

Dallaglio
RugbyWorks

2020-21

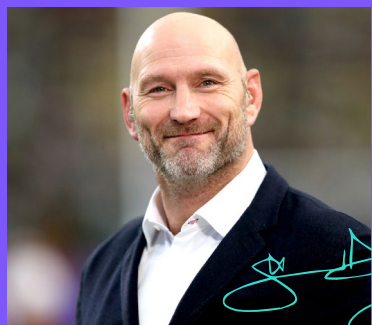
Annual Review



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Introduction

From Lawrence and Matthew



Lawrence Dallaglio, Founder



Matthew Key, Chairperson

In the academic year 20/21, Dallaglio RugbyWorks set out equipped with a strategic plan and a crystal clear focus to define in detail a young person's journey through our intervention and the outcomes they will achieve.

This 2020–21 Annual Review is testament to this commitment to the fundamentals of our approach. It assesses how we have performed in our four cornerstones: developing life skills; raising aspirations; improving physical wellbeing and focusing on mental wellbeing. It shows that our young people's risk of being excluded drops sharply as their relationship with our dedicated coaches develops. It shows that our young people make big strides forward in their attitude to learning, with an

82% improvement in school attendance and an 87% reduction in exclusion. Crucially, it shows that this links to attainment, with 93% of our young people increasing their progress towards English and maths GCSEs which we know are the key stepping stone to adult life.

Our conservative financial management throughout the pandemic has helped us to remain stable, and have the resources available to work with young people in person and virtually. For a second year running, largely due to the cancellation of our flagship events, the pandemic caused significant pressure on our ability to raise funds. Therefore, we would like to personally thank all of our supporters and partners for their generosity because without it we couldn't go into schools across England and Wales, or to talk about success stories like the ones in this report.

Face-to-face delivery is fundamental to building the trusted adult relationships which are central to our work with young people, however during the pandemic we learnt that this may not always be possible. In last year's Annual Review, we wrote about our reflections on the way in which we operated and recognised the need for

transformation. We are pleased to say that we are well on the way to being the Dallaglio RugbyWorks of our dreams, being truly powered by people and technology. A highlight of the year past is the digital portal we have started to develop to help the young people through the transition in their lives, with the aim to compliment and not replace face-to-face delivery. This has been developed with the help of CVC who we owe a debt of gratitude to. We are really excited to see the charity evolve over the coming years to provide 360-lifelong support to our young people. We want to ensure that their voices will be at the centre of every decision that we make so that we can always be a positive and trusted support system to them whenever they need us, for the rest of their lives.

Behind the outstanding impact figures from 20/21 lie great stories. We have been deeply moved by many young people who have shared their experiences. Hearing them go on to talk about the positive difference our work has made to their lives, trajectories, and often self-esteem, reveals the multifaceted value our work holds. We hope you enjoy discovering some of these stories in this report.

What we do

The problem

In the last academic year, 5057 students were excluded from mainstream education in the UK. That's 129 exclusions every school week.



Exclusion

These young people are some of the most disadvantaged and disengaged in society; twice as likely to be in state care, four times more likely to have grown up in poverty, seven times more likely to have special educational needs and ten times more likely to suffer recognised mental health problems.

The statistics show that pupils leaving Alternative Provision (AP provides education for pupils that due to exclusion, would not otherwise receive suitable education) at 16 perform considerably worse than peers in mainstream schools in educational attainment and in their post-16 transition. Just 4% achieve the equivalent of five GCSE passes in English and maths, compared to 64% in state-funded mainstream schools.

Only 54% of pupils from AP go into sustained education,

employment or training, compared to 94% from mainstream schools.

Without the qualifications required for many jobs, it is difficult for them to secure long-term employment and, coupled with the lack of guidance on future paths, many struggle to understand their options in work or training. This has all been exacerbated by schooling lost due to the pandemic.

The lifetime cost to the state of permanently excluding one young person is estimated to be £370,000 – these exclusions can have negative consequences if not addressed with urgency now.

Our mission

Our mission is to ensure all excluded young people have the same life chances as their non-excluded peers.

