CONTENTS

President’s Message 04-05
Chairman’s Review 06-07
Chief Executive’s Review 08-09
Finance Director’s Review 10-11
Performance 12-21
Community 22-29
Results and Awards 30-41
Scottish Rugby Board Report 42-43
Financial Statements 44-59
A Year of Scottish Rugby Governance 60-63
A Year in Pictures 64-65
Sponsor Acknowledgements 66

KYLE TRAYNOR JOINS IN THE FUN AT AN EDINBURGH RUGBY JUNIOR CAMP
PRESIDENT’S MESSAGE

JIM STEVENSON

We have all enjoyed another action-packed twelve months of heartening rugby developments at all levels of the game; from inspiring results courtesy of our national and pro teams to the great work going on at the grass roots in our sport throughout the country.

This season holds fond memories of my visits to the island clubs including Orkney, Islay, Stornoway and Mull. It is marvellous to witness first hand how the players, volunteers and supporters manage to keep our sport alive and flourishing when they have such distances to travel for fixtures. Mull, in particular, stands out for me, as watching their club match from the sidelines, I suddenly found myself officiating the second half of their Cup game when the referee fell ill. Without a neutral replacement, the game would have had to have been abandoned and replayed, involving the sides in much extra travel and expense. I take this opportunity to thank the many other volunteers throughout Scotland who, like me, provide such dedication and commitment to the game, week in week out, and are prepared to 'go the extra mile', in every sense.

I am encouraged to report and confirm there has been an increase in playing numbers and indeed activity in our sport at all levels is increasing. More players, from mini upwards, have taken part in an increased number of events as rugby continues to grow and galvanise the wider communities. Earlier this season in Strathendrick, for example, a mini tournament attracted 650 youngsters who enjoyed a great afternoon of fun and games. The tournament also raised £3,500 for charity, which was distributed between three local hospices; a great example of a club that works hard to encourage its local community to pull together, even in these challenging times.

We have continued to enjoy strong relationships with our many stakeholders in Government. In January, there was a reception for Scottish Rugby at Holyrood, in view of the significant contribution Scottish Rugby has made to the national economy – for example, last season alone, rugby events at Murrayfield contributed over £130m of economic benefit to Scotland. In addition, the Scottish Government has been delighted with the results arising from the Cashback for Communities programme, in the second year of working together. The programme, which delivers free playing and coaching opportunities to young Scots in areas of urban and rural deprivation has allowed us to further extend the boundaries of rugby into areas of the country that, until now, have had no rugby experience.

We have continued to work with many other valued stakeholders during the year, including the Scottish Widows Bank Rugby Champions Scheme, which recognises and rewards school staff who volunteer their time to offer extra-curricular rugby. Work has also continued in conjunction with the Food Standards Agency (Scotland) to offer a healthy eating, food hygiene and physical activity programme for Primary 6 pupils. The true joy and privilege of being the President of Scottish Rugby in the last 12 months is not the places I have been able to visit but the people I have met.

The Spirit of Rugby award, which I presented at our recent Club Awards Dinner, embodies the efforts of the army of volunteers, up and down the country, who put in so much work to the sport we adore. Our game simply wouldn’t survive without this vital supporter base.

I would particularly like to extend congratulations to Chris Paterson who, this season reached the landmark of 100 caps for Scotland. Not only has he made the most appearances in the national shirt, he is also our country’s top points scorer. I would also like to take this opportunity to thank Scottish Rugby’s stakeholders and staff for their support and help over the last year as we look forward to building on this year’s growth and taking rugby forward into the next decade and beyond.
CHRIS PATERSON KICKS THE WINNING DROP GOAL FOR SCOTLAND AGAINST AUSTRALIA IN NOVEMBER 2009
I take great pleasure and pride in reporting that we have achieved a year of continued progress, and further improved our financial position by recording a small surplus for the year ended 30 April 2010. Against this background, however, the continuing uncertainties of the global financial climate will make the short term outlook for Scottish Rugby extremely challenging. With a stable management team in place, however, I am optimistic that we will again achieve the break-even target we have set ourselves with the current budget for 2010/11.

As mentioned later in the Annual Report, it is almost three years since the current Strategic Plan was approved by the Board and Council. In that period, much has changed, especially within our performance rugby activities and we will therefore be instigating a review of our business later this year, with a view to updating our plan. This task will commence soon after the AGM, and will entail the involvement of our staff, our Board and Council before it is communicated to our many stakeholders.

Following the redevelopment of our back pitches last year, we have continued to invest in and around the stadium. New pitch growth lights were purchased to ensure the pitch was in the best possible condition throughout the year. We have also transformed the previous stairwell reception into a brand new reception area worthy of the many distinguished guests we regularly welcome to Murrayfield.

Looking ahead, we remain hopeful that a new roadside entrance to the stadium will be completed at some stage as TIE (Transport Initiatives Edinburgh) continue their works along the railway end of our ground. We will also be progressing the overdue upgrading of our various hospitality and conferencing suites and boxes, as these have not materially changed since the west stand was built in 1994.

We have recently announced the creation of a Scottish Rugby Hall of Fame, which will acknowledge and celebrate the huge contribution made to our sport by so many people since the 19th century. An inaugural Hall of Fame dinner is currently being planned to introduce the initial inductees who will be selected by a revered panel of rugby ‘greats’, including Sir Ian McGeechan.

Whilst on the subject of famous rugby Scots, there were few more famous or who did more for the game than Bill McLaren CBE. Sadly, the ‘voice of rugby’ passed away earlier this year, but Scottish Rugby, in association with Bill’s family, were well aware of rugby’s great man and will always be remembered by Scottish Rugby.

Following the appointment of Andy Robinson as our national head coach last year, we were all hopeful that Scotland would achieve some real improvements in our playing performances. Success duly followed in the Autumn Tests against Fiji and then a long-awaited victory – the first since 1982 – against Australia. However, that momentum could not be maintained against Argentina. Once again, in the Six Nations, Scottish hopes were high. Despite dramatically improved performances, a draw against England at Murrayfield and a memorable victory over the Irish at Croke Park were two positive results from our campaign. We remain satisfied that we have an excellent coaching team and players in place which will enable Scotland to further improve and give us winning performances.

I welcome Graham Lowe, our new Director of Performance Rugby, to the Board. One of his current tasks is to carry out a review of the Scotland under-20 and Scotland 7s teams, the latter being partly due to the inclusion of sevens in the Olympic Games from 2016. In those games, a GB team will participate but, clearly, we also want to perform as strongly as possible as a core team in the IRB Sevens World Series next season and then in the Commonwealth Games being held in Glasgow in 2014. With many of the competing unions being able to select full time professional players, our sevens team had a difficult season, but it ended in style as we won the Plate event in the Emirates Airline Edinburgh Sevens event in May. We can take comfort in the knowledge that we can compete at the highest level.

In Scottish Rugby, we have many committed and talented staff and I take this opportunity to pay tribute to Stephen Gemmell. He has coached Scotland 7s with such distinction over the last five years and we wish him well as he takes up his new position as Head of Player Development. I also commend Eamon Hegarty and his capable finance team, who provide us with such excellent information, which allows your Board to manage the business and operate well within our agreed banking facilities.

During the year, we opted not to bid for the right to host the 2013 Rugby World Cup Sevens, as significant bid risk would not be underwritten by the Scottish Government and other public sector agencies. Coupled with the absence of any broadcasting commitments, and the likelihood of no real legacy arising for the sport in Scotland, the Board decided to withdraw from the process. It is interesting to contrast the bid of the eventual winner, namely Russia, who were able to confirm they would be supported by an array of broadcasters, and would receive unequivocal backing from the Russian government, which in turn has committed to building 20 new rugby stadia throughout the country. As Russia and other large nations, such as China and the USA, look closer at rugby, it will become more difficult for Scotland to remain as a Tier 1 union and keep pace with the fast-growing competition.

We continue to work closely with the Scottish Government and its agencies, notably sportscotland and EventScotland, to increase participation and try to bring more events to the country. I do appeal, however, to sportscotland and the Scottish Government that we need to further develop the ways in which rugby can encourage more children to participate in sport from an early school age, such that we create a healthier nation here in Scotland, and by so doing reduce serious illnesses such as heart attacks, strokes, cancer, obesity, drug abuse and alcoholism. Investing in such a cause would, arguably, save a significant amount of the money currently being provided within the health budget.

We will be publishing our Manifesto for Rugby in the year ahead, to coincide with the Scottish Parliamentary elections, and will be urging all parties to do more to assist us in our drive to get more young people active throughout Scotland.

Finally, I again pay tribute to Gordon McKie and his executive team, together with my colleagues on the Board and Council, for the work they have undertaken on your behalf over the year and for the support they have given me. To everyone involved in the game, I wish you a good summer and a successful season in 2010/11.
MARK BENNETT LEADS THE CHARGE FOR SCOTLAND UNDER-18 AGAINST FRANCE IN APRIL 2010
I am delighted to once again report that in overall terms, Scottish Rugby is in excellent health, both on and off the pitch.

Over the past twelve months, we have succeeded in helping to grow the game at all levels and we are delighted with progress in this regard.

Our age-grade teams have enjoyed mixed results in season 2009/10 with the under-19 team beating France and Italy whereas the under-20 squad continue to find it difficult when competing against largely full time opponents of the same age – and notably at the recent IRB Junior World Championships in Argentina. Our immediate challenge is to prepare more of our national under-20 squad to reach higher standards, physically, mentally, and with the requisite skills to cope under pressure. During the year, we welcomed the arrival of Graham Lowe, our newly appointed Director of Performance Rugby and one of his key tasks will be to re-examine our various age-grade pathways and assess the current playing structures for preparing our finest young players for international age grade rugby.

Meantime, our national sevens team ended the season in some style by winning five games out of six and then winning the Plate at the Emirates Airline Edinburgh Sevens event at Murrayfield. With sevens rugby being a core sport in the Commonwealth Games and recently confirmed for inclusion in the Olympic Games in 2016, a comprehensive review of our future sevens strategy will be carried out in the coming months, which will in turn form part of a wider review of Scottish Rugby’s existing Strategic Plan.

Full integration of Scottish women’s rugby into our union took place this time last year and this has proved beneficial for all. Scotland Women kicked off their season with a fantastic victory over France in February and we wish them all the best in their World Cup campaign later this summer in England.

The professional teams enjoyed a season of increased crowds and improved playing performances with Glasgow Warriors to be congratulated in finishing in third place in the Magners League (before losing their semi final tie to the eventual winners, Ospreys). Looking ahead, and after considerable discussion with our Celtic Rugby partners, two Italian teams will join the Magners League in 2010/11 season. It is essential that management systems are improved if the perceived benefits to the overdue changes to the league’s system of governance and management systems are improved if the perceived benefits from Italian participation are to be realised fully.

Meanwhile, under new head coach Andy Robinson, the Scotland and Scotland A teams produced some very encouraging performances in 2009/10 season which started with the winning of the IRB Nations Cup in Romania, after which notable victories were achieved in November 2009 at Murrayfield against Australia and then away to Ireland in the RBS 6 Nations at Croke Park, Ireland’s last home game before returning to the rebuilt Lansdowne Road. With the national squad still of a relatively young age, we have much to look forward to next season, and indeed beyond as Rugby World Cup 2011 is becoming more imminent and an exciting new international touring schedule has been determined through to 2019.

Off the pitch, Scottish Rugby can once again report an excellent set of financial results to 30 April 2010, with average bank debt continuing to be less than £15m, despite significant investment in and around the stadium, in maintaining Murrayfield as a world-class venue, which contributes substantial economic benefits to the Edinburgh and wider Scottish economies. In the last year, we also entered into a commitment to move Glasgow Warriors to a new training base at Scotstoun Stadium, in Glasgow, and this will assist preparations in the seasons ahead.

Once again, we successfully hosted rugby league’s Magic Weekend and the Emirates Airline Edinburgh Sevens events at Murrayfield. More than 130,000 supporters attended our two home RBS 6 Nations games against France and England, and many enthusiastic fans enjoyed the occasions of the Scottish Hydro, Brewin Dolphin and National Youth Cup finals.

The current economic climate remains, however, challenging and we as an organisation are not immune to the Scottish economy and the wider UK and global uncertainties. We have renewed a number of partnerships in the past 12 months, and notably our kit partnership with Canterbury. However, we thank Bank of Scotland Corporate and Scottish Hydro for their valued support as they withdraw from sponsoring our Autumn Tests and domestic leagues respectively. Discussions are continuing with a number of leading companies with a view to further improving the quality of brands that wish to be associated with Scottish Rugby.

