DALLAGLIO RUGBYWORKS

England & Wales · Charity number 1130353

Details

Other names	THE DALLAGLIO FOUNDATION, DALLAGLIO RUGBYWORKS
Status	Registered
Legal form	Charitable company
Company number	06803046
Registered	2009-06-25
Register	View on the Charity Commission register

Contact

Address	The Barn Kings Newton Hall Main Street Kings Newton Derbyshire DE73 8BX
Phone	0203 848 4695
Email	info@dallagliofoundation.com
Website	www.dallagliorugbyworks.com

Downloaded from opencharities.uk/ew/1130353

Activities

Objects: (1) THE CHARITY?S OBJECTS (?OBJECTS?) ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING: (A) TO ACT AS A RESOURCE FOR YOUNG PEOPLE BY PROVIDING ADVICE AND ASSISTANCE AND ORGANISING PROGRAMMES OF PHYSICAL, EDUCATIONAL AND OTHER ACTIVITIES AS A MEANS OF: A. ADVANCING IN LIFE AND HELPING YOUNG PEOPLE BY DEVELOPING THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS INDEPENDENT, MATURE AND RESPONSIBLE INDIVIDUALS; B. ADVANCING EDUCATION; C. RELIEVING UNEMPLOYMENT; D. PROVIDING RECREATIONAL AND LEISURE TIME ACTIVITY IN THE INTERESTS OF SOCIAL WELFARE FOR PEOPLE LIVING IN THE AREA OF BENEFIT WHO HAVE NEED BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH A VIEW TO IMPROVING THE CONDITIONS OF LIFE OF SUCH PERSONS. (B) TO ADVANCE ANY OTHER SUCH EXCLUSIVELY CHARITABLE PURPOSES FOR THE PUBLIC BENEFIT ACCORDING TO THE LAW OF ENGLAND WALES AS THE TRUSTEES SHALL DECIDE. (2) NOTHING IN THE ARTICLES SHALL AUTHORISE AN APPLICATION OF THE PROPERTY OF THE CHARITY FOR PURPOSES WHICH ARE NOT CHARITABLE IN ACCORDANCE WITH SECTION 7 OF THE CHARITIES AND TRUSTEE INVESTMENT (SCOTLAND) ACT 2005.

Activities: As Trustees report

Classification

- **How:** Provides Services, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL
- Scotland
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£2,098,221	£2,079,690	£820,149	40
2024-07-31	£1,679,617	£1,660,774	£801,618	22
2023-07-31	£1,477,298	£1,503,513	£782,775	21
2022-07-31	£1,667,114	£1,373,146	£808,990	18
2021-07-31	£1,191,486	£984,726	£515,022	17

Downloaded from opencharities.uk/ew/1130353

Trustees

Name	Role	Appointed
Rachel Maguire	Chair	2026-03-03
Agnes Phuong-Mai Fenton		2023-06-19
Andrew Timothy Cook		2017-12-12
Ann Silla		2023-06-19
John Verdi d'Abbro		2019-12-10
Keir Stephenson		2022-01-01
Nick Theakstone		2022-01-31

Downloaded from opencharities.uk/ew/1130353

DALLAGLIO RUGBYWORKS

England & Wales - Charity number 1130353

Accounts

Registered Company Number (England and Wales): 06803046
Registered Charity Number (England and Wales): 1130353
Registered Charity Number (Scotland): SC046140

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

INDEX

1	Chair's report
2 - 12	Trustees' report
13 - 16	Report of the independent auditors
17	Consolidated and Charity Statement of Financial Activities
18	Consolidated and Charity Balance Sheet
19	Consolidated and Charity Statement of Cash Flows
20 - 34	Notes to the financial statements

Dallaglio RugbyWorks

NOTE FROM DALLAGLIO RUGBYWORKS CHAIR, CHARLIE TAYLOR

Over the past year, the challenges facing our young people have never felt more urgent or more complex. Across the UK, school exclusions and persistent absence remain at record highs, youth mental health needs continue to grow, and too many young people are still being drawn into cycles of disadvantage and ultimately into the criminal justice system.

As His Majesty's Chief Inspector of Prisons, I see first hand the life trajectories that begin when young people are excluded from school, unsupported, and left without opportunity. That is why the work we do at Dallaglio RugbyWorks has never been more vital.

We exist to make sure exclusion from school does not mean exclusion from society. Through the values of rugby, teamwork, respect, discipline and resilience, we provide young people with the tools to build a different future.

This year, we have worked with 1,815 young people. Of these, 925 took part in our intensive term time intervention, 680 joined our diversion from crime and employment programme delivered in the evenings, and 210 participated in our holiday activity and food programmes.

Every young person now spends at least four hours each week within RugbyWorks thanks to our refreshed curriculum combining sport, employability, wellbeing, digital skills and mentoring. We delivered 129 Career Taster Days giving young people direct access to employers. 92% said they enjoyed the experience and 85% felt more positive about their future as a result.

Our impact is clear. 86% of participants aged 18 are in education, employment or training. This is a remarkable outcome when compared with national averages for excluded young people.
Behind these numbers are hundreds of individual stories of young people who now believe in themselves, see new possibilities and are taking the first steps into brighter futures.

None of this happens by accident. It is thanks to our extraordinary team of coaches, mentors, partners, trustees and supporters who bring relentless dedication, passion and creativity to this work every single day.

Looking ahead, we are ambitious. Through the Youth Endowment Foundation's rigorous randomised controlled trial, we are evidencing the impact we see every day. We are embedding data and AI into our delivery to personalise support for every young person. We are expanding our 16 plus Employment Hubs to bridge the gap between school and work. We continue to amplify youth voice through our Animated Youth programme ensuring that young people shape the services designed for them.

The coming year is one of transformation. We are deepening our work in Hounslow, pursuing new opportunities in Luton and Liverpool and piloting innovative fundraising events that will sustain and scale our mission.

I am immensely proud of what we have achieved together and excited about where we are heading. At a time when too many young people are being failed by the system, RugbyWorks is proving that things can be different, that with the right support, opportunity and belief, young people can and do succeed.

Thank you for standing with us. Your support is helping us change lives, one young person at a time.

Charlie Taylor

C P K Taylor
Chairperson
Dallaglio RugbyWorks

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2025

The trustees present their annual report and audited financial statements of the charity for the year ended 31 July 2025. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Articles, the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Objectives and activities

The charity's main mission is to use rugby as a powerful tool to engage young people who have been excluded from school and society, helping them tackle life's challenges, avoid falling into crime, and secure employment opportunities.

The charity's objects ('Objects') are specifically restricted to the following:

A) To act as a resource for young people by providing advice and assistance and organising programmes of physical, educational and other activities as a means of;
   a. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals,
   b. advancing education,
   c. relieving unemployment,
   d. providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons

B) To advance any other such exclusively charitable purposes for the public benefit according to the law of England Wales as the trustees shall decide

Dallaglio RugbyWorks supports young people excluded from school and, too often, from wider society. We operate in Pupil Referral Units (PRUs), Alternative Provision, Exclusion Units, Young Offender Institutions and Care Homes.

We deliver a structured 36-week programme embedded into the school timetable. Using rugby as the vehicle, sessions build leadership, teamwork, resilience and problem-solving, supported by workshops on skills, employability and mental wellbeing.

Every participant has a named mentor who helps set and achieve personalised goals. Progress is captured in our "Player Profiles" app, enabling young people to evidence skills at their own pace, reflect on lived experience and communicate safely with their mentor.

Beyond the school day, we run evening sessions in community venues, youth clubs, community centres and sports grounds, to sustain engagement and practise new skills. We also work in partnership with others to deliver to young people who are living in poverty. This partnership work allows us to work with a greater number of young people who are not involved in our core interventions.

During holidays, we stay also connected through activity camps that we directly run that combine sport with meals and positive routines. These sessions are open to programme participants and their friends and family in the local community.

While most activities are mixed, our dedicated "Us Girls" strand creates safe, empowering spaces for young women to thrive through sport.

Achievements and Performance

During the year under review, Dallaglio RugbyWorks has invested £1,801,489 in the RugbyWorks Programme. We have worked with 4014 young people, 925 on our intensive term time intervention, 680 on our diversion from crime and employment programme run in the evenings and 210 on our holiday activity and food programmes. The remaining 2199 have engaged with us through our partnership programmes.

We do not measure our impact with the young people we engage with through partnership holiday and evening work. All our impact statistics are based on the interventions we take full responsibility for delivering. This year we have worked with 1815 young people who's journey we have tracked and evaluated.

This year the Charity has had a clear focus on;

- Delivering the RugbyWorks programme more intensively
- Delivering individual Mentoring
- Delivering the Programme in Childrens Homes, Secure Estate and Young Offender institution
- Delivering enhanced opportunities with employers

We continued to place a strong emphasis on enhancing the quality of delivery, setting clear expectations and standards, and increasing the amount of time each young person experiences the RugbyWorks programme.

Our refreshed curriculum now provides a clear "how to RugbyWorks" guide for staff, alongside a consistent core offer:

- At least one sports activity every week, usually rugby-based
- Six employability workshops
- Six digital skills workshops
- Three wellbeing workshops
- A minimum of nine AQA-accredited training inputs at Level 1, 2 or 3
- Sports Leaders Qualification for committed groups
- Four career taster days (CTDs), meeting directly with employers and undertaking activities to understand workplace expectations
- Goal-setting via Player Profiles, our digital skills app that helps young people link their experiences to skills employers need
- One hour of mentoring every three weeks with a named coach
- Weekly after-school or evening youth activity sessions
- Introductions to local sports and youth clubs

This structure means each young person now spends at least four hours per week within the RugbyWorks programme, increasing their chances of achieving positive outcomes.

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2025

Dallaglio RugbyWorks successfully launched our programme in Hastings. Thanks to the generous support of a single philanthropist, we established a strong presence and began delivering life-changing work.

The impact has been immediate and inspiring, partnerships with local schools and community organisations have flourished, and young people in Hastings are already benefitting from new opportunities to learn, lead and belong.

Looking ahead, from September 2025 we will expand into Hounslow, with delivery fully funded by APCOA. We expect this partnership to accelerate our growth locally and we are engaging additional funders to sustain and scale the work.

We piloted 16–18 Employment Hubs to support participants who completed the 11–16 core programme but still needed help moving into work. Last year, 135 young people aged 16–18 engaged with these hubs.

Overall participation numbers are lower than last year by design. With the introduction of the YEF trial we now work more intensively with each young person, typically 3–4 hours per week compared with around 1.2–2 hours previously, prioritising depth of impact over breadth.

Because the YEF randomisation was not stratified by gender in year one, several cohorts were boys-only, resulting in fewer girls than usual. From next year, and in agreement with ICF (the evaluation partner), randomisation will be conducted separately for boys and girls to achieve a better balance.

- Male - 73.09%
- Female - 25.51%
- Intersex - Less than 1%
- Transgender - Less than 1%
- Prefer not to say - Less than 1%

We are proud to continue working exclusively in deprived communities. Last year, 63% of our participants were registered for free school meals, though this figure underestimates the true level of poverty, as many low-income families are excluded from these benefits. 16% percent of our young people self-disclosed as being in care, and 29% of our participants had an Education, Health and Care Plan. Of those who identified, 40% came from Black or Minority Ethnic backgrounds.

RugbyWorks is centred around five key skills that are vital for young people to succeed in the workplace of the future: Communication, Teamwork, Problem-solving, Self-belief, and Self-management. In addition to these, we provide Digital Skills training, CV and Employability Workshops, and Career Taster Days, which give young people real-world exposure to careers and employers, preparing them for further education, employment, or training.

The impact of our work has been significant:

- 91% of young people said they enjoyed the RugbyWorks sessions and found them valuable.
- 75% reported feeling more resilient and having improved self-esteem.
- 85% showed an improvement in physical fitness, with over 160 joining local sports clubs.
- In our 3-7pm delivery, which offers an alternative to crime-prone evening hours, 100% of participants stated they enjoyed attending our sessions more than what they usually did during the evenings.
- 94% of the girls in the "Us Girls" cohort said they enjoyed the sessions, which focus on building confidence, self-esteem, and empowering them to reach their full potential.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2025

We delivered **129 Career Taster Days** this year, which is a significant improvement on last year. Feedback from young people has been extremely positive. **92%** said they enjoyed the experience, **84%** found it useful, **94%** felt they had gained a better understanding of the workplace they visited and how to access work in that industry, and **85%** felt more positive about their life and career as a result.

Crucially, **86%** of our young people were in education, employment or training by the age of 18. This is a remarkable outcome when compared with the national picture. Research shows that pupils suspended during secondary school are twice as likely to be out of education, employment, or training by age 24 compared to peers who were not suspended. They are also 2.1 times more likely to fail to achieve Level 3 qualifications by age 19, 1.6 times more likely to miss out on higher education by age 24, and 2.5 times more likely to receive out-of-work benefits.

Our results show that the RugbyWorks approach is making a real difference. We are ensuring that being excluded from school does not mean being excluded from society. Our young people are accessing opportunities, gaining skills and building futures that are full of potential.

Our ongoing commitment to ensuring the charity is guided by, and responsive to, the needs of young people remains central to our mission. This focus is exemplified by the continued success of our youth empowerment programme, Animated Youth, which has gone from strength to strength. Thanks to generous funding from the Paul Hamlyn Trust, the programme has gained significant credibility and direction, empowering young voices more effectively than ever before. We have four youth amnimatorts and the team is taking on new and exciting projects.

A major focus this year was delivering the first full year of our Youth Endowment Foundation (YEF) randomised controlled trial. We successfully recruited the planned number of provisions and the required number of young people across intervention and control groups, meeting all delivery milestones.

The evaluation, led by ICF, has embedded a rigorous approach to measurement. We implemented strengthened baseline and outcome surveys (including SDQ and WEMWBS) and improved our data flows so that coaches and managers can act on insight rather than anecdote.

One challenge has been maintaining contact with young people in the control group, a key learning we will address with enhanced follow-up this year. We are now recruiting for year two and look forward to the final year of the project, confident that the trial will evidence the impact we see every day.

We continue to strengthen our financial resilience. As we enter the 2025/26 financial year, we are once again proud to have over 60% of our target income already secured, with a healthy forward pipeline.

This stability reflects deliberate choices: reducing reliance on one-off events and growing multi-year commitments from Trusts and Foundations, corporate partners and high-net-worth supporters. We will maintain this course through disciplined account management, proactive stewardship and a rolling new-business plan.

Events remain a vital part of our strategy, but their role has evolved. They are no longer just about raising income, they are platforms to showcase our impact, celebrate the achievements of our young people, and embed Dallaglio RugbyWorks within new and existing communities.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2025

Our Board-approved strategy sets a clear direction. Every event must contribute to one or more of our priorities: delivering high-quality, impact-led programmes, driving place-based growth in key regions, amplifying youth voice, building deep employer partnerships, securing multi-year and diversified funding, and strengthening a positive, trauma-informed culture.

In 2025–26 we will focus on enhancing our established events, such as the Six Nations Lunch and The Awards, while piloting new flagship opportunities. A highlight will be the launch of an innovative paddle sport fundraising event, designed to engage supporters and partners in an inclusive, highly visible challenge that strengthens relationships and opens new doors.

By aligning events tightly to our mission and growth ambitions, we ensure they deliver not just income but influence, advocacy and long-term value.

Financial review

A surplus of £18,532 was generated for the year under review (2024 surplus £18,842). The total income from donations, grants and gifts in kind was £1,747,687 (2024: £1,009,786).

Donations and grants received to fund the Rugby programme included Youth Endowment Fund £677,386, St James Place £31,147, Sport England £79,915, East Head Impact £78,728, Paul Hamlyn £50,000, Garfield Weston £20,000, Obex Dental £70,000, Avanta £25,000, BNF £125,000, Clearwater £60,000, Linklaters £15,000, NCS Trust £67,947, City Bridge Trust £24,176, Tom Attwood £100,000, John Armitage £55,000, APCAO £25,000 and Liverpool Sporting Dinner £33,000, TPT UK £35,000, The Aurum Charitable Trust £20,000 and Trayport £20,000.

The charity continued to charge schools for the RugbyWorks Programme, generating income of £96,332 (2024 £138,658).

The Charity approved payments for charitable activites totalling £1,801,491 (2024: £1,163,468).

The trustees have continued financial management policies that safeguard the assets of the Charity and require approval by the Board of Trustees prior to making any donation or other significant expenditure. The policies also require the trustees to consider whether the funds of the Charity are suitably invested; given the intent to distribute these funds in the short term the trustees do not consider it relevant to have a full investment policy at this time but will monitor the situation and set up an appropriate policy at such time as it becomes necessary.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2025

Reserves policy

The balance of unrestricted funds at 31 July 2025 was £621,573 (2024: £569,349) and the restricted funds held for the Rugby programme at 31 July 2025 were £198,576 (2024: £232,269).

The reserves policy has been reviewed and free reserves are to be held to cover approximately four to six months of the costs of the management, support and administration, governance and the Rugby Programme. Our free reserves at 31st July 2025 were £549,947 (2024: £483,364) and equate to 4 months of future costs.

Plans for the future

Our focus is firmly on the future. Building on the strong foundations laid through the YEF trial, we are transforming how we deliver, measure and scale our impact.

In 2025–26, we will become a truly data-driven organisation, using insight to inform every decision and embedding AI tools to enhance delivery, personalise support for young people and improve operational efficiency. We are launching a new quality assurance framework that will set the highest standards across all programmes and ensure a consistently excellent experience wherever young people engage with RugbyWorks.

We are placing a stronger emphasis on 16+ provision, supporting young people through the transition into education, employment and training. We will also build a more connected and engaged alumni network, keeping young people involved in our community long after they complete the programme.

Internally, we are investing in staff development to strengthen our delivery and better support our neurodiverse colleagues. By equipping our team with advanced tools and inclusive practices, we are ensuring RugbyWorks remains at the forefront of youth engagement and trauma-informed support.

Finally, our place-based approach is entering an ambitious new phase. In Hounslow and Hastings we will deepen delivery and partnerships, while in Luton and Liverpool we are working with local stakeholders to secure significant funding and design intensive programmes for full launch next year.

This is a year of transformation. By combining data, technology, quality and connection, we are reshaping how we deliver impact and unlocking new opportunities for the young people we serve.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2025

Reference and administrative details

Charity Number:	England and Wales	1130353
	Scotland	SC046140
Company Number:	06803046	
Registered Office:	The Barn Kings Newton Hall Main Street Kings Newton Derbyshire DE73 8BX	

Our Advisers

Auditors:	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP
Bankers:	Barclays Bank Hanover Square London WS1 1JW

Directors and Trustees

The following trustees served at the date of signing this report or during the period:

Charles Taylor (Chair) (resigned 16 September 2025)
Ann Silla (Senior Independent Director)
Paul Bashir (resigned 10 December 2025)
Andrew Cook
John d'abbro
Agnes Fenton
Nicholas Maughan (resigned 9 June 2025)
Keir Stephenson
Nick Theakstone

None of the trustees has any beneficial interest in the company.

The Trustees' Board meeting attendance and Committee membership can be found on the Charity's website.

Company secretary

J L Heldreich

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2025

Reference and administrative details (continued)

Key management personnel

Chief Executive Officer	Zenna Hopson
Chief Operating Officer	Claudia Carrington King
Finance Director	Jo Heldreich

Structure, governance and management

Constitution

Dallaglio RugbyWorks (Limited by Guarantee, number 06803046) is a registered charity, number 1130353, and was constituted by a memorandum and articles of association dated 27 January 2009. The Articles were amended by written resolution on 22 September 2015. The charity was entered in the Scottish Charity Register on 16 November 2015 and has charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

The Charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities.

Governance Framework

The Board of Trustees is ultimately responsible for the management and long-term success of the Charity. The Board has delegated to the Chief Executive Officer all its powers, authorities, and discretions excluding the matters set out in the Matters Reserved for the Board and Terms of Reference of the Board Committees, which can be found on the Charity's website. The Board had established three Committees: Nomination, Remuneration, and HR; Audit and Finance; and Impact and Safeguarding.
The Charity complies with the tier 3 requirements of UK Sport and Sport England's Code for Sports Governance (the Code).

Trustee appointment and induction

Trustees are appointed through an open, transparent process overseen by the Nomination, Remuneration and HR Committee. Appointments are for an initial three-year term, renewable for up to two further three-year terms.

New trustees complete a structured induction, including meetings with the Chair, CEO, team members, participants and fellow trustees. Induction covers the Charity's history, purpose, strategy, safeguarding and governance. Trustees receive 'The Essential Trustee' guidance and a DRW Information Pack, and attend a RugbyWorks delivery session. All trustees complete child protection and safeguarding training (internal) and the TES Educare Level 1 course.

Board effectiveness

The effectiveness of the Board is vital to the success of the Charity. The Board undertakes an annual evaluation of its own skills, performance, and effectiveness.

The Code recommends that the Board should have an appropriate balance of skills, experience, diversity, independence, and knowledge. The Nomination, Remuneration, and HR Committee, on behalf of the Board, evaluates Board composition with these factors in mind. To assist the Committee, skills and experience and diversity matrices are maintained and assessed, at least annually, by the Trustees.

The evaluation covers the quality of relationships and behaviours, quality and timeliness of information, and success in implementing values and promoting positive inclusive culture.

The Chair undertakes an annual appraisal of each Trustee and the CEO.
An action plan is created following the evaluation process and progress is monitored by the Board.

Stakeholder engagement

The Board annually reviews its strategy for engaging with its main stakeholders being young people. The Charity has established a Youth Voice/Aminated Youth programme which offers feedback to the Charity and the Board receive updates on this, as well as regularly attending delivery sessions which enable direct engagement with young people.

Conflicts of interest

The Board maintains a Conflicts of Interest Policy which identifies the protocols for the notification and management of conflicts of interest. The trustees are required to disclose all relevant interests to the Board of Trustees and highlight where a perceived conflict of interest may occur. The Board maintains an Interests Register which is reviewed annually.

Related parties and co-operation with other organisations

All trustees give their time freely and no trustees' remuneration was paid in the year for time given in capacity as a Trustee. Details of trustee expenses and related party transactions are disclosed in notes 13 and 24 to the accounts.

All transactions with related parties are undertaken with the full knowledge and consent of the trustees, and at arm's length prices.

Pay policy for senior staff

The trustees, who are also the directors of the company, have appointed the senior management team as the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis. The pay of the senior staff is reviewed by the trustees annually and increased to take account of performance, average earnings and a review of pay levels in charities of a similar size.

Risk management

Governance and risk oversight are led by the Chair (Charlie Taylor) supported by the Senior Independent Director (Ann Silla) and an experienced executive team.

Key external risks include: a tougher income environment with corporates scaling back charitable event spend; a shift away from diversity and equity funding by some global corporates; and highly oversubscribed Trusts and Foundations. Internally, there remains a programme risk that the YEF trial may not evidence impact to the extent we expect — though we remain confident it will.

Mitigations include a diversified, multi-year funding model; stronger corporate account management focused on shared value partnerships; robust pipeline management; and continuous improvement of our delivery and evidence base.

Safeguarding risk is monitored through regular meetings with the lead safeguarding trustee. Operational risks, including staff turnover and succession, are mitigated by workforce planning, cross-cover and ongoing training. Reputational risks are tracked and managed through clear policies and rapid escalation routes.

Board's activities

The Board met four times during the year and the Committees met as and when it was deemed necessary, a minimum of twice each.

The Board considered the following matters:

- the forward strategy;
- progress against the 24/25 business plan;
- the 24/25 business plan;
- the budget;
- the Annual Report and Accounts;
- Board changes including the appointment of the Chair and Senior Independent Director and the retirement of several Trustees;
- change to the size of the Board;
- amendments to Committee Terms of Reference;
- the dissolution of Dallaglio Events Limited;
- compliance with the Code for Sports Governance;
- review of the Charity's principal risks;
- performance of the CEO; and
- Board effectiveness.

Trustees' responsibilities in relation to the financial statements

The trustees (who are also the directors of Dallaglio RugbyWorks for the purposes of company law) are responsible for preparing a trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2025

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that year. In preparing the financial statements, the trustees are required to:

a) select suitable accounting policies and then apply them consistently;

b) observe the methods and principles in the Charities SORP;

c) make judgements and accounting estimates that are reasonable and prudent;

d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statements of disclosure to the auditors

In so far as the trustees are aware at the time of approving the trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Exemption

The trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Board of Trustees on 16th December 2025 and signed on its behalf by:

Ann Silla
Director

A T Cook
Director

Dallaglio RugbyWorks

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS

Opinion

We have audited the financial statements of Dallaglio RugbyWorks (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2025 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated and parent charitable company statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2025 and of the group's incoming resources and application of resources, including its income and expenditure, 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. and the relevant Scottish legislation.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the report of the trustees, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the report of the trustees,

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be relevant charities' acts in the UK and Ireland. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation.

We identified the following areas as those most likely to have such an effect:

Employment law, data protection and health and safety legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- obtaining an understanding of the legal and regulatory framework applicable to the group and parent charitable company and how the group and the parent charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the group and the parent charitable company's control environment and how the group and the parent charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the group and the parent charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Melvin Bailey (Senior Statutory Auditor) FCCA DChA

for and on behalf of
Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

[DATE] 23/12/25

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2025

	Notes	Year ended 31 July 2025 Unrestricted Funds £	Year ended 31 July 2025 Restricted Funds £	Year ended 31 July 2025 Total Funds £	(Restated) Year ended 31 July 2024 Total Funds £
Income					
Donations	5	298,389	420,000	718,389	606,938
Charitable Activities	6	96,332	1,029,298	1,125,630	541,506
Other Trading Activities	7	250,267	-	250,267	527,110
Investment Income	8	3,935	-	3,935	4,063
Total income		648,923	1,449,298	2,098,221	1,679,617
Expenditure					
Costs of raising funds	10	214,522	63,677	278,199	497,306
Charitable Activities	11	382,177	1,419,314	1,801,491	1,163,468
Total expenditure		596,699	1,482,991	2,079,690	1,660,774
Net income/ (expenditure)		52,224	(33,693)	18,531	18,842
Transfer between funds		-	-	-	-
Net movement in funds		52,224	(33,693)	18,531	18,842
Reconciliation of funds					
Total funds brought forward at 1 August 2024		569,349	232,269	801,618	782,756
Total funds carried forward at 31 July 2025	21	621,573	198,576	820,149	801,618

All income and expenditure derives from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 20 to 34 form part of these accounts.