Our work

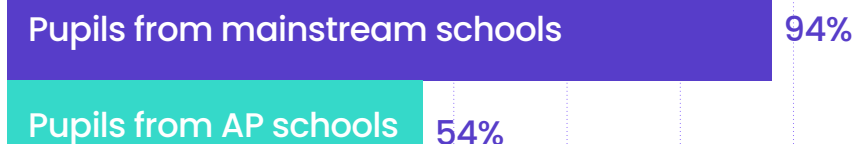
We do this by delivering an intensive, long-term skills development programme, based on the values of rugby, to young people between the ages of 12–17 that are either at risk of exclusion, or excluded from mainstream education.

We equip these young people with the life skills and attitudes they will need to move into sustained Education, Employment or Training. We help them develop essential workplace skills like problem solving and teamwork, as well as raise their aspirations through work experience, career taster days and the Sports Leaders qualification.

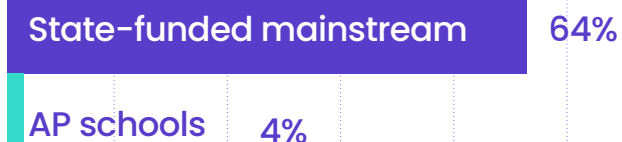
Alongside this, we give them the opportunity to improve their physical wellbeing through sport and focus on their mental wellbeing through mentorship, ensuring they are equipped to deal with the challenges of the modern world.

IN NUMBERS

PUPILS IN SUSTAINED EDUCATION, EMPLOYMENT OR TRAINING



PUPILS ACHIEVING FIVE GCSE PASSES IN ENGLISH AND MATHS



Research states that young people in deprived communities feel the brunt of the effects of school exclusion the most. Society states they can't go on to do the same as their peers.

Only 6% of care leavers aged 19–21 go to university compared to 34% in the general population	Over the last academic year, 33% of our young people were looked after or a care leaver
Young people eligible for free school meals are around 3x more likely to be excluded	In 2020/2021 60% of our young people were recipients of free school meals
Exclusion often reinforces racist constructs. Black Caribbean boys are 4x more likely to get excluded	In 2020/2021 we worked with 34% of young people from Black, Asian & Minority Ethnic Communities

We work to change this narrative and challenge the odds that say these young people can't go to university and can't make it through education. We want to break down those barriers, and we'd like to share some progress about our work to do that.

Where we work

In 2020–2021, we worked with 445 young people across 25 schools within 7 regions of the UK in the following settings:

Alternative provision	68%
Mainstream	24%
SEN	4%
Young offender institute	4%

Our impact in focus

2020–21

1

Our young people are more likely to be in Education, Employment or Training post-18 if they have attended our sessions.

Nearly half (46%) of young people who are excluded from mainstream school are not in Employment, Education, or Training (EET). At Dallaglio RugbyWorks, we help bridge that gap – in 20/21, 97% of our young people were in EET.

2

Our young people do better academically as a result of attending Dallaglio RugbyWorks sessions.

Only 4% of the students from AP settings pass English and maths GCSEs, compared to 64% in mainstream schools. We know there is a direct link between GCSEs and employment – having 5 or more good GCSEs puts young people at a 29% increased advantage to access employment than having no qualifications. According to teacher surveys, 93% of our young people have had increased progress in core subjects through participation in our sessions.

3

Our young people attend education more frequently as a result of our sessions.

In 2012, the Department for Education found substantial correlation between attendance and grades. Improved attendance is therefore an important indicator of a higher participation in learning. Schools report an 82% improvement in school attendance when young people take part in our interventions.



4

Our young people are less likely to be excluded after attending our sessions.

Between 2013 and 2019, fixed-term exclusions increased by 41% in London alone. In stark contrast, we are proud to record that 87% of our young people observed a reduction in all forms of exclusion experienced, signalling towards increased participation in learning and improvements in behavioural issues.



Therefore, we believe that we can create systemic, sustained change with our young people. By continually monitoring key indicators throughout the year, we have evidence that we are contributing to an increased chance that our young people will reach sustained Education, Employment or Training post-18.