Unlike the other home unions in England, Wales and Ireland (and indeed in Italy), and many other sports, Scottish Rugby is not in the fortunate position of being able to manage a number of direct broadcasting relationships, which would allow us to better promote the game of rugby in Scotland. In the last 12 months, we worked closely with STV to support their production of a weekly highlights programme covering the Magners League. Most recently, we welcomed the announcement by BBC ALBA to cover a number of the professional games in Scotland over the next four years. However, it is very apparent that we lag behind the other home unions and professional clubs elsewhere in this regard and the consequences of little or no coverage (but for Six Nations and the Autumn Tests) make it much more difficult to attract supporter and sponsor interest. We also remain very concerned with the outlook for the marketplace, and to this end, we have made representation to the Scottish and UK Governments and the BBC Trust, as we crave more coverage of our game at all levels.

As we look forward to a new season, I take this opportunity to once again thank our hard working and committed Scottish Rugby staff – for their continued loyalty, unstinting enthusiasm and support to the game, to me, and to the Board. There will undoubtedly be many challenges to face in the coming year, but I know that we have a team of people who will respond to these challenges and face the future with confidence and continue to succeed for the sport of rugby as a whole.
MAX EVANS MAKES A BREAK FOR GLASGOW WARRIORS
Scottish Rugby’s solid financial position has been consolidated over the last year. Turnover has increased by £3.8m over the previous year and this has allowed us to increase investment in the game at all levels, whilst at the same time generating a small surplus (after interest and before exceptional items). Further investment has been made in and around Murrayfield Stadium including the acquisition of stadium pitch growth lights, creation of a new west stand reception and other stadium developments. Bank borrowings remain well under control in line with 2008/09 levels.

Income
Total revenues amounted to £33.6m, an increase of £3.8m over 2008/09. Murrayfield Ticket revenues decreased from £8.5m to £6.3m which reflects the two RBS 6 Nations fixtures compared to the previous year’s three fixtures and reduced income from the 2009 Autumn Tests versus the previous year. Broadcasting revenues of £11.6m were £3.1m above the previous year, mainly due to increased revenues from new Six Nations contracts. Other revenues of £15.6m include income from commercial sponsorship, match hospitality, conferencing and banqueting activities, professional rugby (primarily from ERC and the Celtic League), merchandising, grant income and income from non-rugby events. The increase of £2.7m from the previous year is mainly due to additional income received from the ERC, the 2009 British Lions tour and the May 2009 Murrayfield events including the Heineken Cup Final.

Expenditure
Total expenditure increased by £3.4m to £32.0m which reflects additional investment in the game at all levels including Community and Performance Rugby, Professional Rugby and Club Support and Development. Within this total, the costs of International and Professional Rugby increased from £15.0m to £16.1m mainly due to additional player and other support costs. The gross costs of Professional Rugby increased from £9.2m to £9.7m, although net expenditure remained unchanged at £4.6m as a result of the additional ERC income. Investment in Community and Performance Rugby was increased from £3.5m to £3.9m during the year, due to additional regional and performance development expenditure in line with Scottish Rugby strategy.

Commercial and Operational costs of £9.4m were £1.3m above the previous year’s total of £8.1m to support the additional revenue. Club Support and Development expenditure was increased from £1.3m to £1.8m during the year, reflecting additional joint development officer funding and additional direct support to clubs primarily involving increased club accident insurance premiums, contributions to club facility upgrades and payment of club match officials’ expenses. Interest costs declined from £1.1m to £1.0m as a result of lower interest rates.

Employee numbers increased during the year from an average of 273 to 283 as a result of additional players and support 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.

Exceptional Income
The Income and Expenditure statement includes a credit of £0.8m resulting from the release of the balance of the provision for the future costs associated with the closure of the Border Reivers pro team, in connection with the Netherdale ground rental agreement and other creditors. The balance has been released following final agreement of all payments due to creditors.

Borrowings and Cash Flow
Due to ongoing positive working capital management, borrowing levels are in line with the previous year despite the investment in Murrayfield developments. Average borrowings for the year of £14.8m compare to the previous year’s average of £14.9m. Year end debt of £15.1m is above the April 2009 year end debt of £13.3m mainly due to the previous year’s Heineken Cup Final ticket receipts which were paid over to the ERC following the 2009 year end.

Murrayfield Developments
Murrayfield Stadium needs ongoing investment to maintain its status as a world-class facility and the following developments have been undertaken over the last year.

Pitch Growth Lights – Murrayfield’s pitch growth lights were purchased during the year in order to improve the grass cover on the international pitch and they have been operational since September 2009. Despite the severe weather conditions experienced over the winter, with November recording the highest rainfall in Scotland for almost 80 years, the new lights enabled the pitch to be maintained in acceptable condition. We are confident that the quality of the pitch will continue to improve significantly in future seasons with the assistance of this new technology.

West Stand Reception – The new west stand reception area now provides an arrival point for our conference and hospitality guests in keeping with the status of Murrayfield Stadium.

Other Murrayfield Stadium Developments – Stadium developments during the year include improvements to our car parking facilities and turnstiles to accommodate the changes resulting from the Edinburgh Tram and flood barrier works. Further developments are expected during 2010/11.

Strategic Plan
It is now almost three years since the current Strategic Plan was approved by the Scottish Rugby Board and Council, and performance against agreed objectives has been monitored regularly since then. During this period, we have seen some fundamental changes to our business, particularly in professional rugby, including the significant increases in player wages over the last three years and the introduction of two Italian teams to the Magners League for the 2010/11 season.

In light of this, we plan to undertake a fundamental review of our Strategic Plan during 2010/11, probably commencing in August and concluding in late 2010. This will involve a review of our strategy in the specific key areas of community rugby and performance rugby (including the pro teams) and will also include a formal review of our underlying cost base.
Performance has been working closely with community rugby to establish an effective season structure that allows club rugby to continue to develop and support players at all levels, providing more opportunities in terms of the direction and development of players.
Scotland

The national team, under the rousing leadership of new head coach Andy Robinson, set about their programme in the 2009/10 season in a manner that was both business-like and inspirational. Robinson had made it clear from the outset that he would select players on form and that ethics which have long been part of the Scottish psyche – hard work, determination and a desire to improve – sat very comfortably with his own emotional drivers.

His first involvement as national coach – the Scotland A participation in the IRB Nations Cup in Bucharest in June 2009 – saw his charges win all three games and come home with silverware. Robinson took every opportunity to speak about the importance of winning – the only currency to trade in the international rugby arena – and first up at Murrayfield in the Bank of Scotland Corporate Autumn Tests were victories against Fiji and Australia.

The win against the Wallabies – the first against them in 27 years – was a demonstration of what could be achieved when Scotland produced a top-drawer performance. Yet the following week, there was a salutary indication of what the outcome would be when chances were missed, as Scotland lost narrowly to the Pumas.

Just as in 2009, Scotland finished the RBS 6 Nations Championship in fifth place. Yet, that seemed to be the only comparison from one season to the next.

Other than the opening game against France, Scotland were in contention in every match. There was drama aplenty too and for Scotland supporters it was edge-of-the-seat fare.

While reviewing the fine work done during the past season, we are also looking forward to exciting developments in the area of performance rugby.

After consultation, the performance department has been reviewed and restructured. Some great work has come out of this review period that will result in an increased focus on the development of rugby players coming through the pathway system. A number of strategic goals and initiatives have been developed in order to drive forward improvements and ultimately deliver results for Scottish Rugby.

The performance team will have an increased focus on the development of players coming through the player pathway system. This will be achieved by reducing the age at which players start to develop important skills to prepare them for professional rugby.

The team has been working closely with colleagues in community rugby and the wider rugby community to establish an effective season structure that allows club rugby to continue to develop and support players at all levels, providing more opportunities in terms of the direction and development of players.

Two elite development squads have been established out of what was previously the National Academy. These squads will work with Edinburgh Rugby and Glasgow Warriors in order to help their development into professional rugby.

The national team is a major part of this process. It is vital to keep producing quality Scotland internationalists and winning matches, to act as a source of inspiration for young players coming through the system.

This section provides a brief review of the season from the various performance areas.
A display full of passion and skill ended with Dan Parks courageously landing a match-winning penalty from close to the touchline and the resurgent Parks emerging as man of the match in a victorious team, after two such awards in the vanquished corner.

Robinson knows his team must keep improving and the two-Test tour to Argentina this summer has provided a stern examination of their credentials. A historic victory over the home side in the first fixture in Tucuman is, as Robinson expressed post match, just the start of the journey.

Scotland A

Scotland A ended their 2008/9 season in style by winning the IRB Nations Cup in Romania. Led by Chris Cusiter and coached by Andy Robinson, the team had victories over Russia, Uruguay and France A to win the trophy in the summer heat of Bucharest. New recruits Alex Grove and Joe Ansbro competed well, with Grove going on to win his first full cap against Fiji in the Autumn Tests.

November saw Scotland A return to Netherdale, where new A team head coach, Sean Lineen, took charge for the first time against Tonga. There was a great turnout to see captain Ally Hogg lead the team to victory, 38 – 7. Hugo Southwell played in the less familiar position of stand-off and Greig Laidlaw, a late replacement for Rory Lawson, won man of the match.

Scotland A then had two fixtures during the Six Nations period, giving Scotland head coach, Andy Robinson, an opportunity to see players determined to fight their way into the main team.

The side first travelled to Ravenhill in Belfast, to play against Ireland A side, the Irish Wolfhounds. The Scots featured ten capped internationalists including British Lions Euan Murray and Mike Blair who captained the side, but this experienced outfit failed to make the most of their opportunities and were beaten 35 – 10.

The second of two away games saw a lengthy journey for the A squad to Biella, in the north of Italy, where they took on their Italian counterparts. Scrum half Greig Laidlaw captained the side. Despite being 3-3 at half time, the Scots ultimately lost 13-3 in what coach Sean Lineen described as a “frustrating 80 minutes of rugby.”

Scotland A, captained by Ally Hogg, recently departed for Romania to defend the Nations Cup against opponents Georgia, Namibia and the Argentina Jaguars.
Scotland 7s

The International Olympic Committee’s decision for sevens to join the Olympic Games in Rio in 2016 proved an exciting start to the season for the game as a whole. For Scotland, early activity involved taking a squad to Delhi in October 2009, in partnership with sportscotland and the Scottish Institute of Sport, twelve months out from this year’s Commonwealth Games. The players trained daily, experiencing similar climactic conditions to enhance their preparations.

In Delhi, and elsewhere throughout the season, the squad has been supported by the sportscotland Institute of Sport in specific projects including physiology (specifically the use of GPS and improving recovery protocols), psychology and speed development.

Scotland remained one of the 12 core teams for all IRB Sevens World Series tournaments this year. A total of 32 players – a mixture of National Academy, professional and club players – were used during the Series with 13 experiencing international sevens for the first time.

Making his debut in Dubai and continuing as an ever-present in the squad throughout the season, Lee Jones signed a professional contract with Edinburgh for 2010/11.

The undoubted highlight of the year was playing at Murrayfield in front of an enthusiastic home crowd, winning five out of six games (beating Fiji, USA, Wales, South Africa and Argentina) to lift the Plate, finish fifth in Edinburgh and rank 12th at the season end.

Scotland Women

In October 2009, the squad welcomed new head coach, Gary Parker, and assistant coach, Jared Tuoro, kicking off their World Cup season with a full programme of specialist coaching and training, development camps and fixtures.

A non cap training game against Ireland just before Christmas heralded participation in this year’s Six Nations and an outstanding opening victory, in atrocious weather conditions, over France. Losses to Wales, England and Ireland were tempered by a draw away with the Italians and a fourth-place finish, their best in the tournament for four years.

In building towards this summer’s Women’s Rugby World Cup, the squad has welcomed a clutch of newcomers to its ranks alongside experienced players who have celebrated their fiftieth caps this season – Lucy Millard, Lynne Reid and Veronica Fitzpatrick – and Scotland’s most capped rugby player (110), Donna Kennedy.

As part of their pre-tournament preparations, Scotland recently took on South Africa in two capped Tests at Lasswade in June with the home side producing a much-improved performance in the second fixture, although both ended in defeat. They will meet Ireland in a non cap game in July prior to setting off for London in August where they face France, Sweden and Canada in their pool games.

Scotland Women A

Realigning the side as Scotland Women A, from Scotland Women Development, the squad continued to provide strength in depth to the Scotland Women senior team; this was evidenced by the inclusion of nine players in the Rugby World Cup training squad (of 32).

Specialist coaching and training has been provided for key positions and the squad has taken part in three fixtures this season.

A successful outing against the British Army (10-7) was followed by a loss — in a double header with Scotland Women at Lasswade – to France A; the side had, however, closed the gap on their French counterparts by 30 points from the previous year’s results. The season finished on a high, however, with a comprehensive victory over British Police (48-0) in February.

The players are currently working on a summer skills programme in preparation for the Six Nations 2011.

