John Barclay goes for the try line against Canada at Pittodrie, November 2008
Among the first of these opportunities was a visit to the Struan summer camp in Perthshire in July 2008. It was an honour to meet the latest group of talented youngsters working hard to make their mark in the game – and hoping to follow in the famous footsteps of previous attendees such as Mike Blair and John Barclay. The camp, which celebrated its 30th anniversary last summer, is the starting point of the international programme for the under-17 and under-18 age groups and offers those younger participants the chance to develop and improve their playing and social skills. I was amazed at the amount of hard work put in by the backroom staff and coaches – dedication I have since witnessed at all levels, by all those involved and in all areas of the game since that day.

That hard graft, over many seasons, has contributed to this season’s announcement of a continued growth in the number of people playing the game at both adult and youth level – 10% year on year.

Since the Scottish Rugby development restructure in 2006, that means the total number of people playing rugby has risen by around 21% (from circa 24,200 to 30,500) while, perhaps even more importantly, the number of young people playing rugby has risen by about 24% (from circa 15,200 to 20,000).

The revised club focused development structure works to bring funding from local clubs and businesses together with local authorities across the country who, in partnership with Scottish Rugby, are working together to help continue to develop and grow rugby at all levels.

The rise in participation is also helped by the amount of sterling work done by our 60 or so jointly funded club development officers (CDOs). Employed across Scotland, they are dedicated to recruiting and retaining rugby players, coaches, referees and volunteers in and around their local communities. Supported by Scottish Rugby’s eight regional development managers, the CDOs work continuously to create links between schools and clubs, making sure there are plenty of opportunities to play rugby in their area, ably supported by numerous volunteers.

Of course, many other partnerships that have been to the fore over the last year have assisted with the continued rise in growth. These include the Scottish Widows Bank Rugby Champions scheme, street rugby, The Hygiene, Healthy Eating and Activity in Primary Schools scheme (HHEAPS) which is run in partnership with the Food Standards Agency, and the HSBC Emerging Schools competition. To all our valued sponsors, local authority and Scottish Government colleagues we extend our gratitude for all their assistance with these and other initiatives.

From minis to veterans and everything in between, what has been especially pleasing to see over the last twelve months is that all the endeavours mentioned previously, and more, are paying off, with the increases in playing figures, a rise in entries to the Bell Lawrie Scottish Schools Cup competitions at under-15 and under-18 levels and the success of initiatives like street rugby, introducing the game to those who have never before taken part.

Lots of great work is being done within our rugby community to promote the game. A huge thank-you to all staff, volunteers and our supporters for their assistance in ensuring that Scottish Rugby continues to take great strides forward; may you enjoy your summer and return refreshed for the new season.

One of the real pleasures of holding this office for the last twelve months has been the opportunity to meet so many dedicated and enthusiastic players, supporters, officials, volunteers and all-round dedicated individuals at clubs, festivals and events throughout Scotland – and to hear the many and varied views on how to keep progressing our sport!
Young participant at Scotland 7s open training session, May 2009
I have been delighted with the progress made to date, however the current financial crisis and global recession has clearly affected business over the last year. This economic downturn is not just affecting Scottish Rugby and its staff but is a huge issue for clubs and their volunteer armies who shape and maintain rugby development at the grassroots.

Through sound management and robust planning, particularly around November last year when our budget was under serious threat, Scottish Rugby has been doing everything in its power to ensure our business stays in good shape to face the challenging times ahead.

The direct result of the change of tack in November can be seen from the Finance Director’s Review where we again record a break-even position – a remarkable achievement in the current environment, particularly considering the outlook we were facing in November 2008. This confirms the level of control we now have over our financial performance and augers well for the future. We also envisage that virtually all improvements in working capital management are at an end and we are now also investing significantly in Murrayfield stadium. This will result in our average borrowing levels for next year stabilising at around £15m to £16m, comparing favourably with an average of over £20m just four years ago.

Building on last year’s positive progress, we have worked hard this season to ensure rugby at all levels continues to be accessible to more people at more facilities throughout Scotland.

At a national level, we held one of our Bank of Scotland Corporate Autumn Tests – against Canada – at Pittodrie Stadium in Aberdeen last November. In addition to the game itself being a great spectacle, and one warmly embraced by the local audience, it also afforded fantastic opportunities for our community rugby team to engage with supporters at grassroots level throughout the region. Members of our national squad visited local schools for coaching and question and answer sessions – 22 Scotland players attended 15 different venues throughout the region, giving an estimated 1500 children the opportunity to play rugby at their schools. Festivals were run in conjunction with local schools and, on a longer-term basis, the impact of holding such a high-profile event has contributed to growth in participation and a heightened interest in rugby in general in the area.

To encourage more people across the country to experience international rugby at various levels for themselves, we removed admission charges to all home Scotland A, age grade, club international and women’s matches this season. That meant, for example, that supporters in Perth could experience Scotland U20 beating Wales U20 at McDiarmid Park in February free of charge. In Dundee, later that month, fans could share in the excitement of Scotland U20 seeing off Italy U20. At Bridgehaugh, Lasswade, Myreside and Meggetland it was again free entry to Scotland’s home U18, U19, club international and women’s games. Each event introduced the game to new support in varying locations at no cost. We intend to continue to spread the game throughout the country in 2009/10.

The Six Nations Championship again proved to be disappointing from a Scottish perspective and, as a consequence, several changes have been made to our coaching team for the national squad. These changes are covered in more detail in the Chief Executive’s review.

As many of you will be aware, our back pitches were redeveloped during the last year under a compulsory purchase scheme and, as a consequence, were out of commission for the entire season. Whilst we now have four outstanding new pitches (one of which is 3G) as opposed to five previously, their unavailability put a tremendous burden on the main pitch which had to be used for training through a period of particularly bad weather. This resulted in the pitch not looking anywhere near its best during the Six Nations and other events which are highlighted below. Hopefully, this situation will not arise again.

While on the subject of facilities, I am pleased to report that following a most thorough review of possible options, we have concluded a deal for Glasgow Warriors to remain at Firhill for the next five years. From the summer of 2010, the Warriors will train at the redeveloped Scotstoun stadium which is currently being prepared for use during the Commonwealth Games in 2014.

In the months leading up to and during May, we also assisted stakeholders and organisations such as RFL and ERC, to promote, publicise and host their events at Murrayfield, namely engage Super League’s Magic Weekend and the Heineken Cup Final 2009.
These events also offer Scottish Rugby a wonderful opportunity to promote itself and the stadium across the globe – for example, the Emirates Airline Edinburgh Sevens Festival was expected to be viewed by a worldwide audience of many tens of millions.

Over the past year, Scottish Rugby has consistently engaged with the Scottish Government and Scottish and UK politicians across all of the major political parties. We have helped inform politicians of our activities, secured continued support for rugby at all levels and have engaged with local authorities across Scotland.

A highlight of our political engagement programme was the Scottish Parliament reception, held in January 2009, where twenty-five MSPs took the opportunity to give our players a warm send-off for the Six Nations tournament. Scottish Rugby hosted (25 June 2008) and gave evidence to the Scottish Parliament's Health and Sport Committee on Pathways into Sport. The Committee recently published its final report and adopted many of Scottish Rugby's views.

A motion was lodged in the parliament welcoming Scottish Rugby's report into the economic impact of matches at Murrayfield for the 2008/09 season which contributed £104m to the national economy of Scotland and £50m alone to Edinburgh's economy. These figures, especially in the current environment, are quite remarkable. Parliamentary briefing papers were created on topics including education, coaching and women's rugby to inform the debate on the future of Scottish rugby.

Our Human Resources team has led in the achievement of the Preliminary Level Equity Standard. During 2008/09 HR headed up a group of colleagues in preparing a submission to sportscotland to demonstrate how both Scottish Rugby and Scottish Women's Rugby are taking steps to eliminate any discrimination or barriers to participation which may exist in rugby. One key activity was the audit of players, coaches, referees and volunteers to establish our current demographic which then helped to identify areas for development. In turn, an action plan and an equity policy were developed and the plan is now being implemented.

I would like to thank the Board and Council for their sterling efforts and support this season. There will be several changes to the Council due to retiral, promotion and relegation and these will be confirmed at the forthcoming AGM. This, in turn, may lead to a change of the Council representatives on your Board, which will, otherwise, remain the same.

Following the summer break, we look ahead to the forthcoming season with renewed vigour and anticipation – a new national coach and consequently a new head coach for Edinburgh; further initiatives to grow the game; and fresh targets for which to aim. Behind the scenes as well as on the pitch, nothing in rugby stands still as we look to improve and develop at all levels and in all areas to reach new heights. Despite the recession, Scottish Rugby continues in fine health and that is thanks to the dedication and hard work of our staff, volunteers and supporters.
This time last year I was happy to report that Scottish Rugby was looking ahead with a newfound confidence to growing the game at all levels, on and off the pitch, and building on the elements of our then-new Strategic Plan.

Twelve months on, we have exceeded expectations with a healthy increase in playing figures at grassroots level; increased utilisation of Murrayfield Stadium as a world class sporting venue; confirmation that we have, once again, reduced our debt; encouraging performances from our age grade, professional and sevens teams; and reinforced confidence, despite the global downturn, from many of our valued sponsors that they remain keen to be associated with a winning organisation.

Much hard work by our community rugby team, the length and breadth of Scotland, has led to an increase of 21% (since 2006) of the total number of people playing rugby and a 24% increase (since 2006) in youth playing figures. This has been augmented by a number of successful partnerships with government, local authorities and sponsors.

After some promise shown in the Bank of Scotland Corporate Autumn Tests, we were generally disappointed with the results posted by the national team during the RBS 6 Nations this year. As the season drew to a close, we parted company with Frank Hadden and I would like to thank Frank for all his hard work over the years with Scotland and Edinburgh.

In June 2009, we appointed Andy Robinson to the post of head coach to the national team, following a comprehensive interview process involving a number of world-class candidates. I look forward to working with Andy and his team as we build towards the 2011 Rugby World Cup in New Zealand.

Scotland A competed in the Nations Cup in Romania in June and we welcomed some good results from our age-grade teams over the year. These featured a best-ever Six Nations’ performance from our under-20 side, who went on to achieve top 12 status in the World Cup in Japan, and an unbeaten outing from Scotland’s under-17 squad. Our women triumphed at the FIRA Championships in Sweden to ensure their place at next year’s Rugby World Cup. Meanwhile, Scotland’s sevens squad showed steady improvement during the season, lifting the Plate at the Rugby World Cup Sevens in Dubai and running the world series champions, South Africa, close at our own Emirates Airline Edinburgh Sevens in the Cup semi final.

Our two professional teams posted some encouraging results in both Magners League and Heineken Cup this season with Edinburgh recording their highest-ever finish in the League, in second position. With a mixture of players returning to Scotland and a clutch of young signings to both Glasgow and Edinburgh, we look forward to building on the good work in progress during the upcoming season. Providing solid foundations in Glasgow we’re pleased that Firhill will continue to be Warriors’ base with Scotstoun becoming a first rate training location by June 2010.

The Magners League continues to go from strength to strength with the competition augmented this coming season with play-offs and a final. More work, however, is required both to commercialise the League and provide better broadcast coverage. We will work closely with our partners to ensure the potential of the Magners League is better realised.

Our national stadium is, without doubt, now regarded as a world-class venue. Two Bank of Scotland Corporate Autumn Tests attracted enthusiastic crowds to Murrayfield in November. Notwithstanding the continued economic difficulties, we welcomed eager supporters to our three home RBS 6 Nations fixtures and a variety of youth, school and community events over the following months. In all, the season has seen almost half a million people enter the stadium to support their teams, clubs and countries.

Investment in Murrayfield continued this year with development of the back pitch area in association with ongoing work on the Edinburgh tram and Water of Leith flood prevention schemes. We now have three high quality grass pitches and one IRB compliant 3G artificial pitch, the latter suitable for all types of rugby matches. Within the stadium, two high spec LED screens, the biggest permanent screens in a sports stadium in Scotland and digital scoreboards have been installed to enhance supporters’ big match experience and bring Murrayfield alive as a top-line venue for organisations such as European Rugby and Rugby Football League.

Scottish Rugby’s new web site was launched earlier this year, in a brighter and more easily accessible format. This has made the dissemination of rugby news and information at all levels more user friendly to our many interested parties both at home and across the globe. Meanwhile many external requests for information on all aspects of the game and issues raised by supporters are handled on an ongoing basis through our Feedback service.

A variety of printed matter has been produced during the year from international match programmes to the TEAMtalk newsletter to the annual Scottish Rugby Record. We continue to assist colleagues throughout Scottish Rugby with production of many important documents including Are you ready to play rugby? and the Long Term Player Development Strategy and with the many electronic communications to our stakeholder groups.

The month of May became the month of rugby for Scotland, kicking off with the visit of engage Super League to the stadium for rugby league’s Magic Weekend. The following Sunday saw our own club teams compete at the same venue for the Scottish Hydro Electric Cup, Plate, Bowl and Shield trophies – thrilling action in front of a lively support. Next up, Leinster and Leicester Tigers took to the Murrayfield turf in
Europe’s premier club competition, the Heineken Cup Final, in front of a packed house. The month culminated in a full-on weekend of rugby action at the final leg of the IRB Sevens World Series, the Emirates Airline Edinburgh Sevens Festival, played out under glorious skies. In association with our partners EventScotland, VisitScotland and City of Edinburgh Council, this further highlighted the attraction of Murrayfield, Edinburgh and Scotland as a great sporting destination.

Although we subsequently withdrew our bid to co-host the Rugby World Cup in 2015, we are grateful for all the support received from the Scottish Government and our partners and will continue to liaise with the IRB and our Scottish partners, with a view to bidding to host other international rugby events in the future.

We appreciate the continued support given to Scottish Rugby by its many valued sponsors, particularly during these challenging economic times. These include Murray, our national team sponsor, Canterbury of New Zealand, our kit sponsor, Six Nations’ sponsors Royal Bank of Scotland and our event sponsors Bank of Scotland Corporate and Emirates. In a difficult commercial marketplace we appreciate the support afforded to Scottish Rugby and our game at all levels.

Influencing all areas of the game, this season saw the launch of our We are Scotland Communications and Marketing campaign. Enjoyed by both the international players who star in the adverts and the wider viewing public, the campaign showcases rugby in iconic Scottish locations. A more recent launch from Scottish Rugby is the Are you ready to play rugby? campaign. This initiative will ensure that a consistent approach to player safety is adopted by all coaches, teachers, referees and volunteers across Scotland, such that our sport continues to lead the way in safety.

Our ongoing thanks must go to the Scottish Government, sportscotland, EventScotland, local authorities, council partners and the many other stakeholders who continue to support and progress our programmes and initiatives at all levels. We will be working closely with our public sector partners in the year ahead to ensure we maximise the opportunities partnership working can bring to promote and grow our sport.

Most importantly, I would like to take this opportunity to thank our committed Scottish Rugby staff who continue to work tirelessly in all areas of the game, throughout Scotland, for all their hard work and valued support to myself and the Board.

Looking ahead, we recognise the challenges to be faced in the new season. I am more confident that Scottish Rugby will continue to develop and grow both on and off the field. With a new head coach in place we believe that this will be a positive catalyst to achieving better results and inspiring more young people and supporters to embrace our sport.
We have increased investment in the game at all levels including community and performance rugby, professional rugby and club support, whilst at the same time achieving an overall breakeven position* for the third year running. Bank borrowings have been further reduced. Significant investment has been made in Murrayfield Stadium including stadium screens, new training pitches and a larger, refurbished retail store. A number of high profile events have been hosted at Murrayfield during May and June which have further enhanced Murrayfield’s reputation as a world-class venue and contributed significant additional revenues. Finally, we are already well underway in promoting ticket sales and corporate hospitality for the 2010 RBS 6 Nations. This will include hospitality at a number of prestigious Edinburgh hotels to enhance our offering, satisfying demand previously met by unofficial operators and ultimately generating further revenues for investment in the game.

Murrayfield Developments

Murrayfield is a world-class facility which needs ongoing investment to fulfil its purpose as a training base for our national and professional players and to enable it to continue to attract high profile events. Against a background of minimal investment in the stadium since the redevelopment in the mid 1990s, the following developments have been undertaken over the last year. Other developments are being considered for the coming year.

Training pitches – Murrayfield’s training pitches have been moved to accommodate the planned flood defence scheme to the west of the stadium and the Edinburgh tramline to the south. Although this involved the loss of one of our previous five pitches, we now have three new floodlit, high performance, fibre, sand-reinforced grass pitches, and one IRB compliant high-performance, artificial pitch which will allow year-round training and playing.

Big screens & scoreboards – Big screens are a prerequisite in modern professional sport, especially given the importance of video referee decisions. Although temporary screens have been hired for major events at Murrayfield for a number of years, their size and positioning gave a poor view to the majority of supporters. Following a detailed tender and engineering process, two state of the art 60m² screens and two 20m² LED scoreboards were purchased and installed in permanent locations which achieve maximum visibility and minimum impact on the loss of seats. The screens were installed over the summer in time for the Bank of Scotland Corporate Autumn Tests and they provided a fantastic addition to our entertainment programme.

Scottish Rugby Superstore – In partnership with Greaves Sports, Scottish Rugby’s official retail partner, the retail store at Murrayfield has been extended from 1,600 sq ft to 3,700 sq ft, transforming it into Scotland’s biggest rugby store. The new store was opened in time for the 2009 RBS 6 Nations and allows a larger variety of our Scotland and professional team products to be displayed. In addition, the new store has the flexibility to display products for visiting teams or other sporting events, such as rugby league’s Magic Weekend in May.

