Union also operates a defined contribution scheme for its employees. Pension benefits are funded over the employees' period of service by way of contributions to insured funds. The Union's contributions are charged to the income and expenditure account in the period to which they relate.

k. Deferred ticket income

Monies received in respect of corporate boxes and ten year tickets have been treated as deferred income and have been released to the income and expenditure account over the period to which they relate based on the estimated number of fixtures and the expected admission prices. Details of the amount deferred are set out in note 13.

l. Financing

Amounts received in respect of the transfer to the counterparty of the Union's contributions receivable under its stadium naming rights agreement (see note 14) are recorded as deferred income. Interest is accrued using the rate implicit in the financing agreement and is charged to the income and expenditure account in the period to which it relates.

m. Liquid resources

In the cash flow statement, liquid resources comprise cash on deposit at banks with more than 24 hours notice.

2. Income and expenditure recognition

Income and expenditure are recognised in the season in which they arise and are incurred.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

3. Tangible fixed assets

Union	Cost at 30/4/11	Additions	Cost at 30/4/12
	€	€	€
Premises and grounds	49,458,757	-	49,458,757
Fixtures, fittings & equipment	7,497,273	-	7,497,273
Grounds purchased and leased to clubs	368,713	-	368,713
	57,324,743	-	57,324,743
	Accumulated depreciation at 30/4/11	Charge for year	Accumulated depreciation at 30/4/12
	€	€	€
Premises and grounds	12,664,896	1,189,178	13,854,074
Fixtures, fittings & equipment	7,335,258	99,220	7,434,478
Grounds purchased and leased to clubs	-	-	-
	20,000,154	1,288,398	21,288,552
Net book value	37,324,589		36,036,191

Consolidated	Cost at 30/4/11	Additions	Cost at 30/4/12
	€	€	€
Premises and grounds	49,458,757	-	49,458,757
Car park	10,000,000	-	10,000,000
Fixtures, fittings & equipment	7,497,273	-	7,497,273
Grounds purchased and leased to clubs	368,713	-	368,713
	67,324,743	-	67,324,743
	Accumulated depreciation at 30/4/11	Charge for year	Accumulated depreciation at 30/4/12
	€	€	€
Premises and grounds	12,664,896	1,189,178	13,854,074
Car park	500,000	500,000	1,000,000
Fixtures, fittings & equipment	7,335,258	99,220	7,434,478
Grounds purchased and leased to clubs	-	-	-
	20,500,154	1,788,398	22,288,552
Net book value	46,824,589		45,036,191

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

3. Tangible fixed assets (cont'd.)

- (i) The Union consider the accumulated cost, less related depreciation, on expenditure capitalised in respect of the previous stadium at Lansdowne Road as relating to enhancing the value of the land on which the stadium is situated. As stated in note 7, the Union is in receipt of annual rental income of €750,000 for this land. The net amount included within premises and grounds above in respect of this expenditure is €7,550,971. The Union ceased to provide for depreciation on this expenditure when the previous stadium ceased to be used.
- (ii) Under a Memorandum of Understanding dated 10 December 2007, the Union entered into arrangements with the Munster Branch IRFU and Thomond Park Stadium Company Limited to redevelop the stadium at Thomond Park. As part of these arrangements, the Union advanced a loan to the Branch (Note 6) and acquired a 50% interest in Thomond Park Stadium Company Limited (Note 7). In addition, the Union have granted an option to the Branch to acquire the freehold interest that the Union holds in Thomond Park. The option price will be based on the original cost of the grounds to the Union adjusted for inflation by reference to the Consumer Price Index from the date of the granting of the option. This option will be exercisable by the Branch on the earlier of ten years from the date of practical completion of the stadium or by 1 January 2019.

The accumulated cost of the old stadium, less related depreciation, amounts to €4,239,791 and is included within premises and grounds above. The Union have ceased to depreciate this expenditure and propose to carry this amount pending the possible exercise of the option.