Edinburgh Rugby

Despite the frustration of missing out on the new playoffs, after falling away in the last few weeks, Edinburgh Rugby experienced another season of growth. The club achieved the majority of its key strategic targets – setting record average attendances and season ticket numbers. The club also won three home games in the Heineken Cup for the first time since 2003/04. A number of key sponsors have been retained for the new season and, once again, a crowd close to 12,000 was attracted to the now-traditional 1872 Cup game between Edinburgh and Glasgow.

The season started with a new head coach and a brand new coaching team; Rob Moffat assumed the reins, ably supported by Tom Smith and Nick Scrivener. A great opening win in Cardiff was followed by a huge victory at home over Connacht and then a fine away win in Ulster, Mike Blair making his first appearance of the season.

A heartbreaking defeat to Leinster at home meant that the Heineken Cup campaign season was prefaced by two defeats, and kicked off
PERFORMANCE

with a big loss in Paris. The autumn and winter months saw a mixed bag of results – some great wins, some missed opportunities and some tough losses – but the club entered 2010 near the top of the league, despite surrendering the 1872 Cup with two losses out of two games to Glasgow.

Victories over Cardiff and Ospreys saw the playoffs approached with real interest, but the club failed to deliver in the final four games and Edinburgh ended the season in disappointing style. The team headed for the off-season with renewed vigour to get back to the top four. Some overseas talent has been brought into the club to help the young team develop and we look forward to a successful season.

With a stable side and coaching set up, there is great opportunity for further growth in 2010/11 with the playoffs the target in a revamped Magners League (with two new Italian teams) and an improved ERC ranking helping to push on in that competition again. The club is well placed to grow again into 2010/11 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.

Glasgow Warriors

The arrival of British and Irish Lion Chris Cusiter, from Perpignan, in summer 2009 was the perfect start to what has been a memorable season for Glasgow Warriors.

The 2009/10 Magners League campaign started with a morale-boosting win over then reigning League champions, Munster. A rousing 22-9 win in front of their biggest opening-day home crowd in seven years certainly meant that things could not have started any better for the Warriors.

The squad entered European competition full of pre-campaign optimism but a narrow defeat to Biarritz and their second loss from two visits to Rodney Parade all but ended the Warriors’ hopes of progressing from the Pool stages for the very first time. With a frustrating 41-20 defeat away to Biarritz in their last game of the Heineken Cup, Warriors finished with two wins out of six.

Back-to-back victories over Edinburgh Rugby – the first time the Warriors have achieved two wins against Edinburgh in the same season – saw them regain the 1872 Cup. With the first leg at Firhill attracting a record crowd of 8,830, Glasgow’s performances continued to attract the support that would mark attendances at Firhill up by 16% on season 2008/09.
The team then played a significant part in Scotland’s 2010 RBS 6 Nations matches, with eight players featuring in the historic win over Ireland at Croke Park on March 20. There were debut caps for Richie Vernon (Fiji) and Richie Gray (France) while Chris Cusiter was named Scotland captain – both he and Dan Parks won their 50th international caps during the Championship. Club captain, Alastair Kellock, also got his hands on three trophies this season – the Hopetoun Cup after Scotland’s historic victory over Australia in November, the 1872 Cup for the Warriors six weeks later and the Bicentenary Cup for Scotland in Argentina in June.

Four wins out of four in their remaining Magners League matches guaranteed a third-place finish and a coveted playoff spot against Ospreys, a tremendous achievement for everyone connected to the Warriors despite their defeat in Wales.

The outstanding loyalty of the club’s supporters has played an important role in allowing the Warriors to buck the trend in the city of Glasgow with increased attendances at Firhill. It is also encouraging that a number of new and existing sponsors have signed or extended contracts.

Operationally, Glasgow Warriors recently moved from the training base at Whitecraigs to the new training base at Scotstoun Stadium, allowing the players and coaches to work in first class facilities. The squad has undertaken over 800 community appearances over the course of the season and has welcomed the launch of a new junior supporters’ club which has over 1750 members.

It has been a memorable season for the Warriors and, looking ahead, the club is thrilled to see some of the best young talent in Scotland signing for next season – Alex Dunbar (centre), Chris Fusaro (back row), Robert Harley (lock) and Duncan Weir (stand-off). There is every confidence that the addition of these players will not only make a positive impact on the pitch but will fit into our hard-working and team-oriented culture.

National Academy
This season, 55 players were selected for the National Academy, 28 of whom were contracted and 27 supported by Area Institutes of Sport (AIS). The contracted players were based at Murrayfield but aligned to either Glasgow or Edinburgh for training and playing. A number of them also undertook studies supported by Scottish Rugby’s Education Manager and all completed the UKCC Level 1 Coaching Award.

Meanwhile the 27 AIS supported players were based in their regions and supported locally by their respective institutes in areas such as psychology, strength and conditioning, performance lifestyle, medical, nutrition and physiology.

All players represented their clubs/schools as well as their respective age-grade teams, Scotland 7s and, where appropriate, Gael Force. Six contracted Academy members played for Glasgow or Edinburgh in Magners League/Heineken Cup and nine have signed professional contracts in Scotland for season 2010/11.

Academy player Finlay Gillies received the John Macphail Scholarship as part of his individual programme and is currently in New Zealand.

Scottish Women’s Academy
This season, six under-18 players progressed into the Academy which continues to provide strength in depth to the Scotland Women’s A team.

Competition for the players this season comprised of training matches against a north east club select team and selection for Scotland Women A in their fixtures.

Academy players are currently working on a summer skills programme in preparation for season 2010/11.

Exiles
The Exiles programme, now in its third season, has again expanded its contribution to Scotland age group sides and, for the first time, to the pro teams.

The age group programme (from under-16 to under-20) has continued to identify players with the potential to progress towards Scotland selection, to the extent that there has been a 35% increase (on 2008/9) in identified players involved with the Scotland extended squads (46 players).

This expansion has been due to an increasing number of volunteers willing to support the programme and to talent identification. The age group camp in July, for example, provided development opportunities for over 100 potential players; and the increase in ability of players is causing further competition for places.

During August, the Exiles under-20 squad (as Scotland Select XV) participated in an international festival in Belgium, defeating the hosts before playing France in the final. Although the full time French team won the game, the trip was a springboard for nine players travelling to the IRB Junior World Championship as part of the Scotland under-20 squad. Similarly, at under-19, the Exiles played a Newcastle A team in November.
Scotland under-20

Following a warm-up game against Scotland’s Club International side, Scotland under-20 headed north to kick off their Six Nations campaign in Inverness in February. The side just missed out on the chance of a historic victory over their French opponents as the game ended in a 8-8 draw. A crowd of nearly 3000 enthusiastic supporters at the Tulloch Caledonian Stadium added to the atmosphere on the night.

Welsh game management was the key difference in the following fixture, as Scotland lost 20-12 to the home nation at Cardiff Arms Park. The Scots then secured their first ever away Six Nations victory, scoring three tries to beat Italy 16-18 in Sardinia. Two tries either side of an Italian penalty put the Scots in the lead but missed conversions meant that a second Italy penalty kept the hosts in reach before wing Oliver Grove slotted a penalty on the stroke of half-time. A converted Italian try immediately after the break brought the sides level before Italy added a penalty to take the lead for the first time and threaten the win, however, stand-off Alex Blair had other ideas as he crossed for the winner.

In their fourth fixture of the tournament, a poor first half performance against England led to defeat – by three tries to nil – at Firhill. The team then lost their final match of the 2010 campaign to a clinical Irish outfit that ran in five tries in Athlone (44-15) on their way to a grand slam.

The squad then regrouped in preparation for the IRB Junior World Championships in Argentina where Scotland took on Australia, South Africa and Tonga. The young Scots were unable to mirror their senior side’s November Test victory over the first southern hemisphere opposition and then suffered a heavy defeat to the ‘Baby Boks’ before securing victory over Tonga in the pool rounds.

Scotland under-19

The squad has enjoyed an outstanding year, undefeated after their two internationals against Italy and France.

Kicking off the season with a new coaching team – Bob McKillop as head coach alongside Davy Wilson and Graham Marshall as assistants – the weather-delayed Christmas camp took place at the end of January, followed by Monday night training sessions and a successful warm-up game against Glasgow Hawks.

This gave the squad much confidence in advance of the fixture in Parabiago, Italy where some outstanding work from the pack plus decisive
running and effective kicking produced a fine away win, 32-3.

Real steel and determination shone through the side for their next fixture, at home against France, resulting in a 30-25 victory and praise from coach McKillop for the collective effort shown by the squad.

All the under-19 players selected made a massive contribution to the season’s success. They have the potential now to build on this excellent season and move forward in a positive frame of mind to the under-20 programme.

Scotland under-18

The opening fortnight of this season’s programme saw the squad based in Peebles, with fixtures against France (at Selkirk) and Wales (at Melrose), and Gordon Henderson and David Hughes joining the management team as forwards and strength and conditioning coaches respectively.

An extended squad was selected for these fixtures – and an away game against Leeds Academy – captained by West of Scotland scrum half, Murray McConnell.

Competitive against France and a strong Leeds Academy side, the team was, however, soundly beaten by their Welsh counterparts.

Wales was the venue for this year’s under-18 Six Nations Festival with the squad training in Swansea and playing at Llandovery RFC. The Scots secured a convincing victory against Italy, competed solidly against England and put in a strong performance in the Ireland match. All 26 players started at least one of the festival fixtures, giving them a taste of international sport.

Performance Development Team

The season kicked off with the annual rugby camp at Struan. Around 160 players, aged from under-15 to under-18, took part, with all the performance development managers in attendance to coach the players of the future.

A structured series of regional programmes followed, with local under-15 and under-16 games in August and September. Ongoing selections took place in all four regions at under-16, under-17 and under-18 levels with specialist skills programmes for selected players in kicking, scrum and throwing.

This season marked year three of our mental skills training programme at under-16 level with our colleagues from Birmingham University working with players from Edinburgh and Caledonia. The period also saw a change of direction for our integrated fixtures, moving from a championship focus to a national identification focus at under-16 and a national selection focus at under-17 and under-18.

The team has also been involved in all levels of coach education from updates in clubs and schools to informal input in UKCC level 2 and level 3 courses, and a talent ID project with the Scottish Institute of Sport.
Coaching

Over 1200 coaches have successfully completed UKCC level 1; over 200 at level 2 and over 30 at level 3 this season. Courses continue to run at a regional level for UKCC 1 and 2 and the 2010/11 level 3 course will soon begin at Murrayfield. In a bid to increase the take-up of these courses it has been possible to (with financial support from sportscotland), considerably reduce the costs of these courses. For coaches working within clubs and affiliated schools, course costs will remain at £30 for level 1 and £50 for levels 2 and 3 until the end of the current financial year which should help work towards every team having a suitably qualified coach. UKCC level 4 is currently under construction – with the three union partners and various universities across England, Scotland and Wales – with plans to pilot it by the end of this year.

The two groups of high performance coaches are all benefitting from tailored individual development programmes and are also involved in a series of development opportunities run by sportscotland as part of the Coaching Matters initiative.

Coach development is supported through the national coaching update programme; this year 16 updates were delivered to over 350 coaches by international, pro team or Academy coaches. At a local level, over 1000 coaches attended updates delivered by the club development officer workforce.

To support Scottish Rugby’s Are you ready to play rugby? policy, the coach education department has been developing a new safety practical course which will be mandatory for every coach during season 2010/11.

The first draft of the Workforce Development Research Project is in hand. Compiled by Professor John Lyle, these findings will inform subsequent programme delivery and thanks go to all the clubs, schools and individual coaches who contributed to this important research.

The Long Term Player Development strategy guide was sent out to every club and school as well as every coach attending UKCC courses. The national curriculum and associated resources, which will help coaches to deliver age-appropriate coaching, are currently under development. Working with sportscotland, the team has produced their FUNdamentals web based coaching resource, which every qualified coach is able to access. Following a highly successful pilot, the club coach co-ordinator scheme, which helps clubs create coach development plans relevant to their specific needs, has also recently been introduced.
The community team continues to forge productive partnerships to grow the game and key to this is the support that they get from volunteers in clubs and schools that makes the difference.
Community Overview

Throughout the year the rugby community – clubs, schools and Scottish Rugby staff – has continued to work together in innovative ways and partnerships to keep growing the game throughout Scotland; from Orkney to Berwick, Stornoway to Stewartry and Oban to Garioch.

This co-ordinated approach has led to greater support from the Scottish Government, sportscotland, local authorities and sponsors which has been channelled into growing the base of our game to expose even more youngsters to rugby and our thanks go to all our partners. Central to this growth is the hard work put in by countless volunteers in clubs and schools across the country; the community team at Murrayfield continues to appreciate their invaluable work in growing the game in Scotland.

