

SOUTH OF ENGLAND FOUNDATION

England & Wales · Charity number 1096222

Details

Other names CHARLTON ATHLETIC COMMUNITY TRUST

Status Registered

Legal form Charitable company

Company number [04654582](#)

Registered 2003-02-25

Register [View on the Charity Commission register](#)

Contact

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Training Ground
Sparrows Lane
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Activities

Objects: THE OBJECTS OF THE CHARITY ARE TO PROMOTE ANY CHARITABLE PURPOSE FOR THE GENERAL BENEFIT OF THE COMMUNITY, AND IN PARTICULAR THOSE PEOPLE LIVING AND WORKING IN THE LONDON BOROUGHS INCLUDING GREENWICH, BEXLEY AND BROMLEY, OTHER PARTS OF SOUTH-EAST ENGLAND AND OUTSIDE THE UK, AND WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING: (A) TO DELIVER INITIATIVES WITHIN THE COMMUNITY DESIGNED TO LESSEN THE EFFECTS OF SOCIAL EXCLUSION CAUSED BY POVERTY, OLD AGE, DISABLEMENT, HEALTH INEQUALITIES AND ECONOMIC DEPRIVATION. (B) TO ADVANCE EDUCATION, INCLUDING SOCIAL, PHYSICAL, ACCREDITED AND VOCATIONAL TRAINING, THE PROVISION OF TRAINING FOR UNEMPLOYED PERSONS AND ADULT EDUCATION WITHIN THE COMMUNITY. (C) TO PROVIDE OR ASSIST IN THE PROVISION, IN THE INTERESTS OF SOCIAL WELFARE, OF FACILITIES FOR RECREATION AND OTHER LEISURE-TIME OCCUPATION FOR THOSE WITHIN THE COMMUNITY WHO HAVE NEED OF SUCH FACILITIES INCLUDING THE PROVISION OF UNIVERSAL AND TARGETED PROGRAMMES. (D) TO PROMOTE THE HEALTH OF THE COMMUNITY THROUGH WORKING WITH KEY PARTNERS AND THE PROVISION OF FACILITIES FOR PLAYING FOOTBALL AND OTHER SPORTS. (E) TO PROMOTE GOOD CITIZENSHIP WITHIN THE COMMUNITY. (F) TO PROMOTE HARMONY BETWEEN PERSONS OF DIFFERENT ETHNIC AND CULTURAL BACKGROUNDS WITHIN THE COMMUNITY.

Activities: Charlton Athletic Community Trust works with all people regardless of their background, ethnicity, economic status or physical ability. Its legal objectives are to promote any charitable purpose for the community and in particular those living and working in the London Boroughs of Greenwich, Bexley, other parts of South East England and outside the UK

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** GREENWICH, BEXLEY, SOUTH EAST ENGLAND.
- Bexley
- Bromley
- Greenwich
- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,193,000	£7,589,000	£3,061,000	250
2024-03-31	£7,192,049	£6,740,592	£3,489,805	220
2023-03-31	£6,886,900	£6,676,140	£2,884,060	216
2022-03-31	£6,371,472	£6,422,347	£1,993,274	226
2021-03-31	£5,597,905	£5,373,593	£1,839,955	189

Trustees

Name	Role	Appointed
Calum George Coker		2020-06-10
Farai Nyadundu		2025-07-09
Fiona Anne Harris		2022-03-09
Ian Parkes		2025-07-09
James Richard Rodwell		2024-03-27
Jason Benn		2025-07-09
Marilyn Toft		2013-12-11
Martin Patrick Griffiths		2020-06-10
Simon Robert Charlick Mr		2020-06-10
Tracy Anne Herd		2020-12-02

SOUTH OF ENGLAND FOUNDATION

England & Wales - Charity number 1096222

Accounts

SOUTH OF ENGLAND FOUNDATION OPERATING AS

CHARLTON ATHLETIC COMMUNITY TRUST

ANNUAL REPORT 24/25 & CONSOLIDATED FINANCIAL STATEMENTS

Company Limited by Guarantee Registration Number: 04654582 (England and Wales)
Charity Registration Number: 1096222



PRINCIPAL PARTNER



WELCOME FROM THE CEO



As we reflect on the 2024/25 financial year, I would like to begin by expressing my heartfelt thanks to every member of staff across CACT. Your dedication, resilience and commitment have once again helped us achieve another hugely successful year. In the face of significant external challenges, the strength and professionalism of our team have shone through.

This year, like so many across the charity sector, we've had to navigate our way past a number of obstacles, facing increasing uncertainty, brought on by shifting government policies, and the closure of longstanding programmes. Yet despite this challenging landscape, I am extremely proud to report that CACT have posted a turnover of £7.2 million for the year.

One of the more difficult moments came with the closure of the National Citizen Service (NCS) programme after 14 incredible years. Since its inception, NCS has positively influenced the lives of thousands of young people across London and Kent and we are proud of the role we have played in delivering such a transformative initiative. While it was hugely disappointing to see the programme come to an end, we remain focused on looking forward and adapting. Unfortunately, this led to staff leaving CACT and I would like to put on record my thanks to those who did a brilliant job over many years.

Indeed, our ability to evolve was evidenced by the launch of our groundbreaking new social value pilot programme in partnership with our friends at Martin Arnold, Faithorn Farrell Timms and Potter Raper. This important initiative is already delivering success across a variety of programmes and clearly demonstrates our ongoing commitment to innovation and collaboration in delivering meaningful outcomes for our communities.

As the reigning EFL 'Community Club of the Season' last year, we continued to exemplify the values and impact that earned us that prestigious title. A significant highlight came in November when we hosted the EFL's 'Week of Action' event at The Valley. The day was a fantastic showcase of our work as we welcomed representatives from clubs across the country. We were proud to see the event receive strong coverage on Sky Sports News and ITV and we are especially grateful for the ongoing support we receive from the men's first-team manager Nathan Jones, women's first-team Manager, Karen Hills and players from both squads.

Our close working relationship with the club continues to flourish under the positive stewardship of the current ownership. So much so that a new agreement between CACT and the club is shortly to be formalised, reinforcing our shared vision and commitment to the local community. We are delighted to acknowledge the ongoing role of the club's leadership team in their support of CACT's work.

Elsewhere, we enjoyed another successful 'Upbeats Walk' in 2024 which resulted in a record fundraising effort, with more than £55,000 raised for the Down's Syndrome programme. Our Youth Engagement Vehicles project expanded with the introduction of a second bus serving Bexley, complementing the impactful work already being done in Greenwich. This programme gained national recognition by being named the EFL's League One 'Community Project of the Year'. In addition, our Hospital Discharge programme earned a nomination for 'Community Project of the Year' at the London Football Awards. Although we missed out to Brentford's excellent 'Bee a Hero' campaign, we are immensely proud of the continued impact our work has in this space.