During the academic year we surveyed our young people and they showed improvements in key skills which employers value such as:

95%

felt they can stay positive in tough situations

85%

felt they had an improvement in their listening and speaking ability with others

75%

felt their ability to solve problems improved

Questionnaires with teachers conducted at the end of the academic year also stated that:

94%

felt Dallaglio RugbyWorks had been a valuable experience for their young people

78%

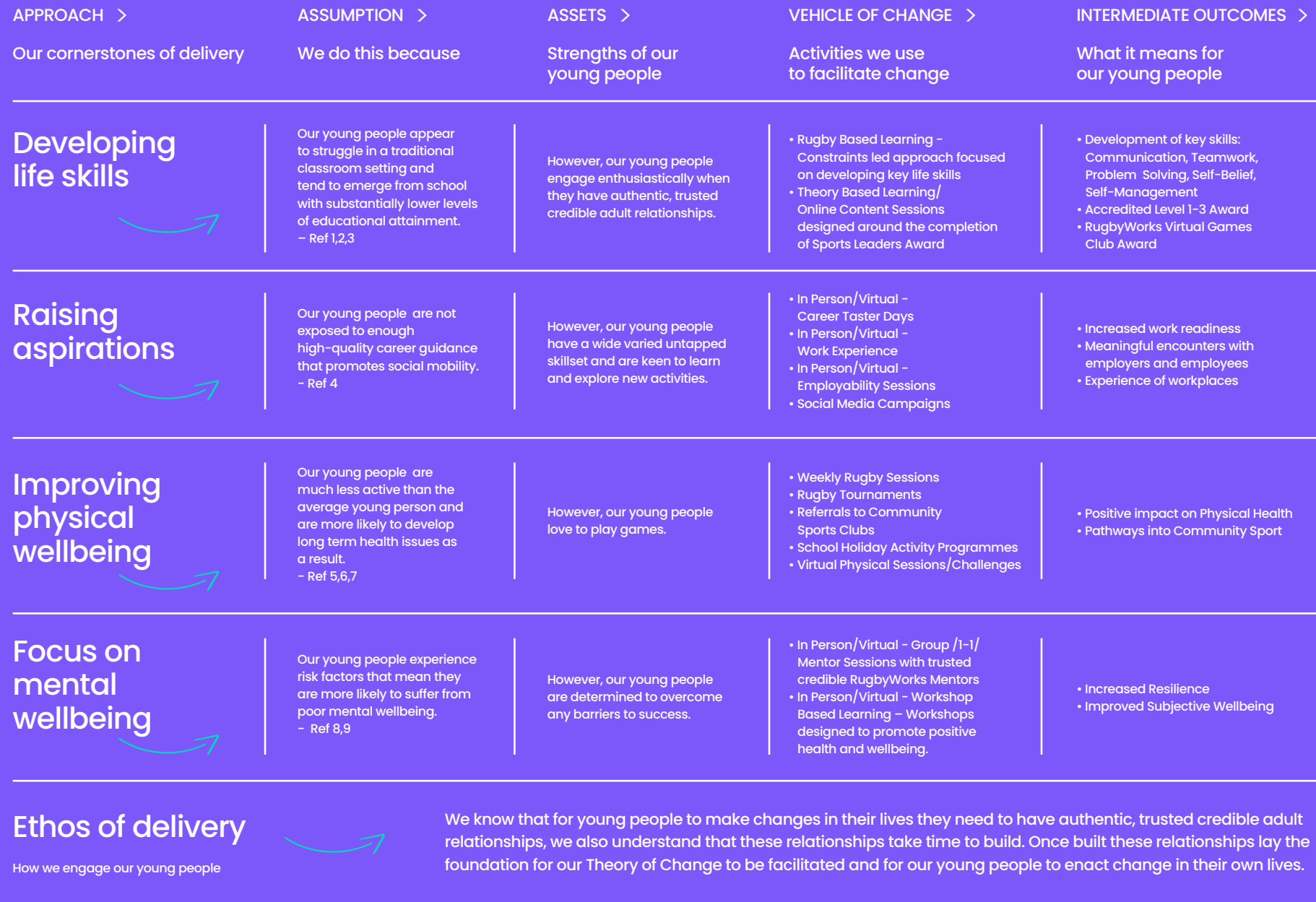
felt there was an increase in positive behaviour

The academic year 20/21 saw us define in detail a young person's journey through the intervention and the outcomes they will achieve focused around the four cornerstones in our theory of change – developing life skills, raising aspirations, improving physical wellbeing and focusing on mental wellbeing.

