

RUGBY LEAGUE EUROPEAN FEDERATION

ANNUAL REPORT|2014|





England Academy's Sam Wilde takes on the Australian Schoolboys in Leigh, England - December



France's Thierry Alibert delivers tutor training to Greek, Italian, Irish and Hungarian trainees, Athens, Greece - November

CONTENTS

MESSAGE FROM THE CHAIR	3
RLEF PROFILE & VALUES	7
GENERAL MANAGER	8
COACHING MANAGER	12
MATCH OFFICIALS MANAGER	14
MEDIA MANAGER	16
GOVERNANCE	17
STRATEGY	20
RLEF COMPETITIONS	28
AFFILIATED COMPETITIONS	30
OTHER INTERNATIONALS	33
FINANCIAL REPORT	37
THE BOARD	40
APPENDIX1: ORGANISATION	43
APPENDIX 2: DOMESTIC CH.	44

A MESSAGE FROM THE CHAIR

If anyone expected a post-world cup hangover to slacken the pace of European rugby league development in 2014 they were, I am pleased to say, very much mistaken. On the contrary, the wonderful festivities that surrounded the 2013 Rugby League World Cup provided a fillip to the sport's practitioners and officials, contributing to another year of progress for the Rugby League European Federation. Internationally the sport continued to prosper with more nations joining the RLEF and our members continuing to mature in their roles as national federations, the arbiters of standards and regulations in their own countries.

Seeing our members gaining confidence and establishing themselves as governing bodies is particularly satisfying, although we must always remind ourselves what a long process this metamorphosis from fledgling association, often in a country where rugby league is totally alien, to a fully competent national federation, administering an increasingly visible and practised sport, is. That journey is persistently tested by the stresses that are an intrinsic part of managing grassroots governing bodies that are usually set up and managed by the kind of devoted and hard-working volunteers replete through our own membership.

One current example of this maturation is Rugby League Ireland, which benefitted for



the first time from Irish Sport Council funding in 2014 having completed a two-year probationary period. Congratulations to Dr Mick Molloy and his colleagues in Ireland for reaching this seminal achievement and I look forward to more members achieving government recognition.

In February Spain became our 18th European Union affiliate, further increasing our federation's European dimension, which is a key theme at Board level.

It is difficult to understate the benefit European Commission engagement has had on the RLEF's ability to fulfil our fundamental duty: to grow and administer the game in Europe and its surrounding territories.

In January we commenced our third EU-backed project since 2011 to support the largest transfer of knowledge and responsibility in rugby league's history. It is the RLEF's responsibility to maintain high standards to protect the integrity of the sport and of those who practise it and EU support enables us to build a robust framework.

Increasing capacity and confidence will empower our members yet further, but I am often reminded of the difficult circumstances in which some of them operate. One example of the RLEF's readiness to react to the extraordinary came with the Ukraine crisis, with the Board committing additional support to the Ukrainian Federation of Rugby League in order to support its national team's European Championship B campaign, with all three matches forced outside the strife-torn country.

Fledgling rugby league nation Sierra Leone had to endure the Ebola outbreak which began in February, while Lebanon has been placed under pressure from a vast influx of refugees fleeing the war in Syria. That rugby league continues in those countries is a credit to the passionate people involved.



The 2014 Congress drew a record membership attendance - August

Our diverse membership is also a remarkably active one. The members participated fully at Council level, making the historic decision to rotate the newly named RLEF Congress (our annual general meeting) around Europe. This decision will only strengthen our European identity and the federation's reputation as a truly continental organisation. At year's end the tender process was well underway with expressions of interest received from Hungary, Italy and Serbia.

Fittingly, perhaps the last London Congress for a few years attracted a record attendance from the members, with nine of 11 Full and six of eight Affiliate Members present and exercising their constitutional rights.

The members also debated and voted through a resolution recommending the amendment of the RLIF's universal member criteria, and at its October Board Meeting the RLIF approved the recommendation, closing any loopholes that previously existed and removing interpretation. This process was another sign of the RLEF's dynamism and of the whole sport improving its own standards of compliance and governance.

2014 was undoubtedly the Board of Directors' busiest year too. The Board met six times while our three sub-committees met a total of eight times. We also appointed independent accountants for the first time, another important sign of the federation's commitment to good governance.

The Board commenced a high level governance consultation expected to conclude in 2015, examining our practices to prepare the federation for any challenges ahead while ensuring complacency does not set in. One of the questions under discussion is whether to increase the Board from six to seven directors, in order to draw on another Independent Director's skill set while ensuring that the membership retains the majority voice.

The elections conducted in July saw the members return Scotland's Graeme Thompson and Serbia's Nebojsa Sretenovic to the Board ahead of two other candidates in the RLEF's third member-elected director election. Encouragingly, 16 out of 18 members eligible to vote exercised that right, illustrating clearly their desire to contribute to the direction in which their European federation travels.

Our colleague Paul Nicholson, who was co-opted onto the Board late in 2013, served his first full year and will continue to focus his attention on developing the RLEF's relationship with broadcasters as we seek to generate additional revenue, especially for our European Championship tournaments.

On the field, on behalf of my fellow Directors and the whole federation, I would like to congratulate Scotland and Greece, respective winners of the European Championship and European Championship C. Scotland, finalists in 2009, won the competition for the first time. Scotland Rugby League reported that the triumph generated more national press coverage than the world cup campaign a year earlier.

I will certainly be interested to see the outcome of the 2015 European Championship, not to mention the numerous interesting matches the year holds in prospect, with promotion and relegation between European Championship B and C, and world cup berths at stake.

Finally, I would like to congratulate my colleague Nigel Wood on his election in May as chairman of the Rugby League International Federation, becoming the first English chair since Maurice Lindsay.

Nigel is a keen advocate of the sport's international expansion, a great supporter of the RLEF and I am certain that under his leadership the sport as a whole will grow. That will be an interesting topic to watch and I hope I will be able to report on its successful conclusion in a year's time.

Maurice Watkins CBE

Chairman

A handwritten signature in black ink that reads "Maurice Watkins". The script is cursive and fluid, with the first name "Maurice" written in a larger, more prominent hand than the surname "Watkins".

RLEF PROFILE & VALUES

The Rugby League European Federation's statutory objectives are to foster, develop, extend, govern and administer the sport of rugby league throughout Europe. Its rapid growth since 2003 has impelled the extension of that remit to additional, non-European regions. In 2014, the RLEF administered national governing bodies [NGBs] in Africa, the Middle East, the Caribbean and North America, in addition to its diverse European responsibilities.

EMPOWERMENT

Enhance the growth of rugby league among members, in all facets, through a policy of empowerment

Wales's Mark Jones delivers under RLEF assessment in Copenhagen, Denmark – October



DYNAMISM

The RLEF recognised as a dynamic, results-based leader

The RLEF stand is visited by the EC Sport Commissioner at the EU Sport Forum in Milan, Italy - September



CULTURE

Cultivate rugby league culture among member nations, making the sport a habitual part of participants' lives

Dutch coaches getting to grips with the game, and each other - April



GENERAL MANAGER'S REPORT

In August the RLEF reached the halfway point of its eight-year strategy, which will expire in 2018. The report delivered to the members at the Congress in August illustrated the progress the federation is making in key strategic areas, namely domestic competition development, technical education, strengthening member capacity through good governance, and improving the RLEF's central performance.



We reported the high level statistics to the members: there are now 18 nations with domestic championships compared with 12 four years ago. Cultivating national championships remains our strategic imperative and must remain the focus of both the RLEF and its members because domestic championships increase the opportunities for participation, foster rugby league culture, expose as many people to well organised, safely practised rugby league over an extended period of time thereby giving coaches, players and match officials the platform on which to improve their skills – and their connection with the sport.



Left to right: action from the European Championship in France; European Championship B in Russia; and European Championship C in Greece.

To support this growing number of competitions the RLEF has trained and qualified 16 coach educators and 14 match official educators with, for the first time, non-Anglo-French personnel licensed to deliver Level 1 courses transnationally across Europe. This trend will continue in the future as the European dimension of the RLEF grows.