4. Intangible fixed asset

	30/4/12	30/4/11
	€	€
Goodwill arising on acquisition of share in New Stadium Limited		
Cost		
At 1 May	7,410,213	7,122,349
Expenditure during the year	160,210	287,864
Union share of movement on capital contribution	641,862	-
At 30 April	<u>8,212,285</u>	<u>7,410,213</u>
Amortisation		
At 1 May	(370,511)	-
Charge for the year	(432,226)	(370,511)
At 30 April	<u>(802,737)</u>	<u>(370,511)</u>
	<u>7,409,548</u>	<u>7,039,702</u>

As part of its investment in the development of the Aviva Stadium, the Union incurred certain expenditure, which was not directly advanced to the joint venture company. In addition, the Union's capital contribution exceeded 50% of the overall capital contribution made to the joint venture company.

The additional expenditure referred to above, and the excess capital contribution, which represents the fair value of the cost of the development of the stadium over the Union's share of the separate net assets of the joint venture company, have been treated as goodwill.

This goodwill is being amortised over a period of 20 years on a straight line basis.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

5. Loans to clubs

Interest on loans to clubs is generally charged at a rate of 1%. Terms of repayment are generally over 10 years.

Loans to clubs included in the balance sheet are net of provision where applicable. Provisions against loans to clubs at the year end amounted to €675,835 (30/4/11: €665,008) The creation of these provisions has reduced income by €10,827 in the current year (2010/2011: €665,008; 2009/2010: €Nil)

6. Other loans

Union	30/4/12	30/4/11
	€	€
Loan to Munster Branch IRFU	10,261,778	10,661,778
Amount due within one year	4,270,778	3,894,778
Amount due after one year but within five years	5,991,000	5,887,000
Amount due after five years	-	880,000
	10,261,778	10,661,778

Consolidated

Loan to Munster Branch IRFU	10,261,778	10,661,778
Loan to New Stadium Limited	30,502,646	29,430,336
	40,764,424	40,092,114

The Union advanced funds to the Munster Branch in order to assist with the development of Thomond Park. The amounts advanced are secured on the Branch's share in Thomond Park Stadium Company Limited and on the loan advanced by the Branch to that company. Interest is chargeable on the loan to the Branch based on the effective cost of funds to the Union.

Under the terms of the loan agreement, it is to be repaid on a phased basis over the next number of years and amounts outstanding are not to exceed the following:

30 April 2012	€6,767,000	30 April 2015	€1,997,000
30 April 2013	€5,741,000	30 April 2016	€880,000
30 April 2014	€3,114,000		

The loan is to be fully repaid by 30 April 2017.

Although the repayment terms under the agreement have not been met as at 30 April 2012, the Committee are confident that these amounts are recoverable and no provision is necessary.

The loan to New Stadium Limited is interest-free and has no fixed terms of repayment.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

7. Joint ventures

The Union holds 50% of the ordinary share capital of New Stadium Limited and 50% of the ordinary share capital of Thomond Park Stadium Company Limited (companies formed to develop the Aviva Stadium and Thomond Park respectively).

	30/4/12	30/4/11
	€	€
Investment at cost less amortisation		
- New Stadium Limited	74,729,193	74,568,983
- Thomond Park Stadium Company Limited	5	5
Loan to New Stadium Limited	30,502,646	29,430,336
	105,231,844	103,999,324
Amortisation in respect of New Stadium Limited		
Accumulated balance carried forward	(5,199,966)	-
Charge for the year	(5,261,592)	(5,199,966)
	94,770,286	98,799,358

No formal terms of repayment have been agreed in relation to the loan to New Stadium Limited.

