

# 2009/2010 A LANDMARK YEAR



# CONTENTS

**02**  
PRESIDENT'S  
REPORT

**04**  
HONORARY  
TREASURER'S REPORT

**06**  
CHIEF EXECUTIVE'S  
REPORT

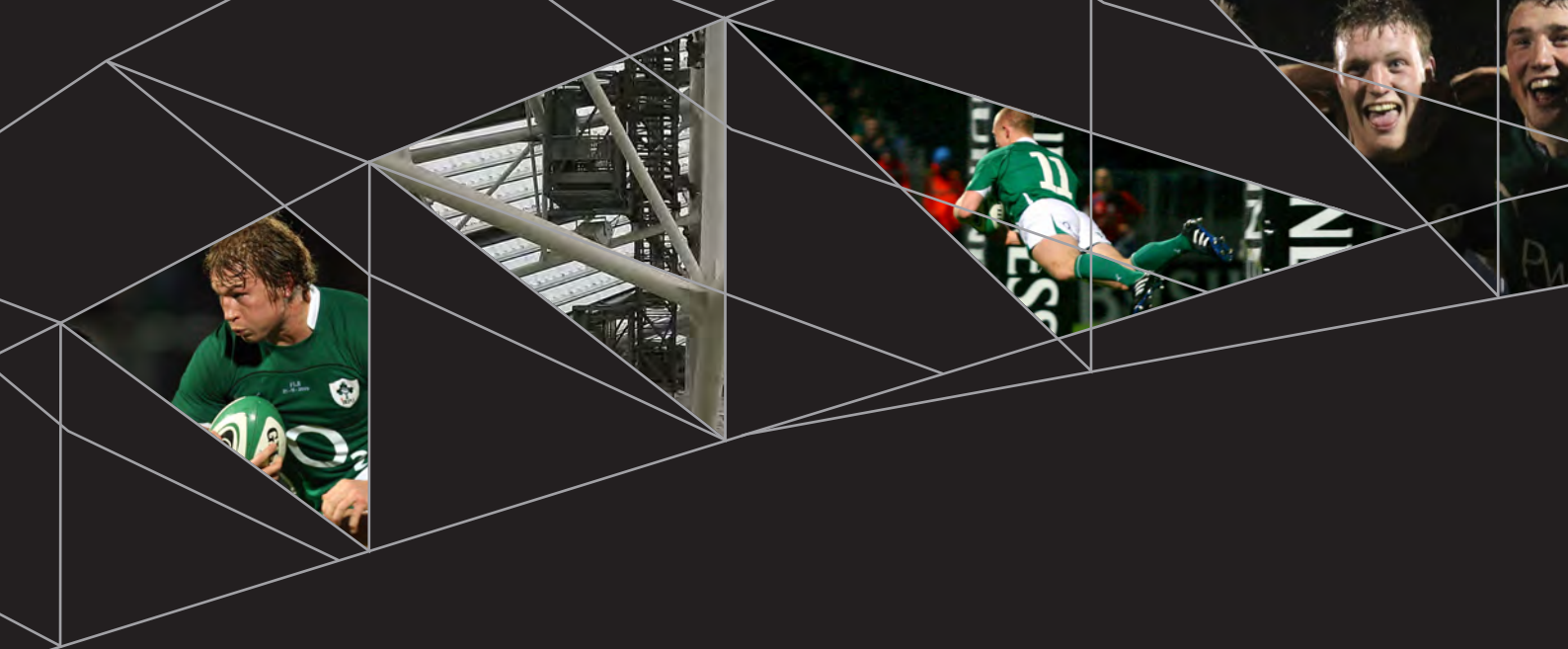
**27**  
OFFICE BEARERS  
AND COMMITTEE

**28**  
STANDING COMMITTEES  
AND SUB COMMITTEES

**30**  
SPONSORS OF  
IRISH RUGBY

**33**  
ACCOUNTS





## PRESIDENT'S REPORT

J.R. Callaghan

Having taken up the office of President of the Irish Rugby Football Union on the evening of 26<sup>th</sup> June, 2009 my first official visit took place the following day. This was to my own club, the City of Armagh, for the launch of an initiative designed to develop a structure for youth rugby within the club. A most worthy course which highlights the great interest there is in our game for young people. Huge numbers of youngsters are involved in the mini sections of our clubs. The challenge is not only in coping with these numbers but with progressing them in to youth structures within the clubs for those not attending a rugby school and then at seventeen and eighteen years of age involving them in the adult section of the club.

The visit proved to be an omen as to how full and intense the calendar of the President would quickly become. July proved to be an extremely busy month, reflecting that the work of rugby administration is not seasonal but occupies twelve months of the year. A new Chairman of Management, Finbarr Crowley, had also taken up office, succeeding John Hussey, who had completed a most successful six years in the Chair. Interviews and appointees to three key Chairs saw Stephen Hilditch, Martin O'Sullivan and Louis Magee taking up the Chairs of Domestic Game, Representative Game and Performance respectively, bringing big changes to the make up of the Management Committee. Indeed there was change and development of our organisation and its structure happening across all our provinces. As the year progressed there has been much work done with Ulster, Connacht and the Exiles in particular on their governance structures.



Our professional players also faced a demanding schedule. The arduous Lions tour, led by Paul O'Connell, did not prevent the National Squad from completing 2009 undefeated. The expectancy of the rugby world at large on Declan Kidney, the Irish Team Management and Brian O'Driscoll and his players was extremely high and it is to their great credit that they finished a sensational year by defeating South Africa, the World Champions. Before Christmas, they also received many awards both individually and as a squad, where Business and Finance recognised their great contribution to Brand Ireland.

While the 2010 RBS Six Nations Championship did not have a satisfactory conclusion with the disappointment of losing to Scotland in a Triple Crown decider. Yet Ireland did come second in the Championship – a most worthy position in itself. Quickly dissipating any disappointment came the news that our U.20 squad had won the Six Nations U.20 Series. Michael Kearney, Allen Clarke and their management team, Rhys Ruddock, Captain and his players deserved our heartiest congratulations.

No sooner had the intense seven week period ended when the professional players had to quickly adjust to the demands of the Magners League and the Heineken and Amlin Cups. On the weekend of the 9<sup>th</sup> to 11<sup>th</sup> of April three of our provinces provided Irish rugby fans with a stunning set of wins, placing Leinster and Munster in the semi-finals of the Heineken Cup with Connacht making it to the last four of the Amlin Cup. Unfortunately, our European adventures ended there but congratulations to all three.



Without doubt the most satisfying aspect of my Presidency has been visiting clubs at all levels around the country. The warmth of welcome and consideration given to both my wife and I by every club we visited, we will never forget. In every case the energy and enthusiasm was palpable. Particularly pleasing has been the realisation by so many clubs that the first fifteen is no longer the only team that matters. Clubs seem to have recognised that many of the best administrators and sponsors of the future come from the rest of their playing population who are often the soul of the club. This has manifested itself in encouraging clubs to producing more seconds, thirds and fourth fifteen teams. Seventy-seven of our clubs have four adult teams or more.

Clearly, many clubs are attempting to make their clubhouses a social focal point once again, making them comfortable and welcoming places to visit. There is increased involvement of family – parents being encouraged to become part of the volunteer force from making a cup of tea, to taking up simple coaching tasks. Playing and training facilities are being improved, some clubs now building artificial pitches. This has helped to build links with other sports and the local community. All in all, the positive approach of all the clubs visited has been very striking.

The work of administrators of our game should be lauded. The importance of Presidents, Chairmen, Honorary Secretaries, Honorary Treasurers at club, provincial and national level goes hand in hand with performance on the field. Rugby, like other sports has changed dramatically in the demands being put on the volunteer force, and unrecognisable to people working in the game even five years ago. Great new developments like the increase in numbers involved in Women's rugby, the Tag rugby season, huge numbers at mini level, sit alongside the necessary work in Child Protection. There are more representative sides than ever and much work has had to take place between the wonderful network of schools playing the game, their players and clubs and representative rugby. I am most grateful to all volunteers in our game be they from club, Branch or Union for the skills they bring and the time they give to rugby in Ireland.

In Ireland we have a unique working balance between the paid staff and the volunteer force, something not necessarily present in all Unions. As President it is a pleasure to walk into our offices in Lansdowne Road. The atmosphere created

there by our Chief Executive, Philip Browne, and Director of Corporate Affairs, Kevin Potts, and every member of staff within the building is one of warmth of welcome and activity in business. The close relationship between professional staff and union members enables Irish rugby to address issues at both domestic and representative level with rugby always central to decision making.

May 14<sup>th</sup> marked the opening of the Aviva Stadium and the return to our home in Lansdowne Road – a landmark moment in the history of our Union. As this major project progressed we were blessed in having as our representatives, on the Lansdowne Road Stadium Development Company, Philip Browne, Chairman of the Board, John Hussey and Noel Murphy. They have been most diligent on the Union's behalf.

The contribution of the IRFU to the construction of the stadium has put great strain on our finances, more especially at this period of financial crisis in economies worldwide. Managing our coffers at this most challenging time falls particularly to the Honorary Treasurer, Tom Grace, and Financial Controller, Conor O'Brien. We are in safe hands. Of great benefit to them has been the performance of our commercial and marketing people, Chairman, Pat Fitzgerald, and Director, Padraig Power, and his small team of professional staff. The targets they have achieved in sales of ten year debenture seats and corporate boxes have been astounding.

Aware that the distribution and sale of tickets for international matches has always been a hot potato and aware too of the decrease in capacity of the stadium on return from Croke Park, the Union set up a Sub Committee to examine the issue. Chairing the Committee was a Past President of the IRFU and former Honorary Treasurer, Bobby Deacy. Bobby presented his comprehensive report to the Management Committee in early December 2009. Sadly, before the month was out we were shocked by his sudden passing. His death marked the loss of a great servant and dedicated supporter of Irish rugby.

The privilege and honour of being President of the IRFU has endowed me with the most unforgettable experience. In thanking my wife, Mabel, and my family for their support and encouragement, I would also wish to thank all my colleagues in the Union and in particular the work, drive and vision of Chairman of Management, Finbarr Crowley.



## HONORARY TREASURER'S REPORT

T. Grace

It is my privilege to present to you the financial statements of the IRFU for season 2009/10. I am happy to report that the Union enjoyed a surplus of €1.7m for the year compared with a surplus of €1.9m last year. Once again a good year (though not as good as last year) on the pitch for Irish rugby has been reflected in our financial performance. I will now take you through the financial result in more detail.

### INCOME

Revenues improved by €2.1m overall to €59.1m with income from international matches (television income and ticket sales) recording an increase of €3.5m. This is due largely to the impact of the new Six Nations broadcasting contracts with the balance made up of the additional Six Nations match less the effects of the reduction in tickets prices. It is very satisfying to report that the Union leaves Croke Park in the knowledge that all matches held there were sold out. I would pay tribute to the efforts of the Union staff and all involved in the Branches and clubs for helping to bring this about.

Commercial income increased by €900k year on year. The new Puma deal accounts for much of this increase. Other positives during the year include revenues from the Grand Slam book and



DVD. On the negative side ground advertising failed to reach the levels achieved in previous years.

I would draw your attention to the figure of €4.3m relating to ten year tickets. It is important to note that this represents the amortisation of the monies raised by the sale of these tickets in 2003 and 2005 and does not represent a cash inflow during this year.

ERC and provincial income increased by €1.1m due largely to new television contracts negotiated by ERC together with the prize-money received in 2009/10.

Other income fell by €3.3m due in the main to the fall in interest income arising from the declining Union's bank deposits and lower interest rates. Irish Sports Council funding of €3.1m was received during the year together with the receipt of a further €2.3m in April which will be taken to account in season 2010/11. The importance of this funding to the Union cannot be overemphasised and I would take this opportunity to thank the Sports Council and the Government for their continued valued support.

## EXPENDITURE

Overall the cost of the Union's activities increased by some €2.5m over the year to €57.5m. The professional game accounts for some €35m of these costs and is made up of the cost of the National Team, international match costs and the Union's contribution to the cost of the four provincial teams. It should be noted that the Branches also incur very significant costs in relation to the professional game.

Elite player development fell by €250k to just over €3m due to the non-participation of an Ireland Sevens team this year. This €3m investment is crucial to the Union ensuring a supply of future provincial and international players through its support of the provincial academies and the national and provincial fitness programmes.

Domestic and community rugby cost in excess of €11m reflecting the Union's contribution to the funding of the grassroots game. This continues to represent a significant investment in the future of Irish rugby and as I indicated in my comments above the Union are grateful for the Government's assistance in this vital area.

Marketing costs increased by €100k from last year due in large part to the Union's share of the costs associated with the Aviva Stadium. Grounds costs cover the Union's insurance costs, property maintenance as well as the cost of our storage facility in Naas and it also covers costs associated with provincial grounds. The increase of €330k is due to the cost of running the Naas facility for a full year, increase in insurance cover and remedial works to Branch grounds and properties.

Administration and overheads fell by almost €1.5m year on year from €5.7m last year. You will note in particular a fall of €650k in

wages and salaries. As I indicated in last year's report the Union's defined benefit scheme required additional funding to remain solvent. The Union made a one-off contribution of €1m to the fund and at the same time made changes to future benefits of the scheme. The effect of these actions was that instead of a pension charge for the year there was in fact a pension credit and the pension liability of just over €1m in last year's balance sheet is now a pension asset of €475k. In the longer term the Union will also benefit from reduced pension contributions than would have been the case had no action been taken.

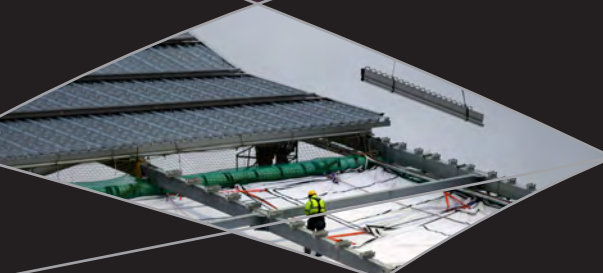
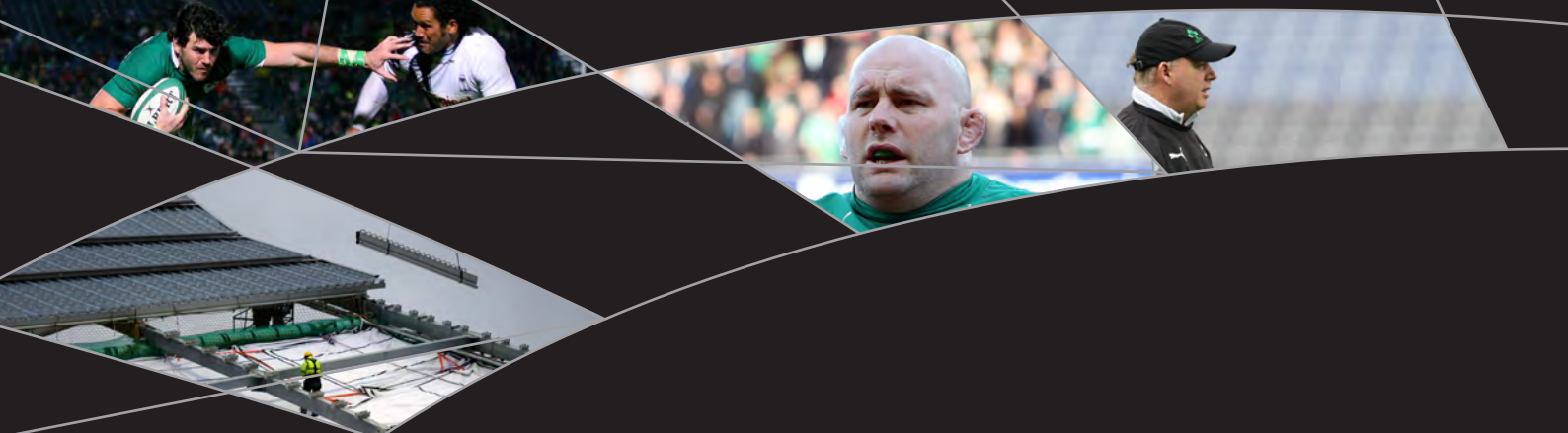
At the beginning of the year the Union undertook a cost review exercise. The benefits of this can be seen most markedly in the reduction in administration and international match costs. All areas of activity were examined and it should be borne in mind that the cost review exercise will continue to accrue benefit in future years.