Eleven nations have government recognition compared with seven in 2010. This number is set to increase when rugby league achieves membership of SportAccord, and I am pleased to report the contribution the RLEF made to the RLIF application, with the majority of the 44 nations included in the dossier affiliated to our federation. Government recognition is a sign of an organisation settling into its national sporting

landscape and it is our task to make sure our governance protocols prepare our members to assume that position as a legitimate, governmentally recognised body. A sign of the progress we are making in this area is the elevation in members. There are now eleven Full Members compared with five in 2010; eight Affiliates compared with five; and twelve Observers compared with eight.

When one considers that prior to 2010 there had not been a single elevation between member categories it demonstrates just how much recent progress has been made. Ensuring the federation sets high standards and maintains them is an integral part of running any governing body, and the downgrading of Rugby League Deutschland from Affiliate Member to Observer in September is evidence of those standards being upheld. The RLEF has worked closely with the German rugby league community to ensure the rebuilding of the governing body is done on strong foundations. On a more positive note, the Hellenic Federation of Rugby League became a member in February, and the United States Association of Rugby League in November.

Supporting the increasing demands of our growing membership corps is the type of problem any regional or international governing body wants to have, and the RLEF has to date met those challenges. Prior to 2010 the RLEF had not raised any external funding; this compares with €525.000 generated in the four-year period measured in 2010-14. The bulk of that investment has been from the European Commission, with UK Sport International and private sponsors contributing the rest.

As the chairman noted, the European Union has had a remarkable effect on the RLEF's ability to operate and extend the sport's boundaries. Succeeding the *Governance Foundation Project* (2012-13), the complementary *Leadership Devolution Project* is designed to continue to impart the principles of good governance and devolve strategic leadership from the sport's historically Anglo-French core by giving more responsibility to the five most senior RLEF nations, mentoring five younger nations; and for those five in turn to mentor the seven youngest Programme Countries. This framework was designed to maximise learning opportunities, accelerate implementation of best practice and organisational responsibility; incentivise dual career athletes – a key area of EU sport policy - to take leadership positions within their local federations; strengthen the European dimension of the RLEF through a more confident and competent membership; and strengthen transnational cooperation through the cluster system.

Commencing in January, the project expanded its work programme mid-term through Spain's arrival on the scene, and grew further still through a demand for additional local activities in Greece, Hungary, Malta and Sweden. Collaboration between National Sports Authorities in the five senior nations ensured a thorough exploration of governance at national and European level while at the same time forging relationships that will facilitate multilateral approaches to issues presently and in the future. By year's end 17 transnational

activities had taken place in Scotland, Latvia, Holland, England, Czech Republic, Wales, Denmark, Ireland, Italy and Greece.



The LDP featured RLEF members visiting national sports authorities to share best practice. Left: Danish and German delegates visit Sport Wales in Cardiff; right: Greek, Hungarian and Italian delegates visit the Irish Sports Council in Dublin

Another important partner is UK Sport International, which has been a steadfast partner in the RLEF's African project. There is great synergy between our two organisations' aims. Rugby league's African footprint grew with two ground-breaking developments in 2014: in April Wales Rugby League's Mark Jones made his long awaited return trip to Sierra Leone, delivering a series of development activities and focusing on training Magnus Campbell, our man in Freetown, whose ability to implement the development plan were unfortunately hindered by the terrible Ebola epidemic. Then, in July the Great Britain Student Pioneers undertook a two-match tour of Ghana, defeating the Ghana national team in its first two outings.

In June there was African involvement in the sport's first ever Commonwealth Championship, contested by eight nations from five of six Commonwealth regions, which is part of a long-term, RLIF-led initiative to affiliate with omnisports organisations such as the Commonwealth Games Federation. SportAccord membership and then IOC affiliation are the next two objectives.

Signs of rugby league's desire to operate globally abound. In addition to the RLEF's own operational footprint we continue to work closely with our parent RLIF, which lodged the application for membership of SportAccord, the umbrella group for Olympic and non-Olympic sports. Affiliation with SportAccord is crucial to so many of our members, as a large number of governments now determine a sport's legitimacy solely based on whether it has SportAccord recognition or not.

At the end of the year, in December, the RLEF was represented for the fourth successive year at the EU Sports Forum, with my colleague Jovan Vujosevic, along with the Federazione Italiana Rugby League's Tiziano Franchini manning the RLEF stand to discuss the ongoing Leadership Devolution Project.

The RLEF's competition calendar, reorganised before the 2012 season, continues to provide a stable framework for aspiring nations to plan and improve their organisational capacity, not to mention their technical level. The problems that beset Ukraine have been well noted, but European Championship B saw some great matches and ended with three teams locked on six competition points. It has provided precisely the right amount of football for the participants, allowing them to organise other initiatives around their three annual matches and all the organisations have improved both on and off the field as a result of their participation.

As the federation looks forward, one of the most important challenges we face is the commercialisation of the European Championship, which represents the RLEF's ability to grow the business to support the increasing amount of rugby league activity in Europe. The competition carries a very strong brand name that has been well cultivated by other sports and it is essential for the RLEF and for the sport as a whole that rugby league's version follows suit. Although matches from past tournaments have been televised, the competition as a whole has never had its own television deal, one negotiated and signed centrally by the RLEF. The 2014 edition witnessed some wonderful matches and came down to the last minute of the last game – that the rugby league-public were denied the chance to watch most of the games needs to be rectified.

In addition to constantly upholding high standards of governance and emphasising domestic championship growth to our members, enlarging the visibility and value of the European Championship will be our key objective going forward. Coupled with the RLIF's own hard work on the global calendar, success in this area will see rugby league reach new levels in the near future.

Danny Kazandjian
General Manager

A handwritten signature in black ink, appearing to be 'DK' or similar, written diagonally.

TECHNICAL

COACHING

Phase 3 of the technical strategy gathered momentum during 2014 and was poised to accelerate dramatically in the first months of 2015. By the time delegates attend the 2015 AGM I will have visited 10 countries in the first six months of the new year. During the 18-month term of the *Leadership Devolution Project* some 39 delegates from 20 countries will have undergone Coach Educator training and I will have observed 16 Level 1 courses being delivered.



Particularly inspiring has been the spread of the game. We have welcomed new countries into the RLEF family – Spain, Hungary, Belgium. The growth of the sport in Spain has been very impressive, and the knowledge of the Educators and coaches there augurs well for future development. Belgium is preparing to enter a team into a combined competition with our Dutch colleagues largely thanks to the skills and techniques they have been taught by the RLEF programmes. Both Belgium and Spain have benefitted from the expertise of overseas coaches, Spain with Darren Fisher and Belgium with Tony Benson.

Hungary launched Rugby League with both men's and women's teams, and I was very impressed with the skills of the female players who attended the course in Budapest. It has been good too to see the Norwegians and Germans re-organise and re-establish themselves, with 14 coaches signed up to attend Norway's Level 1 course in January 2015. In terms of numbers pride of place must go to the Czech Republic with 20 candidates on their Level 1 in August.

Martin Crick addresses Czech coaching candidates in Vrchlabi - August



I have been heartened by the commitment of all the Educators and coaches who have given up their time, and often travelled long distances, in order to attend the training.

There is no doubt that the standard of coaching is improving, and the opportunity to meet with enthusiasts from other countries and discuss the game, often into the early hours of the morning, has benefitted us all. The realisation that we share similar problems, that we can call on others for advice and assistance is very reassuring.

The camaraderie on these weekends simply reinforces the fact that rugby league is the greatest game of all. Thank you to all those who organised my visits and hosted me, and particular thanks to Tiziano Franchini and Thierry Dumaine for their assistance on several of these visits.

Martin Crick

Coaching Manager

A handwritten signature in black ink, appearing to read 'M. Crick', with a long horizontal stroke extending from the end.

MATCH OFFICIALS

The past year has been an exciting one to be involved in match official development within the RLEF. The EU-backed Leadership Devolution Project has spearheaded development in the case of recruitment of both match officials and Match Official Educators across the EU. Eighteen educators and 3 tutors have emerged out of the project in the past 12 months, with over 100 officials home trained by these officials and 3 tutors signed off by newly trained MO educators at Level 1.



The educators are from Italy, Greece and Ireland and join the MO squad containing British, French, Ukrainian and Serbian Officials in the development squad. The major success of the LDP at the end of this year is that in Italy, Greece, France, England, Wales, Ireland, Holland and Spain, match officials training courses have been held by newly qualified tutors outside of the LDP, to introduce new officials to the game. The results have been very encouraging for growth of the pool of match officials across the EU.