Once again this season we had disruption to our competitions due to bad weather. Special mention must go to the competitions team and the national and regional championship committee members who have put a significant amount of effort into ensuring that all competitions were completed. There have recently been a number of positive meetings looking at how we can provide a better playing structure to meet the needs of our game; this will be an ongoing challenge and one which we can resolve by working together.

A successful addition to our club competitions programme this season has been the introduction of the British and Irish Cup with Ayr RFC and Heriot’s RC representing Scotland in this inaugural tournament. Along with the Club International team this has allowed us to benchmark our club game with those in other home union countries – a positive challenge for all involved.

This season saw the rollout of the Are you ready to play rugby? campaign designed to improve the safety and welfare of young players within our sport – this provided many challenges to clubs and schools but is something we all have to face to ensure that we consistently introduce players to our sport in a safe and positive environment. Working with the medical community, we now have established protocols to ensure that players are ready to play rugby at the appropriate level.

The community team continues to forge productive partnerships to grow the game and 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 and contribute greatly to the improving health of our sport.

Regional Development

Scottish Rugby’s team of regional development managers has been extremely busy this year and, through the setting up of 75 development partnerships involving clubs and local authorities, there is now a 75-strong club development officer network working across Scotland.

In addition to this, the 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 some 12,000 rugby sessions being taken in primary schools involving approximately 155,000 children; 7,300 rugby sessions being taken in secondary schools involving approximately 63,500 children; and 1,500 rugby sessions being taken in clubs involving approximately 48,500 children. A flavour of the activity undertaken during the season is highlighted below.

G4S Street Rugby

Street Rugby is a flexible, non-contact version of rugby that is being taken into neighbourhoods – as advised by community safety partnerships – all over Scotland, from Shetland to Dumfries. It aims to introduce rugby to a new audience and offer a diversionary activity to young people who might otherwise get involved in anti-social behaviour, or worse.
The club development officer and SVQ student network has been working with these community safety partnerships throughout the country to push back the boundaries of the sport through the introduction of G4S Street Rugby sessions in areas of rural and urban deprivation. Youth workers, police, the fire service, community safety partnerships and many other local agencies have helped to make this programme a success. To date, the team has carried out 322 street rugby sessions involving some 3000 children.

Youth Coaching Course

Sponsored by Cashback for Communities – the Government programme that channels proceeds of crime money into helping young people – the Youth Coaching Course has been specially designed to prepare those aged 15 to 19 for voluntary coaching roles.

The course can be run in schools, rugby clubs or with community groups. It takes participants through four modules using classroom and practical sessions to build up their understanding, confidence and coaching skills and prepare them for RugbyReady – and possibly, UKCC level 1 – courses.

This season 471 young people have completed the course, rising to a completion figure of 550 by the end of summer 2010.

This course has proven successful in recruiting young people on to the SVQ Community Coach programme and has helped development officers recruit new volunteers to support their schools and community programmes.

An illustration of its success involves Lismore RFC development officer, Anthony Reen, who delivered a Youth Coaching Course in Easter 2009. Three young men who took that course have demonstrated a particular aptitude for coaching and have been supporting Anthony’s community programmes. Gracemount High School pupils Sean Sime, Liam Sweeney and Ronnie Watson are now all helping Anthony make a bigger impact in Lismore’s catchment. Sean and Liam are supporting Anthony’s after school clubs at Gracemount High School and St Catherines Primary School and all three will coach at his Open All Hours programme at Gracemount Leisure Centre.
Food Standards Agency

The regional development team has also been working with the active schools team to provide, in partnership with the Food Standards Agency (FSA) (Scotland), a healthy living and food hygiene course in 160 primary schools across Scotland.

This is the third year that we have run the programme which involves development officers delivering a six-week block of rugby to pupils in primaries five and six whilst they work through a mission book covering topics such as food hygiene and nutrition. Pupils each receive goodies including a gym bag and certificate while the school receives a pack of equipment and a signed framed Scotland team photo. To date, over 15,000 pupils have completed the programme – 6369 in season 2009/10 alone – with schools in all of Scotland’s 32 local authorities taking part.

The programme has proved invaluable in helping development officers take rugby into new primary schools and enhances the service that Scottish Rugby offers by making a contribution to the health agenda and helping improve participants’ knowledge of nutrition and food hygiene. In several areas, FSA festivals have been run to bring all the participating schools together at a local club or secondary school.

Scottish Widows Bank Rugby Champions

Run in partnership with Scottish Widows Bank, the initiative 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 scheme has continued to prove highly popular in this, its second year of operation, and has recruited 45 new schools this season, making a total of 242 schools which have signed up. These registered rugby champions are rewarded with personal coaching kit while their schools are provided 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. This has resulted in a greater number of state schools introducing rugby to and running extra-curricular rugby for secondary school children.

Recently benefiting from the scheme were Earlston and Kelso high schools who were rewarded, for reaching the gold standard, with a coaching masterclass from Edinburgh Rugby’s head coach, Rob Moffat. At Earlston’s ground, Rob put dozens of senior 1 and 2 pupils through their paces and offered advice to the assembled coaches, including the school’s rugby champion, Scott Renwick who said: “It’s great that the school gets recognised with the packages and the equipment and getting Rob down like this. Schools are tight for money so getting equipment, extra balls or whatever help you can is great.”

Higher and Further Education

Retaining players in sport as they move into adulthood is crucial and we have made a significant step forward in this sector during the season.

In the higher and further education sectors we have supported universities in running their ever developing inter-mural leagues and inter-university under-20 league, freshers’ programmes. Most significantly, the second annual universities and colleges finals – held in Edinburgh in March – involved students from across Scotland.

The event is delivered by Scottish Rugby as an end-of-season celebration for student teams who are coming to the closing stages of their playing programmes. It consists of several cup tournaments for male and female teams, played at 7-a-side. This allows for the maximum participation by a broad variety of players from university...
rugby clubs, intermural teams, faculty teams, vets, medics, social and college teams. Playing for four men’s cups and one women’s cup, this year’s event attracted over 500 participants and many spectators.

**Scotland Club International**

The wintry weather at the turn of the year caused a number of cancellations across the country’s leagues. With little match action for the Scotland Club International players in advance of their fixtures against France and Ireland, a preparation match was arranged against Scotland’s under-20 side at Hallhill, Dunbar. Packed with seasoned players, the club select ran in three unanswered tries to produce a final score of 19-0.

After their narrow defeat on French soil last season, the Scotland Club International team then turned the tables with a hard-fought victory (13-9) at a rain-lashed Netherdale before a crowd of over 2000. An early try by Calum Anderson, converted by his Melrose team-mate Scott Wight, gave Scotland a dream start and though Wight missed three penalties he did hold his nerve to land two; that was enough for the hosts, though they had to endure a nervous finale.

In their final fixture of the season, the Scots suffered a cruel injury time defeat against Ireland at Donnybrook in Dublin when the home team’s substitute centre, Darragh Fitzpatrick, landed a 35 metre drop-goal two minutes into injury time to seal their win. Melrose’s John Dalziel captained the side for both internationals which saw Ayr’s Damien Kelly lift the silverware for man of the match on both occasions.
Women and Girls

Much work has been undertaken in introducing young girls to rugby and this year there have been 42 youth development days held throughout the country involving 807 teenage girls.

Developments in women’s rugby over the season have included regional skills days at clubs from Cartha to Fife Southern and Stirling County to Broughton, attracting average attendances of 30 at each event. These sessions are targeted at senior players not currently involved in Scotland Women or Scotland Women A, to help them improve their understanding of rugby and to put their skills into practice in some friendly games. The days were delivered by club development officers, regional specialist coaches and pro players who supported the coaches in delivering the specific skills sessions.

The National Development League (NDL) is a programme that started in season 2006/07 to meet the needs of new and developing women’s clubs. Each event is hosted by a participating club and all players come together for the coaching session before playing games with their team. The results from these fixtures are collated and used to produce the National Development League table. This season, six sessions took place, between October and April, from Oban Lorne to Madras to Greenock, each with an average attendance of 27.

All this activity has resulted in player numbers increasing for both girls and women, ensuring targets for the season were exceeded.

Competitions

Despite the abject weather conditions at the turn of the year causing hold-ups to competitions and league fixtures across the board, Currie were ultimately crowned Premiership Division 1 champions in addition to lifting the Scottish Hydro Club of the Season award in May. Meanwhile, one year after relegation, Stirling County and Hawick are looking forward to life back in the top league, having been promoted from Premiership Division 2 while Premiership Division 3 champions Hillhead / Jordanhill and runners-up Falkirk win promotion.

Topping National League Division 1, Dalziel gain promotion while, for the second year running, Whitecraigs are promoted, this time as runners-up. Scottish Hydro Club of the Month winners Greenock Wanderers and Lasswade celebrate promotion as champions and runners-up of National League Division 2 while Allan Glen’s and Aberdeenshire – in their second straight year of promotion – top National League Division 3.

Caledonia League Division 1 saw Orkney triumph, with Harris Academy promoted from Caledonia Division 2. Topping West League Divisions 1, 2 and 3 are Cumbernauld, Uddingston and Isle of Mull with Strathaven, Birkmyre and Bridgenorth also promoted. North Berwick top East League Division 1 with Dalkieth and Moray House promoted from East League Division 2.

Murrayfield Wanderers topped the Women’s Premier League with Aberdeenshire Quines in similar position in Women’s National League 1 and Stirling Country in Women’s National League 2.

An enthusiastic crowd cheered on their teams at this year’s Scottish Hydro Cup Finals Day, at Murrayfield in April, with the silverware lifted respectively by Ayr (Cup), Lasswade (Shield) and North Berwick (Bowl). In the Women’s Cup Finals, held at Lasswade the following month, Hillhead / Jordanhill won the Challenge Cup with Aberdeenshire Quines triumphant in the Sarah Beaney Cup and Stirling County taking the National Plate.

In the National Youth competitions, the under-18 Cup was lifted by Currie Colts with Dunfermline beating Portobello to the Bowl; at under-16 level the top trophy went to Stirling County and the Bowl to Howe of Fife; while the under-15 Cup headed to Currie and the Bowl to North Berwick.

A magic Murrayfield atmosphere also greeted the contenders in the Brewin Dolphin Scottish Schools Cup Finals with Edinburgh Accies under-18 Cup winners and Hutchesons’ Grammar lifting the under-15 Cup. The under-18 Plate went to Wellington School and the Bowl to Aberdeen Grammar School while in the under-15 tournament, the Plate went to High School of Dundee and the Bowl to Earlston High School.

For the second year, girls’ competitions were held for teams at under-15 and under-18 levels, this season sponsored by Brewin Dolphin. Adopting a new format, whereby teams who were challenged for player numbers combined, resulted in a more structured competition out of which the Community School of Auchterarder beat Langholm to the under-15 Cup and Gala Girls secured victory over Murrayfield Wanderers in the under-18 Cup, both events held at Murrayfield on the same day as the men’s Cup finals. The under-15 Shield was won by Murrayfield Wanderers and the under-18 Shield by Plockton.

Thanks to all players, coaches, officials, parents, teachers, the hundreds of volunteers who assist at all levels and the rugby press for their contributions towards a successful season.
Referees

As the game grows, more referees need to be recruited, coached and licensed. This year the referee team has licensed 3389 referees with 410 of these officials joining their local referee societies.

Alongside recruitment, there has been a concerted effort to improve the standard of refereeing through coaching and performance reviewing of referees; this season, 601 coaching reports have been conducted on referees working within the community team.

The referee academy goes from strength to strength with eight referees receiving additional support and development through this structure – the major success of the referee academy this season has been Mhairi Hay who has regularly refereed in Premier 3 and who was selected to referee her first senior international in the women’s Six Nations international between Italy and England. James Matthew was also selected to referee France against South Africa at under-19 level.