To close, thank you once again to our incredible staff. Your dedication and hard work drives everything we do and truly makes the difference in our community. My thanks to our Chair, Marilyn Toft, for all her support and guidance over the year and to our brilliant board of Trustees. Our work cannot be as successful if it wasn't for the support of so many sponsors, partners, individuals and stakeholders – My personal thanks to you all. I look forward to building on this year's outstanding successes throughout 2025/26.

Jason Morgan MBE, Chief Executive

WELCOME FROM CHAIR OF TRUSTEES



On behalf of the trustees, I'd like to take this opportunity to thank all our dedicated staff for continuing to provide highly-regarded and impactful services to local communities in the south-east, sharing their considerable expertise and skills at every level of our delivery. It is a real privilege to be Chair of this wonderful Trust and indeed an honour for us as trustees to provide the governance necessary to preserve the history, legacy and future of CACT in what is an ever-changing context, with significant challenges.

I'm delighted that we have been able to strengthen the board over recent months and have achieved greater diversity of thought around the boardroom table – so a huge welcome to Jason Benn, Farai Nyadundu and Ian Parkes – all of whom bring additional talent, skills and expertise to our strategic leadership in supporting CACT in continuing to be a market leader in times to come.

24/25 has been no different in presenting us all with challenges – in fact, it has offered very specific opportunities following an extensive organisational review last summer with an outcome being the need to modernise and professionalise CACT, as well as respond with caution and prudence to unpredicted financial challenges due to changes in government policy. This is alongside continuing to deliver with energy and commitment our five-year strategic plan.

A key feature of our work during this year has been to reset our alignment with the club, with an ambition to understand better what a collaborative partnership will look like in an increasingly competitive commercial world. We are proud to be the charitable arm of Charlton Athletic Football Club, and with Championship status now secured, we are shortly to sign a formal agreement that outlines the core principles and values that will sustain our partnership both now, and in the future, whilst adhering to Charity Commission guidelines.

CACT will play a major part in helping the club 'become the most cohesive and sustainable community-driven club, competing at an elite level'. I am personally delighted to be chairing the club's Advisory Board with a remit to advise and counsel the club's board, which includes, amongst other things, strengthening fan engagement informed by CACT's tried and tested community development strategies.

Exciting times are ahead... our strength is together, and with a strong vision, shared responsibility and trust, I am confident that we will be on the front foot in achieving collaborative success in a constantly changing world.

All different, all together, all Charlton!

Marilyn Toft, Chair of Trustees

**Registered Office
& Operating Office**

Charlton Athletic
Training Ground
Sparrows Lane
New Eltham
London
SE9 2JR

Company Secretary

Taylorred
Business Services

Auditor

Buzzacott Audit LLP
130 Wood Street
London EC2V 6DL

Bankers

Bank of Scotland plc
PO Box 54873
London SW1Y 5WX

Legal/HR Consultants

Outset (UK) Limited
Vinters Business Park
New Cut Road
Maidstone ME14 5NZ

Ambassadors

Dave Berry
Paul Dunn MBE
Keith Peacock
Martin Simons
Steve Sutherland

Website

CACT.ORG.UK

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TRUSTEES



Marilyn Toft

Chair



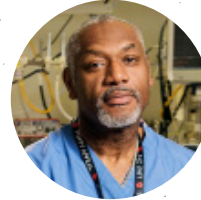
Simon Charlick

FCA

Vice-Chair



Calum Coker



Martin Griffiths

CBE



Fiona Harris



Tracy Herd



James Rodwell



Ian Parkes



Jason Benn



Farai Nyadundu

HONORARY VICE PRESIDENT

Lord Michael Grade
of Yarmouth CBE

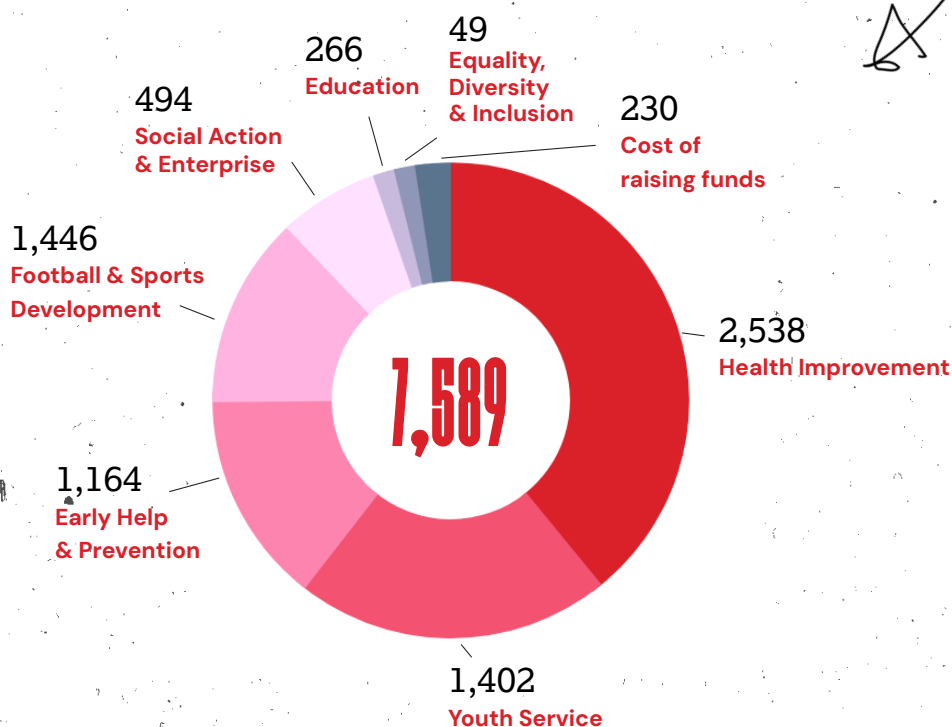
CHIEF EXECUTIVE OFFICER

Jason Morgan MBE

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2025:

FINANCIAL HIGHLIGHTS	2025 £000's	2024 £000's
Total income	7,193	7,192
Total expenditure	(7,589)	(6,740)
Net (expenditure) income	(396)	452
Expenditure		
Charitable activities		
Health Improvement	2,538	2,163
Youth Service	1,402	1,492
Early Help & Prevention	1,164	1,048
Football & Sports Development	1,446	1,260
Social Action & Enterprise	494	334
Education	266	168
Equality, Diversity & Inclusion	49	52
	7,359	6,517
Cost of raising funds	230	223
	7,589	6,740

EXPENDITURE BREAKDOWN (£000'S)





1,110

participants mentored across South East London and Kent

85%

of participants of Young Greenwich Learning Hub have improved educational aspirations



3,170

referrals for cost of living support

CAAC

28,



53,763

Young Greenwich attendances



£13,660

worth of fuel voucher payments distributed



89%

of Short Breaks participants
have Improved mental and
emotional wellbeing



100%

participants attending
Charlton Challenge rated
their overall experience as
Good or Excellent



worked with
over

1000

people, in 2024-2025



13

Post-16 participants
moved onto
employment/
apprenticeships after
their engagement with
the project.