An analysis of comparative figures between restricted and unrestricted funds is given in note 28 to the financial statements.

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 JULY 2025

	Notes	GROUP 2025 £	GROUP 2024 £	CHARITY 2025 £	CHARITY 2024 £
FIXED ASSETS					
Intangible assets	16	71,626	71,471	71,626	71,471
Tangible assets	17	24,152	14,514	24,152	14,514
Investments	18	-	-	100	100
TOTAL FIXED ASSETS		95,778	85,985	95,878	86,085
CURRENT ASSETS					
Debtors	19	141,455	205,943	141,455	202,601
Cash at bank and in hand		721,673	617,970	721,673	616,956
TOTAL CURRENT ASSETS		863,128	823,913	863,128	819,557
CREDITORS: amounts falling due within one year	20	(138,757)	(108,280)	(138,757)	(105,635)
NET CURRENT ASSETS		724,371	715,633	724,371	713,922
TOTAL ASSETS LESS CURRENT LIABILITIES		820,149	801,618	820,249	800,007
NET ASSETS		820,149	801,618	820,249	800,007
FINANCED BY					
Unrestricted funds	21	621,573	569,349	621,673	567,738
Restricted funds	21	198,576	232,269	198,576	232,269
TOTAL CHARITY FUNDS		820,149	801,618	820,249	800,007

The trustees have prepared consolidated accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 20 to 34 form part of these accounts.

The charity made a surplus for the year of £20,493 (2024: Surplus £59,185) further information is disclosed in note 4 to the financial statements.

The financial statements were approved and authorised for issue by the trustees on 16th December 2025 and signed on its behalf by:

Ann Silla
Director

A T Cook
Director

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2025

	Notes	GROUP 2025 £	GROUP 2024 £	CHARITY 2025 £	CHARITY 2024 £
Cash generated in operating activities	26	150,606	108,422	151,620	110,328
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest income		3,935	4,063	3,935	4,063
Purchase of tangible fixed assets		(50,838)	(21,661)	(50,838)	(21,661)
Fixed assets scrapped		-	-	-	-
CASH USED IN INVESTING ACTIVITIES		(46,903)	(17,598)	(46,903)	(17,598)
Increase in cash and cash equivalents in year		103,703	90,824	104,717	92,730
Cash and cash equivalents at the beginning of the year		617,970	527,146	616,956	524,226
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		721,673	617,970	721,673	616,956

1. ACCOUNTING POLICIES

The financial statements incorporate the results of the principal activity which is described in the Trustees' Report, and which is continuing. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:-

a) Basis of preparation and going concern

The financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Dallaglio RugbyWorks meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment and, given the measures that could be undertaken to mitigate risk, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and financial statements.

b) Consolidated financial statements

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

A separate SOFA for the charity has not been presented because the company has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

c) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Income recognition policies

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Investment income is included when receivable
- Incoming resources from charity activity are accounted for when earned
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

1. ACCOUNTING POLICIES (continued)

e) Donated services and gifts in kind

Donated services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. On receipt, donated services and gifts in kind are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain the services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure on events includes any VAT that cannot be reclaimed. The VAT that cannot be reclaimed on administration expenses is included in the total expenses cost.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activity and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between expenditure categories of the consolidated statement of financial activities on a basis to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Management, support, administration and governance costs, where not directly attributed to an event or charitable activity are allocated in proportion to the income generated.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and accountancy costs linked to the strategic management of the charity.

g) Tangible Fixed assets

- Intangible Fixed Assets:

Intangible fixed assets are initially measured at historic cost and subsequently carried at cost less accumulated amortisation and any accumulated impairment losses.

At the reporting date, the charity assesses whether there is any indication that an asset may be impaired. An impairment loss is recognised if the recoverable amount of an asset is less than its carrying amount.

Amortisation is provided at rates calculated to write down the cost of each asset to its residual value (realistic value at the end of its economic life) on a systematic basis over its useful economic life.

The amortisation rates in use on a straight line basis are as follows:

Computer software	-	20% straight line basis

- Tangible Fixed Assets:

Individual fixed assets are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life as follows:

Computer equipment	-	33⅓% and 25% straight line basis
Office furniture	-	20% straight line basis
Mobile phones	-	50% straight line basis

h) Foreign currencies

Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the income and expenditure account.

i) Financial Instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and trade creditors and other creditors.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Debtors:

Basic financial assets, including trade and other debtors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Cash and cash equivalents:

Cash and cash equivalents are represented by cash in hand, deposits held at call with financial institutions, and other short-term highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors:

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Such instruments are subsequently carried at amortised cost using the effective interest method.

Interest income:

Interest income is recognised in income and expenditure using the effective interest method.

j) Government Grants

Government grants are recognised on the accruals basis and included in other income.

k) Operating Leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to income and expenditure on a straight-line basis over the period of the lease.

l) Employee Benefits

The charity contributes to a defined contribution plan for the benefit of its employees. Contributions are recognised in income and expenditure as they become payable.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. Legal status of the charity

The charity is a company limited by guarantee. The members of the company are the trustees named on page 7. The liability of the members on the dissolution or winding up of the company is limited to the sum of £10.

4. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which is used for non-primary purpose trading activities and running sporting events.

The summary financial performance of the charity alone is:

	Year ended 31 July 2025 £	Year ended 31 July 2024 £
Income	2,098,317	1,670,218
Expenditure		
Costs of raising funds	(278,199)	(451,238)
Charitable activities	(1,799,625)	(1,131,795)
Provision for loss on loan to subsidiary	(251)	(28,000)
Net surplus	20,242	59,185
Total funds brought forward at 1 August 2024	800,007	740,822
Total funds carried forward at 31 July 2025	820,249	800,007
Represented by:		
Restricted income funds	198,576	232,269
Unrestricted income funds	621,673	567,738
TOTAL FUNDS	820,249	800,007

5. Donations

	Year ended 31 July 2025 Unrestricted £	Year ended 31 July 2025 Restricted £	Year ended 31 July 2025 Total £	(Restated) Year ended 31 July 2024 Total £
Corporate grants and donations	10,216	295,000	305,216	380,086
Charity and other donations	82,285	-	82,285	33,926
Donations and Gifts in kind	205,888	125,000	330,888	192,926
	298,389	420,000	718,389	606,938

The classification of income for the prior year has been restated in order to reallocate grant funding received towards charitable activities to note 6 from charity and other donations in note 5.

6. Charitable activities (Income)

	Year ended 31 July 2025 Unrestricted £	(Restated) Year ended 31 July 2024 Unrestricted £
RugbyWorks fee for services provided	96,332	138,658
Charity and other donations	1,029,298	402,848
	1,125,630	541,506

The classification of income for the prior year has been restated in order to reallocate grant funding received towards charitable activities to note 6 from charity and other donations in note 5

7. Other trading activities

	Year ended 31 July 2025 Unrestricted £	Year ended 31 July 2025 Restricted £	Year ended 31 July 2025 Total £	Year ended 31 July 2024 Unrestricted Total £
Activities for generating funds:				
8 Rocks 2023	-	-	-	(31,650)
Dallaglio Cycle Slam	-	-	-	378,630
Other Events	250,267	-	250,267	180,130
	250,267	-	250,267	527,110

Other events income includes £106,440 raised at our annual Six Nations Lunch.

8. Investment Income

	Year ended 31 July 2025 £	Year ended 31 July 2024 £
Bank and other interest receivable	3,935	4,063
	3,935	4,063

9. Other Voluntary Income

In addition to the above supplies, the charity would like to thank the following generous sponsors for the donations in kind and services provided where it has not been possible to quantify the value received:

- Alan Graham
- A Star Experience
- Alan Tait
- Boisdale
- Cambridge Hamper Company
- Alnwick Castle
- Andrew Ridgeley
- Flying Pig Catering
- British & Irish Lions
- Cantebury
- Fun Bus Entertainment
- The Goring Hotel
- The Hands & Flowers
- Harrison Street
- Impulse Decisions
- Hospitality Finder
- Howden
- Jonathan Hughes
- Nick Mather
- Clifford Waterston
- Rachel Wyllie
- Mentzendorf
- Ping
- Ranald MacDonald
- Rox Jewellery
- Florent Rossigneux
- Simon Dent
- St Pierre Golf Club
- Taylor Made
- Tony Manners
- Worldwide Golf Brands
- Trish @ Kelso Races
- The Rugby Wine Club
- Liverpool Sporting Committee
- ITV
- Windsor and Eton Brewery
- Robert Henderson
- Mike Dunderdale
- Clive Woodward
- Odendaal Diamonds

10. Expenditure: Cost of raising funds

	Year ended 31 July 2025 Unrestricted £	Year ended 31 July 2025 Restricted £	Year ended 31 July 2025 Total £	Year ended 31 July 2024 Total £
Fund raising activity costs:				
8Rocks event hosting costs	-	-	-	(2,971)
Dallaglio Cycle Slam	-	-	-	244,978
Other Events	141,965	-	141,965	116,342
Admin and support costs (note 12)	55,239	-	55,239	64,437
Governance costs (note 12)	4,208	-	4,208	4,636
Total fund raising costs	201,412	-	201,412	427,422
Costs of generating voluntary income:				
Administration and support costs (note 12)	12,182	59,169	71,351	65,195
Governance costs (note 12)	928	4,508	5,436	4,689
Total costs of raising voluntary income	13,110	63,677	76,787	69,884
Total costs of raising funds	214,522	63,677	278,199	497,306

Other event costs includes £49,979 of costs incurred in delivering our annual Six Nations Lunch.

10. Expenditure: Cost of raising funds (continued)

All events run by Dallaglio RugbyWorks are cost neutral as we charge fees to ensure we cover the costs. However, this means that our cost of raising funds appears high. It is important to note that no donated income is used to fund events and it is therefore true that for every pound donated 90% goes directly to working with young people and fulfilling our charitable objectives.

11. Expenditure: Charitable activities

	Year ended 31 July 2025 Unrestricted £	Year ended 31 July 2025 Restricted £	Year ended 31 July 2025 Total £	Year ended 31 July 2024 Total £
Charitable activities:				
RugbyWorks	382,177	1,106,600	1,488,777	884,661
Administration and support costs (see note 12)	-	290,576	290,576	260,094
Governance costs (see note 12)	-	22,138	22,138	18,713
Total charitable activities	382,177	1,419,314	1,801,491	1,163,468

12. Analysis of governance, administration and support costs

The charity identifies the costs of its administration and support costs. It then identifies the costs which relate to the governance function. The governance costs and the costs of administration and support are apportioned between the three activities. These are the costs of fundraising, the costs of generating voluntary income (restricted and unrestricted) and the rugby.

	Fund raising costs Unrestricted £	Costs of generating voluntary income Unrestricted £	Fund raising costs Restricted £	Costs of generating voluntary income Restricted £	Rugby Programme Restricted £	31 July 2025 Total £	31 July 2024 Total £
Administration and support							
Management and administration	55,239	12,182	-	59,169	165,597	292,187	288,223
Finance and professional fees	-	-	-	-	47,991	47,991	24,273
Bank and finance charges	-	-	-	-	2,357	2,357	2,497
Insurance, office rent and staff expenses	-	-	-	-	63,090	63,090	62,830
Website, computer and marketing	-	-	-	-	11,540	11,540	11,902
Total administration and support	55,239	12,182	-	59,169	290,575	417,165	389,725
Governance costs							
Accountancy fees -	2,648	584	-	2,837	13,931	20,000	20,000
Audit	1,560	344	-	1,671	8,207	11,782	8,040
Total governance costs	4,208	928	-	4,508	22,138	31,782	28,040

Total Administration and Support costs in 2023-24 of £389,725 included £37,665 unrestricted expenditure and £352,060 restricted expenditure.

Total governance costs in 2023-24 of £28,040 included £2,710 unrestricted expenditure and £25,330 restricted expenditure.

13. Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employment benefits received by key management personnel during the year was £239,196 (2024: £287,535). The charity considers it's key management personnel comprise the Senior Management Team.

None of the trustees received any remuneration during the current or prior period in their capacity as Trustee. Trustees' expenses reimbursed for travel costs were £nil (2024: £nil).

14. Employees

	Year ended 31 July 2025 Total £	Year ended 31 July 2024 Total £
Staff costs consist of:		
Wages and salaries	1,324,956	842,560
Social security costs	121,501	64,898
Pension costs	24,626	12,356
	1,471,083	919,814
Allocation:		
Costs of management and administration	224,532	229,360
Charitable activities – RugbyWorks	1,246,551	690,454
	1,471,083	919,814

The above costs include ex gratia payments of £7,000 made to 1 employee as part of their termnination settlement.

The average number of employees, excluding trustees, during the period was:

	Number 2025	Number 2024
Fund-raising and administration	4	4
Charitable activities	36	18
	40	22

There were 7 employees on zero hours contracts that are not included within these numbers.

The number of employees whose emoluments (salaries, wages and benefits in kind) for the year to 31 July 2025 fell within the following bands was:

	Number 2025	Number 2024
£ 90,000 - £100,000	1	1

1 employee had emoluments over £60,000 in the year to 31 July 2025 (2024:1).

15. Net income/expenditure for the year

	Year to 31 July 2025 £	Year to 31 July 2024 £
This is stated after charging:-		
Depreciation	8,325	4,799
Amortisation	32,720	23,946
Auditors' remuneration	11,782	8,040

16. Intangible assets

Group and charity:	Computer Software £	Total £
Cost:		
1 August 2024	132,437	132,437
Additions	32,875	32,875
31 July 2025	165,312	165,312
Amortisation:		
1 August 2024	60,966	60,966
Provision for year	32,720	32,720
31 July 2025	93,686	93,686
Net book values:		
31 July 2025	71,626	71,626
31 July 2024	71,471	71,471

17. Tangible assets

Group and charity:	Computers, mobiles and office equipment £	Total £
Cost:		
1 August 2024	44,449	44,449
Additions	17,963	17,963
31 July 2025	62,412	62,412
Depreciation:		
1 August 2024	29,935	29,935
Provision for year	8,325	8,325
31 July 2025	38,260	38,260
Net book values:		
31 July 2025	24,152	24,152
31 July 2024	14,514	14,514

18. Fixed asset investments

	2025 £	2024 £
Group	-	-
Charity	100	100

The investment held by the charity is the £100 (2024: £100) investment in the subsidiary company at cost (see note 25).

19. Debtors

	Group 31 July 2025 £	Group 31 July 2024 £	Charity 31 July 2025 £	Charity 31 July 2024 £
Auction and event income	30,965	136,322	30,965	136,227
Other debtors	-	7,148	-	3,901
Prepayments and accrued income	110,490	62,473	110,490	62,473
Donations and gift aid	-	-	-	-
	141,455	205,943	141,455	202,601

20. Creditors : amounts falling due within one year

	Group 31 July 2025 £	Group 31 July 2024 £	Charity 31 July 2025 £	Charity 31 July 2024 £
Trade creditors	20,841	25,221	20,841	23,177
Other taxes and social security	34,717	18,850	34,717	18,850
Accruals and deferred income	78,485	55,004	78,485	54,403
Other creditors	4,714	9,205	4,714	9,205
	138,757	108,280	138,757	105,635

Included within creditors is £50,131 (charity £50,131) of deferred income relating to grants and event income received in advance. The movement can be analysed as follows:

	Group 31 July 2025 £	Group 31 July 2024 £	Charity 31 July 2025 £	Charity 31 July 2024 £
Balance b/fwd	30,022	31,972	30,022	27,072
Additions in the year	162,575	310,958	162,575	305,958
Released in the year	(142,466)	(312,908)	(142,466)	(303,008)
Balance c/fwd	50,131	30,022	50,131	30,022

21. Analysis of charitable funds

Current Financial Year:	At 31 July 2024 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2025 £
Restricted funds					
Rugby Programme	232,269	1,449,298	(1,482,991)	-	198,576
Total restricted funds	232,269	1,449,298	(1,865,168)	-	198,576
Unrestricted funds	569,349	648,923	(596,699)	-	621,573
	801,618	2,098,221	(2,079,690)	-	820,149

Purpose of restricted funds

Rugby Programme

During 2024-25, restricted income of £1,449,298 was received from various funders towards our Rugby Programme, of which £198,576 remains unspent as at 31 July 2025.

A transfer of £382,177 was made from the unrestricted fund to the restricted fund during 2024-25 to cover the shortfall of funds needed to cover our Rugby Programme.

Prior Financial Year:	At 31 July 2023 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2024 £
Restricted funds					
Dallaglio Cycle Slam	-	-	(291,810)	291,810	-
Rugby Programme	118,518	747,762	(1,215,218)	581,207	232,269
Total restricted funds	118,518	747,762	(1,507,028)	873,017	232,269
Unrestricted funds	664,257	931,855	(153,746)	(873,017)	569,349
	782,775	1,679,617	(1,660,774)	-	801,618

22. Analysis of group net assets between funds

	31 July 2025 Unrestricted £	31 July 2025 Restricted £	31 July 2025 Total £	31 July 2024 Total £
Group				
Fund balances at 31 July 2025 are represented by :				
Fixed assets	95,778	-	95,778	85,985
Net current assets	525,795	198,576	724,371	715,633
Net assets	621,573	198,576	820,149	801,618
Charity				
Fund balances at 31 July 2025 are represented by :				
Fixed assets	95,778	-	95,778	85,985
Investments	100	-	100	100
Net current assets	525,795	198,576	724,371	713,922
Net assets	621,673	198,576	820,249	800,007

23. Taxation

The charity is not liable to taxation upon its income by reason of the exemption under Section 505 of the Income and Corporation Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable activities.

24. Related party transactions

During the year, Dallaglio 8, a company in which L B N Dallaglio was a director, received £6,600 for the appearances of L B N Dallaglio at RugbyWorks events. In addition, L B N Dallaglio donated his services for other appearances at RugbyWorks events and donated signed rugby shirts. A fair valuation of these services cannot be measured reliably and cannot be resold. There are no balances outstanding from transactions at 31 July 2025 (2024: £ nil).

During the year, Sporting 8 Limited, a company in which the CEO of the charity, Zenna Hopson, is a director, operated events in order to raise funds for the charity. A balance of £nil was due from Sporting 8 Limited as at 31 July 2025 (2024: £3,904)

All trustees give their time freely and no trustees' remuneration or expenses (other than disclosed in note 13) was paid in the year for time given in capacity as a Trustee. From time to time, Trustees will purchase tickets to fundraising events or make donations.

25. Subsidiary company

The charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England, company number: 08690671. The subsidiary is used for non-primary purpose trading activities. A summary of the results of the subsidiary is shown below.

	Total 2025 £	Total 2024 £
Turnover	(95)	9,400
Cost of sales	-	(48,482)
Gross Profit / (loss)	(95)	(39,082)
Administrative expenses	(1,866)	(29,261)
Interest Receiveable	-	-
Add provision for release of loan	-	28,000
Net (Deficit) for year	(1,961)	(40,343)

The aggregate of the assets, liabilities and funds was:

	Total 2025 £	Total 2024 £
Assets	-	4,354
Liabilities	(251)	(2,644)
Net (liabilities)	(251)	1,710
Capital and Reserves		
Called up share capital	100	100
Profit and loss account	(351)	1,610
	(251)	1,710

Dallaglio Events Limited has taken advantage of the exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies for the period ended 31 July 2025.

26. Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Net movement in funds	18,531	18,842	20,242	59,184
Add back depreciation charge	41,046	28,745	41,046	28,745
Fixed assets written off	-	-	-	-
Deduct interest shown in investing activities	(3,935)	(4,063)	(3,935)	(4,063)
Decrease in debtors	64,487	103,199	61,145	59,277
Increase/(decrease) in creditors	30,477	(38,301)	33,122	(32,817)
Net cash generated from operating activities	150,606	108,422	151,620	110,326

27. Obligations under rental agreements

Dallaglio RugbyWorks has a commitment under an office rental agreement at 31 July 2025 of £4,536 (2024: £4,536).

28. Analysis of restricted and unrestricted funds for prior year

	(Restated) Year ended 31 July 2024 Unrestricted Funds £	(Restated) Year ended 31 July 2024 Restricted Funds £	(Restated) Year ended 31 July 2024 Total Funds £
Income			
Donations	262,024	344,914	606,938
Charitable Activities	138,658	402,848	541,506
Other Trading Activities	527,110	-	527,110
Investment Income	4,063	-	4,063
Other income	-	-	-
Total income	931,855	747,762	1,679,617
Expenditure			
Costs of raising funds	153,746	343,560	497,306
Charitable Activities	873,017	290,451	1,163,468
Total expenditure	1,026,763	634,011	1,660,774
Net income/ (expenditure)	(94,908)	113,751	18,843
Transfer between funds	-	-	-
Net movement in funds	(94,908)	113,751	18,843
Reconciliation of funds			
Total funds brought forward at 1 August 2023	664,257	118,518	782,775
Total funds carried forward at 31 July 2024	569,349	232,269	801,618

Expenditure on charitable activites has been restated for the year ended 31 July 2024 in order to directly allocate unrestricted expenditure against this line, rather than showing it as a transfer between funds.

DALLAGLIO RUGBYWORKS

England & Wales - Charity number 1130353

Accounts

Registered Company Number (England and Wales): 06803046
Registered Charity Number (England and Wales): 1130353
Registered Charity Number (Scotland): SC046140

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

INDEX

1	Chair's report
2 - 11	Trustees' report
12 - 15	Report of the independent auditors
16	Consolidated and Charity Statement of Financial Activities
17	Consolidated and Charity Balance Sheet
18	Consolidated and Charity Statement of Cash Flows
19 - 33	Notes to the financial statements

Dallaglio RugbyWorks

NOTE FROM DALLAGLIO RUGBYWORKS CHAIR, CHARLIE TAYLOR

As I reflect on the past year, I am struck by the growing challenges faced by young people across the UK. Mental health issues have nearly doubled since 2017, with one in five young people aged 8 to 16 now struggling. In deprived communities, only half of boys and fewer girls meet daily activity guidelines, contributing to a widening physical and mental health gap. Added to this, exclusions and absences from school have soared, with 32 million days lost to suspensions last year—double pre-pandemic figures. The impact is stark: only 5% of young people in alternative provision achieve a standard pass in English and Maths, and by age 21, 50% of excluded young people have no onward destination, often entering cycles of crime and missed opportunities.

At Dallaglio RugbyWorks, we are determined to break this cycle. Through rugby's values of teamwork, respect, discipline, and fair play, we provide young people with the resilience, confidence, and skills to build brighter futures. Our work focuses on those most at risk, from pupil referral units and alternative provision schools to youth secure estates. In these safe spaces, young people gain the life skills needed to succeed in education, employment, or training.

Over the past year, we have worked with 2,388 young people: 1,938 during term time and evenings, and 450 in school holidays. Our programmes spanned 22 pupil referral units, 17 mainstream schools, 3 SEN schools, 11 youth clubs, 5 rugby clubs, and 27 community settings. We also worked in 3 custodial establishments, a care home, and ran 17 girls-only cohorts. Of those we worked with, 10% were looked-after children, 34% had an EHCP, and 67% were on free school meals.

Securing funding from the Youth Endowment Fund was a milestone, enabling us to reach even more young people at a critical time. This support strengthens our ability to expand into areas of highest need, such as London, where 32% of children live in poverty, and the Northeast, which has low levels school attendance and high exclusion rates.

I am immensely proud of the dedication of our team—coaches, partners, volunteers, board members and supporters—who have made this progress possible. Together, we have created life-changing opportunities for young people, as highlighted in this report's inspiring stories. Your ongoing support remains vital to our mission, and I am deeply grateful for your commitment to changing lives.

This Annual Report reflects another significant year of progress. Thank you for standing with us as we empower young people to overcome adversity and unlock their potential.

Charlie Taylor

C P K Taylor
Chairperson
Dallaglio RugbyWorks

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2024

The trustees present their annual report and audited financial statements of the charity for the year ended 31 July 2024. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Articles, the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Objectives and activities

The charity's main mission is to use rugby as a powerful tool to engage young people who have been excluded from school and society, helping them tackle life's challenges, avoid falling into crime, and secure employment opportunities.

The charity's objects ('Objects') are specifically restricted to the following:

A) To act as a resource for young people by providing advice and assistance and organising programmes of physical, educational and other activities as a means of;
   a. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals,
   b. advancing education,
   c. relieving unemployment,
   d. providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons

B) To advance any other such exclusively charitable purposes for the public benefit according to the law of England Wales as the trustees shall decide

Dallaglio RugbyWorks works with young people who have been excluded from school and society, operating within Pupil Referral Units (PRUs), Alternative Provision settings, Exclusion Units, Young Offender Institutions, and Care Homes.

The charity delivers a robust 36-week programme integrated into the school curriculum, using rugby to teach essential life skills such as leadership, teamwork, resilience, and problem-solving. These sessions are enriched by workshops that focus on skill development, employment readiness, and mental wellbeing.

In addition to group activities, each young person has an individual mentor who helps them set and achieve personalised goals. Progress is tracked through a bespoke app called "Player Profiles," which allows young people to work at their own pace. They can use the app to evidence the skills they've developed, leveraging their lived experiences to show their achievements. The app also facilitates safe communication with their mentors.

Alongside the daytime programme, the charity runs evening sessions that continue skill development in local community venues such as youth clubs, community centres, and sports grounds.