This season has also seen significant progress of the referees, with our high performance group improving their growing international reputations. Peter Allan remains on the IRB development panel; Andrew Macpherson and Neil Paterson join David Changleng, by being promoted to the IRB assistant referee panel; and Jim Yuille and Iain Ramage are promoted to the IRB TMO panel.
HILLHEAD / JORDANHILL CELEBRATE BECOMING PREMIER 3 CHAMPIONS
SCOTLAND

Bank of Scotland Corporate Autumn Tests 2009
Scotland 23 – 10 Fiji (Murrayfield, 14 November 2009)
Scotland 9 – 8 Australia (Murrayfield, 21 November 2009)
Scotland 6 – 9 Argentina (Murrayfield, 28 November 2009)

RBS 6 Nations Championship 2010

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Scotland 9 – 18 France (Murrayfield, 7 February 2010)
Wales 31 – 24 Scotland (Millennium Stadium, 13 February 2010)
Italy 16 – 12 Scotland (Stadio Flaminio, 27 February 2010)
Scotland 15 – 15 England (Murrayfield, 13 March 2010)
Ireland 20 – 23 Scotland (Croke Park, 20 March 2010)

Summer Tour 2010
Argentina 16 – 24 Scotland (Tucuman, 12 June 2010)
Argentina (tbc) – (tbc) Scotland (Mar del Plata, 19 June 2010)

SCOTLAND A

Scotland A 38 – 7 Tonga (Netherdale, Galashiels, 20 November 2009)
Ireland A 34 – 19 Scotland A (Ravenhill, 5 February 2010)
Italy A 13 – 3 Scotland A (Biella, 26 February 2010)

IRB Nations Cup 2010
Scotland A 21 – 22 Georgia (Bucharest, 11 June 2010)
Scotland A 20 – 23 Namibia (Bucharest, 15 June 2010)
Argentina Jaguars ... - ... Scotland A (Bucharest, 20 June 2010)

SCOTLAND CLUB INTERNATIONAL

Scotland Club International 13 – 9 France Club International (Netherdale, 5 February 2010)
Scotland Club International 18 – 21 Ireland Club International (Donnybrook, 19 March 2010)
RESULTS & AWARDS

SCOTLAND 7S

IRB Sevens World Series

Dubai – 4 & 5 December 2009
Fiji 47 – 12 Scotland
Samoa 36 – 7 Scotland
Scotland 17 – 17 Zimbabwe
Wales 19 – 12 Scotland (Bowl quarter final)
Scotland 5 – 29 Portugal (Shield semi final)

George, South Africa – 11 & 12 December 2009
Scotland 5 – 15 Argentina
Scotland 26 – 14 Tunisia
Scotland 19 – 29 England
Scotland 10 – 21 United States (Bowl quarter final)
Zimbabwe 12 – 35 Scotland (Shield semi final)
Scotland 28 – 19 France (Shield Final)

Wellington, New Zealand – 5 & 6 February 2010
Fiji 36 – 5 Scotland
Australia 24 – 7 Scotland
Scotland 34 – 5 Papua New Guinea
Scotland 12 – 17 Nuie (Bowl quarter final)
United States 19 – 12 Scotland (Shield semi final)

Las Vegas, USA – 13 & 14 February 2010
Samoa 41 – 12 Scotland
Kenya 17 – 0 Scotland
Scotland 26 – 10 Chile
Scotland 7 – 14 Argentina (Bowl quarter final)
Scotland 31 – 7 Guyana (Shield semi final)
Japan 7 – 17 Scotland (Shield final)

Adelaide, Australia – 19 to 21 March 2010
New Zealand 31 – 0 Scotland
Argentina 14 – 7 Scotland
Scotland 7 – 22 Tonga
Japan 15 – 21 Scotland (Bowl quarter final)
Kenya 36 – 12 Scotland (Bowl semi final)

Hong Kong – 26 to 28 March 2010
Scotland 7 – 12 France
Scotland 42 – 5 Chinese Taipei
New Zealand 22 – 5 Scotland
Scotland 12 – 10 Japan (Bowl quarter final)
Wales 26 – 10 Japan (Bowl semi final)

Twickenham, England – 22 & 23 May 2010
Australia 43 – 17 Scotland
England 36 – 10 Scotland
Scotland 24 – 7 Russia
Scotland 21 – 12 France (Bowl quarter final)
Portugal 24 – 19 Scotland (Bowl semi final)

Edinburgh, Scotland – 29 & 30 May 2010
Fiji 14 – 31 Scotland
United States 12 – 33 Scotland
Wales 21 – 33 Scotland
Scotland 7 – 19 England (Cup quarter final)
South Africa 14 – 19 Scotland (Plate semi final)
Scotland 19 – 0 Argentina (Plate final)
SCOTLAND U20
Scotland U20 0 – 19 Scotland Club International (Halhill, Dunbar, 16 January 2010)

U20 RBS 6 Nations Championship 2010
Scotland U20 8 – 8 France U20 (Tulloch Caledonian Stadium, Inverness, 5 February 2010)
Wales U20 20 – 12 Scotland U20 (Cardiff Arms Park, 12 February 2010)
Italy U20 16 – 18 Scotland U20 (Capoterra, 26 February 2010)
Scotland U20 6 – 27 England U20 (Firhill, 12 March 2010)

IRB Junior World Championship 2010
Australia U20 58 – 13 Scotland U20 (Estadio CA Colon, 5 June 2010)
South Africa U20 73 – 0 Scotland U20 (Estadio CA Colon, 9 June 2010)
Scotland U20 27 – 3 Tonga U20 (Club Atletico Estudiantes, 13 June 2010)
Scotland U20 28 – 8 Tonga U20 (ninth place play-off semi final) (Club Atletico Estudiantes, 17 June)

IRB Junior World Championship 2010
Scotland U20 6 – 27 England U20 (Firhill, 12 March 2010)

SCOTLAND U19
Italy U19 3 – 32 Scotland U19 (Parabiago, 3 April 2010)
Scotland U19 30 – 25 France U19 (Braidholm, 11 April 2010)

SCOTLAND U18
Scotland U18 26 – 34 France U18 (Selkirk, 14 March 2010)
Scotland U18 3 – 30 Wales U18 (The Greenyards, 21 March 2010)
Scotland U18 13 – 15 Leeds (Clarence Fields, 28 March 2010)

Llandovery U18 Festival
Scotland U18 9 – 29 England U18 (2 April 2010)
Scotland U18 33 – 13 Italy U18 (6 April 2010)
Scotland U18 24 – 28 Ireland U18 (10 April 2010)

SCOTLAND U17
Wellington Festival 2010 (Wellington College, Berkshire)
Scotland U17 7 – 5 England U18 (4 April 2010)
Scotland U17 10 – 23 France U17 (6 April 2010)
Scotland U17 53 – 5 Canada (9 April 2010)
SCOTLAND WOMEN

Performance Development Games
Scotland A Women 10 – 7 British Army (Lasswade, 30 January 2010)
Scotland A Women 3 – 26 France A Women (Lasswade, 6 February 2010)
Scotland A Women 48 – 0 British Police (Lasswade, 27 February 2010)
Scottish Women’s Academy 5 – 10 England Colleges (Halhill, Dunbar, 27 February 2010)

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Scotland Women 10 – 8 France Women (Lasswade, 6 February 2010)
Wales Women 28 – 12 Scotland Women (Bridgend RFC, 14 February 2010)
Italy Women 6 – 6 Scotland Women (Colleferro, 28 February 2010)
Scotland Women 0 – 51 England Women (Meggetland, 13 March 2010)
Ireland Women 15 – 3 Scotland Women (Ashbourne RFC, 19 March 2010)

Rugby World Cup Warm-up Tests
Scotland Women 8 – 27 South Africa (Lasswade, 5 June 2010)
Scotland Women 17 – 41 South Africa (Lasswade, 12 June 2010)

Non-cap international
Scotland Women (tbc) – (tbc) Ireland Women (Lasswade, 18 July 2010)
### PROFESSIONAL TEAMS

**Magners League 2009/10**

<table>
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<th>Pos</th>
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<th>Pld</th>
<th>W</th>
<th>D</th>
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Magners League inaugural playoffs
Ospeys 20 – 5 Glasgow Warriors (Liberty Stadium, 14 May 2010)

### EDINBURGH

**Heineken Cup Pool 4 2009/10**

<table>
<thead>
<tr>
<th>Pos</th>
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<th>Pld</th>
<th>W</th>
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<th>L</th>
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<th>LB</th>
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Cardiff Blues 21 – 22 Edinburgh (Cardiff City Stadium, 4 September 2009) (ML)
Ulster 13 – 16 Edinburgh (Ravenhill, 18 September 2009) (ML)
Edinburgh 19 – 21 Leinster (Murrayfield, 26 September 2009) (ML)
Ospreys 31 – 10 Edinburgh (Liberty Stadium, 4 October 2009) (ML)
Stade Francais 31 – 7 Edinburgh (Stade Jean Bouin, 10 October 2009) (HC)
Edinburgh 17 – 13 Ulster (Murrayfield, 17 October 2009) (HC)
Edinburgh 12 – 7 Munster (Murrayfield, 23 October 2009) (ML)
Edinburgh 8 – 9 Dragons (Murrayfield, 1 November 2009) (ML)
Scarlets 16 – 17 Edinburgh (Parc Y Scarlets, 4 December 2009) (ML)
Bath 16 – 9 Edinburgh (Recreation Ground, 13 December 2009) (HC)
Edinburgh 9 – 6 Bath (Murrayfield, 19 December 2009) (HC)
Glasgow 25 – 12 Edinburgh ( Firhill, 27 December 2009) (ML)*
Edinburgh 15 – 22 Glasgow (Murrayfield, 2 January 2010) (ML)* *1872 Cup
Edinburgh 21 – 12 Cardiff Blues (Murrayfield, 9 January 2010) (ML)
Ulster 21 – 13 Edinburgh (Ravenhill, 15 January 2010) (HC)
RESULTS & AWARDS

Edinburgh 9 – 7 Stade Francais (Murrayfield, 23 January 2010) (HC)
Munster 19 – 12 Edinburgh (Musgrave Park, 19 February 2010) (ML)
Edinburgh 33 – 17 Ospreys (Murrayfield, 7 March 2010) (ML)
Edinburgh 24 – 20 Scarlets (Murrayfield, 26 March 2010) (ML)
Connacht 22 – 21 Edinburgh (Sports Ground, 2 April 2010) (ML)
Dragons 49 – 28 Edinburgh (Rodney Parade, 16 April 2010) (ML)
Leinster 37 – 28 Edinburgh (Royal Dublin Society, 7 May 2010) (ML)

GLASGOW WARRIORS

Heineken Cup Pool 2 2009/10

<table>
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<th>Pos</th>
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<th>Pld</th>
<th>W</th>
<th>D</th>
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Glasgow 22 – 9 Munster (Firhill, 4 September 2009) (ML)
Glasgow 19 – 11 Scarlets (Firhill, 13 September 2009) (ML)
Dragons 30 – 19 Glasgow (Rodney Parade, 18 September 2009) (ML)
Glasgow 16 – 26 Ospreys (Firhill, 25 September 2009) (ML)
Cardiff 5 – 21 Glasgow (Cardiff City Stadium, 3 October 2009) (ML)
Glasgow 18 – 22 Biarritz (Firhill, 10 October 2009) (HC)
Dragons 22 – 14 Glasgow (Rodney Parade, 16 October 2009) (HC)
Glasgow 34 – 20 Connacht (Firhill, 23 October 2009) (ML)
Ospreys 9 – 9 Glasgow (Liberty Stadium, 30 October 2009) (ML)
Ulster 13 – 25 Glasgow (Ravenshill 4 December 2009) (ML)
Glasgow 33 – 11 Gloucester (Firhill, 11 December 2009) (HC)
Gloucester 19 – 6 Glasgow (Kingsholm, 20 December 2009) (HC)
Glasgow 25 – 12 Edinburgh (Firhill, 27 December 2009) (ML)*
Edinburgh 15 – 22 Glasgow (Murrayfield, 2 January 2010) (ML)* 1872 Cup
Glasgow 29 – 25 Dragons (Firhill, 15 January 2010) (HC)
Biarritz 41 – 20 Glasgow (Parc Des Sports, 24 January 2010) (HC)
Glasgow 7 – 30 Cardiff (Firhill, 19 February 2010) (ML)
Connacht 19 – 19 Glasgow (Sports Ground, 5 March 2010) (ML)
Leinster 20 – 14 Glasgow (Royal Dublin Society, 18 March 2010) (ML)
Munster 27 – 19 Glasgow (Thomond Park, 26 March 2010) (ML)
Glasgow 27 – 19 Dragons (Firhill, 4 April 2010) (ML)
Glasgow 25 – 18 Ulster (Firhill, 16 April 2010) (ML)
Glasgow 30 – 6 Leinster (Firhill, 23 April 2010) (ML)
Scarlets 32 – 37 Glasgow (Parc Y Scarlets, 7 May 2010) (ML)
Ospeys 20 – 5 Glasgow (Liberty Stadium, 14 May 2010) (ML)
SCOTTISH HYDRO LEAGUES 2009/10

Premiership

Division 1
Champions
Currie RFC
Relegated
Edinburgh Accies
Stewart’s Melville FP RFC

Division 2
Champions
Stirling County RFC
Also promoted
Hawick RFC
Relegated
Haddington RFC
Dunfermline RFC

Division 3
Champions
Hillhead / Jordanhill RFC
Also promoted
Falkirk RFC
Garnock RFC
Irvine RFC
Relegated

National League

Division 1
Champions
Dalziel RFC
Also promoted
Whitecraigs RFC
Relegated
Berwick RFC
Annan RFC

Division 2
Champions
Greenock Wanderers RFC
Also promoted
Lasswade RFC
Relegated
Preston Lodge RFC
Cambuslang RFC