## BALANCE SHEET

The balance sheet reflects the monies that the Union has invested in the Aviva Stadium amounting to over €70m for the year. Some €3.85m of the loan to Munster Branch in respect of Thomond Park was repaid during the year. Debtors and prepayments increased year on year due largely to loans to Branches for ground development. Where there is considerable doubt surrounding the recoverability of any amounts the Union has provided for them in full as indicated in note 8. Substantially all ticket and commercial debtors were received within two weeks of year-end. The substantial increase in creditors and accruals is largely explained in the accompanying note and you will note that the Union now has significant bank borrowings. This figure will increase substantially over the next two to three years as the Union will need to fund normal operations over those years in the absence of the revenues generated by premium ticket sales. Deferred income has also increased substantially over last year and includes the ISC grant money referred to above as well as monies received under the Puma contract and in respect of RWC 2011.

It is very satisfying to be able to report a surplus for the year especially given the recessionary times in which we live. This in no small way reflects the performance of Irish teams. However that is not to say that the Union should be complacent about the future. Indeed there are numerous risks to which the Union's revenues and costs are exposed and the management and assessment of these risks is kept under constant review. That said I am pleased to be able to report that for now the Union remains on track to meet its medium and long-term goals especially with regard to the financing of its contribution to the Aviva Stadium.

In conclusion I would like to thank those who assisted me during the year especially Conor O'Brien and his staff in the Finance Department and my fellow members of the Finance Standing Committee for their diligent work during a difficult year.



# CHIEF EXECUTIVE'S REPORT

P. Browne

The past twelve months have been challenging for all aspects of Irish society in the face of the continuing economic crisis. Irish sport and Irish rugby, as predicted, have not been immune to the pressures that have arisen and the IRFU, like most other organisations in this country, has had to look carefully at our expenditure in the face of threats, real and potential, to our revenues. This has involved a significant review of costs and ensuring that there is real value for money in the way we use our resources. There have been organisational changes within the IRFU and within the Branches, with unfortunately some redundancies which were necessary and which we believe will result in better and more cost effective structures to deliver the rugby development programmes to our clubs and schools. The IRFU continues to invest the surplus generated by the professional game into the rugby development programmes for the amateur game and in this we work closely with the Irish Sports Council, particularly in relation to our underage participation programmes.

A positive development during the year was the collaborative approach taken by national governing bodies of the major sports under the umbrella of the Federation of Irish Sport to protect government funding for sport in the face of the budgetary difficulties facing the State. The strength of a singular message from all of Irish sport to raise awareness of the important and useful role played by sport in terms of social cohesion, community building, health, the economy and the general wellbeing of the nation was not lost on either the public and politicians and ensured that there was not an "easy"



and disproportionate cut in the sports budget or the removal of sport from the cabinet table. Whilst there is disappointment that the Sports Capital Programme has been frozen, a disproportionate cut in the Irish Sports Council's funding would have had a devastating impact on the delivery of sport. It is important that the IRFU continues to play a central role in this collaborative approach with the other major sporting bodies.

The continuing success of our National Team and the provinces has been crucially important in helping protect our revenues from the economic realities facing the marketplace. Corporate hospitality income, advertising income and some sponsorships has been impacted. However the strength of our brands, the success of our teams and the improvement in spectator facilities has provided some respite and remarkably attendances have held up well for our international and provincial fixtures.

Irish rugby has had its fair share of good news stories over the past few years, largely through the exploits of our various teams on the pitch. This year is no exception in that the National Team came second in the RBS Six Nations Championship – it says something about where Irish rugby is now at that some commentators saw this as a significant disappointment and underachievement. Leinster and Munster once again reached the semi-finals of the Heineken Cup and both also reached the semi-finals of the Magners League in its new format. Connacht achieved an unbeaten run to reach the semi-final of the Amlin Challenge Cup in its more competitive and rejuvenated format.



Good news was not confined to our teams. The completion of the Aviva Stadium in April and its official opening by An Taoiseach, Brian Cowen, in May marked the end of a remarkable project between the IRFU, the FAI and the Government which has been delivered on schedule and on budget. A planning permission was achieved in February 2007 and the old stadium was handed over to the demolition contractor in May 2007. Almost exactly three years later the stadium has been delivered to the Stadium Company. The stadium has left a lasting impression on all who have visited it to date and it will now be up to the rugby public to give their verdict with the opening match on 31<sup>st</sup> July, a "ramp up" event to test the stadium systems. It will be a rugby fixture between an U.20 select from Ulster and Leinster versus a select from Munster and Connacht to which the rugby community will be invited to attend. The Aviva Stadium will then be put through its paces with a series of soccer fixtures in August and September as well as concerts in September. The first rugby international will be a fixture against reigning World Champions, South Africa, on 6<sup>th</sup> November.

The Stadium Company has a full operations team in place, led by Martin Murphy, Stadium Director. It will be the financial engine that will drive rugby forwards for the foreseeable future and has been designed to maximise revenue for the stadium company which ultimately will be for the benefit of Irish rugby. The IRFU's funding contribution to the stadium has been largely provided by the forward sale of premium seats for ten years and corporate boxes for five years. The successful marketing of the seats and boxes is attributable to Commercial and Marketing function led by Pat Fitzgerald and Pdraig Power. Whilst the Union has taken on some debt, this is catered for within the long term financial plan for the IRFU and it is envisaged that the IRFU will be debt free within four years.

Our thanks to the Board of the Stadium Company, Michael Greene (Project Director) and his staff, the design and project management teams and to the main contractor, Sisk Ltd., for an outstanding achievement and best wishes to Martin Murphy and his team in the operation of the new facility.

Our thanks also to the GAA for the last three years in Croke Park and to Peter McKenna and his staff in Croke Park for their co-operation and assistance in ensuring that all our fixtures passed off so successfully over the last three seasons. We have had some memorable occasions in Croke Park and we have welcomed the opportunity to forge closer relations with the GAA.

If the theme is change, then there has also been change in the international rugby context. In November 2009 Sevens rugby was confirmed as an Olympic sport for 2016 and 2020 following an extensive lobbying campaign by the IRB over a number of years. It is seen as a way of opening up rugby to a wider international community than the fifteen a side game with an increase in state funding for those countries outside the traditional rugby playing nations. It poses many challenges for Ireland given the two limiting resources of players and finance, not to mention that there is no tradition of Sevens rugby in Ireland. There are other complications surrounding how to handle an Olympic team representing Great Britain and the attendant complications of eligibility. These are currently being addressed by a small group drawn from the RFU, SRU, WRU and IRFU. The IRFU also put in place a Working Party, chaired by Frank Sowman, to research and review how Sevens rugby is operated in other countries and to make recommendations in relation to how it might be taken forward in Ireland. When this report is completed the IRFU will determine its policy in relation to Sevens rugby.

Worrying news emerged in May that the Minister of Communications, Energy and Natural Resources, Eamon Ryan is in favour of designating Heineken Cup matches involving Irish teams and Ireland's Six Nations matches as events that must be available on a free-to-air basis and he has commenced a very short public consultation process to be completed in early June. This is a huge threat to the sustainability of the IRFU's entire business model and therefore a threat to the future of our game. To be forced to negotiate TV rights in a market where the satellite broadcasters are excluded, creates an effective monopoly for the state broadcaster. This threatens the partnerships we are involved in at Six





Nations and European Rugby Cup and puts revenues of up to €12m at risk. The inevitable loss of TV income arising from such a decision would make it impossible for the IRFU to continue to support the four provincial teams and the club and schools game at current levels. The hard work of building up the professional game over the past ten years to a point where Irish players play in some of the most competitive teams in Europe could be undermined in a very short period as the finance would not be available to retain our players in Ireland. A spiral of decline in the standard of the professional game and a reducing surplus to invest in the club game would have devastating consequences on the future of Irish rugby. This short sighted and ill-conceived position taken by Minister Eamon Ryan and his Party will be resisted strongly.

#### **NATIONAL TEAM**

With twelve players selected for the Lions Tour to South Africa, Declan Kidney and his Management Team took a somewhat depleted squad to play test matches against USA and Canada in May followed by taking an Ireland "A" squad of emerging talent to the Churchill Cup in USA in June. This provided the National Team Management with a unique opportunity to spend significant time with some of the emerging players who may put themselves in contention for RWC 2011. The tour against USA and Canada was successful with a win in both matches – satisfying given the absence of so many first choice selections. The Churchill Cup was equally successful with victories against Canada and Georgia leading to a final against England Saxons in Denver, Colorado. Ireland "A" produced a memorable performance to thoroughly outclass a strong England Saxons team to clinch the Churchill Cup and round off possibly the most successful season for Irish rugby. More details for these matches can be found in the appendices.

The National Team Management under Declan Kidney have a difficult task in balancing the need to win matches whilst

at the same time trying to unearth and develop players in key positions for RWC 2011. The November Guinness Series of international fixtures provided them with opportunities to test players against Australia, Fiji and South Africa. In addition there were two Ireland "A" fixtures against Tonga and Argentina "A" (Jaguars). The first match against Australia in Croke Park turned out to be a tight contest with Ireland clawing their way back in to the match and earning a draw in the final minute with a clever try by Brian O'Driscoll. This was a resolute performance with the Irish XV showing great maturity to snatch a result from the jaws of defeat with the 20:20 draw and providing prop, Cian Healy, with his first cap. The second fixture was against Fiji in the RDS where Kidney rotated a few players into the team and, significantly, introduced Jonathan Sexton for his first start at out half and also Sean O'Brien in the back row. In poor conditions the Irish team were too strong for Fiji and beat them comfortably 41:6 with Sexton showing his potential to good effect. The final fixture was against South Africa in Croke Park and in freezing conditions Ireland turned in a tremendous performance to beat South Africa by 15:10, Sexton kicking all Ireland's points. It was a very physical game but Ireland matched the South African team in the physical contest and whilst South Africa scored the only try the result was well deserved by Ireland. Over the course of the Guinness Series four new caps were awarded giving the National Team Management a deeper pool of players to draw from in the future. More detailed statistics for these matches can be found in the appendices.

The defence of the RBS Six Nations in the face of heightened expectation in Ireland was always going to be a challenge, particularly playing France and England away and missing some key players such as Best and Fitzgerald through injury and Flannery through suspension. The opening match against Italy was won 29:11 in a professional if unremarkable fashion, Italy as usual providing a robust opposition. Facing France in Paris has always been a difficult hurdle for Ireland and this year

proved no exception. France took an early advantage through Irish mistakes and were leading by 17:3 at half time. The Irish performance in the second half was much more focused but by then the damage had been done and France won the game by 33:10. This was followed by England in Twickenham which was a tight physical contest, Ireland winning by 16:20, scoring three tries in the process with the match in the balance up to the final whistle. This match marked John Hayes 100<sup>th</sup> cap for Ireland. A better match and performance followed in Croke Park against Wales with Ireland comprehensively beating a poor Welsh team, running in three tries and winning by 27:12. On this occasion Brian O'Driscoll achieved the distinction of his 100<sup>th</sup> cap for Ireland. By the last weekend of the Championship it was clear that, bar some misfortune, it was likely that France would win the Championship and probably the Grand Slam. Ireland were playing for second place, the Triple Crown and hopefully a final victory in the last match at Croke Park. The Scottish team, who have spoilt many a party in the past, contrived to do so again and out thought and outplayed Ireland to win by 20:23, Dan Parks providing a masterful kicking performance. It was a disappointing end to the RBS Six Nations and it was little consolation that Ireland came second in the Championship on points difference from England. More detailed information is available on these matches in the appendices.

As a small rugby nation the strength and depth of our international playing talent has always been limited and injury or suspensions can have a more significant impact on our National Team performance than for other larger rugby nations. The physical attrition of the Lions Tour on our key international players has also been a feature of the modern game and its congested fixture list. In this context and looking forward to RWC 2011, taking a holistic view of protecting our key international players has never been more important if we are to ensure that they are properly conditioned and prepared for peak performance at the critical points in the season and more especially for September/October 2011 in New Zealand. Of equal importance to the National Team is that players have adequate game time at the right points in the season and in particular that emerging players, with the potential to play in RWC 2011, are given sufficient game time to allow them to develop and mature as players. This is a balancing exercise between the needs of the National Team and the practicalities and needs of the provincial teams. There has been significant interface between the National Team Management and the provinces in relation to this whole area and during the year an agreed programme to manage the international squad players has been put in place up to RWC 2011.

With less than sixteen months to go to RWC 2011, Declan Kidney and his Team Management take the National Team to New Zealand and Australia this summer in what will be a good "dry run" for next year, playing New Zealand, New Zealand Maoris and Australia on consecutive weekends.

## PROVINCIAL TEAMS/PROFESSIONAL GAME

It was another year of successful endeavour in European competitions and the Magners League for our provincial teams. Leinster and Munster both secured home quarter-finals in the Heineken Cup and excellent performances by Connacht saw them emerge from the pool stages of the Amlin Challenge Cup unbeaten and as top seed to gain a home quarter-final as well. Despite some exciting early season promise, a loss of form by Ulster after Christmas saw their Heineken Cup challenge fade away, not making the knock-out rounds.

Leinster survived a stern challenge by Clermont Auvergne in the RDS to be rewarded with an "away" semi-final against Toulouse. However an injury disrupted Leinster team were well beaten by Toulouse 26:16 in their home ground. Leinster were "out-gunned" in particular in the forward exchanges and whilst they had their chances Toulouse were simply better on the day.

Munster gave a strong performance to beat Northampton, who had also been in their pool, and moved on to an "away" semi-final against Biarritz in San Sebastian. Munster were, like Leinster, bedevilled by injuries and withdrawals coming into this match. A superior forward power, particularly in the scrum, undid the Munster challenge, Biarritz winning by 18:7.

Connacht having earned a home quarter-final, made the most of it against Bourgoin in the Sportground, to ensure a home semi-final against French Top 14 leaders, Toloun. Connacht put in a magnificent effort against Toloun on a bright evening in the Sportsground. With complete disregard for the formbook and the fact that Toloun had assembled one of the most expensive teams in Europe, it was an exciting match with Connacht not availing of several excellent scoring opportunities. Again the match was in the balance to the end but Toloun eventually won by 19:12.