186

participants have taken
part in one of our
Mental Health projects



382

Young Greenwich
Volunteers

PRINCIPAL AIMS & OBJECTS

CACT's legal objects are to promote any charitable purpose for the general benefit of the community, and in particular those living and working in the London Boroughs including the Royal Borough of Greenwich, Bexley and Bromley, other parts of South East England and outside the UK.

CACT's aims and objectives are captured in its vision, values and mission statement.

VISION

HEALTHY, HAPPY, RESILIENT AND THRIVING COMMUNITIES.

VALUES

- Adaptability
- Equity
- Integrity
- Passion
- Respect

MISSION STATEMENT

**ROOTED IN, TRUSTED BY AND WORKING IN PARTNERSHIP
WITH OUR COMMUNITIES TO DELIVER POSITIVE OUTCOMES.**

PUBLIC BENEFIT & ACHIEVEMENT

When setting the objectives and planning the work of the charity for the year, the trustees have considered the Charity Commission's general guidance on public benefit.

The trustees consider that the following sections of the report demonstrate many aspects of the public benefit, which the charity provides. The fact that CACT engages with thousands of people every week and works in partnership with several agencies on a wide range of activities, demonstrates benefit to the communities in which CACT operates.

CACT's principal areas of work are:

- Health Improvement
- Youth Service
- Early Help & Prevention
- Football & Sports Development
- Social Action & Enterprise
- Equality, Diversity & Inclusion
- Education

This annual report highlights some of the key aspects of programmes delivered during the year including impact, achievements and performance; case studies and quotes are included to help illustrate this.



**EFL COMMUNITY CLUB
OF THE SEASON 2023/2024**

**OUR MISSION: "ROOTED IN, TRUSTED BY AND WORKING IN PARTNERSHIP
WITH OUR COMMUNITIES TO DELIVER POSITIVE OUTCOMES"**

HEALTH IMPROVEMENT

Our work within the Health Improvement strand is commissioned by the Royal Borough of Greenwich Public Health team. We are an integral part of their Live Well prevention strategy that is designed to reduce health inequality across the borough.

Our highly trained and committed staff respond to the needs of local residents, organisations and stakeholders in the borough. The overarching aim is to deliver the Live Well Greenwich Infrastructure – a set of services with the primary aim of connecting those living, working and studying in Greenwich, or registered to a Greenwich GP, to a wide range of community-based support and services with a specific focus on addressing their broader, non-medical health and wellbeing needs, targeting those who are most vulnerable.

Each day of work is unique, as we support and empower individuals to build their resilience and take control of their health and wellbeing outcomes. Our teams have to be knowledgeable, flexible, compassionate and determined to address a range of issues including homelessness, cost of living challenges, social isolation and physical and mental health conditions.

A key element of the service we offer is building partnerships and referral routes to link individuals to a huge number of community organisations and statutory partners that support them on their journey.

Our core service delivers a social prescribing offer for the residents of Greenwich, working with 8,652 residents in 2024–25, our offer includes:

The Live Well Community Hub – a contact telephone support centre providing a single point of access for referrals and support from Live Well.

Live Well Coaching – the social prescribing team that works within GP practices, providing one-to-one support, empowering people to make positive behavioural changes that contribute towards a healthier life.

Care Coordination – Care Coordinators work within GP practices, supporting patients and coordinating the care of people who have long-term conditions.

In addition, CACT delivers a range of projects that promote physical well-being, community cohesion and reduce social isolation, examples include:

Outreach and community engagement – a presence in the community and at events, where the team signposts and provides services such as vaccinations or blood pressure checks.

Extra Time Hub – a weekly social club for semi-retired and retired residents of the local area.

Greenwich Get Walking – a free walking programme where volunteers lead 17 weekly and three monthly walks across Greenwich.

Men's health and walking football – a variety of different programmes to improve men's health, including a social evening and walking football.

Innovation is central to our offer and over the past year we have delivered new pilots including:

Co-location of a Live Well coach in the Joint Emergency Team – a multi-disciplinary emergency response team that is tasked with preventing people entering hospital.

High intensity user pilots in primary care that target identified cohorts to enhance their health outcomes. A recent example was working with those with diabetes to better engage with their treatment plan. A wellbeing coffee morning in Eltham library that offers lifestyle checks and cost of living support.

Monitoring and Evaluation

We work closely with our monitoring and evaluation team to capture the social value and impact of our projects. In 2024/25 we delivered £29,600,000 of social value via our Live Well Greenwich project. The evaluation of our hospital discharge work identified an estimated cost saving of £800,088 for the year to the NHS as we reduced hospital stays of patients who were medically fit for discharge.

The strength of our partnerships within the local community and voluntary sector and statutory services are crucial to the success of Live Well and its aim of reducing health inequalities at an individual, community and population level.



65%

of clients have improved their SWEMWBS* score.

*Short Warwick-Edinburgh Mental Wellbeing Scale

553

referrals made to support clients with nutrition and access to healthy food

HEALTH IMPROVEMENT CASE STUDY: AP

AP was referred to CACT's Health Improvement service due to housing issues. She initially phoned the Live Well Community Hub helpline, and the referral was subsequently assigned to a member of the Live Well team. Concerns about AP's mental health were also highlighted in the referral.

During an initial phone call, further details were gathered, and AP was booked for an in-person appointment at Well Hall. At the appointment, AP met her Live Well Coach and explained the housing issues she was facing – specifically health concerns caused by mould and damp in her property.

Following the appointment, several actions were taken. AP's Live Well Coach signposted her to services where she could access mental health support and contacted the council's Repair Care team to address the mould issue. The team carried out a thorough clean of the property, and AP received support in completing the necessary paperwork. These steps provided both immediate relief and long-term support to address her housing and mental health challenges.

As a result of the support provided, AP has experienced significant positive outcomes. She was granted improved housing priority and received essential repairs, including a professional wash-down of her property to address the mould, which has created a healthier and safer living environment.

AP's mental health and overall quality of life have also improved. After being signposted to Greenwich Mind by her Live Well Coach, she was able to access additional mental health support. With her housing situation improving and her mental health stabilising, AP is now in a much stronger position to focus on other areas of her life.