Disclosures in respect of New Stadium Limited, based on the company's management accounts, required under 'Financial Reporting Standard 9 Associates and Joint Ventures' are as follows:

	30/4/12	30/4/11
	€	€
Share of turnover	5,878,332	3,993,514
Share of operating loss	(1,230,136)	(4,076,179)
Share of tax	-	-
Share of loss after tax	(1,230,136)	(4,076,179)
Share of fixed assets	193,757,264	198,707,804
Share of current assets	847,670	818,775
Share of gross assets	194,604,934	199,526,579
Share of current liabilities	(3,754,996)	(8,708,110)
Share of non current liabilities	(129,639,345)	(127,735,878)
Share of gross liabilities	(133,394,341)	(136,443,988)
Share of net assets	61,210,593	63,082,591

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

7. Joint ventures (cont'd.)

Disclosures in respect of Thomond Park Stadium Company Limited, based on the company's management accounts, required under 'Financial Reporting Standard 9 Associates and Joint Ventures' are as follows:

	30/4/12	30/4/11
	€	€
Share of turnover	1,179,495	1,308,555
Share of operating loss	(632,295)	(654,339)
Share of tax	-	-
Share of loss after tax	<u>(632,295)</u>	<u>(654,339)</u>
Share of fixed assets	16,331,502	17,012,294
Share of current assets	428,523	526,543
Share of gross assets	<u>16,760,025</u>	<u>17,538,837</u>
Share of current liabilities	(379,929)	(2,310,831)
Share of non-current liabilities	(16,303,196)	(14,518,811)
Share of gross liabilities	<u>(16,683,125)</u>	<u>(16,829,642)</u>
Share of net assets	<u>76,900</u>	<u>709,195</u>

The Union has entered into lease agreements with each of the above companies to lease land on which the stadia have been redeveloped on the following terms:

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

7. Joint ventures (cont'd.)

Company	Term of lease	Annual rent
New Stadium Limited	99 years from Dec 2005	€750,000
Thomond Park Stadium Company Limited	55 years from Oct 2006	€9,600

The rents due became payable during the year ended April 2011 in the case of Thomond Park, and became due from May 2010 in the case of the Aviva Stadium.

8. Interest in subsidiary undertaking

	30/4/12 €	30/4/11 €
Cost		
At 1 May	10,000,315	-
Share capital acquired	-	2
Advanced during the year	11,999	10,000,313
At 30 April	10,012,314	10,000,315
Amortisation		
At 1 May	(500,000)	-
Charge for the year	(500,000)	(500,000)
At 30 April	(1,000,000)	(500,000)
	9,012,314	9,500,315

The Union owns 100% of the ordinary share capital of Lansdowne Car Park Limited, a company registered in the Republic of Ireland whose registered office is at 10/12 Lansdowne Road, Dublin 4.

The Union advanced funds to the company in order to finance the construction of a car park located adjacent to The Aviva Stadium. The Union are amortising the investment in the subsidiary over the expected useful life of the car park.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

9. Debtors and prepayments

	Union		Consolidated	
	30/4/12	30/4/11	30/4/12	30/4/11
	€	€	€	€
Provincial branch balances	2,447,774	2,687,296	2,447,774	2,687,296
Sponsorship debtors	922,540	865,624	922,540	865,624
Ticket debtors	1,817,673	3,198,375	1,817,673	3,198,375
Other debtors	19,799	64,487	238,505	190,412
Prepayments and accrued income	8,855,868	6,539,687	8,855,868	6,539,687
Stock of sportswear and equipment	198,999	130,178	198,999	130,178
	14,262,653	13,485,647	14,481,359	13,611,572

Trade debtors and short term receivables above are stated net of provision, where applicable. Provisions against debtors at the year end amounted to €2,945,915 (30/4/11: €3,824,304). The movement on these provisions has decreased net income by €121,527 (2010/2011: €443,977 decrease; 2009/2010: €1,326,257 decrease).

10. Bank loans

Bank loans are secured by an all sums mortgage and charge over certain properties owned by the Union. The loan is expected to be repaid by 30 September 2014. However the terms of the agreement state that the loan is repayable on demand. On that basis, the loan is reflected as due within one year.

