

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**

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**(LIMITED BY GUARANTEE)**  
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**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=NMu9wAqCoHQ&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  
(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 its 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.

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

**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 performance 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 activities 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 31<sup>st</sup> 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.

**DALLAGLIO RUGBYWORKS  
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TRUSTEES' REPORT (CONTINUED)  
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**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  
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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)  
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**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 12<sup>th</sup> December 2023 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 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](http://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

*10 January 2024*

**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 £
<b>Income</b>					
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
<b>Total income</b>		<u>1,028,924</u>	<u>448,374</u>	<u>1,477,298</u>	<u>1,667,114</u>
<b>Expenditure</b>					
Costs of raising funds	10	449,255	32,097	481,352	498,848
Charitable Activities	11	-	1,022,162	1,022,162	874,298
<b>Total expenditure</b>		<u>449,255</u>	<u>1,054,259</u>	<u>1,503,513</u>	<u>1,373,146</u>
<b>Net income/ (expenditure)</b>		579,669	(605,884)	(26,215)	293,968
Transfer between funds		(693,013)	693,013	-	-
<b>Net movement in funds</b>		<u>(113,344)</u>	<u>87,129</u>	<u>(26,215)</u>	<u>293,968</u>
<b>Reconciliation of funds</b>					
Total funds brought forward at 1 August 2022		777,601	31,389	808,991	515,022
<b>Total funds carried forward at 31 July 2023</b>	21	<u>£ 664,257</u>	<u>£ 118,518</u>	<u>£ 782,776</u>	<u>£ 808,990</u>

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 (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 £
<b>FIXED ASSETS</b>					
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
<b>TOTAL FIXED ASSETS</b>		<u>93,069</u>	<u>97,206</u>	<u>93,169</u>	<u>97,306</u>
<b>CURRENT ASSETS</b>					
Debtors	19	309,141	60,554	261,879	52,196
Cash at bank and in hand		527,146	706,304	524,226	631,652
<b>TOTAL CURRENT ASSETS</b>		<u>836,287</u>	<u>766,858</u>	<u>786,105</u>	<u>683,848</u>
<b>CREDITORS: amounts falling due within one year</b>	20	(146,581)	(55,074)	(138,452)	(48,214)
<b>NET CURRENT ASSETS</b>		<u>689,706</u>	<u>711,784</u>	<u>647,653</u>	<u>635,634</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>782,775</u>	<u>808,990</u>	<u>740,822</u>	<u>732,940</u>
<b>NET ASSETS</b>		<u>£ 782,775</u>	<u>£ 808,990</u>	<u>£ 740,822</u>	<u>£ 732,940</u>
<b>FINANCED BY</b>					
Unrestricted funds	21	664,257	777,601	622,305	701,551
Restricted funds	21	118,518	31,389	118,518	31,389
<b>TOTAL CHARITY FUNDS</b>		<u>£ 782,775</u>	<u>£ 808,990</u>	<u>£ 740,822</u>	<u>£ 732,940</u>

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

	<b>Notes</b>	<b>GROUP 2023 £</b>	<b>GROUP 2022 £</b>	<b>CHARITY 2023 £</b>	<b>CHARITY 2022 £</b>
Cash used in operating activities	26	(158,309)	(275,023)	(86,577)	(326,775)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Interest income		1,897	221	1,897	221
Purchase of tangible fixed assets		(22,747)	(88,615)	(22,747)	(88,615)
Fixed assets scrapped		-	-	-	-
<b>CASH USED IN INVESTING ACTIVITIES</b>		(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
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>£ 527,147</b>	<b>£ 706,304</b>	<b>£ 524,226</b>	<b>£ 631,652</b>

**DALLAGLIO RUGBYWORKS  
(LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2023**

**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.

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**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.

**DALLAGLIO RUGBYWORKS  
(LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 JULY 2023**

**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.

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**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)
<b>Net surplus/(loss)</b>	<u>7,882</u>	<u>(38,376)</u>
Total funds brought forward at 1 August 2021	<u>732,940</u>	<u>771,316</u>
<b>Total funds carried forward at 31 July 2022</b>	<u><u>£ 740,822</u></u>	<u><u>£ 732,940</u></u>
<b>Represented by:</b>		
Restricted income funds	118,518	31,389
Unrestricted income funds	622,304	701,551
<b>TOTAL FUNDS</b>	<u><u>£ 740,822</u></u>	<u><u>£ 732,940</u></u>

**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
	<u>£ 222,675</u>	<u>£ 448,374</u>	<u>£ 671,049</u>	<u>£ 619,262</u>

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**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
	<u>86,390</u>	<u>116,699</u>

**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
	<u>£ 717,962</u>	<u>£ -</u>	<u>£ 717,962</u>	<u>£ £920,240</u>

**7. Investment Income**

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

**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
	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ 10,692</u>

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

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

**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 £
<b>Fund raising activity costs:</b>				
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
<b>Total fund raising costs</b>	<b>£ 433,315</b>	<b>£ -</b>	<b>£ 433,315</b>	<b>£ 449,862</b>
<b>Costs of generating voluntary income:</b>				
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
<b>Total costs of raising voluntary income</b>	<b>£ 15,940</b>	<b>£ 32,097</b>	<b>£ 48,037</b>	<b>£ 48,986</b>
<b>Total costs of raising funds</b>	<b>£ 449,255</b>	<b>£ 32,097</b>	<b>£ 481,352</b>	<b>£ 498,848</b>

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.