Hawthorn Suite – The relocation of the training pitches required the removal of the Edinburgh Rugby Portakabin offices and we have created new alternative office space in the former Hawthorn Suite.

Murrayfield Events

As well as our core Scotland rugby programme – which this season included games against New Zealand, South Africa, Ireland, Wales and Italy – Murrayfield also hosted a number of high profile events during May and June 2009. These events included a sell-out Heineken Cup Final in May; rugby league’s Magic Weekend which attracted 60,000 fans to Murrayfield; our own Emirates Airline Edinburgh Sevens Festival and a sell-out Oasis concert in June. Including these events, and our own Scotland and Edinburgh Rugby fixtures, we expect around 500,000 people to attend a major event at Murrayfield during 2009/10. This generates a significant proportion of Scottish Rugby’s revenue and also brings massive economic benefit to Edinburgh and Scotland.

RBS 6 Nations 2010

Ticket sales for the 2010 RBS 6 Nations were launched in early April and the available public allocation of 17,000 England tickets was sold within a few days. Corporate hospitality sales are also underway including packages at a number of 4 and 5 star hotels in Edinburgh viz the Balmoral, the Caledonian Hilton, the George Hotel, the Dalmahoy and Edinburgh (Maybury) Marriotts and the Roxburghe. Together with our extensive hospitality packages available onsite at Murrayfield Stadium, these new venues create a comprehensive offering which will satisfy demand previously met by unofficial operators and enable generation of further revenues for investment in the game.

Income

Total revenues amounted to £29.8m, an increase of £1.6m over 2007/08. Murrayfield ticket revenues increased from £5.5m to £8.5m which reflects the three RBS 6 Nations fixtures compared to the previous year’s two fixtures and the higher demand 2008 Bank of Scotland Corporate Autumn Tests versus the August 2007 Bank of Scotland Corporate (RWC warm-up) games.

* after interest and before exceptional items

We are Scotland.
Broadcasting revenues of £8.5m were £1.3m above the previous year, again mainly due to the higher value of the 2008 Bank of Scotland Corporate Autumn Tests.

Other revenues of £12.9m include income from commercial sponsorship, match hospitality, conferencing and banqueting activities, professional rugby (primarily from the Magners League and European Rugby Cup), merchandising, grant income and income from non-rugby events. The reduction of £2.7m from the previous year is mainly due to the additional income received from the IRB in the 2007/08 Rugby World Cup year.

**Expenditure**

Total expenditure increased by £1.9m to £28.7m which reflects additional investment in the game at all levels including community and performance rugby, professional rugby and club support.

Within this total, the costs of international and professional rugby increased from £14.2m to £15.0m which is mainly due to additional player costs resulting from a larger Edinburgh Rugby squad and recruitment of higher profile players. This is partly offset by some savings in national team travel and accommodation costs as well as the costs of hosting the two Rugby World Cup games in the previous year. The gross costs of professional rugby increased from £8.0m to £9.2m. The increase in net expenditure on professional rugby was limited to £0.5m due to increased ticket and sponsorship income as well as additional Magners League and European Rugby Cup revenue, resulting in net expenditure of £4.6m compared to £4.1m in 2007/08.

Investment in community and performance rugby increased from £2.6m to £3.5m during the year, due to additional regional and performance development expenditure in line with Scottish Rugby strategy. Commercial and operational costs of £8.1m were broadly in line with the previous year’s total of £8.0m.

Club support and development expenditure was increased from £0.9m to £1.3m during the year, reflecting additional Joint Development Officer funding and additional direct support to clubs primarily involving payment of participation monies, club accident insurance premiums and contributions to club travel costs.

Interest costs declined from £1.4m to £1.1m as a result of lower borrowings levels and reduced interest rates.

Employee numbers increased during the year from an average of 259 to 273 mainly as a result of additional players and coaching staff. The notes to the financial statements include a detailed analysis of employees which demonstrates that most Scottish Rugby employees are directly involved in rugby operations.

**Borrowings & Cash Flow**

Borrowing levels for the year compare very favourably to the previous year due to ongoing positive working capital management including the benefit of Heineken Cup Final sales made by Scottish Rugby and paid over to ERC in June 2009. Average borrowings for the year of £14.9m compare to the previous year’s average of £18.4m. Year end debt of £13.3m is significantly below the April 2008 year end debt of £17.8m.

Current year cash flow performance continues at exceptionally low levels. Following receipt of broadcasting monies and ongoing ticket sales, average borrowings in May amounted to only £12.1m. Budgeted borrowings for the full 2009/10 year, however, show a modest increase over 2008/09 which effectively ends the year-on-year improvement in borrowing levels we have seen over the last four years. The improvements made in working capital management, including early sales of match tickets, are now standard practice and further significant improvements are not possible. We are also now investing significantly in stadium developments and overall debt can therefore be expected to continue around existing levels pending generation of net income surpluses or a reduction in capital expenditure in future years.

In order to give some certainty over our income, in early 2008 the Board agreed a policy of forward sale of our ERC/Six Nations Euro income at the start of each budget year. Note 8 to the Financial Statements shows the forward sale contracts held at the year end totalling £9.2m for settlement between May 2009 and August 2010 at an average rate of £0.89:€1. This policy was recently extended to future years in order to give protection against any future decline in the value of our Euro income at an historically favourable £/Euro exchange rate. We consequently entered into further Euro forward sale contracts totalling £17.2m at an average rate of £0.90:€1 for the years 2010 to 2013.
Scotland

Scotland won only two internationals in the 2008/09 season – not the return for which all supporters had yearned after the heartening victory against Argentina in Buenos Aires last summer.

The narrow margins which determine success and failure at the highest level were writ large on Scotland’s campaign. On the credit side, Scotland were competitive in every match. Yet there was a frustrating inability to close out games that were there for the taking.

That was highlighted last November. The opening Bank of Scotland Corporate Autumn Test had seen Scotland succumb 32-6 to a New Zealand team (en route to their own Grand Slam) and few gave the hosts any chance against the reigning world champions South Africa at Murrayfield the following week.

However given a stirring lead by their pack – in which Euan Murray delivered a performance of sustained and bristling power and aggression, ably backed up by try scorer Nathan Hines – Scotland were fully deserving of their 10-0 interval lead.

South Africa fought back and edged in front 10-14 and it was galling in the extreme that Scotland could not capitalise on gilt-edged opportunities to seize the game.

The Autumn Series ended on a high as Scotland overcame wintry weather and a dogged Canadian side to post a six-try, 41-0 victory in front of more than 17,000 supporters at Pittodrie in Aberdeen.

There was more good cheer going into the RBS 6 Nations Championship as Edinburgh and Glasgow both posted wins on French soil in the Heineken Cup, playing with considerable élan in so doing.

That optimism was tempered, however, as injuries afflicted the squad, most notably to Euan Murray and Nathan Hines. Ultimately the Championship mirrored what had gone before. There was promise and excitement as both Evans brothers, Thom and Max, marked their debut season in the competition with tries; Phil Godman offered a mix of composure and threat at stand-off; Allan Jacobsen (until a cruel injury ended his season) and Alasdair Dickinson demonstrated their qualities as dynamic ball-playing props; and Chris Paterson, sometimes from the bench, maintained his impeccable goal-kicking.

The upshot of it all, however, was only one victory, against Italy and narrow losses to France (away) and eventual Grand Slam champions Ireland (home). Against that background a standard review of the season was completed culminating in head coach Frank Hadden agreeing to stand down after four years at the helm.

A search to identify his successor, involving a number of exceptional candidates, led to the appointment of Andy Robinson as head coach in June.
Scotland A

During 2008, Scotland A recorded impressive wins over Italy (37-15) and Ireland (67-7) with the likes of Phil Godman, Graeme Morrison and Ben Cairns using the matches as a springboard towards earning Test caps with the senior squad.

That eye-catching form was carried into this season when in November 2008 the squad, led by coaches Andy Robinson and Sean Lineen, produced a thrilling 11-try win over Georgia at Firhill.

Televised live by BBC Alba, Scotland A defeated the eastern European side 69-3 with both Richie Vernon and Andy Henderson contributing two tries apiece.

Both Glasgow’s Max Evans and Edinburgh’s Geoff Cross started that match and their next taste of representative rugby was at Test level for Scotland in the opening match of the 2009 RBS 6 Nations.

As a result, the levels of optimism were high ahead of the 2009 programme culminating with the IRB Nations Cup staged in Bucharest, Romania in June.

The opening fixture was a difficult trip to face Ireland A in Dublin and the squad’s chances of recording a win were jolted after several late changes to the team.

Injuries to the senior team during the height of the RBS 6 Nations impacted severely on the Scotland A team, especially in the front row where props Stuart Corsar and David Young were late additions.

Nevertheless an exciting team – containing 11 home-based players – was chosen for the match at Donnybrook and, despite losing the game, some positives emerged, including a brilliant try from Sean Lamont.

Against Italy A, Scotland A dominated for large periods, but frustratingly were unable to translate possession into points with the two sides drawing the contest 22-22 at McDiarmid Park, Perth.

Johnnie Beattie scored a late try to secure a draw and, over the two matches, both Steve Jones and David Young earned themselves moves to Edinburgh after impressing Robinson.

Scotland Women

The competitive season kicked off with a friendly fixture against Sweden at Meggetland in January, the team captained for the first time by Lynne Reid. A 32-0 win over the opposition, including four tries from Lucy Millard, stood the side in good stead for their Six Nations confrontations.

Weather issues resulted in Scotland having to switch venues and delay kick-off in their opening fixture against Wales, and the side suffered a 10-31 defeat. Following a loss to France away in the next match, the campaign then got up and running with a 13-10 victory over Italy at Meggetland followed by a loss at the same venue to Ireland.

A clash of styles underlined the side’s defeat in their last fixture, with England Women, at the London Welsh club, in Richmond. Scotland’s final position – fifth – in the Six Nations’ table meant that their trip to the FIRA Women’s European Trophy tournament in May took on added

Joe Ansbro, Scotland A v Uruguay, June 2009

Suzi Newton, Scotland v England, March 2009
importance as they sought to qualify for the 2010 Women's Rugby World Cup.

Scottish rugby's most capped internationalist, Donna Kennedy, turned her back on retirement for the second time in a bid to help her country along with the 25 members of the squad that headed for Sweden. Scotland and Italy joined Spain, the Netherlands, Russia, Sweden, Germany and Belgium to decide the final two places for World Cup 2010.

After overcoming Russia (84-0) and Belgium (71-0), Scotland then beat the Netherlands 38-18 to top their pool and qualify for England 2010.

With a specialist coaching programme now in place and strength and conditioning support provided on a regional basis for the 30 players throughout 2008/09, the international side are ready and willing to face the major challenges of next season.

Edinburgh Rugby Club

Edinburgh Rugby Club experienced a season full of growth, development and achievement. The club realised many of its key strategic targets – setting records in finishing position (second place), average attendance and one-off attendances in both the Magners League and Heineken Cup.

Edinburgh also set a new all time club record of winning their final six matches in succession and ended the season as the Magners League's leading points scorers; notching up 11 more than champions Munster.

The club registered their first away win in France in the Heineken Cup win, saw record numbers of season ticket holders and a batch of new sponsors sign up.

Edinburgh won the first leg of the 1872 Cup series against Glasgow in front of over 12,000 enthusiastic supporters which attracted widespread coverage and plaudits.

As a result, both captain Mike Blair and hooker Ross Ford were called up to represent the 2009 British and Irish Lions with prop Geoff Cross becoming the latest Edinburgh player to be capped at Test level, joining 14 other Scotland internationalists in the vibrant young squad.

The club is well placed to grow again into 2009/10 as greater levels of partners and data are now held; the club is more tightly aligned to Scottish Rugby strategy, staff and plans; and the club remains stable in its set up and planning.
On the recruitment front, Edinburgh have signed five Scottish qualified players – Scott MacLeod, Roddy Grant, Ross Samson, David Young and Steve Jones.

With the appointment of Andy Robinson as national team Head Coach, a new coach will be in post shortly and will have an opportunity to lead the club to further successes in the season ahead.

Glasgow Warriors

The season kicked off with the likes of Scotland A scrum-half Mark McMillan and lock Tim Barker returning to the club following time elsewhere along with the addition of some exciting Scottish talent such as Ruaridh Jackson, Calum Forrester and Richie Gray, who have certainly lived up to expectations.

Pre-season victories in France over both Castres and Beziers in the XV Challenge Vaquerin saw Glasgow bring home the silverware – a nice start to the season. Two further pre-season games against Bristol and Gloucester provided the necessary tests before the first game away to Dragons.

Although inconsistency has cost the side dear, having been unable to string together two wins, the side has undoubtedly shown flashes of potential – none more so than victory over Toulouse whilst on Heineken Cup duty in France.

Glasgow broke another home attendance record this season with 6,665 people descending on Firhill for the visit of Edinburgh in the deciding leg of the 1872 Cup. Thanks to an innovative ticket redemption offer during the Bank of Scotland Corporate Autumn Tests, interest in the two derby matches, played back-to-back for the first time over the Christmas and New Year period, rose by a staggering 75%.

Many of Glasgow’s number were on international duty this season. Max Evans made his debut at the Bank of Scotland Corporate Autumn Test against Canada at Pittodrie and he and his brother, Thom, have gone on to become potent threats in Scotland’s arsenal. Moray Low also gained his first cap during a baptism of fire at the Stade de France in Paris.

Nine other Warriors added to their international tallies over the course of the season. John Barclay, Kelly Brown, Thom Evans, Dougie Hall, Al Kellock and Graeme Morrison all featured for Scotland whilst Bernie Stortoni, Kevin Tkachuk and Justin Va’a all contributed to their respective countries’ campaigns.

With world-class talent in the squad, it’s only right that investment continues in facilities. Firhill will be the Warriors’ home for the next five years and all training activity will move to Scotstoun from next summer. This multi-million pound redevelopment is fantastic for the Warriors, keen to strengthen links in the community.

On that tack, the squad has undertaken approximately 1,100 community appearances over the course of the season. The Champion Warriors scheme continues to flourish and the great work the club does in the community is reflected in another annual rise in attendances at Firhill.

Due to the hard work of both Scottish pro-teams, there has been a rise in attendances of around 45% – great news for professional rugby in this country.
Season 2009/10 has been extremely busy for everyone involved in performance development. One of the main roles of the department is to develop the coaches who are responsible for the progress of the most talented players in the country who deserve to have quality coaching input every time they turn up for training. There is currently a range of coach education and development work going on – all coaches are encouraged to engage with the programme, improve their skills and support the development of our talented players.

National Academy
The Scottish Rugby National Academy continues to provide the key stage in the development of Scotland’s best young players to achieve their full rugby playing potential, meeting their aspirations to become full-time rugby players. The Academy enhances the good work that schools and clubs currently do for the development of talented rugby players and all National Academy players compete at a level of rugby that is appropriate for their stage of development.

Season 2008/09 saw fifty-three players chosen for the National Academy – thirty were selected into the Area Institute supported Academy and twenty-three received Academy contracts.

The Area Institute of Sport (AIS) supported programme gave the players the help required for achieving success at top level sport. This included expert provision in areas such as strength and conditioning, nutrition, medical, physiology, psychology and performance lifestyle. All of the AIS supported players regularly took part in school or club rugby throughout the season as well as playing age-grade international rugby when appropriate. All the players had individual development programmes, managed and delivered locally by their Academy Coach, ensuring that all their training and playing needs were met.

The contracted Academy players continued to be centrally based at the excellent facilities at Murrayfield however, as part of their programmes, they all also spent time throughout the season training in the professional environments with Glasgow Warriors and Edinburgh Rugby. This close working partnership saw five Academy players compete in Magners League or Heineken Cup matches and 31 (58%) involved in pro team warm-up and back-up matches.

As with the AIS supported players, the contracted Academy players all had individual development programmes which were managed by their Academy Coach and delivered by full-time medical, strength / conditioning and coaching staff, as well as input from specialist coaches. These programmes also made sure that the players took part at the appropriate level for their development and, throughout the season, this included players being involved in a mixture of club, pro team and international competition. For one player, Lewis Niven, this also included a spell in New Zealand as the latest recipient of the John Macphail Scholarship.

By the end of season 2008/09, five Academy players had signed full-time professional contracts with Glasgow Warriors and Edinburgh – Richard Gray, Chris Kinloch, Peter Horne, Pat MacArthur and Roddy Grant. This makes fourteen Academy players who have signed full-time professional contracts in Scotland during the last two years.

Scotland 7s
Once again, Scotland took part in the IRB Sevens World Series as one of the twelve core sides, guaranteeing participation in all eight tournaments. Overall 30 players were exposed to international sevens competition during the Series with ten players representing their country at this level for the first time.

The World Series kicked off in early December with tournaments in Dubai and George. A young and inexperienced squad containing five new caps was selected
and both legs were to prove a steep learning curve. In Dubai a series of disappointing performances saw only one victory achieved, against Arabian Gulf, whilst in George, although performances improved, results were similar with only one victory, against Georgia.

With the World Cup approaching in March, a more experienced squad was selected for the next two events, with seven changes to the side. Improved performances in Wellington – an excellent win against Kenya and a narrow loss against Argentina in the pool and two wins on day two – saw the Scots lift the Shield. In San Diego, with the team put out of the Cup competition, a loss to France in the Bowl semi-final meant an 11th placed finish.