11. Creditors

	Union		Consolidated	
	30/4/12	30/4/11	30/4/12	30/4/11
	€	€	€	€
Accruals	14,970,726	14,629,576	15,163,747	14,729,049
Income received in advance	2,225,341	4,943,255	2,225,341	4,943,255
PAYE/PRSI	85,839	38,245	85,839	38,246
VAT	24,740	8,412	24,740	15,085
	17,306,646	19,619,488	17,499,667	19,725,635

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

12. Pension commitments

The pension entitlements of certain employees of the Union arise under a defined benefit scheme which is funded by annual contributions by the Union to a separately administered pension fund.

The latest actuarial valuation for the scheme was dated 1 August 2011. The assets of the fund, which amounted to €6,452,000, showed that, on an immediate discontinuance basis, the assets of the fund were adequate to meet the plan's statutory minimum funding liabilities. The assets represent 97% in aggregate of the benefits which would accrue to members at the valuation date after allowing for future salary increases. The actuarial report is not available for public inspection.

The valuations employed for FRS 17 disclosure purposes have been updated by the scheme's independent and qualified actuary to take account of the requirements of the accounting standard in order to assess the liabilities of the scheme as at 30 April 2012. The valuations have been completed using the projected unit method.

The amounts recognised in the income and expenditure account are as follows:

	2011/12	2010/11
	€	€
Amounts charged to income and expenditure:		
Current service cost	202,000	188,000
Total operating charge	202,000	188,000
Amounts charged to finance income		
Expected return on scheme assets	(375,000)	(338,000)
Interest on scheme liabilities	333,000	275,000
Other finance income	(42,000)	(63,000)
Total charge to the income and expenditure account	160,000	125,000
Actual return on scheme assets	330,000	211,000

Actuarial losses of €2,997,000 (2011: €288,000) have been recognised in the statement of total recognised gains and losses.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

12. Pension commitments (cont'd.)

The amounts recognised in the balance sheet are as follows:

	30/4/12	30/4/11
	€	€
Present value of funded obligations	(9,597,000)	(6,154,000)
Fair value of scheme assets	7,139,000	6,535,000
Net pension (liability) asset	(2,458,000)	381,000

	30/4/12	30/4/11
	€	€
Opening defined benefit obligation	6,154,000	5,571,000
Current service cost	202,000	188,000
Interest on scheme liabilities	333,000	275,000
Actuarial loss	2,952,000	161,000
Benefits paid	(44,000)	(41,000)
Closing defined benefit obligation	9,597,000	6,154,000

Changes in the fair value of scheme assets are as follows:

	30/4/12	30/4/11
	€	€
Opening fair value of scheme assets	6,535,000	6,046,000
Expected return on scheme assets	375,000	338,000
Contributions by employer	257,000	258,000
Contributions by scheme participants	61,000	61,000
Actuarial loss	(45,000)	(127,000)
Benefits paid	(44,000)	(41,000)
Closing fair value of scheme assets	7,139,000	6,535,000

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

12. Pension commitments (cont'd.)

The fair value of the major categories of scheme assets as a percentage of total scheme assets are as follows:

	30/4/12	30/4/12	30/4/11	30/4/11
	%	€	%	€
Equities	52.0	3,712,000	55.7	3,640,000
Bonds	38.0	2,713,000	37.5	2,451,000
Property	2.0	143,000	2.1	137,000
Cash/Other	8.0	571,000	4.7	307,000
		7,139,000		6,535,000

The principal actuarial assumptions as at the balance sheet date were:

	30/4/12	30/4/11
	%	%
Rate of increase in salaries	2.00	2.00
Rate of increase in pensions payment (pre 09)	5.00	5.00
Rate of increase in pensions payment (post 09)	2.00	2.00
Discount rate	3.60	5.25
Inflation assumption	2.00	2.00
Rate of return on plan assets	4.69	5.62

The mortality assumptions used were as follows:

	30/4/12	30/4/11
	years	years
Life expectancy of male/female currently aged 65	22.4/24.6	22.3/24.5
Life expectancy of male/female at 65 currently aged 45	24.3/26.7	24.2/26.6

Amounts for the current and previous four periods are as follows:

	2012	2011	2010	2009	2008
	€'000	€'000	€'000	€'000	€'000
Defined benefit obligation	(9,597)	(6,154)	(5,571)	(4,795)	(4,719)
Fair value of scheme assets	7,139	6,535	6,046	3,745	4,713
(Deficit) surplus in the scheme	(2,458)	381	475	(1,050)	(6)
Experience adjustments on scheme liabilities (%)	2	1	5	-	4
Experience adjustments on scheme assets (%)	(1)	(2)	12	(42)	(23)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

13. Deferred ticket fund

	30/4/12	30/4/11
	€	€
Tickets brought forward prior to stadium development		
At 1 May	16,972,839	22,991,157
Transfer to revenue account	(5,469,631)	(6,018,318)
<hr/>		
At 30 April	11,503,208	16,972,839
<hr/>		
Amounts received for Aviva Stadium		
At 1 May	81,865,208	85,235,736
Transfer to revenue account	(6,488,658)	(7,341,003)
Further amounts received during the year	124,450	3,970,475
<hr/>		
At 30 April	75,501,000	81,865,208
<hr/>		
	87,004,208	98,838,047
<hr/>		

14. Deferred naming rights fund

The Union entered into an arrangement with Hibernian Aviva Group plc ('Aviva') in respect of naming rights for the stadium. The Union, the Football Association of Ireland and New Stadium Limited will receive payments over a ten year period commencing in July 2010 in return for the naming rights to the stadium. The Union agreed to transfer the rights to future elements of these payments in return for an upfront payment of €8,333,333. These funds, together with other amounts received, are shown as deferred naming rights and will be released to income and expenditure over the period of the naming rights agreement.

	30/4/12	30/4/11
	€	€
At 1 May	8,795,312	9,164,230
Unwind of discount	490,299	464,415
Transferred to income during the year	(883,333)	(833,333)
<hr/>		
At 30 April	8,402,278	8,795,312
<hr/>		

The financing element of the arrangement is secured over future payments receivable from Aviva only.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

15. Reconciliation of operating surplus to net cash outflow from operating activities

	2011/12	2010/11
	€	€
Operating surplus	7,794,476	6,747,215
Interest receivable	(154,495)	(109,412)
Unwinding of discount (Note 14)	490,299	464,415
Depreciation	1,288,398	1,380,261
Amortisation	5,761,592	5,699,966
Provisions against loans to clubs	10,827	665,008
Movement in debtors	(777,006)	(1,063,525)
Movement in creditors	(2,312,842)	(3,685,383)
Current service costs, curtailment gain less return on investment on pension	99,000	64,000
Pension fund contributions	(257,000)	(258,000)
Transfer to revenue – deferred naming rights	(883,333)	(833,333)
Transfer to revenue – ten year tickets and corporate boxes	(11,958,289)	(13,359,321)
Net cash outflow from operating activities	(898,373)	(4,288,109)

16. Analysis of changes in net debt during the year

	30/4/11	Cash flow	30/4/12
	€	€	€
Cash	2,003,826	(823,458)	1,180,368
Liquid resources:			
Short term deposits	7,726,544	(5,882,558)	1,843,986
	9,730,370	(6,706,016)	3,024,354
Bank loans	(21,282,084)	5,000,000	(16,282,084)
Net debt	(11,551,714)	(1,706,016)	(13,257,730)

17. Reconciliation of net cash flow to movement in net debt

	2011/12	2010/11
	€	€
Decrease in cash	(823,458)	(2,984,722)
Cash flow from liquid resources	(5,882,558)	446,602
Decrease (increase) in bank loans	5,000,000	(10,043,608)
Movement in net debt	(1,706,016)	(12,581,728)
Net (debt) funds at beginning of year	(11,551,714)	1,030,014
Net debt at end of year	(13,257,730)	(11,551,714)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

18. Revenue grants

The following grants were received and used for the stated purpose in the year ended 30 April 2012

	30/4/12	30/4/11
Irish Sports Council		
- game development and participation	€2,912,120	€3,388,000
International Rugby Board		
- game development and participation and elite player development	Stg£250,000	Stg£250,000

19. Commitments and contingencies

Capital commitments

Under the terms of agreements to develop the Aviva Stadium the Union have a capital commitment of €2,908,553 (2011: approximately €4,191,175).