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**11. Expenditure: Charitable activities**

	<b>Year ended 31 July 2023 Unrestricted</b>	<b>Year ended 31 July 2023 Restricted</b>	<b>Year ended 31 July 2023 Total</b>	<b>Year ended 31 July 2022 Total £</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Charitable activities:</b>				
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
<b>Total charitable activities</b>	<b>£ -</b>	<b>£ 1,022,162</b>	<b>£ 1,021,162</b>	<b>£ 874,298</b>

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**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	Costs of generating voluntary income	Fund raising costs	Costs of generating voluntary income	Rugby Programme Restricted	31 July 2023 Total	31 July 2022 Total
	£	£	£	£	£	£	£
<b>Administration and support</b>							
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
<b>Total administration and support</b>	<b>£ 48,163</b>	<b>£ 14,894</b>	<b>£ -</b>	<b>£ 29,991</b>	<b>£ 300,623</b>	<b>£ 393,672</b>	<b>£ 323,920</b>
<b>Governance costs</b>							
Accountancy fees	2,443	756	-	1,522	15,279	20,000	20,000
Audit	938	290	-	584	5,867	7,680	7,500
<b>Total governance costs</b>	<b>£ 3,382</b>	<b>£ 1,046</b>	<b>£ -</b>	<b>£ 2,106</b>	<b>£ 21,147</b>	<b>£ 27,680</b>	<b>£ 27,500</b>

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.

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**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 its 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
	<u>£ 729,769</u>	<u>£ 626,128</u>
Allocation:		
Costs of management and administration	256,544	229,816
Charitable activities – RugbyWorks	473,225	396,312
	<u>£ 729,769</u>	<u>£ 626,128</u>

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	-	-

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**16. Intangible assets**

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

**17. Tangible assets**

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

**18. Fixed asset investments**

	<b>2023 £</b>	<b>2022 £</b>
Group	-	-
	<hr/>	<hr/>
	£ -	£ -
	<hr/>	<hr/>

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

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2023**

**19. Debtors**

	<b>Group</b> <b>31 July 2023</b> <b>£</b>	<b>Group</b> <b>31 July 2022</b> <b>£</b>	<b>Charity</b> <b>31 July 2023</b> <b>£</b>	<b>Charity</b> <b>31 July 2022</b> <b>£</b>
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
	<u>£ 309,1341</u>	<u>£ 60,554</u>	<u>£ 261,879</u>	<u>£ 52,196</u>

**20. Creditors : amounts falling due within one year**

	<b>Group</b> <b>31 July 2023</b> <b>£</b>	<b>Group</b> <b>31 July 2022</b> <b>£</b>	<b>Charity</b> <b>31 July 2023</b> <b>£</b>	<b>Charity</b> <b>31 July 2022</b> <b>£</b>
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
	<u>£ 146,581</u>	<u>£ 55,074</u>	<u>£ 138,452</u>	<u>£ 48,214</u>

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:

	<b>Group</b> <b>31 July 2023</b> <b>£</b>	<b>Group</b> <b>31 July 2022</b> <b>£</b>	<b>Charity</b> <b>31 July 2023</b> <b>£</b>	<b>Charity</b> <b>31 July 2022</b> <b>£</b>
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	<u>£ 31,972</u>	<u>£ -</u>	<u>£ 27,072</u>	<u>£ -</u>

**DALLAGLIO RUGBYWORKS**  
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**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
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**21. Analysis of charitable funds**

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

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

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**22. Analysis of group net assets between funds**

	31 July 2023 Unrestricted £	31 July 2023 Restricted £	31 July 2023 Total £	31 July 2022 Total £
<b>Group</b>				
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
<b>Net assets</b>	<u>£ 664,258</u>	<u>£ 118,518</u>	<u>£ 782,775</u>	<u>£ 808,990</u>
<b>Charity</b>				
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
<b>Net assets</b>	<u>£ 622,304</u>	<u>£ 118,518</u>	<u>£ 740,822</u>	<u>£ 732,940</u>

**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.

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**FOR THE YEAR ENDED 31 JULY 2023**

**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.

	<b>Total 2023 £</b>	<b>Total 2022 £</b>
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 Receivable	-	3
Add provision for release of loan	144,478	335,713
<b>Net (Deficit) for year</b>	<b>£ (34,097)</b>	<b>£ 332,344</b>

The aggregate of the assets, liabilities and funds was:

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

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**

	<b>Group</b>		<b>Charity</b>	
	<b>2023 £</b>	<b>2022 £</b>	<b>2023 £</b>	<b>2022 £</b>
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)
<b>Net cash used in operating activities</b>	<b>£ (158,309)</b>	<b>£ (275,023)</b>	<b>£ (86,577)</b>	<b>£ (326,775)</b>

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**FOR THE YEAR ENDED 31 JULY 2023**

**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 £
<b>Income</b>			
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
<b>Total income</b>	<u>669,831</u>	<u>997,283</u>	<u>1,667,114</u>
<b>Expenditure</b>			
Costs of raising funds	133,647	365,201	498,848
Charitable Activities	-	874,298	874,298
<b>Total expenditure</b>	<u>133,647</u>	<u>1,239,499</u>	<u>1,373,146</u>
<b>Net income/ (expenditure)</b>	536,184	(242,216)	293,968
Transfer between funds	(165,777)	165,777	-
<b>Net movement in funds</b>	370,407	(76,439)	293,968
<b>Reconciliation of funds</b>			
Total funds brought forward at 1 August 2021	<u>407,194</u>	<u>107,828</u>	<u>515,022</u>
<b>Total funds carried forward at 31 July 2022</b>	<u><u>£ 777,601</u></u>	<u><u>£ 31,389</u></u>	<u><u>£ 808,990</u></u>