RL Ireland's Jason Craughwell delivers Level 1 training to Greek, Hungarian and Italian match official trainees in Italy, left, and Greece, under observation by RLEF colleagues.

Further successes that have come out of the LDP is that a standard Level I course is now being used across the RLEF which is the first time this has happened. Courses have been run from the USA through to Ghana via Lancashire and Toulouse and they all covered the same content delivered by approved tutors to an approved standard.

This is a huge step in standardising the educational base of match officials across the Northern Hemisphere. The RLEF education programme is now seen as central to the continued development of both RFL and FFRXII officials and the governing bodies are working with the RLEF to develop a match officials development programme suitable for officials across the RLEF. This is a significant step in the RLEF becoming a leader in match officials development worldwide.

There has also been success on the field in the past 12 months from a development perspective. Development has been delivered alongside international appointments in Russia, Italy and Serbia which is a first for the RLEF. Further work is required to ensure that the right standard development material is coached at these opportunities in the future.

The whole of the European Championship C was officiated by neutral, continental based officials all of whom have come through the RLEF development pathway and participated in the last six years of development activity. These appointments were based on merit and signalled a step change in recent years where officials have always travelled from the UK. We are beginning to reap the rewards of an excellent development programme on the field as well as off it.

There have been some setbacks of note though. There continues to be difficulties in engaging educational programmes in both Scotland and Russia who are full members which is a major concern for the RLEF; this is in spite of attempts to deliver some education to these countries and the RLEF is working with these countries to look further into opportunities to assist in the recruitment and retention of match officials in these countries. It has also become apparent that there is a need to raise standards of officials officiating on international fixtures and there are plans afoot to address this over the next 12 month period in time for full world cup qualifying next year.

Currently, the Match Officials Development team are establishing the framework and material for an RLEF Level II qualification, which will be trialled in May at a meeting in St Helens in association with St Helens Referees Society and St Helens RLFC and we are hoping that this will fulfil the development needs of the officials who have recently graduated from the Level I qualification or who have been officiating for a number of years and are looking to follow in the footsteps of referees appointed to Euro C games last year.

Establishing and then maintaining a standard for improving match officials, equipping them with adequate skill, and giving them a pathway to officiate the very best fixtures is a key challenge for the next 12 months. This runs alongside the continued education of new match officials across the RLEF.

Tom Mather

Match Officials Manager



MEDIA

The fact that the weekly and widely distributed RLEF Thursday bulletin has become easier to fill, and been virtually continuous throughout the calendar year, is an indication that there is an improved flow of news coming from the members, a greater number of whom are becoming media savvy. It is not only the quantity of the stories – and, in many cases, the quality – but also the diversity.



Much has centred on the part EU funded Leadership Devolution Programme for training coaches and match officials as it has been rolled out across the hemisphere, but the increased reporting of junior activity has also been noticeable.

Match reporting protocols have generally improved in terms of detail and accuracy but there is often still too long a time lag, in these days of instant news gathering and dissemination, in making the full details available. Most copy-supplying nations have seen the need to be essentially quote-driven and, among the newer nations who have successfully embraced a media policy, Spain especially and the Netherlands are to be congratulated as being among the most pro-active.

There is still a gap in the market for feature-driven rather than news articles although there has been some success in making provision for a member of a touring party to keep a diary of activities. Overall, although it is hard to quantify, a greater number of stories have seemed to reach a more significant section of established and authorised news agency outlets, with Matt Bowen's trip to Serbia an example of a particular success.

Similarly, the formal press conference to launch the 2014 European Championships was hailed as an extremely worthwhile exercise in terms of generating copy and interest, as was the institution and presentation of an inaugural Player of the Tournament award.

Some sterling work has been undertaken by a few stalwarts, with Serbia deserving of particular mention for seeing the overall value of having a bespoke, well connected and news-aware media operation.

Phil Caplan
Media Manager

A stylized, handwritten signature in black ink, appearing to read 'P. Caplan'.

GOVERNANCE

BOARD OF DIRECTORS

Member-Elected Director election

With the two-year terms of Member-Elected Directors Nebojsa Sretenovic (Serbia) and Graeme Thompson (Scotland) expiring at the 2014 Annual Council Meeting, an election was held during the summer. On 31 July members were asked to nominate candidates by 8 August. On 11 August voting details were disseminated, with an electronic postal ballot closing on 21 August. Ten of 11 Full Members and six of seven Affiliate Members voted, returning Messrs Sretenovic and Thompson for a third term. Brian Juliff (Wales) and Tasos Pantazidis (Greece) had also been nominated.

Independent Director Richard Graham's mandate expires at the 2015 Annual Council Meeting, and Paul Nicholson's in 2016.

Board meetings

The Board held six meetings throughout the year. These were on 7 February (London), 14 April (teleconference), 29 May (London), 30 July (teleconference), 22 August (London), 31 October (Galashiels).

	No. of meetings attended	No. of meetings held during Director's period of office
Richard Graham	4	6
Paul Nicholson	6	6
Nebojsa Sretenovic	5	6
Graeme Thompson	6	6
Maurice Watkins	6	6
Carlos Zalduendo	3	6

SUB-COMMITTEES

The RLEF administers three sub-committees, all of which operate independently of the plenary Board and reporting to it at the subsequent Board Meeting.

Financial, Audit and Risk Committee

The purpose of the FARC, constituted in February 2012, is to advise the Board on financial management, audit and risk management matters. It is chaired by Richard Graham, with Nebojsa Sretenovic and Graeme

Thompson members. The FARC held two meetings throughout the year. These were on 14 January and 15 May (both teleconference). In addition to providing account and budget oversight, and recommendations to the plenary Board, FARC also monitored the risk register in close consultation with the executive team.

	No. of meetings attended	No. of meetings held during Director's period of office
Richard Graham	2	2
Nebojsa Sretenovic	2	2
Graeme Thompson	2	2

Media and Commercial Committee

The purpose of the MCC, constituted in June 2012, is to create and oversee a strategy that maximizes commercial opportunities and visibility for the RLEF. It is chaired by Paul Nicholson, with Richard Graham and Phil Caplan members. The MCC held five meetings throughout the year. These were on 17 January, 19 March, 8 April, 15 April and 29 April (all teleconference).

	No. of meetings attended	No. of meetings held during period of office
Phil Caplan	3	5
Richard Graham	4	5
Paul Nicholson	5	5

Remuneration Committee

The purpose of the Remuneration Committee, constituted in September 2011, is to oversee a formal and transparent procedure for developing policy on executive and consultant remuneration. It is chaired by Maurice Watkins, with Graeme Thompson and Carlos Zalduendo its members. The committee held one meeting throughout the year, on 13 January (teleconference).

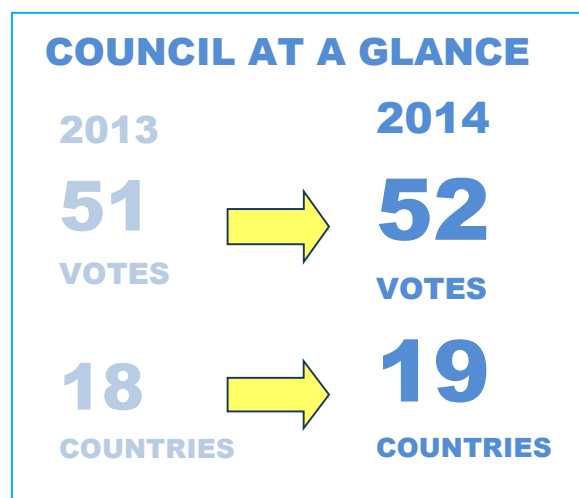
	No. of meetings attended	No. of meetings held during Director's period of office
Graeme Thompson	1	1
Maurice Watkins	1	1
Carlos Zalduendo	1	1

COUNCIL

There were six changes to the Council throughout the year. Jamaica, Russia and Ukraine became Full Members (11 total) while Canada, Latvia and Malta became Affiliate Members (seven total). In September Germany lost its vote at Council following the revocation of its membership.

Conference | AGM

The twelfth Annual Council Meeting and fifth RLEF Conference was held on 22 August in London. It was attended by 23 countries (decrease from 24 in 2013) and a record 15 members (increase from 13). The conference included a key note speech from newly appointed Rugby League International Federation chairman Nigel Wood, a mid-term report on the 2010-17 RLEF strategy; a presentation on the RFL's support for Europe through representative level touring; and a discussion on the sport's social history led by former MP David Hinchcliffe.