At ERC there has been much controversy in the disciplinary arena with the "bloodgate" scandal involving Harlequins during the Harlequins v. Leinster quarter-final last season. In addition there have been a number of significant suspensions handed out to players involved in eye gouging and making contact with the eye area. The integrity of the professional game and its competitions depends on the credibility of the disciplinary process. There is no question but that those involved in the disciplinary process provide a valuable service to the game but there is a view that with more at stake as the professional game matures commercially there is significant pressure placed by the system on judicial officers. The IRFU is of the view that there should be a return to a tribunal type system rather than single judicial officers where there is both legal, administrative and rugby expertise on the Tribunal.

In the Magners League Leinster showed the greatest consistency, topping the league section and achieving a home semi-final in the new knock-out format of the competition. Munster reached the semi-finals, placed fourth in the league stages. This set up



another Leinster v. Munster Irish Derby semi-final in the RDS on Saturday 15<sup>th</sup> May. For Connacht and Ulster at the other end of the league table it was a tense struggle to try and avoid being the bottom placed Irish team. A big performance by Ulster in the penultimate weekend of the league stages ensured that the Ulster v. Connacht fixture on the last weekend of the league stage would be a “dead rubber”, Ulster securing qualification for Heineken Cup next season.

The introduction of a semi-final and Grand Final for the Magners League has been an undoubted success this year in terms of incentivising teams placed in the middle of the league table in the closing rounds of the competition. The Magners League continues to be the foundation of the professional game in Ireland, Scotland and Wales and as from next September, Italy. The Board of Celtic Rugby conducted a significant due diligence exercise with the assistance of Deloitte Sport to ensure the viability of introducing two Italian teams into the competition. The Italian Federation have nominated Aironi, based in Viadana, and Benetton in Treviso as the two teams and the Board of Celtic Rugby are satisfied that they are adequately funded and supported by the Italian Federation and appropriately structured. Whilst the strength of the two teams in year one may not match that of the top teams in Magners League it is envisaged that with exposure to a higher level of competition that will change as the best Italian players gravitate to the two clubs. For the Magners League it is strategically important in terms of building the competition and its value, particularly with access to the vast Italian market which is on par with that of England and France. The IRFU have strongly supported this initiative not only in the context of the Magners League itself but also in the context of protecting the future of the Six Nations Championship. It is important in the long term that Italian rugby continues to develop and that Italy becomes more competitive in the Six Nations Championship. This can only happen through the development of professional rugby within Italy.

Another successful initiative this year has been the British and Irish Cup which has allowed Leinster, Munster and Ulster to field their “A” teams in a cross-border competition involving both professional and semi-professional teams from Scotland, Wales and England. It has provided valuable game time for development and academy players as well as players returning from injury. Some remarkable mid-week attendances have been recorded as Munster and Leinster played some of their fixtures in different venues in the provinces. Munster and Ulster reached the semi-final of this competition and in an all-Irish occasion Munster beat Ulster to reach the final to be played on May 16<sup>th</sup> against Cornish Pirates. This competition is to continue next season after which it will be reviewed.

The British and Irish Cup has been another useful addition to the player development process which is under the control of Allen Clarke and the Provincial Academy Managers. Succession planning at both provincial level and national level is critical to ensure the continued success of our professional teams. The elite player development pathways have now been clearly identified and earlier communication and involvement with players through provincial talent identification programmes and underage sub-academy squads are critical if we are to keep pace with our competitors. The interface between the elite player development process and schools rugby is something that needs to be handled sensitively as there is no desire on the part of the IRFU to interfere with the educational priorities of students or the traditional provincial schools competitions. The Union continues to strive to work with schools, students and parents at this level to provide the best path to professional rugby for those players who wish to progress to that level, through monitoring, mentoring, coaching and coach education.

At IRB level there is continuing controversy over the Laws of the Game. The Tackle Law came under the microscope during the Six Nations Championship when an apparent

change in the interpretation of Tackle Law, applied in Super 14 Competition by Southern Hemisphere referees, was applied half way through the Six Nations Championship, notably by Southern Hemisphere referees. The confusion caused amongst players, coaches, officials and the rugby public was unprecedented. Following representations by the IRFU, the IRB are undertaking a further review of the Tackle Law. It is the IRFU's view that an interpretation that effectively results in a change in Law should firstly be properly communicated to all stakeholders and secondly should not in any circumstance be introduced mid season, half way through the major annual tournament in world rugby.

Each of the provinces have now set up Professional Game Boards which combine all aspects of professional rugby under one Board structure. This allows the on-field, off-field, commercial and financial aspects of the professional game to be managed in a cohesive and business-like manner. The Union has also encouraged the co-option of suitably qualified people to these Boards to bring skills and expertise to bear that might not otherwise be available. Each Branch has undergone a governance overhaul in the last twelve to eighteen months which has resulted in Branch Governance structures more or less mirroring those of the IRFU with a Management Committee, Professional Game Board, Domestic Game Committee, and Commercial/Marketing Committee. On at least three occasions in the year each Branch meets with the IRFU Management Committee to report on all aspects of Branch activities and performance across the professional game, domestic game and commercial and financial areas. Whilst only in its first year of operation, this reporting structure has proved to be beneficial for both the IRFU and the provinces.

Arising out of these meetings, an independent review of the professional game in Connacht was jointly commissioned by Connacht Branch and the IRFU to investigate its viability and in what way it could play an enhanced role in the future of the professional game in Ireland. The need to get a better return from the investment in the professional game in Connacht is currently being considered not only in the context of Connacht rugby but also in the wider context of Irish rugby. Irish rugby needs four professional teams but given the financial and player constraints in Connacht it is important that a practical solution can be found to this issue.

The end of the season marks the departure of coach, Michael Cheika, from Leinster after four successful years at the helm, bringing the best out of the Leinster team. He also played an important role in developing younger players and leaves Leinster much stronger than when he arrived. He will be replaced by Joe Schmidt of Clermont Auvergne. In Connacht the end of the season marks the completion of Michael Bradley's tenure as coach, a position he has held for the last five years. Michael has consistently got the best out of Connacht where resources, both playing and financial are limited and he has also acted as Coach to the Ireland "A" Team over the

period, and in 2008 led the Irish Team on tour to New Zealand and Australia. He will be replaced by Eric Elwood who has been working with Connacht since his retirement as a player. Our thanks to both Michael Cheika and Michael Bradley for their contribution.

Another departure is that of Dr. Liam Hennessy, Director of Fitness over the last ten years, who retired during the year. Liam's role in developing the strength and conditions systems and structures in Irish rugby cannot be overstated. He provided leading edge knowledge and expertise that has moved the strength and conditioning of Irish players to a position where it is acknowledged to be world class. We wish Liam well in his retirement.

### OTHER REPRESENTATIVE TEAMS

As outlined earlier in the report, Declan Kidney and the National Team Management took charge of the Ireland "A" Team that competed in the Churchill Cup in USA in June 2009. This provided them with a great opportunity to assess players who are on the fringes of the National Squad and to build a larger squad of players capable of competing for places in the RWC 2011 squad. Despite an indifferent start to the competition the Ireland "A" Team qualified for the Final beating Canada and Georgia. They turned in a magnificent performance in the Final against England Saxons beating them comprehensively 49:22 to win the Churchill Cup for the first time. This year Ireland will not be competing in the Churchill Cup – it is felt that it impinges on the pre-season player preparation given its timing in June and there are other game time opportunities now available to emerging players.

Michael Bradley and Niall O'Donovan took charge of the Ireland "A" Team for two fixtures in the autumn, against Tonga and Argentina Jaguars, winning both matches comprehensively. A further two fixtures were played in the new year against Scotland "A" and England Saxons, Ireland "A" beating Scotland and losing narrowly to England Saxons. Again this programme of fixtures does provide good opportunity for the National Team Management to view players who might not otherwise get many games at this level and in the combinations that the National Team Management want. As from this year the Ireland "A" Team will be playing under the moniker of "Wolfhounds" or "Irish Wolfhounds".

The Ireland U.20 Team, coached by Allen Clarke and managed by Michael Kearney had an excellent Six Nations. The elite player development programmes operated by Allen Clarke and the provincial academies seem to be bearing some fruit as this year's U.20 Team won the U.20 Six Nations, narrowly losing to France U.20 in France. This bodes well for the Junior World Cup to be held in Argentina in June and some players of real potential seem to be emerging through our development systems, the immediate beneficiaries being the provincial teams but ultimately the National Team will benefit.

### **Ireland U.18 Clubs (FIRA-AER U.18 European Championship)**

The Ireland U.18 Clubs team finished second in the FIRA-AER U.18 European Championship in Treviso, Italy, having lost out in the Final to France. Under the direction of Head Coach, Greg Lynch, and Team Manager, Willie Gribben, Ireland have finished as runners-up in this tournament twice in recent seasons and they have earned a highly creditable second place for a third year.

### **Ireland U.18 Schools (Five Nations Festival)**

The Irish U.18 Schools team competed in the Five Nations festival held at Llandoverly RFC, Wales, under the direction of Coach, Terry McMaster, and Team Manager, Lorcan Balfe. The team played tough matches against Wales, England and Scotland. Defeats in games against Wales and England, who arrive at the tournament match hardened with three times the number of preparation games than the Irish team, resulted in a steep learning curve for the players. However the team managed to generate the form required to achieve a good win over Scotland in the final game.

### **U.19s**

The Irish U.19s team commenced the season with two matches against a touring Australian schools team. The first game consisting of an Irish Schools U.19 representative team had a narrow loss to the Australian Schools 14:41. However, a second match against the Australian schools consisting of a combined U.19 Irish squad resulted in a 15:0 win for the Irish squad and an indication of the future potential of the age group.

The U.19 (U.20 Development) squad re-assembled in April for a match against the French U.19s (U.20 Development) in Dublin. The squad operated under the guidance of Allen Clarke, Colin McEntee and Jonathan Bell who also used this opportunity as part of the identification process for the U.20 programme the following season. The match was closely contested with Ireland winning the match by scoring a converted try late to win by 13:12 and both countries expressed their satisfaction with the fixture and the high value of this exercise.

### **Women**

Year on year the strength of the Irish National Women's team has grown. This year under the leadership of Coach, Kevin West, the team repeated its third place finish achieved last season. The squad is in preparation for this year's Womens Rugby World Cup in Surrey, England in August and the IRFU wishes the team every success at this tournament.

Detailed results and statistics for these teams can be found in the appendices.

### **DOMESTIC GAME**

The past year has been one of the most successful in the history of Irish rugby. The increased public profile which has resulted from the senior side winning the 2009 Grand Slam has increased the number of children who wish to take up rugby. This has given the IRFU significant challenges in accommodating all who want to play the game.

The Domestic Game Committee, chaired by Stephen Hilditch has had the task of managing the growth of the game in turbulent economic times. There are presently over 170,000 participants supported by over 3,400 volunteer administrators. Accreditation and ongoing volunteer development programmes ensure that the IRFU has the correct number of Coaches, Referees, Conditioning Coaches and volunteer administrators to allow all participants to have life long experience in the game. Over the last twelve months the Domestic Game Committee has regularly engaged with the Unions stakeholders, be it Branch, clubs and schools to ensure that the Committee has its finger on the pulse of club and school rugby.

The table overleaf highlights the growth of the game over the previous twelve months. Overall there was an increase in the number of players in the club game though some Branches experienced a small decrease in age-grade numbers arising from changes in eligibility dates this year. There was also an expected plateau effect in mini rugby numbers which declined slightly compared to the phenomenal growth shown last season following the Six Nations success in 2009.

In comparison to previous seasons, the schools system continues to maintain a vibrant rugby system. During 09/10 season the staffing model employed by the Branches changed, with a rebalancing of resources from developing 'Club School' links to developing a 'Quality Coaching' environment within a club. This may be the reason for the increase in age-grade rugby numbers. However, the down side is that in combination with decreasing school resources, there has been a decrease in the number of primary school students that participate in rugby activities in schools. The IRFU is currently developing resource packs which will address this issue.



|   | Ulster        | Munster       | Leinster      | Connacht      | Total 2010     | Total 2009     |
|---|---------------|---------------|---------------|---------------|----------------|----------------|
| Senior Males                                  | 7,056         | 5,923         | 10,154        | 2,307         | 25,440         | 24,377         |
| Senior Women                                  | 744           | 751           | 1,140         | 129           | 2,764          | 2,491          |
| Age Grade (Club)                              | 4,231         | 9,125         | 11,778        | 4,969         | 30,103         | 26,270         |
| Mini Rugby                                    | 4,767         | 6,938         | 10,995        | 1,902         | 24,602         | 24,981         |
| <b>Total Club Numbers</b>                     | <b>16,798</b> | <b>22,737</b> | <b>34,067</b> | <b>9,307</b>  | <b>82,909</b>  | <b>78,119</b>  |
| <b>School Rugby Programmes</b>                |               |               |               |               |                |                |
| Age Grade (Secondary schools <sup>1</sup> )   | 11,750        | 4,910         | 11,516        | 2,288         | 30,464         | 31,270         |
| School Development Programme <sup>2</sup>     | 9,945         | 8,795         | 16,184        | 4,783         | 39,707         | 49,362         |
| <b>Total Participants (School &amp; Club)</b> | <b>38,493</b> | <b>36,442</b> | <b>61,767</b> | <b>16,378</b> | <b>153,080</b> | <b>159,263</b> |

<sup>1</sup> Playing as part of a Secondary School league

<sup>2</sup> Male and female who participate in six week rugby programme conducted in schools (using either Buntus, TAG, Lep Rugby or Mini Rugby)

The domestic game creates the opportunity for young players to have a lifelong involvement in the game, possibly realise their dreams as well as increasing the pool of players that are eventually confirmed as having the potential to play professional rugby. It is important to note that the surplus generated by the National Team is reinvested into the domestic game. The generous support of the Irish Sports Council allows the IRFU to enhance this investment and to undertake a number of additional activities which support the development of the game.

During the season a number of review groups and working parties were established to review the operations of the domestic game and these reviews have drawn on the expertise of the IRFU Committee and Volunteers, including;

**Third Level Rugby Working Party**

*Chaired by David Carrigy*

**Mini Rugby Working Party**

*Chaired by Willie Gribbin*

**Club Support Scheme Review Group**

*Chaired by Michael McLoughlin*

**All Ireland League Review Group**

*Chaired by Ian McIlrath*

**Project Workforce Implementation Group**

*Chaired by Joe Eagleson*

**Club Award Scheme Implementation Group**

*Chaired by Diarmuid Kelly*

### IRFU and the Branches

The IRFU operates an Empowerment Model; effectively this means that the IRFU provides strategic leadership for the development and growth of rugby with the Branches being able to define their operations to accommodate local differences in culture, geography and resources. As in previous years the Branches performance will be reviewed using a process adapted from the European Foundation of Quality Management. The Review Group will be chaired by George Spotswood.

Branches employ Development Officers who implement national policy to ensure that clubs and schools have the know-how, capacity and capability to allow players to enjoy the game of rugby at all levels. After a detailed review of its staffing structure in 2009, the IRFU realigned its existing workforce into Coach Development Officers and Community Rugby Development Officers. Coach Development Officers are focused on improving the quality of the game at all levels, through the implementation of coaching/technical development programmes in line with the IRFU Long Term Player Development (LTPD) model. Community Rugby Officers are focused on recruitment and retention of players in all sectors of the game (junior, youth, student, adult, women and girls, etc.) and will initiate partnerships with the local community to increase participation.