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2024

During the holidays, Dallaglio RugbyWorks stays engaged with young people through holiday camps that blend fun with sport and provide meals. These holiday and evening sessions are open to all young people involved in our programmes, as well as their friends and family members within the local communities.

While most of our activities are mixed-gender, Dallaglio RugbyWorks also runs a dedicated programme called "Us Girls," which focuses exclusively on empowering young women through sport.

Achievements and Performance

During the year under review, Dallaglio RugbyWorks has invested £1,163,468 in the RugbyWorks Programme.

This year the Charity has had a clear focus on;

- Delivering the RugbyWorks programme more intensively
- Delivering the RugbyWorks Programme in a new geography
- Delivering the Programme in New settings
- Delivering new things

We placed a strong emphasis on enhancing the quality of delivery, setting clear expectations and standards, and increasing the amount of time each young person experiences the RugbyWorks programme.

The Charity has secured funds to start work in Hastings which is a new geography, this work was funded by the generous donation of one philanthropist. We will be starting delivery in the area in October 2024

For the first time, we also delivered the RugbyWorks programme in a children's home through a contract with a private operator. This experience has been invaluable in helping our staff develop new skills.

Additionally, we piloted 16-18 employment hubs, offering evening sessions to participants who had completed the core 11-16 programme but still needed support in securing employment.

This year, RugbyWorks supported 2,388 young people. Our core 36-week programme reached 1,295 young people, while 643 attended our evening sessions, and 450 participated in our holiday programmes.

Historically, RugbyWorks has predominantly worked with young men, but since introducing the "Us Girls" programme last year, we have seen a real shift in the gender balance of our participants:

- Male - 58%
- Female - 41%
- Intersex - Less than 1%
- Transgender - Less than 1%
- Prefer not to say - Less than 1%

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2024

We are proud to continue working exclusively in deprived communities. Last year, 64% of our participants were registered for free school meals, though this figure underestimates the true level of poverty, as many low-income families are excluded from these benefits. 11% percent of our young people self-disclosed as being in care, and 31% of our participants had an Education, Health and Care Plan. Of those who identified, 31% came from Black or Minority Ethnic backgrounds.

RugbyWorks is centred around five key skills that are vital for young people to succeed in the workplace of the future: Communication, Teamwork, Problem-solving, Self-belief, and Self-management. In addition to these, we provide Digital Skills training, CV and Employability Workshops, and Career Taster Days, which give young people real-world exposure to careers and employers, preparing them for further education, employment, or training.

The impact of our work has been significant:

- 95% of young people said they enjoyed the RugbyWorks sessions and found them valuable.
- 80% reported feeling more resilient and having improved self-esteem.
- 85% showed an improvement in physical fitness, with over 160 joining local sports clubs.
- In our 3-7pm delivery, which offers an alternative to crime-prone evening hours, 100% of participants stated they enjoyed attending our sessions more than what they usually did during the evenings.
- 90% of the girls in the "Us Girls" cohort said they enjoyed the sessions, which focus on building confidence, self-esteem, and empowering them to reach their full potential.

Perhaps most significantly, 98% of young people enjoyed the Career Taster Days, and 85% left with a greater understanding of their career options. The national average for young people in sustained education, employment, or training is 86%, (with only half of young people who have been excluded from school securing employment) but 92% of our young people were in education, employment, or training by the age of 18. This speaks directly to our mission: ensuring that young people excluded from school are not excluded from society and have the same opportunities as their peers.

The new management structure introduced in the previous year has settled in remarkably well, bringing real benefits to both the young people we support and the overall efficiency of the organisation. Our ongoing commitment to ensuring the charity is guided by, and responsive to, the needs of young people remains central to our mission. This focus is exemplified by the continued success of our youth empowerment programme, Animated Youth, which has gone from strength to strength. Thanks to generous funding from the Paul Hamlyn Trust, the programme has gained significant credibility and direction, empowering young voices more effectively than ever before.

One of the most significant milestones of the past year has been securing crucial funding and support from the Youth Endowment Foundation (YEF). They have awarded us a substantial grant of £1,511,580 to deliver the RugbyWorks programme to 500 young people. However, this investment goes far beyond just delivery - it represents a comprehensive evaluation using a rigorous randomised control trial methodology. To conduct this trial, we will recruit 1,000 young people: 500 will benefit from the RugbyWorks programme, while the other 500 will form a control group. This approach will provide invaluable insights into the effectiveness of our work in reducing crime and interrupting the all-too-familiar pathway from PRU to prison.

Recruitment of provisions to take part in the YEF trial is currently underway, with full-scale delivery scheduled to begin in November. This evaluation not only marks a new chapter in how we assess the impact of RugbyWorks but also provides the opportunity to refine and strengthen our delivery in meaningful ways.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2024

The YEF has appointed ICF, a specialist evaluator, to work alongside Dallaglio RugbyWorks in running this trial. Since receiving the grant in June, we have worked together to map out the impact points, design the evaluation, and develop baseline and outcome surveys. These assessments will utilise the Strengths and Difficulties Questionnaire and the Warwick-Edinburgh Mental Well-being Scale, ensuring we measure both emotional and behavioural progress in the young people we support.

Since 2021, the charity has been on a transformative journey towards securing a more stable financial foundation. At the beginning of the 2021 financial year, Dallaglio RugbyWorks had less than 20% of its funding secured for the year. Now, as we enter the 2024/5 financial year, we are proud to have over 60% of our funding already secured, with healthy forecasts for future years. This success is largely due to our strategic decision to reduce reliance on event-based funding and instead focus on securing multiyear funding. We've successfully achieved this shift, with substantial support from Trusts and Foundations, high-net-worth individuals, and corporate partners. A comprehensive action plan is in place to ensure this approach continues to bear fruit.

Although we have shifted focus, events will still play a role in our fundraising strategy. However, the emphasis of these events has evolved—they are now designed to not only meet income targets but also to elevate the profile of the charity, celebrate the incredible work we do, and give our young people a platform to share their stories. These events also play a critical role in helping us embed ourselves in new communities and expand our reach.

Financial review

The Charity is dependent upon income generated by its events. In the year under review, the charity undertook one major event, Cycle Slam, which took place in April 2024 and generated £133,652 net of direct expenses. There was a surplus of £99,687 (2023 £284,643) on events after the deduction of associated administration costs. The trustees consider a key performance indicator to be the amount that can be given to its own charitable projects as a result of the events. They are pleased with the performace of the charity in the year under review.

The total income from donations, grants and gifts in kind was £1,009,787 (2023: £671,049), this includes gifts in kind totalling £nil (2023: £nil).

Donations and grants received to fund the Rugby programme included Youth Endowment Fund £54,826, St James Place £30,734, Sport England £13,235, East Head Impact £75,700, Clothworkers £50,000, Piton Trust £20,000, Garfield Weston £20,000, Hospitality Finder £60,000, Obex Dental £70,000, Avanta £25,000, Masonic Foundation £19,704,Harrison Street £15,000, BNF £125,000, Clearwater £60,000, Linklaters £15,000, NCS Trust £119,331, City Bridge Trust £5,985 and National Football League £13,333.

The charity continued to charge schools for the RugbyWorks Programme, generating income of £138,658 (2023 £86,390).

The Charity approved payments for charitable activites totalling £1,163,468 (2023: £1,022,162).

A surplus of £18,842 was generated for the year under review (2023 Deficit £26,215).The trustees have continued financial management policies that safeguard the assets of the Charity and require approval by the Board of Trustees prior to making any donation or other significant expenditure. The policies also require the trustees to consider whether the funds of the Charity are suitably invested; given the intent to distribute these funds in the short term the trustees do not consider it relevant to have a full investment policy at this time but will monitor the situation and set up an appropriate policy at such time as it becomes necessary.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2024

Reserves policy

The balance of unrestricted funds at 31 July 2024 was £569,349 (2023: £664,257) and the restricted funds held for the Rugby programme at 31 July 2024 were £232,267 (2023: £118,518).

The reserves policy has been reviewed and free reserves are to be held to cover approximately four to six months of the costs of the management, support and administration, governance and the Rugby Programme. Our free reserves at 31st July 2024 were £483,364 (2023: £571,189) and equate to 4.5 months of future costs and are therefore in line with our policy.

Plans for the future

The focus for the year ahead will be to ensure that we deliver the YEF trial effectively and well, the trial is for two years, so we have flexibility to learn and develop this year. We have recruited new staff to help deliver the programme and monitor its effectiveness. Receiving this funding gave us the impetus to revise our Curriculum, and to consolidate our schemes of work ad our resource library, going forward the team will be using these.

We have also introduced a revised curriculum, which remains grounded in our asset-based, trauma-informed approach. This new structure formalises many of our processes and provides a clear "how to RugbyWorks" guide for our passionate staff. Our offer to young people ensures they have access to:

- At least one sports activity (usually Rugby based) every week.
- Six employability workshops
- Six digital skills workshops
- Three wellbeing workshops
- Minimum of 9 AQA accredited training inputs. Level 1, 2 or 3
- Sports Leaders Qualification available as an additional training input for committed groups.
- Four career taster days (CTDs), meeting directly at the employers place of work and undertaking activities whilst getting to know the work place.
- Goal setting on Player profiles a digital skills app that helps young people relate their experience to skills employers need.
- One hour of mentoring every 3 weeks with a named coach.
- After school/evening youth activity session every week.
- Introduction to local Sorts and Youth clubs

This structure means each young person will now spend at least four hours a week within the RugbyWorks programme, increasing their chances of achieving positive outcomes.

This year, we are placing even more emphasis on employability. We've created a new role focused on securing employment taster opportunities, creating a clear pathway from participant to employee, and securing apprenticeships. We are proud to have appointed Dan Ley to this role, as he brings personal experience of exclusion and is an outstanding ambassador for our work. Thanks to funding from East Head Impact, we piloted 16-18 employment programmes last year, and we will now embed these sessions, aiming to help nine young people secure employment directly through our work.

We are also continuing to develop our Place-Based approach, ensuring we are truly embedded in the communities we serve. As many of the young people we work with have to travel long distances to attend PRUs, we are committed to understanding where they live and tailoring our delivery to meet their local needs, particularly through evening and holiday activities. Going forward, we will place even greater emphasis on this approach, ensuring that through Animated Youth, we are adaptable to local needs and responsive to the young people we support.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2024

Reference and administrative details

Charity Number:		
	England and Wales	1130353
	Scotland	SC046140
Company Number:	06803046	
Registered Office:	The Barn Kings Newton Hall Main Street Kings Newton Derbyshire DE73 8BX	

Our Advisers

Auditors:	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP
Bankers:	Barclays Bank Hanover Square London WS1 1JW

Directors and Trustees

The following trustees served at the date of signing this report or during the period:

Charles Taylor (Chair)
Ann Silla (Senior Independent Director)
Paul Bashir
Andrew Cook
John d'abbro
Agnes Fenton
Nicholas Maughan
Ann Silla
Keir Stephenson
Nick Theakstone
Lawrence Dallaglio (resigned 12 February 2024)
Ian McAulay (resigned 23 December 2023)
Jacqueline Stevenson (resigned 3 October 2023)
Diane Watson (resigned 14 June 2024)
John Zafar (resigned 14 June 2024)

None of the trustees has any beneficial interest in the company.

The Trustees' Board meeting attendance and Committee membership can be found on the Charity's website.

Company secretary

J L Heldreich

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2024

Reference and administrative details (continued)

Key management personnel

Chief Executive Officer	Zenna Hopson
Chief Operating Officer	Claudia Carrington King
Impact and Partnerships Director	Jenny Oklikah
Finance Director	Jo Heldreich

Structure, governance and management

Constitution

Dallaglio RugbyWorks (Limited by Guarantee, number 06803046) is a registered charity, number 1130353, and was constituted by a memorandum and articles of association dated 27 January 2009. The Articles were amended by written resolution on 22 September 2015. The charity was entered in the Scottish Charity Register on 16 November 2015 and has charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

The Charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities.

Governance Framework

The Board of Trustees is ultimately responsible for the management and long-term success of the Charity. The Board has delegated to the Chief Executive Officer all its powers, authorities, and discretions excluding the matters set out in the Matters Reserved for the Board and Terms of Reference of the Board Committees, which can be found on the Charity's website. The Board had established three Committees: Nomination, Remuneration, and HR; Audit and Finance; and Programme and Impact.

The Charity complies with the tier 3 requirements of UK Sport and Sport England's Code for Sports Governance (the Code).

Trustee appointment and induction

The trustees are appointed through an open and transparent application process, overseen by the Nomination, Remuneration and HR Committee. Trustees are appointed for an initial three-year term and can be re-appointed for an additional two three-year terms.

On appointment, new trustees have an induction consisting of a series of meetings with the CEO, Chair, Lawrence Dallaglio, and other Trustees which covers topics such as the history of the Charity, the purpose of the Charity and its strategic objectives, safeguarding and strategic objectives and an introduction to the team that manages the Charity on a day to day basis. New trustees are also supplied with a copy of the Charity Commission's guidance 'The Essential Trustee' and a Dallaglio RugbyWorks Information Pack. They also attend a RugbyWorks delivery programme.

Board effectiveness

The effectiveness of the Board is vital to the success of the Charity. The Board undertakes an annual evaluation of its own skills, performance, and effectiveness.

The Code recommends that the Board should have an appropriate balance of skills, experience, diversity, independence, and knowledge. The Nomination, Remuneration, and HR Committee, on behalf of the Board, evaluates Board composition with these factors in mind. To assist the Committee, skills and experience and diversity matrices are maintained and assessed, at least annually, by the Trustees.

The evaluation covers the quality of relationships and behaviours, quality and timeliness of information, and success in implementing values and promoting positive inclusive culture.

The Chair undertakes an annual appraisal of each Trustee and the CEO.

An action plan is created following the evaluation process and progress is monitored by the Board.

Stakeholder engagement

The Board annually reviews its strategy for engaging with its main stakeholders being young people. The Charity has established a Youth Voice/Aminated Youth programme which offers feedback to the Charity and the Board receive updates on this, as well as regularly attending delivery sessions which enable direct engagement with young people.

Conflicts of interest

The Board maintains a Conflicts of Interest Policy which identifies the protocols for the notification and management of conflicts of interest. The trustees are required to disclose all relevant interests to the Board of Trustees and highlight where a perceived conflict of interest may occur. The Board maintains an Interests Register which is reviewed annually.

Related parties and co-operation with other organisations

All trustees give their time freely and no trustees' remuneration was paid in the year for time given in capacity as a Trustee. Details of trustee expenses and related party transactions are disclosed in notes 13 and 24 to the accounts.

All transactions with related parties are undertaken with the full knowledge and consent of the trustees, and at arm's length prices.

Pay policy for senior staff

The trustees, who are also the directors of the company, have appointed the senior management team as the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis. The pay of the senior staff is reviewed by the trustees annually and increased to take account of performance, average earnings and a review of pay levels in charities of a similar size.

Risk management

The trustees have a chair, Charlie Taylor, who is supported by the Senior Independent Director (Ann Silla) to oversee the governance and risk management of the charity, supported by a team of experienced staff.

The trustees have considered the major risks to which the charity is exposed and have established systems and procedures to monitor and manage those risks.

Two years ago, the trustees identified that the risk of high profile, high cost events could leave the charity exposed. Since that time, the charity has moved to a funding model more reliant on Trusts and Foundations, Corporates, High Net Worths,Third Party Events and Individual Giving. During 2023-24, these funding streams make up 76% of our income with a view to increasing this to 84% in the 2024-25 financial year.

The charity has regular safeguarding meetings with the lead Trustee for safeguarding to assis in mitigating risk in this area.

Operational staff turnover represents a risk which the executive team manage of behalf of the Board. An effective succession plan is in place and staff have clear oversight of each others work. We continue to monitor all reputational risks.

Board's activities

The Board met four times during the year and the Committees met as and when it was deemed necessary, a minimum of twice each.

The Board considered the following matters:

- the forward strategy;
- progress against the 24/24 business plan;
- the 24/25 business plan;
- the budget;
- the Annual Report and Accounts;
- Board changes including the appointment of the Chair and Senior Independent Director and the retirement of several Trustees;
- change to the size of the Board;
- amendments to Committee Terms of Reference;
- the dissolution of Dallaglio Events Limited;
- compliance with the Code for Sports Governance;
- review of the Charity's principal risks;
- performance of the CEO; and
- Board effectiveness.

Trustees' responsibilities in relation to the financial statements

The trustees (who are also the directors of Dallaglio RugbyWorks for the purposes of company law) are responsible for preparing a trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that year. In preparing the financial statements, the trustees are required to:

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2024

a) select suitable accounting policies and then apply them consistently;

b) observe the methods and principles in the Charities SORP;

c) make judgements and accounting estimates that are reasonable and prudent;

d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statements of disclosure to the auditors

In so far as the trustees are aware at the time of approving the trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Exemption

The trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Board of Trustees on 31st January 2025 and signed on its behalf by:

C P K Taylor
Director

A T Cook
Director

Dallaglio RugbyWorks

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS

Opinion

We have audited the financial statements of Dallaglio RugbyWorks (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2024 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated and parent charitable company statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2024 and of the group's incoming resources and application of resources, including its income and expenditure, 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. and the relevant Scottish legislation.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the report of the trustees, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the report of the trustees,

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be relevant charities' acts in the UK and Ireland. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation.

We identified the following areas as those most likely to have such an effect:

Employment law, data protection and health and safety legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- obtaining an understanding of the legal and regulatory framework applicable to the group and parent charitable company and how the group and the parent charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the group and the parent charitable company's control environment and how the group and the parent charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the group and the parent charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

M. Bailey

Melvin Bailey (Senior Statutory Auditor) FCCA DChA

for and on behalf of
Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

[DATE] 5 February 2025

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2024

	Notes	Year ended 31 July 2024 Unrestricted Funds £	Year ended 31 July 2024 Restricted Funds £	Year ended 31 July 2024 Total Funds £	Year ended 31 July 2023 Total Funds £
Income					
Donations	5	262,024	747,762	1,009,786	671,049
Charitable Activities	6	138,658	-	138,658	86,390
Other Trading Activities	7	527,110	-	527,110	717,962
Investment Income	8	4,063	-	4,063	1,897
Total income		931,855	747,762	1,679,617	1,477,298
Expenditure					
Costs of raising funds	10	153,746	343,560	497,306	481,352
Charitable Activities	11	-	1,163,468	1,163,468	1,022,162
Total expenditure		153,746	1,507,028	1,660,774	1,503,513
Net income/ (expenditure)		778,109	(759,266)	18,843	(26,215)
Transfer between funds		(873,017)	873,017	-	-
Net movement in funds		(94,908)	113,751	18,843	(26,215)
Reconciliation of funds					
Total funds brought forward at 1 August 2023		664,257	118,518	782,775	808,991
Total funds carried forward at 31 July 2024	21	569,349	232,269	801,618	£ 782,776

All income and expenditure derives from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 19 to 33 form part of these accounts.

An analysis of comparative figures between restricted and unrestricted funds is given in note 28 to the financial statements.

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 JULY 2024

	Notes	GROUP 2024 £	GROUP 2023 £	CHARITY 2024 £	CHARITY 2023 £
FIXED ASSETS					
Intangible assets	16	71,471	79,502	71,471	79,502
Tangible assets	17	14,514	13,567	14,514	13,567
Investments	18	-	-	100	100
TOTAL FIXED ASSETS		85,985	93,069	86,085	93,169
CURRENT ASSETS					
Debtors	19	205,943	309,141	202,601	261,879
Cash at bank and in hand		617,970	527,146	616,956	524,226
TOTAL CURRENT ASSETS		823,913	836,287	819,557	786,105
CREDITORS: amounts falling due within one year	20	(108,280)	(146,581)	(105,635)	(138,452)
NET CURRENT ASSETS		715,633	689,706	713,922	647,653
TOTAL ASSETS LESS CURRENT LIABILITIES		801,618	782,775	800,007	740,822
NET ASSETS		£801,618	£ 782,775	£800,007	£ 740,822
FINANCED BY					
Unrestricted funds	21	569,349	664,257	567,738	622,305
Restricted funds	21	232,269	118,518	232,269	118,518
TOTAL CHARITY FUNDS		£801,618	£ 782,775	£800,007	£ 740,822

The trustees have prepared consolidated accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 19 to 33 form part of these accounts.

The charity made a surplus for the year of £59,185 (2023: Surplus £7,882) further information is disclosed in note 4 to the financial statements.

The financial statements were approved and authorised for issue by the trustees on 31 January 2025 and signed on its behalf by:

C P K Taylor
Director Charlie Taylor

A T Cook
Director

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2024

	Notes	GROUP 2024 £	GROUP 2023 £	CHARITY 2024 £	CHARITY 2023 £
Cash used in operating activities	26	108,422	(158,309)	110,328	(86,577)
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest income		4,063	1,897	4,063	1,897
Purchase of tangible fixed assets		(21,661)	(22,747)	(21,661)	(22,747)
Fixed assets scrapped		-	-	-	-
CASH USED IN INVESTING ACTIVITIES		(17,598)	(20,849)	(17,598)	(20,849)
Increase in cash and cash equivalents in year		90,824	(179,158)	92,730	(107,427)
Cash and cash equivalents at the beginning of the year		527,146	706,305	524,226	631,653
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		617,970	527,146	616,956	524,226

1. ACCOUNTING POLICIES

The financial statements incorporate the results of the principal activity which is described in the Trustees' Report, and which is continuing. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:-

a) Basis of preparation and going concern

The financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Dallaglio RugbyWorks meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment and, given the measures that could be undertaken to mitigate risk, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and financial statements.

b) Consolidated financial statements

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

A separate SOFA for the charity has not been presented because the company has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

c) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Income recognition policies

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Investment income is included when receivable
- Incoming resources from charity activity are accounted for when earned
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

1. ACCOUNTING POLICIES (continued)

e) Donated services and gifts in kind

Donated services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. On receipt, donated services and gifts in kind are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain the services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure on events includes any VAT that cannot be reclaimed. The VAT that cannot be reclaimed on administration expenses is included in the total expenses cost.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activity and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between expenditure categories of the consolidated statement of financial activities on a basis to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Management, support, administration and governance costs, where not directly attributed to an event or charitable activity are allocated in proportion to the income generated.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and accountancy costs linked to the strategic management of the charity.

g) Tangible Fixed assets

- Intangible Fixed Assets:

Intangible fixed assets are initially measured at historic cost and subsequently carried at cost less accumulated amortisation and any accumulated impairment losses.

At the reporting date, the charity assesses whether there is any indication that an asset may be impaired. An impairment loss is recognised if the recoverable amount of an asset is less than its carrying amount.

Amortisation is provided at rates calculated to write down the cost of each asset to its residual value (realistic value at the end of its economic life) on a systematic basis over its useful economic life.

The amortisation rates in use on a straight line basis are as follows:

Computer software	-	20% straight line basis

- Tangible Fixed Assets:

Individual fixed assets are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life as follows:

Computer equipment	-	33⅓% and 25% straight line basis
Office furniture	-	20% straight line basis
Mobile phones	-	50% straight line basis

h) Foreign currencies

Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the income and expenditure account.

i) Financial Instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and trade creditors and other creditors.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Debtors:

Basic financial assets, including trade and other debtors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Cash and cash equivalents:

Cash and cash equivalents are represented by cash in hand, deposits held at call with financial institutions, and other short-term highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors:

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Such instruments are subsequently carried at amortised cost using the effective interest method.

Interest income:

Interest income is recognised in income and expenditure using the effective interest method.

j) Government Grants

Government grants are recognised on the accruals basis and included in other income.

k) Operating Leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to income and expenditure on a straight-line basis over the period of the lease.

l) Employee Benefits

The charity contributes to a defined contribution plan for the benefit of its employees. Contributions are recognised in income and expenditure as they become payable.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. Legal status of the charity

The charity is a company limited by guarantee. The members of the company are the trustees named on page 7. The liability of the members on the dissolution or winding up of the company is limited to the sum of £10.

4. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which is used for non-primary purpose trading activities and running sporting events.