Theory of change



Theory of change



End Goal Outcomes for young people

Once our young people have completed their journey with us they are more likely to be in sustained Education, Employment and Training throughout their life.

Our young people are also equipped with the skills, experience and attitudes to live a positive productive life.

REFERENCES

1. Joseph Rowntree Foundation – Poorer children’s educational attainment: how important are attitudes and behaviour?
 2. Education in England – Annual Report 2018 – Key drivers of the disadvantage gap
 3. Timpson Review of School Exclusion – May 2019
 4. Gatsby good career guidance report 2014
 5. Sport England, December 2019. ‘Active Lives children and young people survey: Academic year 2018/19
 6. NHS, May 2020. ‘Statistics on Obesity, Physical Activity and Diet, England, 2020’, Part 4
 7. Centre for Social Justice, December 2017. ‘Off the scales: Tackling England’s childhood obesity crisis’
 8. DfE guidance – Mental Health and Behaviour in Schools – December 2018
 9. World Economic Forum A Global Framework for Youth Mental Health: Investing In Future Mental Capital for Individuals, Communities and Economies



“What impressed me above everything else was the incredible way in which you interacted with your young people and the wonderful relationship you so clearly have built up with them – you have an extraordinary ability to show care, kindness, understanding and patience, and have a strong belief in what you are trying to achieve.”

Trustee at East Head Impact Foundation

Impact

Developing life skills



Our young people appear to struggle in a traditional classroom setting and tend to emerge from school with substantially lower levels of educational attainment.

We help them to develop key life skills that will stay with them for the rest of their lives. The framework of skills is based on research carried out by Youth Employment UK highlighting five key life skills employers identified as the most important:

1. Communication
2. Teamwork
3. Problem Solving
4. Self-Belief
5. Self-Management

Young people involved with our interventions tend to have their best experience with us outside the classroom and learning these skills through rugby

based active learning. Once learnt and developed, these skills can be transferred into the world of work and employment, enabling our young people to live positive and productive futures.

The young people who attended our sessions were able to develop their life skills across a range of areas including problem solving and taking responsibility. There was also a steady increase across the year of young people's views on their ability to listen, speak to and work well with others. Overall, 100% of young people showed positive progress in the 5 key behaviours.

Feedback from our young people is that they want to do a qualification as part of working with us to enhance their personal portfolio and our aspiration is to have 90% of our young people a year achieving it.

Developing life skills

Corey's story

When Corey first met Dallaglio RugbyWorks coaches in September 2020 he was shy, reserved and reluctant to get involved. Corey ended up in an AP after a one-off incident at his mainstream school, and he often talks about how being moved to an AP affected his confidence. But, he was determined to challenge himself and took up virtual mentoring sessions during lockdown. This led to enrolling on our Sports Leaders Qualification course which he has now completed, and developed skills like self-control and creative thinking.

Corey has since returned to mainstream education due to good behaviour. However, on Wednesday afternoons he continues to show up to his old AP to help run the sessions with Dallaglio RugbyWorks coaches and catch up with the teachers that supported his return to mainstream education. In doing so, he sets a great example to the younger cohort in the school now taking part in our intervention.



Impact

Raising aspirations

Research has shown that a young person who has four or more meaningful encounters with an employer is 86% less likely to be NEET (Not in Education, Employment or Training) and can earn up to 22% more during their career. A 'meaningful' encounter is one in which the student has an opportunity to learn about what work is like or what it takes to be successful in the workplace – the core objective of our Career Taster Days.

Each Dallaglio RugbyWorks young person will attend a minimum of two Career Taster Days on the programme, combined with two internal workshops on CV writing and interview skills. The aim of a Career Taster Day is to

introduce our young people to the world of work, to show them the variety of roles within an organisation and focus on the skills that are relevant to be successful in the workplace.

The young people we work with have limited opportunities when they leave school and offering them this support is extremely beneficial. While interacting with external organisations, the young people are able to develop their interpersonal skills (e.g. communication, public speaking, confidence).

Throughout the year, 70% of our young people have attended two or more employability sessions.

“I just wanted to say a massive thanks again and well done to everyone at RugbyWorks for this morning! I think it was a huge success – the activities were perfect, as was the timing – and it was so lovely to see the students engaging throughout.”