**IRB Rugby World Cup Sevens**

A strong squad was assembled for the Dubai event in March but a disastrous opening half against Canada in the first pool match effectively saw off any chance of winning the Cup. Despite much improved performances against Japan and South Africa, a top eight place was gone. Although hugely disappointed to be out of the Cup, the players regrouped and on day three played outstandingly to beat France and Portugal on the way to a Plate final against Australia. Quality attacking play coupled with dogged defence resulted in a Plate win and ninth-place finish out of 24 teams. Although disappointed with the placing, the standard of rugby played after the opening game was extremely high and resulted not only in the team finishing highest try scorers in the tournament but also saw Andrew Turnbull as equal top try scorer and Colin Gregor as highest points scorer.

Back to the Series and on to Hong Kong and Adelaide. With a number of players required by the pro teams, the squad for these events showed a change of seven players. Hong Kong saw two wins in the pool stages followed by a Plate quarter-final loss to Argentina, whilst Adelaide saw another Shield final reached, with a last minute conceded try giving victory to USA by three points.

The penultimate tournament of the Series, at Twickenham, had the Scots seeded bottom in their pool as a result of the previous legs. However, having assembled the most experienced squad of the season hopes were high. Two wins out of three in the pool stages, including only a second-ever victory over Fiji, saw the squad return to the Cup competition with a quarter-final against Portugal. A nervy first half had Portugal 21-0 at half time however an excellent fightback, resulting in a last ditch try, saw a 22-21 victory and a first ever Cup semi-final. Unfortunately England, as opposition in the last four, proved too strong.

Highlight of the year for all involved with Scotland 7s was playing the Emirates Airline Edinburgh Sevens Festival at Murrayfield. Day one saw an outstanding victory, backed by a terrific home support, against London winners England – only a second-ever victory against the auld enemy. Coupled with a narrow loss to Kenya and a good win against Canada, this qualified Scotland for the Cup quarter-finals and a day two showdown with Samoa. The players showed great composure at the end of the game to go the length of the pitch and score a final play try to win the match 14-12. Despite a heroic effort, pushing newly crowned World Series Champions South Africa to the limit, a sudden death extra time try cued heartbreak for the home players and crowd. Finishing with two semi-finals showed what Scotland 7s are capable of and a World Series total of 24 points secured a ninth placed finish in the rankings.
Scotland U20

This long season, which started with selection in September did not finish until 21 June, with the final match in the Junior World Championships in Japan.

The season has been split into two quite definite sections – the Six Nations and the Junior World Cup. The focus was deliberately on the Six Nations during the winter months and all talk of Japan was banned!

The Six Nations was a huge success for this group of players recording first-ever victories over Wales, Italy and Ireland at this age level. These games were all played at home but, unfortunately, the squad went down in both away matches. The challenge now for this group is to try and win on the road.

The Junior World Cup in Japan threw up a number of fresh challenges in the shape of different teams and climatic conditions, with temperatures in the high twenties and humidity in the nineties. No stone was left unturned during preparation and the players were asked to train in thermal clothes, to try and simulate the conditions they were likely to encounter in Japan.

Prior to heading east, Scotland U20 took on Ireland U20 at Fort Matilda in a warm-up fixture to give both teams much needed match practice before heading out to Japan, the first time the sides had met since Scotland's 35-20 win in this season's Six Nations at McDiarmid Park.

In Japan, the Scots were seeded third in their group, behind England and Samoa, and above Japan. The first two games were extremely physical and the Japanese proved a completely different but equally tough task in front of a vociferous home crowd. Going into the event Scotland was seeded 10th and the aim was to improve on that seeding position. The team had a successful competition in Japan with notable victories over Japan and Fiji.

Scotland U19

This season's programme comprised two home based training sessions and a fixture for the U19 side against Exiles. Following this game, a squad of 32 was selected in preparation for the fixtures against Italy and France.

As a result of tram and flood defence related building works at Murrayfield, training sessions were moved to a combination of Lasswade Rugby Club and Edinburgh University. A warm-up fixture against Heriot’s RC was planned but weather caused this match to be cancelled although training did take place at Murrayfield on the new 3G facility.

The manager, head coach and an assistant coach watched a number of fixtures and, with support, over 50 player reports were produced. This vital process requires the coaching staff and managers to be available to contribute. An excellent relationship was built up with club coaches so that feedback could be shared.

The first international fixture was at home to Italy which Scotland won 53-13, running in eight tries. Then in Dourdan, Paris, they faced a powerful French side, fresh from a South African tour, and ended up on the losing side of a 17-48 scoreline – a steep learning curve but valuable experience for the physicality and intensity of next year’s under-20 programme.

Scotland U18

The management team was confirmed prior to the start of the season with two changes from 2007/08 in Nicola McGuire as physio and John Manson as assistant manager. Fettes College in Edinburgh proved to be a good venue for the under-18 national programme with the squad of 26 players captained by David Cherry.
Italy was host country for the 6 Nations Festival in 2009. The unfortunate withdrawal of France from this year’s Festival meant a rescheduling of fixtures, with Scotland drawn to play England and Wales. Stand-alone fixtures had previously been arranged with the opposition being England (at Newcastle), Boys Clubs of Wales U19 (at Stirling) and Leicester Academy (at Wellford Road). This tough schedule saw only one victory recorded at Stirling, against the Boys Clubs of Wales, and two heavy defeats against England U18 and Leicester Academy.

Because only two international fixtures were available during the 6 Nations Festival, hosts Viadana arranged for an under-20 academy team to play the side in preparation for Scotland’s second encounter with England and final game against Wales.

Unfortunately a further win could not be gained although this was achievable and the season finished with a very disappointing total tally of played six, won one with no wins recorded in the side’s three full international matches. In accordance with the rules, all 26 players started at least one of the Festival games and at least one of the stand-alone fixtures, with the players now understanding what is required to be competitive at international age grade level.

Scotland U17

Following a season of identifying players through the Performance Development Manager network and the under-17 district development fixtures in February, the Scotland U17 management selected a squad of 26 players to prepare and play in the 2009 Millfield International Festival.

This season the squad – following three weekends of preparation and two warm-up games against Caledonia select (57-3) and Newcastle Falcons Academy (21-16) – had international fixtures against England, Belgium and Wales.

All fixtures took place at Millfield School and Tor RFC, Somerset over the space of eight days. The rules of the Festival state that all players with the squad of 26 start a game with no substitutions until half time.

This allows all players within the squad to have a taste of international rugby and also provides the management with evidence on how each player copes in the international environment.

The first game of the programme saw Scotland play England at Tor RFC where Scotland ran out 17-3 winners. This game was followed with a 52-3 victory over Belgium and a 6-3 victory over Wales.

Following the relatively successful campaign at the Millfield Festival, the under-17 and under-18 management selected a squad of 30 players to progress on to a summer training camp in Valladolid in Spain during the first fortnight in July. This allows the under-18 management to assess the players coming through the system, on and off the rugby field, and also gives an ample amount of time to work on strength and conditioning programmes and techniques.

Scotland Women Development

The development programme now features 27 part-time members of SWRU Performance staff working with Scottish Women, Scottish Women Development, the SWRU Academy and SWRU U18. This includes recruitment of ex-international players within the coaching set-up, namely Donna Kennedy, Claire Cruikshank and Rhona Shepherd.

The Scotland Women Development squad provides the strength in depth on which Scotland’s international performance will depend in the build-up to the Rugby World Cups in 2010 / 2014 and the annual Six Nations tournaments. Players are selected from a tiered trials programme where Scotland Women and Scotland Women...
Development players and management work closely, with a degree of movement between the two squads.

This season Scotland Women Development participated in four matches – won two, lost two – against the British Army, Police, SWRU Academy and France A. The latter was the first ever international A match and afforded good relations for international competition next season. With a specialist coaching programme in place and strength and conditioning support provided on a regional basis, this season saw three players progress into the Scotland Women squad.

The SWRU Academy provides support to talented young players in Scotland, including Scottish Students, and those players who have turned eighteen-years-old but are not quite ready for the Scotland Women Development / Scottish Women programmes. It is hoped that through a programme of individual player support and regular training, skills and fitness levels will be raised. Players will be allocated a three-year performance plan, from which they will be expected to progress within the SWRU Performance Programme.

This season, Academy players participated in one training match against Scotland Women Development. Two players progressed into the Scotland Women squad (and were capped during the FIRA and Six Nations tournaments) while five players progressed into the Scotland Women Development squad.

The SWRU U18 Pathway programme, based around the Long Term Player Development principles, aims to identify and nurture talented young rugby players for the 2014 / 2018 Rugby World Cups. The under-18 programme develops players with potential, with a predominant rugby education throughout the programme; players are also taught about lifestyle, nutrition and sports psychology. The minimum age for SWRU Youth Talent ID and player development is fifteen with the age range of the youth squad three years, both to reduce the risks of injury to the younger players and to enable the coaching team to provide more focused support.

This season 60 under-18 players were involved in the SWRU regional programme. Three squads are now in place – south-east, north & midlands and west – for summer 2009 with regional programmes taking place in August and September and players selected for the Talented Youth Group programme.

Performance Development Team

The summer of 2008 saw Scottish Rugby’s flagship Pathway programme begin its cycle to identify players of potential through the nationally co-ordinated under-15 and under-16 regional Pathway fixtures. These took place in all six regions with squads playing development fixtures in late August and early September. The structured player Pathway season then moved onto the regional selection phases for the four integrated squads at under-16, under-17 and under-18 levels. Within the under-16 integrated programme work has been done with partners from the Winning Scotland Foundation and the University of Birmingham to deliver a MST (Mental Skills Training) programme with our squad of players in Edinburgh. Next season this will expand to Caledonia with Glasgow and the Borders on track for input from season 2010/11.

As indicated last season and as part of the five year Performance Development Plan all regions have run a minimum of two under-14 development / talent ID camps in their areas.

The PDM team has worked on many projects this season, one of particular importance being the roll-out of the Curriculum for Rugby Excellence document that is hoped will give our young players the tools to assist them to become successful learners, responsible athletes and effective performers.

Again season 2008/09 saw the PDMs at the forefront of driving the coach education strategy involving the delivery of United Kingdom Coaching Certificate (UKCC) courses. The PDMs are also responsible for the continued professional development of club and school volunteer coaches who either assist within the player Pathway or coach within community clubs and schools. A new initiative this season has been a structured coach monitoring programme where all Pathway coaches will receive two reviews of their progress through the year. The season culminated with the fifth annual National Pathway Coaching Update which attracted over 60 coaches from all over Scotland and England.

The planning and organisation of season 2009/10 player Pathway has already begun with each PDM responsible for their regional performance, objectives and development plan linking into the National Performance Plan.

Coaching

Scottish Rugby has been progressing well with UK Coaching Certificate (UKCC) delivery – so far approx 900 coaches have taken UKCC1, 150 have taken UKCC2 and 24 coaches are midway through their UKCC 3 with another 16 starting the 2009/10 course. Level 4 is currently being developed by the 3 Union Coaching Steering Group and various universities including Stirling. We continue to act as an approved delivery centre for the SQA and Scottish Governing Bodies who deliver their UKCC coach education programmes using us as their approved centre include Scottish Cricket and Tennis Scotland.

Thirty-two National Coaching Updates have been delivered throughout the country to approx 700 coaches and work has...
been ongoing to pilot a range of 3 Union CPD on various rugby-specific topics as well as generic coaching process topics. Specialist Coaching and High Performance Coaching Programmes are also well underway with identified coaches provided with specific support.

A Workforce Development Project – The right coach, in the right place, at the right time – is being undertaken in conjunction with sportscotland, to assess the current supply of coaches against their projected demand over the next decade. The plan will highlight potential shortages of numbers or skills to identify areas that may need specific development.

A full programme of Coach Educator and Trainer training is underway – vital to ensure that all courses are delivered by suitably qualified individuals. Coach Developer status is the first rung on the tutoring ladder, allowing candidates to deliver pre-Ukcc level courses such as the new IRB Rugby Ready workshop, while Coach Educator Training aims to develop staff to deliver UKCC courses.

Scottish Rugby’s foundation course is currently being revamped, in line with new IRB safety guidelines and the Are you ready to play rugby? policy document. Roll-out of the new course is due to start in 2009/10, to be delivered by trained Scottish Rugby staff and volunteers (including newly qualified Coach Developers).

Following completion of the consultation stage of the Long Term Player Development Strategy, resources are under production for clubs and schools. The strategy aims to ensure that all involved in the game hold the individual player’s development uppermost as they look to reach their fullest potential.

Exiles

The Exiles are players based outwith Scotland who have the ability to represent their country. The growth witnessed in the first year (2007/08) of the Exiles programme, since reformation, has continued apace. With increased activity, a growing volunteer network and more players attaining national recognition in Scotland age group teams, it has been a great 12 months.

The Regional Development Group (RDG) programme provides an entry point for players and has seen an expansion in the number of centres (to seven), providing an improved geographical spread across Scotland. Numbers, both of volunteers and players, have increased during the year to the extent that at some venues, notably in the West Midlands, there is a need to increase the size of the facility used.

A player-centred approach is very important to the Exiles ethos and this is reflected in the coaching and development opportunities offered. The RDG sessions provide an opportunity for players to receive coaching in the national key themes, while more age-group coaching and development camps have allowed players to build on their individual abilities. The most notable events here were two age-group weekends at Trent College, Nottingham in July, attended by over 60 players.

The representative programme has solidified in terms of fixtures but has improved in terms of performance. The highlights were a very dogged performance by the U18s against Glasgow to achieve a draw, a narrow loss by the U17s in a rearranged fixture to Newcastle Falcons U18 and the strong performance by the U16s against the Borders.

The partnership with Leeds Metropolitan University has continued to benefit the players at the top end of the Exiles programme – the Performance Group (PG). The PG camps have included sports science support and practical sessions with National Academy coaches. These players have benefited from the appointment of a new member of staff to the Exiles programme. Performance Development Coach, Dave Butcher, is tasked with providing mentoring and practical support to these players. This dual-pronged approach, adding to the support provided by schools and clubs across the country, has reaped dividends with 34 Exiles players involved in Scotland age group squads this season.

Closer links have been established with clubs in the top echelons of the professional and semi professional game, too, in order to identify Scottish qualified talent across the UK and abroad.
This coordinated approach has led to greater support this year from the Scottish Government, sportscotland, local authorities and sponsors and has been channelled into growing the base of our game to expose more youngsters to rugby – our thanks to all who have helped to grow the game this season. Key to this is the hard work put in by countless volunteers across the country and the community team at Murrayfield continues to support and value all their efforts.

The community rugby department consists of the team of eight regional development managers, Scottish Women’s rugby staff, the competitions team and the referee development managers. All have had a busy year, as you can see throughout the following pages; all remain committed to the development of Scottish rugby and to achieving the aims of the 2007-2012 strategic plan.

Despite the weather we enjoyed a season of many highs including the development activity around the Scotland v Canada game in Aberdeen; the Scottish Club International team winning against the Irish; Ayr RFC winning the Scottish Hydro Electric Premiership for the first time in their history; Stirling County won the under-18 Youth Cup, retaining the trophy; the unbelievable climax to the Scottish Hydro Electric cup final between Heriot’s and Melrose on the international pitch; and the continued growth of the Bell Lawrie Scottish Schools cup. There have also been some lows, such as season congestion due to the unusually bad weather and the strain that placed on all clubs. Despite this, we should remember that rugby is a game played for enjoyment by thousands of men, women, boys and girls across Scotland with a camaraderie, discipline and respect that attract many to our sport. Moving forward, we face many challenges but by working together we will continue to grow rugby and provide thousands of individuals with a positive healthy lifestyle.

This season we launched the Are you ready to play rugby? campaign to improve the safety and welfare of our young players – this will undoubtedly provide challenges to clubs and schools but is something we all have to embrace to ensure that we consistently introduce players to our sport in a safe and positive environment.

Regional Development

The regional development managers have been extremely busy and, through setting up 70 development partnerships involving clubs and local authorities, there is now a club development officer (CDO) network of 58 working across Scotland. In addition, our SVQ scheme continues to go from strength to strength with 40 first year and 20 second year students introducing numerous players to the game. This development network, managed in partnership with the clubs, has resulted in around 10,000 primary school rugby sessions involving some 88,000 children; 5,000 rugby sessions being taken in secondary schools involving around 30,000 children; 3,000 rugby sessions in clubs involving approximately 25,000 children. This is in addition to the core work that club and school volunteers put in week in, week out. The CDO network has also been involved with community safety partnerships throughout Scotland to provide positive diversionary activity for young people, while pushing back the boundaries of our sport, through the introduction of street rugby sessions in areas of rural and urban deprivation. To date, the team has carried out 150 street rugby sessions involving some 1000 children with many more sessions scheduled for the summer months.

The regional development team has worked with the active schools team to provide, in partnership with the Food Standards Agency Scotland, a healthy living and food hygiene course in 160 primary schools across Scotland. Other successful schemes implemented this year include the SHE kit for development, with another 60 clubs receiving rugby equipment for use in their youth sections. The Scottish Widows Bank Rugby Champions scheme has recruited 213 state school rugby champions, supporting these key volunteers with kit and equipment to help develop state school rugby. The HSBC emerging schools programme was launched as part of the build-up to the Lions tour, with HSBC supporting festivals for 50 emerging state schools across the country.