The Council resolved to change the name of the annual gathering from Conference to Congress; to recommend to the RLIF an amendment to its universal membership policy, which was adopted by the RLIF in October; to rotate the Congress around Europe to increase the European dimension of the RLEF.

Nations represented at the 2014 Annual Council Meeting:

Belgium (BRLA), Czech Republic (CZRLA), Denmark (DRLF), England (RFL), France (FFRXIII), Germany (RLD), Greece (HFRL), Hungary (HRLF), Ireland (RLI), Italy (FIRL), Jamaica (JRLA), Lebanon (LRLF), Malta (MRL), Netherlands (NRLB), Norway (RLN), Palestine (PRL), Romania (not affiliated), Spain (AERL), Scotland (SRL), Serbia (SRLF), Ukraine (UFRL), UAE (UAERL), Wales (WRL).

MEMBERSHIP AUDIT

The Annual Membership Audit (AMA) was augmented in 2014 to provide the RLEF with a more accurate illustration of the membership's activities and practices. Members were asked to submit:

- Member audit form, including sections on governance, domestic and international activity, technical programmes and financial self-assessment
- Accounts, either externally audited or following the RLEF Financial Accounts Model
- Minutes of the AGM
- Log of domestic matches, as a compliance measure against a member's category of membership

STRATEGY

The 2010-17 strategy was adopted in August 2010. In 2014, its fourth full year, the RLEF reported on progress against the Key Focus Areas.

KEY FOCUS AREAS

PARTICIPATION NUMBERS

Domestic championships
Technical empowerment

STRONG MEMBERS

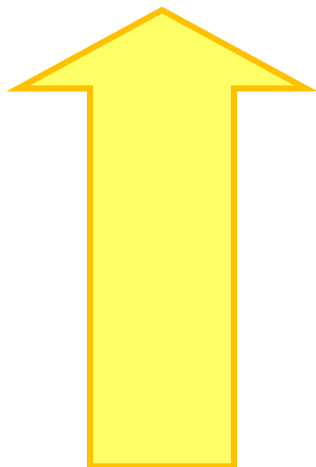
Independent Members
Cluster system
Increase in membership

CORPORATE RLEF

Staff productivity
Focused investment
Increase revenue & visibility

PARTICIPATION NUMBERS

Significantly increasing participation numbers is the principal aim of the 2010-2017 RLEF strategy. Developing national championships is the main indicator to realising this strategic imperative, while the creation of technical departments, manned by trained and qualified local tutors, will support increasing participation numbers by providing competent coaches and match officials all of whom meet an RLEF standard.



100

...domestic championship games barrier passed for the first time in
SERBIA and **JAMAICA**

MEMBER ACTIVITY

SENIOR [community | military | professional | student | wheelchair | women]

	TEAMS 2013	TEAMS 2014	MATCHES 2013	MATCHES 2014
CANADA	9	4	21 + 1 ²	13
CZECH REPUBLIC	9	10	28 + 3 ²	42
ENGLAND ³	940	950	8200	8200
FRANCE ³	134	128	1220	1160
GREECE	4	10	12	27
IRELAND	21	12	42	22
ITALY	10	9	13	12
JAMAICA ³	16	20	69 + 5 ²	79 + 5 ²
LATVIA	4	4	12	12
LEBANON ³	8	12	29	28
MALTA	4	5	11	7
NORWAY	7	4	39	8
RUSSIA	11	14	25	30
SCOTLAND	15	11	35	14
SERBIA	17	19	61	69
SOUTH AFRICA ³	21	23	142 + 4 ²	71 ¹
UKRAINE	12	18	59	35
USA	-	14	-	43
WALES	36	23	233	171

YOUTH [clubs | schools]

	TEAMS 2013	TEAMS 2014	MATCHES 2013	MATCHES 2014
CANADA	-	-	-	-
CZECH REPUBLIC	4	4	-	-
ENGLAND ³	3242	2740	11200	10750
FRANCE ³	485	490	3800	3950
GREECE	-	-	-	-
IRELAND	-	4	-	2
ITALY	-	3	-	5
JAMAICA ³	30	34	19 + 26 ²	21 + 13 ²
LATVIA	2	2	-	-
LEBANON ³	8	8	10+2 ²	15
MALTA	-	-	-	-
NORWAY	2	-	-	-
RUSSIA	40	54	32	24
SCOTLAND ³	40	3	36	6
SERBIA	8	11	30 + 1 ²	31
SOUTH AFRICA ³	-	-	-	-
UKRAINE	35	34	28 + 13 ²	12
USA	-	1	-	-
WALES	289	200	640	500

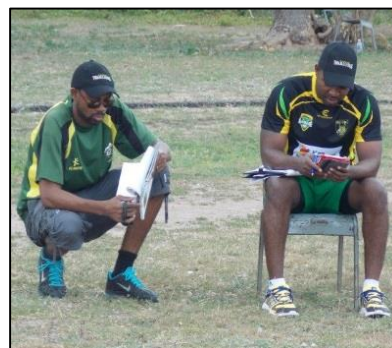
1. Inaccurate figure reported by NF in 2013 annual report

2. Number of 9s tournament days

3. 2013/14 season

REPRESENTATIVE MATCHES [national | regional | women | wheelchair | student]

	YOUTH 2013	YOUTH 2014	SENIOR 2014	SENIOR 2014
CANADA	-	2 ²	9	2
CZECH REPUBLIC	-	2	3	2
ENGLAND	11	9 + 2 ²	36	6
FRANCE	3	6	15	14
IRELAND	-	2	15	3
ITALY	2	1	12	3
JAMAICA	0 + 3 ²	2 ²	1	1 + 1 ²
LATVIA	-	2	-	-
LEBANON	11	8	4	1
MALTA	-	-	2	2
NORWAY	-	-	4	3
RUSSIA	-	-	2	3
SCOTLAND	3	2 + 2 ²	11	11
SERBIA	9	1	17	11 + 1 ²
SOUTH AFRICA	-	2 ²	6	2
UKRAINE	-	-	4	3
WALES	34	20 + 2 ²	17	12



From left: Canada and South Africa fielded youth sides for the first time; high quality technical education leads to growth in Jamaica.

Mid-term strategic review

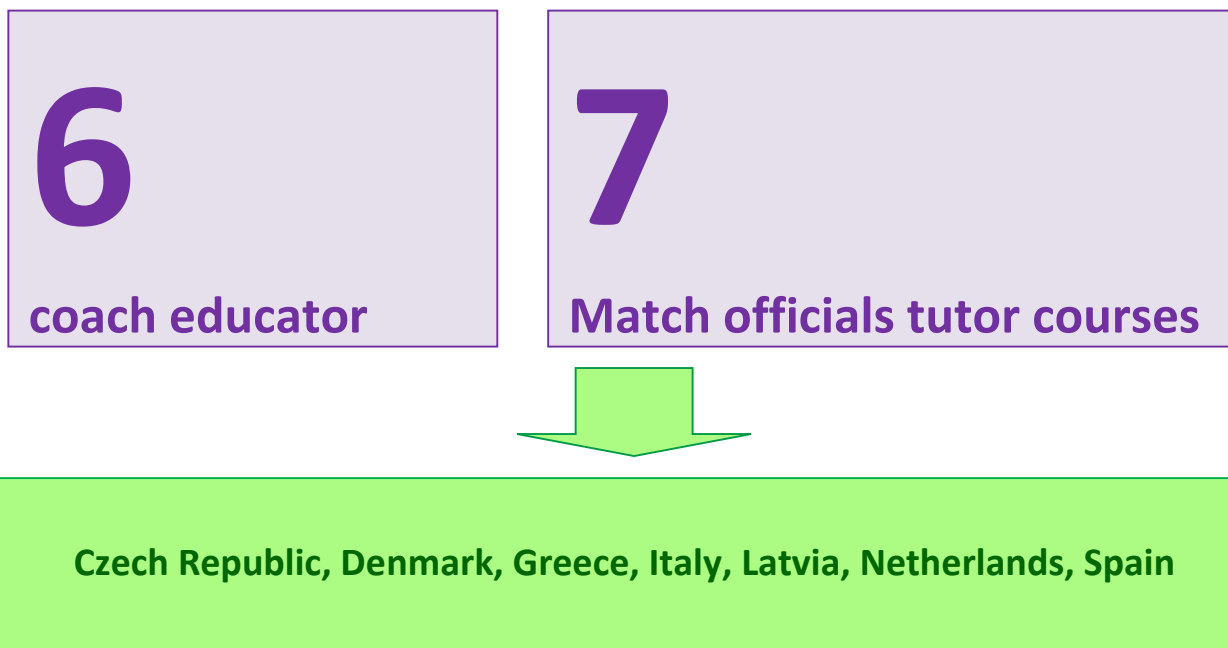
A full report was delivered to Council in August, including sections on all the Key Focus Areas as per the strategy document.