Alice Utley Parker – Community Education Consultant, Linklaters



CAREER TASTER DAYS: LINKLATERS

For one of our Career Taster Days, the young people at The Grove School in London attended an online activity session with Linklaters.

It was a great session where young people were given the opportunity to take part in a Q&A with employees to learn about different job roles, develop their teamwork and public speaking skills through a variety of creative tasks, and practiced how to create a CV.

Raising aspirations

Malakhi's story

Malakhi struggled to find a spot in a school – as an immigrant from West Africa, his exclusion was circumstantial rather than behavioural. He has had issues with his family, particularly along the lines of religious identity, whilst also struggling with special educational needs, potential bipolar disorder and facing homelessness.

Since interacting with the Dallaglio RugbyWorks intervention, Malakhi has seen massive improvements – he went from not engaging, to being more of a team player and developing self-confidence, interacting positively with his peers and attending lessons more frequently. After completing a work experience programme with CEX, he was promptly offered a job post-school. He's also worked towards getting his Construction Skills Certification Scheme Card. With help and support from Dallaglio RugbyWorks, he passed the test on his 4th attempt and is now running circles around his peers studying for a BTEC in Plumbing at Merton College.



Impact

Physical and mental wellbeing

Physical Wellbeing

Our young people are less active than the average young person and are more likely to develop long-term health issues as a result. Data from Sport England states that 54% of children from the most affluent families are considered active compared to 42% from the least affluent families.

TO COMBAT THIS, WE RUN:

1 Weekly physical activity sessions

Mostly based around rugby but we don't discriminate against other sports!

2 Touch Rugby Tournaments

Regular tournaments against other schools.

3 Referrals to Community Sports Clubs

Links with Premiership Rugby Clubs, Local Rugby Clubs and England Boxing to build a community exit strategy.

4 Holiday Programmes

Continued engagement whilst schools are closed, designed to address the attainment gap and keeping participants physically active; a safe place to be, something to do and someone trusted to talk to.

Focus on mental wellbeing

Our young people experience risk factors that mean they are more likely to suffer from poor mental health.

The impact of the global pandemic has been catastrophic for our young people. Multiple points of research demonstrate this across the sector with young people stating that they are deeply anxious, their desire to self-harm is rising, they are having panic attacks and that motivation and hope for the future is being lost.

Through our sessions, we have seen a 68% positive increase in mental wellbeing with young people.

Our young people have spoken about loneliness and isolation, concerns about school, a breakdown of their routine, and on average 67% of young people believe that the pandemic will have a long-term negative effect on their mental health.



Focus on mental wellbeing

Ava's story

Ava reported to her teachers that she felt suicidal and depressed and she found it very hard attend classes. She was supported by her teachers who encouraged her to join the Dallaglio RugbyWorks sessions, and our team worked to build up her trust so that she felt safe to join them.

From building those trusted adult relationships, Ava was able to disclose information on her home life which led to further support including counselling. Ava continued to take part in our sessions and says they really help with her mental health. Ava now flourishes in the sessions and teachers reported 100% attendance in class where she is making good progress. She has also increased her resilience to deal with trauma at home.





Our work has led to 85% of young people feeling their levels of physical activity had improved.



Partners

Keeping us alive



We are grateful to all our partners who responded generously amidst the crisis brought on by the pandemic and successive lockdowns. It is our pleasure to highlight Macquarie Foundation's massive contributions during their annual Foundation Week event.

Paying homage to our founder, Lawrence Dallaglio, the event featured a series of 8 minute challenges, including cycling and running. Lawrence supported Macquarie Foundation during the event, which raised an incredible final sum of over £50,000. This was very kindly matched by Macquarie.

This brilliant fundraising will go towards Dallaglio RugbyWorks continuing our interventions in schools across England and Wales and give young people a second chance at a first impression.

Lawrence said: "What Macquarie have done during their Foundation Week is nothing short of fantastic. They've shown real commitment and dedication to raising a huge amount of money for RugbyWorks. We're really proud of our relationship with Macquarie as it allows us to continue to reach hundreds of young people who desperately need our support right now more than ever."

"RugbyWorks has been a strategic charity partner of the Macquarie Foundation for five years and we have enjoyed a close relationship throughout this time, with many of our staff getting involved in various events and career days for the children it supports. We raised over £50,000 in donations – with matched funding from Macquarie. We know these funds will make a material difference to the charity and the young people it supports."