With all these innovative schemes in primary and secondary schools it is essential that we replicate activity in the higher and further education sectors. This season we have supported universities in running the ever developing Canterbury league, introduced new intra mural programmes and, most significantly, a national sevens event.

The regional development team continues to forge productive partnerships but key to this is the support that they get from volunteers in clubs and schools. It is those hard working volunteers that make the difference to the improving health of our sport.
Dumfries Saints RFC

Dumfries Rugby Football Club has been in existence for over 100 years – it recently adopted the name of Dumfries Saints to reflect the link to Saint Michael and the town crest which has always been used by the club. The club reached a high in the early 1990s when it was promoted to National Division 3 then fell on hard times and, by season 2002/03, only just survived in the lowest national league. Dumfries then set about re-establishing itself as a serious rugby club. The efforts of a small committee of volunteers and young squad of players, largely developed through the club’s mini and junior sections, have reaped significant rewards during the last six seasons. The club now runs three adult sides, plays at every age group from Primary 6 to U17, involves over 240 active players and a large group of qualified volunteer coaches.

At senior level the last six seasons have resulted in four consecutive championship wins followed by two promotions, with the club climbing from National 5B to Premier 3. In doing so they have also enjoyed significant cup success, reaching the semi final of the Bowl and the semi final of the Shield twice. This has been achieved with a largely local squad of youngsters; the nineteen players who turned out in this year’s Shield semi included 18 home-bred players, 11 of whom had fathers who had played for the club! During this period the club has also enjoyed district success at under-18, under-16 and under-15 levels, with this year’s under-16 side losing out in the national final at Murrayfield.

Russell Marchant, former President and now Director of Rugby at the club, explained some of the reasons behind the club’s success. “We needed to turn the senior side around – in turn, that would help inspire what has always been an active junior section and get people back into the club. You can’t do anything without good coaches and we have been fortunate here.

“One the club started moving in the right direction further investment was required. In April 2007 the club appointed its first Club Development Officer with support from the SRU. This post has enabled us to work closely with the local council, access schools, develop volunteer coaches and increase the numbers in our junior section. The team of CDO Will Duncan and SVQs Darren Cruikshank and Grant Drennan have focussed on 35 primary schools and eight secondary schools spread over a wide area.”

With an active CDO in place, the club has moved on to the next stage of development. A new changing facility and conditioning suite will open in early August after the club successfully raised £280,000. In addition to creating six high quality changing rooms, the conditioning suite is also crucial to future plans. The club launched its own youth academy in season 2008/09 and plans to increase activity in this area when it has its own facilities.

President John Steele said, “We are all about developing rugby in Dumfries. We accept many of our youngsters will go off to college and university and not come back but if we can get a handful each year to progress into senior rugby then all our efforts are worthwhile. In addition, some of those that go away return in future years keen to put something back into the club. The CDO and clubhouse developments demonstrate how committed we are to developing the game in Dumfries.”

The club is keen to continue to develop its coaching capacity, to offer opportunities for more young people to experience rugby and to increase the use of its facilities by other community sports clubs and organisations. If it can continue to be successful whilst achieving these wider goals then Dumfries will have a rugby club it can be proud of.
Festival of Rugby

Over 1400 young people, coaches, teachers and helpers – and many supporters – from throughout Scotland enjoyed the sunshine at the Festival of Rugby, part of the Emirates Airline Edinburgh Sevens Festival 2009. Six events were run on three of Murrayfield’s back pitches as well as a come-and-try skills challenge attempted by several hundred children and adults – and a number of Scotland’s professional rugby players – over the weekend.

On Saturday 30 May, thirty school teams took part in the Primary School tag sevens. Teams were selected from each regional development manager area through a ballot with schools from as far afield as Dumfries, Mull, Inverness, Fochabers and Gaia. The Jim Telfer Trophy was awarded to the fair play winner where teams were scored on their teamwork, sportsmanship and conduct. Kellands Primary from Inverurie was the winner with Milnes Primary (Fochabers) runners up. As part of the greater integration between the festival and international sevens these two teams, together with St Peter’s (Gaia) and Eastern Primary (Broughty Ferry), then had the privilege of playing a demonstration match on the international pitch before the South Africa v New Zealand pool match. The women’s club sevens tournament was contested on the new 3G artificial pitch between eight teams from around Scotland – in the final, RHC Cougars beat Murrayfield Wanderers to take the salver, donated by Martin Currie.

Sunday 1 June saw the boys’ clubs and girls’ teams compete under glorious skies. The S1 and S2 club sevens each featured sixteen teams while a girls’ U15 and U18 festival with eight teams ran concurrently. The winners of each event were awarded a fair-play trophy based on teamwork, sportsmanship and conduct in each game. Both winners and runners up also had the privilege of playing a demonstration match on the main pitch just before the Scotland v South Africa semi-final – at S1 boys level this was Howe of Fife (winners) and Ayr; S2 boys was Currie (winners) and Dundee Eagles; U15 girls was Community School of Auchterarder (winner) and Murrayfield Wanderers; and U18 girls was a combination side from Argyll / Arran / Murrayfield Wanderers (winners) and Cumnock.

This year, all back pitch activities stopped for every Scotland match, allowing the youngsters to support the team in the stadium. Another innovation saw all participants, complete with their school or club banners, parade down the track in front of the West stand. Glasgow and Edinburgh professional players also came to the back pitches to compete in skills sessions and sign autographs and, on Saturday, all participants had the chance to watch the Scotland v Canada pool match from the best seats in the house – sitting on the trackside, up close to the action.
COMMUNITY RUGBY cont.

Championship & Cup

In Scottish Hydro Electric's second season as Championship sponsors, Ayr started their winning run as September's Club of the Month and continued to show they were worthy champions of Premiership Division 1. Meanwhile, having been relegated last season, Dundee HSFP stormed away as clear winners of Premiership Division 2 and in Premiership Division 3, the battle for promotion was led from the start, and won, by Kirkcaldy.

National League Division 1 was topped in outstanding fashion by Howe of Fife, with a perfect season of 22 wins, while Whitecraigs won National League Division 2 and Lasswade triumphed in National League Division 3.

In Caledonia League Division 1, Aberdeenshire were champions while at Division 2 level the winners and runners-up from Midlands (Alloa and Harris), North East (Aberdeen Wanderers and Huntly) and North West (Moray and Ross Sutherland) had crossover play-offs to win promotion with the latter coming out on top.

Having narrowly missed out on promotion last season, Hawick Linden won East League Division 1 and in Division 2, Edinburgh Northern secured the title. In the West, GHK with 15 wins and a 12 point lead beat off Cumbernauld to take the West League Division 1 title while in Division 2, Millbrae won the League by 15 points and Clydesdale narrowly won Division 3.

Murrayfield was again handed over to the club game for Scottish Hydro Electric Cup Finals day with Heriot's taking the crown away from Melrose in a last-minute victory. In the Bowl, Aberdeen University beat Duns to the Plate.

Youth & Schools

Youth competition took the form of events at under-18 level for boys and girls; under-15 level for boys and girls and under-16 level for boys.

A combined National Midi Finals day took place at Murrayfield at the end of March for the under-15 and under-16 teams. The silverware headed to Gala in the under-15 girls' event when the Borders side saw off the challenge of Carrick Academy. Stirling County outgunned Ayr to lift the cup in the under-15 boys' competition while a close-fought tussle saw Musselburgh defeat Dumfries in the U16 Cup final.

At the end of April it was the turn of the under-18 boys and under-18 girls to vie for their respective Youth Cups in a combined evening at Murrayfield. Aboyne / Banchory Academies put up a brave fight to victors Murrayfield Wanderers in the girls' final while Stirling County retained the under-18 Cup in their defeat of Currie Colts; the under-18 Bowl was lifted by Perthshire RFC.

School rugby was vibrant over the season with many established schools continuing their programme to provide youngsters with an opportunity to play the game at a high level. It was also encouraging to see so many 'new' schools taking up the game, progressing and entering the various tournaments at national and local levels. Many events were held around the country organised by the regional development managers and local schools in the form of sevens tournaments and rugby festivals.

The Bell Lawrie competitions were again held at under-15 and under-18 levels and high numbers of entries meant preliminary rounds took place early in the season. The Cup finals, played at Murrayfield in front of an enthusiastic crowd, saw Fettes College beat Stewart's Melville College (39-28) at under-18 and Edinburgh Academy beat George Watson's College (29-21) at under-15.

The Bowl competitions saw two firsts: a drawn game in the under-18 final and a composite team, Obermory (Oban and Tobermory HS), reaching the under-15 final.

There was no sevens tournament held this season, but it is proposed to resurrect this for next season.
Rugby Champions in Aboyne

Run in partnership with Scottish Widows Bank, Rugby Champions aims to increase the number and amount of rugby played in state secondary schools while rewarding the dedicated school staff who give up their spare time to take extra-curricular rugby.

The programme operates by rewarding the school’s registered Rugby Champion with personal coaching kit and provides the school with specialist rugby equipment for coaching and training. Additional equipment is then provided as rugby develops at the school in accordance with bronze, silver and gold levels of participation.

Some 212 state secondary schools have so far registered for Rugby Champions – to date, 131 have achieved the bronze award, 55 have achieved the silver award and 21 have achieved the gold award.

Through the hard work of technical teacher and school Rugby Champion David Kirby, and the support of other staff and parent volunteers, Aboyne Academy has become one of the few gold level schools in the Grampian area.

Silver and gold schools were offered extra rewards such as tickets to attend pro team fixtures or a coaching session, for gold schools, Aboyne Academy selected a coaching master class which saw Stevie Scott (specialist throwing coach for pro, age grade and national teams) deliver two extended sessions at the school in May 2009, aided by Scotland 7s and under-20 internationalist, Ashleah McCulloch (Aberdeen Grammar).

David Kirby started out with girls’ rugby just over two years ago and this season added competitive fixtures for the boys’ teams as well. To date, the boys have played in the Scottish and North Schools Cups and the girls have competed in the National Youth Cup at under-15 and under-18 – with the under-18s qualifying for the National SWRU Cup finals at Murrayfield this season.

“The scheme is very positive,” David said. “It encourages a lot of staff who aren’t necessarily PE teachers to get involved in rugby, and to incentivise it with great rewards like kit and training sessions is just fantastic. Getting professional coaches – and even Ashleah, who isn’t much older than the senior pupils – along was met with such a positive response.

“Because of the success of our teams and the raised profile of rugby at the school through the Rugby Champions programme, more and more kids are signing up to rugby every year.”
Women

This season ended with 24 senior clubs, 21 youth clubs and 105 schools involved in the women's game, the latter figure double the target for this year. Meanwhile overall player registrations have seen an increase of 31% from last season with a 62% rise in the 12 to 18 age group.

Youth clusters are active in Argyll & Bute, Ayrshire, Borders, Central, Dumfries & Galloway, East Lothian, Edinburgh & Midlothian, Glasgow, Grampian, Highlands & Islands and Tayside & Fife and a total of 32 girls' development days took place during 2008/09.

Thirteen teams entered this year's National Senior Cup, with the finals at Lasswade RFC. Murrayfield Wanderers defeated Hillhead / Jordanhill in the Cup final, Edinburgh University lifted the Plate and Aberdeenshire Quines, the Bowl.

A variety of youth tournaments ran during the season; in Perthshire over 120 girls took part in an event at both under-18 and under-15 levels; the Grangemouth Bowl tournament saw three under-18 teams and four under-15 teams compete; and the Emirates Airline Edinburgh Sevens Festival involved 75 participants at under-18 level and 99 at under-15 level. Other tournaments have been run locally by youth coordinators.

A motion proposing integration with the Scottish Rugby Union was passed unanimously at the SWRU agm in early June; this led to a further proposal at Scottish Rugby's agm at the end of June.

In season 2009/10, the National League will be expanded to allow teams ready to leave the National Development League to move into a formal league structure; no league matches will take place on weekends of Scotland squad training or during the Six Nations; and a new Premier 10s series and a National 10s tournament will be run on Six Nations' away weekends.

Youth development clusters will increase to twelve (from 11 in 2008/09) and will be centred on four areas – north, midlands, east and west. The season will have a double aim with a development focus from August to November and a competition focus from February to May, run by youth cluster coordinators. The goal is to increase the skills base of these players and provide additional opportunities for games.

Referees

As the community game continues to grow, the number of licensed referees has increased to meet demand – 70 referee training courses have been delivered across the country resulting in 1175 new referees. This has meant an overall increase of 39%, from a baseline of 2,313 in April 2008 to 3,225 in April 2009.

The National Academy continues to help talented referees with four new candidates selected to the junior academy and four to the senior section. All have made rapid progress, resulting in most of the junior section being tested at Premier 3 appointments. Charles Samson and Johann Van Der Merwe were both promoted from the junior section to the SRU panel of referees; Charles was recently appointed to the Millfield International Festival and Johann was selected to the U18 6 Nations Festival in Italy.

Members of the Senior Academy have progressed well with Andrew McMenemy promoted to the high performance group and selected to referee at four legs of the IRB Sevens World Series. All other members of the senior section have been involved in an exchange programme with the RFU testing them at National 1 to 3 levels while Cammy Rudkin refereed a women's and U19 internationals.

At the Elite level, the season has been very successful with Peter Allan selected to the newly formed IRB development panel and to referee at the Junior World Cup in Japan. Peter was also involved as a touch judge, along with David Changleng, in this year's RBS 6 Nations.

Peter Allan, Andy Macpherson and Neil Paterson all refereed in this year’s ERC competition with Peter in charge of a Challenge Cup quarter final and appointed as reserve referee for the final. Andy Macpherson refereed his first two Heineken Cup games and was involved in all six rounds of the pool stages – he was also awarded Scottish Rugby Referee of the Year. Neil Paterson refereed at the Rugby World Cup Sevens in Dubai and the London and Edinburgh legs of the IRB Sevens World Series, where he was in charge of both finals.

Jim Yuille has been appointed to the IRB specialist TMO panel with his first appointment in June 2009 for Argentina v England at Old Trafford. Additionally, Scottish referees have taken charge of two women's internationals, two RBS 6 Nations' U20 matches and 22 Magners League games.
Dundee HSFP was sufficiently concerned about a decline locally in young players coming into the game that it invested its own time and money to establish the Dundee Eagles programme. This introduces rugby to local schools through weekly coaching, fun games and competitive matches at the main club providing a complete pathway for young people to develop their rugby skills and enjoy the game from micro primary 1 through to under-18.

Dundee Eagles is now in its fifth season with a team of over 60 volunteer coaches and supporters, all of whom have the appropriate coaching qualifications and regularly help with junior groups. Day-to-day leadership of the programme is coordinated by Colin Whittaker, a full time development officer. This is a joint appointment between Dundee High School, Scottish Rugby and Dundee HSFP, with the development officer working within the school to progress the team sport.

The development officer is supported by two Scottish Rugby SVQ community coaches who provide rugby to four secondary schools and their associated primary clusters and annually see over 3000 boys and girls.

“As a predominantly ‘football’ school, I was delighted when Colin contacted me to ask about the possibility of providing rugby taster sessions for our P6 and P7 pupils, culminating in an inter-school rugby festival,” says Nicola Munro (Depute Head, St Mary’s RC Primary School, Dundee). “The pupils were very keen and enjoyed the high quality coaching which Colin’s team provided.”

The club has seen a steady growth with membership now around 200 players; as a result, Dundee Eagles will have teams in every age group for 2009/10.

A particular success of the club has been its volunteer coach recruitment programme; the development officer regularly runs Scottish Rugby foundation coaching courses for parents and Dundee HSFP players. The support provided by the development officer for the new coaches on a Sunday morning has been paramount to their retention and continued development.

Says parent Gary Matheson, “My first experience of Dundee Eagles was two years ago when my son brought home flyers from his school inviting him along to try rugby. Since then he has never put down a rugby ball and I have become involved in the club as a coach. With help from Coco (Colin) I have completed my foundation coaching and most recently achieved my UKCC level 2 accreditation.”

Along with the foundation course the club also offers young people aged 15 to 18 the opportunity to gain their Scottish Rugby Youth Coaching qualification to provide pathways into coaching and think about sports development and the SVQ community coach programme as a career option.

SVQ Craig Shearer started with Dundee Eagles in 2003. “I played my rugby with the Eagles from Primary 7 to under-18 level. Working with the coaches and development officer, the club developed me as a young adult and player. I attended the youth coaching course being run by Coco and got the chance of a lifetime, to become an SVQ community coach for the club. So now I don’t just play for the club I work for it too. Rugby is my passion and the Eagles have also now made it my life.”

Dundee HSFP and Dundee Eagles have worked hard to promote not only the club but rugby in general into the local community; the introduction of a touch rugby league let more people become involved in the sport. Now into its fifth season, Touch Dundee has 24 teams and over 260 players taking part every Wednesday night over May and June with the whole community represented.
Universities & Colleges

Player retention at the 17 to 24 age band is a key Scottish Rugby objective and a huge area of potential growth, as it is traditionally a big drop-off area when young people move from school and club rugby into the game at further education level. Beyond player participation, these are the people who will be the volunteers, club coaches and presidents of the future and are the focus of Scottish Rugby's development manager (17-24 year olds), Lindsey Booth.

A range of support is offered including resources, start and end of season planning meetings, club support meetings and Fresher’s Fares support. During the 2008/09 season Scottish Rugby has worked hard to engage with a number of non traditional student based clubs at universities – such as satellite campus teams, agriculture, vet, medical and other school / faculty teams – as well as working with fledgling teams from FE colleges. This has resulted in an increase in the number of student teams participating in events throughout the season.