	2010	2014
NFs with club competitions	12	18
NFs with youth competitions	7	9
NFs with NSA recognition	7	11
NFs receiving government funding	6	9
Available Council votes	25	52

Technical Strategy

The Technical Strategy was launched in 2011 and the initial phase was completed in 2013. The principal objective of the strategy was to train and qualify technical tutors in participating countries. The project was the RLEF's first organisation-wide investment in technical education. Its main obstacle was the possibility of high personnel turnover throughout what are predominantly volunteer NGBs and while this was evident in some countries, the project, as a foundation to European rugby league technical education and development, was a success. It allowed the RLEF to fine tune its courses and delivery and has prepared the ground for the next phase of education, from 2014-15.

In addition to this preparatory aspect, some nations are now equipped with competent, operational tutors who are not only running local courses but are also delivering transnationally too, thereby increasing the European dimension of the RLEF and strengthening their own capacity.





LEVEL 1 COACHING COURSES: Czech Republic, Denmark, Italy, Latvia, Netherlands, Spain

LEVEL 1 MATCH OFFICIALS COURSES: Czech Republic, Denmark, Greece, Netherlands, Spain

STRONG MEMBERS

Governance is one of the key themes disseminated throughout European rugby league. The RLEF, an award-winning governing body in the field of governance, continues to work closely with its member organisations to ensure that the basic principles of democratic governance are observed at all levels.

MEMBERSHIP AT 31/12/2014

Full



Affiliate



Observer

Asociacion Espagnol de Rugby League, Belgium Rugby League Association, Dansk Rugby League Forbund, Emirates National Rugby League, Fédération Marocaine de Rugby League, Ghana Rugby League, Hungarian Rugby League Federation, Nigerian Rugby League, Nederlandse Rugby League Bond, Saudi Arabian Rugby League Association, Sierra Leone Rugby League Federation, Svenska Rugby League Förening, Trinidad & Tobago Rugby League

Africa

Without doubt, 2014 saw the greatest amount of activity in Africa in rugby league history. This prompted a change to the RLEF's organisation, with the Middle East North Africa administrative region changed to Middle East Africa. Four countries – Ethiopia, Ghana, Nigeria and Sierra Leone – all received Observer status and now that they have a designated officer to support them have the opportunity to grow the game in accordance with RLEF and their own strategies. To assist them, Com Solution was engaged on a commission basis to assist with funding acquisition.

South Africa remains by far the strongest nation and in 2014 registered two new clubs as well as partnering with the RLIF to implement an elite performance programme, which saw Australian Brian Griege spend several months in the country.

Ghana received recognition from the sports ministry, completed its club championship and will now seek to source local revenue streams, thereby creating a sustainable model and Affiliate Membership of the RLEF. UK Sport, through its international arm, continues to provide excellent support to Ghana Rugby League. The IDEALS PROFESSIONAL programme, valued at £17500 over four years, entered its second year. The

aim is to provide professional staff with the opportunity to visit Ghana and support the development of local coaches and match officials.

In April Mark Jones of Wales Rugby League made his second visit to Sierra Leone where he continued to train Magnus Campbell, a local teacher, to become a coach and match official. The Ebola outbreak limited activity but Magnus is now equipped to oversee a local schools championship.

In September, regional director Remond Safi visited Ethiopia to run technical clinics with locals in the state of Tigray, which has set up rugby league and will now be responsible for dealing with the government in Addis Ababa to obtain national recognition.

Morocco continues to seek a roadmap for official recognition and the RLEF is working with Claude Moraes MEP, the chairman of the European Parliament's human rights committee, to achieve a satisfactory outcome.

Although not recognised, Kenya remains very much on rugby league's radar, with two groups independently involved in development work. The RLEF has introduced the two groups together and discussions will result in a single Kenyan organisation that, when it is ready and when the constitution has been vetted and approved by the RLEF, can join the growing family of Africa's rugby league nations.

CORPORATE ORGANISATION

The RLEF is committed to becoming a more efficient and productive organisation at every level of the business.

Staff

As the federation continued to position itself more as a northern hemisphere governing body, due to the demands of an expanding operational footprint, the staffing structure has changed. The MENA region has been renamed Middle East Africa, and MENA director Remond Safi took over the line management of the Middle Eastern and African governing bodies – pertinent in a year which saw three new African Observers join the RLEF. Magnus Campbell was appointed Sierra Leone Development Manager and reports to Remond Safi.

Revenue | visibility

For a full report on the RLEF's revenue please refer to the financial report, below.

OFFICIAL COMPETITIONS

The RLIF's match sanctioning protocol, launched in 2013, provides members with a framework to register and hold official matches at all levels. In 2013 six matches that qualified for world rankings points were arranged compared to 12 in 2014, showing a more active and capable membership corps.

Despite 2014 not being a world cup year, RLEF members demonstrated a real desire to collaborate to cooperate transnationally.

12

**WORLD RANKINGS
MATCHES INDEPENDENTLY
ORGANISED BETWEEN
MEMBERS**



EUROPEAN CHAMPIONSHIP

	W	L	PF	PA	+/-	Pts
SCO	2	1	89	60	29	4
FRA	2	1	92	66	26	4
IRE	2	1	72	51	21	4
WAL	0	3	54	130	-76	0

RESULTS

17 OCT	SCO 42-18 WAL	Workington
18 OCT	IRE 22-12 FRA	Dublin
25 OCT	IRE 4-25 SCO	Dublin
25 OCT	FRA 42-22 WAL	Albi
31 OCT	SCO 22-38 FRA	Galashiels
2 NOV	WAL 14-46 IRE	Wrexham

EUROPEAN CHAMPIONSHIP B 2014-15

	W	L	PF	PA	+/-	Pts
SER	2	1	91	40	51	4
RUS	2	1	62	46	16	4
ITA	2	1	82	75	7	2
UKR	0	3	44	118	-74	0

RESULTS

17 MAY	SER 40-14 UKR	Nis
24 MAY	RUS 24-18 UKR	Vereya
21 JUN	RUS 20-6 SER	Naro-Fominsk
5 JUL	ITA 54-12 UKR	Gemona
26 JUL	ITA 22-18 RUS	Gemona
20 SEP	SER 45-6 ITA	Belgrade

EUROPEAN CHAMPIONSHIP C

With Ukraine promoted and Norway relegated, the two berths were filled by Mediterranean sides Greece and Malta. Both were able to make the best possible use of the Domestic Quota regulation, which limited their 17-man squads to four non-DQ players. The Czech Republic was relegated, dropping out of RLEF official competition for the first time in its history.

	W	L	PF	PA	+/-	Pts	RESULTS		
GREECE	2	0	100	34	66	4	28 JUN	MAL 18-32 GRE	Pembroke
MALTA	1	1	52	40	12	2	12 JUL	CZE 12-34 MAL	Havlichkuv Brod
CZECH REP.	0	2	24	102	-78	0	11 OCT	GRE 68-16 CZE	Athens



From left: Scotland won the European Championship for the first time; Serbia celebrate after defeating Italy; Greece confirm their Euro C title on home soil.

AFFILIATED COMPETITIONS

NORDIC CUP



The fifth edition Nordic Cup saw the Swedes take their first silverware. For the first time, all three matches were sanctioned official internationals.



	W	L	PF	PA	+/-	Pts
DENMARK	2	0	60	16	44	4
SWEDEN	1	1	30	56	-26	2
NORWAY	0	2	22	40	-18	0

28 JUN	NOR 10-16 DEN	Oslo
16 AUG	DEN 44-6 SWE	Copenhagen
30 AUG	SWE 24-12 NOR	Stockholm

U19 COMMONWEALTH CHAMPIONSHIP

As part of its strategy to affiliate with omnisports bodies, the RLIF staged a Commonwealth Championship, officially endorsed by the Commonwealth Games Federation, in Glasgow, a month before the Games themselves. Papua New Guinea were the popular winners. Eight teams representing five Commonwealth regions sent under-19 sides for a two-day competition that was administered by the RLEF.