The summary financial performance of the charity alone is:

	Year ended 31 July 2024 £	Year ended 31 July 2023 £
Income	1,670,218	1,477,298
Expenditure		
Costs of raising funds	(451,238)	(352,671)
Charitable activities	(1,131,795)	(972,267)
Provision for loss on loan to subsidiary	(28,000)	(144,478)
Net surplus/(loss)	59,185	7,882
Total funds brought forward at 1 August 2023	740,822	732,940
Total funds carried forward at 31 July 2024	£ 800,007	£ 740,822
Represented by:		
Restricted income funds	232,269	118,518
Unrestricted income funds	567,738	622,304
TOTAL FUNDS	£ 800,007	£ 740,822

5. Donations

	Year ended 31 July 2024 Unrestricted £	Year ended 31 July 2024 Restricted £	Year ended 31 July 2024 Total £	Year ended 31 July 2023 Total £
Corporate grants and donations	70,086	310,000	380,086	265,018
Charity and other donations	24,012	412,762	436,774	281,524
Donations and Gifts in kind	167,926	25,000	192,926	124,507
	262,024	747,762	1,009,786	£ 671,049

6. Charitable activities (Income)

	Year ended 31 July 2024 Unrestricted £	Year ended 31 July 2023 Unrestricted £
RugbyWorks fee for services provided	138,658	86,390
	138,658	86,390

7. Other trading activities

	Year ended 31 July 2024 Unrestricted £	Year ended 31 July 2024 Restricted £	Year ended 31 July 2024 Total £	Year ended 31 July 2023 Unrestricted Total £
Activities for generating funds:				
8 Rocks 2023	(31,650)	-	(31,650)	524,912
Dallaglio Cycle Slam	378,630	-	378,630	-
Other Events	180,130	-	180,130	193,050
	527,110	-	527,110	717,962

8. Investment Income

	Year ended 31 July 2024 £	Year ended 31 July 2023 £
Bank and other interest receivable	4,063	1,897
	4,063	1,897

9. Other Voluntary Income

In addition to the above supplies, the charity would like to thank the following generous sponsors for the donations in kind and services provided where it has not been possible to quantify the value received:

- Andrew Leighton
- Big Yellow
- Bio Synergy
- Boisdale
- Cambridge Hamper Company
- Doxford Hall Hotel
- Electric Glue
- Flying Pig
- Frameless
- Gareth Harkin
- Pyle and Kenfig Golfclub
- Windsor and Eton Brewery
- Phil Brown
- Michelle McGee
- Gaucho
- Goring Hotel
- Hands and Flowers
- Henry Fraser
- Heritage
- Hospitality Finder
- ITV
- James Hey
- Krysal Roxx
- Laurent Perrier
- Mark Rogers
- Ping
- Richard Kelly
- Philip Tarleton
- Desmond Naughtonn
- Le Blanq
- Linklaters
- Mark Rigby
- Mike Tindell
- Mike Dunderdale
- Mizuno
- Odendall Diamonds
- Paul Bashir
- Paula Fallowfield
- Precision Hydration
- Paul Madeira
- Charles Vallance
- Amanda Leonard
- Robert Samuelson
- Ryan Squibb
- Simon Hebdon
- Terry Harrison
- Cynestie
- Martin Williams
- Robert Henderson
- Richard MacKay
- Richard Freeman
- CIOVITA
- Welsh Rugby Union
- Peter Nagle
- Helen Brown

10. Expenditure: Cost of raising funds

	Year ended 31 July 2024 Unrestricted £	Year ended 31 July 2024 Restricted £	Year ended 31 July 2024 Total £	Year ended 31 July 2023 Total £
Fund raising activity costs:				
8Rocks event hosting costs	(2,971)	-	(2,971)	313,105
Dallaglio Cycle Slam	-	244,978	244,978	-
Other Events	116,342	-	116,342	68,666
Admin and support costs (note 12)	20,748	43,689	64,437	48,163
Governance costs (note 12)	1,493	3,143	4,636	3,382
Total fund raising costs	135,612	291,810	427,422	£ 433,315
Costs of generating voluntary income:				
Administration and support costs (note 12)	16,917	48,278	65,195	44,886
Governance costs (note 12)	1,217	3,472	4,689	3,152
Total costs of raising voluntary income	18,134	51,750	69,884	£ 48,037
Total costs of raising funds	153,746	343,560	497,308	£ 481,352

10. Expenditure: Cost of raising funds (continued)

All events run by Dallaglio RugbyWorks are cost neutral as we charge fees to ensure we cover the costs. However, this means that our cost of raising funds appears high. It is important to note that no donated income is used to fund events and it is therefore true that for every pound donated 90% goes directly to working with young people and fulfilling our charitable objectives.

11. Expenditure: Charitable activities

	Year ended 31 July 2024 Unrestricted £	Year ended 31 July 2024 Restricted £	Year ended 31 July 2024 Total £	Year ended 31 July 2023 Total £
Charitable activities:				
RugbyWorks	-	884,661	884,661	699,842
Administration and support costs (see note 12)	-	260,094	260,094	301,173
Governance costs (see note 12)	-	18,713	18,713	21,147
Total charitable activities	-	1,163,468	1,163,468	1,022,162

12. Analysis of governance, administration and support costs

The charity identifies the costs of its administration and support costs. It then identifies the costs which relate to the governance function. The governance costs and the costs of administration and support are apportioned between the three activities. These are the costs of fundraising, the costs of generating voluntary income (restricted and unrestricted) and the rugby.

	Fund raising costs Unrestricted £	Costs of generating voluntary income Unrestricted £	Fund raising costs Restricted £	Costs of generating voluntary income Restricted £	Rugby Programme Restricted £	31 July 2024 Total £	31 July 2023 Total £
Administration and support							
Management and administration	20,748	16,917	43,689	48,278	158,591	288,223	303,805
Finance and professional fees	-	-	-	-	24,273	24,273	18,847
Bank and finance charges	-	-	-	-	2,497	2,497	1,974
Insurance, office rent and staff expenses	-	-	-	-	62,830	62,830	60,427
Website, computer and marketing	-	-	-	-	11,902	11,902	8,618
Total administration and support	20,748	16,917	43,689	48,278	260,093	389,725	393,672
Governance costs							
Accountancy fees -	1,065	868	2,242	2,476	13,347	20,000	20,000
Audit	428	349	901	996	5,366	8,040	7,680
Total governance costs	1,493	1,217	3,143	3,472	18,713	28,040	27,680

Total Administration and Support costs in 2022-23 of £393,672 included £63,058 unrestricted expenditure and £330,614 restricted expenditure.

Total governance costs in 2022-23 of £27,680 included £4,428 unrestricted expenditure and £23,252 restricted expenditure.

13. Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employment benefits received by key management personnel during the year was £287,535 (2023: £236,336). The charity considers it's key management personnel comprise the Senior Management Team.

None of the trustees received any remuneration during the current or prior period in their capacity as Trustee. Trustees' expenses reimbursed for travel costs were £nil (2023: £nil).

14. Employees

Staff costs consist of:	Year ended 31 July 2024 Total £	Year ended 31 July 2023 Total £
Wages and salaries	842,560	667,351
Social security costs	64,898	52,176
Pension costs	12,356	10,242
	919,814	729,769
Allocation:		
Costs of management and administration	229,360	256,544
Charitable activities – RugbyWorks	690,454	473,225
	919,814	729,769

The above costs include ex gratia payments of £6,501 made to 2 employees as part of their termnination settlement.

The average number of employees, excluding trustees, during the period was:

	Number 2024	Number 2023
Fund-raising and administration	4	6
Charitable activities	18	15

There were 24 employees on zero hours contracts that are not included within these numbers.

The number of employees whose emoluments (salaries, wages and benefits in kind) for the year to 31 July 2024 fell within the following bands was:

	Number 2024	Number 2023
£ 90,000 - £100,000	1	1

1 employee had emoluments over £60,000 in the year to 31 July 2024 (2023:1).

15. Net income/expenditure for the year

	Year to 31 July 2024 £	Year to 31 July 2023 £
This is stated after charging:-		
Depreciation	4,799	3,818
Amortisation	23,946	23,066
Auditors' remuneration	8,040	7,680

16. Intangible assets

Group and charity:	Computer Software £	Total £
Cost:		
1 August 2023	116,522	116,522
Additions	15,915	15,915
31 July 2024	132,437	132,437
Amortisation:		
1 August 2023	37,020	37,020
Provision for year	23,946	23,946
31 July 2024	60,966	60,966
Net book values:		
31 July 2024	71,471	71,471
31 July 2023	79,502	79,502

17. Tangible assets

Group and charity:	Computers, mobiles and office equipment £	Total £
Cost:		
1 August 2023	38,703	38,703
Additions	5,746	5,746
31 July 2024	44,449	44,449
Depreciation:		
1 August 2023	25,136	25,136
Provision for year	4,799	4,799
31 July 2024	29,935	29,935
Net book values:		
31 July 2024	14,514	14,514
31 July 2023	13,567	13,567

18. Fixed asset investments

	2024	2023
	£	£
Group	-	-
	£ -	£ -

The investment held by the charity is the £100 (2023: £100) investment in the subsidiary company at cost (see note 25).

19. Debtors

	Group 31 July 2024 £	Group 31 July 2023 £	Charity 31 July 2024 £	Charity 31 July 2023 £
Auction and event income	136,322	124,324	136,227	121,829
Other debtors	7,148	84,626	3,901	40,342
Prepayments and accrued income	62,473	20,816	62,473	20,333
Donations and gift aid	-	79,375	-	79,375
	205,943	309,141	202,601	261,879

20. Creditors : amounts falling due within one year

	Group 31 July 2024 £	Group 31 July 2023 £	Charity 31 July 2024 £	Charity 31 July 2023 £
Trade creditors	25,221	30,922	23,177	28,243
Other taxes and social security	18,850	17,837	18,850	17,837
Accruals and deferred income	55,004	93,357	54,403	87,907
Other creditors	9,205	4,465	9,205	4,465
	108,280	146,581	105,635	138,452

Included within creditors is £30,022 (charity £30,022) of deferred income relating to grants and event income received in advance. The movement can be analysed as follows:

	Group 31 July 2024 £	Group 31 July 2023 £	Charity 31 July 2024 £	Charity 31 July 2023 £
Balance b/fwd	31,972	-	27,072	-
Additions in the year	310,958	187,463	305,958	182,563
Released in the year	(312,908)	(155,491)	(303,008)	(155,491)
Balance c/fwd	30,022	31,972	30,022	27,072

21. Analysis of charitable funds

Current Financial Year:	At 31 July 2023 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2024 £
Restricted funds					
Dallaglio Cycle Slam	-	-	(291,810)	291,810	-
Rugby Programme	118,518	747,762	(1,215,218)	581,207	232,269
Total restricted funds	118,518	747,762	(1,507,028)	873,017	232,269
Unrestricted funds	664,257	931,855	(153,746)	(873,017)	569,349
	782,775	1,679,617	(1,660,774)	-	801,618

Purpose of restricted funds

Dallaglio Cycle Slam

The Dallaglio Cycle Slam is a bi-annual group cycling event that took place in April 2024, to raise funds for the Dallaglio RugbyWorks programme.

Rugby Programme

During 2023-24, restricted income of £747,762 was received from various funders towards our Rugby Programme, of which £232,269 remains unspent as at 31 July 2024.

A transfer of £873,017 was made from the unrestricted fund to the restricted fund during 2023-24 to cover the shortfall of funds needed to cover our Rugby Programme.

Prior Financial Year:	At 31 July 2022 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2023 £
Restricted funds					
Dallaglio Cycle Slam	-	-	-	-	-
Rugby Programme	31,389	448,374	(1,054,259)	693,013	118,518
Total restricted funds	31,389	448,374	(1,054,259)	693,013	118,518
Unrestricted funds	777,601	1,028,924	(449,255)	(693,013)	664,257
	808,990	1,477,298	(1,503,513)	-	782,775

22. Analysis of group net assets between funds

	31 July 2024 Unrestricted £	31 July 2024 Restricted £	31 July 2024 Total £	31 July 2023 Total £
Group				
Fund balances at 31 July 2024 are represented by :				
Fixed assets	85,985	-	85,985	93,069
Net current assets	483,364	232,269	715,633	689,706
Net assets	569,349	232,269	£ 801,618	£ 782,775
Charity				
Fund balances at 31 July 2024 are represented by :				
Fixed assets	85,985	-	85,985	93,069
Investments	100	-	100	100
Net current assets	481,653	232,269	713,922	647,653
Net assets	567,738	232,269	£ 800,007	£ 740,822

23. Taxation

The charity is not liable to taxation upon its income by reason of the exemption under Section 505 of the Income and Corporation Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable activities.

24. Related party transactions

L B N Dallaglio, a trustee who served during the year (resigning in February 2024), donated his services for appearances, speeches, books, signed rugby shirts and events. A fair valuation of these services cannot be measured reliably and cannot be resold. There are no balances outstanding from transactions at 31 July 2024 (2023: £ nil).

All trustees give their time freely and no trustees' remuneration or expenses (other than disclosed in note 13) was paid in the year for time given in capacity as a Trustee. From time to time, Trustees will purchase tickets to fundraising events or make donations.

During the year, Sporting 8 Limited, a company in which the CEO of the charity, Zenna Hopson, is a director, operated Dallaglio Cycle Slam in order to raise funds for the charity. A balance of £3,904 was due from Sporting 8 Limited as at 31 July 2024.

25. Subsidiary company

The charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England, company number: 08690671. The subsidiary is used for non-primary purpose trading activities. A summary of the results of the subsidiary is shown below.

	Total 2024 £	Total 2023 £
Turnover	9,400	-
Cost of sales	(48,482)	(134,642)
Gross Profit / (loss)	(39,082)	(134,642)
Administrative expenses	(29,261)	(43,934)
Interest Receiveable	-	-
Add provision for release of loan	28,000	144,478
Net (Deficit) for year	(40,343)	(34,097)

The aggregate of the assets, liabilities and funds was:

	Total 2024 £	Total 2023 £
Assets	4,354	50,182
Liabilities	(2,644)	(8,129)
Net (liabilities)	1,710	42,053
Capital and Reserves		
Called up share capital	100	100
Profit and loss account	1,610	41,953
	1,710	42,053

Dallaglio Events Limited has taken advantage of the exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies for the period ended 31 July 2024.

26. Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Net movement in funds	18,842	(26,215)	59,184	7,878
Add back depreciation charge	28,745	26,883	28,745	26,883
Fixed assets written off	-	-	-	-
Deduct interest shown in investing activities	(4,063)	(1,897)	(4,063)	(1,897)
Decrease/(increase) in debtors	103,199	(248,587)	59,277	(209,684)
Increase/(decrease) in creditors	(38,301)	91,508	(32,817)	90,243
Net cash used in operating activities	108,422	(158,309)	110,326	(86,577)

27. Obligations under rental agreements

Dallaglio Events Limited has a commitment under an office rental agreement at 31 July 2024 of £4,536 (2023: £4,536).

28. Analysis of restricted and unrestricted funds for prior year

	Year ended 31 July 2023 Unrestricted Funds £	Year ended 31 July 2023 Restricted Funds £	Year ended 31 July 2023 Total Funds £
Income			
Donations	222,675	448,374	671,049
Charitable Activities	86,390	-	86,390
Other Trading Activities	717,962	-	717,962
Investment Income	1,897	-	1,897
Other income	-	-	-
Total income	1,028,924	448,374	1,477,298
Expenditure			
Costs of raising funds	449,255	32,097	481,352
Charitable Activities	-	1,022,162	1,022,162
Total expenditure	449,255	1,054,259	1,503,513
Net income/ (expenditure)	579,669	(605,884)	(26,215)
Transfer between funds	(693,013)	693,013	-
Net movement in funds	(113,344)	87,129	(26,215)
Reconciliation of funds			
Total funds brought forward at 1 August 2022	777,601	31,389	808,991
Total funds carried forward at 31 July 2023	664,257	118,518	782,776

DALLAGLIO RUGBYWORKS

England & Wales - Charity number 1130353

Accounts

Dallaglio RugbyWorks

Registered Company Number (England and Wales): 06803046
Registered Charity Number (England and Wales): 1130353
Registered Charity Number (Scotland): SC046140

DALLAGLIO RUGBYWORKS

(LIMITED BY GUARANTEE)

REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2023

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023

INDEX

1	Chairperson report
2 - 9	Trustees' report
10 - 13	Report of the independent auditors
14	Consolidated and Charity Statement of financial activities
15	Consolidated and Charity Balance sheet
16	Consolidated and Charity Statement of cash flows
17 - 31	Notes to the financial statements

Dallaglio RugbyWorks

NOTE FROM DALLAGLIO RUGBYWORKS CHAIRPERSON, IAN MCAULAY

For many of us, another year seems to have gone by quickly and 2024 is just around the corner bringing with it thoughts of hopes and plans for the future.

For so many others though that is not the case. 2023 has without doubt been yet another year which has presented a set of extraordinarily difficult circumstances. High amongst these are the cost of living crises which have brought unprecedented challenges to families and individuals across the whole of the UK.

Inevitably this has led to much greater need and demand for support and assistance for people in difficult circumstances. However there is a growing contradiction and dilemma in that the impact of the same crises mean that budgets for funding and providing appropriate resources are also challenged.

Charities such as RugbyWorks are at the forefront of this dilemma and play a valuable role in responding and making a positive societal impact. I have watched with admiration this year as our team of employees and Trustees continue to adapt and respond to these issues.

We are indebted to all of our team and our CEO, Zenna Hopson, who leads from the front and reflects their passion and commitment. The team have been innovative and determined in the essential task of finding ways of bringing in funding. This has helped ensure that we have again successfully delivered the programmes which help excluded young people develop themselves and give them opportunity to move into sustained Education, Employment or Training.

It remains a stark reality that exclusion of a young person carries a cost of hundreds of thousands pounds per student. It is also remarkable that almost half of excluded students are not in education, employment or training when they leave school. The 96% success rate of the RugbyWorks programme means that almost every young person who completes it goes on to play their own, constructive part in their own families, communities and society. Last year our teams helped 2,127 young people to develop the skills and confidence they need to take positive steps forward.

As a consequence I hope it is apparent that the societal value RugbyWorks provides is high. You can see for yourself the impact the programme and our real life coaches have in the video link below

https://www.youtube.com/watch?v=NMu9wAgCoHQ&t=3s

Despite the challenges faced, the successes we have seen have given impetus to develop an ambitious forward plan for RugbyWorks. We are now extending delivery beyond core school hours which is vital in breaking a negative cycle which young people can become engaged in as school doors close. Summer camps and extending to a wider geography are also key to the plan.

None of this happens though without the contributions of all of our supporters. To you we are hugely grateful for your continued help and proud of the part everyone plays in helping achieve a remarkable result in years past and to come.

Ian McAulay
Chairperson
Dallaglio RugbyWorks

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2023

The trustees present their annual report and audited financial statements of the charity for the year ended 31 July 2023. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Articles, the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Objectives and activities

The Charity's main purpose is to use rugby to engage young people to help tackle the challenges of life.

The objectives of the Charity are to raise money and awareness through a variety of methods for projects that support young people by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:

a) advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
b) advancing education;
c) relieving unemployment;
d) providing recreational and leisure time activity for people who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the condition of life.

The charity continues it's RugbyWorks programme; an employability skills programme based on the values of rugby, where we aim to help disengaged teenagers aged 11-16 who are excluded from mainstream education or at risk of exclusion, and therefore at heightened risk of being Not in Education, Employment or Training (NEET), to transition successfully from secondary education onto a career that matches their skills and interests or to pursue alternative pathways, such as apprenticeships, further education or training that will help them achieve this goal.

The Charity employs coaches to run weekly sessions for young people, permanently excluded from mainstream education, in Pupil Referral Units or Alternative Provision. The Charity continues to develop and deliver its evening activities and is embedding player profiles. The Charity continues to deliver holiday activities. The Holiday Programme targets young people who have been excluded from school and those who are on Free School Meals. The aim is to ensure that young people get at least one healthy hearty meal a day and that they take part in fun physical activities.

We have built on the us girls programme developed in Wales and have delivered this programme in three new regions. The funding for this is through a combination of events, grants, sponsorship and corporate partnerships.

Donation making policy

The Charity established its donation making policy to achieve its objectives for the public benefit to improve the lives of young people. The trustees review the donation making policy annually to ensure that it reflects the charity's objectives and thereby advances public benefit.

The trustees review the cash position of the Charity at the trustee meetings and consider how the assets could best be allocated in order to give the greatest public benefit and the funds are currently used to run the in house rugby programme, Dallaglio RugbyWorks.

Achievements and Performance

During the year under review, Dallaglio RugbyWorks has invested £1,022,162 in the RugbyWorks Programme.

This year marked the start of embedding our forward strategy, building strong partnerships with organisations such as Street Doctors, StreetGames, and Coach Core, who share our values and vision for young person-centred services. We also took our first steps towards working in more settings, reaching young people for more hours in the day, and offering a wraparound approach. This included expanding our delivery in new settings for young people with complex needs, such as those from migrant communities, or in the criminal justice system.

RugbyWorks delivery is built around 5 core skills identified as important for young people to enter the workplace of the future. These skills are Communication, Teamwork, Problem solving, Self-belief, Self-management.

- 83% of our young people also stated that they felt more resilient and had an improved sense of self-esteem.
- 91% of young people showed an improvement in their physical fitness, with over 100 joining a local sports club.
- In our 3-7pm delivery which offers an alternative at a time when young people are most likely to be embroiled in crime, 100% stated they enjoyed attending our sessions more than what they normally did during the evenings.
- 96% of our girls-only cohorts enjoyed their sessions which are focused on their participation in sport and physical activities, building confidence and self-esteem, and empowering them to achieve their full potential

Perhaps most significantly, 80% had a greater understanding of career options and 89% of our young people were in Education, Employment or Training by 18. The average for excluded young people is usually 62%. This aligns with our mission as a charity which is to ensure that young people excluded from school are not excluded from society, and are afforded the same opportunities as their peers.

Financial review

The Charity is dependent upon income generated by its events. In the year under review, the charity undertook one major event, 8Rocks, which took place in February 2023 and generated £211,807 net of direct expenses. There was a surplus of £284,643 (2022 £470,378) on events after the deduction of associated administration costs. The trustees consider a key performance indicator to be the amount that can be given to its own charitable projects as a result of the events. They are pleased with the performace of the charity in the year under review.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023

Financial review (continued)

Donations and grants received to fund the Rugby programme included Mercers Charitable Foundation £97,158, Peter Harrison £12,000, St James Place £30,132 Sport England £14,500, , Obex Dental £70,000, Advantas £25,000, Masonic Foundation £19,317, Harrison Street £15,000, Clearwater £60,000, Linklaters £15,000, Drapers' Charitable Fund £15,000, National Football League £26,667 and Henry Smith £25,000.

Grants and donations to fund the unrestricted fund include £51,331 from Hospitality Finder. The total income from donations, grants and gifts in kind was £671,049 (2022: £619,262), this includes gifts in kind totalling £nil (2022: £nil).

The charity continued to charge schools for the RugbyWorks Programme, generating income of £86,390 (2022 £116,699).

The Charity approved payments for charitable activites totalling £1,022,162 (2022: £874,298)

A deficit of £26,215 was generated for the year under review (2022 surplus £293,968).The trustees have continued financial management policies that safeguard the assets of the Charity and require approval by the Board of Trustees prior to making any donation or other significant expenditure. The policies also require the trustees to consider whether the funds of the Charity are suitably invested; given the intent to distribute these funds in the short term the trustees do not consider it relevant to have a full investment policy at this time but will monitor the situation and set up an appropriate policy at such time as it becomes necessary.

Reserves policy

The balance of unrestricted funds at 31 July 2023 was £664,257 (2022: £777,601) and the restricted funds held for the Rugby programme at 31 July 2023 were £118,518 (2022: £31,389).

The reserves policy has been reviewed and free reserves are to be held to cover approximately four to six months of the future costs of the management, support and administration, governance and the Rugby Programme. Our free reserves at 31st July 2023 were £571,189 (2022: £680,395) and equate to 4.5 months of future costs and are therefore in line with our policy.

Plans for the future

This year has been one of resilience, innovation, and progress for Dallaglio RugbyWorks. Our exceptional programme delivery is thanks to our Squad, with nearly half being 25 or younger and from the communities we serve, and the support of our Board and Ambassadors. Working with our fantastic partners across England and Wales, we have engaged significant numbers of young people using the power of sport and high-quality mentoring.

Our Forward Strategy (2022 to 2027) and growth aspirations respond to the multiple challenges young people face. Our ambition in the next few years is to deliver our programmes more intensively, extend to new geographies, work with new partners in new settings, and develop new programmes. This includes extending our core provision to at least 80% of the exclusion sites in the local areas where we already have a footprint and developing a deep understanding of local communities by spending more time supporting young people both inside and outside of education settings.

Plans for the future (continued)

This year, we built strong partnerships with organisations such as Street Doctors, StreetGames, Coach Core, who share our values and vision for young person-centred services. Moving forward, we will expand our long-term partnerships and develop new evidence-based services for young people with complex needs, such as those who are care-experienced, homeless, from migrant communities, or in the criminal justice system. We will continue to prioritise our specialist services for girls and young women, increasing their participation in sport and physical activities, building confidence and self-esteem, and empowering them to achieve their full potential. Furthermore, to support young people in the transition to adulthood, we will develop an employment and apprenticeship offer for young people over-16 who need extra support to be work ready. And by collaborating and sharing our learning, we will also continue to contribute to strengthening the wider sport and youth development sectors.

Young people are at the heart of the decisions we make. We have prioritised an asset-based approach to ensure young people's voices are heard and are crucial to designing and adapting our curriculum and methodology. In the next year, we plan to grow the work of our Youth Animators group to embed youth voice into our governance arrangements in a way which values the authentic experiences and perspectives of young people.

Our work is possible because of the generosity and commitment of our funders, to whom we are extremely grateful. To maximise impact, £.89 out of £1 goes into direct services. To sustain and expand our programmes further– building on our strong track record of event fundraising – we are exploring strategic partnerships, government-related contracts, and extending corporate partnerships.

This year also saw an organisational restructure and investment in leadership to make Dallaglio RugbyWorks more efficient and effective as we embark on our Forward Strategy for 2027. Claudia Carrington King, our former Head of People and Operations, was appointed as our new Chief Operating Officer, and Jenny Oklikah, our new Director of Strategic Growth, joins the team bringing a wealth of experience from the non-profit, government and community sectors. We were delighted to recruit three Programme Managers to ensure the quality of our delivery and to guide and support our People, Amanda Turns looks after the Midlands and the North, Ayo Thompson London and the South and Dan Ley is now programme manager for Wales.

We move into the next stage of our development with a sense of optimism and purpose. The complexity of the issues we address requires continued commitment, innovation, and collective action. We will continue to strive for a society where no young person is left behind, where every individual, regardless of their circumstances, has the chance to realise their potential.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023

Reference and administrative details

Charity Number:	England and Wales	1130353
	Scotland	SC046140
Company Number:	06803046	
Registered Office:	The Barn Kings Newton Hall Main Street Kings Newton Derbyshire DE73 8BX	

Our Advisers

Auditors:	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP
Bankers:	Barclays Bank Hanover Square London WS1 1JW

Directors and Trustees

The following trustees served at the date of signing this report or during the period:
IJ McAulay (Chairperson)
L B N Dallaglio
J S Stevenson (resigned 3 October 2023)
C P K Taylor
A T Cook
J V D'Abbro
N Hetherington (resigned 19 June 2023)
K Stephenson
J Zafar
N Theakstone
Ann Silla (19 June 2023)
Diane Watson (19 June 2023)
Nicholas Maughan (19 June 2023)
Paul Bashir (19 June 2023)
Agnes Fenton (19 June 2023)

None of the trustees has any beneficial interest in the company.