The Canterbury Development League is one such programme, with an increase in the number of teams from two regional pools in the 2007/08 season to three regional pools in 2008/09. This programme, which has up until now been exclusively for student teams, successfully piloted the inclusion of a club based U20 team from Stirling County RFC. The winners of the League for the second year were Aberdeen University who, along with the league title, also received a full set of Canterbury playing strip from the league sponsor.

A highlight of this season was the inaugural Spire Murrayfield Hospital Universities and Colleges Cup Finals on a sunny Wednesday in March when over 500 rugby players descended on the six pitches of Broughton Rugby Club in Edinburgh. Over 45 teams entered six separate sevens, ten-a-side and a fifteen a-side men's and women's cup competitions with universities, colleges, medical societies and the armed forces gathering for the first time at varying levels of ability and experience. The more practiced individuals focused their efforts on the invitational tournament while more relaxed and fun rugby was played in the extremely popular Student Challenge Cup competitions.

Looking ahead to 2009/10 season there are plans to extend the Student Cup Finals further, to continue to support the student rugby clubs with a range of resources and meetings and to develop a range of ‘pitch up and play’ Wednesday afternoon events where students (male and female) who don’t play in regular university league programmes can come along and get regular rugby fixtures.
Scotland

Bank of Scotland Corporate Autumn Tests 2008

Scotland 6 – 32 New Zealand (Murrayfield, 8 November 2008)
Scotland 10 – 14 South Africa (Murrayfield, 15 November 2008)
Scotland 41 – 0 Canada (Pittodrie, Aberdeen, 22 November 2008)

RBS 6 Nations Championship 2009

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Scotland 13 – 26 Wales (Murrayfield, 8 February 2009)
France 22 – 13 Scotland (Stade De France, 14 February 2009)
Scotland 26 – 6 Italy (Murrayfield, 28 February 2009)
Scotland 15 – 22 Ireland (Murrayfield, 14 March 2009)
England 26 – 12 Scotland (Twickenham, 21 March 2009)

Scotland A

Scotland A 69 – 3 Georgia (Firhill, 14 November 2008)
Ireland A 35 – 10 Scotland A (RDS Dublin, 13 February 2009)
Scotland A 22 – 22 Italy A (McDiarmid Park, Perth, 27 February 2009)

IRB Nations Cup 2009

Scotland A 49-7 Russia (Stadionul National Arcul de Triumf, 12 June 2009)
Scotland A 27-3 Uruguay (Stadionul National Arcul de Triumf, 16 June 2009)
France A tbc Scotland A (Stadionul National Arcul de Triumf, 21 June 2009)

Scotland Club International

France 13 – 12 Scotland (Rouen, 13 February 2009)
Scotland 31 – 18 Ireland (Myreside, 13 March 2009)

Scotland 7s

IRB Sevens World Series

Dubai – 28 & 29 November 2008
South Africa 31 – 10 Scotland
Kenya 38 – 0 Scotland
Scotland 19 – 14 Arabian Gulf
Scotland 5 – 19 Zimbabwe (Bowl quarter final)
USA 17 – 14 Scotland (Shield semi final)

George, South Africa – 5 & 6 December 2008
Fiji 31 – 0 Scotland
Argentina 14 – 0 Scotland
Scotland 7 – 17 Zimbabwe
Kenya 19 – 15 Scotland (Bowl quarter final)
Scotland 17 – 12 Georgia (Shield semi final)
Zimbabwe 26 – 0 Scotland (Shield final)

Wellington, New Zealand – 6 & 7 February 2009
South Africa 24 – 0 Scotland
Kenya 14 – 19 Scotland
Australia 22 – 10 Tonga
Canada 7 – 14 Scotland (Shield semi final)
Niue 0 – 26 Scotland (Shield final)
RESULTS AND AWARDS cont.

San Diego, USA – 14 & 15 February 2009
England 22 – 12 Scotland
Samoa 24 – 7 Scotland
Scotland 29 – 12 Japan
Scotland 50 – 0 Mexico (Bowl quarter final)
Scotland 12 – 17 France (Bowl semi final)

Hong Kong – 27 to 29 March 2009
USA 17 – 19 Scotland
Kenya 31 – 7 Scotland
Scotland 19 – 17 West Indies
Tonga 29 – 0 Scotland (Plate quarter final)

Adelaide, Australia – 3 to 5 April 2009
Fiji 33 – 7 Scotland
Argentina 12 – 7 Scotland
France 24 – 12 Scotland
Samoa 27 – 14 Scotland (Bowl quarter final)
Scotland 17 – 14 Japan (Shield semi final)
Scotland 21 – 24 USA (Shield final)

Kenya 17 – 12 Scotland
Fiji 7 – 12 Scotland
USA 0 – 40 Scotland
Scotland 22 – 21 Portugal (Cup quarter final)
Scotland 12 – 26 England (Cup semi final)

Edinburgh, Scotland – 30 & 31 May 2009
England 17 – 33 Scotland
Kenya 22 – 17 Scotland
Canada 5 – 26 Scotland
Samoa 12 – 14 Scotland (Cup quarter final)
South Africa 26 – 21 Scotland (Cup semi final)

IRB 7s World Cup
Dubai – 5 to 7 March
Scotland 14 – 33 Canada
Scotland 31 – 10 Japan
South Africa 19 – 14 Scotland
France 19 – 21 Scotland (Plate quarter-final)
Scotland 29 – 7 Portugal (Plate semi-final)
Scotland 21 – 21 Scotland (Plate final)

IRB Toshiba Junior World Championship 2009
Samoa U20 17 – 14 Scotland U20 (Prince Chichibu Memorial Stadium, Tokyo, 5 June 2009)
England U20 30 – 7 Scotland U20 (Prince Chichibu Memorial Stadium, Tokyo, 9 June 2009)
Japan U20 7 – 12 Scotland U20 (Prince Chichibu Memorial Stadium, Tokyo, 13 June 2009)
Fiji U20 26 – 39 Scotland U20 (Hanazono Stadium, Osaka, 17 June 2009)
Tonga U20 tbc Scotland U20 (Hanazono Stadium, Osaka, 21 June 2009)
Scotland U19
Scotland U19 Exiles 7 – 36 Scotland U19 (Percy Park, 7 December 2008)
Scotland U19 55 – 13 Italy U19 (Lasswade, 1 March 2009)
France U19 48 – 17 Scotland U19 (Dourdan, 4 April 2009)

Scotland U18
England U19 63 – 0 Scotland U18 (Kingston Park, 22 March 2009)
Scotland U18 57 – 3 Boys Clubs of Wales (Bridgehaugh, 29 March 2009)
Leicester Academy 62 – 8 Scotland U18 (Leicester, 5 April 2009)
Italian Clubs U18 28 – 15 Scotland U18 (Viadana, 11 April 2009)

Five Nations U18 Festival
England U18 75 – 0 Scotland U18 (Viadana, 15 April 2009)
Wales U18 23 – 13 Scotland U18 (Noceto, 18 April 2009)

Scotland U17
Scotland U17 warm-up
Caledonian U17/U18 57 – 3 Scotland U17
Newcastle Falcons 16 – 21 Scotland U17

Millfield International Festival 2009
England U17 3 – 17 Scotland U17 (Tor RFC, 7 April 2009)
Scotland U17 53 – 3 Belgium U17 (Millfield, 9 April 2009)
Scotland U17 6 – 5 Wales U17 (Millfield, 12 April 2009)

Scotland Women
RBS 6 Nations Women’s Championship 2009
Pos Team Pld W D L F A PD Pts
1 England 5 4 0 1 237 52 185 8
2 Wales 5 4 0 1 94 69 25 8
3 Ireland 5 3 0 2 88 64 24 6
4 France 5 3 0 2 78 86 -8 6
5 Scotland 5 1 0 4 38 161 -123 2
6 Italy 5 0 0 5 57 160 -103 0

Scotland 10 – 31 Wales (Lasswade, 8 February 2009)
France 25 – 12 Scotland (Arras, 15 February 2009)
Scotland 13 – 10 Italy (Meggetland, 28 February 2009)
Scotland 0 – 23 Ireland (Meggetland, 13 March 2009)
England 72 – 3 Scotland (London Welsh, 21 March 2009)

FIRA European Championship 2009
Pool A
Pos Team Pld W D L F A PD Pts
1 Scotland 3 3 0 0 193 18 175 9
2 Netherlands 3 2 0 1 152 38 114 7
3 Russia 3 1 0 2 29 129 -100 5
4 Belgium 3 0 0 3 11 200 -189 3

Scotland 84 – 0 Russia (Enkoping, Sweden, 17 May 2009)
Scotland 71 – 0 Belgium (Enkoping, Sweden, 20 May 2009)
Scotland 38 – 18 Netherlands (Enkoping, Sweden, 23 May 2009)

Professional Teams
Magners League 2008/09
Pos Team Pld W D L F A TB LB PD Pts
1 Munster 18 14 0 4 405 257 6 1 148 63
2 Edinburgh 18 11 0 7 416 296 6 5 120 55
3 Leinster 18 11 1 6 401 270 4 2 131 52
4 Ospreys 18 11 0 7 397 319 3 5 78 52
5 Scarlets 18 9 0 9 376 395 3 1 -19 40
6 Cardiff Blues 18 8 1 9 322 361 2 2 -39 38
7 Glasgow Warriors 18 7 0 11 349 375 4 5 -26 37
8 Ulster Rugby 18 7 0 11 298 331 2 6 -33 36
9 Dragons 18 7 0 11 305 429 1 4 -124 33
10 Connacht Rugby 18 4 0 14 224 460 1 3 -236 20
## RESULTS AND AWARDS cont.

### Edinburgh

**Heineken Cup Pool 2 2008/09**

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- **Edinburgh 15 – 20 Munster** (Murrayfield, 5 September) (ML)
- **Leinster 52 – 6 Edinburgh** (RDS Showground, 12 September) (ML)
- **Edinburgh 32 – 12 Scarlet** (Murrayfield, 19 September) (ML)
- **Dragons 11 – 9 Edinburgh** (Rodney Parade, 26 September) (ML)
- **Ulster 13 – 9 Edinburgh** (Ravenhill, 3 October) (ML)
- **Edinburgh 16 – 27 Castres Olympique** (Stade Pierre Antoine, 18 October) (HC)
- **Edinburgh 16 – 27 Leinster** (Murrayfield, 11 October) (HC)
- **Edinburgh 32 – 16 Ospreys** (Murrayfield, 28 November) (ML)
- **Edinburgh 16 – 25 Wasps** (Murrayfield, 5 December) (HC)
- **Wasps 19 – 11 Edinburgh** (Adams Park, 14 December) (HC)
- **Edinburgh 32 – 12 Castres Olympique** (Stade Pierre Antoine, 18 October) (HC)
- **Edinburgh 15 – 20 Leinster** (Murrayfield, 11 October) (HC)
- **Munster 28 – 14 Edinburgh** (Musgrave Park, 21 February) (ML)
- **Edinburgh 16 – 25 Leinster** (Ravenhill, 3 October) (ML)
- **Edinburgh 32 – 16 Ospreys** (Murrayfield, 28 November) (ML)
- **Edinburgh 16 – 25 Wasps** (Murrayfield, 5 December) (HC)
- **Wasps 19 – 11 Edinburgh** (Adams Park, 14 December) (HC)
- **Edinburgh 39 – 6 Glasgow** (Murrayfield, 26 December) (ML)
- **Glasgow 25 – 20 Edinburgh** (Firhill Arena, 2 January) (ML)
- **Edinburgh 21 – 15 Ulster** (Murrayfield, 9 January) (ML)
- **Edinburgh 32 – 14 Castres Olympique** (Stade Pierre Antoine, 18 October) (HC)
- **Leinster 13 – 9 Edinburgh** (Ravenhill, 3 October) (ML)
- **Edinburgh 28 – 14 Edinburgh** (Musgrave Park, 21 February) (ML)
- **Scarlets 13 – 6 Edinburgh** (Parc Y Scarlets, 8 March) (ML)
- **Edinburgh 32 – 5 Connacht** (Murrayfield, 27 March) (ML)
- **Edinburgh 16 – 3 Cardiff Blues** (Murrayfield, 3 April) (ML)
- **Edinburgh 27 – 16 Leinster** (Murrayfield, 17 April) (ML)
- **Ospreys 30 – 32 Edinburgh** (Liberty Stadium, 25 April) (ML)
- **Edinburgh 43 – 3 Dragons** (Murrayfield, 9 May) (ML)
- **Cardiff 14 – 36 Edinburgh** (Arms Park, 17 May) (ML)

### Glasgow

**Heineken Cup Pool 5 2008/09**

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- **Dragons 6 – 12 Glasgow** (Rodney Parade, 5 September) (ML)
- **Glasgow 18 – 21 Ospreys** (Firhill Arena, 12 September) (ML)
- **Connacht 15 – 8 Glasgow** (Sportsground, 19 September) (ML)
- **Glasgow 34 – 20 Scarlets** (Firhill Arena, 26 September) (ML)
- **Glasgow 25 – 17 Castres Olympique** (Stade Pierre Antoine, 18 October) (HC)
- **Glasgow 32 – 22 Edinburgh** (Murrayfield, 9 January) (ML)
- **Glasgow 25 – 17 Ulster** (Ravenhill, 3 October) (ML)
- **Glasgow 28 – 0 Cardiff Blues** (Firhill Arena, 28 November) (ML)
- **Bath Rugby 35 – 31 Glasgow** (Recreation Ground, 7 December) (HC)
- **Glasgow 19 – 25 Bath Rugby** (Firhill Arena, 14 December) (HC)
- **Edinburgh 39 – 6 Glasgow** (Murrayfield, 26 December) (ML)
- **Glasgow 25 – 20 Edinburgh** (Firhill Arena, 2 January) (ML)
- **Glasgow 20 – 25 Edinburgh** (Firhill Arena, 9 January) (ML)
- **Toulouse 26 – 33 Glasgow** (Stade Ernest Wallon, 17 January) (HC)
- **Glasgow 13 – 10 Dragons** (Firhill Arena, 25 January) (HC)
- **Cardiff 34 – 30 Glasgow** (Arms Park, 20 February) (ML)
- **Ulster 12 – 0 Glasgow** (Ravenhill, 7 March) (ML)
- **Glasgow 13 – 36 Munster** (Firhill Arena, 27 March) (ML)
- **Scarlets 21 – 38 Glasgow** (Parc Y Scarlets, 4 April) (ML)
- **Glasgow 19 – 20 Ulster** (Firhill Arena, 17 April) (ML)
- **Leinster 36 – 13 Glasgow** (RDS Showground, 25 January) (ML)
- **Ospreys 34 – 23 Glasgow** (Liberty Stadium, 10 May) (ML)
- **Glasgow 30 – 9 Connacht** (Firhill Arena, 15 May) (ML)
Scottish Hydro Electric Leagues & Cup

Championship Results

Premiership

Division 1
Champions: Ayr RFC
Relegated: Stirling Country RFC

Division 2
Champions: Dundee HSFP
Also promoted: Stewarts Melville FP RFC
Relegated: Musselburgh RFC

Division 3
Champions: Kirkaicdy RFC
Also promoted: Dunfermline RFC
Relegated: Ellon RFC

National League

Division 1
Champions: Howe of Fife RFC
Also promoted: Dunmries RFC
Relegated: Cambuslang RFC

Division 2
Champions: Whitecraigs RFC
Also promoted: Linlithgow RFC
Relegated: Forrester RFC

Division 3
Champions: Lasswade RFC
Also promoted: Wayside Drumpellier RFC
Relegated: Lismore RFC

Regional League

Caledonia Division 1
Champions: Aberdeenshire RFC

Caledonia Division 2
Champions: Alloa RFC

Caledonia Division 2 North East
Champions: Aberdeen Wanderers

Caledonia Division 2 North West
Champions: Moray RFC
Promoted to C1: Ross Sutherland Stags

West Division 1
Champions: GHK RFC
Relegated: Uddingston RFC

West Division 2
Champions: Millbrae RFC
Also promoted: Carrick RFC
Relegated: Paisley RFC

West Division 3
Champions: Clydesdale RFC
Also promoted: Jordanhill Phoenix RFC

East Division 1
Champions: Hawick Linden
Relegated: Dalkeith RFC

East Division 2
Champions: Edinburgh Northern RFC
Also promoted: Earlston RFC

Scottish Hydro Electric National Finals 2008/09

Cup: Heriot's RFC 21 – 19 Melrose RFC
Shield: Glasgow Hawks RFC 21 – 14 Peebles RFC
Bowl: Aberdeenshire RFC 0 – 15 Edinburgh Uni RFC
Plate: Aberdeen Uni RFC 33 – 10 Duns RFC

SWRU Premier League 2008/09

Winners: Murrayfield Wanderers LRFC
Play-off for relegation: Dundee University v Lismore
Relegated: Aberdeenshire Quines

SWRU National League 2008/09

Winners: Cartha Queens Park
Play-off for promotion: Dundee University v Lismore
Relegated: (tbc) The Saints

SWRU National Development League 2008/09

Winners: Stirling County / Stirling University

SWRU National Finals 2008/09

Sarah Beaney Memorial Cup: Hillhead Jordanhill 3 – 19 Murrayfield Wanderers
Plate: Kirkcaldy 0 – 34 Edinburgh University
Bowl: Lismore 10 – 24 Aberdeenshire Quines