While the realignment of staff has resulted in a decrease in officers deployed in clubs and schools, the IRFU is satisfied that in the long term the new structure, which consists of better qualified and trained staff, will result in a more focused and adaptable workforce.

With the establishment of the coaching workforce (outlined above) there has been an increase in the number of coaching seminars and workshops delivered to coaches. This season over 400 seminars/workshops have been delivered. Similarly the creation of the Community Rugby Officers has increased the number of club-school links and exposed over 40,000 school children to rugby.

### Age-Grade Rugby (Schools, Youth and Mini)

Due to the increased popularity of the game there has been significant growth in this sector in the last twelve months.

- Between the ages of thirteen-nineteen years there has been an 11% growth in players numbers with 61,000 age-grade participants.
- There has been a 40% growth in the numbers at Mini Level; it is important to note that in the closing months of the 2008/09 season (March/April) there was an explosion in participation numbers due to the Six Nations Grand Slam success. Twelve months later this section of rugby is continuing to grow; however, the challenge is to ensure that the correct technical development of these young players occurs and they continue to have an enjoyable first "rugby experience".

As with many sporting organisations we embraced the LTPD model a number of years ago. The LTPD is now fully embedded within the way we operate. Our competition models, coaching programmes and referee programmes are all aligned to the LTPD. A key initiative this season was the implementation of a national framework for mini rugby which encourages player development over and above competition outcome. To ensure a lifelong involvement in the game there is a requirement to create an environment which encourages skill acquisition and the development of the rugby ethos and values.

As reported last year, one of the key objectives for 2009/10 was to increase the transition of schools players to the adult game. One initiative, 'Stay in the Game' was a marketing campaign designed to encourage school aged players to register through websites and social networking sites for club information on how they could continue to play the game. The campaign will be rolled out on a large scale in August and September this year to encourage school leavers to continue to play rugby in clubs.

The IRFU believes that rugby can play a significant role in positively influencing Irish teenagers. The IRFU policy is that all community/social inclusion activities should be conducted



in partnership with rugby clubs rather than in isolation. To facilitate this, the IRFU/Branches are actively engaging with Local Sports Partnerships to explore opportunities to jointly operate Community Rugby Programmes.

### Playing the Game

Tag Rugby Programme continues to grow, and during the summer of 2009 Summer Tag venues operated at twenty-six rugby clubs across Ireland. The IRFU also operated Beach Tag festivals with 126 teams competing across four venues in Dingle, Enniscrone, Portrush and Rosslare. It is important to note that the revenue from the venues is shared with the host club.

The majority of participants are not members of rugby clubs but from the local communities, with a high percentage of females. A survey of participants indicated that most people participated in IRFU Tag due to convenience, fitness and the social element. Tag rugby creates the opportunity for our rugby clubs to be used by the local community for participation and social engagement.

For the first time, Tag events were operated in colleges with three trial events occurring. It is proposed that further events will be held in colleges in 2010. IRFU Tag will operate for the first time in the flagship venue for Tag – St. Mary's RFC this summer.

### Third Level Rugby

Over the last twelve months an extensive review of the Third Level and its relationship with club rugby has occurred. A new strategy for Third Level will be launched in July 2010, which includes the development of modified leagues which will encourage greater participation among men/women within the game.

### Coaching

Nationally the IRFU conducted a Level 2 Coaching Course (six days) and an Assistant Level 2 Coaching Course (two days) delivered during the summer months. As in previous years the demand for the Level 2 Course was extremely high. A Workshop

was held in August 2009 for previously Accredited Level 2 Coaches to allow them to update their accreditation.

Similarly, demand was extremely high for courses run by the provinces; forty Mini Rugby, twenty-four Foundation Level, and eight Level 1 Coaching Courses were delivered by our provincial staff and tutors. With the creation of Coach Development Officers a more effective follow up of coaches occurred and a number of seminars were operated to allow coaches to undertake continued professional development.

As in previous years, the IRFU was very active in the organising of the Six Nations Elite Coaches Conference. This Conference was also attended by Irish Coaches (actively in the Level 3 Programme) as part of their continuous development initiatives.

### Women's Rugby

With the continued support of the ISC's 'Women in Sport Programme', it is the IRFU's objective to significantly grow women's rugby. The Women's Sub Committee, under the chairmanship of Michael McLoughlin, has driven the development of the game through the Provincial Committees. Significant work has been undertaken to enhance the Governance of the Game as well as develop a framework/pathway for the long term development of the women's game. From 2010/11, Branches will follow a women's age-grade pathway consisting of modified games to increase the number of young female players, which in the long term will underpin the women's adult game.

In 2009/10 season, the All Ireland Women's League came under the management of the AIB League Committee. Therefore the Women's All Ireland League was managed by the same Sub Committee which manages the Men's Senior League (AIB League). The Women's All Ireland League Champions and Senior Cup winner is UL Bohemians.

### All Ireland League

The AIB League continues to be the most important senior club competition in Ireland; this has been reinforced this season by







close competitiveness in all three divisions of the League. In early September 2009, the IRFU Domestic Game Committee announced a revised structure to the 1<sup>st</sup> Division of the AIB League from the start of season 2009/10 with eight clubs in a new Division 1A and a further eight clubs in Division 1B. With two up, two down between A and B each season along with the bottom two in B being relegated to Division 2 and replaced by two promoted clubs there proved to be very few 'dead' matches. Going into the final round of league matches only a couple of clubs in each Division had nothing to play for which ensured sustained interest in the League. As reported, the AIB League is currently being reviewed, with any changes to be implemented in 2011/12 season. The game of rugby is fast evolving and it is imperative that the club game also evolves to create a competitive environment for our amateur club players. Through consultation workshops held around the country, the IRFU fully acknowledges the desire of the senior clubs to maintain an All Ireland League. However, with many clubs suffering a down turn in revenue from sponsorship and bar income, there may be a requirement for the Union to restructure the League to reflect the financial and volunteer resources available to clubs. For the time being the IRFU is committed to continuing the League in its present structure for next season and will maintain the present travel and accommodation allowances although a sponsor is not in place.

The AIB Cup Finals were again played in Dubarry Park in late January. In the Junior Final City of Derry beat Armagh 19:17 with a try deep in injury time, this being the first time two Ulster clubs had qualified to play in the Final. In the Senior Final Cork Constitution beat Garryowen 15:11 in an excellent game of rugby with the result in doubt right to the final whistle.

The increased vibrancy of the AIB League was demonstrated by the interest in the closing stages of the league and the knock-out rounds. The Division 1 Final was played in Dubarry Park,



Athlone with Cork Constitution beating St. Mary's College in a hard fought encounter that was only decided after extra time. Division 2 and 3 Finals were played in Old Belvedere's ground between Lansdowne v. Bruff and Queen's University v. Nenagh Ormond, respectively. Congratulations to Cork Constitution, Lansdowne and Queen's University winners of the Divisions 1, 2 and 3 Finals, respectively.

### Club Development

The IRFU continues to support clubs through the Club Support Scheme and schools through the Schools of Ireland Scheme. In parallel, an implementation group has been hard at work to launch the Q Award/Club Mark system which is designed to reward best practice in the management of clubs. It has been agreed with Sport NI that the IRFU 'Q Award' will correlate with the proposed Sport NI Club Mark Award, thus allowing the IRFU to implement a National Scheme. To assist clubs in achieving the award, the existing Club Development Manual will be expanded to form the 'tool box' that provides information/resources to allow clubs to achieve the proposed 'Q' award.

### Refereeing

The IRFU Refereeing Programme continues to be a model of best practice. The development pathway has resulted in quality referees progressing through the ranks to become international referees.

The quality performances at Test, Magners and European levels reflects the totality of the training programmes from Trial Member through to Elite. In addition, significant governance work has occurred to modernise the Branch Referee Society/Associations to ensure that appropriate management systems are in place to grow the number of referees. The benefits of the Associate Referee Programme are on-going; and the Tag Referee Programme is working closely with the Referee Department to increase numbers who will join the Associations.

### Child Welfare

The IRFU Child Welfare Policy and the implementation of the policy continues to be a benchmark for other sports. The IRFU has set an ambitious target to have all club volunteers working with Age-Grade Players Garda/Access NI vetted by the end of 2011. All clubs now have a Child Protection Officer who facilitates the IRFU Child Welfare policy within the club. To ensure that best practice is adhered to, a series of workshops are held annually to update Club Child Protection Officers on their club's responsibilities and the process required to undertake volunteer vetting.

### Community Rugby

After ten years investment in the Tallaght Scheme, the IRFU/Leinster Branch is withdrawing some of the staff from the area and giving greater ownership to the Tallaght RFC to develop rugby in the region. The Leinster Branch continues to operate programmes in Ballymun, Fingal, Swords and Dublin City Centre through the deployment of Community Rugby Officers, which link to established clubs in the area.

The Donegal Community Rugby Project has just concluded its third year of operation. The success of the programme has been demonstrated through the establishment of three new youth clubs. During the 2009/10 season Rugby Development Officers delivered six week rugby programmes in fifty-six primary and secondary schools in the Donegal County. The IRFU has made a commitment to operate the project for a further three years, with the appointment of a Community Rugby Officer for the region. For the next three years the emphasis will be on supporting the club volunteers and the three new youth clubs.

### The future direction of Domestic Rugby

The IRFU is entering the third year of a four year strategy to increase the number of quality games played by our youth and adults. In light of significant economic and social changes, the plan is currently undergoing a review. In the last few months

the IRFU has actively engaged with our constituents as follows:

- Series of facilitated club meetings around the country to discuss rugby and club issues.
- Surveys distributed to clubs and schools to identify opportunities and challenges going forward.
- 'Your Game, Your Say', an online survey; has proven to be extremely popular with 4,148 responses from players, coaches, referees, supporters and volunteers on the structure of the game. The data will now be interrogated to determine club responses; information from all sections of the game will be shared with the Branches to assist in making the game more enjoyable and convenient at all levels.

The above initiatives have given the IRFU a good understanding of the rugby landscape in Ireland. This information, in conjunction with the SLA Monitoring and Review process described above (to be delivered in May 2010), will allow the IRFU to update its four year strategy over the Summer of 2010 and modify the operation of its programmes to ensure that key objectives are achieved, club and school needs are accommodated, and value for money is realised on its investments. Delivered successfully, this strategy is designed to enhance the core element which lies at the heart of the Irish game: the community rugby club.

## MEDICAL

The Medical Department of the IRFU has been involved with a number of important initiatives over this season. The ongoing work in injury prevention and management forms the main activity of the Medical Department.

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

- International Rugby Board
  - Anti-doping Committee
  - Concussion Working Group
  - Catastrophic Injuries Working Group
  - Implementation Working Group
- Irish Sports Council – High Performance Committee
- Irish Heart Foundation - Sudden Cardiac Death Committee

Early in the season the H1N1 (Swine Flu) flu virus threatened many sporting events. We were proactive in dealing with this and developed information for our professional teams along with our clubs/schools both on the IRFU website and through direct communication. This proactive approach helped to prevent the cancellation of rugby fixtures from the spread of this infection.

This year has seen the development of our SAFE – Rugby programme (Standard Approach to Field Emergencies). Initially this will be made available to the medical teams looking after our professional rugby teams, but the plan is to

make the programme more widely available. This will lead to standardisation of management of rugby injuries.

A new National Team Doctor, Dr. Eanna Falvey, was appointed to replace Dr. Gary O'Driscoll. Dr. Falvey has extensive experience in Sports Medicine and in particular rugby related injuries. His appointment plays a central role in the management, monitoring and provision of medical care to our national players.

In addition to the above, the Medical Department:

- developed a policy around the pre-contract and exit medical process
- has been actively involved in the development of the Medical and X-ray room in the Aviva Stadium
- has a number of ongoing research programmes in concussion, groin injury, body composition measurement and nutrition
- provide a forum for the doctors and physiotherapists of the national and provincial teams.

## ANTI-DOPING

The IRFU once again commissioned anti-doping tests through the Irish Sports Council (ISC) supplementing the ISC National Anti-Doping Programme. No adverse findings were reported. Details of the tests performed are outlined below.

### 2009/8/09 Anti-doping Programme

#### *In Competition Testing*

| Team                   | No. of Players tested |
|------------------------|-----------------------|
| Senior XV              | 08                    |
| U.20                   | 06                    |
| ERC and Magners League | 12                    |
| AIB League Club XV's   | 19                    |
| Women                  | 02                    |

#### *Out of Competition Testing*

| Team               | No. of Players tested |
|--------------------|-----------------------|
| Senior             | 21                    |
| Provincial Squads  | 37                    |
| Clubs              | 26                    |
| U.20               | 05                    |
| Provincial Academy | 08                    |

## CHARITABLE TRUST

The past season marked the thirtieth year of the IRFU Charitable Trust's existence. Founded by the Union to support players who have been seriously injured while playing rugby in Ireland, and to help restore the confidence and independence, its work is no less valuable today as it was then. Presently



---

THE USE OF A TRANSPARENT SHINGLED SKIN ENABLES THE ORGANIC FORM TO WRAP AROUND THE CONCOURSES, SEATING TIERS AND THE PITCH.

---



there are thirty such players whose needs are many and varied, including physical, educational, and morale support. This year, the level of assistance granted to them will be in excess of €222,000 and it is certain that this will increase significantly in the years to come.

The need for fundraising is ever greater and during the season the Trust has supplemented its annual grant from the Union with a variety of enjoyable and innovative fundraising ventures. These included a well supported Charitable Trust Weekend in Ulster, and sports major Quiz Night and a superbly supported Ball (sponsored by O<sub>2</sub>). This in addition to its regular golf outings, raffles, and a growing number of individual donations.

One of the most important source of funds, mainly because it provides an invaluable source of annual income, is the Friends of the Charitable Trust Scheme and from the Club Friends Scheme. These schemes generate an average income of €50,000 a year to support our players and the Trust is deeply grateful to all the clubs and the many individuals who support the schemes. However, it would actively encourage more clubs and individuals in the rugby fraternity to take up membership. Their help would make a major difference.

A new and very welcome development was the support given by individuals who made significant financial contributions by running private functions in aid of the Trust. These have included The Moss Keane Golf Challenge and a major concert in the Helix Theatre (featuring the Band of the Gardai Sióchana, two West End performers and three choirs!) organised by Mrs. Irene Trenier and her family. Another was a wonderful private dinner, hosted by Mr. and Mrs. Joe McGowan in their home in Dublin. However, these were just two of the events which provided a huge and very welcome boost for the Trust's funds.

All of this support enables the Trust to continue, the level of support and assistance for our seriously injured players and

to run such ventures as a holiday weekend for players and their carers in the Share Centre, Enniskillen. With the clubs help it can improve the service and the levels of assistance. Therefore, to meet the growing needs of these courageous players, the Trust continues to call for the maximum help from the rugby community in general.