Company secretary

J L Heldreich

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023

Reference and administrative details (continued)

Key management personnel

Chief Executive Officer	Zenna Hopson
Chief Operating Officer	C Carrington King
Director of Strategic Growth	J Oklikah
Finance Director	J Heldreich

Structure, governance and management

Governing Document

Dallaglio RugbyWorks (Limited by Guarantee, number 06803046) is a registered charity, number 1130353, and was constituted by a memorandum and articles of association dated 27 January 2009. The Articles were amended by written resolution on 22 September 2015. The charity was entered in the Scottish Charity Register on 16 November 2015 and now has charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

The Charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities.

Appointment of trustees, induction and training

The Charity is governed by its Board of Trustees, who are all supporters of the Charity. The trustees are appointed through an open and transparent application process, overseen by the nominations committee, and serve on a three year tenure.

On appointment, new trustees have an induction consisting of a series of meetings with the CEO, Chair, Lawrence Dallaglio, and other trustees which covers such topics as the history of the Charity, the purpose of the Charity and its strategic objectives, the donation making process and an introduction to the team that manages the Charity on a day to day basis. New trustees are also supplied with a copy of the Charity Commission's guidance 'The Essential Trustee' and a Dallaglio RugbyWorks Information Pack. They also attend a RugbyWorks programme session prior to starting.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023

Organisation

The governance of Dallaglio RugbyWorks rests with the Board of Trustees who meet a minimum of 5 times per year and there are four sub committees covering finance and audit, HR, Programmes and Nominations. This Board members who served during the year are listed on page 6.

At regular trustees' meetings, the trustees agree the broad strategy of the Charity, as well as approving all donations made, and consider the investment, reserves and risk management policies of the Charity. The day to day administration of donations and the processing and handling of applications is delegated to Zenna Hospon (CEO) and her team and the accounting administration is delegated to a team from Beehive Chartered Accountants, led by Jo Heldreich.

Related parties and co-operation with other organisations

All trustees give their time freely and no trustees' remuneration was paid in the year for time given in capacity as a Trustee. Details of trustee expenses and related party transactions are disclosed in notes 13 and 24 to the accounts.

The trustees are required to disclose all relevant interests to the Board of Trustees and highlight where a perceived conflict of interest may occur. All transactions with related parties are undertaken with the full knowledge and consent of the trustees, and at arm's length prices.

Pay policy for senior staff

The trustees, who are also the directors of the company, have appointed the senior management team as the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis. The pay of the senior staff is reviewed by the trustees annually and increased to take account of performance, average earnings and a review of pay levels in charities of a similar size.

Risk management

The trustees have considered the major risks to which the charity is exposed and have established systems and procedures to monitor and manage those risks.

The trustees consider variability of income from charitable events to be the Charity's major financial and operational risk. This is due to the possibility of events running at a loss. The trustees reduce this risk by planning events thoroughly and monitoring the cash flows throughout the lead-up to the event, as well as by ensuring that the team who run the events have sufficient experience and expertise to produce a surplus that can be distributed as part of the Charity's charitable activities. The trustees are of the opinion that their procedures are appropriate and adequate.

The trustees have a CEO, supported by the senior independent non-executive (CPK Taylor), to oversee the governance and risk management of the charity, supported by a team of experienced staff.

Trustees' responsibilities in relation to the financial statements

The trustees (who are also the directors of Dallaglio RugbyWorks for the purposes of company law) are responsible for preparing a trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that year. In preparing the financial statements, the trustees are required to:

a) select suitable accounting policies and then apply them consistently;

b) observe the methods and principles in the Charities SORP;

c) make judgements and accounting estimates that are reasonable and prudent;

d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statements of disclosure to the auditors

In so far as the trustees are aware at the time of approving the trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Exemption

The trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Board of Trustees on 12th December 2023 and signed on its behalf by:

Ian McAulay
Director

A T Cook
Director

Dallaglio RugbyWorks

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS

Opinion

We have audited the financial statements of Dallaglio RugbyWorks (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2023 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated and parent charitable company statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2023 and of the group's incoming resources and application of resources, including its income and expenditure, 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. and the relevant Scottish legislation.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the report of the trustees, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the report of the trustees,

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be relevant charities' acts in the UK and Ireland. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation.

We identified the following areas as those most likely to have such an effect:

Employment law, data protection and health and safety legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- obtaining an understanding of the legal and regulatory framework applicable to the group and parent charitable company and how the group and the parent charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the group and the parent charitable company's control environment and how the group and the parent charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the group and the parent charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

M. Bailey

Melvin Bailey (Senior Statutory Auditor) FCCA DChA

for and on behalf of
Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

10 January 2024

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2023

	Notes	Year ended 31 July 2023 Unrestricted Funds £	Year ended 31 July 2023 Restricted Funds £	Year ended 31 July 2023 Total Funds £	Year ended 31 July 2022 Total Funds £
Income					
Donations	4	222,675	448,374	671,049	619,262
Charitable Activities	5	86,390	-	86,390	116,699
Other Trading Activities	6	717,962	-	717,962	920,240
Investment Income	7	1,897	-	1,897	221
Other income	8	-	-	-	10,692
Total income		1,028,924	448,374	1,477,298	1,667,114
Expenditure					
Costs of raising funds	10	449,255	32,097	481,352	498,848
Charitable Activities	11	-	1,022,162	1,022,162	874,298
Total expenditure		449,255	1,054,259	1,503,513	1,373,146
Net income/ (expenditure)		579,669	(605,884)	(26,215)	293,968
Transfer between funds		(693,013)	693,013	-	-
Net movement in funds		(113,344)	87,129	(26,215)	293,968
Reconciliation of funds					
Total funds brought forward at 1 August 2022		777,601	31,389	808,991	515,022
Total funds carried forward at 31 July 2023	21	£ 664,257	£ 118,518	£ 782,776	£ 808,990

All income and expenditure derives from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 to 31 form part of these accounts.

An analysis of comparative figures between restricted and unrestricted funds is given in note 28 to the financial statements.

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 JULY 2023

	Notes	GROUP 2023 £	GROUP 2022 £	CHARITY 2023 £	CHARITY 2022 £
FIXED ASSETS					
Intangible assets	16	79,502	91,680	79,502	91,680
Tangible assets	17	13,567	5,526	13,567	5,526
Investments	18	-	-	100	100
TOTAL FIXED ASSETS		93,069	97,206	93,169	97,306
CURRENT ASSETS					
Debtors	19	309,141	60,554	261,879	52,196
Cash at bank and in hand		527,146	706,304	524,226	631,652
TOTAL CURRENT ASSETS		836,287	766,858	786,105	683,848
CREDITORS: amounts falling due within one year	20	(146,581)	(55,074)	(138,452)	(48,214)
NET CURRENT ASSETS		689,706	711,784	647,653	635,634
TOTAL ASSETS LESS CURRENT LIABILITIES		782,775	808,990	740,822	732,940
NET ASSETS		£ 782,775	£ 808,990	£ 740,822	£ £732,940
FINANCED BY					
Unrestricted funds	21	664,257	777,601	622,305	701,551
Restricted funds	21	118,518	31,389	118,518	31,389
TOTAL CHARITY FUNDS		£ 782,775	£ 808,990	£ 740,822	£ 732,940

The trustees have prepared consolidated accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 17 to 31 form part of these accounts.

The charity made a deficit for the year of £7,882 (2022: Surplus £38,376) further information is disclosed in note 3 to the financial statements.

The financial statements were approved and authorised for issue by the trustees on 12 December 2023 and signed on its behalf by:

I McAulay
Director

A T Cook
Director

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2023

	Notes	GROUP 2023 £	GROUP 2022 £	CHARITY 2023 £	CHARITY 2022 £
Cash used in operating activities	26	(158,309)	(275,023)	(86,577)	(326,775)
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest income		1,897	221	1,897	221
Purchase of tangible fixed assets		(22,747)	(88,615)	(22,747)	(88,615)
Fixed assets scrapped		-	-	-	-
CASH USED IN INVESTING ACTIVITIES		(20,849)	(88,394)	(20,849)	(88,394)
Increase in cash and cash equivalents in year		(179,158)	(363,417)	(107,427)	(415,169)
Cash and cash equivalents at the beginning of the year		706,305	1,069,721	631,653	1,046,821
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		£ 527,147	£ 706,304	£ 524,226	£ 631,652

1. ACCOUNTING POLICIES

The financial statements incorporate the results of the principal activity which is described in the Trustees' Report, and which is continuing. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:-

a) Basis of preparation and going concern

The financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Dallaglio RugbyWorks meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment and, given the measures that could be undertaken to mitigate risk, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and financial statements.

b) Consolidated financial statements

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

A separate SOFA for the charity has not been presented because the company has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

c) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

e) Income recognition policies

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Investment income is included when receivable
- Incoming resources from charity activity are accounted for when earned
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

1. ACCOUNTING POLICIES (continued)

e) Donated services and gifts in kind

Donated services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. On receipt, donated services and gifts in kind are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain the services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure on events includes any VAT that cannot be reclaimed. The VAT that cannot be reclaimed on administration expenses is included in the total expenses cost.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activity and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between expenditure categories of the consolidated statement of financial activities on a basis to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Management, support, administration and governance costs, where not directly attributed to an event or charitable activity are allocated in proportion to the income generated.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and accountancy costs linked to the strategic management of the charity.

g) Tangible Fixed assets

- Intangible Fixed Assets:

Intangible fixed assets are initially measured at historic cost and subsequently carried at cost less accumulated amortisation and any accumulated impairment losses.

At the reporting date, the charity assesses whether there is any indication that an asset may be impaired. An impairment loss is recognised if the recoverable amount of an asset is less than its carrying amount.

Amortisation is provided at rates calculated to write down the cost of each asset to its residual value (realistic value at the end of its economic life) on a systematic basis over its useful economic life.

The amortisation rates in use on a straight line basis are as follows:

Computer software	-	20% straight line basis

- Tangible Fixed Assets:

Individual fixed assets are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life as follows:

Computer equipment	-	33⅓% and 25% straight line basis
Office furniture	-	20% straight line basis
Mobile phones	-	50% straight line basis

h) Foreign currencies

Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the income and expenditure account.

i) Financial Instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and trade creditors and other creditors.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Debtors:

Basic financial assets, including trade and other debtors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Cash and cash equivalents:

Cash and cash equivalents are represented by cash in hand, deposits held at call with financial institutions, and other short-term highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors:

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Such instruments are subsequently carried at amortised cost using the effective interest method.

Interest income:

Interest income is recognised in income and expenditure using the effective interest method.

j) Government Grants

Government grants are recognised on the accruals basis and included in other income.

k) Operating Leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to income and expenditure on a straight-line basis over the period of the lease.

l) Employee Benefits

The charity contributes to a defined contribution plan for the benefit of its employees. Contributions are recognised in income and expenditure as they become payable.

2. Legal status of the charity

The charity is a company limited by guarantee. The members of the company are the trustees named on page 6. The liability of the members on the dissolution or winding up of the company is limited to the sum of £10.

3. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which is used for non-primary purpose trading activities and running sporting events.

The summary financial performance of the charity alone is:

	Year ended 31 July 2023 £	Year ended 31 July 2022 £
Income	1,477,298	1,359,335
Expenditure		
Costs of raising funds	(352,671)	(240,282)
Charitable activities	(972,267)	(821,716)
Provision for loss on loan to subsidiary	(144,478)	(335,713)
Net surplus/(loss)	7,882	(38,376)
Total funds brought forward at 1 August 2021	732,940	771,316
Total funds carried forward at 31 July 2022	£ 740,822	£ 732,940
Represented by:		
Restricted income funds	118,518	31,389
Unrestricted income funds	622,304	701,551
TOTAL FUNDS	£ 740,822	£ 732,940

4. Donations

	Year ended 31 July 2023 Unrestricted £	Year ended 31 July 2023 Restricted £	Year ended 31 July 2023 Total £	Year ended 31 July 2022 Total £
Corporate grants and donations	81,418	183,600	265,018	266,474
Charity and other donations	16,750	264,774	281,524	260,257
Donations and Gifts in kind	124,507	-	124,507	92,531
	£ 222,675	£ 448,374	£ 671,049	£ 619,262

5. Charitable activities (Income)

	Year ended 31 July 2023 Unrestricted £	Year ended 31 July 2022 Unrestricted £
RugbyWorks fee for services provided	86,390	116,699
	86,390	116,699

6. Other trading activities

	Year ended 31 July 2023 Unrestricted £	Year ended 31 July 2023 Restricted £	Year ended 31 July 2023 Total £	Year ended 31 July 2022 Unrestricted Total £
Activities for generating funds:				
8 Rocks 2023	524,912	-	524,912	-
Dallaglio Cycle Slam	-	-	-	610,751
Other Events	193,050	-	193,050	309,489
	£ 717,962	£ -	£ 717,962	£ £920,240

7. Investment Income

	Year ended 31 July 2023 £	Year ended 31 July 2022 £
Bank and other interest receivable	1,897	221
	£ 1,897	£ 221

8. Other income

	Year ended 31 July 2023 Unrestricted £	Year ended 31 July 2023 Restricted £	Year ended 31 July 2023 Total £	Year ended 31 July 2022 Total £
Government grants				
Coronavirus Job Retention Scheme	-	-	-	10,692
	£ -	£ -	£ -	£ 10,692

9. Other Voluntary Income

In addition to the above supplies, the charity would like to thank the following generous sponsors for the donations in kind and services provided where it has not been possible to quantify the value received:

- Andrew Ridgeley
- Anjam Jabeen
- AU Vodka
- Ben Key
- Boisdale
- BT
- Cambridge Hamper Company
- David Nagle
- Dyson Art
- Garrard
- Henry Fraser Art
- Hospitality Finder
- ITV
- Jason Leonard
- Jawbone
- Jeremy Guscott
- Jon Orchard
- Kirsty Stanley-Hughes
- Laurent Perrier
- Lawrence Dallaglio
- M Restaurant
- Machynys
- Matt O'Donohoe
- Mentzendoff
- Mike Tindall
- Modest!
- Oddballs
- Paul Madeira
- Peter Nagle
- PING
- Principality Stadium
- Richard Corrigan
- Rob Foulston
- Royal Porthcawl
- Scarlets
- Soho House
- Sporting Class
- Sxollie
- The Goring
- The Grove
- The Hand and Flowers
- VCCP
- World of Groggs
- Zenna Hopson

10. Expenditure: Cost of raising funds

	Year ended 31 July 2023 Unrestricted £	Year ended 31 July 2023 Restricted £	Year ended 31 July 2023 Total £	Year ended 31 July 2022 Total £
Fund raising activity costs:				
8Rocks event hosting costs	313,105	-	313,105	-
Dallaglio Cycle Slam	-	-	-	303,464
Other Events	68,666	-	68,666	103,477
Admin and support costs (note 12)	48,163	-	48,163	39,562
Governance costs (note 12)	3,382	-	3,382	3,359
Total fund raising costs	£ 433,315	£ -	£ 433,315	£ 449,862
Costs of generating voluntary income:				
Administration and support costs (note 12)	14,894	29,991	44,886	45,153
Governance costs (note 12)	1,046	2,106	3,152	3,833
Total costs of raising voluntary income	£ 15,940	£ 32,097	£ 48,037	£ 48,986
Total costs of raising funds	£ 449,255	£ 32,097	£ 481,352	£ 498,848

All events run by Dallaglio RugbyWorks are cost neutral as we charge fees to ensure we cover the costs. However, this means that our cost of raising funds appears high. It is important to note that no donated income is used to funds events and it is therefore true that for every pound donated 90% goes directly to working with young people and fulfilling our charitable objectives.

11. Expenditure: Charitable activities

	Year ended 31 July 2023 Unrestricted	Year ended 31 July 2023 Restricted	Year ended 31 July 2023 Total	Year ended 31 July 2022 Total
	£	£	£	£
Charitable activities:				
RugbyWorks	-	699,842	699,842	614,785
Administration and support costs (see note 12)	-	301,173	301,173	239,205
Governance costs (see note 12)	-	21,147	21,147	20,308
Total charitable activities	£ -	£ 1,022,162	£ 1,021,162	£ 874,298

12. Analysis of governance, administration and support costs

The charity identifies the costs of its administration and support costs. It then identifies the costs which relate to the governance function. The governance costs and the costs of administration and support are apportioned between the three activities. These are the costs of fundraising, the costs of generating voluntary income (restricted and unrestricted) and the rugby.

	Fund raising costs Unrestricted £	Costs of generating voluntary income Unrestricted £	Fund raising costs Restricted £	Costs of generating voluntary income Restricted £	Rugby Programme Restricted £	31 July 2023 Total £	31 July 2022 Total £
Administration and support							
Management and administration	48,163	14,894	-	29,991	210,757	303,805	246,869
Finance and professional fees	-	-	-	-	18,847	18,847	18,562
Bank and finance charges	-	-	-	-	1,974	1,974	3,530
Insurance, office rent and staff expenses	-	-	-	-	60,427	60,427	44,403
Website, computer and marketing	-	-	-	-	8,618	8,618	10,556
Total administration and support	£ 48,163	£ 14,894	£ -	£ 29,991	£ 300,623	£ 393,672	£ 323,920
Governance costs							
Accountancy fees	2,443	756	-	1,522	15,279	20,000	20,000
Audit	938	290	-	584	5,867	7,680	7,500
Total governance costs	£ 3,382	£ 1,046	£ -	£ 2,106	£ 21,147	£ 27,680	£ 27,500

Total Administration and Support costs in 2021-22 of £323,920 included £27,809 unrestricted expenditure and £296,111 restricted expenditure.

Total governance costs in 2021-22 of £27,500 included £2,361 unrestricted expenditure and £25,139 restricted expenditure.

13. Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employment benefits received by key management personnel during the year was £236,336 (2022: £242,413). The charity considers it's key management personnel comprise the Senior Management Team.

None of the trustees received any remuneration during the current or prior period in their capacity as Trustee. Trustees' expenses reimbursed for travel costs were £nil (2022: £nil).

14. Employees

	Year ended 31 July 2023 Total £	Year ended 31 July 2022 Total £
Staff costs consist of:		
Wages and salaries	667,351	571,575
Social security costs	52,176	45,132
Pension costs	10,242	9,421
	£ 729,769	£ 626,128
Allocation:		
Costs of management and administration	256,544	229,816
Charitable activities – RugbyWorks	473,225	396,312
	£ 729,769	£ 626,128

The average number of employees, excluding trustees, during the period was:

	Number 2023	Number 2022
Fund-raising and administration	6	5
Charitable activities	15	13

The number of employees whose emoluments (salaries, wages and benefits in kind) for the year to 31 July 2023 fell within the following bands was:

	Number 2023	Number 2022
£ 90,000 - £100,000	1	1

1 employee had emoluments over £60,000 in the year to 31 July 2023.

15. Net income/expenditure for the year

	Year to 31 July 2023 £	Year to 31 July 2022 £
This is stated after charging:-		
Depreciation	3,818	2,396
Amortisation	23,066	13,955
Auditors' remuneration	7,680	7,500
Loss on disposal of fixed asset	-	-

16. Intangible assets

Group and charity:	Computer Software £	Total £
Cost:		
1 August 2022	105,635	105,635
Additions	10,887	10,887
31 July 2023	116,522	116,522
Amortisation:		
1 August 2022	13,955	13,955
Provision for year	23,065	23,065
31 July 2023	37,020	37,020
Net book values:		
31 July 2023	79,502	79,502
31 July 2022	£ 91,680	£ 91,680

17. Tangible assets

Group and charity:	Computers, mobiles and office equipment £	Total £
Cost:		
1 August 2022	26,844	26,844
Additions	11,860	11,860
31 July 2023	38,703	38,703
Depreciation:		
1 August 2022	21,318	21,318
Provision for year	3,818	3,818
31 July 2023	25,136	25,136
Net book values:		
31 July 2023	13,567	13,567
31 July 2022	£ 5,526	£ 5,526

18. Fixed asset investments

	2023 £	2022 £
Group	-	-
	£ -	£ -

The investment held by the charity is the £100 (2022: £100) investment in the subsidiary company at cost (see note 25).

19. Debtors

	Group 31 July 2023 £	Group 31 July 2022 £	Charity 31 July 2023 £	Charity 31 July 2022 £
Auction and event income	124,324	8,968	121,829	8,866
Other debtors	84,626	4,476	40,342	-
Prepayments and accrued income	20,816	7,110	20,333	3,330
Donations and gift aid	79,375	40,000	79,375	40,000
	£ 309,1341	£ 60,554	£ 261,879	£ 52,196

20. Creditors : amounts falling due within one year

	Group 31 July 2023 £	Group 31 July 2022 £	Charity 31 July 2023 £	Charity 31 July 2022 £
Trade creditors	30,922	17,366	28,243	10,506
Other taxes and social security	17,837	13,636	17,837	13,636
Accruals and deferred income	93,257	18,269	87,907	18,269
Other creditors	4,465	5,803	4,465	5,803
	£ 146,581	£ 55,074	£ 138,452	£ 48,214

Included within creditors is £31,972 (charity £27,072) of deferred income relating to grants and event income received in advance. The movement can be analysed as follows:

	Group 31 July 2023 £	Group 31 July 2022 £	Charity 31 July 2023 £	Charity 31 July 2022 £
Balance b/fwd	-	494,695	-	209,730
Additions in the year	187,463	30,000	182,563	30,000
Released in the year	(155,491)	(524,695)	(155,491)	(239,730)
Balance c/fwd	£ 31,972	£ -	£ 27,072	£ -

21. Analysis of charitable funds

	At 31 July 2022 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2023 £
Current Financial Year:					
Restricted funds					
Dallaglio Cycle Slam	-	-	-	-	-
Rugby Programme	31,389	448,374	(1,054,259)	693,013	118,518
Total restricted funds	31,389	448,374	(1,054,259)	693,013	118,518
Unrestricted funds	777,601	1,028,924	(449,255)	(693,013)	664,257
	£ 808,990	£ 1,477,298	£ (1,503,513)	£ -	£ 782,775

Purpose of restricted funds

Dallaglio Cycle Slam

The Dallaglio Cycle Slam is a bi-annual group cycling event that took place from April 2022, to raise funds for the Dallaglio RugbyWorks programme. The next event will take place in April 2024.

Rugby Programme

Funds brought forward of £31,389 relate to donations received in excess of spend in prior years in the East of England region (£25,000) and for the development of our digital offer, Player Profiles (£6,389). These funds were all expended during the year under review.

During 2022-23, restricted income of £448,374 was received from various funders towards our Rugby Programme, of which £118,518 remains unspent as at 31 July 2023.

A transfer of £693,013 was made from the unrestricted fund to the restricted fund during 2022-23 to cover the shortfall of funds needed to cover our Rugby Programme.

	At 31 July 2021 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2022 £
Prior Financial Year:					
Restricted funds					
Dallaglio Cycle Slam	-	610,751	(335,471)	(275,280)	-
Rugby Programme	107,828	386,532	(904,028)	441,057	31,389
Total restricted funds	107,828	997,283	(1,239,499)	165,777	31,389
Unrestricted funds	407,194	669,831	(133,647)	(165,777)	777,601
	£ 515,022	£ 1,667,114	£ (1,373,146)	£ -	£ 808,990

22. Analysis of group net assets between funds

	31 July 2023 Unrestricted £	31 July 2023 Restricted £	31 July 2023 Total £	31 July 2022 Total £
Group				
Fund balances at 31 July 2023 are represented by :				
Fixed assets	93,069	-	93,069	97,206
Net current assets	571,189	118,518	689,706	711,784
Net assets	£ 664,258	£ 118,518	£ 782,775	£ 808,990
Charity				
Fund balances at 31 July 2023 are represented by :				
Fixed assets	93,069	-	93,069	97,206
Investments	100	-	100	100
Net current assets	529,135	118,518	647,653	635,634
Net assets	£ 622,304	£ 118,518	£ 740,822	£ 732,940

23. Taxation

The charity is not liable to taxation upon its income by reason of the exemption under Section 505 of the Income and Corporation Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable activities.

24. Related party transactions

L B N Dallaglio, a trustee, donated his services for appearances, speeches, books, signed rugby shirts and events. A fair valuation of these services cannot be measured reliably and cannot be resold. There are no balances outstanding from transactions at 31 July 2023 (2022: £ nil).

All trustees give their time freely and no trustees' remuneration or expenses (other than disclosed in note 13) was paid in the year for time given in capacity as a Trustee. From time to time, Trustees will purchase tickets to fundraising events or make donations.

25. Subsidiary company

The charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England, company number: 08690671. The subsidiary is used for non-primary purpose trading activities. A summary of the results of the subsidiary is shown below.

	Total 2023 £	Total 2022 £
Turnover	0	331,513
Cost of sales	(134,642)	(261,024)
Gross Profit / (loss)	(134,642)	70,489
Administrative expenses	(43,934)	(73,861)
Interest Receiveable	-	3
Add provision for release of loan	144,478	335,713
Net (Deficit) for year	£ (34,097)	£ 332,344

The aggregate of the assets, liabilities and funds was:

	Total 2023 £	Total 2022 £
Assets	50,182	83,011
Liabilities	(8,129)	(6,860)
Net (liabilities)	£ 42,053	£ 76,150
Capital and Reserves		
Called up share capital	100	100
Profit and loss account	41,953	76,050
	£ 42,053	£ 76,150

Dallaglio Events Limited has taken advantage of the exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies for the period ended 31 July 2023.

26. Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Net movement in funds	(26,215)	293,968	7,878	(38,376)
Add back depreciation charge	26,883	16,351	26,883	16,351
Fixed assets written off	-	-	-	-
Deduct interest shown in investing activities	(1,897)	(221)	(1,897)	(221)
Decrease/(increase) in debtors	(248,587)	(34,464)	(209,684)	(40,732)
Increase/(decrease) in creditors	91,508	(550,657)	90,238	(263,797)
Net cash used in operating activities	£ (158,309)	£ (275,023)	£ (86,577)	£ (326,775)

27. Obligations under rental agreements

Dallaglio Events Limited has a commitment under an office rental agreement at 31 July 2023 of £4,536 (2022: £9,072).

28. Analysis of restricted and unrestricted funds for prior year

	Year ended 31 July 2022 Unrestricted Funds £	Year ended 31 July 2022 Restricted Funds £	Year ended 31 July 2022 Total Funds £
Income			
Donations	243,422	375,840	619,262
Charitable Activities	116,699	-	116,699
Other Trading Activities	309,489	610,751	920,240
Investment Income	221	-	221
Other income	-	10,692	10,692
Total income	669,831	997,283	1,667,114
Expenditure			
Costs of raising funds	133,647	365,201	498,848
Charitable Activities	-	874,298	874,298
Total expenditure	133,647	1,239,499	1,373,146
Net income/ (expenditure)	536,184	(242,216)	293,968
Transfer between funds	(165,777)	165,777	-
Net movement in funds	370,407	(76,439)	293,968
Reconciliation of funds			
Total funds brought forward at 1 August 2021	407,194	107,828	515,022
Total funds carried forward at 31 July 2022	**£ 777,601**	**£ 31,389**	**£ 808,990**

DALLAGLIO RUGBYWORKS

England & Wales - Charity number 1130353

Accounts

Dallaglio RugbyWorks

Registered Company Number (England and Wales): 06803046
Registered Charity Number (England and Wales): 1130353
Registered Charity Number (Scotland): SC046140

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

INDEX

1	Chairperson report
2 - 8	Trustees' report
9 - 12	Report of the independent auditors
13	Statement of financial activities
14	Balance sheet
15	Statement of cash flows
16 - 30	Notes to the financial statements

Dallaglio RugbyWorks

NOTE FROM DALLAGLIO RUGBYWORKS CHAIRPERSON, IAN MCAULAY

I am delighted to have recently been given the privilege to take on the role as Chairperson of RugbyWorks. It is inspiring to be working with a team of employees and Trustees who are dedicated to RugbyWorks' mission to equip young people, who are excluded from education, with the life skills and attitudes they need to move into sustained Education, Employment or Training after school.

In the last year, as we began to see an end to the restrictive lockdown elements of the pandemic, I think everyone hoped that one of the most significant periods of uncertainty encountered in our lifetimes was coming to an end. Sadly, that has not been the case and people everywhere are facing an even more difficult set of circumstances which seem set to continue for some time.

This poses challenges for RugbyWorks, but the team has responded exceptionally well thus far and demonstrated success in delivering the vital work they do. They are led admirably by our CEO, Zenna Hopson, who has ensured that the team are supported and able to do what they do best every day. I have seen first-hand the positive impact they have on disadvantaged young people, giving them focus and encouragement and helping them to help themselves on a pathway to a brighter future.

It is difficult to conceive how frightening the future must look for those who are excluded. Indeed it is hard to contemplate how they can look forward at all with confidence if there is a limited support system, with few examples of what an included future would look like and little encouragement on how to take even small steps forward.

For me that is why the importance and the value of what RugbyWorks delivers is increasing in line with the scale of challenges which society faces. We provide practical, meaningful and structured assistance, delivered by people who can relate to and help the young people they work with to help them think differently. Last year our skilled teams helped 1,200 young people to improve both mental and physical health, develop life and employment skills and raise personal aspirations. The programmes work harmoniously within the local authority system, providing a win-win situation for all.

Of course the economic headwinds which prevail also impact Dallaglio RugbyWorks but I am pleased that ongoing prudent financial management has ensured we remain able to deliver our work to plan. It is sobering to think that exclusion costs hundreds of thousands pounds per student and that almost half of excluded students are not in education, employment or training when they leave school.

RugbyWorks is making a real impact on this with 95% of the students who complete 15 group sessions going on to further education or employment/training. That is a remarkable return on investment and a significant measure of social good delivered. We are indebted to all of our supporters who continued to support us and help achieve this result.

There is ambition to do much more more. We aim to substantially increase the number of people supported and to extend services to post school hours of 3-7pm, which is when young people are most likely to become victims or perpetrators of serious crime. To do so, we need support more than ever before and I thank you in advance for your generosity. It's been great to restablish social events such as the Cycle Slam and Golf Days and I look forward to seeing you in the coming months as we continue these.

Let's make it a year to remember for as many young people as we can.

Ian McAulay
Chairperson
Dallaglio RugbyWorks

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2022

The trustees present their annual report and audited financial statements of the charity for the year ended 31 July 2022. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Articles, the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Objectives and activities

The Charity's main purpose is to use rugby to engage young people to help tackle the challenges of life.

The objectives of the Charity are to raise money and awareness through a variety of methods for projects that support young people by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:

d) advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
d) advancing education;
d) relieving unemployment;
d) providing recreational and leisure time activity for people who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the condition of life.

The charity continues it's RugbyWorks programme; an employability skills programme based on the values of rugby, where we aim to help disengaged teenagers aged 11-16 who are excluded from mainstream education or at risk of exclusion, and therefore at heightened risk of being Not in Education, Employment or Training (NEET), to transition successfully from secondary education onto a career that matches their skills and interests or to pursue alternative pathways, such as apprenticeships, further education or training that will help them achieve this goal.

The Charity employs coaches to run weekly sessions for young people, permanently excluded from mainstream education, in Pupil Referral Units or Alternative Provision. The funding for this is through a combination of events, grants, sponsorship and corporate partnerships.

Throughout the year the Charity has tested two new elements to the delivery methodology and enhanced a third.

The Charity tested its prototype new app, Player Profiles, with three cohorts of young people. The app aims to give young people the power to set their own goals and monitor their own progress, ensuring they develop skills and can use their own lived experience to evidence these. The app proved to be popular and impactful and will be formerly piloted in the coming year.

The charity started offering the young people it worked with in PRU's and Alternative settings the opportunity to attend activities in the evenings. This was tested as research shows that young people who have been excluded from school are least likely to attended productive after school activities and are high risk of being involved in crime both as victims and perpetrators. As the young people have formed relationships with the Charities coaches they felt confident to attend sessions in the evenings, as such the Charity will be rolling out evening sessions next year across all of its delivery sites.

The charity has offered Holiday Activities in a sporadic way historically, it is now a pillar of the Charities delivery methodology. The Holiday Programme targets young people who have been excluded from school and those who are on Free School Meals. The aim is to ensure that young people get at least one healthy hearty meal a day and that they take part in fun physical activities.

Donation making policy

The Charity established its donation making policy to achieve its objectives for the public benefit to improve the lives of young people. The trustees review the donation making policy annually to ensure that it reflects the charity's objectives and thereby advances public benefit.

The trustees review the cash position of the Charity at the trustee meetings and consider how the assets could best be allocated in order to give the greatest public benefit and the funds are currently used to run the in house rugby programme, Dallaglio RugbyWorks.

Achievements and Performance

During the year under review, Dallaglio RugbyWorks has invested £874,298 (2021: £729,957) in the RugbyWorks Programme.

This year was an incredible learning experience for us, to rebuild our delivery and progress on our ambitious growth strategy for 2027. From our pilot test of Player Profiles, to our exploration of delivery outside of school times, and expanding on our holiday camps, we have learnt a lot, and celebrated a lot. This year also saw our female-only sessions led by Brittany Lewis in Wales, and 8 students successfully earning their Sports Leaders Qualifications.

RugbyWorks delivery is built around 5 core skills identified as important for young people to enter the workplace of the future. These skills are Communication, Teamwork, Problem solving, Self-belief, Self-management.

- 78% of our young people said they found their communication skills improving with the program delivery.
- 81% of our young people also saw improvements in their ability to work well with others.
- 87% of our young people also observed that they were able to think more clearly in challenging situations and solve complex problems.

Perhaps most significantly, 83% of our young people also stated that they felt more resilient and had an improved sense of self-esteem.

These improvement were also echoed by school leaders, with 77% school leaders stating that there was a definite increase in positive behaviours amongst at least half the participants in the RugbyWorks programme.

Financial review

The Charity is dependent upon income generated by its events. In the year under review, the charity undertook one major event, the postponed biannual Dallaglio Cycle Slam, which took place from April 2022 and generated £307,287 net of direct expenses. There was a surplus of £470,378 (2021 £22,265) on events after the deduction of associated administration costs. The trustees consider a key performance indicator to be the amount that can be given to its own charitable projects as a result of the events. They are pleased with the performace of the charity in the year under review.

Donations and grants received to fund the Rugby programme included BNP Paribas £20,000, Mercers Charitable Foundation £93,480, Sport England £40,000, East Head Impact £50,000, Obex Dental £25,000, Advantas £25,000 and Charles Hayward £25,000 and Henry Smith £25,000.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022

Financial review (continued)

Grants and donations to fund the unrestricted fund include State Street £96,391 and Hospitality Finder £35,835. The total income from donations, grants and gifts in kind was £619,262 (2021: £954,665), this includes gifts in kind totalling £nil (2021: £76,400).

The Charity received grants from the Coronavirus Job Retention scheme of £10,692 (2021: £76,841) and the charity continued to charge schools for the RugbyWorks Programme, generating income of £116,699 (2021 £89,813).

The Charity approved payments for charitable activites totalling £874,298 (2021: £729,957)

A surplus of £293,968 was generated for the year under review (2021 £206,760).The trustees have continued financial management policies that safeguard the assets of the Charity and require approval by the Board of Trustees prior to making any donation or other significant expenditure. The policies also require the trustees to consider whether the funds of the Charity are suitably invested; given the intent to distribute these funds in the short term the trustees do not consider it relevant to have a full investment policy at this time but will monitor the situation and set up an appropriate policy at such time as it becomes necessary.

Reserves policy

The balance of unrestricted funds at 31 July 2022 was £777,601 (2021: £407,194) and the restricted funds held for the Rugby programme at 31 July 2022 were £31,389 (2021: £107,828).

The reserves policy has been reviewed and free reserves are to be held to cover approximately four to six months of the future costs of the management, support and administration, governance and the Rugby Programme. Our free reserves at 31st July 2022 were £680,395 (2021: £382,252) and equate to 6 months of future costs and are therefore in line with our policy.

Plans for the future

The Charity plans to continue its activities as outlined above in the forthcoming periods, subject to satisfactory funding and self-funding arrangements.

The Charity intends to broaden its reach by embedding the tested delivery pillars of Player Profiles, RugbyWorks Evening and RugbyWorks Holiday, as well as this the Charity plans to expand its delivery into Bedfordshire and Hertfordshire, concentrating on Luton and Stevenage. The charity will not be delivering in Hampshire in 22/23 although delivery in the Southeast remains under review.

The Charity will continue its focus to the following objectives:

- Reach and engage young people excluded from school through the power of rugby
- Empower and equip young people, giving them the means and inspiration to change their lives for the better

The Rugby Programme is run by a team from the Charity. It is a social inclusion rugby programme working with disadvantaged 11 to 16 year olds, through direct group work delivery and 17+ through one to one support and Player Profiles. The charity works with young people who have been excluded from mainstream education, called Dallaglio RugbyWorks. The programme currently operates in 8 London boroughs, South Wales, West Midlands, East Midlands, the North East and West and is expanding into the East of England.

The Charity is planning that the funding for the Rugby Programme will be through charging schools for the programme, trusts and foundations, corporate sponsorship and fundraising events.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022

Reference and administrative details

Charity Number:

England and Wales	1130353
Scotland	SC046140

Company Number: 06803046

Registered Office:
The Barn
Kings Newton Hall
Main Street
Kings Newton
Derbyshire
DE73 8BX

Our Advisers

Auditors:
Rogers Spencer
Newstead House
Pelham Road
Nottingham
NG5 1AP

Bankers:
Barclays Bank
Hanover Square
London
WS1 1JW

Directors and Trustees

The following trustees served at the date of signing this report or during the period:
M D Key (Chairperson) (resigned 31 December 2021)
IJ McAulay (appointed 31 January 2022)
L B N Dallaglio
J S Stevenson
W L Carey-Evans (resigned 21 February 2022)
C P K Taylor
A T Cook
Z Atkins (resigned 31 August 2021)
J V D'Abbro
N Hetherington
K Stephenson (appointed 1 January 2022)
J Zafar (appointed 1 January 2022)
N Theakstone (appointed 31 January 2022)

None of the trustees has any beneficial interest in the company.

Company secretary

J L Heldreich

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022

Reference and administrative details (continued)

Key management personnel

Chief Executive Officer	Zenna Hopson
Head of Delivery and Partnerships	P Hannah
Head of Growth, Impact and Innovation	V Bentley
Finance Director	J Heldreich

Structure, governance and management

Governing Document

Dallaglio RugbyWorks (Limited by Guarantee, number 06803046) is a registered charity, number 1130353, and was constituted by a memorandum and articles of association dated 27 January 2009. The Articles were amended by written resolution on 22 September 2015. The charity was entered in the Scottish Charity Register on 16 November 2015 and now has charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

The Charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities.

Appointment of trustees, induction and training

The Charity is governed by its Board of Trustees, who are all supporters of the Charity. The trustees are appointed through an open and transparent application process, overseen by the nominations committee, and serve on a three year tenure.

On appointment, new trustees have an induction consisting of a series of meetings with the CEO, Chair, Lawrence Dallaglio, and other trustees which covers such topics as the history of the Charity, the purpose of the Charity and its strategic objectives, the donation making process and an introduction to the team that manages the Charity on a day to day basis. New trustees are also supplied with a copy of the Charity Commission's guidance 'The Essential Trustee' and a Dallaglio RugbyWorks Information Pack. They also attend a RugbyWorks programme session prior to starting.

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022

Organisation

The governance of Dallaglio RugbyWorks rests with the Board of Trustees who meet a minimum of 5 times per year and there are four sub committees covering finance and audit, HR, Programmes and Nominations. This Board members who served during the year are listed on page 5.

At regular trustees' meetings, the trustees agree the broad strategy of the Charity, as well as approving all donations made, and consider the investment, reserves and risk management policies of the Charity. The day to day administration of donations and the processing and handling of applications is delegated to Zenna Hospon (CEO) and her team and the accounting administration is delegated to a team from Beehive Chartered Accountants, led by Jo Heldreich.

Related parties and co-operation with other organisations

All trustees give their time freely and no trustees' remuneration was paid in the year for time given in capacity as a Trustee. Details of trustee expenses and related party transactions are disclosed in notes 13 and 24 to the accounts.

The trustees are required to disclose all relevant interests to the Board of Trustees and highlight where a perceived conflict of interest may occur. All transactions with related parties are undertaken with the full knowledge and consent of the trustees, and at arm's length prices.

Pay policy for senior staff

The trustees, who are also the directors of the company, have appointed the senior management team as the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis. The pay of the senior staff is reviewed by the trustees annually and increased to take account of performance, average earnings and a review of pay levels in charities of a similar size.

Risk management

The trustees have considered the major risks to which the charity is exposed and have established systems and procedures to monitor and manage those risks.

The trustees consider variability of income from charitable events to be the Charity's major financial and operational risk. This is due to the possibility of events running at a loss. The trustees reduce this risk by planning events thoroughly and monitoring the cash flows throughout the lead-up to the event, as well as by ensuring that the team who run the events have sufficient experience and expertise to produce a surplus that can be distributed as part of the Charity's charitable activities. The trustees are of the opinion that their procedures are appropriate and adequate.

The trustees have a CEO, supported by the senior independent non-executive (CPK Taylor), to oversee the governance and risk management of the charity, supported by a team of experienced staff.

Trustees' responsibilities in relation to the financial statements

The trustees (who are also the directors of Dallaglio RugbyWorks for the purposes of company law) are responsible for preparing a trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that year. In preparing the financial statements, the trustees are required to:

a) select suitable accounting policies and then apply them consistently;

b) observe the methods and principles in the Charities SORP;

c) make judgements and accounting estimates that are reasonable and prudent;

d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statements of disclosure to the auditors

In so far as the trustees are aware at the time of approving the trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Exemption

The trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Board of Trustees on 13th December 2022 and signed on its behalf by:

Ian McAulay
Director

A T Cook
Director

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS

Opinion

We have audited the financial statements of Dallaglio RugbyWorks (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2022 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated and parent charitable company statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2022 and of the group's incoming resources and application of resources, including its income and expenditure, 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. and the relevant Scottish legislation.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the report of the trustees, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the report of the trustees,

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be relevant charities' acts in the UK and Ireland. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation.

We identified the following areas as those most likely to have such an effect:

Employment law, data protection and health and safety legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- obtaining an understanding of the legal and regulatory framework applicable to the group and parent charitable company and how the group and the parent charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the group and the parent charitable company's control environment and how the group and the parent charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the group and the parent charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Melvin Bailey (Senior Statutory Auditor) FCCA DChA

for and on behalf of
Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

21st December 2022

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2022

	Notes	Year ended 31 July 2022 Unrestricted Funds £	Year ended 31 July 2022 Restricted Funds £	Year ended 31 July 2022 Total Funds £	Year ended 31 July 2021 Total Funds £
Income					
Donations	4	243,422	375,840	619,262	954,665
Charitable Activities	5	116,699	-	116,699	89,813
Other Trading Activities	6	309,489	610,751	920,240	69,664
Investment Income	7	221	-	221	503
Other income	8	-	10,692	10,692	76,841
Total income		669,831	997,283	1,667,114	1,191,486
Expenditure					
Costs of raising funds	10	133,647	365,201	498,848	254,769
Charitable Activities	11	-	874,298	874,298	729,957
Total expenditure		133,647	1,239,499	1,373,146	984,726
Net income/ (expenditure)		536,184	(242,216)	293,968	206,760
Transfer between funds		(165,777)	165,777	-	-
Net movement in funds		370,407	(76,439)	293,968	206,760
Reconciliation of funds					
Total funds brought forward at 1 August 2021		407,194	107,828	515,022	308,262
Total funds carried forward at 31 July 2022	21	**£777,601**	**£31,389**	**£808,990**	**£ 515,022**

All income and expenditure derives from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 30 form part of these accounts.

An analysis of comparative figures between restricted and unrestricted funds is given in note 28 to the financial statements.

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 JULY 2022

	Notes	GROUP 2022 £	GROUP 2021 £	CHARITY 2022 £	CHARITY 2021 £
FIXED ASSETS					
Intangible assets	16	91,680	21,348	91,680	21,348
Tangible assets	17	5,526	3,594	5,526	3,594
Investments	18	-	-	100	100
TOTAL FIXED ASSETS		97,206	24,942	97,306	25,042
CURRENT ASSETS					
Debtors	19	60,554	26,090	52,196	11,464
Cash at bank and in hand		706,304	1,069,721	631,652	1,046,821
TOTAL CURRENT ASSETS		766,858	1,095,811	683,848	1,058,285
CREDITORS: amounts falling due within one year	20	(55,074)	(605,731)	(48,214)	(312,011)
NET CURRENT ASSETS		711,784	490,080	635,634	746,274
TOTAL ASSETS LESS CURRENT LIABILITIES		808,990	515,022	732,940	771,316
NET ASSETS		£808,990	£515,022	£732,940	£771,316
FINANCED BY					
Unrestricted funds	21	777,601	407,194	701,551	663,488
Restricted funds	21	31,389	107,828	31,389	107,828
TOTAL CHARITY FUNDS		£808,990	£515,022	£732,940	£771,316

The trustees have prepared consolidated accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 16 to 30 form part of these accounts.

The charity made a deficit for the year of £38,376 (2021: surplus £255,526) further information is disclosed in note 3 to the financial statements.

The financial statements were approved and authorised for issue by the trustees on 13 December 2022 and signed on its behalf by:

I McAulay
Director

A T Cook
Director

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2022

	Notes	GROUP 2022 £	GROUP 2021 £	CHARITY 2022 £	CHARITY 2021 £
Cash used in operating activities	26	(275,023)	256,894	(326,775)	296,243
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest income		221	503	221	503
Purchase of tangible fixed assets		(88,615)	(21,348)	(88,615)	(21,348)
Fixed assets scrapped		-	-	-	-
CASH USED IN INVESTING ACTIVITIES		(88,394)	(20,845)	(88,394)	(20,845)
Increase in cash and cash equivalents in year		(363,417)	236,049	(415,169)	275,398
Cash and cash equivalents at the beginning of the year		1,069,721	833,672	1,046,821	771,423
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		£ 706,304	£1,069,721	£ 631,652	£ 1,046,821

1. ACCOUNTING POLICIES

The financial statements incorporate the results of the principal activity which is described in the Trustees' Report, and which is continuing. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:-

a) Basis of preparation and going concern

The financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Dallaglio RugbyWorks meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the Covid-19 pandemic, the trustees have tested their cash flow analysis to take into account the impact on their charity of possible scenarios brought on by the impact of Covid-19, alongside measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and financial statements.

b) Consolidated financial statements

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

A separate SOFA for the charity has not been presented because the company has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

c) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Income recognition policies

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Investment income is included when receivable
- Incoming resources from charity activity are accounted for when earned
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

1. ACCOUNTING POLICIES (continued)

e) Donated services and gifts in kind

Donated services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. On receipt, donated services and gifts in kind are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain the services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure on events includes any VAT that cannot be reclaimed. The VAT that cannot be reclaimed on administration expenses is included in the total expenses cost.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activity and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between expenditure categories of the consolidated statement of financial activities on a basis to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Management, support, administration and governance costs, where not directly attributed to an event or charitable activity are allocated in proportion to the income generated.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and accountancy costs linked to the strategic management of the charity.

g) Tangible Fixed assets

- Intangible Fixed Assets:

Intangible fixed assets are initially measured at historic cost and subsequently carried at cost less accumulated amortisation and any accumulated impairment losses.

At the reporting date, the charity assesses whether there is any indication that an asset may be impaired. An impairment loss is recognised if the recoverable amount of an asset is less than its carrying amount.

Amortisation is provided at rates calculated to write down the cost of each asset to its residual value (realistic value at the end of its economic life) on a systematic basis over its useful economic life.

The amortisation rates in use on a straight line basis are as follows:

Computer software	-	20% straight line basis

- Tangible Fixed Assets:

Individual fixed assets are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life as follows:

Computer equipment	-	33⅓% and 25% straight line basis
Office furniture	-	20% straight line basis
Mobile phones	-	50% straight line basis

h) Foreign currencies

Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the income and expenditure account.

i) Financial Instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and trade creditors and other creditors.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Debtors:

Basic financial assets, including trade and other debtors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Cash and cash equivalents:

Cash and cash equivalents are represented by cash in hand, deposits held at call with financial institutions, and other short-term highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors:

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Such instruments are subsequently carried at amortised cost using the effective interest method.

Interest income:

Interest income is recognised in income and expenditure using the effective interest method.

j) Government Grants

Government grants are recognised on the accruals basis and included in other income.

k) Operating Leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to income and expenditure on a straight-line basis over the period of the lease.

l) Employee Benefits

The charity contributes to a defined contribution plan for the benefit of its employees. Contributions are recognised in income and expenditure as they become payable.

2. Legal status of the charity

The charity is a company limited by guarantee. The members of the company are the trustees named on page 5. The liability of the members on the dissolution or winding up of the company is limited to the sum of £10.

3. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which is used for non-primary purpose trading activities and running sporting events.

The summary financial performance of the charity alone is:

	Year ended 31 July 2022 £	Year ended 31 July 2021 £
Income	1,359,335	1,131,557
Expenditure		
Costs of raising funds	(240,282)	(298,485)
Charitable activities	(821,716)	(582,426)
Provision for loss on loan to subsidiary	(335,713)	4,880
Net surplus/(loss)	(38,376)	255,526
Total funds brought forward at 1 August 2021	771,316	515,790
Total funds carried forward at 31 July 2022	£ 732,940	£ 771,316
Represented by:		
Restricted income funds	31,389	107,828
Unrestricted income funds	701,551	663,488
TOTAL FUNDS	£732,940	£ 771,316

4. Donations

	Year ended 31 July 2022 Unrestricted £	Year ended 31 July 2022 Restricted £	Year ended 31 July 2022 Total £	Year ended 31 July 2021 Total £
Corporate grants and donations	143,164	123,310	266,474	364,668
Charity and other donations	7,727	252,530	260,257	414,121
Donations and Gifts in kind	92,531	-	92,531	175,876
	£ 243,422	£ 375,840	£ 619,262	£ 954,665

The donations and gifts in kind include:

Restricted donations: Gifts in kind of strategic consultancy services for training, project planning and support for the rugby programme £nil (2021: £76,400).

