

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**

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**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  
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TRUSTEES' REPORT  
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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.

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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.

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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.

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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 animators 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.

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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 activities 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.



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

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**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

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**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.

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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.

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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).

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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**



## **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](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

[DATE] 23/12/25

**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 £
<b>Income</b>					
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
<b>Total income</b>		<u>648,923</u>	<u>1,449,298</u>	<u>2,098,221</u>	<u>1,679,617</u>
<b>Expenditure</b>					
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
<b>Total expenditure</b>		<u>596,699</u>	<u>1,482,991</u>	<u>2,079,690</u>	<u>1,660,774</u>
<b>Net income/ (expenditure)</b>		<u>52,224</u>	<u>(33,693)</u>	<u>18,531</u>	<u>18,842</u>
Transfer between funds		-	-	-	-
<b>Net movement in funds</b>		<u>52,224</u>	<u>(33,693)</u>	<u>18,531</u>	<u>18,842</u>
<b>Reconciliation of funds</b>					
Total funds brought forward at 1 August 2024		<u>569,349</u>	<u>232,269</u>	<u>801,618</u>	<u>782,756</u>
<b>Total funds carried forward at 31 July 2025</b>	21	<u><u>621,573</u></u>	<u><u>198,576</u></u>	<u><u>820,149</u></u>	<u><u>801,618</u></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 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 (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 £
<b>FIXED ASSETS</b>					
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
<b>TOTAL FIXED ASSETS</b>		<u>95,778</u>	<u>85,985</u>	<u>95,878</u>	<u>86,085</u>
<b>CURRENT ASSETS</b>					
Debtors	19	141,455	205,943	141,455	202,601
Cash at bank and in hand		721,673	617,970	721,673	616,956
<b>TOTAL CURRENT ASSETS</b>		<u>863,128</u>	<u>823,913</u>	<u>863,128</u>	<u>819,557</u>
<b>CREDITORS:</b> amounts falling due within one year	20	(138,757)	(108,280)	(138,757)	(105,635)
<b>NET CURRENT ASSETS</b>		<u>724,371</u>	<u>715,633</u>	<u>724,371</u>	<u>713,922</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>820,149</u>	<u>801,618</u>	<u>820,249</u>	<u>800,007</u>
<b>NET ASSETS</b>		<u>820,149</u>	<u>801,618</u>	<u>820,249</u>	<u>800,007</u>
<b>FINANCED BY</b>					
Unrestricted funds	21	621,573	569,349	621,673	567,738
Restricted funds	21	198,576	232,269	198,576	232,269
<b>TOTAL CHARITY FUNDS</b>		<u>820,149</u>	<u>801,618</u>	<u>820,249</u>	<u>800,007</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 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 16<sup>th</sup> December 2025 and signed on its behalf by:

  
**Ann Silla**  
Director

  
**A T Cook**  
Director

**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
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
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		-	-	-	-
<b>CASH USED IN INVESTING ACTIVITIES</b>		(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
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>721,673</b>	<b>617,970</b>	<b>721,673</b>	<b>616,956</b>

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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.

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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 2025**

**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.



**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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)
<b>Net surplus</b>	<u>20,242</u>	<u>59,185</u>
Total funds brought forward at 1 August 2024	<u>800,007</u>	<u>740,822</u>
<b>Total funds carried forward at 31 July 2025</b>	<u><u>820,249</u></u>	<u><u>800,007</u></u>
<b>Represented by:</b>		
Restricted income funds	198,576	232,269
Unrestricted income funds	621,673	567,738
<b>TOTAL FUNDS</b>	<u><u>820,249</u></u>	<u><u>800,007</u></u>

**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
	<u>298,389</u>	<u>420,000</u>	<u>718,389</u>	<u>606,938</u>

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.

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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
	<u>1,125,630</u>	<u>541,506</u>

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
	<u>250,267</u>	<u>-</u>	<u>250,267</u>	<u>527,110</u>

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
	<u>3,935</u>	<u>4,063</u>

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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	• Fun Bus Entertainment	• Rachel Wyllie	• Worldwide Golf Brands
• A Star Experience	• The Goring Hotel	• Mentzendorf	• Trish @ Kelso Races
• Alan Tait	• The Hands & Flowers	• Ping	• The Rugby Wine Club
• Boisdale	• Harrison Street	• Ranald MacDonald	• Liverpool Sporting Committee
• Cambridge Hamper Company	• Impulse Decisions	• Rox Jewellery	• ITV
• Alnwick Castle	• Hospitality Finder	• Florent Rossigneux	• Windsor and Eton Brewery
• Andrew Ridgeley	• Howden	• Simon Dent	• Robert Henderson
• Flying Pig Catering	• Jonathan Hughes	• St Pierre Golf Club	• Mike Dunderdale
• British & Irish Lions	• Nick Mather	• Taylor Made	• Clive Woodward
• Canterbury	• Clifford Waterston	• Tony Manners	• 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 £
<b>Fund raising activity costs:</b>				
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
<b>Total fund raising costs</b>	<u>201,412</u>	<u>-</u>	<u>201,412</u>	<u>427,422</u>
<b>Costs of generating voluntary income:</b>				
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
<b>Total costs of raising voluntary income</b>	<u>13,110</u>	<u>63,677</u>	<u>76,787</u>	<u>69,884</u>
<b>Total costs of raising funds</b>	<u>214,522</u>	<u>63,677</u>	<u>278,199</u>	<u>497,306</u>