SWRU Club of the Year: Murrayfield Wanderers LRFC

Youth & Schools Results

U18 Youth Cup: Currie Colts 13 – 34 Stirling County RFC (Murrayfield, 25 April 2009)
U18 Bowl: Perthshire RFC 52 – 24 Strathaven RFC (4 April 2009)

SWRU U18 Youth Cup: Murrayfield Wanderers 46 – 5 Aboyne / Banchory Academies (Murrayfield, 29 March 2009)

U16 Youth Cup: Musselburgh RFC 18 – 14 Dumfries RFC (Murrayfield, 29 March 2009)

U16 Bowl: Dunfermline RFC 15 – 5 GHA RFC (29 March 2009)

U15 Youth Cup: Ayr RFC 5 – 52 Stirling County RFC (Murrayfield, 29 March 2009)

U15 Bowl: Howe of Fife RFC 29 – 5 GHA RFC (Murrayfield, 29 March 2009)

SWRU U15 Youth Cup: Carrick Academy 0 – 63 Gala Girls (Murrayfield, 29 March 2009)

Bell Lawrie U15 Cup: Edinburgh Academicals 29 – 21 George Watson’s (Murrayfield, 10 March)

Bell Lawrie U18 Cup: Stewart’s Melville College 28 – 39 Fettes College (Murrayfield, 29 March 2009)

Bell Lawrie U15 Plate: Bell Baxter High School 14 – 0 High School of Dundee (Madras RFC, 26 March 2009)

Bell Lawrie U18 Plate: Belmont Academy 36 – 12 Kelso High School (Malleny Park, 27 April 2009)

Bell Lawrie U15 Bowl: Earlston HS 13 – 0 Obermory (New Anniesland, 20 March 2009)

Bell Lawrie U18 Bowl: Currie CHS/Balerno HS 13 – 3 Kelvinside Academy (Dalziel Park, 1 April 2009)
Scottish Rugby Awards 2008/09

Premier Division One Player of the Season
Fraser Harkness (Selkirk RFC)

Premier Division Two Player of the Season
Danny Levison (Dundee HSFP RFC)

Premiership Division Three Player of the Season
James Fleming (Perthshire RFC)

National Division One Player of the Season
Keith Davidson (Langholm RFC)

National Division Two Player of the Season
Matt Dixon (Linlithgow RFC)

National Division Three Player of the Season
Russell McKeown (Allan Glen’s RFC)

East Region Player of the Season
Craig Smith (Hawick Linden RFC)

West Region Player of the Season
Struan Smith (Oban Lorne RFC)

Caledonia Region Player of the Season
Andrew Moir (Stobswell RFC)

Women’s Club Player of the Season
Rhona Shepard (Murrayfield Wanderers LRFC)

Scottish Hydro Electric Youth Coach of the Season
Douglas McCulloch (Stirling County)

Scottish Hydro Electric Coach of the Season
Kenny Murray (Ayr RFC)

Scottish Hydro Electric Referee of the Season
Andy Macpherson

Scottish Hydro Electric SVQ of the Season
Darren Cruickshank

Club International Player of the Season
Ross Weston (Currie RFC)

The Spirit of Rugby Award
Arthur Ross (Meggetland RFC)

REGIONAL AWARDS

Youth Coach of the Season
Edinburgh & Midlothian - Peter Wood
Glasgow North - Niall Hastie
Glasgow South - Michael Hunt
Tayside & Fife - Sandro Paladini
Central & West - Douglas McCulloch
Grampian - Mike Avis
Highlands & Islands - Lorna Murdoch

Opposite: Coach of the Season
Edinburgh & Midlothian - Dave Cockburn
Tayside & Fife - Garry Home / John Lathangie and Gavin McHugh
Grampian - John Scott
Highlands & Islands - Kenny Murray
Glasgow North - Keith Robertson
Glasgow South - Paul McLeod

Spirit of Rugby Award
Central & West - John MacKay
Grampian - Arthur Ross
Highlands & Islands - Ricky Coghill
Glasgow North - Alan Calder
Borders & East Lothian - William Russell
Glasgow South - Maryann and Mike O'Rourke
Tayside & Fife - Russell Ferguson

MAGNERS LEAGUE PLAYERS OF THE SEASON

Max Evans (Glasgow Warriors)

Try of the Season
Kelly Brown (Glasgow Warriors)

Scotland Women’s Player of the Season
Lynne Reid (Royal High Corstorphine)

Scotland 7s Player of the Season
Roddie Grant (Edinburgh Rugby)

Scottish Player of the Season
Chris Paterson (Edinburgh Rugby)
The Directors present their report and financial statements for the financial year ended 30 April 2009.

Principal Activities

The principal activity of the Scottish Rugby Union is to promote the game of rugby throughout Scotland, using its wholly owned subsidiary Scottish Rugby Union plc for all trading activities. The following financial statements comprise the consolidated financial statements of the Union and its subsidiary.

Business Review

The Union has broken even for the year in line with its overall strategic financial objectives. Turnover increased by £1.6m over the previous year for various reasons, including additional ticket income and broadcasting revenues from the differing profile of matches, partly offset by IRB grant income which is at a level below the amounts in the previous 2007/08 Rugby World Cup year.

Average bank borrowings over the financial year amounted to £14.9m which is £3.5m below the previous year. Year end bank borrowings of £13.3m are £4.3m below the previous year level of £17.6m. Year on year interest payments fell from £1.4m to £1.1m.

This solid financial performance is enabled by the Union’s robust financial systems which allow effective control over our trading activities and our balance sheet. The Directors continue to monitor borrowing levels, income and expenditure against budget on a monthly basis. They also monitor other key business issues including professional and national team performance which are fundamental to the Union’s strategy of growing the game within a stable commercial environment.

Further details are included in the Finance Review on pages 10 and 11 of the Annual Report.

Financial Risk Management

The Union continues to operate, monitor and evaluate its performance against the objectives of the current five year Strategic Plan, published in January 2008. The risk management framework, developed in parallel with the plan, is also now well established with the ongoing identification, evaluation and status of business risks being presented formally to the Audit Committee, Scottish Rugby Board and Council every six months.

Financial Instruments

The Union uses interest rate swaps to reduce its exposure to interest rate movements. Further details of this are noted in the Accounting Policies and in Note 9 to the Accounts.

The Union also uses forward sale currency contracts to reduce its exposure to exchange rate movements. Further details of this are noted in the Accounting Policies and in Note 8 to the Accounts. Financial instruments are not used for speculative purposes.

Charitable and Other Contributions

The Union made no donations for charitable purposes during the year.

Supplier Payments

Payments to suppliers are normally made on a monthly basis, in line with agreed payment terms which are typically 30 days or payment at the end of the following month. As at 30 April 2009, amounts due to trade creditors represented the annualised equivalent of 42 days purchases (2008 – 35 days).

Going Concern

The Directors believe that the Union has adequate resources to continue in operational existence for the foreseeable future and it therefore continues to adopt the going concern basis in preparing the financial statements.
Employees

Applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the company continues and the appropriate training is arranged. It is the policy of the company that the training, career development and promotion of a disabled person should, as far as possible, be identical to that of a person who does not suffer from a disability.

Consultation with employees or their representatives has continued at all levels, with the aim of ensuring that their views are taken into account when decisions are made that are likely to affect their interests and that all employees are aware of the financial and economic performance of their business units and of the company as a whole. Communication with all employees continues through email communication, team meeting briefings, the employee forum, periodic staff briefings and the distribution of the Annual Report.

Statement of Directors' responsibilities

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the Union's financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Union and of the surplus or deficit of the Union for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Union will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Union's transactions and disclose with reasonable accuracy at any time the financial position of the Union and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Union and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors and Disclosure of Information to Auditors

So far as each Director is aware, there is no relevant audit information (that is, information needed by the Union's auditors in connection with preparing their report) of which the Union's auditors are unaware.

Each Director has taken all the steps (such as making enquiries of other Directors and the auditors and any other steps required by the Director's duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Director in order to make himself aware of any relevant audit information and to establish that the Union's auditors are aware of that information.

Directors

The Directors of Scottish Rugby Union plc who held office during the year are noted on page 52.

Auditors

A resolution to re-appoint PricewaterhouseCoopers LLP as auditors will be proposed at the Annual General Meeting.

Graham A Ireland
Secretary
Edinburgh
18 June 2009
INDEPENDENT AUDITORS’ REPORT TO THE MEMBERS OF THE SCOTTISH RUGBY UNION

We have audited the financial statements of the Scottish Rugby Union for the year ended 30 April 2009 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement, the Accounting Policies and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Respective responsibilities of directors and auditors

As explained more fully in the Directors’ Responsibilities Statement set out on page 37, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board’s Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the Union’s members as a body in accordance with Sections 495 and 496 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Union’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

Opinion on financial statements

In our opinion the financial statements:

• give a true and fair view of the state of the Union’s affairs as at 30 April 2009 and of its surplus and cash flows for the year then ended;
• have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
• have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Scottish Rugby Board Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

• adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
• the financial statements are not in agreement with the accounting records and returns; or
• certain disclosures of directors’ remuneration specified by law are not made; or
• we have not received all the information and explanations we require for our audit.

Kenneth Wilson (Senior Statutory Auditor)
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Edinburgh
18 June 2009
PRINCIPAL ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention and in accordance with applicable Accounting Standards in the United Kingdom. A summary of the more important accounting policies, which have been applied consistently, is set out below.

Basis of Consolidation

The consolidated financial statements cover the year to 30 April 2009 and include the Scottish Rugby Union, a mutual organisation, its subsidiary undertakings Scottish Rugby Union plc and The Murrayfield Experience Limited, and a related body, the Thistle Rugby Trust. The parent body, the Scottish Rugby Union, has not traded during either the current or previous year and its only assets and liabilities are its investment in, and loans from, Scottish Rugby Union plc of £50,000.

Turnover

Turnover represents ticket sales, broadcasting revenue and all other income and is stated net of VAT. Revenue is recognised based on the relevant contractual terms or in accordance with the occurrence of the relevant event. Where consideration is received in kind, income and expenditure are grossed up on the basis of arms length commercial rates.

Tangible Fixed Assets

The cost of tangible fixed assets is their purchase cost, together with any incidental costs of acquisition. Significant sums are spent on maintenance of the Union's main asset, Murrayfield Stadium, therefore the de-minimus level for capitalisation of assets has been set at £10,000 for the first three asset categories below and at £5,000 for Other equipment. Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. The straight line basis is used in respect of all assets and the principal annual depreciation rates are:

- Land: Nil
- Stands and Heritable property: 1-20%
- Fixtures and fittings: 4-25%
- Other equipment: 7-50%

Deferred Income

Capital grants and debenture premiums are transferred to deferred income and amortised over the estimated useful life of the associated fixed assets or the life of the debenture, respectively.

Debenture Issue Costs

The costs associated with the issue of capital instruments are charged to the Income and Expenditure Account on an annual basis over the minimum period remaining until the redemption of the associated instrument.

Pension Costs

Contributions are made by the Union to money purchase scheme pension arrangements for certain employees. Amounts due to assurance companies are charged against the profit and loss account in the year in which they become payable. The Union provides no other post retirement benefits to its employees.

Finance and Operating Leases

Costs in respect of operating leases are charged on a straight line basis over the lease term.

Leasing and hire purchase agreements which transfer substantially all the benefits and risks of ownership of an asset are treated as if the asset had been purchased outright. The assets are included in fixed assets and the capital element of the leasing commitment is shown as an obligation under finance leases. The lease rentals are treated as consisting of capital and interest elements, with the capital element applied to reduce the outstanding obligation and the interest element charged against the profit or loss for the period on a straight line basis. Assets held under finance leases are depreciated over the shorter of the lease term and the useful lives of equivalent owned assets.

Grants

Revenue grants are credited to the profit and loss account in the same period as the related expenses.

Taxation

The Union has mutual trading status for taxation purposes as regards its trading activities with its own members and pays tax only on the profit derived from trading with non-members. Deferred taxation is recognised on all timing differences where the transaction or events that give rise to an obligation to pay more, or less, tax in the future have occurred by the Balance Sheet date. Deferred tax assets are recognised when it is probable that they will be recovered. The tax rates in force at the Balance Sheet date are used to calculate the need for any deferred tax provision or asset.

Financial Instruments

The Union uses interest rate swaps to reduce its exposure to interest rate movements. Receipts and payments on these interest rate swaps are recognised on an accruals basis over the life of the swap. The Union also uses forward sale currency contracts to reduce its exposure to exchange rate movements. The income relating to these sales is accounted for at the rate of exchange at which the related contract has been taken out. The Union does not hold or issue derivative financial instruments for speculative purposes.
<table>
<thead>
<tr>
<th>Notes</th>
<th>Income</th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ticket income</td>
<td>8,450</td>
<td>5,492</td>
</tr>
<tr>
<td></td>
<td>Broadcasting revenues</td>
<td>8,461</td>
<td>7,180</td>
</tr>
<tr>
<td></td>
<td>Other operating income</td>
<td>12,885</td>
<td>15,565</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>29,796</strong></td>
<td><strong>28,237</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>Expenditure</th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>International and Professional Rugby</td>
<td>14,998</td>
<td>14,183</td>
</tr>
<tr>
<td></td>
<td>Community and Performance Rugby</td>
<td>3,477</td>
<td>2,801</td>
</tr>
<tr>
<td></td>
<td>Commercial and Operational</td>
<td>8,063</td>
<td>7,968</td>
</tr>
<tr>
<td></td>
<td>Club Support and Development</td>
<td>1,334</td>
<td>933</td>
</tr>
<tr>
<td></td>
<td>Depreciation</td>
<td>796</td>
<td>897</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>28,668</strong></td>
<td><strong>26,782</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>Surplus for the period</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating surplus</td>
<td>1,128</td>
<td>1,455</td>
</tr>
<tr>
<td></td>
<td>Net Interest</td>
<td>3</td>
<td>(1,072)</td>
</tr>
<tr>
<td></td>
<td>Surplus on ordinary activities before Taxation</td>
<td>56</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Taxation</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>56</strong></td>
<td><strong>43</strong></td>
</tr>
</tbody>
</table>

The Union has no recognised gains or losses other than those included in the surplus above and therefore no separate statement of total recognised gains and losses has been presented.

There is no difference between the surplus on ordinary activities before taxation and the surplus for the period stated above and their historical cost equivalents.

A commentary on the main items included in each of the above categories is appended to the accounts after the Five Year Financial Summary.
**CONSOLIDATED BALANCE SHEET**

<table>
<thead>
<tr>
<th>Notes</th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>5</td>
<td>39,653</td>
</tr>
<tr>
<td>Investments</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans to member clubs</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Amounts falling due after one year</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>8</td>
<td>4,028</td>
</tr>
<tr>
<td>Cash in hand</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>9</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(13,966)</td>
</tr>
<tr>
<td><strong>Net Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(9,929)</td>
</tr>
<tr>
<td><strong>Provisions for liabilities and charges</strong></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1,514)</td>
</tr>
<tr>
<td><strong>Total Assets less Current Liabilities and Provisions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>28,212</td>
</tr>
<tr>
<td><strong>Financed by:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due after one year</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Deferred income</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,994</td>
</tr>
<tr>
<td>Ten Year Debentures</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Murrayfield Debentures</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>31,043</td>
</tr>
<tr>
<td>Irredeemable Debentures</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>97</td>
</tr>
<tr>
<td><strong>General Reserve</strong></td>
<td>15</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(14,923)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>28,212</td>
</tr>
</tbody>
</table>

The Financial Statements on pages 39 to 48 were approved by the Scottish Rugby Board on 18 June 2009 and were signed on its behalf by:

Allan Munro, Chairman

Gordon McKie, Chief Executive

Eamon Hegarty, Finance Director
CONSOLIDATED CASH FLOW STATEMENT

Net cashflow from operating activities

Return on investments and servicing of finance
Interest paid
  bank overdrafts and loans
  other

Capital Expenditure and Financial Investment
Payments to acquire Tangible Fixed Assets

Cashflow before financing

Financing
Finance lease and similar payments
Redemption of debentures

Increase / (decrease) in cash

Reconciliation of net cash flow to movement in net debt

Increase / (decrease) in cash in period
  Finance lease payments
  Redemption of debentures
  Repayable 1999 debentures cost
  Amortisation of Murrayfield Debentures

Change in net debt

Opening net debt

Closing net debt

\[
\begin{array}{c|cc|cc}
& 2009 & 2008 \\
\hline
\text{Notes} & £000 & £000 & £000 & £000 \\
\hline
16 & 5,996 & 1,206 & & \\
\hline
\end{array}
\]

\[
\begin{array}{c|cc}
& 2009 & 2008 \\
\hline
\text{Increase / (decrease) in cash in period} & 4,289 & (192) \\
\hline
\text{Finance lease payments} & - & 13 \\
\text{Redemption of debentures} & 10 & - \\
\text{Repayable 1999 debentures cost} & 1 & - \\
\text{Amortisation of Murrayfield Debentures} & (82) & (81) \\
\hline
\text{Change in net debt} & 4,218 & (260) \\
\text{Opening net debt} & (48,636) & (48,376) \\
\text{Closing net debt} & (44,418) & (48,636) \\
\end{array}
\]
NOTES TO THE FINANCIAL STATEMENTS

1. Surplus on ordinary activities before taxation

The surplus on ordinary activities before taxation is stated after crediting:

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortisation of deferred income</td>
<td>267</td>
<td>281</td>
</tr>
<tr>
<td>Barter transaction sponsorship income</td>
<td>423</td>
<td>338</td>
</tr>
</tbody>
</table>

And after charging:

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditors remuneration</td>
<td>24</td>
<td>23</td>
</tr>
<tr>
<td>Auditors fees for non-audit services</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Tax compliance</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Depreciation charge for the period</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owned fixed assets</td>
<td>796</td>
<td>880</td>
</tr>
<tr>
<td>Fixed assets held under finance leases</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>Operating lease rentals (all expiring within 1 year)</td>
<td>89</td>
<td>114</td>
</tr>
<tr>
<td>Barter transaction sponsorship costs</td>
<td>423</td>
<td>338</td>
</tr>
<tr>
<td>Administrative and management expenses</td>
<td>2,210</td>
<td>2,216</td>
</tr>
</tbody>
</table>

During the period the Union made no donations for charitable purposes.