5. Charitable activities (Income)

	Year ended 31 July 2022 Unrestricted £	Year ended 31 July 2021 Unrestricted £
RugbyWorks fee for services provided	116,699	89,813
	£ 116,699	£ 89,813

6. Other trading activities

	Year ended 31 July 2022 Unrestricted £	Year ended 31 July 2022 Restricted £	Year ended 31 July 2022 Total £	Year ended 31 July 2021 Unrestricted Total £
Activities for generating funds:				
Dallaglio Cycle Slam	-	610,751	610,751	32,254
Other Events	309,489	-	309,489	37,410
	£ 309,489	£ 610,751	£920,240	£ 69,664

7. Investment Income

	Year ended 31 July 2022 £	Year ended 31 July 2021 £
Bank and other interest receivable	221	503
	£ 221	£ 503

8. Other income

	Year ended 31 July 2022 Unrestricted £	Year ended 31 July 2022 Restricted £	Year ended 31 July 2022 Total £	Year ended 31 July 2021 Total £
Government grants				
Coronavirus Job Retention Scheme	-	10,692	10,692	76,841
	£ -	£ 10,692	£ 10,692	£ 76,841

9. Other Voluntary Income

In addition to the above supplies, the charity would like to thank the following generous sponsors for the donations in kind and services provided where it has not been possible to quantify the value received:

- Andrew Orrock
- Andrew Peryman
- Ben Wilson
- Bidfood
- Big yellow Storage
- Boisdale
- Celerity
- Chelsea FC
- Daniel Brennan
- David Ridler
- Flying Pig Catering
- George Solmo
- Hand and Flowers
- Henry Fraser Art
- Hospitality Finder
- iCookIndian
- James Haskell
- Jawbone
- Jon Orchard
- Kevin Browne
- Kirsty Stanley-Hughes
- Laurent Perrier
- Lawrence Dallaglio
- London Pride
- M Restaurant
- Mayer Brown International
- Mentzendoff
- Nigel Trilk
- Nikon UK
- Optimum Nutrition
- Paul Denning
- Phil Vickery
- Rebecca Scown
- Richard Jameson
- Richard Wilson
- Rob Foulston
- Robert Samuelson
- Simon Byrne
- Steve Booth
- Steve Fryett
- Steve King
- Terry Hughes
- The Goring
- Vikki Bentley
- Virginia Ramsay
- Warners Distillery
- WinterComms

10. Expenditure: Cost of raising funds

	Year ended 31 July 2022 Unrestricted £	Year ended 31 July 2022 Restricted £	Year ended 31 July 2022 Total £	Year ended 31 July 2021 Total £
Fund raising activity costs:				
8Rocks event hosting costs	-	-	-	33,949
Dallaglio Cycle Slam	-	303,464	303,464	(6,282)
Administration and support costs (note 12)	10,060	29,502	39,562	15,368
Governance costs (note 12)	854	2,505	3,359	1,235
Other Events	103,477	-	103,477	3,128
Total fund raising costs	£ 114,391	£ 335,471	£ 449,862	£47,398
Costs of generating voluntary income:				
Administration and support costs (note 12)	17,749	27,404	45,153	191,797
Governance costs (note 12)	1,507	2,326	3,833	15,574
Total costs of raising voluntary income	£ 19,256	£ 29,730	£ 48,986	£ 207,371
Total costs of raising funds	£ 133,647	£ 365,201	£ 498,848	£ 207,371

All events run by Dallaglio RugbyWorks are cost neutral as we charge fees to ensure we cover the costs. However, this means that our cost of raising funds appears high. It is important to note that no donated income is used to funds events and it is therefore true that for every pound donated 90% goes directly to working with young people and fulfilling our charitable objectives.

11. Expenditure: Charitable activities

	Year ended 31 July 2022 Unrestricted £	Year ended 31 July 2022 Restricted £	Year ended 31 July 2022 Total £	Year ended 31 July 2021 Total £
Charitable activities:				
RugbyWorks	-	614,785	614,785	601,296
Administration and support costs (see note 12)	-	239,205	239,205	119,970
Governance costs (see note 12)	-	20,308	20,308	8,692
Total charitable activities	£ -	£ 874,298	£ 874,298	£729,957

Dallaglio RugbyWorks also received a 'gift in kind' of strategic consultancy services for training, project planning and support of £nil (2021: £76,400) and this is included in the costs of the RugbyWorks shown above.

12. Analysis of governance, administration and support costs

The charity identifies the costs of its administration and support costs. It then identifies the costs which relate to the governance function. The governance costs and the costs of administration and support are apportioned between the three activities. These are the costs of fundraising, the costs of generating voluntary income (restricted and unrestricted) and the rugby.

	Fund raising costs Unrestricted £	Costs of generating voluntary income Unrestricted £	Fund raising costs Restricted £	Costs of generating voluntary income Restricted £	Rugby Programme Restricted £	31 July 2022 Total £	31 July 2021 Total £
Administration and support							
Management and administration	10,060	17,749	29,502	27,404	162,154	246,869	211,374
Finance and professional fees	-	-	-	-	18,562	18,562	59,138
Bank and finance charges	-	-	-	-	3,530	3,530	3,423
Insurance, office rent and staff expenses	-	-	-	-	44,403	44,403	31,200
Website, computer and marketing	-	-	-	-	10,556	10,556	22,000
Total administration and support	£10,060	£17,749	£29,502	£27,404	£239,205	£323,920	£327,135
Governance costs							
Accountancy fees	621	1,096	1,822	1,692	14,769	20,000	20,000
Audit	233	411	683	634	5,539	7,500	5,500
Total governance costs	£854	£1,507	£2,505	£2,326	£20,308	£27,500	£25,500

Total Administration and Support costs in 2020-21 of £327,135 included £136,926 unrestricted expenditure and £190,209 restricted expenditure.

Total governance costs in 2020-21 of £25,500 included £10,764 unrestricted expenditure and £14,736 restricted expenditure.

13. Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employment benefits received by key management personnel during the year was £242,413 (2021: £165,102). The charity considers it's key management personnel comprise the Senior Management Team.

None of the trustees received any remuneration during the period in their capacity as Trustee. Trustees' expenses reimbursed for travel costs were £nil (2021: £nil).

14. Employees

Staff costs consist of:	Year ended 31 July 2022 Total £	Year ended 31 July 2021 Total £
Wages and salaries	571,575	489,996
Social security costs	45,132	37,949
Pension costs	9,421	9,022
	£626,128	£536,967
Allocation:		
Costs of management and administration	229,816	161,039
Charitable activities – RugbyWorks	396,312	375,929
	£626,128	£536,968

The average number of employees, excluding trustees, during the period was:

	Number 2022	Number 2021
Fund-raising and administration	5	4
Charitable activities	13	13

The number of employees whose emoluments (salaries, wages and benefits in kind) for the year to 31 July 2022 fell within the following bands was:

	Number 2022	Number 2021
£ 90,000 - £100,000	1	-

1 employee had emoluments over £60,000 in the year to 31 July 2022.

15. Net income/expenditure for the year

	Year to 31 July 2022 £	Year to 31 July 2021 £
This is stated after charging:-		
Depreciation	2,396	13,806
Amortisation	13,955	-
Auditors' remuneration	7,500	5,500
Loss on disposal of fixed asset	-	16,800

16. Intangible assets

Group and charity:	Computer Software £	Total £
Cost:		
1 August 2021	21,348	21,348
Additions	84,287	84,287
Disposals	-	-
31 July 2022	£ 105,635	£ 105,635
Amortisation:		
1 August 2021	-	-
Provision for year	13,955	13,955
Eliminated on disposals	-	-
31 July 2022	£13,955	£13,955
Net book values:		
31 July 2022	£ 91,680	£ 91,680
31 July 2021	£ 21,348	£ 21,348

17. Tangible assets

Group and charity:	Computers, mobiles and office equipment £	Total £
Cost:		
1 August 2021	22,516	22,516
Additions	4,328	4,328
Disposals	-	-
31 July 2022	£ 26,844	£ 26,844
Depreciation:		
1 August 2021	18,922	18,922
Provision for year	2,396	2,396
Eliminated on disposals	-	-
31 uly 2022	£ 21,318	£ 21,318
Net book values:		
31 July 2022	£ 5,526	£ 5,526
31 July 2021	£ 3,594	£ 3,594

18. Fixed asset investments

	2022 £	2021 £
Group	-	-
	£ -	£ -

The investment held by the charity is the £100 (2021: £100) investment in the subsidiary company at cost (see note 25).

19. Debtors

	Group 31 July 2022 £	Group 31 July 2021 £	Charity 31 July 2022 £	Charity 31 July 2021 £
Auction and event income	8,968	8,565	8,866	4,374
Other debtors	4,476	14,108	-	6,292
Prepayments and accrued income	7,110	3,417	3,330	798
Donations and gift aid	40,000	-	40,000	-
	£ 60,554	£26,090	£ 52,196	£ 11,464

20. Creditors : amounts falling due within one year

	Group 31 July 2022 £	Group 31 July 2021 £	Charity 31 July 2022 £	Charity 31 July 2021 £
Trade creditors	17,366	49,376	10,506	40,621
Other taxes and social security	13,636	11,158	13,636	11,158
Accruals and deferred income	18,269	541,044	18,269	256,079
Other creditors	5,803	4,153	5,803	4,153
	£ 55,074	£ 605,731	£ 48,214	£ 312,011

Included within creditors is £nil (charity £nil) of deferred income relating to grants and event income received in advance. The movement can be analysed as follows:

	Group 31 July 2022 £	Charity 31 July 2022 £
Balance b/fwd	494,695	209,730
Additions in the year	30,000	30,000
Released in the year	(524,695)	(239,730)
Balance c/fwd	£ -	£ -

21. Analysis of charitable funds

Current Financial Year:	At 31 July 2021 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2022 £
Restricted funds					
Dallaglio Cycle Slam	-	610,751	(335,471)	(275,280)	-
Rugby Programme	107,828	386,532	(904,028)	441,057	31,389
Total restricted funds	107,828	997,283	(1,239,499)	165,777	31,389
Unrestricted funds	407,194	669,831	(133,647)	(165,777)	777,601
	£ 515,022	£ 1,667,114	£ (1,373,146)	£ -	£ 808,990

Purpose of restricted funds

Dallaglio Cycle Slam

The Dallaglio Cycle Slam is a bi-annual group cycling event that took place from April 2022, to raise funds for the Dallaglio RugbyWorks programme. There was a transfer from the Dallaglio Cycle Slam Fund support the Dallagli RugbyWorks programme.

Rugby Programme

Funds brought forward of £107,828 relate to donations received in excess of spend in prior years on the North West (£35,291) and West Midlands (£72,537) regions. These funds were all expended during the year under review.

During 2021-22, income of £25,000 was received from Obex Dental for the set up of our new region in the East of England. These funds remain unspent as at 31 July 2022, along with £6,389 of income received from East Head Impact and Sport England relating to the development of our Digital offer, Player Profiles. £10,692 of income from the Coronavirus Job Rentions scheme is also included within restricted income and was fully expended during the year.

Prior Financial Year:	At 31 July 2020 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2021 £
Restricted funds					
Rugby Programme	132,110	584,149	(806,241)	197,810	107,828
Total restricted funds	132,110	584,149	(806,241)	197,810	107,828
Unrestricted funds	176,152	607,337	(178,485)	(197,810)	407,194
	£ 308,262	£1,191,486	£984,726	£ -	£515,022

22. Analysis of group net assets between funds

	31 July 2022 Unrestricted £	31 July 2022 Restricted £	31 July 2022 Total £	31 July 2021 Total £
Group				
Fund balances at 31 July 2022 are represented by :				
Fixed assets	97,206	-	97,206	24,942
Net current assets	680,395	31,389	711,784	490,080
Net assets	£ 777,601	£ 31,389	808,990	£515,022
Charity				
Fund balances at 31 July 2022 are represented by :				
Fixed assets	97,206	-	97,206	24,942
Investments	100	-	100	100
Net current assets	604,245	31,389	635,634	746,274
Net assets	£ 701,551	£ 31,389	£ 732,940	£771,316

23. Taxation

The charity is not liable to taxation upon its income by reason of the exemption under Section 505 of the Income and Corporation Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable activities.

24. Related party transactions

L B N Dallaglio, a trustee, donated his services for appearances, speeches, books, signed rugby shirts and events. A fair valuation of these services cannot be measured reliably and cannot be resold. There are no balances outstanding from transactions at 31 July 2022 (2021 £0).

All trustees give their time freely and no trustees' remuneration or expenses (other than disclosed in note 13) was paid in the year for time given in capacity as a Trustee. From time to time, Trustees will purchase tickets to fundraising events or make donations.

The Learning Crowd, a company in which former Trustee, Zenna Atkins, is a Senior Associate, invoiced Dallaglio Events £5,500 during August 2021 for the provision of education and leadership support. Zenna Atkins was appointed CEO of Dallaglio Rugbyworks in September 2021. There was a balance of £nil due to The Learning Crowd at 31 July 2022 (2021 £6,655).

25. Subsidiary company

The charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities. A summary of the results of the subsidiary is shown below.

	Total 2022 £	Total 2021 £
Turnover	331,513	59,927
Cost of sales	(261,024)	(7,795)
Gross Profit / (loss)	70,489	52,312
Administrative expenses	(73,861)	(96,018)
Interest Receiveable	3	-
Add provision for release of loan	335,713	(4,880)
Net (Deficit) for year	£ 332,344	£ (48,766)

The aggregate of the assets, liabilities and funds was:

	Total 2022 £	Total 2021 £
Assets	83,011	37,526
Liabilities	(6,860)	(293,720)
Net (liabilities)	£ 76,150	£(256,194)
Capital and Reserves		
Called up share capital	100	100
Profit and loss account	76,050	(256,294)
	£ 76,150	£ (256,194)

Dallaglio Events Limited has taken advantage of the exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies for the period ended 31 July 2022.

26. Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Net movement in funds	293,968	206,760	(38,376)	255,526
Add back depreciation charge	16,351	13,806	16,351	13,806
Fixed assets written off	-	16,800	-	16,800
Deduct interest shown in investing activities	(221)	(503)	(221)	(503)
Decrease/(increase) in debtors	(34,464)	257,966	(40,732)	165,722
Increase/(decrease) in creditors	(550,657)	(237,935)	(263,797)	(155,108)
Net cash used in operating activities	£ (275,023)	£256,894	£ (326,775)	£296,243

27. Obligations under rental agreements

Dallaglio Events Limited has a commitment under an office rental agreement at 31 July 2022 of £9,072 (2021: £5,040).

28. Analysis of restricted and unrestricted funds for prior year

	Year ended 31 July 2021 Unrestricted Funds £	Year ended 31 July 2021 Restricted Funds £	Year ended 31 July 2021 Total Funds £
Income			
Donations	447,357	507,308	954,665
Charitable Activities	89,813	-	89,813
Other Trading Activities	69,664	-	69,664
Investment Income	503	-	503
Other income	-	76,841	76,841
Total income	607,337	584,149	1,191,486
Expenditure			
Costs of raising funds	157,761	97,008	254,769
Charitable Activities	20,724	709,233	729,957
Total expenditure	178,485	806,241	984,726
Net income/ (expenditure)	428,852	(222,092)	206,760
Transfer between funds	(197,810)	197,810	-
Net movement in funds	231,042	(24,282)	206,760
Reconciliation of funds			
Total funds brought forward at 1 August 2020	176,152	132,110	308,262
Total funds carried forward at 31 July 2021	**£407,194**	**£ 107,828**	**£ 515,022**

DALLAGLIO RUGBYWORKS

England & Wales - Charity number 1130353

Accounts

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Registered Company Number (England and Wales): 06803046
Registered Charity Number (England and Wales): 1130353
Registered Charity Number (Scotland): SC046140

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

I N D E X

1	Chairperson report
2 - 9	Trustees' report
10 - 13	Report of the independent auditors
14	Statement of financial activities
15	Balance sheet
16	Statement of cash flows
17 - 31	Notes to the financial statements

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Dallaglio RugbyWorks

NOTE FROM DALLAGLIO RUGBYWORKS CHAIRPERSON, MATTHEW KEY

I would characterise the year just passed as one of being in a state of flux. Society has been in a stop-go mode, many of our lives have been put on pause with the uncertainty of how severe the pandemic would be, and closer to home our young people have been in and out of school as the pandemic has hit their generation.

RugbyWorks has not been spared from this impact as many of our usual ways of operating have continued to be challenged whether that is carrying team meetings or trustee meetings out remotely, or whether or it is the postponement of our key event schedules. Most importantly, our ability to get into the field and positively impact the young people we so want to help has been impacted by school closures . This has meant an extremely flexible way of working has been necessary.

What has been a constant is the young people have unavoidably been in a period of uncertainty without a fixed structure at school. In this environment their lives can be exposed to many of the negative influences from their past. I am pleased to say that due to our staffs passion and commitment, we've taken every opportunity to help the young people that need us now more than ever.

During this period of uncertainty we have re-examined our raison d'être as an organisation and have concluded that our long-term aims and delivery methods should remain the same . Our goals remain to get these young people into employment, education or training post their school career.

The good news from Dallaglio RugbyWorks perspective is that our conservative financial management before and at the start of the pandemic has helped us to remain stable and not cut back on our resources to work with the young people when we get the opportunity.

The vast majority of our supporters have continued to support the organisation through this period characterised by the recent Six Nations lunch that we held (yes, six months after the Six Nations had finished due to the pandemic!). The event was extremely successful and beat all previous records and just shows how passionate our supporters are about our cause.

A highlight of the year past is the digital portal we have developed to help the young people through the transition in their lives. We have found it a great way to keep in contact and to interact with them, and this has been developed with the help of CVC who we owe a debt of gratitude to.

I can't finish this report of the year without saying how pleased I am that Zenna Hopson decided to apply for the position of CEO and up against stiff competition was successful, having previously been a trustee. Zenna's experience and passion for RugbyWorks is illustrated in every interaction you have with her she will be a fantastic CEO and I'm sure guide the business onto even bigger and better things.

Let's hope in the year ahead we return to some sort of normality as a society and also from RugbyWorks perspective we can continue to deliver our help to the young people who need it more than ever.

Thanks once again for your support and I look forward to seeing you in the coming months.

Matthew Key
Chairperson (resigned 31 December 2021)
Dallaglio RugbyWorks

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2021

The trustees present their annual report and audited financial statements of the charity for the year ended 31 July 2021. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Articles, the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Objectives and activities

The Charity's main purpose is to use rugby to engage young people to help tackle the challenges of life.

The objectives of the Charity are to raise money and awareness through a variety of methods for projects that support young people by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:

a) advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
b) advancing education;
c) relieving unemployment;
d) providing recreational and leisure time activity for people who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the condition of life.

The charity continue it's RugbyWorks programme; a three-year employability skills programme based on the values of rugby, where we aim to help disengaged teenagers aged 14-17 who are excluded from mainstream education or at risk of exclusion, and therefore at heightened risk of being Not in Education, Employment or Training (NEET), to transition successfully from secondary education onto a career that matches their skills and interests or to pursue alternative pathways, such as apprenticeships, further education or training that will help them achieve this goal.

The Charity employs coaches to run weekly sessions for young people, permanently excluded from mainstream education, in Pupil Referral Units or Alternative Provision. The funding for this is through a combination of events, grants, sponsorship and corporate partnerships. The Programme had to be put on hold in March 2020 as result of the Covid 19 restrictions. RugbyWorks was not able to resume in school work until September 2020, by which time we had developed online opportunities for managing school or class closures due to outbreaks of the virus within our provisions. RugbyWorks was still able to deliver the majority of its work face to face in 2020-21.

The trustees confirm that they have had due regard for the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities and making donations.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Donation making policy

The Charity established its donation making policy to achieve its objectives for the public benefit to improve the lives of young people. The trustees review the donation making policy annually to ensure that it reflects the charity's objectives and thereby advances public benefit.

The trustees review the cash position of the Charity at the trustee meetings and consider how the assets could best be allocated in order to give the greatest public benefit and the funds are currently used to run the in house rugby programme, Dallaglio RugbyWorks.

Achievements and Performance

During the year under review, Dallaglio RugbyWorks has invested £709,233 (2020: £1,264,964) in the RugbyWorks Programme.

Financial review

The Charity is usually dependent upon income generated by its events. In the year under review, no major events were undertaken due to the Covid restrictions in place. The charity adapted by undertaking some smaller or online events, which raised a surplus of £22,265 overall (2020: deficit £101,160) after the deduction of associated administration costs. The biannual cycle slam due to be held in June 2020 remains postponed as a result of the Covid 19 restrictions. It is now scheduled to take place from April 2022.

Donations and grants received to fund the Rugby programme included BNP Paribas £90,000 (2020: £90,000), Mercers Charitable Foundation (£91,260), CVC £100,000, St James' Place £50,000 (2020: £50,000) and Macquarie Foundation and Group £60,000 (2020: £60,000).

Grants and donations to fund the unrestricted fund include Impetus £50,000 (2020: £237,500), National Philanthropic Trust UK £100,000 and State Street £100,000.

The total income from donations, grants and gifts in kind was £954,665 (2020: £1,295,920), this includes gifts in kind totalling £76,400 (2020: £68,200).

The Charity received grants from the Coronavirus Job Retention scheme of £76,841.

The restructuring undertaken in June 2020 reduced the numbers of regions RugbyWorks operate in by one, with the remaining regions able to deliver the majority of their work face to face, with online options available when needed. The team reviewed and refreshed the Theory of Change and produced a robust curriculum delivering impact against the four corner stones: developing skills, rasing aspirations, improving physical health and supporting positive mental health. Further information on our Theory of Change can be found on our website:
https://www.dallagliorugbyworks.com

RugbyWorks introduced school charging for the first time, this impacted on the amount of provisions that RugbysWorks worked in, however it generated £89,813. Whilst the introduction of school charging impacted on the number of provisions worked in, in those worked in the schools and pupils put higher value on the the RugbyWorks offer.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Financial review (continued)

The new CEO Jason Worthy, who started in February 2020, left in August 2020 but continued to support RugbyWorks as a member of of Board. The Trustees took the view that given the pandemic it was not the right time to recruit a CEO, so with the support of Trustees and an education consultancy firm The Learning Crowd, the team led the charity until September 2021 when the new CEO Zenna Atkins AKA Hopson was appointed. A surplus for the year arose of £206,759 (2020: deficit, £105,408).

The trustees have continued financial management policies that safeguard the assets of the Charity and require approval by the Board of Trustees prior to making any donation or other significant expenditure. The policies also require the trustees to consider whether the funds of the Charity are suitably invested; given the intent to distribute these funds in the short term the trustees do not consider it relevant to have a full investment policy at this time but will monitor the situation and set up an appropriate policy at such time as it becomes necessary.

Reserves policy

The reserves policy has been reviewed and reserves are to be held to cover approximately four to six months of the future costs of the management, support and administration, governance and the Rugby Programme. The balance of unrestricted funds at 31 July 2021 was £407,193 (2020: £176,152) and the restricted funds held for the Rugby programme at 31 July 2021 were £107,828 (2020: £132,110). Reserves held at 31 July equate to 5 months of future costs and are in line with our reserves policy.

Plans for the future

The Charity plans to continue its activities as outlined above in the forthcoming periods, subject to satisfactory funding and self-funding arrangements.

The Charity intends to broaden its reach and ensure sustainability through the development of an online offer to young people that will complement the face to face work delivered by the mentors. This online club will offer peer support, mentoring and opportunities to engage with employers and employment opportuntities.

The Charity will continue its focus to the following objectives:

- Reach and engage young people excluded from school through the power of rugby
- Empower and equip young people, giving them the means and inspiration to change their lives for the better

The Rugby Programme is run by a team from the Charity. It is a social inclusion rugby programme working with disadvantaged 12 to 17 year olds excluded from mainstream education, called Dallaglio RugbyWorks. The programme currently operates in Greater London, North East, South Wales, North West, East and West Midlands and Hampshire.

The Charity is planning that the funding for the Rugby Programme will be through charging schools for the programme, trusts and foundations, corporate sponsorship and fundraising events.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

DALLAGLIO RUGBYWORKS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Reference and administrative details

Charity Number:	England and Wales	1130353
	Scotland	SC046140
Company Number:	06803046	
Registered Office:	33 Derby Road Melbourne Derbyshire DE73 8FE	

Our Advisers

Auditors:	Cox Costello & Horne 26 Main Avenue Northwood HA6 2HJ
Bankers:	Barclays Bank Hanover Square London WS1 1JW
	Coutts & Co 440 Strand London WC2R 0QS

Directors and Trustees

The following trustees served at the date of signing this report or during the period:
M D Key (Chairperson) (resigned 31 December 2021)
L B N Dallaglio (appointed 30 March 2021)
J S Stevenson
W L Carey-Evans (resigned 21 February 2022)
C P K Taylor
A T Cook
Z Atkins (resigned 31 August 2021)
J V D'Abbro
N Hetherington
J Worthy (appointed October 2020, resigned 10 June 2021)
K Stephenson (appointed 1 January 2022)
J Zafar (appointed 1 January 2022)
IJ McAulay (appointed 31 January 2022)
N Theakstone (appointed 31 January 2022)

None of the trustees has any beneficial interest in the company.

Company secretary

J L Heldreich

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Reference and administrative details (continued)

Key management personnel

Chief Executive Officer	J Worthy (resigned August 2020)
Managing Director	S Mortiboys
Head of Central Operations	C Carrington King
Finance Director	J Heldreich (from January 2021)

Structure, governance and management

Governing Document

Dallaglio RugbyWorks (Limited by Guarantee, number 06803046) is a registered charity, number 1130353, and was constituted by a memorandum and articles of association dated 27 January 2009. The Articles were amended by written resolution on 22 September 2015. The charity was entered in the Scottish Charity Register on 16 November 2015 and now has charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

The Charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities.

Appointment of trustees, induction and training

The Charity is governed by its Board of Trustees, who are all supporters of the Charity. The trustees are appointed by proposal from Matthew Key, Chairperson and seconded by another existing trustee, and serve on a three year tenure.

On appointment, new trustees have an induction consisting of a series of meetings with the CEO, Chair, Lawrence Dallaglio and other trustees which covers such topics as the history of the Charity, the purpose of the Charity and its strategic objectives, the donation making process and an introduction to the team that manages the Charity on a day to day basis. New trustees are also supplied with a copy of the Charity Commission's guidance 'The Essential Trustee' and a Dallaglio RugbyWorks Information Pack. They also attend a RugbyWorks programme session prior to starting.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Organisation

The governance of Dallaglio RugbyWorks rests with the Board of Trustees. This Board has a membership with no defined maximum number, and during the year had ten members. The trustees meet a minimum of four times per annum, as necessary.