Division 3
Champions
Allan Glen’s RFC
Also promoted
Aberdeenshire RFC
Relegated
Hillfoots RFC
Lenzie RFC
Trinity Academicals RFC

Regional League

Caledonia Division 1
Champions
Currie RFC
Relegated
Edinburgh Accies
Stewart’s Melville FP RFC

Caledonia Division 2
Champions
Orkney RFC
Also promoted
Madras College FP RFC
Relegated
Kinross RFC
Crieff & Strathearn RFC

Caledonia Division 2
Champions
Harris Academy FP RFC
Also promoted
Promoted to C1 following playoff

Caledonia Division 2
Champions
Garloch RFC

Caledonia Division 2
Champions
RAF Lossiemouth RFC

West Division 1
Champions
Cumbernauld RFC
Also promoted
Carrick RFC
Relegated
Paisley RFC
Strathclyde Police RFC

West Division 2
Champions
Uddingston RFC
Also promoted
Strathaven RFC
Relegated
Cowal RFC
Clydesdale RFC

West Division 3
Champions
Isle of Mull RFC
Also promoted
Birkmyre RFC
Relegated
Braidholm RFC

East Division 1
Champions
North Berwick RFC
Also promoted
Edinburgh Northern RFC
Relegated
Broughton RFC

East Division 2
Champions
Dalkeith RFC
Also promoted
Moray House RFC
RESULTS & AWARDS

SCOTTISH HYDRO NATIONAL FINALS 2009/10

Cup: Melrose RFC 23 – 36 Ayr RFC
Shield: Lasswade RFC 17 – 7 Greenock Wanderers RFC
Bowl: North Berwick RFC 13 – 8 Strathmore RFC

WOMEN’S PREMIER LEAGUE 2009/10

Winners: Murrayfield Wanderers LRFC
Play-off for relegation: Kirkcaldy LRFC v Melrose LRFC
Relegated: Cartha Queens Park

WOMEN’S NATIONAL LEAGUE 1 2009/10

Winner: Aberdeenshire Quines
Play-off for promotion: Kirkcaldy LRFC v Melrose LRFC
Relegated: Lismore LRFC

WOMEN’S NATIONAL LEAGUE 2 2009/10

Winner: Stirling County LRFC

WOMEN’S NATIONAL FINALS 2009/10

National Plate: Stirling County LRFC 34 – 10 Morgan LRFC
Sarah Beaney Cup: Aberdeenshire Quines 41 – 29 Melrose LRFC
Challenge Cup: Hillhead / Jordanhill LRFC 16 – 12 Murrayfield Wanderers
YOUTH & SCHOOLS RESULTS

U18 National Youth Cup
U18 National Youth Bowl
U16 National Youth Cup
U16 National Youth Bowl
U15 National Youth Cup
U15 National Youth Bowl

Dumfries RFC 13 – 27 Currie Colts
Dunfermline RFC 20 – 0 Portobello RFC
Stirling County RFC 41 – 7 Boroughmuir RFC
Hamilton RFC 3 – 38 Howe of Fife RFC
Currie RFC 24 – 7 West of Scotland RFC
Kirkcaldy RFC 17 – 61 North Berwick RFC

Brewin Dolphin U18 Scottish Cup
Brewin Dolphin U18 Scottish Plate
Brewin Dolphin U18 Scottish Bowl
Brewin Dolphin U18 Scottish Girls’ Cup
Brewin Dolphin U18 Scottish Girls’ Shield

Edinburgh Accies 13 – 11 Stewart’s Melville College
Wellington School 26 – 24 Linlithgow Composite
Aberdeen Grammar School 25 – 21 Williamwood High School
Gala LRFC 45 – 39 Murrayfield Wanderers
Plockton High School 20 – 15 Ayrshire Cluster

Brewin Dolphin U15 Scottish Cup
Brewin Dolphin U15 Scottish Plate
Brewin Dolphin U15 Scottish Bowl
Brewin Dolphin U15 Scottish Girls’ Cup
Brewin Dolphin U15 Scottish Girls’ Shield

Stewart’s Melville College 8 – 10 Hutchesons’ Grammar School
Hawick High School 7 – 24 High School of Dundee
Earlston High School 29 – 19 Linlithgow Composite
Community School of Auchterarder 31 – 12 Langholm
Murrayfield Wanderers 69 – 25 Glasgow Cluster

SCOTTISH CLUB RUGBY AWARDS 2009/10

Gordon Reid (Ayr RFC)
Craig Wilson (Kirkcaldy RFC)
Iain Cook (Cartha Queens Park)
Craig Simmonds (Dalziel RFC)
Kieren Smith (Greenock Wanderers)
Alan Auld (Allan Glen’s RFC)
Ross Lumsden (Aberdeen Wanderers)
John Grant (Lismore RFC)
Ross Gilmour (Cumbernauld RFC)
Sarah Smith (Hillhead / Jordanhill LRFC)
Gillian Inglis (Melrose LRFC)

Mike Hunt (Dumfries RFC)
Jimmy Sinclair (Dalziel RFC)
Bill Smith (Forrester RFC)
Mhairi Hay (Kirkcaldy RFC)
Currie RFC
Stirling County LRFC
Peter Gannon (North Berwick RFC)
PARLIAMENTARY MOTIONS
On Wednesday 13 January, Scottish Rugby was commended for its positive impact on the Scottish economy at a parliamentary reception at Holyrood. Scottish Rugby outlined the significant contributions made, including the £130 million boost to the Scottish economy, through rugby events at Murrayfield in the year. This season has seen many motions made in the Scottish Parliament congratulating Scottish Rugby and highlighting issues of importance to the game, a selection of which are included, below.

FRANK MCAVEETY MSP. Scottish Rugby Celebrated at Parliament—That the Parliament congratulates Scottish Rugby on its recent event on 13 January 2010 in the Scottish Parliament to highlight ongoing extensive work both on and off the pitch; notes Scottish Rugby’s efforts to boost rugby in schools and communities; welcomes new national team coach Andy Robinson, Scottish internationals Nick De Luca and Kelly Brown and other senior Scottish Rugby officials to the Parliament; congratulates the Scottish national team on its excellent performance in the autumn tests, and wishes it the best of luck for its forthcoming Six Nations campaign that kicks off at Murrayfield on 7 February against France.

PAULINE MCNEILL MSP. Celebrating the Opening of the New Glasgow Warriors’ Training Base—That the Parliament welcomes the opening of the Glasgow Warriors’ new training base at Scotstoun stadium; acknowledges the £18 million redevelopment on the site, which will play a key part in the 2014 Commonwealth Games in Glasgow; notes the Princess Royal’s attendance at the opening ceremony and hopes that all of Scottish rugby will be able to benefit from the facility, and welcomes the partnership of Scottish Rugby, Glasgow City Council and Culture and Sport Glasgow to ensure that the facility becomes a centre of excellence for rugby.

SARAH BOYACK MSP. Conversion needed for Scottish rugby coverage—That the Parliament acknowledges the significant gaps in broadcast coverage in Scotland of rugby, particularly on terrestrial television and particularly around the community game and high performance professional teams; is disappointed that despite the strenuous efforts of Scottish Rugby there is little interest to broadcast the sport sufficiently on either terrestrial or satellite television, and finally, recognises that the broadcasting of rugby is essential to further increase the participation in the sport thus increasing fitness levels, promoting Scotland to a wider audience and creating a platform for greater Scottish sporting achievements.

ROSS FINNIE MSP. Congratulations To Chris Paterson—That Parliament congratulates Chris Paterson of Edinburgh, Gloucester and Gala rugby clubs, already Scotland’s most capped rugby internationalist, on winning his 100th cap against Wales on Saturday 13 February 2010 and also congratulates him on his outstanding and record-breaking international career as a full back, stand off and wing, being first capped in 1999 and missing only five games in 11 seasons, playing in three World Cups and becoming Scotland’s highest ever points scorer, with 752 points, scoring 22 tries and kicking 153 penalties, 87 conversions and three drop goals.

GAVIN BROWN: Edinburgh Sevens Festival—That the Parliament congratulates Scottish Rugby, the organisers of the IRB Edinburgh Sevens festival, which is to be held at Murrayfield on 29 and 30 May 2010; believes that the sevens tournament is a fantastic advert for rugby in Scotland; notes that Scotland rugby legends, Roy Laidlaw and John Rutherford, are the festival’s ambassadors; considers that this event enhances Edinburgh and Murrayfield’s reputation as a world-class destination for events; welcomes the significant boost to the Edinburgh economy that the annual tournament brings, and wishes the Scotland Sevens team all the best of luck in the attempts to improve on its outstanding cup semi-final finish in the 2009 event.
The Directors present their report and financial statements for the financial year ended 30 April 2010.

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 achieved a small surplus after interest and before exceptional items for the year. Turnover increased by £3.8m over the previous year for a number of reasons, including additional Six Nations broadcasting revenues, ERC income, British & Irish Lions Tour income and the May 2009 Murrayfield events, including the Heineken Cup Final.

Average bank borrowings over the financial year amounted to £14.8m which is £0.1m below the previous year. Year end bank borrowings of £15.1m are £1.8m above the previous year level, primarily because ticket receipts for the Heineken Cup Final were paid to ERC after 30 April 2009. Year on year interest payments fell from £1.1m to £1.0m. 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 Director’s 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 2010, amounts due to trade creditors represented the annualised equivalent of 34 days purchases (2009 - 42 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;
- 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 60.

Auditors

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

G A Ireland
Secretary
Edinburgh
17 June 2010
STATEMENTS

We are Scotland.
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 2010 which comprise the Consolidated Income and Expenditure Account, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement, the Principal 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 43, 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 Chapter 3 of Part 16 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 2010 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
17 June 2010
**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 2010 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:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>Nil</td>
</tr>
<tr>
<td>Stands and Heritable property</td>
<td>1-20</td>
</tr>
<tr>
<td>Fixtures and fittings</td>
<td>4-25</td>
</tr>
<tr>
<td>Other equipment</td>
<td>7-50</td>
</tr>
</tbody>
</table>

**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.
### CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

<table>
<thead>
<tr>
<th>Notes</th>
<th>Income</th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ticket income</td>
<td>6,348</td>
<td>8,450</td>
</tr>
<tr>
<td></td>
<td>Broadcasting revenues</td>
<td>11,574</td>
<td>8,461</td>
</tr>
<tr>
<td></td>
<td>Other operating income</td>
<td>15,634</td>
<td>12,885</td>
</tr>
<tr>
<td></td>
<td><strong>Total Income</strong></td>
<td><strong>33,556</strong></td>
<td><strong>29,796</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>International and Professional Rugby</td>
<td>16,128</td>
<td>14,998</td>
</tr>
<tr>
<td></td>
<td>Community and Performance Rugby</td>
<td>3,877</td>
<td>3,477</td>
</tr>
<tr>
<td></td>
<td>Commercial and Operational</td>
<td>9,354</td>
<td>8,063</td>
</tr>
<tr>
<td></td>
<td>Club Support and Development</td>
<td>1,793</td>
<td>1,334</td>
</tr>
<tr>
<td></td>
<td>Depreciation</td>
<td>887</td>
<td>796</td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenditure</strong></td>
<td><strong>32,039</strong></td>
<td><strong>28,668</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Surplus before Exceptional Item</strong></td>
<td>1,517</td>
<td>1,128</td>
</tr>
<tr>
<td></td>
<td>Exceptional Item</td>
<td>1 809</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>Operating Surplus</strong></td>
<td><strong>2,326</strong></td>
<td><strong>1,128</strong></td>
</tr>
<tr>
<td></td>
<td>Net Interest</td>
<td>3 957</td>
<td>(1,072)</td>
</tr>
<tr>
<td></td>
<td><strong>Surplus on ordinary activities before Taxation</strong></td>
<td>1 1,369</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Taxation</td>
<td>4 -</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>Surplus for the period</strong></td>
<td><strong>1,369</strong></td>
<td><strong>56</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>2010 £000</th>
<th>2009 £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>40,445</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></td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>Debtors</td>
<td>8</td>
<td>5,773</td>
</tr>
<tr>
<td>Cash in hand</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>9</td>
<td>(15,512)</td>
</tr>
<tr>
<td>Net Current Liabilities</td>
<td></td>
<td>(9,733)</td>
</tr>
<tr>
<td>Provisions for liabilities and charges</td>
<td>10</td>
<td>(36)</td>
</tr>
<tr>
<td><strong>Total Assets less Current Liabilities and Provisions</strong></td>
<td></td>
<td>30,678</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>10,444</td>
</tr>
<tr>
<td>Deferred income</td>
<td>11</td>
<td>2,565</td>
</tr>
<tr>
<td>Ten Year Debentures</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Murrayfield Debentures</td>
<td>13</td>
<td>31,125</td>
</tr>
<tr>
<td>Irredeemable Debentures</td>
<td>14</td>
<td>97</td>
</tr>
<tr>
<td><strong>General Reserve</strong></td>
<td>15</td>
<td>(13,554)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30,678</td>
</tr>
</tbody>
</table>