GROUP A	W	D	L	PF	PA	+/-	PTS
AUS	2	1	0	78	32	46	5
WAL	2	0	1	62	40	22	4
SCO	1	1	1	28	36	-8	3
JAM	0	0	3	4	64	-60	0

GROUP A RESULTS – 27 June

AUS 26-4 JAM	SCO 6-18 WAL	AUS 34-10 WAL	SCO 4-0 JAM	WAL 34-0 JAM	SCO 18-18 AUS
--------------	--------------	---------------	-------------	--------------	---------------

GROUP B	W	D	L	PF	PA	+/-	PTS
PNG	3	0	0	62	24	38	6
CAN	2	0	1	54	48	6	4
ENG	1	0	2	36	46	-10	2
RSA	0	0	3	30	64	-34	0

GROUP B RESULTS – 27 June

RSA 8-22 PNG	CAN 24-4 ENG	CAN 24-16 RSA	ENG 10-16 PNG	CAN 6-26 PNG	ENG 22-6 RSA
--------------	--------------	---------------	---------------	--------------	--------------

FINALS RESULTS – 28 June

Play-offs	ENG 28-8 JAM	SCO 34-6 RSA	
Semi-finals	WAL 6-12 PNG	CAN 0-20 AUS	
7 th /8 th play-off	RSA 4-12 JAM	5 th -6 th play-off	SCO 14-4 ENG
Bronze medal match	WAL 20-8 CAN	Gold medal match	AUS 8-22 PNG



TOURNOI EUROPEEN UNIVERSITAIRE de RUGBY à XIII

The second edition of this event, conceived by French Federation, promotes cultural exchanges between European nations. The University of Paris-Nanterre, "Sélection Universitaire Francilienne" - a French university select - Belgium, Serbia, Ukraine and Hungary all took part in the men's category, while Hungary, University of Paris-Nanterre, an Ile de France select and, for the first time, Serbia took part in the women's competition. The tournament was played in 13-a-side format, with 15-minute halves in the group stage, 22-minute halves at the play-off stage and the finals with 25-minute halves.

1 MAY		UNIVERSITAIRE FRANCILIENNE 0-22 UKRAINE	MEN
1 MAY		HUNGARY 0-50 SERBIA	MEN
1 MAY		UNIVERSITÉ DE NANTERRE 4-18 HUNGARY	WOMEN
1 MAY		SERBIA 4-12 UNIVERSITAIRE FRANCILIENNE	WOMEN
1 MAY		BELGIUM 32-14 UNIVERSITÉ DE NANTERRE	MEN
1 MAY		UNIVERSITAIRE FRANCILIENNE 4-46 SERBIA	MEN
1 MAY		UNIVERSITÉ DE NANTERRE 18-10 SERBIA	WOMEN
1 MAY		HUNGARY 28-12 UNIVERSITAIRE FRANCILIENNE	WOMEN
1 MAY		HUNGARY 10-36 BELGIUM	MEN
1 MAY		UKRAINE 66-0 UNIVERSITÉ DE NANTERRE	MEN
2 MAY		UNIVERSITAIRE FRANCILIENNE 6-4 HUNGARY	MEN
2 MAY		UKRAINE 10-4 SERBIA	MEN
2 MAY		UNIVERSITAIRE FRANCILIENNE 12-30 UNIVERSITÉ DE NANTERRE	WOMEN
2 MAY		SERBIA 0-58 HUNGARY	WOMEN
2 MAY		UNIVERSITAIRE FRANCILIENNE 0-14 BELGIUM	MEN
2 MAY		SERBIA 40-0 UNIVERSITÉ DE NANTERRE	MEN
2 MAY		HUNGARY 30-0 UNIVERSITÉ DE NANTERRE	MEN
2 MAY		UKRAINE 26-4 BELGIUM	MEN
2 MAY		UNIVERSITAIRE FRANCILIENNE 20-0 UNIVERSITÉ DE NANTERRE	MEN
2 MAY		UKRAINE 60-0 HUNGARY	MEN
2 MAY		SERBIA 22-0 BELGIUM	MEN
3 MAY	3 rd place play-off	UNIVERSITAIRE FRANCILIENNE 12-4 SERBIA	WOMEN
3 MAY	Final	HUNGARY 38-4 UNIVERSITÉ DE NANTERRE	WOMEN
3 MAY	5 th placed play-off	HUNGARY 24-16 UNIVERSITÉ DE NANTERRE	MEN
3 MAY	3 rd place play-off	BELGIUM 10-0 UNIVERSITAIRE FRANCILIENNE	MEN
3 MAY	Final	UKRAINE 18-14 SERBIA	MEN

OTHER INTERNATIONALS

Below is a list of all internationals with at least one RLEF Member national team participating.

SENIOR INTERNATIONALS

DATE	FIXTURE	LEVEL / COMP.	VENUE
3 MAY	NETHERLANDS 16-70 GERMANY	MEN	Delft
10 MAY	GB ARMED FORCES 44-30 GB POLICE	MEN	RAF Cranwell
14 MAY	FRANCE 64-46 ENGLAND	WHEELCHAIR	Rouen
24 MAY	BELGIUM 10-12 SPAIN	MEN	Brussels
4 JUN	GB ARMED FORCES 36-16 GB TEACHERS	MEN	Stanningley
6 JUN	MOSCOW 16-36 ENGLISH LIONHEARTS	MEN	Moscow
8 JUN	GB TEACHERS 38-4 GB ARMED FORCES	WOMEN	Rochdale
8 JUN	RUSSIA 60-16 ENGLISH LIONHEARTS	MEN	Vereya
8 JUN	SPAIN 54-10 BELGIUM	MEN	Valencia
14 JUN	JAMAICA A 20-66 BARLA U23	MEN	Kingston
21 JUN	CANADA 18-40 RAF	MEN	Toronto
21 JUN	GB ARMED FORCES 4-LIONESSES	WOMEN	Widnes
28 JUN	BELGIUM 32-16 NETHERLANDS	MEN	Brussels
5 JUL	CANADA 12-36 NW MEN'S LEAGUE (ENG)	MEN	Toronto
17 JUL	GB TEACHERS 16-24 GB POLICE	MEN	Widnes
19 JUL	CANADA 24-20 JAMAICA	MEN	Toronto
20 JUL	LIONESSES 32-16 GB TEACHERS	WOMEN	Stanningley
9 AUG	CANADA 52-14 USA	MEN	Toronto
9 AUG	SCOTLAND A 18-16 WALES A	MEN	Aberdeen
16 AUG	IRELAND A 44-10 SCOTLAND A	MEN	Ashbourne
23 AUG	WALES A 22-28 IRELAND A	MEN	Colwyn Bay
13 SEP	ENGLAND 104-14 SCOTLAND	WHEELCHAIR	Medway
13 SEP	WALES 10-58 IRELAND	WHEELCHAIR	Medway
14 SEP	ENGLAND 54-2 IRELAND	WHEELCHAIR	Medway
14 SEP	ENGLAND 80-6 WALES	WHEELCHAIR	Medway
14 SEP	SCOTLAND 10-60 IRELAND	WHEELCHAIR	Medway
14 SEP	WALES 14-34 SCOTLAND	WHEELCHAIR	Medway
11 OCT	THAILAND XIII 46-6 NORWAY XIII	MEN	Bangkok

SENIOR INTERNATIONALS (Cont.)