At regular trustees' meetings, the trustees agree the broad strategy of the Charity, as well as approving all donations made, and consider the investment, reserves and risk management policies of the Charity. The day to day administration of donations and the processing and handling of applications was delegated to Zenna Atkins (formerly Jason Worthy), (Acting CEO) and her team and the accounting administration is delegated to a team from Beehive Chartered Accountants, led by Jo Heldreich.

Related parties and co-operation with other organisations

All trustees give their time freely and no trustees' remuneration was paid in the year for time given in capacity as a Trustee. Details of trustee expenses and related party transactions are disclosed in notes 13 and 24 to the accounts.

The trustees are required to disclose all relevant interests to the Board of Trustees and highlight where a perceived conflict of interest may occur. All transactions with related parties are undertaken with the full knowledge and consent of the trustees, and at arm's length prices.

Pay policy for senior staff

The trustees, who are also the directors of the company, have appointed the senior management team as the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis. The pay of the senior staff is reviewed by the trustees annually and increased to take account of performance, average earnings and a review of pay levels in charities of a similar size.

Risk management

The trustees have considered the major risks to which the charity is exposed and have established systems and procedures to monitor and manage those risks.

The trustees consider variability of income from charitable events to be the Charity's major financial and operational risk. This is due to the possibility of events running at a loss. The trustees reduce this risk by planning events thoroughly and monitoring the cash flows throughout the lead-up to the event, as well as by ensuring that the team who run the events have sufficient experience and expertise to produce a surplus that can be distributed as part of the Charity's charitable activities. The trustees are of the opinion that their procedures are appropriate and adequate.

The trustees have a CEO, supported by the Deputy Chairperson (CPK Taylor), to oversee the governance and risk management of the charity, supported by a team of experienced staff.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Trustees' responsibilities in relation to the financial statements

The trustees (who are also the directors of Dallaglio RugbyWorks for the purposes of company law) are responsible for preparing a trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that year. In preparing the financial statements, the trustees are required to:

a) select suitable accounting policies and then apply them consistently;

b) observe the methods and principles in the Charities SORP;

c) make judgements and accounting estimates that are reasonable and prudent;

d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statements of disclosure to the auditors

In so far as the trustees are aware at the time of approving the trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

Exemption

The trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Board of Trustees on 14 March 2022 and signed on its behalf by:

DocuSigned by:
41AB73BF5C5C4A5...
C P K Taylor
Director

DocuSigned by:
E9D03536B6754EB...
A T Cook
Director

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS

Opinion

We have audited the financial statements of Dallaglio RugbyWorks (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2021 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated and parent charitable company statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2021 and of the group's incoming resources and application of resources, including its income and expenditure, 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. and the relevant Scottish legislation.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the report of the trustees, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the report of the trustees,

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be relevant charities' acts in the UK and Ireland. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation.

We identified the following areas as those most likely to have such an effect:

employment law, data protection and health and safety legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- obtaining an understanding of the legal and regulatory framework applicable to the group and parent charitable company and how the group and the parent charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the group and the parent charitable company's control environment and how the group and the parent charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the group and the parent charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF DALLAGLIO RUGBYWORKS (CONTINUED)

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. . Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Mr M F Cox
404EE7336B1Q4F2...

Michael F Cox BSc FCA (Senior Statutory Auditor)
for and on behalf of Cox Costello & Horne,
Chartered Accountants and Statutory Auditors,
26 Main Avenue, Moor Park, HA6 2HJ

14 March 2022

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2021

	Notes	Year ended 31 July 2021 Unrestricted Funds £	Year ended 31 July 2021 Restricted Funds £	Year ended 31 July 2021 Total Funds £	Year ended 31 July 2020 Total Funds £
Income					
Donations	4	447,357	507,308	954,665	1,295,920
Charitable Activities	5	89,813	-	89,813	15,323
Other Trading Activities	6	69,664	-	69,664	559,951
Investment Income	7	503	-	503	413
Other income	8	-	76,841	76,841	196,049
Total income		607,337	584,149	1,191,486	2,067,656
Expenditure					
Costs of raising funds	10	157,761	97,008	254,769	908,100
Charitable Activities	11	20,724	709,233	729,957	1,264,964
Total expenditure		178,485	806,241	984,726	2,173,064
Net income/ (expenditure)		428,852	(222,092)	206,760	(105,408)
Transfer between funds		(197,810)	197,810	-	-
Net movement in funds		231,042	(24,282)	206,760	(105,408)
Reconciliation of funds					
Total funds brought forward at 1 August 2020		176,152	132,110	308,262	413,670
Total funds carried forward at 31 July 2021	21	**£ 407,194**	**£107,828**	**£ 515,022**	**£ 308,262**

All income and expenditure derives from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 to 31 form part of these accounts.

An analysis of comparative figures between restricted and unrestricted funds is given in note 28 to the financial statements.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 JULY 2021

	Notes	GROUP 2021 £	GROUP 2020 £	CHARITY 2021 £	CHARITY 2020 £
FIXED ASSETS					
Intangible assets	16	21,348	-	21,348	-
Tangible assets	17	3,594	34,200	3,594	34,200
Investments	18	-	-	100	100
TOTAL FIXED ASSETS		24,942	34,200	25,042	34,300
CURRENT ASSETS					
Debtors	19	26,090	284,056	11,464	177,186
Cash at bank and in hand		1,069,721	833,672	1,046,821	771,423
TOTAL CURRENT ASSETS		1,095,811	1,117,728	1,058,285	948,609
CREDITORS: amounts falling due within one year	20	(605,731)	(843,666)	(312,011)	(467,119)
NET CURRENT ASSETS		490,080	274,062	746,274	481,490
TOTAL ASSETS LESS CURRENT LIABILITIES		515,022	308,262	771,316	515,790
NET ASSETS		£515,022	£308,262	£771,316	£ 515,790
FINANCED BY					
Unrestricted funds	21	407,194	176,152	663,488	383,680
Restricted funds	21	107,828	132,110	107,828	132,110
TOTAL CHARITY FUNDS		£515,022	£ 308,262	£771,316	£ 515,790

The trustees have prepared consolidated accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 17 to 31 form part of these accounts.

The charity made a surplus for the year of £255,526 further information is disclosed in note 3 to the financial statements.

The financial statements were approved and authorised for issue by the trustees on 14 March 2022 and signed on its behalf by:

DocuSigned by:
41ABB7BE5C5C4A5...

C P K Taylor
Director

DocuSigned by:
E9D03536B6754EB...

A T Cook
Director

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

DALLAGLIO RUGBYWORKS (LIMITED BY GUARANTEE)
COMPANY NO. 06803046
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2021

	Notes	GROUP 2021 £	GROUP 2020 £	CHARITY 2021 £	CHARITY 2020 £
Cash used in operating activities	26	256,894	482,243	296,243	485,525
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest income		503	413	503	413
Purchase of tangible fixed assets		(21,348)	(8,083)	(21,348)	(8,083)
Fixed assets scrapped		-	2,385	-	2,385
CASH USED IN INVESTING ACTIVITIES		(20,845)	(5,285)	(20,845)	(5,285)
Increase in cash and cash equivalents in year		236,049	476,958	275,398	480,240
Cash and cash equivalents at the beginning of the year		833,672	356,714	771,423	291,183
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		£1,069,721	£ 833,672	£ 1,046,821	£ 771,423

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

26. ACCOUNTING POLICIES

The financial statements incorporate the results of the principal activity which is described in the Trustees' Report, and which is continuing. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:-

26) Basis of preparation and going concern

The financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice Accounting and Reporting by Charities (SORP) (Effective 1 January 2019) and FRS102 The Financial Reporting Standard applicable in the UK and Ireland.

Dallaglio RugbyWorks meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the Covid-19 pandemic, the trustees have tested their cash flow analysis to take into account the impact on their charity of possible scenarios brought on by the impact of Covid-19, alongside measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and financial statements.

b) Consolidated financial statements

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

A separate SOFA for the charity has not been presented because the company has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

c) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

26) Income recognition policies

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Investment income is included when receivable
- Incoming resources from charity activity are accounted for when earned
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

1. ACCOUNTING POLICIES (continued)

e) Donated services and gifts in kind

Donated services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. On receipt, donated services and gifts in kind are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain the services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

26) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure on events includes any VAT that cannot be reclaimed. The VAT that cannot be reclaimed on administration expenses is included in the total expenses cost.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activity and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between expenditure categories of the consolidated statement of financial activities on a basis to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Management, support, administration and governance costs, where not directly attributed to an event or charitable activity are allocated in proportion to the income generated.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and accountancy costs linked to the strategic management of the charity.

g) Fixed assets

- Intangible Fixed Assets:

Intangible fixed assets are initially measured at historic cost and subsequently carried at cost less accumulated amortisation and any accumulated impairment losses.

At the reporting date, the charity assesses whether there is any indication that an asset may be impaired. An impairment loss is recognised if the recoverable amount of an asset is less than its carrying amount.

Amortisation is provided at rates calculated to write down the cost of each asset to its residual value (realistic value at the end of its economic life) on a systematic basis over its useful economic life.

The amortisation rates in use on a straight line basis are as follows:

Computer software - 20% straight line basis

- **Tangbible Fixed Assets:**

Individual fixed assets are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life as follows:

Computer equipment	-	33⅓% and 25% straight line basis
Office furniture	-	20% straight line basis
Mobile phones	-	50% straight line basis

h) Foreign currencies

Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the income and expenditure account.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

i) Financial Instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and trade creditors and other creditors.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Debtors:

Basic financial assets, including trade and other debtors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Cash and cash equivalents:

Cash and cash equivalents are represented by cash in hand, deposits held at call with financial institutions, and other short-term highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors:

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Such instruments are subsequently carried at amortised cost using the effective interest method.

Interest income:

Interest income is recognised in income and expenditure using the effective interest method.

j) Government Grants

Government grants are recognised on the accruals basis and included in other income.

k) Operating Leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to income and expenditure on a straight-line basis over the period of the lease.

l) Employee Benefits

The charity contributes to a defined contribution plan for the benefit of its employees. Contributions are recognised in income and expenditure as they become payable.

2. Legal status of the charity

The charity is a company limited by guarantee. The members of the company are the trustees named on page 5. The liability of the members on the dissolution or winding up of the company is limited to the sum of £10.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

3. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which is used for non-primary purpose trading activities and running sporting events.

The summary financial performance of the charity alone is:

	Year ended 31 July 2021 £	Year ended 31 July 2020 £
Income	1,131,557	2,065,796
Expenditure		
Costs of raising funds	(298,485)	(689,500)
Charitable activities	(582,426)	(1,264,964)
Provision for loss on loan to subsidiary	4,880	(50,028)
Net surplus	255,526	61,304
Total funds brought forward at 1 August 2020	515,790	454,486
Total funds carried forward at 31 July 2021	£ 771,316	£ 515,790
Represented by:		
Restricted income funds	-	132,110
Unrestricted income funds	771,316	383,680
TOTAL FUNDS	£ 771,316	£515,790

4. Donations

	Year ended 31 July 2021 Unrestricted £	Year ended 31 July 2021 Restricted £	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
Corporate grants and donations	190,124	174,544	364,668	230,345
Charity and other donations	157,757	256,364	414,121	814,000
Donations and Gifts in kind	99,476	76,400	175,876	251,575
	£ 447,357	£ 507,308	£ 954,665	£ 1,295,920

The donations and gifts in kind include:

Restricted donations: Gifts in kind of strategic consultancy services for training, project planning and support for the rugby programme £76,400 (2020: £68,200).

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

5. Charitable activities (Income)

	Year ended 31 July 2021 Unrestricted £	Year ended 31 July 2021 Restricted £	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
RugbyWorks fee for services provided	89,813	-	89,813	15,323
	£ 89,813	£ -	£ 89,813	£ 15,323

6. Other trading activities

	Year ended 31 July 2021 Unrestricted £	Year ended 31 July 2021 Restricted £	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
Activities for generating funds:				
8Rocks 2019	-	-	-	487,075
Dallaglio Cycle Slam	32,254	-	32,254	82,234
Other Events	37,410	-	37,410	(9,358)
	£ 69,664	£ -	£ 69,664	£ 559,951

7. Investment Income

	Year ended 31 July 2021 £	Year ended 31 July 2020 £
Bank and other interest receivable	503	413
	£ 503	£ 413

8. Other income

	Year ended 31 July 2021 Unrestricted £	Year ended 31 July 2021 Restricted £	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
Government grants Coronavirus Job Retention Scheme	-	76,841	76,841	196,049
	£ -	£ 76,841	£ 76,841	£ 196,049

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

9. Other Voluntary Income

In addition to the above supplies, the charity would like to thank the following generous sponsors for the donations in kind and services provided where it has not been possible to quantify the value received:

Aesop	Lawrence Dallaglio	Quietus Management
Akuma	Le Col	Richard Philp
Alpha Solutions	Lions	St James' Place
Andy Fern	M Restaurant	The Duke's St. Andrews
Ben Wilson	Mentzendorff	Tuffon Hall
Boisdale	Michael Murdoch	Veloforte
Daniel Brennan	Odendaal Diamonds	Warner's Gin
Digme	PING	

10. Expenditure: Cost of raising funds

	Year ended 31 July 2021 Unrestricted £	Year ended 31 July 2021 Restricted £	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
Fund raising activity costs:				
8Rocks event hosting costs	33,949	-	33,949	385,937
Dallaglio Cycle Slam	(6,282)	-	(6,282)	154,518
Administration and support costs (note 12)	15,368	-	15,368	101,175
Governance costs (note 12)	1,235	-	1,235	6,267
Other Events	3,128	-	3,128	13,214
Total fund raising costs	£ 47,398	£ -	£ 47,398	£661,111
Costs of generating voluntary income:				
Administration and support costs (note 12)	102,426	89,372	191,797	230,462
Governance costs (note 12)	7,937	7,636	15,574	13,745
Total costs of raising voluntary income	£ 110,363	£ 97,008	£ 207,371	£ 244,207
Costs for charitable activities:				
Administration and support costs (note 12)	-	-	-	2,611
Governance costs (note 12)	-	-	-	171
Total costs for charitable activities	£ -	£ -	£ -	£ 2,782
Total costs of raising funds	£ 157,761	£ 97,008	£ 207,371	£ 908,100

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

11. Expenditure: Charitable activities

	Year ended 31 July 2021 Unrestricted £	Year ended 31 July 2021 Restricted £	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
Charitable activities:				
RugbyWorks	-	601,296	601,296	1,165,865
Administration and support costs (see note 12)	19,132	100,837	119,970	91,553
Governance costs (see note 12)	1,592	7,100	8,692	7,546
Total charitable activities	£ 20,724	£ 709,233	£ 729,957	£1,264,964

Dallaglio RugbyWorks also received a 'gift in kind' of strategic consultancy services for training, project planning and support of £76,400 (2020: £68,200) and this is included in the costs of the RugbyWorks shown above.

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

12. Analysis of governance, administration and support costs

The charity identifies the costs of its administration and support costs. It then 15dentifies the costs which relate to the governance function. The governance costs and the costs of administration and support are apportioned between the five activities. These are the costs of fundraising, the costs of generating voluntary income (restricted and unrestricted), rugby programme and other charitable activities.

	Year ended 31 July 2021						31 July 2020	
	Unrestricted			Restricted				
Administration and support	**Costs of Generating voluntary income**	**Fund raising costs**	**Other Charitable Activities**	**Costs of generating voluntary income**	**Rugby Programme**	**Total**	**Total**	**Basis of apportionment**
	£	**£**	**£**	**£**	**£**	**£**	**£**	
Management and administration	56,664	7,722	9,955	52,747	84,286	211,374	254,942	Allocated on time
Finance and professional fees	20,695	3,219	4,150	19,414	11,660	59,138	57,438	In proportion to income/activity
Bank and finance charges	1,279	656	257	1,231	-	3,423	5,274	Direct Costs
Insurance, office rent and staff expenses	14,728	2,362	2,953	7,263	3,894	31,200	61,008	In proportion to income/activity
Website, computer and marketing	9,060	1,409	1,817	8,717	997	22,000	47,139	In proportion to income/activity
Total administration and support	£102,426	£15,368	£19,132	£89,372	£100,837	£327,135	£425,801	
Governance costs								
Audit	1,898	295	381	1,826	1,100	5,500	7,730	In proportion to income/activity
Accountancy fees	6,039	940	1,211	5,810	6,000	20,000	20,000	In proportion to income/activity
Total governance costs	£7,937	£1,235	£1,592	£7,636	£7,100	£25,500	£27,730	

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

13. Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employment benefits received by key management personnel during the year was £165,102. The charity considers it's key management personnel comprise the Senior Management Team.

None of the trustees received any remuneration during the period in their capacity as Trustee. Trustees' expenses reimbursed for travel costs were £nil (2020: £572).

14. Employees

Staff costs consist of:	Year ended 31 July 2021 Total £	Year ended 31 July 2020 Total £
Wages and salaries	489,996	1,032,558
Social security costs	37,949	95,311
Pension costs	9,022	20,698
	£536,967	£1,148,567
Allocation:		
Costs of management and administration	161,039	231,400
Charitable activities – RugbyWorks	375,929	917,167
	£536,968	£1,148,567

The average number of employees, excluding trustees, during the period was:

	Number 2021	Number 2020
Fund-raising and administration	4	6
Charitable activities	13	32

The number of employees whose emoluments (salaries, wages and benefits in kind) for the year to 31 July 2021 fell within the following bands was:

	Number 2021	Number 2020
£ 90,000 - £100,000	-	1

No employee had emoluments over £60,000 in the year to 31 July 2021.

15. Net income/expenditure for the year

	Year to 31 July 2021 £	Year to 31 July 2020 £
This is stated after charging:-		
Depreciation	13,806	18,018
Auditors' remuneration	5,500	7,730
Loss on disposal of fixed asset	16,800	2,009

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

16. Intangible assets

Group and charity:	**Computer Software £**	**Total £**
Cost:		
1 August 2020	-	-
Additions	21,348	21,348
Disposals	-	-
31 July 2021	£ 21,349	£ 21,349
Amortisation:		
1 August 2020	-	-
Provision for year	-	-
Eliminated on disposals	-	-
31 July 2021	£ -	£ -
Net book values:		
31 July 2021	£ 21,348	£ 21,348
31 July 2020	£ -	£ -

17. Tangible assets

Group and charity:	**Computers, mobiles and office equipment £**	**Total £**
Cost:		
1 August 2020	56,116	56,116
Additions	-	-
Disposals	(33,600)	(33,600)
31 July 2021	£ 22,516	£ 22,516
Depreciation:		
1 August 2020	21,916	21,916
Provision for year	13,806	13,806
Eliminated on disposals	(16,800)	(16,800)
31 July 2021	£ 18,922	£ 18,922
Net book values:		
31 July 2021	£ 3,594	£ 3,594
31 July 2020	£ 34,200	£ 34,200

18. Fixed asset investments

	2021 £	**2020 £**
Group	-	-
	£ -	£ -

The investment held by the charity is the £100 (2020: £100) investment in the subsidiary company at cost (see note 25).

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

19. Debtors

	Group 31 July 2021 £	Group 31 July 2020 £	Charity 31 July 2021 £	Charity 31 July 2020 £
Auction and event income	8,565	113,726	4,374	29,890
Other debtors	14,108	73,041	6,292	61,868
Prepayments and accrued income	3,417	13,903	798	2,042
Donations and gift aid	-	83,386	-	83,386
	£ 26,090	£284,056	£ 11,464	£177,186

20. Creditors : amounts falling due within one year

	Group 31 July 2021 £	Group 31 July 2020 £	Charity 31 July 2021 £	Charity 31 July 2020 £
Trade creditors	49,376	42,867	40,621	10,860
Other taxes and social security	11,158	19,211	11,158	19,211
Accruals and deferred income	541,044	737,167	256,079	422,628
Other creditors	4,153	44,421	4,153	14,420
	£ 605,731	£843,666	£ 312,011	£467,119

Included within creditors is £494,695 (charity £209,730) of deferred income relating to grants and event income received in advance. The movement can be analysed as follows:

	Group 31 July 2021 £	Charity 31 July 2021 £
Balance b/fwd	677,523	366,308
Additions in the year	190,732	216,982
Released in the year	(373,560)	(373,560)
Balance c/fwd	£ 494,695	£209,730

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

21. Analysis of charitable funds

	At 31 July 2020 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2021 £
Current Financial Year:					
Restricted funds					
Rugby Programme	132,110	584,149	(806,241)	197,810	107,828
Total restricted funds	132,110	584,149	(806,241)	197,810	107,828
Unrestricted funds	176,152	607,337	(178,485)	(197,810)	407,194
	£ 308,262	£ 1,191,486	£ 984,726	£ -	£ 515,022

Purpose of restricted funds

26) Restricted RugbyWorks donations

North West region
The restricted funds brought forward are £77,230. Donations were received in the year totalling £8,750 and costs were incurred of £50,689. The restricted funds carried forward at 31 July 2020 are £ 35,291.

West Midlands region
The restricted fund brought forward are £54,880. Donations received in the year were £90,000 and costs were incurred of £ 72,342. The restricted funds carried forward at 31 July 2021 are £72,538.

	At 31 July 2019 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2020 £
Prior Financial Year:					
Restricted funds					
Rugby Programme	88,832	662,492	(1,349,578)	730,364	132,110
Total restricted funds	88,832	662,492	(1,349,578)	730,364	132,110
Unrestricted funds	324,838	1,405,164	(823,486)	(730,364)	176,152
	£ 413,670	£ 2,067,656	£ (2,173,064)	£ -	£ 308,262

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

22. Analysis of group net assets between funds

	31 July 2021 Unrestricted £	31 July 2021 Restricted £	31 July 2021 Total £	31 July 2020 Total £
Group				
Fund balances at 31 July 2021 are represented by :				
Fixed assets	24,942	-	24,942	34,200
Net current assets	382,252	107,828	490,080	274,062
Net assets	£ 407,194	£ 107,828	£515,022	£308,262
Charity				
Fund balances at 31 July 2021 are represented by :				
Fixed assets	24,942	-	24,942	34,200
Investments	100	-	100	100
Net current assets	638,446	107,828	746,274	481,490
Net assets	£ 663,488	£ 107,828	£ 771,316	£515,790

23. Taxation

The charity is not liable to taxation upon its income by reason of the exemption under Section 505 of the Income and Corporation Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable activities.

24. Related party transactions

L B N Dallaglio, a trustee, donated his services for appearances, speeches, books, signed rugby shirts and events. A fair valuation of these services cannot be measured reliably and cannot be resold. There are no balances outstanding from transactions at 31 July 2021 (2020 £5,040).

In the prior financial year, Dallaglio Events Limited recharged costs of £ 2,232 for storage rental to Dallaglio 8 LLP which is an LLP owned by L B N and Mrs A Dallaglio. The amount outstanding at the year end was £nil (2020 £11,236).

All trustees give their time freely and no trustees' remuneration or expenses (other than disclosed in note 13) was paid in the year for time given in capacity as a Trustee. From time to time, Trustees will purchase tickets to fundraising events or make donations.

The Learning Crowd, a company in which Trustee, Zenna Atkins, is a Senior Associate, invoiced Dallaglio Events £65,810 during 2020-21 for the provision of education and leadership support. There was a balance of £6,655 due to The Learning Crowd at 31 July 2021 (2020 £nil).

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

25. Subsidiary company

The charity owns the whole of the issued share capital of Dallaglio Events Limited, a company registered in England. The subsidiary is used for non-primary purpose trading activities. A summary of the results of the subsidiary is shown below.

	Total 2021 £	Total 2020 £
Turnover	59,928	1,860
Cost of sales	(55,952)	(158,143)
Gross Profit / (loss)	3,976	(156,283)
Administrative expenses	(47,862)	(60,457)
Add provision for release of loan	(4,880)	50,028
Net (Deficit) for year	£ (48,766)	£ (166,712)

The aggregate of the assets, liabilities and funds was:

	Total 2021 £	Total 2020 £
Assets	37,526	169,119
Liabilities	(293,720)	(376,547)
Net (liabilities)	£ (256,194)	£(207,428)
Capital and Reserves		
Called up share capital	100	100
Profit and loss account	(256,294)	(207,528)
	£ (256,194)	£ (207,428)

26. Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Net movement in funds	206,760	(105,408)	255,526	61,304
Add back depreciation charge	13,806	18,018	13,806	18,018
Fixed assets written off	16,800	-	16,800	-
Deduct interest shown in investing activities	(503)	(413)	(503)	(413)
Decrease/(increase) in debtors	257,966	121,868	165,722	110,585
Increase/(decrease) in creditors	(237,935)	448,178	(155,108)	296,031
Net cash used in operating activities	£256,894	£482,243	£296,243	£485,525

DocuSign Envelope ID: C51EA982-B40F-42DE-8E44-C033AA004D86

27. Obligations under rental agreements

Dallaglio Events Limited has a commitment under an office rental agreement at 31 July 2021 of £5,040 (2020: £16,538).

28. Analysis of restricted and unrestricted funds for prior year

	Year ended 31 July 2020 Unrestricted Funds £	Year ended 31 July 2020 Restricted Funds £	Year ended 31 July 2020 Total Funds £
Income			
Donations	793,720	502,200	1,295,920
Charitable Activities	15,323	-	15,323
Other Trading Activities	559,951	-	559,951
Investment Income	413	-	413
Other income	35,757	160,292	196,049
Total income	1,405,164	662,492	2,067,656
Expenditure			
Costs of raising funds	823,486	84,614	908,100
Charitable Activities	-	1,264,964	1,264,964
Total expenditure	823,486	1,349,578	2,173,064
Net income/ (expenditure)	581,678	(687,086)	(105,408)
Transfer between funds	(730,364)	730,364	-
Net movement in funds	(148,686)	43,278	(105,408)
Reconciliation of funds			
Total funds brought forward at 1 August 2019	324,838	88,832	413,670
Total funds carried forward at 31 July 2020	**£ 176,152**	**£ 132,110**	**£ 308,262**