AP said: "Live Well Greenwich have really helped me with my housing so much. I had no idea what I was doing. I am living in mould and damp in temporary accommodation and felt like nobody cared. My Live Well coach explained the process, helped me with the forms, got the council to wash the mould in my property, and helped me receive more mental health support. I am very grateful."

The Live Well Coach who supported AP explained: "When I first met AP, she was in a really bad position and felt like no one was helping her. Comparing that to our last meeting in November, she is now in a much better situation. She has a spring in her step and feels like having someone there to support her has given her better structure and a much more positive outlook on life. It's great to see her carrying on and making progress."



YOUTH SERVICES

YOUNG GREENWICH

Throughout the year, we have undertaken a variety of projects, events and programmes. These include the annual Young Greenwich Awards, a themed matchday and the Summer Academy which offers activities and courses to young people across the Royal Borough of Greenwich, with many of the courses offering an accreditation.

Meanwhile, a Metro sexual health worker and an Oxlea's school nurse delivers weekly sessions in each of the hubs.

Young Greenwich deliver youth services from four youth hubs; Avery Hill, Hawksmoor, Valley Central and Woolwich Common. 40 young people from all of the hubs attended a residential trip to Kingswood Activity Centre where they participated in activities including raft building, archery, rope swinging and team building. In addition, young people enjoyed a number of off-site trips which included a visit to the seaside, bowling, O2 concerts, cinema, restaurants, football matches, go-karting and many more. A number of the offsite activities were funded by the Jack Petchey Award.

All of the hubs delivered workshops to young people dealing with issues such as gang culture and affiliation, exploitation, knife crime and the law, art therapy, CV writing, interview skills, sexuality, mental health and online safety.

In addition to the youth work delivered in the hubs, we also engaged with 20 partners who provided programmes to young people averaging 35 sessions per week. They delivered activities covering a variety of creative, educational, physical and wellbeing topics.

Our tutoring project is delivered weekly in all four hubs and provides additional education support to Key Stage 2 and 4. 100% of the young people who attend have improved their academic grades.

Young People who require additional support due to behaviour, mental health and stress-related issues are referred for one-to-one mentoring support delivered in partnership with CACT's Early Help and Prevention Team. Young people are also referred through our triage process to organisations who can better meet their needs. Our Triage Officer meets weekly with CACT's Live Well team to share case

studies and ensure that young people are directed to the correct services for their needs. At times this is a holistic approach with support for the families being offered. Below is a breakdown of referrals made:

Tutoring Woolwich Common – 16
 Tutoring Valley Central – 13
 Tutoring Hawksmoor – 2
 Tutoring Avery Hill – 1
 YG Sexual Health 1:1 – 16
 School Nursing – 337
 Risk & Resilience – 14
 Parenting Support – 1
 Employment Readiness – 1
 Xplore – 54

As 2024 came to a close, we were proud to celebrate a major milestone for our youth group—four dedicated members completed their Gold Duke of Edinburgh Award in December 2024. What makes their achievement even more special is that each of them began their DofE journey with us at bronze level and continued all the way through to silver and gold.

This remarkable accomplishment reflects years of commitment, perseverance, and growth. Along the way, these young people gave back to their communities, learned new skills, pushed themselves physically and discovered the outdoors through challenging expeditions.

Each of these young people represents the very best of what the DofE programme offers. Their journeys from bronze to gold have been filled with challenge, adventure, service and personal growth. We are incredibly proud of them—not just for what they've achieved, but for the impact they have made in their local communities.

Oxleas
 NHS
 Improving lives

METRO
 Embrace Difference



OUTREACH



4,074

hours of volunteering
by young people



184

young people have
gained accreditations
or qualifications

YOUTH SERVICE CASE STUDY: LS

KW is a 17-year-old male, who is well known to Young Greenwich, having attended Valley Central Youth Hub since he was 11 years old. KW had an unstable home life and used to live with his nan after his mother gave up parental responsibility for him at a young age. Their relationship broke down when KW began truanting from school, which led to his nan kicking him out. He moved in with his father, whom he barely knew, but their living conditions caused further conflict. KW began sofa surfing and sleeping rough. His unstable housing led to poor school attendance and significantly impacted his GCSEs. KW was then expelled from college.

Despite his ongoing home issues, KW attended the Youth Hub to connect with staff and friends. When staff became aware of his unstable housing situation, they contacted social services to arrange support. Although a social worker was assigned to KW's case, they had never properly engaged with him. Due to past experiences, KW distrusted adults, especially social services. To help build trust, Unit Manager Madison arranged for the social worker to meet KW at the Youth Hub and acted as a mediator.

KW decided not to go into care, which left hostel accommodation as his only option. While waiting for a placement, KW sofa surfed and sometimes slept rough. Staff provided food and occasional financial support to ensure he had hot meals. Youth Hub staff persistently contacted services, and eventually secured KW a place at a hostel for young people in Deptford. They supported him in signing the tenancy agreement and Madison successfully applied for a £150 CACT bursary to cover initial rent and food costs.

Since then, KW has been living independently in supported accommodation. Staff have observed that having stable housing has significantly improved his wellbeing; he appears much happier and more comfortable in himself. His relationships with adults have also improved, including a repaired bond with his nan, whom he now occasionally visits. In September 2024, KW enrolled in college to study a multi-trades course and has expressed a desire to start his own business in the future. Due to his positive progress, social services have closed his case.

KW said: "I have gone from sleeping at my friend's house and hanging around at night in 24-hour McDonald's to having my own safe space. Madison has helped me to get my own room, pay my rent and without the youth workers stepping in, I could have remained homeless. I'm very grateful to have them around."

KW is continuing to engage with his hostel support worker, often with Madison attending meetings alongside him. He's working towards meeting the requirements to eventually move into his own flat. Madison has also helped KW apply for ID, open a bank account and access Universal Credit to help manage his finances.

“

“The staff at Valley Central have done so much for me, when some of my own family members have let me down. Nothing could make the service even better!”

EARLY HELP & PREVENTION

2024–2025 has been another very successful year for the Early Help & Prevention (EHP) strand. For the second year running we managed to generate an income of more than £1m across the strand.

Maintaining this level of income during difficult times, and managing and delivering this level of commitment in such a professional way, is down to the skills and work ethic of the whole team.

EHP continues to enhance its reputation for being strand with a collective and supportive approach to helping colleagues, delivering excellent impactful services and providing fantastic value for money to its growing collection of partners and funders.

Compliments have flooded in throughout the year from key stakeholders regarding our work and complaints are extremely rare which again highlights the care and ownership that all our staff display in their roles.