Commitments under operating leases

On 12 November 2010 the Union entered into an operating lease in respect of property at 10/12 Lansdowne Road at an annual rent of €350,000. This lease will expire on 12 November 2015. The amount charged in respect of this rent in the current period amounted to €350,000. During the year the Union incurred operating lease rentals on motor vehicles amounting to €265,363. The commitment in respect of existing lease agreements on vehicles all of which expire within twelve months amount to €58,223.

Contingencies

In terms of agreements between the Union, the Football Association of Ireland, New Stadium Limited and the Government for the provision of grants amounting to €191 million for the redevelopment of the Aviva Stadium, the Union have agreed that in the event that the land on which the stadium is built is not used for sporting and recreational activities for a period of thirty years from the date of payment of the grants, the grant or a portion of the grant could become repayable.

In terms of agreements between the Union, the Munster Branch Irish Rugby Football Union, Thomond Park Stadium Company Limited and the Government for the provision of grants amounting to €9 million for the redevelopment of Thomond Park, the Union have agreed that in the event that the Stadium is not used as a facility for the playing of Rugby Union and associated social, recreational and cultural activities for the people of Munster and surrounding district for the period of fifteen years from the date of payment of the grants, the grant or a portion of the grant could become repayable.

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

19. Commitments and contingencies (cont'd.)

The Union have pledged the lands at Thomond Park as security in respect of any liability which may arise in this regard.

The Union issued a joint and several letter of undertaking in conjunction with the Football Association of Ireland to secure a bank guarantee issued by New Stadium Limited, trading as Aviva Stadium, in favour of Iarnrod Eireann in the amount of €2,250,000.

20. Comparative figures

The figures for prior years have been restated, where necessary, so as to be on a consistent basis with those for the current year.

21. Approval of accounts

The accounts of the Union were approved by the Committee on 5 July 2012 and signed on its behalf by the Honorary Treasurer and the Chief Executive.

STATEMENT OF COMMITTEE'S RESPONSIBILITIES

The Committee is responsible for preparing accounts, which give a true and fair view of the state of affairs of the Union at the end of each financial period and of the surplus or deficit for the period. They are responsible for keeping proper accounting records, for safeguarding assets, and for preventing and detecting fraud and other irregularities.

The Committee confirms that suitable accounting policies have been consistently applied, that reasonable and prudent judgments and estimates have been used in the preparation of the accounts, and that it is appropriate to assume that the Union will continue in being and to prepare the financial statements on a going concern basis.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

YEAR ENDED 30 APRIL 2012

We have audited the accounts on pages 38 to 61 which comprise the Union and consolidated income and expenditure account, the Union and consolidated statement of total recognised gains and losses, the Union and consolidated balance sheet and the Union cash flow statement with the related notes. The accounts have been prepared under the historical cost convention and the accounting policies set out on pages 45 to 47.

Respective responsibilities of the Committee and the auditors

As described on page 62 the Committee is responsible for preparing the accounts in accordance with applicable law and the accounting standards issued by the Accounting Standards Board and published by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

This report is made solely to the members as a body. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members as a body, for our audit work, for this report, or for the opinions we have formed.

Our responsibilities do not extend to any other information.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgments made by the Committee in the preparation of the accounts, and whether the accounting policies are appropriate to the Union's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion the accounts give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of affairs of the Union as at 30 April 2012 and of the surplus of income over expenditure of the Union for the year then ended.