2. Staff Costs

The average number of persons employed during the year who are involved in and support the Scottish game was:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rugby</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Players</td>
<td>76</td>
<td>66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Teams – Coaching &amp; Administration</td>
<td>16</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Team – Coaching &amp; Administration</td>
<td>9</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>32</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>45</td>
<td>47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fitness &amp; Conditioning</td>
<td>13</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical &amp; Physiotherapy</td>
<td>11</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>202</td>
<td>188</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stadium Operations</td>
<td>27</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Support</td>
<td>44</td>
<td>44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>273</td>
<td>259</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Within the above figures:

- **Community** includes Referees, Regional Development Managers, Women’s Rugby and General Rugby Services.
- **Performance** includes Academy Players and Coaches, Performance Development Managers, and Age Grade & Other Coaches.
- **Stadium Operations** includes staff involved in Event Management, Ticketing and Stadium & Pitch Maintenance.
- **Administration Support** includes Commercial & Marketing, HR & Communications, Finance & IT, Governance and General Administration.
2. **Staff Costs (cont)**

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>15,206</td>
<td>13,772</td>
</tr>
<tr>
<td><strong>Employment costs:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>13,473</td>
<td>12,199</td>
</tr>
<tr>
<td>Social security costs</td>
<td>1,459</td>
<td>1,339</td>
</tr>
<tr>
<td>Other pension costs</td>
<td>274</td>
<td>234</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>15,206</td>
<td>13,772</td>
</tr>
</tbody>
</table>

3. **Net Interest**

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest payable on bank borrowings</td>
<td>(990)</td>
<td>(1,330)</td>
</tr>
<tr>
<td>Other interest payable</td>
<td>-</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>(990)</td>
<td>(1,331)</td>
</tr>
<tr>
<td>Amortisation of Debenture issue costs</td>
<td>(82)</td>
<td>(81)</td>
</tr>
<tr>
<td><strong>Net Interest</strong></td>
<td>(1,072)</td>
<td>(1,412)</td>
</tr>
</tbody>
</table>

The rates of interest on the Union’s term loan borrowings are included in Note 9.

4. **Taxation**

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Tax:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On profits arising from non-mutual trading</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Deferred:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Origination and reversal of timing differences</td>
<td>86</td>
<td>242</td>
</tr>
<tr>
<td>Movement in deferred tax unprovided</td>
<td>(86)</td>
<td>(242)</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>(16)</td>
<td>(135)</td>
</tr>
<tr>
<td>Surplus on ordinary activities before tax</td>
<td>56</td>
<td>43</td>
</tr>
<tr>
<td>Corporation Tax at 28% (2008 - 30%)</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Effects of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net expenses not deductible for tax purposes</td>
<td>160</td>
<td>70</td>
</tr>
<tr>
<td>Crystallisation of tax losses</td>
<td>(160)</td>
<td>(197)</td>
</tr>
<tr>
<td>Non-taxable mutual profits</td>
<td>(154)</td>
<td>(135)</td>
</tr>
<tr>
<td>Depreciation in excess of capital allowances</td>
<td>94</td>
<td>207</td>
</tr>
<tr>
<td>Movement in other timing differences</td>
<td>44</td>
<td>42</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
5. Fixed Assets

<table>
<thead>
<tr>
<th></th>
<th>Heritable Property £000</th>
<th>Fixtures &amp; fittings £000</th>
<th>Other Equipment £000</th>
<th>Assets Under Construction £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Opening</td>
<td>44,880</td>
<td>12,449</td>
<td>2,466</td>
<td>-</td>
<td>59,795</td>
</tr>
<tr>
<td>Additions</td>
<td></td>
<td>650</td>
<td></td>
<td>57</td>
<td>707</td>
</tr>
<tr>
<td>Closing</td>
<td>44,880</td>
<td>13,099</td>
<td>2,466</td>
<td>57</td>
<td>60,502</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening</td>
<td>7,398</td>
<td>10,240</td>
<td>2,415</td>
<td>-</td>
<td>20,053</td>
</tr>
<tr>
<td>Charge for period</td>
<td>461</td>
<td>284</td>
<td>51</td>
<td>-</td>
<td>796</td>
</tr>
<tr>
<td>Closing</td>
<td>7,859</td>
<td>10,524</td>
<td>2,466</td>
<td>-</td>
<td>20,849</td>
</tr>
<tr>
<td>Net Book Value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing</td>
<td>37,021</td>
<td>2,575</td>
<td>-</td>
<td>57</td>
<td>39,653</td>
</tr>
<tr>
<td>Opening</td>
<td>37,482</td>
<td>2,209</td>
<td>51</td>
<td>-</td>
<td>39,742</td>
</tr>
</tbody>
</table>

The net book value of tangible fixed assets includes an amount of nil (2008 – nil) in respect of assets held under finance leases and HP agreements.

As part of the Edinburgh tram project and the Water of Leith flood defence scheme, Scottish Rugby was required to provide an area of land at Murrayfield to the City of Edinburgh Council (CEC) under a compulsory purchase order. In addition, during the reconstruction phase, Scottish Rugby temporarily lost access to its training pitches from June 2008 to April 2009 while work was being undertaken by CEC. As part of the finalisation of these works, CEC installed three high performance grass pitches, a new generation synthetic pitch and a replacement flood lighting system to the west of the stadium.

Given that all works were undertaken and paid for by CEC, the Union has not been able to reliably determine the values involved in these transactions and has accordingly not recorded any accounting entries reflecting these events.

6. Investments

The Union is the beneficial owner of 1,900 €1.27 ordinary shares in European Rugby Cup Limited (ERC), a company incorporated in the Irish Republic. The Union’s holding represents 19% of the company’s issued share capital.

The Union holds one €1.25 ordinary share in British Lions Limited, a company incorporated in the Irish Republic. The Union’s investment represents a 25% holding in the issued share capital of the company.

The Union is the beneficial owner of 100 €1.00 ordinary shares in Celtic Rugby Limited, a company incorporated in the Irish Republic. The Union’s holding represents 33% of the company’s issued share capital.

Given the disposition of the other shareholdings, and the immateriality of their net surpluses and net assets after receipt of dividends by the Union, the Directors do not believe that these investments fall to be treated as associate companies. Fixed asset investments are stated at the lower of cost and valuation.

7. Loans to clubs

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>12</td>
<td>39</td>
</tr>
<tr>
<td>Repayments received</td>
<td>(11)</td>
<td>(27)</td>
</tr>
<tr>
<td>Closing</td>
<td>1</td>
<td>12</td>
</tr>
</tbody>
</table>

Loans to clubs are receivable:

- Within one year: 1 (2008: 10)
- After more than one year: - 2

Total: 1 (2008: 12)

8. Debtors

Amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>3,598</td>
<td>4,791</td>
</tr>
<tr>
<td>Prepayments</td>
<td>350</td>
<td>208</td>
</tr>
<tr>
<td>Other debtors</td>
<td>80</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,028</strong></td>
<td><strong>5,043</strong></td>
</tr>
</tbody>
</table>

The Union has entered into a number of forward sale currency contracts to reduce its exposure to exchange rate movements affecting the income it receives in Euro, from ERC and 6 Nations. At the year end, the contracts held were for a total of €9.2m, with settlement dates between 29 May 2009 and 16 August 2010 at an average rate of £0.89:€1.

The notional market value of these contracts at 30 April 2009 was (£28k).
9. Creditors

<table>
<thead>
<tr>
<th>Amounts falling due within one year</th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank overdrafts</td>
<td>3,285</td>
<td>7,566</td>
</tr>
<tr>
<td>Advance receipts</td>
<td>5,191</td>
<td>2,140</td>
</tr>
<tr>
<td>Trade creditors</td>
<td>1,464</td>
<td>1,172</td>
</tr>
<tr>
<td>Other tax and social security</td>
<td>946</td>
<td>569</td>
</tr>
<tr>
<td>Accruals</td>
<td>3,080</td>
<td>3,437</td>
</tr>
<tr>
<td>Total</td>
<td>13,966</td>
<td>14,884</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amounts falling due after more than one year</th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank loans</td>
<td>10,000</td>
<td>10,000</td>
</tr>
</tbody>
</table>

The term loan is repayable in full on 30 November 2012 or earlier if the Union disposes of any property interests. In this event, 75% of the net sale proceeds shall be paid to the Union’s bankers towards repayment of the loan. The Union has entered into an interest rate swap with the Bank of Scotland in relation to £10m (2008 – £10m) of the term loan. This fixed the interest rate on these borrowings at an average of 6.35% (2008 – 6.35%) for 5 years to March 2013, with a break at November 2012 on expiry of the existing loan facility. The average rate of 6.35% results from two separate agreements – one at the rate of 6.38% on £5m LIBOR based borrowings and the other at 6.32% on £5m borrowings tied to bank base rate. Security has been granted to the Union’s bankers by way of a Bond and Floating charge over the assets of Scottish Rugby Union plc.

The interest rate swap arrangements have a notional market value, being the net present value of future cash flows due under the swap compared to current interest rates. The market value of the LIBOR interest rate swap on 30 April 2009 was (£473k). The market value of the base rate interest rate swap on 30 April 2009 was (£577k).

10. Provisions for liabilities and charges

<table>
<thead>
<tr>
<th></th>
<th>Deferred Tax £000</th>
<th>Closure of Border Reivers Club Fund £000</th>
<th>Tenant Fund £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>-</td>
<td>1,531</td>
<td>32</td>
<td>1,563</td>
</tr>
<tr>
<td>Transfer during period</td>
<td>-</td>
<td>(51)</td>
<td>2</td>
<td>(49)</td>
</tr>
<tr>
<td>Closing</td>
<td>-</td>
<td>1,480</td>
<td>34</td>
<td>1,514</td>
</tr>
</tbody>
</table>

The provision in relation to the closure of the Border Reivers Professional Team provides for outstanding obligations connected with the agreement for the Netherdale ground rental.

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred taxation comprises:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accelerated capital allowances</td>
<td>2,639</td>
<td>2,755</td>
</tr>
<tr>
<td>Other timing differences</td>
<td>668</td>
<td>712</td>
</tr>
<tr>
<td>Trading losses carried forward</td>
<td>(7,289)</td>
<td>(7,535)</td>
</tr>
<tr>
<td>Total</td>
<td>(3,982)</td>
<td>(4,068)</td>
</tr>
</tbody>
</table>

Deferred tax asset not recognised

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred tax asset not recognised</td>
<td>3,982</td>
<td>4,068</td>
</tr>
</tbody>
</table>

Following due consideration of the availability of tax losses in relation to future anticipated taxable profits, the deferred tax asset has not been recognised. The deferred tax asset will be fully recoverable should there be appropriate future taxable profits.
NOTES TO THE FINANCIAL STATEMENTS cont.

11. Deferred Income

<table>
<thead>
<tr>
<th>Heritable Property Opening</th>
<th>Debenture Property Amortisation</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>Total</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>£000</td>
<td>£000</td>
<td>2,261</td>
<td>2,542</td>
</tr>
</tbody>
</table>

12. Ten Year Debentures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1999 Debentures</td>
<td>E</td>
<td>£1</td>
<td>3,050</td>
<td>322</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>F</td>
<td>£1</td>
<td>1,250</td>
<td>842</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>G</td>
<td>£1</td>
<td>200</td>
<td>199</td>
<td>-</td>
</tr>
<tr>
<td>2002 Debentures</td>
<td>H</td>
<td>£1</td>
<td>1,500</td>
<td>198</td>
<td>198</td>
</tr>
<tr>
<td></td>
<td>I</td>
<td>£1</td>
<td>1,500</td>
<td>408</td>
<td>408</td>
</tr>
</tbody>
</table>

Debentures issued

606 1,969

The 2002 Ten Year Debentures are unsecured, interest free and repayable at par on 30 April 2012. Holders have the right to purchase a ticket for any event or match at the stadium for which the Union retains direct control over the allocation of all tickets. In respect of Six Nations matches, the ticket is for a specific seat. At the end of the year, the 1999 Ten Year Debentures became repayable.

13. Murrayfield Debentures

<table>
<thead>
<tr>
<th>Class of Debenture</th>
<th>Value Each</th>
<th>No. Authorised</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>£1,200</td>
<td>9,100</td>
<td>9,092</td>
<td>10,910</td>
</tr>
<tr>
<td>B</td>
<td>£2,200</td>
<td>7,900</td>
<td>7,900</td>
<td>17,380</td>
</tr>
<tr>
<td>C</td>
<td>£3,500</td>
<td>1,000</td>
<td>1,000</td>
<td>3,500</td>
</tr>
<tr>
<td>Thistle</td>
<td>£9,900</td>
<td>500</td>
<td>188</td>
<td>1,861</td>
</tr>
</tbody>
</table>

Debentures issued

18,180 33,651

Issue Costs:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>2,690</td>
<td>2,771</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(82)</td>
<td>(81)</td>
</tr>
<tr>
<td>Closing</td>
<td>2,608</td>
<td>2,690</td>
</tr>
</tbody>
</table>

Net Issue Proceeds less amortisation

31,043 30,971

The Murrayfield Debentures are unsecured, rank pari passu and are interest free. Repayment, at par, is at the discretion of the Union on or after 1 January 2043 in respect of the A and C Debentures and 1 January 2044 with regard to the B and Thistle Debentures. Murrayfield Debenture holders have the right to purchase a ticket for any event or match at the stadium for which the Union retains direct control over the allocation of all tickets. In respect of Six Nations matches the ticket is for a specific seat. Thistle and C Debenture holders also have the right to purchase certain matchday hospitality packages.

14. Irredeemable Debentures

The 972 (2008 - 972) Debentures of £100 each (the 1925 Debentures) entitle the holder to purchase two tickets at Murrayfield for each match directly controlled by the Union. The debentures are interest free.
15. General Reserve

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>(14,979)</td>
<td>(15,022)</td>
</tr>
<tr>
<td>Surplus for the period</td>
<td>56</td>
<td>43</td>
</tr>
<tr>
<td>Closing</td>
<td>(14,923)</td>
<td>(14,979)</td>
</tr>
</tbody>
</table>

16. Reconciliation of operating surplus to net cashflow from operating activities

<table>
<thead>
<tr>
<th></th>
<th>2009 (£000)</th>
<th>2008 (£000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating surplus</td>
<td>1,128</td>
<td>1,455</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>796</td>
<td>897</td>
</tr>
<tr>
<td>Amortisation of deferred income</td>
<td>(267)</td>
<td>(281)</td>
</tr>
<tr>
<td>Border Reivers pro team closure provision</td>
<td>(51)</td>
<td>(227)</td>
</tr>
<tr>
<td>Tenant club residual fund</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Movement in loans to clubs</td>
<td>11</td>
<td>27</td>
</tr>
<tr>
<td>Movement in debtors</td>
<td>1,015</td>
<td>(1,074)</td>
</tr>
<tr>
<td>Movement in creditors</td>
<td>3,362</td>
<td>407</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,996</td>
<td>1,206</td>
</tr>
</tbody>
</table>

17. Analysis of changes in net debt

<table>
<thead>
<tr>
<th></th>
<th>2008 £000</th>
<th>Cash Flows £000</th>
<th>Other Changes £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in hand</td>
<td>-</td>
<td>8</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Overdrafts</td>
<td>(7,566)</td>
<td>4,281</td>
<td>-</td>
<td>(3,285)</td>
</tr>
<tr>
<td>Bank loans due after 1 year</td>
<td>(10,000)</td>
<td>-</td>
<td>-</td>
<td>(10,000)</td>
</tr>
<tr>
<td>Irredeemable Debentures</td>
<td>(97)</td>
<td>-</td>
<td>-</td>
<td>(97)</td>
</tr>
<tr>
<td>Murrayfield Debentures</td>
<td>(30,971)</td>
<td>10</td>
<td>(82)</td>
<td>(31,043)</td>
</tr>
<tr>
<td>Ten Year Debentures</td>
<td>(2)</td>
<td>-</td>
<td>1</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(48,636)</td>
<td>4,299</td>
<td>(81)</td>
<td>(44,418)</td>
</tr>
</tbody>
</table>