The year began in April 2024 with a record-breaking Upbeats Day. Again, over 200 walkers supported the annual event and raised over £55k for the Upbeats project. This enabled us to provide an amazing year of activities for the Upbeats including the below:

- Centre Parcs residential trip for 20 Upbeats
- Ministry of sound clubbing experience alongside other CACT disability projects
- Annual Belfast pan-disability tournament
- Visit to Kent Cricket for a session and to watch a first-class cricket match

A superb year was further evidenced in October with CACT hosting the national Down's Syndrome Festival at the Ballerz venue in Bluewater. With the support of ITRM and the Downs Syndrome Association, we welcomed 10 teams from across the country with the Upbeats narrowly beating Everton in the final to become national champions for the 11th consecutive time.

This was the first national festival held since COVID. The feedback from all teams, players and parents/carers involved was excellent.

Other disability programmes continue to flourish with our established Short Breaks model continuing to be delivered across both Greenwich and Bexley. Through strong delivery, we have also developed a

new adults' activity model which is funded by direct payments from parents and carers. We piloted this during the last year with success and will look to further develop this model across both boroughs in the next financial year.

This is a new direction for us and, as it's paid for by direct payments, it allows us to develop models that are not reliant on local authority funding and, therefore, not subject to future cuts. We hope that developing this new model will provide some financial security in the future.

Mental health delivery is again strong with all projects and delivery secured for the next two years. We have also embarked on a new suicide prevention programme which has been well received this year with a guarantee of continued funding for next year. We also ran three next steps residential trips to Cornwall with amazing feedback and evaluation coming from the project. The evaluation includes some strong recovery stories which have been, and continued to be, featured in a number of national media agencies this year.

Finally, the Risk and Violence Reduction programme continues to provide impactful diversionary and targeted provisions across areas of south-east London and Kent. This growing area of work takes a lot of managing, especially regarding mitigating risk for the young people we work with and for our staff. We are constantly evolving this work and our approach, ensuring we continue to deliver safe and meaningful provisions to steer young people away from negative decisions and help them strive for better life outcomes.

Our mentoring programmes provide support, not only for young people, but also to their surrounding networks with our new family model approach of working.

Our diversionary work is far reaching and always growing. This is evidenced by our Youth Engagement Vehicle projects across Bexley and Greenwich which was this year named EFL League One Community Project of the Year.

We will be looking to further develop this strong model into Kent next year.



1,110
total Youth
Engagement Bus
contacts



93%
of Premier League
Kicks participants
have improved
physical wellbeing

EARLY HELP & PREVENTION CASE STUDY: DY

DY is a 13-year-old who was referred to the Bexley Targeted service following a traumatic incident in which he was the victim of a serious stabbing by a peer at school.

Following the incident, DY displayed significant trauma symptoms, including acute anxiety, hypervigilance, reduced engagement with school and increased social withdrawal.

The Designated Safeguarding Lead (DSL) at DY's school referred him to the Bexley Targeted service to provide structured support aimed at improving his emotional wellbeing, rebuilding his resilience and preventing potential pathways into gang involvement.

DY received mentoring interventions based on trauma-informed practices, strength-based approaches and cognitive-behavioural techniques (CBT). A key focus was placed on narrative reframing – DY was encouraged to view the incident not as a defeat, but as a testament to his personal strength and resilience.

The mentoring also supported DY in setting and working towards educational goals to help reintegrate him academically. His initial 12-week mentoring service was extended by an additional 12 weeks, in recognition of both the complexity of his needs and his positive engagement. He was also signposted to attend CACT Youth Engagement Vehicle sessions as a community-based intervention.

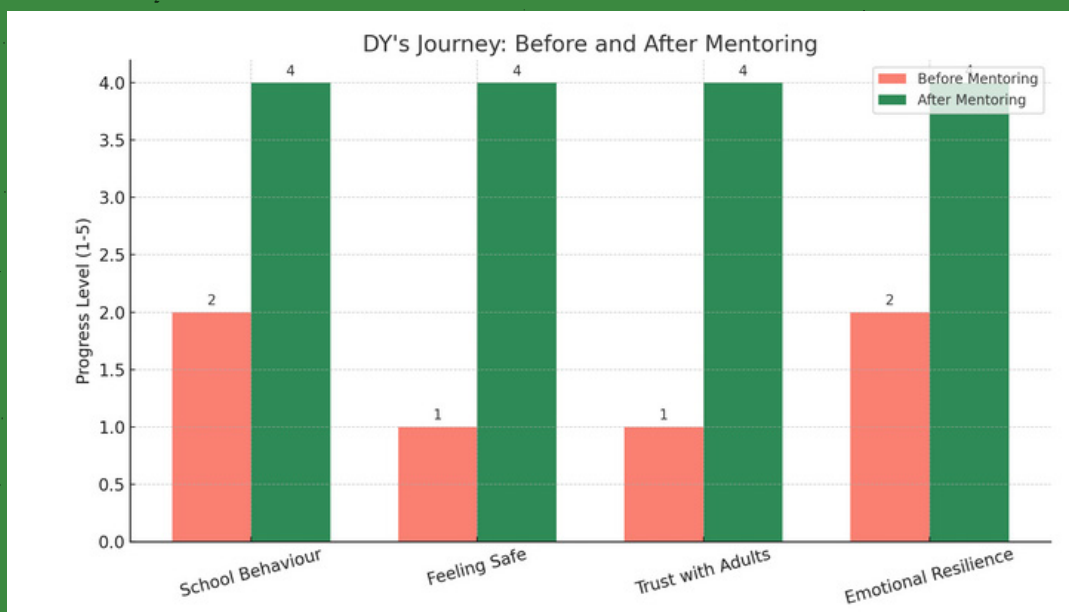
Since beginning mentoring with Bexley Targeted, DY has shown a marked reduction in negative behaviour incidents at school. He reports increased focus in lessons and a decrease in involvement in verbal or physical altercations. DY is building strong relationships with more adults in the school, something he previously struggled with.

DY now confidently uses the main school gate they previously avoided due to fear, marking a significant personal milestone in overcoming trauma-related anxiety. DY expresses increased feelings of safety and reassurance in public spaces, directly addressing the fear and isolation experienced post-incident.

DY said: "I now feel, a lot safer and assured in the community through my mentoring sessions. I particularly feel safer out in the community when the Charlton Youth Engagement Vehicle is present in Bexleyheath."

DY's School Designated Safeguarding Lead (DSL) said: "DY is doing a lot better in school. DY engages more positively with adults, and is finding himself in less verbal and physical altercations with other young people in the school."

DY's mentoring service has been extended further to consolidate the progress made. DY has also been referred to CACT's Premier League Kicks programme to support his physical wellbeing, peer connections and pro-social engagement.