Grant Thornton
Registered Auditors
Chartered Accountants

24-26 City Quay
Dublin 2

Date: 5 July 2012

INCOME

FOR THE YEAR ENDED 30 APRIL 2012

Schedule 1: Representative matches

	2011/12	2010/11	2009/10
	€	€	€
International rugby income	30,722,240	33,234,443	36,004,280
Commercial income	9,139,485	8,689,379	8,140,749
Deferred ticket income	11,958,289	13,359,321	4,342,789
ERC and provincial income	11,137,316	9,324,402	6,689,634
	<hr/>	<hr/>	<hr/>
	62,957,330	64,607,545	55,177,452
	<hr/>	<hr/>	<hr/>

Schedule 2: Other income

	2011/12	2010/11	2009/10
	€	€	€
Other rugby income	620,877	589,391	317,747
Government Grants	2,912,120	3,388,000	3,108,500
Other income	691,188	691,894	589,548
	<hr/>	<hr/>	<hr/>
	4,224,185	4,669,285	4,015,795
	<hr/>	<hr/>	<hr/>

EXPENDITURE

FOR THE YEAR ENDED 30 APRIL 2012

Schedule 3: Professional game costs

	2011/12	2010/11	2009/10
	€	€	€
National tours, camps and squads	255,830	925,059	685,776
National match costs	2,549,988	4,085,621	4,053,606
Player and management costs	28,648,479	28,458,178	30,345,842
	31,454,297	33,468,858	35,085,224

Schedule 4: Elite player development

	2011/12	2010/11	2009/10
	€	€	€
Wolfhounds - Irish "A" team	90,851	102,488	485,683
Under 20's	414,440	381,169	474,585
Academies	1,337,710	1,276,019	1,227,186
High performance unit	345,160	379,267	338,358
Fitness programme	443,703	557,238	550,153
	2,631,864	2,696,181	3,075,965

Schedule 5: Games support costs

	2011/12	2010/11	2009/10
	€	€	€
Referee costs	287,877	358,957	344,017
Medical costs	337,120	294,717	341,427
	624,997	653,674	685,444

EXPENDITURE

FOR THE YEAR ENDED 30 APRIL 2012

Schedule 6: Domestic & community rugby

	2011/12	2010/11	2009/10
	€	€	€
Under 19s	97,645	93,485	92,745
Irish schoolboy team	174,424	181,342	164,773
Irish youth team	154,535	153,930	206,787
Women's team	265,655	326,268	153,159
Club Ireland	78,700	52,196	68,205
Domestic competitions	246,707	332,268	567,978
General development salaries	424,633	310,832	494,633
General development expenses	144,721	85,812	99,207
Development resources	358,444	215,281	18,370
Coaching courses	212,917	262,375	228,680
Youth and schools	273,653	425,824	393,002
YDO and provincial staff	2,680,456	2,644,309	2,469,751
Clubs and schools support	1,491,089	2,394,832	2,068,649
Referee development	504,598	523,922	475,216
Leisure and community programmes	533,222	480,144	480,504
Community rugby and other funding	1,612,946	1,523,273	3,141,806
	9,254,345	10,006,093	11,123,465

EXPENDITURE

FOR THE YEAR ENDED 30 APRIL 2012

Schedule 7: Marketing

	2011/12	2010/11	2009/10
	€	€	€
Marketing	670,386	785,108	795,402
PR and communications	140,569	130,395	130,881
Website	221,065	283,293	330,079
	1,032,020	1,198,796	1,256,362

Schedule 8: Grounds

	2011/12	2010/11	2009/10
	€	€	€
Licence fees, rates and insurance	2,512,300	1,996,925	401,079
Repairs and renewals	88,413	134,143	149,495
Other facilities	254,996	310,050	394,139
	2,855,709	2,441,118	944,713

Schedule 9: Administration and overheads

	2011/12	2010/11	2009/10
	€	€	€
Governance costs	299,482	394,739	357,886
Salaries and pension	2,057,629	2,076,603	1,771,095
Printing, postage and stationary	130,433	186,047	167,336
Rates, rent, insurance and telephone	663,397	699,136	776,237
Office maintenance	274,620	282,143	226,957
Professional fees	745,763	1,058,560	669,099
Miscellaneous administration costs	312,493	287,440	235,334
	4,483,817	4,984,668	4,203,944

NOTES



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