DATE	FIXTURE	LEVEL	VENUE
17 OCT	BOSNIA-HERZEGOVINA XIII 4-58 GREECE	BALKANS CUP	Belgrade
17 OCT	SERBIA 50-0 HUNGARY	BALKANS CUP	Belgrade
19 OCT	BOSNIA-HERZEGOVINA XIII 32-6 HUNGARY	BALKANS CUP	Belgrade
18 OCT	FIJI 40-28 LEBANON	MENS	Sydney
19 OCT	SERBIA 22-50 GREECE	BALKANS CUP	Belgrade
25 OCT	ENGLAND 32-26 SAMOA	4 NATIONS	Brisbane
2 NOV	AUSTRALIA 16-12 ENGLAND	4 NATIONS	Melbourne
8 NOV	NEW ZEALAND 16-14 ENGLAND	4 NATIONS	Dunedin
28 NOV	WEST. PROVINCE 4-56 ENGLISH LIONS	MEN	Cape Town
3 DEC	SOUTH AFRICA 10-30 ENGLISH LIONS	MEN	Cape Town
7 DEC	SOUTH AFRICA 23-40 ENGLISH LIONS	MEN	Johannesburg

YOUTH INTERNATIONALS

DATE	FIXTURE	LEVEL	VENUE
18 APR	FRANCE 14-21 ENGLAND	U16	Entraigues
21 APR	FRANCE 'DETECTION' 10-14 ENGLAND	U15	Apt
22 APR	FRANCE 22-16 ENGLAND	U16	Toulon
16 MAY	ENGLAND 34-30 FRANCE	U18	Castleford
5 JUL	ITALY 34-16 SERBIA	U18	Gemona
4 AUG	CZECH REPUBLIC 20-6 LATVIA	U20	Vrchlabi
6 AUG	CZECH REPUBLIC 20-4 LATVIA	U20	Vrchlabi
30 AUG	WALES 18-46 ENGLAND	U16	Rhondda
19 OCT	FIJI 24-14 LEBANON	U20	Sydney
19 OCT	FIJI 30-10 LEBANON	U16	Sydney
25 OCT	ENGLISH LIONS 32-14 WALES	U19	Wigan
25 OCT	IRELAND 10-42 SCOTLAND	U19	Dublin
1 NOV	SCOTLAND 18-36 ENGLISH LIONS	U19	Edinburgh
2 NOV	WALES 86-12 IRELAND	U19	Wrexham
6 DEC	ENGLAND 18-22 AUSTRALIAN SCHOOLBOYS	U18	Leigh
12 DEC	ENGLAND 28-14 AUSTRALIAN SCHOOLBOYS	U18	Leigh
15 DEC	FRANCE U19 20-30 AUSTRALIAN SCHOOLBOYS	YOUTH	Perpignan
18 DEC	FRANCE 4-40 AUSTRALIAN SCHOOLBOYS	U18	Toulouse

STUDENT INTERNATIONALS

DATE	FIXTURE	LEVEL	VENUE
13 APR	ENGLAND 62-6 SCOTLAND	MEN	Nottingham
13 APR	WALES 72-0 IRELAND	MEN	Nottingham
15 APR	WALES 72-6 SCOTLAND	MEN	Nottingham
15 APR	ENGLAND 52-10 IRELAND	MEN	Nottingham
18 APR	IRELAND 24-20 SCOTLAND	MEN	Nottingham
18 APR	ENGLAND 32-20 WALES	MEN	Nottingham
4 JUN	GREAT BRITAIN 52-0 GB POLICE	MEN	Stanningley
8 JUN	ENGLAND 16-30 LIONESSES	WOMEN	Rochdale Mayfield
21 JUN	ENGLAND 20-20 GB TEACHERS	WOMEN	Widnes
21 JUN	GREAT BRITAIN 52-2 GB TEACHERS	MEN	Widnes
17 JUL	GREAT BRITAIN 32-24 GB ARMED FORCES	MEN	Widnes
19 JUL	BELGIUM XIII 6-72 ENGLAND COLLEGES	MEN	Brussels
20 JUL	ENGLAND 44-26 GB ARMED FORCES	WOMEN	Stanningley

FINANCIAL REPORT

Income Statement

Year to 31 December 2014

	2014	2013
	£	£
<u>Income</u>		
Members Fees	5,187	4,468
RFL & RLIF Contribution	365,790	124,307
Grants	134,579	61,938
Commercial Income	10,082	2,251
Other income	-	11,219
Turnover	515,637	204,182
<u>Expenditure</u>		
Grants	17,513	24,915
Activity	338,858	58,120
Administration	134,311	120,535
Taxation	4,991	122
Total Expenditure	490,682	203,693
Surplus	19,964	489

Balance Sheet

As at 31 December 2014

	2014		2013	
	£	£	£	£
<u>Current Assets</u>				
<i>Cash</i>	120,180		176,406	
<i>Debtors</i>	7,654		1,125	
<i>Accrued Income</i>	818		25,957	
		128,652		203,488
<u>Current Liabilities</u>				
<i>Creditors</i>	77,200		59,785	
<i>Accruals</i>	27,156		2,400	
<i>Deferred Income</i>	3,365		140,336	
		107,721		(202,521)
Net Assets		20,931		967
<u>Equity</u>				
<i>Retained Surplus</i>		20,931		967
Total Equity		20,931		967

2014 FINANCE REPORT – RLEF Ltd

1. This Report covers the Accounts for the Year to 31st December 2014. The year was a financially successful one with a profit returned on growing revenues and well controlled costs.
2. The Draft Accounts for the year to 31st December 2014 show a profit for the year of £19964 as compared to a profit of £489 in the corresponding year to 31st December 2013 and as compared to a budgeted profit of £5000. There is a tax charge of £4991 for the Company in the year. Income was broadly in line with budgeted expectations but savings against budgeted Activity costs and Administration helped to deliver the overall positive variance to Budget.
3. Revenues in 2014 significantly increased to £515637 as compared to £204182 in 2013. Total revenues were close to Budget when the RLIF Funding for the Euro Championship (£164k) is taken into consideration. The key area of growth in revenue was in Europe Grants. In total revenues from this source were £126k in the year.
4. RLIF Income was relatively consistent between 2013 and 2014 with around £113k received in each year.
5. RFL Income increased by £70k to £89k in the year to December 2014 as was planned at this level in the Budget.
6. Grant income for the Africa projects in Ghana and Sierra Leone were lower than anticipated at around £4k where in each case these were anticipated to be around £12k. The reason for this is in part due to the UK Sport Grant of £8k that was expected but was not received in the year. It is worthy of note that the monies for the projects in these countries is separately accounted for and is derived from independently raised grants and are not funded from the 'General' resources of RLEF.
7. Member fees of £5k were received in the period. This is consistent with the Budget plan and marginally increased on the prior year
8. Grant Expenditure at £17k was in line with the Budget.
9. Activity expenditure was £95k for the year as compared to £118k Budget. One of the reasons for this variance is a matter of timing as the Costs were assumed to accrue evenly over the period of the 18 month project for the Budget whereas in reality more of the costs will occur in the latter period of the project so that overall the costs and revenues will be in balance

10. The AGM costs of £19k were not planned in the Budget. These costs have been identified separately as they are a significant cost and should be recognised on their own but can be considered in tandem with the Leadership Devolution project as the AGM was included within the associated Grant. When taken together there are much smaller variances which have arisen due to timing as noted in point 9 above.
11. The West African Project costs of £18423 were less than the budgeted costs of £25k which when allied to the Grant income would have produced a breakeven position. However the costs at the reported level led to a loss within the year. The income for this work is being released in line with the costs and there are no limitations on the time the grant income can be used but it is clear that Ghana needs to raise additional funds as a matter of priority.
12. Administration costs for 2014 were £134k which was an increase on 2013 of £14k but was less than budgeted. The savings against budget were across several lines and were achieved by careful management and control over central costs.
13. The draft statutory accounts for the Federation have been prepared, as normal, on the basis of exclusion of the contributions from RFL and RLIF and the associated expenditure. The audit fieldwork has been completed and the accounts are now considered to be final.
14. The statutory accounts are prepared on this basis as a result of tax advice with expenditure up to the level of central grants treated as VIK contribution by RFL and expenditure over this level considered to be costs recharged to RLEF and included as costs and creditors accordingly.
15. The financial outlook for 2015 is positive with revenues expected to be in line with the prior year and funding from RLIF and RFL being in line with expectations

Nigel Hansford. FCA

RLEF Accountant

THE RLEF BOARD

MAURICE WATKINS CBE – CHAIRMAN

Maurice became RLEF chairman in August 2012 when serving as the interim chair of the RFL. He is Joint Senior Partner in a prominent law firm and a former Director of Manchester United. Maurice is on the boards of RFL, RLIF and Lancashire County Cricket Club. He is also currently chair of The Greyhound Board of Great Britain, British Swimming and Barnsley Football Club.



RICHARD GRAHAM – INDEPENDENT DIRECTOR

Following a 25-year career in sport, including stints as chief executive of the Professional Squash Association and Parallel Media Group plc, Richard joined the RLEF Board in July 2011. Currently, he is the Executive Director of Impact Sports Recruitment and a Special Executive Advisor to Sporting Equals.