FOOTBALL & SPORTS DEVELOPMENT

CACT delivers a comprehensive Football and Sports Development programme within the Royal Borough of Greenwich, Bexley and throughout Kent for thousands of young people each year. The programme caters for a range of participants of different ages and abilities.

Programmes:

2024/25 saw a continued growth in young people attending our renowned football development programmes in south-east London and Kent. 5,000+ children visited our football holiday programmes across six venues. The introduction of the new Player Development Centres, has offered a much-needed next step from the Charlton Challenge and Toddler Soccer programmes and offers a more comprehensive tailored coaching programme to enable development into the Advance Centre or the club's academy.

Our school provision in both junior and secondary has grown and the year ended with St Mary's school representing CACT at Wembley after winning regional tournaments in the EFL Kids Cup final before the League One play-off final.

Our increased presence in primary schools within the community delivering PSHE programmes, numeracy and literacy support, teacher training, PE curriculum and multi-sports school clubs, saw the PLCF reward the programme with exemplary level feedback from the Premier League Primary Stars programme. Meanwhile, the EFL chose CACT to deliver and represent the EFL at the House of Commons for the Joy of Moving event.

The Women's and Girls programme has had another successful year with growth in the football development programmes (football courses and Wildcats), an increase in girls-only football clubs within schools and the development of the first women's-only recreational session for beginners and social players, has been an excellent addition to the offer.

The post-16 football and education academy continues to grow and be a leader in the football/college space. Delivered over two sites in south-east London and Kent, 2024/25 has seen the

largest cohort yet within the academy's history with 175 students studying a full-time sport-based course while incorporating a football enrichment programme within their weekly timetable.

91% of students achieved a pass rate across all cohorts leaving in 2025, 21 students progressed into higher education, with three attending University of Greenwich from September 2025 and nine students explored opportunities in universities overseas. Three students will become CACT Sport Apprentices in Summer 2025, while two students will move to China to coach with partners as part of a scholarship opportunity.

The football and education academy will continue to grow with a new school partner in Cleeve Park school, with a new comprehensive offer for all students including A Levels and other vocational options. The Kent site will move to Folkestone Invicta Football Club, offering students an opportunity to learn and develop within an elite football setting.

Working alongside partner KMPF, the work around careers in sport has progressed to include a year 12 programme alongside the already established year 10 programme. Utilising networks within higher education, the programme enables young people to experience what university would offer and how they can access this pathway, alongside mock sport-based interviews at The Valley with CACT football development staff.



Premier League
**Primary
Stars**



54%

primary stars participants
have improved their
confidence and self-
esteem

385

young people took
part in CACT's
Advanced centre

FOOTBALL & SPORTS DEVELOPMENT INTERNATIONAL COACHING EXPERIENCE

In February 2024, 50 students from China came over to the UK on tour. CACT were asked to host them for a football experience. Sessions were held at Charlton Athletic's Sparrows Lane training ground, both on the pitch and in the classroom. CACT then hosted the group at a men's first-team fixture at The Valley.

The success meant CACT coaches were invited out to China to deliver for three weeks in Summer 2024.

In July 2024, three members of the football development team (Richard Styles, Michael Lawrence and Segun Oladele) travelled to Hebei to deliver intense football training to both male and female players aged 8-19 years old within the province.

Week one saw Richard and Segun based in Xingtai, while Michael was based in Baoding.

After the first camp and few rest days in between, all three coaches were transported to Qinhuangdao ahead of the next sessions. Richard & Segun were based at the QHD #1 school, working with a number of players which included the male team who were preparing for the Chinese national football tournament. Michael was based at an elementary school based locally in Qinhuangdao. Over the four camps, the CACT coaches engaged with over 190 players and helped develop 41 local Chinese coaches.

CACT coaches were shown fantastic hospitality while visiting and were hosted by school principals, senior football staff and other coaches during their time in China to experience the culture and build relationships which were achieved positively.

CACT coaches will be returning in summer 2025, as well as advance discussion for opportunities for coaches to go in September 2025 to work for a year based in the partner schools and set up a CACT football academy.



SOCIAL ACTION & ENTERPRISE

Across 2024/2025, the Social Action & Enterprise strand delivered year two of the revised National Citizen Service (NCS) 3.0 programme.

CACT's longstanding involvement in the Department for Culture, Media and Sport (DCMS) funded programme saw continued delivery on behalf of NCS Managing Partner Ingeus. This collaboration sees a joined-up approach to recruitment, design and delivery of an engaging programme that empowers young people aged 16-17 to develop skills, build confidence and make a difference in their communities.

651 of these participants were part of the residential programme, experiencing an action-packed and educational five-day stay away from home. Activities centred around one of three themes: employability, independent living or social action.

Programmes took place over two different sites: Inspiring Learning, Kingswood Residential Centre in Ashford, Kent, and a newer site, YHA Lee Valley in Hertfordshire. In addition to these locations, young people from CACT's Football & Education Academy went to the Isle of Wight for a bespoke weeklong residential during September 2024, which proved a fantastic induction and introduction to their new course colleagues.

Whilst on residential, young people learnt many valuable life skills via workshops such as, 'money and me', 'democracy matters', 'mental health awareness', 'political engagement' and 'how to deliver effective social action'. As well as these skills, young people took part in team building challenges, a day of watersports and a day of outdoor ropes / climbing activities. Each activity aimed at fostering a sense of connection and responsibility in young people, often taking them out of their comfort zone, forming friendships and providing experiences they'll remember for many years to come.

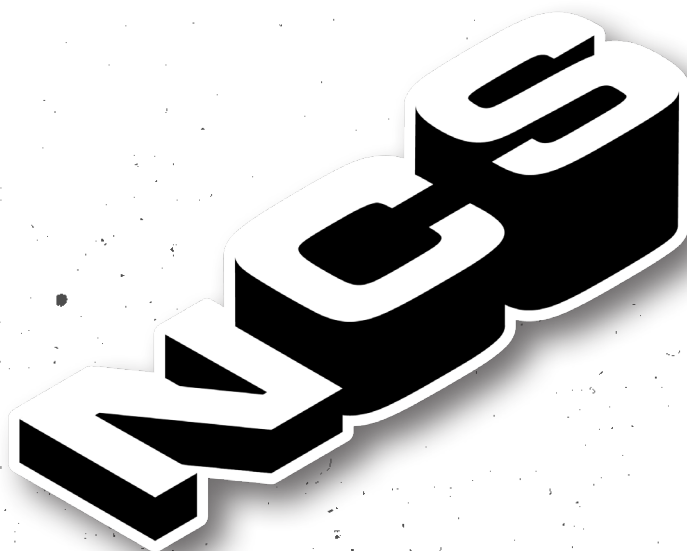
In addition to residential, the NCS 3.0 'Community Experiences' programme saw CACT deliver employability, life skills and social action to 655 different young people across Kent and Medway and 355 different participants in Greenwich and Bexley. Delivery took place in various schools and

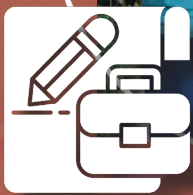
youth centre settings on behalf of partners London Youth and Personal Best Education (PBE) in London and Kent respectively. These programmes focused on providing experiences and exposure to key information needed as young people prepare for the transition into adulthood.