Nicola Hetherington, Macquarie

Looking forward

Future ambitions



Zenna Hopson, CEO

At the end of the academic year we appointed Zenna Hopson as our new CEO to bring our vision to life and guide us as we work on our mission, to ensure all excluded young people have the same life chances as their non-excluded peers.

One of our core principles has been to acknowledge and amplify the voices of our young people and keep their welfare at the core of everything we do – including internal decisions and recruitment.

We also hope to create a new and updated monitoring and evaluation framework to better share our impact story. For the next academic year, we hope to be able to report on our achievements against these points in a separate impact report.

We are looking forward to piloting Player Profiles, our skills-development online platform, and rolling out our in-person

delivery between 3 and 7pm. We hope to learn more about how young people engage with Dallaglio RugbyWorks outside of our “in-school” sessions.

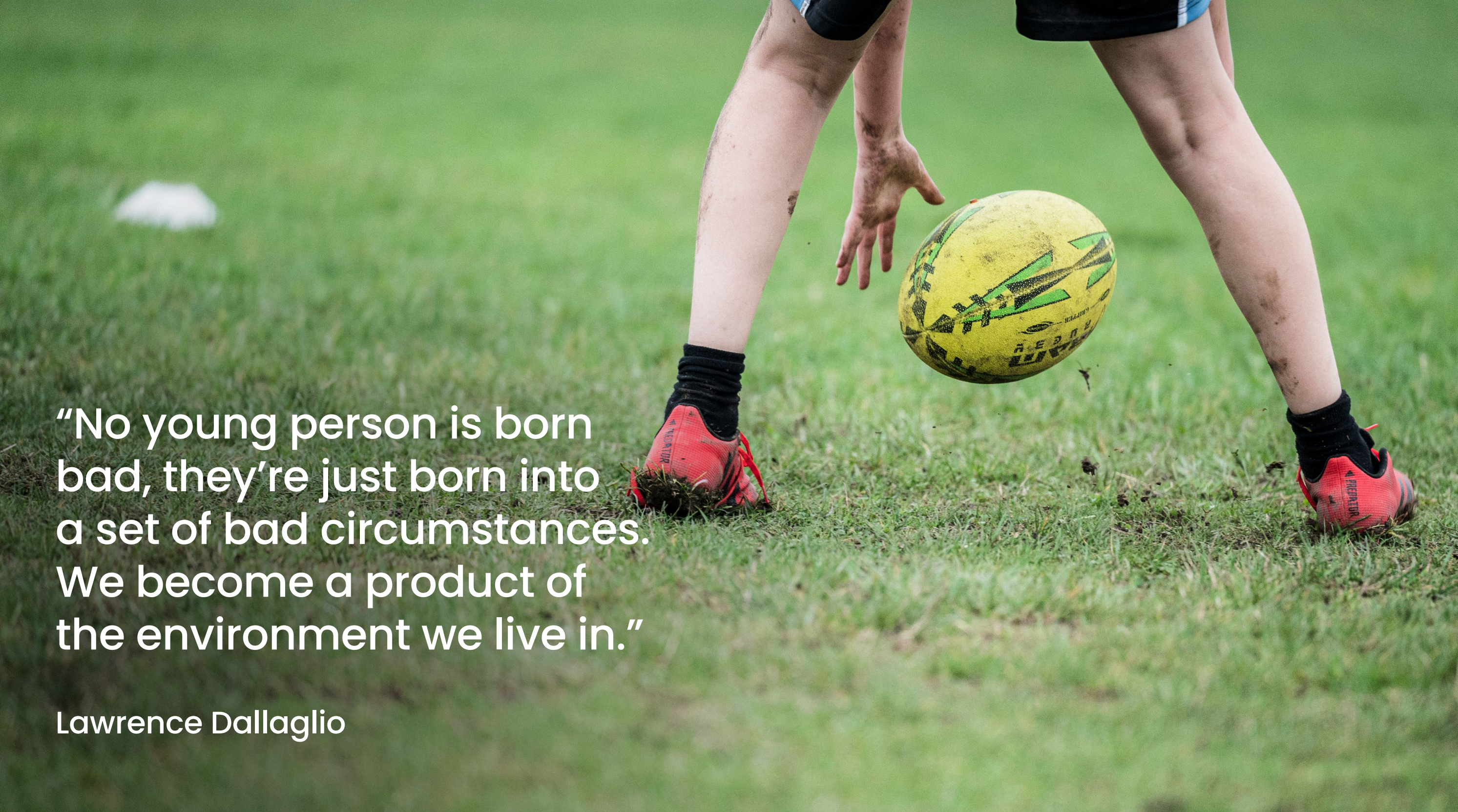
We also want to expand our holiday activities, such as the multi-sport camps, and adapt our methods as we expand delivery beyond term times.