The Financial Statements on pages 47 to 56 were approved by the Scottish Rugby Board on 17 June 2010 and were signed on its behalf by:

Allan Munro, Chairman

Gordon McKie, Chief Executive

Eamon Hegarty, Finance Director
## CONSOLIDATED CASH FLOW STATEMENT

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>6</td>
<td>5,996</td>
</tr>
</tbody>
</table>

### Net cashflow from operating activities

### Return on investments and servicing of finance
- Interest paid on bank overdrafts and loans: (875) (990)

### Capital Expenditure and Financial Investment
- Payments to acquire Tangible Fixed Assets: (1,679) (707)

### Cashflow before financing
- Total: (2,548) 4,299

### Financing
- Redemption of debentures: - (10)
- Issue of Debentures: 760 -

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>760</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### (Decrease) / increase in cash
- Total: (1,788) 4,289

### Reconciliation of net cash flow to movement in net debt

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(1,788)</td>
<td>4,289</td>
</tr>
</tbody>
</table>

### Opening net debt
- (44,418) (48,636)

### Closing net debt
- (46,288) (44,418)

---

**SCOTTISH RUGBY ANNUAL REPORT 2009/10**

p:50/51
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>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortisation of deferred income</td>
<td>189</td>
<td>267</td>
</tr>
<tr>
<td>Barter transaction sponsorship income</td>
<td>418</td>
<td>423</td>
</tr>
</tbody>
</table>

And after charging:

<table>
<thead>
<tr>
<th></th>
<th>2010 No.</th>
<th>2009 No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditors remuneration</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Auditors fees for non-audit services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax compliance</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Tax advisory</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>887</td>
<td>796</td>
</tr>
<tr>
<td>Operating lease rentals (all expiring within 1 year)</td>
<td>77</td>
<td>89</td>
</tr>
<tr>
<td>Barter transaction sponsorship costs</td>
<td>418</td>
<td>423</td>
</tr>
<tr>
<td>Administrative and management expenses</td>
<td>2,471</td>
<td>2,210</td>
</tr>
</tbody>
</table>

Included within the surplus before taxation is an exceptional credit of £809k which relates to the provision previously made for the closure of the Border Reivers pro team in connection with the Netherdale ground rental agreement and other creditors. The credit is as a result of the final agreement of all payments due, which was reached during the year.

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>73</td>
<td>76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Teams – Coaching &amp; Administration</td>
<td>17</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Team – Coaching &amp; Administration</td>
<td>11</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>28</td>
<td>32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>54</td>
<td>45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fitness &amp; Conditioning</td>
<td>15</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical &amp; Physiotherapy</td>
<td>9</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stadium Operations</td>
<td>28</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Support</td>
<td>48</td>
<td>44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>207</td>
<td>202</td>
<td>283</td>
<td>273</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.
NOTES TO THE FINANCIAL STATEMENTS

2. Staff Costs (cont)

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>15,929</td>
<td>15,206</td>
</tr>
<tr>
<td>Employment costs:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>14,091</td>
<td>13,473</td>
</tr>
<tr>
<td>Social security costs</td>
<td>1,538</td>
<td>1,459</td>
</tr>
<tr>
<td>Other pension costs</td>
<td>300</td>
<td>274</td>
</tr>
<tr>
<td>At the year end, the pension accrual was £291k (2009 - £222k).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Net Interest

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest payable on bank borrowings</td>
<td>(875)</td>
<td>(990)</td>
</tr>
<tr>
<td>Amortisation of Debenture issue costs</td>
<td>(82)</td>
<td>(82)</td>
</tr>
<tr>
<td>The rates of interest on the Union’s term loan borrowings are included in Note 9.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Taxation

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On profits arising from non-mutual trading</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Origination and reversal of timing differences</td>
<td>207</td>
<td>86</td>
</tr>
<tr>
<td>Movement in deferred tax unprovided</td>
<td>(207)</td>
<td>(86)</td>
</tr>
<tr>
<td>Factors affecting the current tax charge for the period :</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus on ordinary activities before tax</td>
<td>1,369</td>
<td>56</td>
</tr>
<tr>
<td>Corporation Tax at 28% (2009 - 28%)</td>
<td>383</td>
<td>16</td>
</tr>
<tr>
<td>Effects of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net expenses not deductible for tax purposes</td>
<td>175</td>
<td>160</td>
</tr>
<tr>
<td>Crystallisation of tax losses</td>
<td>(544)</td>
<td>(160)</td>
</tr>
<tr>
<td>Non-taxable mutual profits</td>
<td>(161)</td>
<td>(154)</td>
</tr>
<tr>
<td>Depreciation in excess of capital allowances</td>
<td>104</td>
<td>94</td>
</tr>
<tr>
<td>Movement in other timing differences</td>
<td>43</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS

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><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening</td>
<td>44,880</td>
<td>13,099</td>
<td>2,466</td>
<td>57</td>
<td>60,502</td>
</tr>
<tr>
<td>Transfers</td>
<td>22</td>
<td>10</td>
<td>25</td>
<td>(57)</td>
<td>-</td>
</tr>
<tr>
<td>Additions</td>
<td>695</td>
<td>332</td>
<td>644</td>
<td>8</td>
<td>1,679</td>
</tr>
<tr>
<td><strong>Closing</strong></td>
<td>45,597</td>
<td>13,441</td>
<td>3,135</td>
<td>8</td>
<td>62,181</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening</td>
<td>7,859</td>
<td>10,524</td>
<td>2,466</td>
<td>-</td>
<td>20,849</td>
</tr>
<tr>
<td>Charge for period</td>
<td>481</td>
<td>352</td>
<td>54</td>
<td>-</td>
<td>887</td>
</tr>
<tr>
<td><strong>Closing</strong></td>
<td>8,340</td>
<td>10,876</td>
<td>2,520</td>
<td>-</td>
<td>21,736</td>
</tr>
<tr>
<td><strong>Net Book Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing</td>
<td>37,257</td>
<td>2,565</td>
<td>615</td>
<td>8</td>
<td>40,445</td>
</tr>
<tr>
<td>Opening</td>
<td>37,021</td>
<td>2,575</td>
<td>-</td>
<td>57</td>
<td>39,593</td>
</tr>
</tbody>
</table>

6. Investments

The Union is the beneficial owner of 1,667 €1.27 ordinary shares in European Rugby Cup Limited (ERC), a company incorporated in the Irish Republic. The Union’s holding represents 16.67% 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 in these companies, 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>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Repayments received</td>
<td>(1)</td>
<td>(11)</td>
</tr>
<tr>
<td><strong>Closing</strong></td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

Loans to clubs are receivable:

Within one year: - 1

8. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>5,112</td>
<td>3,598</td>
</tr>
<tr>
<td>Prepayments</td>
<td>477</td>
<td>350</td>
</tr>
<tr>
<td>Other debtors</td>
<td>184</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,773</td>
<td>4,028</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 €20.9m, with settlement dates between 1 June 2010 and 15 May 2013 at an average rate of £0.90:€1. The notional market value of these contracts at 30 April 2010 was £473k.

At 30 April 2009, contracts for a total of €9.2m were held, 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 at 30 April 2009 was £28k.
NOTES TO THE FINANCIAL STATEMENTS

9. Creditors

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts falling due within one year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank overdrafts</td>
<td>5,071</td>
<td>3,285</td>
</tr>
<tr>
<td>Advance receipts</td>
<td>4,010</td>
<td>5,191</td>
</tr>
<tr>
<td>Trade creditors</td>
<td>1,358</td>
<td>1,464</td>
</tr>
<tr>
<td>Other tax and social security</td>
<td>796</td>
<td>946</td>
</tr>
<tr>
<td>Accruals</td>
<td>4,277</td>
<td>3,080</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15,512</td>
<td>13,966</td>
</tr>
</tbody>
</table>

| Amounts falling due after more than one year | 2010 £000 | 2009 £000 |
| Bank loans                                                   | 10,000    | 10,000    |
| Other creditors                                              | 444       | -         |
| **Total**                                                   | 10,444    | 10,000    |

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 (2009 - £10m) of the term loan. This fixed the interest rate on these borrowings at an average of 6.35% (2009 - 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 2010 was (£463k). The market value of the base rate interest rate swap on 30 April 2010 was (£483k). The respective values on 30 April 2009 were (£473k) and (£577k).

10. Provisions for liabilities and charges

<table>
<thead>
<tr>
<th></th>
<th>Deferred Tax £000</th>
<th>Closure of Border Reivers Pro Team £000</th>
<th>Tenant Club Fund £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>-</td>
<td>1,480</td>
<td>34</td>
<td>1,514</td>
</tr>
<tr>
<td>Transfer during period</td>
<td>-           (1,480)</td>
<td>2</td>
<td>(1,478)</td>
<td></td>
</tr>
<tr>
<td><strong>Closing</strong></td>
<td>-</td>
<td>-</td>
<td>36</td>
<td>36</td>
</tr>
</tbody>
</table>

The provision in relation to the closure of the Border Reivers Professional Team initially provided for outstanding obligations connected with the agreement for the Netherdale ground rental and other creditors. Final agreement of all payments due has been reached during the year ended 30 April 2010.

Deferred taxation comprises:

<table>
<thead>
<tr>
<th></th>
<th>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred tax asset not recognised</td>
<td>3,851</td>
<td>3,982</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

11. Deferred income

<table>
<thead>
<tr>
<th></th>
<th>Heritable Property £000</th>
<th>Debenture Premium £000</th>
<th>2010 Total £000</th>
<th>2009 Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>1,758</td>
<td>236</td>
<td>1,994</td>
<td>2,261</td>
</tr>
<tr>
<td>Issue of Debentures</td>
<td>-</td>
<td>760</td>
<td>760</td>
<td>-</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(32)</td>
<td>(157)</td>
<td>(189)</td>
<td>(267)</td>
</tr>
<tr>
<td>Closing</td>
<td>1,726</td>
<td>839</td>
<td>2,565</td>
<td>1,994</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></td>
<td></td>
<td></td>
<td></td>
<td></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>
<tr>
<td>2009 Debentures</td>
<td>J</td>
<td>£1</td>
<td>500</td>
<td>90</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>K</td>
<td>£1</td>
<td>1,000</td>
<td>429</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>L</td>
<td>£1</td>
<td>200</td>
<td>78</td>
<td>-</td>
</tr>
<tr>
<td>Debentures issued</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,203</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>606</td>
</tr>
</tbody>
</table>

The 2002 Ten Year Debentures are unsecured, interest free and repayable at par on 30 April 2012. The 2009 Debentures were issued during the year and are unsecured, interest free and repayable at par on 30 April 2019. Holders of the 2002 and 2009 Debentures 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.

13. Murrayfield Debentures

<table>
<thead>
<tr>
<th>Class of Debenture</th>
<th>Value Each</th>
<th>No. Authorised</th>
<th>2010 No. Issued</th>
<th>£000</th>
<th>2009 No. Issued</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>£1,200</td>
<td>9,100</td>
<td>9,092</td>
<td>10,910</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>
<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>
<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>
<td>188</td>
<td>1,861</td>
</tr>
<tr>
<td>Debentures issued</td>
<td></td>
<td></td>
<td>18,180</td>
<td>33,651</td>
<td>18,180</td>
<td>33,651</td>
</tr>
</tbody>
</table>

Issue Costs:

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td></td>
<td></td>
<td>2,608</td>
<td>2,690</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation</td>
<td></td>
<td></td>
<td>(82)</td>
<td>(82)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing</td>
<td></td>
<td></td>
<td>2,526</td>
<td>2,608</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Net Issue Proceeds less amortisation

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>31,125</td>
<td>31,043</td>
</tr>
</tbody>
</table>

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.
NOTES TO THE FINANCIAL STATEMENTS

14. Irredeemable Debentures

The 972 (2009 - 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>2010 £000</th>
<th>2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>(14,923)</td>
<td>(14,979)</td>
</tr>
<tr>
<td>Surplus for the period</td>
<td>1,369</td>
<td>56</td>
</tr>
<tr>
<td>Closing</td>
<td>(13,554)</td>
<td>(14,923)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Total 2010 £000</th>
<th>Total 2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating surplus</td>
<td>2,326</td>
<td>1,128</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>887</td>
<td>796</td>
</tr>
<tr>
<td>Amortisation of deferred income</td>
<td>(189)</td>
<td>(267)</td>
</tr>
<tr>
<td>Border Reivers pro team closure provision</td>
<td>(1,480)</td>
<td>(51)</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>1</td>
<td>11</td>
</tr>
<tr>
<td>Movement in debtors</td>
<td>(1,745)</td>
<td>1,015</td>
</tr>
<tr>
<td>Movement in creditors</td>
<td>204</td>
<td>3,362</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>5,996</td>
</tr>
</tbody>
</table>

17. Analysis of changes in net debt

<table>
<thead>
<tr>
<th></th>
<th>2009 £000</th>
<th>Cash Flows £000</th>
<th>Other Changes £000</th>
<th>2010 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in hand</td>
<td>8</td>
<td>(2)</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>Overdrafts</td>
<td>(3,285)</td>
<td>(1,786)</td>
<td>-</td>
<td>(5,071)</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>(31,043)</td>
<td>-</td>
<td>(82)</td>
<td>(31,125)</td>
</tr>
<tr>
<td>Ten Year Debentures</td>
<td>(1)</td>
<td>-</td>
<td>-</td>
<td>(1)</td>
</tr>
<tr>
<td></td>
<td>(44,418)</td>
<td>(1,788)</td>
<td>(82)</td>
<td>(46,288)</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.