CACT's NCS delivery sadly came to a close as a result of the winding down of the programme at the end of March 2025. Through involvement since its inception in 2011, CACT's expert provision of this impactful programme has had a positive effect on the lives of thousands of young people across London and Kent.

We would like to thank all the dedicated and inspiring full-time staff that have delivered NCS across these years, along with the army of passionate and engaging casual staff working across very busy Summer and Autumn programmes.

With consultation currently underway to develop the Government's new National Youth Strategy, we await future opportunities to engage, inspire and educate young people, our future.





1,661

young people engaged
with the NCS programme
in 2024/2025

SOCIAL ACTION & ENTERPRISE CASE STUDY: ISLE OF WIGHT

127 students from CACT's Ashford and London Post-16 Football & Education programme benefitted from NCS when they attended a five-day residential on the Isle of Wight in September 2024.

The trip included football training, water sports, high ropes challenges and personal development workshops on wellbeing, goal setting and self-awareness. Evening activities such as silent discos, beach games and campfires encouraged team bonding.

The NCS experience benefitted students in several ways; they built confidence, developed independence and set personal goals for the academic year ahead.



“

“Pass my thanks to the Isle of Wight team for such a fabulous trip and for taking such great care of the girls. She had a wonderful time and really enjoyed the activities and team-building exercises.”

- Post-16 Parent

EDUCATION

Improved access to education and employment is one of CACT's core outcomes that underpins its impact and is integral to our work at the heart of the community.

Education provision this year has been delivered across three key programmes, as detailed below:

Training Ground Employability Programme.

June 2024 saw CACT launch the Training Ground Employability programme in partnership with EFL in the Community, accessing UK Shared Prosperity Funding via the Greater London Authority.

The initiative supported young people (aged 16–24) who were 'Not in Education, Employment, or Training' (NEET) within the London Boroughs of Royal Greenwich and Bexley. Two dedicated Employability Officers provided structured mentoring, training sessions and career development activities to equip participants with the skills, confidence and opportunities to transition into Education, Employment or Training (EET).

Referrals onto the programme came internally from CACT colleagues and externally from a range of key partners including; local authorities, voluntary sector organisations, the Department for Work and Pensions, youth support workers and Oxleas NHS Trust.

Success was achieved across each of the following Key Performance Indicators (KPIs):

- 70 participants enrolled, surpassing the initial target of 64
- 25 participants successfully transitioned into EET, exceeding the target of 22
- 58 participants demonstrated positive distance travelled in terms of employability skills and personal growth, exceeding the targeted 49

Young Greenwich Learning Hub.

The Young Greenwich Learning Hub (YGLH) has officially completed its first year, having received more than 40 referrals for young people at risk of exclusion, persistent absence, in need of Education, Health and Care Plan (EHCP) support, or vulnerable to exploitation

across the Greenwich Borough. In our inaugural year, YGLH has provided a stable and safe space for young people to re-engage with education, build positive relationships, and begin to repair past educational experiences.

Based at Woolwich Common Youth Hub, funded by Royal Borough of Greenwich and delivered in partnership with Newhaven school, YGLH provides young people with a holistic and blended education, sport and creative youth activities offer.

The curriculum includes short course certifications, core subjects such as Maths and English and social development sessions, designed to offer a well-rounded Social, Emotional and Mental Health (SEMH) support and academic experience.

The programme runs over 12 weeks to better support reintegration into mainstream or alternative educational settings. Led by the Intervention Manager and supported by Intervention Officers, YGLH will continue to deliver, establish and evolve this impactful offer for young people going into the 2025/26 academic year.

Make it Make Sense Project.

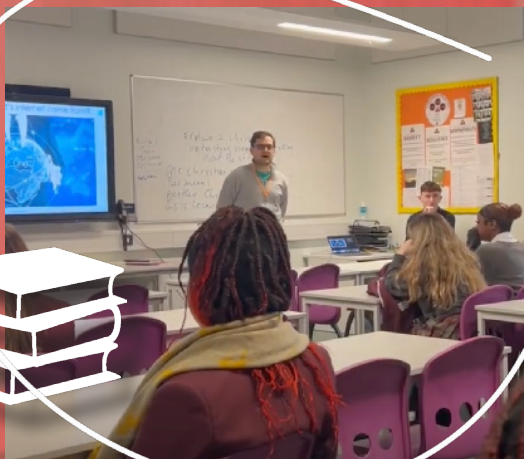
Funded by the University of Greenwich (UoG), the Make it Make Sense (MiMS) programme is now into its second year and is designed to empower young people by preparing them for life beyond school, raise aspirations and build essential life skills.

MiMS is a positive and engaging pre-16 education programme for year nine and year 10 students. Delivery is bespoke, based on the needs and ethos of a school and its students, using content from the menu of options detailed on the next page.

To date MiMS has been delivered in 24 secondary schools, engaging with 1,212 young people in year one, and with year two participants set to surpass the 1,500 target.