In the long term, we are guided by our 5-year strategy, which sees us:

- Ensuring that at least 85% of the young people we work with are in Employment Education or Training post-18
- Broadening our reach with a 10-fold increase in the number of young people that we work with reaching 7,499 a year by 2026/27
- Increasing our direct delivery areas from 6 to 15 regions in England, continuing in Wales and starting delivery in Scotland

- Making sure that over 50% of the provisions we work in are AP
- Deepening our impact by being a 360-lifelong support system to every young person we work with through Player Profiles
- Ensuring that 50% of delivery is outside of school times, targeting excluded young people and those most at risk
- Increasing our employability partners by at least 5-fold to deliver opportunities to our young people, ensuring we have 60 active employers
- Developing our curriculum to a comprehensive blueprint, so that we can reach more young people indirectly by licencing our intervention
- Supporting other organisations to enable young people to set their own goals, accredit their success through their life experience and demonstrate skills employers want, through partnerships with Player Profiles
- Increasing the percentage of staff we employ who are our alumni or have similar lived experience to 35%

We are excited to widen our reach and refine our impact, as we provide young people with lifelong support and positive influences.



“No young person is born bad, they’re just born into a set of bad circumstances. We become a product of the environment we live in.”

Lawrence Dallaglio

Financial overview

The seismic impact of the Covid-19 crisis reinforced the urgent need for our work, however it also left us with a serious reduction in Trust & Foundation funding. Covid restrictions also had a significant impact on our ability to deliver large scale events.

2020–2021 has been a challenging year but with this challenge has come great opportunity. As a squad we are beginning to recover and rebuild; our structure is now streamlined and purposeful, and our delivery is relevant and responsive. We have redefined our way of working to respond to the current climate and have developed a purpose and vision which hold true to the nature of our work.

Our financial outlook has been a challenge but as a team we are clear on what we need to achieve together, and to focus on, to ensure our stability

as we move forward as an organisation. Dallaglio RugbyWorks is unashamedly ambitious in its desire to help change young people's lives so that they can go on to have a positive and productive future. As we move forward together, we will innovate and challenge so that we generate equality and justice for all the young people that we work alongside.

We have done work to understand more around the cost of programmes and the cost per young person. We have also come up with a strategy to diversify our income, including:

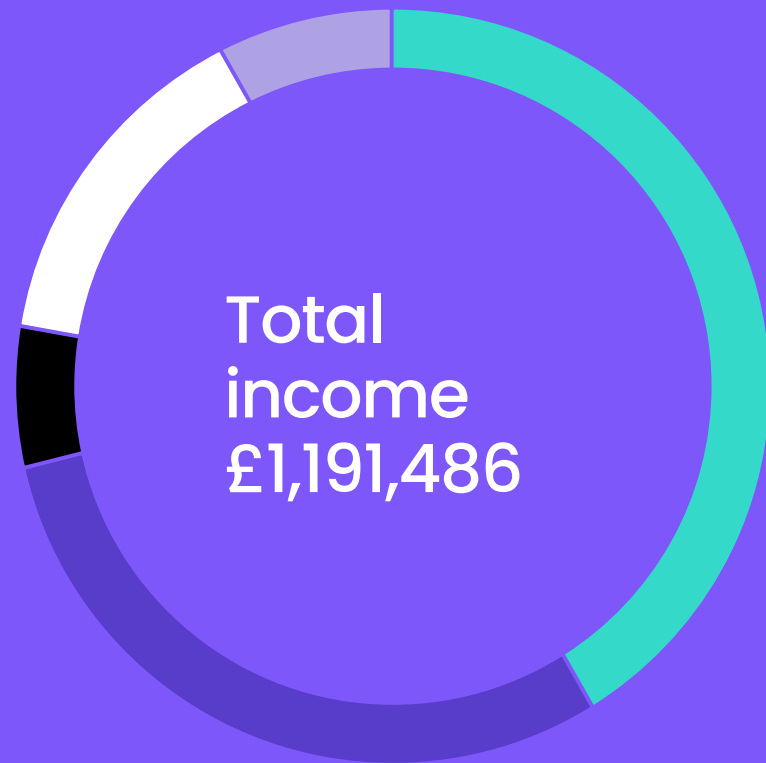
- Ensuring that we are impact focused in proving the worth of our work so that we have an embedded impact strategy which speaks to the needs of all our funders in terms of both evidence and application of strategic learning