#### **FACILITIES**

Mention has already been made of the completion of the Aviva Stadium, a landmark development for Irish sport and Irish rugby. The facility will provide a world class experience for spectators and players alike and it will provide Irish rugby with a revenue engine to fund the sport into the future. The stadium/Lansdowne Road issue has been with us for over twenty years and various people including, Ronnie Dawson, Noel Murphy and Tom Kiernan were involved in the 1980s and 1990s in trying to secure a modern facility for Irish rugby. The Aviva Stadium is a culmination of those collective efforts and the partnership with the FAI and Government in this project has been one of openness, trust and co-operation. My thanks in particular to the Board of Directors of the Stadium Company who have guided the project through tricky waters. My thanks also to the Ministers of Sport involved over the past seven years, John O'Donoghue, the late Seamus Brennan, Martin Cullen and most recently Mary Hanafin. The support of the Department of Arts, Sport and Tourism under Phil Furlong and later Con Haugh, Dublin City Council and also the Office of Public Works is gratefully acknowledged. Finally in relation to the Aviva Stadium my thanks to Michael Greene, Project Director, and his staff along with the Design and Project Management Teams and the main contractor, John Sisk Ltd., for helping bring this project to a conclusion on time and within budget.

In Ulster the new stand at Ravenhill was opened in October providing additional seating, corporate boxes and hospitality facilities. This was the first phase in an ambitious project to redevelop Ravenhill to a 15,000 capacity facility with modern

---

OVER 6,000 PEOPLE WERE EMPLOYED ON THE PROJECT IN VARIOUS CAPACITIES OVER A THREE YEAR PERIOD. THE PROJECT CONSUMED APPROXIMATELY 4,000,000 MAN HOURS. AT PEAK CONSTRUCTION JUST OVER 1,300 PEOPLE WERE ON SITE ON A DAILY BASIS.

---

spectator facilities. The Ulster Branch have been working closely with the N.I. Department of Culture, Arts and Leisure in relation to these plans and other possible stadium options. This project will be dependent on public funding and hopefully decisions will be made as to how this project is to progress in the near future.

There has been no further development of facilities in Galway Sportsground but as reported last year plans are being considered in relation to a new stand opposite the Bord na gCon facility.

An area that will need attention is that of training facilities. With the current economic situation it is unlikely that the world class training facilities planned for Abbotstown will proceed in the near future. This leaves the National Team without a training home. At provincial level there is also a need to invest in training facilities and this is being looked at by individual Branches. Connacht is the only province at present that owns its own training facility and ideally the other three provinces would move to a similar situation. There are location and financial issues that arise which will need to be resolved before the ideal situation can be achieved. In the meantime the Leinster, Munster and Ulster teams are leasing facilities which are adequate in the short to medium term.

### COMMERCIAL AND MARKETING

Against the current economic backdrop, this past season has been pretty volatile in terms of maintaining much needed revenue streams and creating additional growth. Irish rugby is not immune to the vagaries of the market or the global recession. Despite this, off the field Irish rugby has performed well and I would like to commend Pat Fitzgerald, Commercial and Marketing Chairman, his Committee and the Commercial and Marketing Department for their efforts and results this past year.

In advance of our return to the Aviva Stadium, our final series of matches in Croke Park, the Guinness Series matches in November 2009 and RBS Six Nations home games in 2010 presented major challenges in terms of tickets sales. Thanks, in the main, to the performance of the National Team, all six international matches were sold out this season which is testament to the strength of the National Team brand. Much credit is due to our traditional Irish rugby stakeholders in schools and clubs who attended those games. Without support 'week in and week out' by the grassroots of Irish rugby, neither the Team nor the Sport itself would be in as strong a position as it currently is.

It has been a busy season and the following outlines the headlines of that activity.

### Sponsorship Programme Up-date

As sports sponsorship continues to develop in Ireland as a more effective tool in the marketing mix, Irish rugby has performed strongly as an attractive marketing platform for brands and organisations. This reinforces our long held view that the relationship between Irish rugby and Corporate Ireland is an important one, of mutual benefit to both parties.

Once again this year, I thank the team at O<sub>2</sub> and in particular CEO, Danuta Grey, and Damian Devaney, Marketing Director. In addition to the commitment and support they bring to the Union and the Team as National Team Sponsor, they have once again continued their spirit of innovation through various communication campaigns and initiatives, especially aiding to create more intense and exciting match day atmosphere in the stadium.

Our new kit sponsors Puma settled in extremely well. I would like to thank their MD, Tony Ward, and all his team. The quality of the new kit both in its on field presentation and technical efficacy and the record breaking sales the Puma Irish Rugby




---

AVIVA STADIUM IS A UNIQUE MULTI PURPOSE EVENT SPACE, OFFERING FLEXIBILITY, SUPERIOR CATERING AND AV FACILITIES MATCHED WITH THE HIGHEST LEVELS OF CUSTOMER SERVICE FOR ALL GUESTS.

---

brand is generating at retail speaks volumes. We look forward to deepening the relationship as we move forward.

I would like to thank RBS as sponsors of the Six Nations, Guinness as our official beer and Guinness Series sponsors. I would like to thank outgoing Head of Sponsorship at Diageo, Michael Whelan, for all of his support and effort over many years.

To all of our other sponsors and partners I would again like to pay tribute to your generosity. The support of Corporate Ireland is of great importance to rugby.

I would like to single out AIB for their generous thirteen year sponsorship of the club game and the AIB League and Cup which is now coming to an end. It has been a wonderfully beneficial partnership for both the Union and the bank, one of the longest standing sponsorships in the country. To General Manager, Maurice Crowley, and all his colleagues, thank you for your support over the years.

Sponsorships renewed in 2009/10 include:

|                               |   |
|-------------------------------|---|
| <b>Guinness</b>               | Official Beer and Guinness Series Sponsor and Touring Partner |
| <b>Paddy Power</b>            | Official Betting Partner                                      |
| <b>L’Oreal For Men Expert</b> | An Official Partner   |
| <b>Gilbert</b>                | Official Ball to the Irish Team                               |
| <b>B and M Leisure</b>        | Official Tie Supplier   |

At the time of writing I am happy to report that new sponsorships and partnerships are being negotiated and I am confident that we can be positive about the future with

Irish rugby continuing to provide a valuable and effective marketing platform for companies.

#### **Other Commercial**

Last season’s Grand Slam win opened up additional revenue generating opportunities. Through our partners, Brand Addition, the range of Irish rugby branded merchandise has been selling very well. Plans are now at an advanced stage to add a “back to school” range to the current offering.

#### **Aviva Stadium Commercial Programme**

The development of the Aviva Stadium has also required considerable funding, and the programmes created to secure these vital revenues have performed well this past year.

Much work has been undertaken with the Naming Rights partner, Aviva, to ensure that the iconic venue will benefit Irish rugby into the future and I would like to thank Aviva CEO, Stuart Purdey, and all his team. We look forward to a positive working relationship with Aviva both at the stadium and also with our mini rugby grassroots programme which Aviva will support.

The IRFU Premium Seats Ticket Scheme has been oversubscribed and a sizeable waiting list exists. The Union has also been marketing Corporate Boxes at the Aviva Stadium to its commercial partners and sponsors and we are very happy with results on this to date.

#### **Marketing and Communications Review**

On the back of the Grand Slam victory last season, much of the marketing effort this season has been concentrated



on increasing participation in the game. Undoubtedly the National and Provincial Teams are the best marketing tools we have and to that end I would like to thank the players for all of the work they do off the pitch with sponsors and in rugby development. It is a difficult balance to ensure optimum rugby preparation as well as fulfilling commercial obligations for the Union's commercial programmes.

We have also continued with issues of *In Touch* the official magazine of the IRFU which were again distributed free with the *Irish Independent* resulting in a circulation of over 200,000 copies and a readership figure of nearly 500,000 people per issue.

The broadcasting viewership figures this past season were also excellent with RTE recording strong growth and on BBC viewership has also held up very well in the UK delivering an avenue for all Irish rugby supporters there to follow the National Team.

'*Against the Head*' which appears weekly on RTE, has transmitted more AIB League, Cup and Club International rugby than ever before with more matches this season being streamed live both on RTE's website and on Irish Rugby TV and with more Heineken Cup and Magners League matches on both Sky, RTE and Setanta there is a great amount of televised rugby on offer for the public which is of great benefit for our sponsors and partners.

In terms of the fun side of the game Bud Light Tag Rugby, is performing very well opening up a new market of rugby enthusiasts into the game and it has proven to be a very significant source of revenue to the clubs involved during the

traditionally fallow summer months. A number of new venues open this summer which we again are confident will drive participation numbers even more.

#### **Irish Rugby Supporters Club**

The Supporters Club continued to grow this season and renewal rates were encouragingly high despite the current economic situation.

There was a significant investment required this year as the club underwent a re-design with a new logo and a whole new range of items for the membership pack that reflect the new look.

The club also launched a range of Puma merchandise that has sold very well and continues to prove popular outside of the main promotional periods of the Guinness Series and the RBS Six Nations.

Another supporter's club charter package to Twickenham proved to be one of the highlights of the season. In addition the club held a number of Match Day Events in Croke Park as well as Q&A Nights in Cork and Limerick with members of the Ireland Team.

#### **IrishRugby.ie**

Irish rugby made two significant leaps in the online world this season with the launch of a Twitter page and an iPhone application.

Twitter allows us to bring our news to a wider audience and to engage more freely with the supporter and consumer giving us a more personal interaction with followers.



The iPhone app proved to be one of the most popular free apps this year with over 25,000 downloads within a few weeks of the launch. The app puts the IRFU brand in the supporters' hand, delivering instant match updates and news as well as adding strategic value for our sponsors.

Both of these developments recognise the changing face of how our supporters and stakeholders interact with us and how they expect to view news and information in a real time way across a variety of communication platforms.

Irishrugby.ie continued to be the most viewed sports website in Ireland this season. The average monthly Unique Visitor figure was up 27% on the previous season while total page views topped twenty million for the year.

Most importantly the website has helped deliver a revenue stream of €4.7 million through a combination of Supporters Club Memberships, Members' Ticket Sales, Supporters Club Merchandise and Tag registrations.

The site has opened up the club and community game to a much wider audience and regular features on the AIB League and the club game have proved very popular with visitors and rugby media alike.

## CORPORATE AFFAIRS

### Operations and Strategic Planning

Team logistics and event management are the primary activities of the Corporate Affairs Department in addition to supporting the workings of the Union Committee, Standing and Sub Committees.

Staff provide logistical support for management and the squads of nine teams involved in international competition. There were thirty-three international matches played this season.

Match and training kit was issued to each international squad and referees for forty-four international fixtures. Referees (including TJ's and TMO's) were appointed to officiate at twenty senior internationals and eight other matches which entailed travel arrangements. The movement of teams and referees is a considerable exercise particularly during the Six Nations period, with four teams travelling at the same time. This is co-ordinated through our IRFU Team Services, Travel and Accommodation team. We also provide support for incoming teams through our International Team Co-ordinator and our Volunteer Liaison Officers to whom we are always grateful.

Matches at Croke Park required a significant amount of time and effort. Our National Team played there on fourteen occasions including for the first time November Internationals visits by Australia and South Africa. This season a first international rugby match was played at the RDS on 21<sup>st</sup> November v. Fiji.

Over 377,208 tickets were printed and managed by the IRFU Ticket Office during the season.

As we depart Croke Park the IRFU is again grateful to Peter McKenna, Stadium Director of Croke Park, and his team for their support and assistance over the last three seasons.

We are now involved with the Aviva Stadium in planning for future rugby games at the Lansdowne Road venue.

At the time of writing IRFU staff are planning and finalising logistical arrangements for the following events:-

- Ireland Summer Tour Australia and New Zealand
- IRB U.20 World Championship in Argentina
- Autumn Internationals – South Africa, Samoa, New Zealand and Argentina on consecutive weekends in the Aviva Stadium.

In addition plans are well advanced for Ireland's participation in the 2011 RWC in New Zealand.

Over fifty-four Committee meetings were managed over the year. There will be an interim review of the 2008 Strategic Plan carried out during the summer. The recommendations of the 2008/09 Governance Review have all been implemented. Professional Game Boards/Committees are now in place in each Branch and the associated changes to Bye Laws all completed. In addition each Branch has met with and reported to the IRFU Management Committee on three occasions this season.

We remain grateful to staff for their work during the year and the willingness shown by them to provide a top quality service with a "can do" manner in a cost effective way!

It is worth noting that the Union Committee implemented a number of changes to match functions and away travel. These changes resulted in savings of more than €300,000 this year to the Unions finances.

## HUMAN RESOURCES

### General

In keeping with market trends in the current economic climate, staff turnover in the IRFU was lower during the past year than in previous years. We continued to restrict recruitment to 'replacements' for essential staff and those temporarily employed as maternity cover. The total numbers are also down somewhat on foot of a small number of redundancies and the transfer of remaining Branch based domestic game staff to Branch contracts and payroll. Both in terms of staff numbers and remuneration levels, the focus continues to be on providing sustainable employment. With the reduction in turnover recruitment costs were also down.

Professional game contracts in all their forms continue to present a challenge. With strong input from the Branches, we have conducted a fundamental review of the employment



relationship at Academy level and have issued a new format that more accurately describes these unusual circumstances and gives a greater degree of security to the Branches in terms of protecting this investment.

Work continues addressing the recommendations of the Data Protection Commissioner as outlined in the report on his audit of the IRFU. The primary focus is on information around player registration and player injury records. A range of information security policies have now been drafted by the IT Manager and include specific controls around the collection, storage and disposal of data.

We are monitoring the significant increase in activity by the National Employment Rights Agency (NERA). Over 8,800 employers were inspected last year. The highest number of inspections conducted was under the Protection of Young Persons followed by Working Time and Payment of Wages legislation. Any shortfalls centrally or at Branch level are being addressed in policy changes.

#### Player Issues

The IRFU has entered into a three year Partnership Agreement with IRUPA which provides funding for the Players Association and the Player Services Programme. The agreement also sets out a common understanding in relation to disclosures to the press, commercial issues and formal dispute resolution mechanisms.

After some months of negotiation an amendment of the sick pay provisions in the player contract have been agreed. The revised terms have been retrospectively applied from July 2009.

#### COMMITTEE

Many commentators focus on the professional game and must be reminded that the vast majority of those participating in our game as players, coaches and administrators do so on an amateur or voluntary basis. The governance structures at club, school, Branch and Union are populated by voluntary elected representatives, underpinned at Branch and Union level by a professional staff. Our game like every other sport in this country is dependent on its volunteers who give freely of their time and expertise to ensure that the game is available for those that want to play it. With the ever-increasing numbers wanting to play the

game we must make sure we value our voluntary administrators at all levels in the game and our thanks go to them all.

John Lyons finishes his term of office as Immediate Past President and retires from the Committee. John joined the IRFU Committee in 1995. He was appointed Hon. Treasurer of the IRFU in 1996, a post in which he served with distinction up to 2007. This was a formative period in Irish rugby and the emergence of an Irish professional game and John's contribution during that period was significant. Our thanks to him for his commitment to the IRFU and we wish John and his wife, Bernadette, well on his retirement from the IRFU Committee.

Gerry Quaid also retires from the IRFU Committee at the end of this season. A former President of Young Munster and the Munster Branch for Season 2002/03. Gerry joined the IRFU Committee in 2002. He has served with distinction on a number of IRFU Committees during that time most notably the Domestic Game Committee, the Schools and Youth Sub Committees. He has made a significant contribution in particular to the club game and our thanks to him. Best wishes to Gerry and his wife, Patricia, on his retirement from the IRFU Committee.