PAUL NICHOLSON – INDEPENDENT DIRECTOR

Paul Nicholson is a sports media specialist who has worked with a number of governing bodies and federations. He is currently CEO of Insideworldfootball. He worked with London Broncos in the early days of their set up and coached a development group in the community and is a former international water polo player for Wales.



NEBOJŠA SRETENović – MEMBER

ELECTED DIRECTOR

The first ever Serbian national team captain, Nebojša Sretenović played a pivotal role in the formation of the Serbian rugby league in 2001 and has been an ever-present member of the SRLF Board, serving as president from 2009-11. In 2010 the RLEF Council elected Nebojša to the RLEF Board.



GRAEME THOMPSON – MEMBER ELECTED

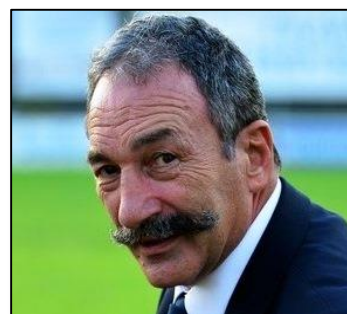
DIRECTOR

The RFL's former Performance Director and England team manager during the 2008 Rugby League World Cup, Graeme, a former Scotland rugby league international, was elected to the RLEF Board in 2010. He is currently the Performance Director for GB Curling. Graeme represents the RLEF on the RLIF board.

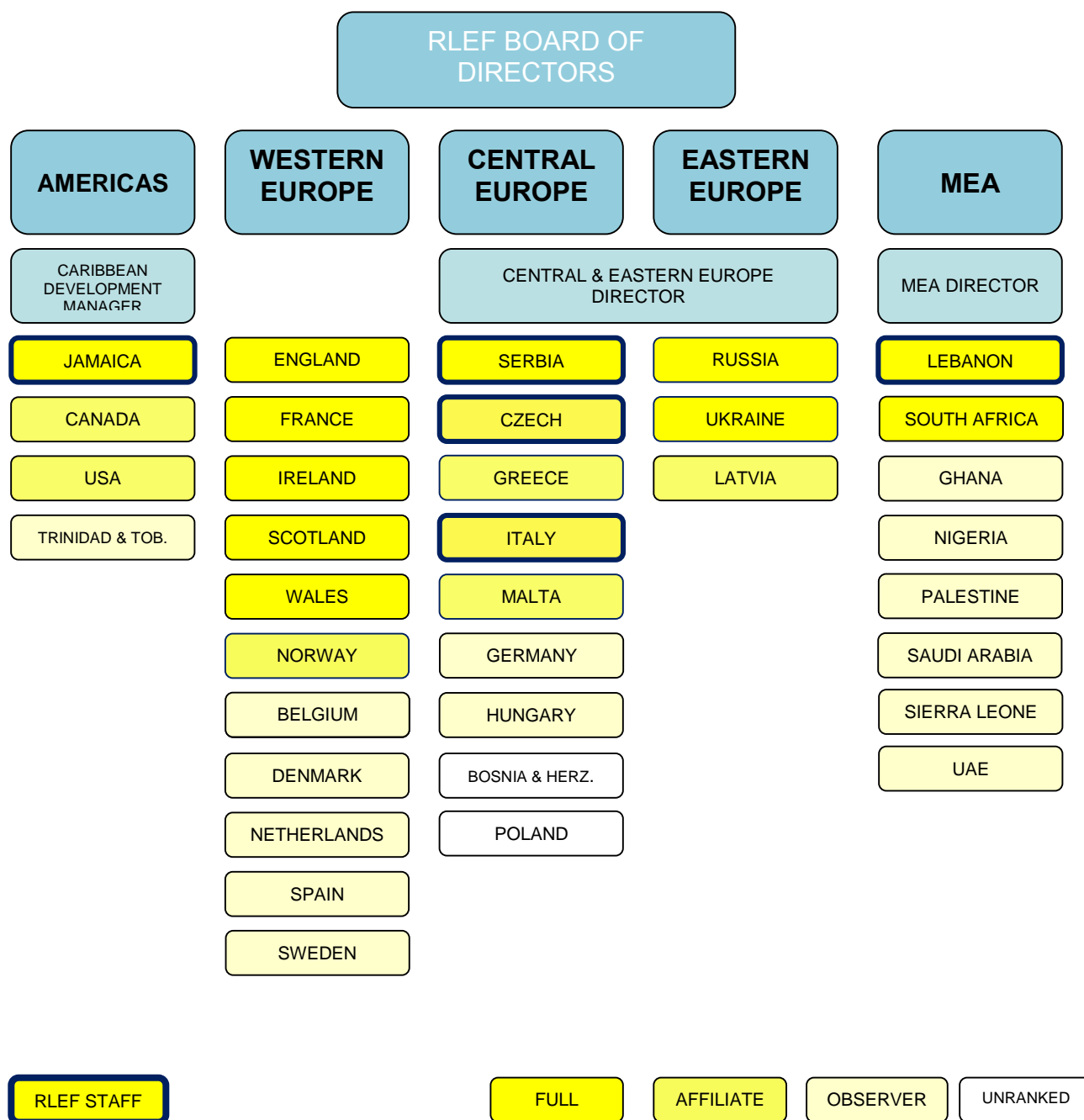


CARLOS ZALDUENDO – VICE CHAIRMAN

Upon assuming the presidency of the French Federation in November 2012, Carlos joined the RLEF Board, becoming vice chairman in February 2013. Capped 25 times for France, Carlos spent 10 years as a Director of the FFRXIII and has a long association with Toulouse Olympique. He is a retired police officer. Carlos represents the RLEF on the RLIF board.



APPENDIX 1: RLEF ORGANISATION



APPENDIX 2: DOMESTIC CHAMPIONSHIPS

MEMBER	LEVEL	Sr. LEAGUE [teams] CHAMPIONS	2 ND DIVISION* [teams]	Jr. LEAGUE [teams]
ENGLAND 2014	FULL	First Utility Super League [14] St Helens	Kingstone Press Ch. [14] Kingstone Press Ch. 1 [9] Multiple amateur comps	Multiple
FRANCE 2013-14	FULL	ELITE 1 [8] Toulouse	ELITE 2 [12] National Division [22] Fédérale [44]	Multiple
IRELAND 2014	FULL	Leinster Conference [4] Munster Conference [3] Ulster Conference [3] Barnhall Butchers	-	-
JAMAICA 2013-14	FULL	Championship [6] GC Foster Lions	National Division 2 [6] Colleges [6]	4 age groups
LEBANON 2013-14	FULL	Championship [5] Jounieh RLFC	College Division 1 [3] College Division 2 [4]	U18
RUSSIA 2014	FULL	Centre Conference [4] South Conference [6] North East Conference [4] Lokomotiv Moscow	-	Various ages
SCOTLAND 2014	FULL	Deuchars National League [4] Aberdeen Warriors	University [4]	-
SERBIA 2014	FULL	First Division [4] Red Star Belgrade	North [4] Centre [4] South [3]	U18
SOUTH AFRICA 2013-14	FULL	Rhino Cup [4] UP Tuks RL	Protea Cup [8]	-
UKRAINE 2014	FULL	Championship [8] Legion XIII	Second Division [6]	4 age groups
WALES 2014	FULL	South Wales Conference [8] Bridgend Blue Bulls	North Wales Conf. [4] South Wales Merit [3]	Multiple
CANADA	AFFILIATE	Ontario Championship [4]		-

2014		Toronto Centurions		
CZECH R.	AFFILIATE	First Division [7] Lokomotiva Beroun	Second Division [6]	-
GREECE	AFFILIATE	First Division [5] Rhodes Knights	Second Division [5]	
ITALY	AFFILIATE	Serie A Group 1 [3] Serie A Group 2 [3] Brescia Lions	Serie B [3]	U18
LATVIA	AFFILIATE	Latvian Championship [4] Valmieras Fēnikss	-	-
MALTA	AFFILIATE	MRL Dove Men+Care Ch. [4] Malta Origin	-	-
NORWAY	AFFILIATE	Premiership [4] Oslo Capitals	-	-
SPAIN	OBSERVER	National Championship [4] Irreductibles CREMS	-	-