The Group has taken advantage of the exemption conferred by FRS8 from the need to disclose transactions between group entities that have been eliminated on consolidation in these group accounts.
# FIVE YEAR FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th>Year</th>
<th>Income £000</th>
<th>Expenditure £000</th>
<th>Surplus before Reorganisation £000</th>
<th>Reorganisation Charges £000</th>
<th>Surplus before exceptional items £000</th>
<th>Exceptional Credit / (charges) £000</th>
<th>Operating Surplus / (deficit) £000</th>
<th>Net interest £000</th>
<th>Surplus / (deficit) before taxation £000</th>
<th>Taxation £000</th>
<th>Surplus / (deficit) for period £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>33,556</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,326</td>
<td>(957)</td>
<td>1,369</td>
<td></td>
<td>1,369</td>
</tr>
<tr>
<td>2009</td>
<td>29,796</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,28</td>
<td>1,072</td>
<td>56</td>
<td></td>
<td>56</td>
</tr>
<tr>
<td>2008</td>
<td>28,237</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,455</td>
<td>1,412</td>
<td>43</td>
<td></td>
<td>43</td>
</tr>
<tr>
<td>2007</td>
<td>25,565</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,439</td>
<td>1,341</td>
<td>(1,660)</td>
<td></td>
<td>(1,660)</td>
</tr>
<tr>
<td>2006</td>
<td>28,641</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,399</td>
<td>1,460</td>
<td>(432)</td>
<td></td>
<td>(432)</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

The expenditure relating to the players, the management and medical teams involved in international and professional rugby is included in this category. 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 also included here. 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.

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. Finally, there are outgoings relating to the fitness and conditioning personnel generally associated with national and professional teams.

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, training and the costs of running events.

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 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 two professional referees.

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 Coach Education Manager and Coach Education Administrator, and support the costs of course delivery. Expenditure includes training and facility costs as well as tutor and registration fees.

The player development team includes a Head of Player Development, a Senior Regional Academy Manager, seven Regional Academy Coaches (RACs), an Exiles Performance Development Manager and Coach, together with Elite Development Coaches in Glasgow and Edinburgh. The team is responsible for programmes to identify and develop the best players in the country, and is part funded by sportscotland and the IRB. In addition to these staffing costs, outgoings include Pathway expenditure, kit, balls, travel and the organisation and running of player development events and camps. The Academy, now aligned with the pro teams, incurs costs from coaching to kit to player salaries and insurance as it strives to improve performance in the age-grade teams and to produce players for the professional 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. Strength and conditioning costs for the community and performance game are also included in this category.

The running costs of the national stadium, from purchasing grass seed to funding roof repairs, from security to public liability insurance, from rates to electricity, account for much of the expenditure, which ensures that Murrayfield is not only fit for purpose but 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 the Club Facilities Fund to help with grounds and clubhouse improvements. Season 2009/10 also saw the introduction of the payment of all referees’ travel costs across the country. Furthermore, clubs receive ticket commissions of up to 25% for sales of international tickets and are also supported through participation money.

This category includes the Player Reward Scheme, which remunerates clubs for nurturing professional players to the benefit of both local and international rugby. The joint funding of rugby development officers in partnerships with both clubs and local authorities across the country is also part of Club Support and Development expenditure. 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)
Graham Lowe (Director of Performance Rugby)
Non-Executive Members
Gordon Bulloch
Donald Emslie
Jock Millican
Council Representatives
Ed Crozier
Archie Ferguson
Jim Fleming
Jim Stevenson

Scottish Rugby Council
Jim Stevenson
President
Ian Barnes
Premier 1
John Davidson
Premier 2
Jim O’Neill
Premier 3
Archie Ferguson
National Leagues
Jim Greenwood
National Leagues
Barry Sinclair
Edinburgh Regional League
Bill McMurtrie
Glasgow South Regional League
Ed Crozier
Glasgow North Regional League
Alastair Forsyth
Scottish Borders Regional League
Don Burns
Midlands Regional League
Paddy Hart
North Regional League
Jim Fleming
Referees
Norman Anderson
Schools
Kath Vass
Women’s Rugby Forum
Bill Nolan
Co-opted member
Gordon Cox
Co-opted member

Secretary to Board and Council
Graham Ireland
GOVERNANCE OF SCOTTISH RUGBY

Scottish Rugby Board 2009/10

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
- Graham Lowe Director of Performance Rugby (appointed 26 November 2009)

Gordon Bulloch
Donald Emslie
Jock Millican
Ed Crozier
Archie Ferguson
Jim Fleming
Jim Stevenson (appointed 27 June 2009)

Malcolm Gillies retired from the Board as Director on 27 June 2009.

Scottish Rugby Council 2009/10

As at 27 June 2009 Jim Stevenson was re-elected as President of the Union and Donald Naysmith, Malcolm Gillies, Bill Nolan and Gordon Cox were succeeded by Jim O’Neill, Jim Greenwood, Bill McMurtrie and Paddy Hart respectively as the Premier 3, National League, Glasgow South and North Regional representatives on the Council. In view of their positions on the IRB and FIRA-AER respectively Bill Nolan and Gordon Cox were co-opted back on to the Council. With effect from 31 December 2009 Sandra Kinnear resigned as the Scottish Women’s Rugby Forum representative on the Council and was replaced on 1 January 2010 by Kath Vass.

Jim Stevenson was elected as Chair of the Council in respect of season 2009/10, with Archie Ferguson 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:

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 Jim Fleming, is responsible for making recommendations with regard to the Union’s property assets.

The Remuneration Committee, chaired 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

During the period Scottish Rugby’s “Standing Working Party on Bye Laws and Governance”, under the independent Chairmanship of Douglas Hunter, was asked to consider a wide range of constitutional and governance issues. A full report on the issues arising and the Working Party’s views thereon was issued to the member clubs during May 2010.

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>Gordon Bulloch</td>
<td>15,000</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Donald Emslie</td>
<td>15,000</td>
<td>4,677 (CLA)</td>
<td>19,667</td>
</tr>
<tr>
<td>Jock Millican</td>
<td>15,000</td>
<td>18,000 (6NC)</td>
<td>33,000</td>
</tr>
<tr>
<td>Ed Crozier</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Archie Ferguson</td>
<td>15,000</td>
<td>14,333 (6NC/CLA)</td>
<td>29,333</td>
</tr>
<tr>
<td>Jim Fleming</td>
<td>15,000</td>
<td>8,820 (ERC)</td>
<td>23,820</td>
</tr>
<tr>
<td>Jim Stevenson</td>
<td>12,500</td>
<td>-</td>
<td>12,500</td>
</tr>
<tr>
<td>Malcolm Gillies</td>
<td>2,500</td>
<td>6,000 (6NC)</td>
<td>8,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNCIL MEMBERS</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 on those bodies and the service fees paid to the SRU Council and Board representatives serving were as noted. Fees payable by those bodies to Gordon McKie and Allan Munro 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
            McPherson
            1 Princess Street Edinburgh EH3 9AQ
            Princes Exchange
            1 Earl Grey Street Edinburgh EH3 9AQ
A YEAR IN SCOTTISH RUGBY ANNUAL REPORT 2009/10

ALASTAIR KELLOCK

ANDY ROBINSON

JOHNNIE BEATTIE AGAINST IRELAND

LAURENCE DALLAGLIO ENDS CHARITY CYCLE AT MURRAYFIELD

CHRIS PATERSON, SCOTLAND CENTURION

BREWIN DOLPHIN UNDER-18 GIRLS CUP FINAL

EMIRATES AIRLINE EDINBURGH SEVENS SUPPORTERS

REGIONAL STATE SCHOOLS SEVENS SERIES

GARY ARMSTRONG AND GREGOR TOWNSEND WITH THEIR COMMEMORATIVE 50TH CAPS

GREIG LAIDLAW WITH THE EMIRATES AIRLINE EDINBURGH SEVENS PLATE

RORY LAWSON AND NATHAN HINES SIGN FOR THE TROOPS

AYR VERSUS MELROSE FOR THE NATIONAL CUP
SNOW FUN WITH MAX EVANS AND NATHAN HINES

GLASGOW WARRIORS AT MERRYLEE PRIMARY SCHOOL

ORKNEY PRIMARY SCHOOLS FESTIVAL

NICK DE LUCA LAUNCHES THE EDINBURGH RUGBY 2010 CALENDAR

SCOTLAND V ENGLAND AT MURRAYFIELD

VERONICA FITZPATRICK (50 CAPS) AND CELIA HAWTHORN (DEBUT CAP) CELEBRATE VICTORY OVER FRANCE

REGIONAL STATE SCHOOLS SEVENS SERIES

YOUNG SCOTLAND SUPPORTERS AT MURRAYFIELD

SEAN LINEEN AND MASCOT CLYDE MOVE INTO SCOTSTOUN STADIUM

SCOTLAND WOMEN PLAYERS SARA-LOUISE WALKER AND HEATHER LOCKHART SUPPORT POPPYScotLAND WITH JACKIE BIRD AND JOHN BEATTIE

DOLLAR ACADEMY FORMER PUPILS WITH THE BICENTENARY CUP!
THANKS TO SCOTTISH RUGBY’S PARTNERS

NATIONAL TEAM OFFICIAL PARTNERS

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

SCOTTISH RUGBY OFFICIAL PARTNERS

- Spire Murrayfield Hospital
  Official Healthcare Partner
- Sportscotland Institute of Sport
  Official Partner
- BBC Sport
  Official Partner
- LOTTERY Funded
  Official Partner
- Ford
  Official Partner
- The Spirit of Scottish Rugby
  Official Beer Partner
- Scottish Hydro
  National Sponsor for Scottish Community Rugby and Scottish Rugby Referees
- Scottish Government
  Investment Official
- Official Vehicle Partner
- Official Hotel Partner

OFFICIAL SCOTTISH RUGBY SPONSORS AND SUPPLIERS

- Life Fitness
  Official Supplier of Fitness & Conditioning Equipment to the Scotland Team
- Scottish Widows Bank
  Official Rugby Champions Sponsor
- Land Rover
  Scotland Rugby Supporters Club Sponsor
- Scott's
  Fuelling Scottish Rugby
- Giltedge Diamonds
  Official Ball Partner of Scottish Rugby
- Purely Scottish
  Official Sports Drink Partner
- Brewin Dolphin
  Sponsor of Scottish Schools Cup
- Edinburgh Rugby
  Official Sports Drink Partner
- Purely Scottish
  Official Water Supplier
- Educause
  Education Partner to the Scottish Exiles
- HHeaps Primary School Programme
  Official Sports Supplement Supplier
- Street Rugby
  Official Sports Drink Partner
- Responsive
  Glasgow Rugby Team Sponsor
- Edinburgh Rugby
  Team Sponsor
- Aberdeen Event Radio Partner
- Forth One
  Event Radio Partner

EMIRATES AIRLINE EDINBURGH SEVENS PARTNERS

- Emirates
  Event Title Sponsor
- EventScotland
  Event Partner
- Edinburgh
  Official Supporter

FRONT COVER PHOTO: NICK DE LUCA AND ALEX GROVE CELEBRATE SCOTLAND’S VICTORY OVER AUSTRALIA.
BACK COVER PHOTO: A YOUNG PARTICIPANT ENJOYS A G4S STREET RUGBY SESSION.
PRODUCED BY: SCOTTISH RUGBY COMMUNICATIONS & PUBLIC AFFAIRS. EDITOR: ISOBEL IRVINE. PHOTOGRAPHY: PA IMAGES.
ALL INFORMATION CORRECT AT TIME OF GOING TO PRINT ON 17 JUNE 2010.
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Growing locally, performing successfully, competing globally