This year also marks the end of Feidlim MacLoughlin's term on the IRFU Committee. Feidlim has represented the Irish Exiles on the Union since 2002 and has also made a significant contribution to the Domestic Game Committee in that time. The evolution and development of the professional game in England has posed great challenges for the Irish Exiles and Feidlim has been central to the development of new structures and governance for the Irish Exiles to meet these challenges. Best wishes to Feidlim and his wife, Penny, on his retirement from the IRFU Committee.

#### OBITUARIES

|              |  |
|--------------|--|
| R.M. Deacy   | IRFU Committee 1979 to 1986,<br>Hon. Treasurer IRFU 1987 to 1995,<br>President IRFU 1996 to 1997 |
| Ralph Murphy | President Munster Branch 2006 to 2007  |
| Fergus Keogh | 2 Caps 1962 to 1964  |
| Mick English | 16 Caps 1958 to 1963   |



---

THE IRISH DRESSING-ROOM HAS A HYDROTHERAPY POOL AND IT HAS A SEPARATE MEETING ROOM FOR THE TEAM MANAGEMENT. THERE ARE 28 LOCKERS IN EACH AND SPACE FOR PHYSIOTHERAPY BENCHES. THERE IS ANOTHER DRESSING-ROOM FOR FEMALE STAFF AND A FURTHER SEPARATE ROOM FOR FEMALE REFEREES.

---

# OFFICE BEARERS AND COMMITTEE

## PRESIDENT

J.R. Callaghan

## VICE PRESIDENTS

C.C. Powell      J.D. Hussey

## HON. TREASURER

T. Grace

## IMMEDIATE PAST PRESIDENT

J.P. Lyons

## CHAIRMAN MANAGEMENT COMMITTEE

F. Crowley

## COMMITTEE

|                 |                 |
|-----------------|-----------------|
| G. Drennan      | P. Fitzgerald   |
| C. Fitzgerald   | W.B. Glynn      |
| L. Galvin       | S.R. Hilditch   |
| T.H.N. Jackson  | D. Keohane      |
| L.P. Magee      | F. MacLoughlin  |
| I. McIlrath     | M.J. McLoughlin |
| M.J. O'Sullivan | P. Orr          |
| G. Quaid        |                 |

## INTERNATIONAL RUGBY BOARD

P.J. Boyle      P. Whelan

## SIX NATIONS COMMITTEE

P.J. Boyle      P. Whelan

## EUROPEAN RUGBY CUP

P.J. Boyle      P. Browne

## CELTIC LEAGUE

J.D. Hussey      P. Browne

## TRUSTEES

|               |               |
|---------------|---------------|
| A.R. Dawson   | T.J. Kiernan  |
| W.S.H. Lavery | Dr. S. Millar |

## CHIEF EXECUTIVE

P. Browne

## DIRECTOR OF CORPORATE AFFAIRS

K. Potts

## DIRECTOR OF RUGBY

E. Wigglesworth

## DIRECTOR OF HUMAN RESOURCES

M. Dowling

## DIRECTOR OF COMMERCIAL & MARKETING

P. Power

## FINANCIAL CONTROLLER

C. O'Brien

## DOMESTIC GAME MANAGER

S. Walker

## MEDICAL DIRECTOR

Dr. C. McCarthy

## NATIONAL COACH

D. Kidney

# STANDING COMMITTEES 2009/10

## MANAGEMENT

**F. Crowley**, T. Grace, P.J. Boyle/P. Whelan (alternate), M. O'Sullivan, P. Fitzgerald, S.R. Hilditch, L.P. Magee, J.R. Callaghan, C.C. Powell, P.R. Browne, E. Wigglesworth, K. Potts and D. Keohane (co-opted).

## REPRESENTATIVE GAME

**M. O'Sullivan**, P. Whelan/P.J. Boyle (alternate), W.B. Glynn, T.H.N. Jackson, P. Orr, Chairmen of 4 PTMC's, P. Browne, E. Wigglesworth, P. McNaughton, M. Dowling, C. O'Brien and N. Woods.

## DOMESTIC GAME

**S.R. Hilditch**, I. McIlrath, G.C. Quaid, D. Keohane, P. Fitzgerald, L. Galvin, G. Drennan, M. McLoughlin, K. Potts, S. Walker and G. Black.

## FINANCE

**T. Grace**, S.R. Hilditch, C. Fitzgerald, L. Galvin, C.C. Powell, T.H.N. Jackson, P.R. Browne, C. O'Brien, K. Potts and L. Quinn (co-opted).

## COMMERCIAL AND MARKETING

**P. Fitzgerald**, T. Grace, G. Drennan, C. Fitzgerald, P.R. Browne, P. Power, J. Redmond, K. Richardson and P. Piggott (co-opted from Connacht)

# SUB COMMITTEES

## 2009/10

### PERFORMANCE COMMITTEE

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

### DISCIPLINARY

**P. Orr** and G. Black, Union Committee Members, P. Barriscale, H. Blake, J. Carroll, M. Coghlan, R. Cole, N. Comyn, J. Glackin, D. Glass, D. Hurley, H. Logan, D. Martin, H. McKibbin, M. McParland, Dr. B. O'Driscoll, P. O'Connor, G. Spotswood and & co-optees as and when required.

### APPEALS

**W.B. Glynn** and G. Black, Union Committee Members, P. Barriscale, H. Blake, J. Carroll, M. Coghlan, R. Cole, N. Comyn, J. Glackin, D. Glass, D. Hurley, H. Logan, D. Martin, H. McKibbin, M. McParland, Dr. B. O'Driscoll, P. O'Connor, G. Spotswood and co-optees as and when required.

### EXILES

**C.C. Powell**, L.P. Magee and F. MacLoughlin.

### REGULATIONS

**F. Crowley**, P. O'Connor, G. Spotswood (co-opted) and G. Black.

### AGE GRADE

**D. Keohane**, G. Drennan, G. Quaid, I. McIlrath, Nominee from Schools, Nominee from Youth, G. Spotswood, S. Walker and A. Clarke.

### THIRD LEVEL

**I. McIlrath**, M. McLoughlin, D. Carrigy, J. Dowling, S. Geraghty, R. Nevyn and E. Hogan.

### SCHOOLS

**G. Drennan**, L. Galvin, P. Fitzgerald, K. Patton, L. Balfe, P. Cafferkey, C. Cullinane and H. Kruger.

### YOUTH

**G. Quaid**, I. McIlrath, M. McLoughlin, H. Kruger, W. Gribben, B. Mescal, H. Woodhouse, T. McCoy and R. Stewart.

### MEDICAL

**W.B. Glynn**, Dr. C. McCarthy, Dr. L. Hennessy, Dr. W. Rainey, Dr. B. O'Driscoll, Dr. W. O'Flynn, Prof. A. Tanner, Dr. T. O'Sullivan, Dr. G. O'Driscoll, C. Steele and B. Greene.

### REFEREES

**I. McIlrath**, T. Aplin, B. Stirling, B. Smith, D. Templeton and O.E. Doyle.

### COACHING

**L. Galvin** and I. McIlrath

### REMUNERATION COMMITTEE

**J.D. Hussey**, T.H.N. Jackson, F. Crowley and T. Grace

### AIB LEAGUE

**L. Galvin**, G. Black, O. Allen, E. Hosty, P. Deering and D. Workman.

### CELTIC LEAGUE

**J.D. Hussey** and P. Browne.

### WOMENS

**M. McLoughlin**, S. Carty, D. Lynch and Branch Nominees.

### UNIVERSITIES

**I. McIlrath**

### COLLEGES

**G. Quaid**

### JUNIOR

**M. McLoughlin**

### CHARITABLE TRUST

**J.F. Smith**, G. Drennan, J.D. Hussey, M. McLoughlin, C. Fitzgerald, Dr. C. Beirne, J. Doherty, S.O. Campbell, P.F. Madigan, Dr. L.N. O'Mahony, J.E. Gallagher, M.A. Quinn, W. Dawson, E. Feely, K.D. Crossan, S. Huey and N. Woods.

### STRATEGIC REVIEW COMMITTEE

**F. Crowley** and one member from each Standing Committee.

### GOVERNANCE STEERING GROUP

**J.D. Hussey** and Chairmen of four Branch Management Committees.

### I.R.F.U. NATIONAL CHILD PROTECTION OFFICER

P. O'Connor

### I.R.F.U. NATIONAL CHILD WELFARE OFFICER

H. Kruger

# THE IRFU WISHES TO ACKNOWLEDGE THE FOLLOWING SPONSORS OF IRISH RUGBY



Sponsor of the Ireland Senior Squad and Ireland 'A' Team,  
Official Mobile Telecommunications Partner to the IRFU



Strategic Partner of the Community Rugby Programme,  
AIB League, AIB Cup, AIB Junior Cup, AIB Club International



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



**AVIVA STADIUM**

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



Sponsor of the RBS 6 Nations Championship



Official Betting Partner of the IRFU



Official Soft Drink of the IRFU



Official Supplier of Match Balls



Official Kit Supplier to the IRFU



Official Sports Drink of the IRFU



Supporting Irish Rugby



Official Partner to the IRFU



Official Sponsor of Irish Colleges Rugby



Sponsor of Tag Rugby



Official Snack of the IRFU



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



Official Express and Logistics Partner to the IRFU



Official Formal Wear Supplier to the IRFU



Official Spirit of the IRFU



Official Outfitters of the IRFU



Official Partner of the IRFU



Official Wine to the IRFU



Official Car Supplier to the IRFU



Retail Partner to the IRFU





---

THE ENCLOSURE CREATES A HIGHLY ATMOSPHERIC SEATING BOWL, SO ENSURING THE CONTINUATION OF THE "LANSDOWNE ROAR", AND THE STADIUM'S CURVILINEAR FORM IS NOW INSTANTLY RECOGNISABLE ON DUBLIN'S SKYLINE AS IRELAND'S INTERNATIONAL STADIUM.

---

# ACCOUNTS

**34**  
INCOME AND EXPENDITURE ACCOUNT

**35**  
STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

**36**  
BALANCE SHEET

**37**  
CASH FLOW STATEMENT

**38**  
NOTES TO THE ACCOUNTS

**56**  
STATEMENT OF COMMITTEE'S RESPONSIBILITIES

**57**  
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

## **THE FOLLOWING DO NOT FORM PART OF THE REPORT AND ACCOUNTS**

**58**  
DETAILED SCHEDULES FOR THE INCOME AND EXPENDITURE ACCOUNT

# INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 APRIL 2010

|                                   |                 | 2009/10    | 2008/09    | 2007/08    |
|-----------------------------------|-----------------|------------|------------|------------|
|                                   |                 | €          | €          | €          |
| <b>Income:</b>                    | <b>Schedule</b> |            |            |            |
| Representative matches            | 1               | 55,177,452 | 49,648,864 | 42,082,957 |
| Other income                      | 2               | 4,015,795  | 7,304,903  | 7,658,901  |
|                                   |                 | <hr/>      | <hr/>      | <hr/>      |
|                                   |                 | 59,193,247 | 56,953,767 | 49,741,858 |
| <b>Expenditure:</b>               |                 |            |            |            |
| Professional game costs           | 3               | 35,085,224 | 31,813,262 | 27,977,032 |
| Elite player development          | 4               | 3,075,965  | 3,324,060  | 2,614,313  |
| Games support costs               | 5               | 685,444    | 695,459    | 660,228    |
| Domestic & community rugby        | 6               | 11,123,465 | 10,560,626 | 10,348,535 |
| Marketing                         | 7               | 1,256,362  | 1,146,115  | 1,167,100  |
| Grounds                           | 8               | 944,713    | 612,332    | 509,952    |
| Administration and overheads      | 9               | 4,203,944  | 5,680,234  | 5,241,183  |
| Depreciation                      | (Note 3)        | 1,157,220  | 1,186,103  | 1,321,598  |
|                                   |                 | <hr/>      | <hr/>      | <hr/>      |
|                                   |                 | 57,532,337 | 55,018,191 | 49,839,941 |
| <b>Surplus (deficit) for year</b> |                 | <hr/>      | <hr/>      | <hr/>      |
|                                   |                 | 1,660,910  | 1,935,576  | (98,083)   |

T. Grace  
Honorary Treasurer

P. R. Browne  
Chief Executive

## STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 30 APRIL 2010

|  | 2009/10     | 2008/09     | 2007/08     |
|--|-------------|-------------|-------------|
|  | €           | €           | €           |
| Surplus (deficit) for the financial period attributable to the Union   | 1,660,910   | 1,935,576   | (98,083)    |
| Difference between expected and actual return on pension scheme assets | 751,000     | (1,574,000) | (1,060,000) |
| Experience gains on pension scheme liabilities                         | 254,000     | 61,000      | 209,000     |
| Effect of changes in actuarial assumptions                             | (1,357,000) | 416,000     | 653,000     |
| <hr/>  |             |             |             |
| Total surplus (deficit) relating to the period                         | 1,308,910   | 838,576     | (296,083)   |
| <hr/>  |             |             |             |
| Total surplus (deficit) recognised since the last annual report        | 1,308,910   | 838,576     | (296,083)   |

## RECONCILIATION OF MOVEMENT IN UNION FUNDS

FOR THE YEAR ENDED 30 APRIL 2010

|   | 2009/10    | 2008/09    | 2007/08    |
|---|------------|------------|------------|
|   | €          | €          | €          |
| General reserve   | 22,068,000 | 21,229,424 | 21,525,507 |
| 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  |
| <hr/>   |            |            |            |
| Balance at 1 May  | 24,607,476 | 23,768,900 | 24,064,983 |
| <hr/>   |            |            |            |
| Total recognised surplus (deficit) relating to the period | 1,308,910  | 838,576    | (296,083)  |
| <hr/>   |            |            |            |
| Balance at 30 April                                       | 25,916,386 | 24,607,476 | 23,768,900 |

# BALANCE SHEET

AS AT 30 APRIL 2010

|  | Note | 30/04/10<br>€ | 30/04/09<br>€ |
|--|------|---------------|---------------|
| <b>Tangible fixed assets</b>                 |      |               |               |
| Tangible assets                              | 3    | 38,682,368    | 39,738,781    |
| Stadium redevelopment in progress            | 4    | -             | 31,180,907    |
|  |      | <hr/>         | <hr/>         |
|  |      | 38,682,368    | 70,919,688    |
| <b>Financial fixed assets</b>                |      |               |               |
| Loans to clubs                               | 5    | 1,693,200     | 1,560,929     |
| Other loans                                  | 6    | 10,411,778    | 14,261,778    |
| Joint ventures                               | 7    | 101,897,898   | 6             |
|  |      | <hr/>         | <hr/>         |
|  |      | 114,002,876   | 15,822,713    |
| <b>Current assets</b>                        |      |               |               |
| Debtors and prepayments                      | 8    | 12,422,122    | 8,933,097     |
| Cash at bank and in hand                     |      | 12,268,490    | 38,305,611    |
|  |      | <hr/>         | <hr/>         |
|  |      | 24,690,612    | 47,238,708    |
| <b>Current liabilities</b>                   |      |               |               |
| Creditors and accrued expenses               | 9    | 34,543,347    | 12,133,825    |
|  |      | <hr/>         | <hr/>         |
| <b>Net current (liabilities)/assets</b>      |      | (9,852,735)   | 35,104,883    |
|  |      | <hr/>         | <hr/>         |
| <b>Total assets less current liabilities</b> |      | 142,832,509   | 121,847,284   |
| Pension asset/(liability)                    | 10   | 475,000       | (1,050,000)   |
| Deferred ticket fund                         | 11   | (108,226,893) | (96,189,808)  |
| Deferred naming rights fund                  | 12   | (9,164,230)   | -             |
|  |      | <hr/>         | <hr/>         |
|  |      | 25,916,386    | 24,607,476    |
| <b>Financed by:</b>                          |      |               |               |
| Union funds                                  |      | 25,916,386    | 24,607,476    |
|  |      | <hr/>         | <hr/>         |