- Increasing our stability as an organisation to ensure that we have the best possible team to enable us to deliver high quality appropriate interventions
- Diversifying our income to become financially sustainable and ensure that we have a strong, robust, and longitudinal multi-year funding strategy

In 2020/21 we reframed our strategies to better understand our costs – particularly around the cost of the intervention and per young person. We estimate this to be roughly £2,545 per young person, with our current strength of 450 young people.

Income 2020/21

- Trusts and Foundations – £489,014
- Corporates – £364,668
- Events – £69,664
- Individual Giving / Other – £178,327
- School Charging – £89,813

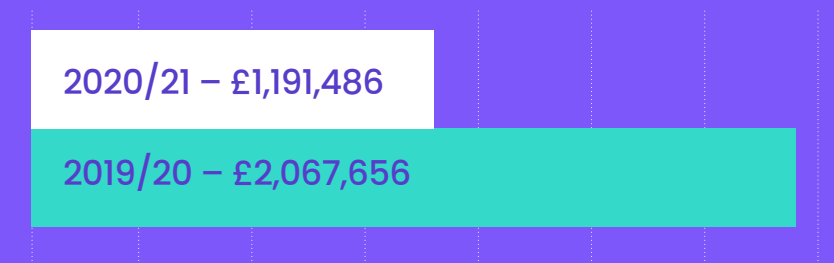


Expenditure 2020/21

- Charitable Activities – £729,957
- Core costs – £176,576
- Event costs – £30,795



Income 2019/20 vs 2020/21



Thank you

We wouldn't have been able to continue our brilliant work without the fantastic support of these individuals and organisations.

Organisations

73Media
Advent for Change
Barking RFC
Blagrove Trust
BNP Paribas
Burgess Sport
Centre for Education & Youth
Charles Hayward Foundation
Cheers Mate Productions
Coach Core
Collection Pot
CVC
Dame Kelly Holmes Trust
Fulham Football Club Foundation
Future Youth Zone
Garfield Weston

Henry Smith Charity
House of Sport
Impetus
Intrinsic
Linklaters
Liverpool Sporting Dinner
Loughor RFC
London Sport
Mercer's Company Charitable Foundation
Merthyr Housing Association
National Philanthropic Trust UK Ltd
South Wales Fire and Rescue
St James's Place
St Mary's University
State Street

Steve Morgan Foundation
Stonehage Fleming
Streatham & Croydon RFC
Street Games
Sutton & Epsom RFC
The Macquarie Group Foundation
UK Active
Unlocked Graduate Scheme
Welsh Rugby Union

Individuals

Alyn Morgan, Andrew Hawes, Andrew Orrock, Andrew Ridgeley, Bill Carey-Evans, Chris Screech, David Currie, Graham Dodridge, Ian Thompson, Jeremy Goring, John Blackman, Julian Miall, Kevin Brown, Kirsty Stanley Hughes, Leonie Schroder, Llewellyn John, Marc Boughton, Mark Rogers, Martin Smith, Martin Williams, Matt Horder, Maurice Allen, Michael Lavelle, Michael McGee, Mike Dunderdale, Neville Upton, Nick Theakstone, Paul Merrigan, Peter Harrison, Peter Nagle, Phil Brown, Philippa Brown, Ranald Macdonald, Richard Freeman, Richard Mackay, Simon Byrne, Steve Booth, Steve King and Steve Morgan.

Working with us brings a host of benefits to employees and employers alike and we would be delighted to discuss how you can get involved.

Please get in touch with our
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