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

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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 £
<b>Charitable activities:</b>				
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
<b>Total charitable activities</b>	<u>382,177</u>	<u>1,419,314</u>	<u>1,801,491</u>	<u>1,163,468</u>

**DALLAGLIO RUGBYWORKS**  
**(LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2025**

**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 £
<b>Administration and support</b>							
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
<b>Total administration and support</b>	<b>55,239</b>	<b>12,182</b>	<b>-</b>	<b>59,169</b>	<b>290,575</b>	<b>417,165</b>	<b>389,725</b>
<b>Governance costs</b>							
Accountancy fees	-	2,648	584	-	2,837	13,931	20,000
Audit		1,560	344	-	1,671	8,207	11,782
<b>Total governance costs</b>	<b>4,208</b>	<b>928</b>	<b>-</b>	<b>4,508</b>	<b>22,138</b>	<b>31,782</b>	<b>28,040</b>

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.

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**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 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 (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
	<u>1,471,083</u>	<u>919,814</u>
Allocation:		
Costs of management and administration	224,532	229,360
Charitable activities – RugbyWorks	1,246,551	690,454
	<u>1,471,083</u>	<u>919,814</u>

The above costs include ex gratia payments of £7,000 made to 1 employee as part of their termination 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
	<u>40</u>	<u>22</u>

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).

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**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**

	Computer Software £	Total £
<b>Group and charity:</b>		
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
<b>Net book values:</b>		
31 July 2025	71,626	71,626
31 July 2024	71,471	71,471

**17. Tangible assets**

	Computers, mobiles and office equipment £	Total £
<b>Group and charity:</b>		
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
<b>Net book values:</b>		
31 July 2025	24,152	24,152
31 July 2024	14,514	14,514

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<b>18. Fixed asset investments</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
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).

<b>19. Debtors</b>	<b>Group</b>	<b>Group</b>	<b>Charity</b>	<b>Charity</b>
	<b>31 July</b>	<b>31 July</b>	<b>31 July</b>	<b>31 July</b>
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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	-	-	-	-
	<u>141,455</u>	<u>205,943</u>	<u>141,455</u>	<u>202,601</u>

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

	<b>Group</b>	<b>Group</b>	<b>Charity</b>	<b>Charity</b>
	<b>31 July</b>	<b>31 July</b>	<b>31 July</b>	<b>31 July</b>
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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
	<u>138,757</u>	<u>108,280</u>	<u>138,757</u>	<u>105,635</u>

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:

	<b>Group</b>	<b>Group</b>	<b>Charity</b>	<b>Charity</b>
	<b>31 July</b>	<b>31 July</b>	<b>31 July</b>	<b>31 July</b>
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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)
	<u>50,131</u>	<u>30,022</u>	<u>50,131</u>	<u>30,022</u>



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**21. Analysis of charitable funds**

	At 31 July 2024 £	Incoming resources £	Outgoing resources £	Transfer £	At 31 July 2025 £
<b>Current Financial Year:</b>					
<b>Restricted funds</b>					
Rugby Programme	232,269	1,449,298	(1,482,991)	-	198,576
<b>Total restricted funds</b>	232,269	1,449,298	(1,865,168)	-	198,576
<b>Unrestricted funds</b>	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.

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

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

	31 July 2025 Unrestricted £	31 July 2025 Restricted £	31 July 2025 Total £	31 July 2024 Total £
<b>Group</b>				
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
<b>Net assets</b>	<u>621,573</u>	<u>198,576</u>	<u>820,149</u>	<u>801,618</u>
<b>Charity</b>				
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
<b>Net assets</b>	<u>621,673</u>	<u>198,576</u>	<u>820,249</u>	<u>800,007</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**

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.

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

The aggregate of the assets, liabilities and funds was:

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

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

	<b>Group</b>		<b>Charity</b>	
	<b>2025 £</b>	<b>2024 £</b>	<b>2025 £</b>	<b>2024 £</b>
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)
<b>Net cash generated from operating activities</b>	<b>150,606</b>	<b>108,422</b>	<b>151,620</b>	<b>110,326</b>

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**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 £
<b>Income</b>			
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	-	-	-
<b>Total income</b>	<u>931,855</u>	<u>747,762</u>	<u>1,679,617</u>
<b>Expenditure</b>			
Costs of raising funds	153,746	343,560	497,306
Charitable Activities	873,017	290,451	1,163,468
<b>Total expenditure</b>	<u>1,026,763</u>	<u>634,011</u>	<u>1,660,774</u>
<b>Net income/ (expenditure)</b>	(94,908)	113,751	18,843
Transfer between funds	-	-	-
<b>Net movement in funds</b>	(94,908)	113,751	18,843
<b>Reconciliation of funds</b>			
Total funds brought forward at 1 August 2023	<u>664,257</u>	<u>118,518</u>	<u>782,775</u>
<b>Total funds carried forward at 31 July 2024</b>	<u><u>569,349</u></u>	<u><u>232,269</u></u>	<u><u>801,618</u></u>

Expenditure on charitable activities 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.