T. Grace  
Honorary Treasurer

P. R. Browne  
Chief Executive

# CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 APRIL 2010

|   | Note | 30/04/10<br>€ | 30/04/09<br>€ |
|---|------|---------------|---------------|
| <b>Net cash inflow from operating activities</b>                | 13   | 4,264,584     | 208,334       |
| <b>Returns on investments and servicing of finance</b>          |      |               |               |
| Interest received on bank deposits and provincial loan balances |      | 581,784       | 2,402,558     |
| Interest received on loans to clubs                             |      | 14,891        | 10,969        |
|   |      | 596,675       | 2,413,527     |
| <b>Capital expenditure and financial investment</b>             |      |               |               |
| Payments to acquire tangible fixed assets                       |      | (100,807)     | (5,357,364)   |
| Net expenditure on stadium redevelopment                        |      | -             | (26,697,817)  |
| Investment in joint ventures                                    |      | (70,716,985)  | (4)           |
| Net (advances to) repayment from clubs                          |      | (132,271)     | 223,342       |
| Repayment of (advance to) Munster Branch IRFU                   |      | 3,850,000     | (2,714,648)   |
|   |      | (67,100,063)  | (34,546,491)  |
| <b>Net cash outflow before management of liquid resources</b>   |      | (62,238,804)  | (31,924,630)  |
| <b>Management of liquid resources</b>                           |      |               |               |
| Decrease in short term deposits                                 | 14   | 29,783,821    | 9,881,403     |
| <b>Financing</b>  |      |               |               |
| Bank loans  |      | 11,238,476    | -             |
| Receipt of deposits on tickets and boxes                        |      | 16,379,874    | 17,767,790    |
| Receipt of naming rights  |      | 8,583,333     | -             |
|   |      | 36,201,683    | 17,767,790    |
| <b>Increase/(decrease) in cash</b>                              | 14   | 3,746,700     | (4,275,437)   |

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 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 financial statements.

### a. Basis of preparation

The financial statements 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. Consolidation

Consolidated financial statements have not been prepared by the Union on the basis that none of its subsidiary companies are trading.

### c. Liquid resources

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

### 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%                  |
| Fixtures, fittings & equipment      | 33.33%, 25% and 12.5% |
| Computer equipment                  | 20% and 33.33%        |
| Grounds purchased & leased to clubs | Nil                   |

### f. Stadium redevelopment in progress

The Union has contracted to redevelop the Aviva Stadium through a separate company, New Stadium Limited, which is jointly owned by the Union and the Football Association of Ireland, each of whom hold 50% of the ordinary share capital of the company.

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 1. Accounting policies (cont'd.)

### f. Stadium redevelopment in progress (cont'd.)

At each year end, the Committee of the Union have assessed, in accordance with 'Financial Reporting Standard No 5 Reporting the Substance of Transactions, Application Note F', the appropriate treatment of capital expenditure in relation to the stadium. In prior years, the Union recognised an asset in respect of expenditure on the development of the stadium, as the risks and rewards relating to the stadium lay primarily with the Union. On that basis the Union recognised its share of such expenditure as a separate stadium asset on its balance sheet.

The principal risks in prior years related to planning and, more recently, construction risk. As at 30 April 2010, construction was substantially complete and the stadium opened on time in May 2010. Accordingly, different risks, in particular the risk relating to the successful operation of the stadium, are now of more relevance and, in the opinion of the Committee of the Union, it is therefore now appropriate to recognise an asset in respect of stadium expenditure on the balance sheet of New Stadium Limited, which bears these risks.

As a result this expenditure, which represents the cost to the Union of its investment in this joint venture, has been transferred to financial assets.

### g. 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'.

As the Committee of the Union do not consider that there is a requirement to prepare group accounts, investments in joint ventures are treated as fixed asset investments and valued at cost less provisions for impairment in value.



# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 1. Accounting policies (cont'd.)

### g. Joint ventures (cont'd.)

This represents a change in accounting policy. In prior years, joint ventures were recorded using the gross equity method. The change of accounting policy has no material effect on amounts in prior years and these have been restated. The Union consider that the present treatment more fairly presents the substance of these transactions.

### h. 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.

### i. 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.

### j. Foreign currencies

#### *Functional and presentation currency*

Items included in the financial statements 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 2010

## 1. Accounting policies (cont'd.)

### k. Pension costs

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

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

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 1. Accounting policies (cont'd.)

### *l. Deferred ticket income*

Monies received in respect of five 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 11.

### *m. 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 12) 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.

## 2. Income and expenditure recognition

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

## 3. Tangible assets

|                                       | Cost at<br>30/4/09                        | Additions             | Cost at<br>30/4/10                        |
|---------------------------------------|---|-----------------------|---|
|                                       | €   | €                     | €   |
| Premises and grounds                  | 49,458,757                                | -                     | 49,458,757                                |
| Fixtures, fittings & equipment        | 7,373,984                                 | 100,807               | 7,474,791                                 |
| Grounds purchased and leased to clubs | 368,713                                   | -                     | 368,713                                   |
|                                       | 57,201,454                                | 100,807               | 57,302,261                                |
|                                       |   |                       |   |
|                                       | Accumulated<br>depreciation<br>at 30/4/09 | Charge<br>for<br>year | Accumulated<br>depreciation<br>at 30/4/10 |
|                                       | €   | €                     | €   |
| Premises and grounds                  | 10,730,182                                | 745,536               | 11,475,718                                |
| Fixtures, fittings & equipment        | 6,732,491                                 | 411,684               | 7,144,175                                 |
| Grounds purchased and leased to clubs | -   | -                     | -   |
|                                       | 17,462,673                                | 1,157,220             | 18,619,893                                |
|                                       |   |                       |   |
| <b>Net book value</b>                 | <b>39,738,781</b>                         |                       | <b>38,682,368</b>                         |

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 3. Tangible assets (cont'd.)

- (i) The Union considers that accumulated cost, less related depreciation, on expenditure previously capitalised in respect of the previous stadium as relating to enhancing the value of the land on which the stadium is situated. As stated in note 7, the Union will be in receipt of annual rental income 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. Stadium redevelopment in progress

|   | 30/4/10      | 30/4/09           |
|---|--------------|-------------------|
|   | €            | €                 |
| Balance at 1 May                                    | 31,180,907   | 4,483,090         |
| Expenditure in year net of grants and contributions | 43,100,212   | 26,697,817        |
| Transfer to cost of joint ventures (Note 7)         | (74,281,119) | -                 |
| <b>Balance 30 April</b>                             | <b>-</b>     | <b>31,180,907</b> |

As described under paragraph f of accounting policies above, expenditure previously capitalised in respect of stadium redevelopment has been transferred to financial fixed assets.

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 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.

The recoverability of these loans is considered and, where doubts exist, these are provided against, if applicable.

### 6. Other loans

|   | 30/4/10    | 30/4/09    |
|---|------------|------------|
|   | €          | €          |
| Loan to Munster Branch IRFU                     | 10,411,778 | 14,261,778 |
| Amount due within one year                      | 2,658,778  | 5,517,778  |
| Amount due after one year but within five years | 5,756,000  | 5,630,000  |
| Amount due after five years                     | 1,997,000  | 3,114,000  |
|   | 10,411,778 | 14,261,778 |

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 2010 | €8,744,000 | 30 April 2014 | €3,114,000 |
| 30 April 2011 | €7,753,000 | 30 April 2015 | €1,997,000 |
| 30 April 2012 | €6,767,000 | 30 April 2016 | €880,000   |
| 30 April 2013 | €5,741,000 |               |            |

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 2010, the Committee are confident that these amounts are recoverable and no provision is necessary.

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 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).

|   | 30/4/10            | 30/4/09  |
|---|--------------------|----------|
|   | €                  | €        |
| Balance at 1 May  | 6                  | 2        |
| Expenditure transferred from stadium redevelopment in progress (Note 4) | 74,281,119         | 4        |
| Loan advanced to New Stadium Limited                                    | 27,616,773         | -        |
| <b>Balance 30 April</b>   | <b>101,897,898</b> | <b>6</b> |

Comprising:

|  |                    |          |
|--|--------------------|----------|
| Investment at cost                     |                    |          |
| - New Stadium Limited                  | 74,281,120         | 1        |
| - Thomond Park Stadium Company Limited | 5                  | 5        |
| Loan to New Stadium Limited            | 27,616,773         | -        |
|  | <b>101,897,898</b> | <b>6</b> |

No formal terms of repayment have been agreed in relation to the loan to New Stadium Limited. However, the Union do not expect that repayment will occur within one year.

Disclosures in respect of New Stadium Limited, required under 'Financial Reporting Standard 9 Associates and Joint Ventures' are as follows:

|                                  | 31/12/09      | 31/12/08     |
|----------------------------------|---------------|--------------|
|                                  | €             | €            |
| Share of fixed assets            | 180,433,500   | 2,578,805    |
| Share of current assets          | 11,418,000    | 9,708,254    |
| Share of gross assets            | 191,851,500   | 12,287,059   |
| Share of current liabilities     | (13,131,000)  | (12,287,058) |
| Share of non current liabilities | ( 99,050,000) | -            |
| Share of gross liabilities       | (112,181,000) | (12,287,058) |
| Share of net assets              | 79,670,500    | 1            |

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 7. Joint ventures (cont'd.)

The turnover, profit before and after tax of New Stadium Limited for the years ended 31 December 2009 and 2008 were nil in all cases.

Audited accounts in respect of this company for the year ended 31 December 2009 are not yet available and the amounts included above are based on management accounts. The amounts included in respect of the year ended 31 December 2008 are based on audited accounts.

Additional disclosures in respect of Thomond Park Stadium Company Limited, based on the company's audited financial statements for the years ended 30 June 2009 and 2008, required under 'Financial Reporting Standard 9 Associates and Joint Ventures' are as follows:

|                                  | 30/06/09     | 30/06/08     |
|----------------------------------|--------------|--------------|
|                                  | €            | €            |
| Share of turnover                | 1,007,784    | 92,809       |
| Share of operating loss          | (678,812)    | (16,297)     |
| Share of tax                     | 5,278        | -            |
| Share of loss after tax          | (673,534)    | (16,297)     |
| Share of fixed assets            | 17,701,465   | 14,100,249   |
| Share of current assets          | 922,242      | 695,182      |
| Share of gross assets            | 18,623,707   | 14,795,431   |
| Share of current liabilities     | (3,967,636)  | (2,123,795)  |
| Share of non current liabilities | (12,828,567) | (12,670,598) |
| Share of gross liabilities       | (16,796,203) | (14,794,393) |
| Share of net assets              | 1,827,504    | 1,038        |

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

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 7. Joint ventures (cont'd.)

| Company                              | Term of lease             | Annual rent   |
|--------------------------------------|---------------------------|---------------|
| New Stadium Limited                  | 99 years<br>from Dec 2005 | €750,000 p.a. |
| Thomond Park Stadium Company Limited | 55 years<br>from Oct 2006 | €9,600 p.a.   |

The rents due became payable during the year in the case of the Thomond Park lease, and only become due from the commencement of commercial operations in the case of the Aviva Stadium.

### 8. Debtors and prepayments

|                                       | 30/4/10<br>€ | 30/4/09<br>€ |
|---------------------------------------|--------------|--------------|
| Provincial branch balances receivable | 2,865,465    | 1,793,509    |
| Sponsorship debtors                   | 1,520,338    | 1,313,526    |
| Ticket debtors                        | 1,358,177    | 911,088      |
| Other debtors                         | 20,615       | 109,871      |
| Prepayments and accrued income        | 6,440,539    | 4,677,679    |
| Stock of sportswear and equipment     | 216,988      | 127,424      |
|                                       | <hr/>        | <hr/>        |
|                                       | 12,422,122   | 8,933,097    |

Trade debtors and short term receivables above are stated net of provision, where applicable. Provisions against debtors at the year end amounted to €3,380,327 (30/4/09: €2,054,070). The creation of these provisions has reduced income by €1,326,257 in the current year (2008/2009: €1,575,088).

### 9. Creditors

|                            | 30/4/10<br>€ | 30/4/09<br>€ |
|----------------------------|--------------|--------------|
| Bank loans                 | 11,238,476   | -            |
| Accruals                   | 16,530,816   | 11,406,343   |
| Income received in advance | 6,731,568    | 677,512      |
| PAYE/PRSI                  | 35,749       | 32,261       |
| VAT                        | 6,738        | 17,709       |
|                            | <hr/>        | <hr/>        |
|                            | 34,543,347   | 12,133,825   |



## **NOTES TO THE ACCOUNTS**

FOR THE YEAR ENDED 30 APRIL 2010

### **9. Creditors (cont'd.)**

Bank loans are secured by an all sums mortgage and charge over certain properties owned by the Union. The loan is repayable by 28 February 2011 and, while it is expected that the loan will be rolled over, the terms of the agreement state that the loan is repayable on demand. On that basis, the loan is reflected within creditors due within one year.

### **10. 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 2008. The principal assumptions made by the actuary were that the rate of return on investment would exceed the increase in pensionable salaries by 5%. The assets of the fund, which amounted to €3,241,000, 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 64% 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.

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 10. Pension commitments (cont'd.)

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 new accounting standard in order to assess the liabilities of the scheme as at 30 April 2010. The valuations have been completed using the projected unit method.

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

|  | 2009/10          | 2008/09            |
|--|------------------|--------------------|
|  | €                | €                  |
| <b>Amounts charged to income and expenditure:</b>                  |                  |                    |
| Current service cost   | 258,000          | 291,000            |
| Gains on settlements and curtailments                              | (848,000)        | -                  |
| <b>Total operating (gain)/charge</b>                               | <b>(590,000)</b> | <b>291,000</b>     |
| <b>Amounts charged to finance cost/(income):</b>                   |                  |                    |
| Expected return on scheme assets                                   | (253,000)        | (310,000)          |
| Interest on scheme liabilities                                     | 302,000          | 299,000            |
| <b>Other finance cost/(income)</b>                                 | <b>49,000</b>    | <b>(11,000)</b>    |
| <b>Total (credit)/charge to the income and expenditure account</b> | <b>(541,000)</b> | <b>280,000</b>     |
| <b>Actual return on scheme assets</b>                              | <b>1,004,000</b> | <b>(1,264,000)</b> |

Other charges of €55,000 (2008/09: €60,000) incurred in operating the pension scheme, and not included in the (credit)/charge above, are reflected in administrative expenses.

Actuarial losses of €352,000 (2009: €1,097,000) have been recognised in the statement of total recognised gains and losses.