18. SRU Group

The Scottish Rugby Union carries out all of its operations through its wholly owned subsidiary, Scottish Rugby Union plc, the registered office of which is Murrayfield Stadium, Edinburgh, EH12 5PJ. For accounting purposes the group is also deemed to include the Thistle Rugby Trust.
## FIVE YEAR FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>2008 £000</th>
<th>2007 £000</th>
<th>2006 £000</th>
<th>2005 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>29,796</td>
<td>28,237</td>
<td>25,565</td>
<td>28,641</td>
<td>27,381</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International and Professional Rugby</td>
<td>14,998</td>
<td>14,183</td>
<td>12,046</td>
<td>11,501</td>
<td>13,098</td>
</tr>
<tr>
<td>Community and Performance Rugby</td>
<td>3,477</td>
<td>2,801</td>
<td>2,262</td>
<td>2,174</td>
<td>2,606</td>
</tr>
<tr>
<td>Commercial and Operational</td>
<td>8,063</td>
<td>7,968</td>
<td>8,185</td>
<td>11,745</td>
<td>9,496</td>
</tr>
<tr>
<td>Club Support and Development</td>
<td>1,334</td>
<td>933</td>
<td>581</td>
<td>677</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>796</td>
<td>897</td>
<td>1,068</td>
<td>1,241</td>
<td>1,443</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>28,668</td>
<td>26,782</td>
<td>24,126</td>
<td>27,242</td>
<td>27,320</td>
</tr>
<tr>
<td>Surplus before Reorganisation</td>
<td>1,128</td>
<td>1,455</td>
<td>1,439</td>
<td>1,399</td>
<td>61</td>
</tr>
<tr>
<td>Reorganisation Charges</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(371)</td>
<td>(856)</td>
</tr>
<tr>
<td>Surplus / (deficit) before exceptional charges</td>
<td>1,128</td>
<td>1,455</td>
<td>1,439</td>
<td>1,028</td>
<td>(795)</td>
</tr>
<tr>
<td>Exceptional Charges</td>
<td>-</td>
<td>-</td>
<td>(1,758)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Surplus / (deficit)</td>
<td>1,128</td>
<td>1,455</td>
<td>(319)</td>
<td>1,028</td>
<td>(795)</td>
</tr>
<tr>
<td>Net interest</td>
<td>(1,072)</td>
<td>(1,412)</td>
<td>(1,341)</td>
<td>(1,460)</td>
<td>(1,453)</td>
</tr>
<tr>
<td>Surplus / (deficit) before taxation</td>
<td>56</td>
<td>43</td>
<td>(1,660)</td>
<td>(432)</td>
<td>(2,248)</td>
</tr>
<tr>
<td>Taxation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Surplus / (deficit) for period</td>
<td>56</td>
<td>43</td>
<td>(1,660)</td>
<td>(432)</td>
<td>(2,248)</td>
</tr>
</tbody>
</table>
**COMMENTARY ON THE ACCOUNTS**

**Turnover**
Scottish Rugby’s main income is derived from national team ticket sales, including the RBS 6 Nations, the Bank of Scotland Corporate Autumn Tests, the Emirates Airline Edinburgh Sevens Festival and pro team matches, together with related broadcasting revenue. Match day income also includes revenue from advertising boards, as seen around the pitch and stadium, along with revenue from hospitality activities and match programmes.  
The sale of merchandise, online and directly from the Scottish Rugby shop and concession outlets, is also an important source of income.  
Scottish Rugby is grateful for funding from its many sponsors including the Royal Bank of Scotland, Canterbury and Murray, and for significant grant funding from the International Rugby Board and sportscotland. Turnover also includes Scottish Rugby’s share of income from the Heineken (European Rugby) Cup and the Magners League, and from other events held in Murrayfield Stadium including business conferences, concerts and other sporting events.

**International and Professional Rugby**
There would be no matches without the players, the management and medical teams. Travelling, food and accommodation at venues, and other expenses incurred in ensuring these teams are best prepared to compete at the highest level across the globe are included here too. As well as salaries, costs include kit, laundry bills, travel insurance, shirt numbering, training facilities, honours caps and team coach hire for the Scotland teams playing at international level.  
Pro team costs, in addition to players’ wages, kit, travel and coaching costs, include match-day outgoings such as advertising, turnstile staff, ticket printing, venue preparation and entertainment.  
Finally, expenditure in the provision of medical services, from physiotherapists to match doctors (for the players), crowd doctors (to ensure spectator safety) to the basic materials needed for strapping injuries and dealing with wounds is included in this category. There are also outgoings associated with the fitness and conditioning personnel generally associated with national and professional teams, although these experts also spend time advising clubs at local levels.

**Community and Performance Rugby**
Community Rugby supports the grassroots of the game and Scottish Rugby recognises the importance of a well resourced and appropriately funded Community Rugby team to help develop the players and coaches of the future.  
A team of thirteen development managers, supported by sportscotland, lead community rugby development throughout Scotland – eight Regional Development Managers (RDMs) based in their respective regions, one national post assigned to 17-24 year olds, a Project Manager to oversee the Cashback for Communities programme and a Partnership Manager based at Murrayfield to lead the team. There are also two managers within the women’s game. Other costs include travel, recruitment and training.  
Scottish Rugby is committed to development within the women’s game and funds two Development Managers and a Performance Development Manager. It also provides financial assistance from grassroots to international level where the team competes successfully in the equivalent RBS 6 Nations and Rugby World Cup.  
Referee development, from grassroots to international level, involves costs from coaching for referees, to travel to games, to kit, to staffing and office expenditure for the nine individuals employed in this area. Referee costs also include salary, travelling expenses and associated costs for Scotland’s professional referees, Andrew MacPherson and Peter Allan.  
Development of coaches at all levels of the game is vital to future participation and success. Scottish Rugby funds the training of staff to deliver United Kingdom Coaching Certificate (UKCC) courses, throughout Scotland, to ensure that coaches are properly qualified to coach at all levels, and is grateful for the support of sportscotland who fund the posts of UKCC Development Manager and Coach Education Administrator. Expenditure includes training and facility costs as well as examiner and registration fees.  
A Performance Development team, including a Senior Performance Development Manager, six Performance Development Managers (PDMs), a Women’s Development Manager and two Exiles Development Managers, is responsible for programmes to identify the best players in their regions, and is part funded by sportscotland and the IRB. In addition to these staffing costs, Performance Development outgoings include Pathway expenditure, kit, balls, travel and the organisation and running of player development camps such as Struan. The National Academy, based at Murrayfield, created to help Scotland’s most promising young players, incurs costs from coaching to kit to player salaries and insurance as it strives to improve performance in the age-grade teams.  
Also, included here is the provision of medical services, from physiotherapists and doctors, for cover at various community and performance rugby matches and events held during the season. Finally, strength and conditioning costs for the community and performance game are included in this category.
COMMENTARY ON THE ACCOUNTS cont.

Commercial & Operational

Running costs of the national stadium, from purchasing grass seed to funding roof repairs, from security to public liability insurance, from rates to electricity, also account for much expenditure, and ensures that the stadium is not only fit for purpose but is a safe, well maintained and attractive venue.

Commercial and operational outgoings also include the costs of hosting matches and of staff working behind the scenes to attract supporters to fixtures. Solid marketing and promotion of the game reaps rewards in increased attendances, higher ticket revenue and additional programmes and merchandise sales. Positive relations with the media are vital in the successful promotion of the sport and fixtures, through staff involved in Communications at all levels. Supporting all these services are staff in Finance, IT, HR and other central services where costs are incurred not only through salaries but the outgoings involved in marketing campaigns, promotional materials and activities, and media conferences.

Club Support and Development

In order to help the sport at grassroots level to prosper in a safe environment, clubs are supported through the payment of Player Accident Insurance, contributions to cup and league travel costs and Minor Works Grants to help with facility improvements. Furthermore, clubs receive ticket commissions for sales of international tickets and are also supported through participation money.

Club support expenditure includes the Player Reward Scheme, which remunerates clubs for nurturing professional players to the benefit of both local and international rugby. This area also includes the joint funding of Rugby Development Officers in partnerships with both clubs and local authorities across the country. All these community developments have, with the vital support of local volunteers, contributed to the recent growth in player numbers both in traditional rugby-playing areas and in parts of the country previously less associated with the sport.

Depreciation

Depreciation is the annual charge in respect of Scottish Rugby’s fixed assets, primarily the redevelopment costs of Murrayfield Stadium.
A YEAR OF GOVERNANCE

Patron
Her Royal Highness, The Princess Royal

President
Jim Stevenson

Scottish Rugby Board
Chairman Allan Munro
Executives Gordon McKie (Chief Executive) Eamon Hegarty (Finance Director)
Non-Executive Members Gordon Bulloch Donald Emslie Jock Millican
Council Representatives Ed Crozier Archie Ferguson Jim Fleming Malcolm Gillies

Scottish Rugby Council
Jim Stevenson President
Ian Barnes Premier 1
John Davidson Premier 2
Donald Naysmith Premier 3
Archie Ferguson National Leagues
Malcolm Gillies National Leagues
Barry Sinclair Edinburgh Regional League
Bill Nolan Glasgow South Regional League
Ed Crozier Glasgow North Regional League
Alastair Forsyth Scottish Borders Regional League
Don Burns Midlands Regional League
Gordon Cox North Regional League
Jim Fleming Referees
Norman Anderson Schools
Sandra Kinnear Women's Rugby

Secretary to Board and Council
Graham Ireland

GOVERNANCE OF SCOTTISH RUGBY

Scottish Rugby Board 2008/09
The Scottish Rugby Board is responsible for the ongoing management of Scottish Rugby. The Scottish Rugby Board, which also serves as the Board of SRU plc, comprises four non-executive Directors, four representatives of the Scottish Rugby Council and up to four executive Directors. As at the financial year end, the Directors of SRU plc were:-

- Allan Munro Chairman
- Gordon McKie Chief Executive
- Eamon Hegarty Finance Director
- Gordon Bulloch (appointed 1 September 2008)
- Donald Emslie (appointed 1 September 2008)
- Jock Millican
- Ed Crozier (appointed 27 June 2008)
- Archie Ferguson
- Jim Fleming
- Malcolm Gillies (appointed 27 June 2008)


Scottish Rugby Council 2008/09
As at 27 June 2008 George Jack was succeeded on the Scottish Rugby Council by the newly elected President, Jim Stevenson. George Clark, Norman Douglas and Bob Hogarth were succeeded by Ian Barnes, John Davidson and Donald Naysmith respectively as the Premier 1, 2 and 3 representatives on the Council.

Malcolm Gillies was elected as Chair of the Council in respect of season 2008/09, with Jim Fleming elected as the Vice Chair.

Board Committees
During the period, the Board operated four sub-committees to assist in its business. The role and Chairmen of the sub-committees were as follows:-
A YEAR OF GOVERNANCE cont.

The Audit Committee, chaired by Jock Millican, is responsible for assisting the Board to discharge its responsibilities for accounting policies, financial reporting, internal control and risk management.

The Nomination Committee, chaired by Allan Munro, is responsible for making recommendations as to the composition, membership and organisation of the Board and Board Sub-Committees, together with making recommendations on senior staff appointments to the Board.

The Property Committee, chaired by Malcolm Gillies, is responsible for making recommendations with regard to the Union’s property assets.

The Remuneration Committee, initially chaired by Jock Millican and more recently by Donald Emslie, is responsible for making recommendations, within agreed terms of reference, on the Union’s remuneration policies.

Compliance with Governance Standards
All members of the Board and Council are required to comply with Scottish Rugby’s Code of Conduct. Under the Code of Conduct any alleged breach of the Code is subject to consideration by an independent panel.

Development of Corporate Governance
In line with the recommendations of the Second Governance Working Party, a Standing Working Party on the Union’s Bye Laws and Governance has been established under an independent chair. During the course of the year the Working Party was asked to consider a wide range of constitutional and governance issues and to report thereon to the Scottish Rugby Board. A full report on the issues arising was made to the member clubs during April 2009.

The Board and Council remain committed to the continuing development of our governance structures in order to meet the needs of our game.

Remuneration and Benefits of Non-Executive and Council Board Representatives
Under the SRU’s remuneration policy, the Union offers its non-executive Board members, including Council representatives on the Board, a fee for their service on the Board.

<table>
<thead>
<tr>
<th>BOARD MEMBER</th>
<th>DIRECTOR’S FEE</th>
<th>REPRESENTATIVE BODIES’ FEE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allan Munro</td>
<td>35,000</td>
<td>-</td>
<td>35,000</td>
</tr>
<tr>
<td>Jock Millican</td>
<td>15,000</td>
<td>4,500 (6N)</td>
<td>19,500</td>
</tr>
<tr>
<td>Gordon Bulloch</td>
<td>10,000</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Donald Emslie</td>
<td>10,000</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Ed Crozier</td>
<td>12,500</td>
<td>-</td>
<td>12,500</td>
</tr>
<tr>
<td>Archie Ferguson</td>
<td>15,000</td>
<td>7,000 (CLA)</td>
<td>22,000</td>
</tr>
<tr>
<td>Jim Fleming</td>
<td>15,000</td>
<td>8,820 (ERC)</td>
<td>23,820</td>
</tr>
<tr>
<td>Malcolm Gillies</td>
<td>12,500</td>
<td>18,000 (6N)</td>
<td>30,500</td>
</tr>
<tr>
<td>George Jack</td>
<td>2,500</td>
<td>-</td>
<td>2,500</td>
</tr>
<tr>
<td>George Clark</td>
<td>2,500</td>
<td>-</td>
<td>2,500</td>
</tr>
<tr>
<td>Brian Kennedy</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Graeme Millar</td>
<td>1,250</td>
<td>-</td>
<td>1,250</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNCIL MEMBER</th>
<th>POSITION HELD</th>
<th>PAID BY</th>
<th>VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Nolan</td>
<td>IRB Representative</td>
<td>IRB</td>
<td>15,000</td>
</tr>
</tbody>
</table>

Notes:
1. Non-Executive Directors are paid an annual fee of £15,000. The Chairman is remunerated at the rate of £35,000 per annum.
2. Members of the Scottish Rugby Council receive no remuneration in respect of this elected role.
3. The International Rugby Board (IRB), Six Nations Committee (6NC), European Rugby Cup Ltd (ERC) and the Celtic League Association (CLA) have a policy of financially compensating the representatives serving and the service fees paid to the SRU Council and Board representatives serving were as noted. Fees payable by those bodies to Gordon McKie, Allan Munro and Eamon Hegarty were disclaimed by the individuals and were retained by Scottish Rugby.

REGISTERED OFFICE AND ADVISERS
Registered Office: Murrayfield Stadium, Edinburgh EH12 5PJ
Bankers: Bank of Scotland, Head Office, The Mound, Edinburgh EH1 1YZ
Auditors: PricewaterhouseCoopers LLP, Erskine House, 68-73 Queen Street, Edinburgh EH2 4NH
Solicitors
Anderson Strathern
1 Rutland Court
Edinburgh
EH3 8EY
McGrigors
Princes Exchange
1 Earl Grey Street
Edinburgh
EH3 9AQ
THANKS TO SCOTTISH RUGBY’S PARTNERS

NATIONAL TEAM OFFICIAL PARTNERS

- RBS NATIONS
  - SIX NATIONS SPONSOR
- SCOTLAND TEAM KIT SPONSOR
- SCOTLAND TEAM SPONSOR
- AUTUMN TEST SPONSOR

SCOTTISH RUGBY OFFICIAL PARTNERS

- Spire Murrayfield Hospital
  - OFFICIAL HEALTHCARE PARTNER
- BBC SPORT
  - SIX NATIONS AND AUTUMN TESTS BROADCASTER
- Ford
  - OFFICIAL VEHICLE PARTNER
- The Famous Grouse
  - THE SPIRIT OF SCOTTISH RUGBY
- Scottish Hydro Electric
  - NATIONAL SPONSOR FOR SCOTTISH COMMUNITY RUGBY AND SCOTTISH RUGBY REFEREES
- Cash4Jab
  - SCOTTISH GOVERNMENT INVESTMENT
- Novotel
  - OFFICIAL HOTEL PARTNER

OFFICIAL SCOTTISH RUGBY SPONSORS AND SUPPLIERS

- Life Fitness
  - OFFICIAL SUPPLIER OF FITNESS & CONDITIONING EQUIPMENT TO THE SCOTLAND TEAM
- Gilbert
  - OFFICIAL BALL PARTNER OF SCOTTISH RUGBY
- martin currie
  - OFFICIAL SUPPORTER OF SCOTTISH RUGBY DEVELOPMENT AND SCOTLAND WOMEN RUGBY
- Land Rover
  - SCOTLAND RUGBY SUPPORTERS CLUB SPONSOR
- Brewin Dolphin
  - SPONSOR OF SCOTTISH SCHOOLS CUP
- Gatorade
  - OFFICIAL SPORTS DRINK PARTNER
- Purely Scottish
  - OFFICIAL WATER SUPPLIER
- Scottish Widows
  - RUGBY CHAMPIONS SPONSOR
- Food Standards Agency Scotland
  - H-HEAPS PRIMARY SCHOOL PROGRAMME
- EAS
  - OFFICIAL SPORT SUPPLEMENT SUPPLIER
- SRS
  - RADIO COMMS SUPPLIER
- Glasgow Rugby Team
  - TEAM SPONSOR
- Aberdeen
  - EDINBURGH RUGBY TEAM SPONSOR

EMIRATES AIRLINE EDINBURGH SEVENS PARTNERS

- Emirates
  - EVENT TITLE SPONSOR
- EventScotland
  - EVENT PARTNER
- VisitScotland
  - EVENT PARTNER
- Scottish Enterprise
  - EVENT PARTNER

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Growing locally, performing successfully, competing globally