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 10. Pension commitments (cont'd.)

The amounts recognised in the balance sheet are as follows:

|                                      | 30/4/10        | 30/4/09            |
|--------------------------------------|----------------|--------------------|
|                                      | €              | €                  |
| Present value of funded obligations  | 5,571,000      | 4,795,000          |
| Fair value of scheme assets          | 6,046,000      | 3,745,000          |
| <b>Net pension asset/(liability)</b> | <b>475,000</b> | <b>(1,050,000)</b> |

|   | 30/4/10          | 30/4/09          |
|---|------------------|------------------|
|   | €                | €                |
| Opening defined benefit obligation        | 4,795,000        | 4,719,000        |
| Current service cost                      | 258,000          | 291,000          |
| Gains on curtailments                     | (848,000)        | -                |
| Interest on scheme liabilities            | 302,000          | 299,000          |
| Actuarial loss/(gain)                     | 1,103,000        | (477,000)        |
| Benefits paid                             | (39,000)         | (37,000)         |
| <b>Closing defined benefit obligation</b> | <b>5,571,000</b> | <b>4,795,000</b> |

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

|  | 30/4/10          | 30/4/09          |
|--|------------------|------------------|
|  | €                | €                |
| Opening fair value of scheme assets        | 3,745,000        | 4,713,000        |
| Expected return on scheme assets           | 253,000          | 310,000          |
| Contributions by employer                  | 1,271,000        | 269,000          |
| Contributions by scheme participants       | 65,000           | 64,000           |
| Actuarial gain/(loss)                      | 751,000          | (1,574,000)      |
| Benefits paid                              | (39,000)         | (37,000)         |
| <b>Closing fair value of scheme assets</b> | <b>6,046,000</b> | <b>3,745,000</b> |

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 10. Pension commitments (cont'd.)

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

|            | 30/4/10 | 30/4/09 |
|------------|---------|---------|
|            | %       | %       |
| Equities   | 53.4    | 60.4    |
| Bonds      | 40.0    | 27.7    |
| Property   | 2.0     | 3.2     |
| Cash/Other | 4.6     | 8.7     |

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

|                                      | 30/4/10 | 30/4/09 |
|--------------------------------------|---------|---------|
|                                      | %       | %       |
| Rate of increase in salaries         | 2.00    | 3.50    |
| Rate of increase in pensions payment | 5.00    | 5.00    |
| Discount rate                        | 4.80    | 2.00    |
| Inflation assumption                 | 2.00    | 5.00    |
| Rate of return on plan assets        | 5.47    | 5.76    |

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

|  | 2010    | 2009    | 2008    | 2007    | 2006    |
|--|---------|---------|---------|---------|---------|
|  | €'000   | €'000   | €'000   | €'000   | €'000   |
| Defined benefit obligation                       | (5,571) | (4,795) | (4,719) | (5,004) | (4,224) |
| Fair value of scheme assets                      | 6,046   | 3,745   | 4,713   | 5,137   | 3,817   |
| Surplus/(Deficit) in the scheme                  | 475     | (1,050) | (6)     | 133     | (407)   |
| Experience adjustments on scheme liabilities (%) | 5       | -       | 4       | 2       | (8)     |
| Experience adjustments on scheme assets (%)      | 12      | (42)    | (23)    | 3       | 15      |

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

### 11. Deferred ticket fund

|   | 30/4/10            | 30/4/09           |
|---|--------------------|-------------------|
|   | €                  | €                 |
| At 1 May  | 27,333,946         | 31,682,323        |
| Transfer to revenue account   | (4,342,789)        | (4,348,377)       |
| Closing balance   | 22,991,157         | 27,333,946        |
| Deposits received on new Aviva Stadium tickets<br>and boxes carried forward | 68,855,862         | 51,088,072        |
| Further amounts received during the year                                    | 16,379,874         | 17,767,790        |
| At 30 April   | 85,235,736         | 68,855,862        |
|   | <u>108,226,893</u> | <u>96,189,808</u> |

Amounts received on new tickets may become repayable in certain circumstances.

### 12. 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 FAI 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.

|   |                  |
|---|------------------|
| Received in respect of future payments          | 8,333,333        |
| Transfer from income received in advance        | 250,000          |
| Other amount received during year               | 250,000          |
| Unwind of discount for year ended 30 April 2010 | 330,897          |
|   | <u>9,164,230</u> |

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 2010

### 13. Reconciliation of operating surplus to net cash inflow from operating activities

|  | 2009/10          | 2008/09        |
|--|------------------|----------------|
|  | €                | €              |
| Operating surplus  | 1,660,910        | 1,935,576      |
| Interest receivable  | (596,675)        | (2,413,527)    |
| Unwinding of discount (Note 12)  | 330,897          | -              |
| Depreciation   | 1,157,220        | 1,186,103      |
| Movement in debtors  | (3,489,025)      | 2,136,910      |
| Movement in creditors  | 11,421,046       | 1,764,649      |
| Current service costs, curtailment gain less return on investment on pension | (606,000)        | 216,000        |
| Pension fund contributions   | (1,271,000)      | (269,000)      |
| Transfer to revenue - five and ten year tickets                              | (4,342,789)      | (4,348,377)    |
| <b>Net cash inflow from operating activities</b>                             | <b>4,264,584</b> | <b>208,334</b> |

### 14. Analysis of changes in net funds during the year

|                     | 30/4/09           | Cash flow           | 30/4/10          |
|---------------------|-------------------|---------------------|------------------|
|                     | €                 | €                   | €                |
| Cash                | 1,241,848         | 3,746,700           | 4,988,548        |
| Liquid resources    |                   |                     |                  |
| Short term deposits | 37,063,763        | (29,783,821)        | 7,279,942        |
|                     | 38,305,611        | (26,037,121)        | 12,268,490       |
| Bank loans          | -                 | (11,238,476)        | (11,238,476)     |
| <b>Net funds</b>    | <b>38,305,611</b> | <b>(37,275,597)</b> | <b>1,030,014</b> |

### 15. Reconciliation of net cash flow to movement in net funds

|                                 | 2009/10          | 2008/09           |
|---------------------------------|------------------|-------------------|
|                                 | €                | €                 |
| Increase/(Decrease) in cash     | 3,746,700        | (4,275,437)       |
| Cash flow from liquid resources | (29,783,821)     | (9,881,403)       |
| Increase in bank loans          | (11,238,476)     | -                 |
| Movement in net funds           | (37,275,597)     | (14,156,840)      |
| Net funds at beginning of year  | 38,305,611       | 52,462,451        |
| <b>Net funds at end of year</b> | <b>1,030,014</b> | <b>38,305,611</b> |

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2010

## 16. Revenue grants

The following grants were received and used for the stated purpose in the year ended 30 April 2010

|   | 30/4/10     | 30/4/09     |
|---|-------------|-------------|
| Irish Sports Council<br>- game development and participation                                      | €3,108,500  | €4,079,750  |
| International Rugby Board<br>- game development and participation<br>and elite player development | Stg£100,000 | Stg£400,000 |

## 17. Commitments and contingencies

### *Commitments under operating leases*

On 12 November 2007 the Union entered into an operating lease in respect of property at 10/12 Lansdowne Road at an annual rent of €475,000. This lease will expire on 12 November 2010. The amount charged in respect of this rent in the current period amounted to €475,000. During the year the Union incurred operating lease rentals on motor vehicles amounting to €286,796. The commitment in respect of existing lease agreements on vehicles all of which expire within twelve months amount to €244,696.

### *Contingencies*

In terms of agreements between the Union, the FAI, 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 2010

### **17. 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.

### **18. 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.

### **19. Approval of accounts**

The accounts of the Union were approved by the Committee on 21st May 2010 and signed on its behalf by the Honorary Treasurer and the Chief Executive.



# STATEMENT OF COMMITTEE'S RESPONSIBILITIES

The Committee is responsible for preparing financial statements, 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 financial statements, 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 2010

We have audited the financial statements on pages 34 to 55 which comprise the income and expenditure account, the statement of recognised gains and losses, the balance sheet and the cash flow statement with the related notes. The financial statements have been prepared under the historical cost convention and the accounting policies set out on page 38 to 42.

## **Respective responsibilities of the Committee and the auditors**

As described on page 56, the Committee is responsible for preparing the financial statements 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 financial statements 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 auditors 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 financial statements. It also includes an assessment of the significant estimates and judgments made by the Committee in the preparation of the financial statements, 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 financial statements.

## **Opinion**

In our opinion the financial statements 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 2010 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: 21st May 2010

# INCOME

FOR THE YEAR ENDED 30 APRIL 2010

## Schedule 1: Representative matches

|                            | 2009/10    | 2008/09    | 2007/08    |
|----------------------------|------------|------------|------------|
|                            | €          | €          | €          |
| International rugby income | 36,004,280 | 32,516,016 | 25,945,267 |
| Commercial income          | 8,140,749  | 7,229,550  | 7,790,011  |
| Deferred ticket income     | 4,342,789  | 4,348,376  | 2,960,602  |
| ERC and provincial income  | 6,689,634  | 5,554,922  | 5,387,077  |
|                            | <hr/>      | <hr/>      | <hr/>      |
|                            | 55,177,452 | 49,648,864 | 42,082,957 |

## Schedule 2: Other income

|                    | 2009/10   | 2008/09   | 2007/08   |
|--------------------|-----------|-----------|-----------|
|                    | €         | €         | €         |
| Other rugby income | 317,747   | 680,373   | 993,966   |
| Government Grants  | 3,108,500 | 4,079,750 | 3,533,000 |
| Other income       | 589,548   | 2,544,780 | 3,131,935 |
|                    | <hr/>     | <hr/>     | <hr/>     |
|                    | 4,015,795 | 7,304,903 | 7,658,901 |

## EXPENDITURE

FOR THE YEAR ENDED 30 APRIL 2010

### Schedule 3: Professional game costs

|                                  | 2009/10           | 2008/09           | 2007/08           |
|----------------------------------|-------------------|-------------------|-------------------|
|                                  | €                 | €                 | €                 |
| National tours, camps and squads | 685,776           | 853,478           | 627,570           |
| National match costs             | 4,053,606         | 4,424,520         | 3,047,851         |
| Player and management costs      | 30,345,842        | 26,535,264        | 24,301,611        |
|                                  | <u>35,085,224</u> | <u>31,813,262</u> | <u>27,977,032</u> |

### Schedule 4: Elite player development

|                       | 2009/10          | 2008/09          | 2007/08          |
|-----------------------|------------------|------------------|------------------|
|                       | €                | €                | €                |
| Irish "A" team        | 485,683          | 464,590          | 243,294          |
| Under 20's            | 474,585          | 459,223          | 431,766          |
| Sevens                | -                | 294,909          | 27,987           |
| Academies             | 1,227,186        | 1,117,528        | 1,179,173        |
| High performance unit | 338,358          | 358,112          | 392,094          |
| Fitness programme     | 550,153          | 629,698          | 339,999          |
|                       | <u>3,075,965</u> | <u>3,324,060</u> | <u>2,614,313</u> |

### Schedule 5: Games support costs

|               | 2009/10        | 2008/09        | 2007/08        |
|---------------|----------------|----------------|----------------|
|               | €              | €              | €              |
| Referee costs | 344,017        | 315,313        | 294,451        |
| Medical costs | 341,427        | 380,146        | 365,777        |
|               | <u>685,444</u> | <u>695,459</u> | <u>660,228</u> |

## EXPENDITURE

FOR THE YEAR ENDED 30 APRIL 2010

### Schedule 6: Domestic and community rugby

|                                   | 2009/10           | 2008/09           | 2007/08           |
|-----------------------------------|-------------------|-------------------|-------------------|
| €                                 | €                 | €                 | €                 |
| Under 19's                        | 92,745            | 87,991            | 189,270           |
| Irish schoolboy team              | 164,773           | 201,230           | 217,696           |
| Irish youth team                  | 206,787           | 193,392           | 194,678           |
| Women's team                      | 153,159           | 220,011           | 166,889           |
| Club Ireland                      | 68,205            | 49,757            | 52,464            |
| Domestic competitions             | 567,978           | 433,071           | 426,820           |
| General development salaries      | 494,633           | 549,410           | 1,106,012         |
| General development expenses      | 99,207            | 119,714           | 148,480           |
| Development resources             | 18,370            | 34,432            | 16,538            |
| Coaching courses                  | 228,680           | 242,369           | 285,188           |
| Youth and schools                 | 393,002           | 345,771           | 458,071           |
| YDO and provincial staff          | 2,469,751         | 2,412,664         | 1,842,414         |
| Clubs and schools support         | 2,068,649         | 2,147,446         | 2,208,404         |
| Referee development               | 475,216           | 474,492           | 365,637           |
| Leisure and community rugby       | 480,504           | 789,305           | 759,953           |
| Community rugby and other funding | 3,141,806         | 2,259,571         | 1,910,021         |
|                                   | <b>11,123,465</b> | <b>10,560,626</b> | <b>10,348,535</b> |

## EXPENDITURE

FOR THE YEAR ENDED 30 APRIL 2010

### Schedule 7: Marketing

|                       | 2009/10   | 2008/09   | 2007/08   |
|-----------------------|-----------|-----------|-----------|
| €                     | €         | €         | €         |
| Marketing             | 795,402   | 663,200   | 773,014   |
| PR and communications | 130,881   | 149,503   | 153,631   |
| Website               | 330,079   | 333,412   | 240,455   |
|                       | <hr/>     | <hr/>     | <hr/>     |
|                       | 1,256,362 | 1,146,115 | 1,167,100 |

### Schedule 8: Grounds

|                            | 2009/10 | 2008/09 | 2007/08 |
|----------------------------|---------|---------|---------|
| €                          | €       | €       | €       |
| Rates and insurance        | 401,079 | 360,934 | 215,260 |
| Repairs and renewals       | 149,495 | 113,555 | 82,027  |
| Wages, cleaning and pitch  | -       | -       | 28,212  |
| Gas, electricity and water | -       | -       | 3,742   |
| Provincial grounds         | 394,139 | 137,843 | 180,711 |
|                            | <hr/>   | <hr/>   | <hr/>   |
|                            | 944,713 | 612,332 | 509,952 |

### Schedule 9: Administration and overheads

|                                      | 2009/10   | 2008/09   | 2007/08   |
|--------------------------------------|-----------|-----------|-----------|
| €                                    | €         | €         | €         |
| Governance costs                     | 357,886   | 595,715   | 525,361   |
| Salaries and pension                 | 1,771,095 | 2,419,124 | 2,200,959 |
| Printing, postage and stationary     | 167,336   | 218,175   | 198,787   |
| Rates, rent, insurance and telephone | 776,237   | 905,642   | 835,885   |
| Office maintenance                   | 226,957   | 337,363   | 258,594   |
| Professional fees                    | 669,099   | 858,905   | 877,469   |
| Miscellaneous administration costs   | 235,334   | 345,310   | 344,128   |
|                                      | <hr/>     | <hr/>     | <hr/>     |
|                                      | 4,203,944 | 5,680,234 | 5,241,183 |

**NOTES**

**NOTES**



**NOTES**



IRISH RUGBY FOOTBALL UNION, 10/12 LANSLOWNE ROAD, DUBLIN 4. [WWW.IRISHRUGBY.IE](http://WWW.IRISHRUGBY.IE)