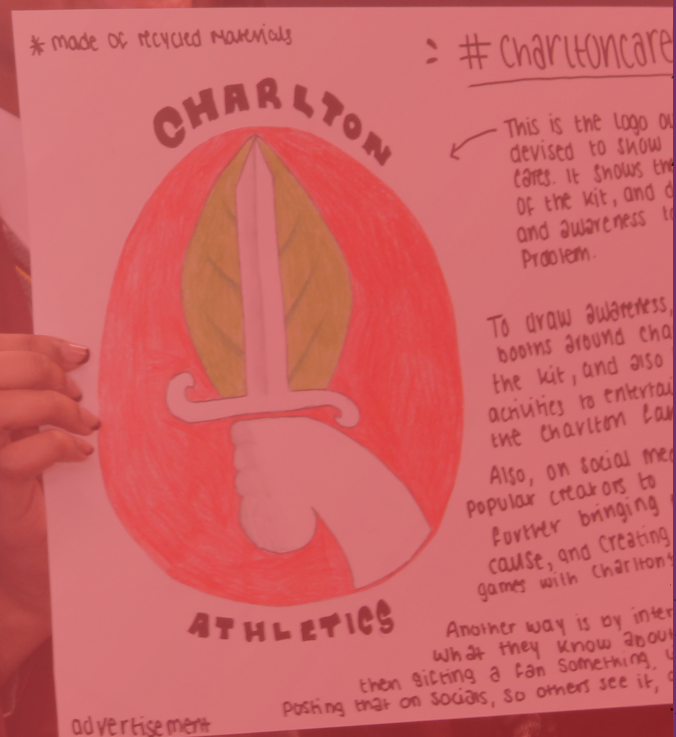
MAKE IT MAKE SENSE PROGRAMME

	Category	Skills Focus	Overview
1	Building Confidence and Raising Aspirations	Aiming High, Staying Positive	This workshop will empower young people to set high aspirations and maintain a positive mindset.
2	Financial Literacy and Problem Solving	Problem Solving, Staying Positive	Focusing on financial well-being, young people will learn about budgeting, saving, taxes, household costs and other future responsibilities.
3	Careers and Role Modelling	Listening, Speaking, Aiming high	Young people will engage with professionals from various industries and backgrounds. Through interactive discussions and real-life stories, they will develop their listening and speaking skills while gaining valuable insights into different career paths.
4	Qualifications and Personal Development	Teamwork, Leadership	This session will help young people understand the qualifications needed for their dream jobs and the value of transferable skills like teamwork and leadership.
5	Mental Health and Resilience	Staying Positive, Problem Solving	Young people will learn the importance of mental health and how to maintain well-being during life transitions.



1,003

Make it Make Sense (MIMS)
participants (Sept 2024–April 2025)



EDUCATION CASE STUDY: EB

EB is a 14-year-old girl who was the first pupil to attend the Young Greenwich Learning Hub. She lives at home with her parents and three siblings. EB has a history of behavioural challenges, having struggled in four mainstream schools and one alternative provision.

She has been diagnosed with ADHD and takes medication for this condition. Prior to joining the Hub, she exhibited a range of behavioural difficulties, including frequent use of inappropriate language, poor focus, a tendency to follow others and occasional dishonesty. She had also been involved in verbal altercations with peers and found it difficult to complete schoolwork. Her 12-week referral to the Learning Hub aimed to support behavioural improvements and ensure better medication management.

From her very first day, staff implemented practical strategies to help EB settle in, such as a "swear jar" to encourage better self-regulation. It quickly became apparent that EB also struggled with managing her emotions. The goal was to help her develop the skills and confidence needed to successfully return to mainstream education.

Initially, EB found it hard to settle, particularly as she was the only student at the Learning Hub for the first few weeks. However, as more young people joined, her behaviour improved, and she began to show more empathy and support towards others.

Key areas of focus included communication skills, time management, social development and anger management. Sessions centred on mindfulness, conflict resolution, self-reflection and relationship-building. Staff broke tasks down into smaller, manageable steps, which helped EB stay engaged on days when she found it hard to see the purpose of certain activities.

One-to-one sessions helped EB recognise her resilience and build confidence. She made regular use of the sensory room to calm down and reflect, especially during frustrating moments. Staff also observed a clear link between her engagement levels and whether she had taken her medication. Over time, these interventions helped EB by allowing her to build better relationships with staff and to understand the issues she had been facing, including with her self-confidence and self-esteem.

Following her time at the Hub, EB expressed an interest in working with children after completing her GCSEs. She has since returned to school, with continued support from the Youth Hub as she reintegrates into mainstream education.

“

Attending the Young Greenwich Learning Hub has made me realise that in order to be able to get my GCSEs and get a good job that earns good money, I need to put my head down in Year 11.

– EB

FUNDRAISING

2024/25 saw Chris Baker, Head of Fundraising and Development move on from CACT and join Chance to Shine.

Despite Chris' departure, it was another successful fundraising year for CACT with many new and existing donors supporting our vital work across South London and Kent.

Corporate Partners

Our corporate partnership scheme offers businesses the chance to align their brand to CACT's work and enhance their social value reputation by supporting award-winning work.

Our partnership base again grew throughout the past year, and we now have 10 companies that partner with CACT.

CACT were asked to run a pilot project by Royal Borough of Greenwich to ensure that social value spend, linked to contracts being awarded in the Borough is directed to support local project and programmes. This pilot is estimated to calculate a social value spend of around £700k. Our thanks to the following companies working with CACT on this project

- Faithorn Farrell Timms LLP
- Potter Raper
- Martin Arnold

Thank you also to our existing partners, who continue to support CACT over the past year. These are:

- K Wisdom Developments
- RSK
- University of Greenwich
- Rivervale
- Bayliss Executive Travel
- Faithorn Farrell Timms LLP
- Ardmore Group

We would also like to place on record our sincere thanks to our principal partner, ITRM for their continued support for CACT.

Grants

Funding from philanthropic Trusts and Foundations are incredibly important to CACT's ongoing work in

the community. As well as commissioned services, charitable grants represent the largest source of funding for the charity, and new grants that were agreed in the past year include: These include

- Hyde Foundation (Staff recognition)
- The Football Foundation (Sports equipment)
- The Willow Foundation (Awards recognition)
- South-East Consortium (Mentoring and reducing social isolation)

Fundraising Events

Fundraising events continue to be an important source of income for CACT.

The income for Upbeats annual walk was the highest amount CACT has ever raised, with over 180 fundraisers walking the nine miles between the Charlton Athletic Training Ground and The Valley for Charlton's last home match of the season.

Our annual CACT Awards was held at the House of Lords in October 2024 and saw 150 partners, stakeholders, and participants celebrate CACT's programmes. The event has become a fixture in the CACT calendar, and we would like to place on record our thanks to our Vice-President, Lord Michael Grade CBE, for continuing to host this event.

CACT Patrons

The CACT Patrons are some of CACT's closest supporters and provide significant support to our projects. Thank you to the following people for their ongoing support:

- Paul Statham
- Marilyn Toft
- Russell Mears
- Keith Wisdom
- David Sumners
- Richard Burton
- John Rees
- John Baker
- Bob Munro

Friends of CACT

Finally, we would also to recognise the many individuals who regularly give to CACT on a monthly, quarterly, or annual basis as a Friend of CACT. This support is crucial to us and helps to fund our vital work.



UP
BEATS

...N'S SYNDROME SPORTS CLUB

...9 MILES FOR

...CHARLTON UPBEATS

The Upbeats Walk in
April 2024 raised over

£55,000

FUNDRAISING COMPLIANCE

CACT values the privacy of all those who support us in our work. We have systems in place to ensure that supporter data is collected, managed, and processed in line with all necessary legislation. As members of the Fundraising Regulator, we adhere to the Code of Fundraising Practice and comply with the Fundraising Preference Service. We also fully comply with charity law, fundraising law, and data protection regulations. We monitor our fundraisers, volunteers, and any third parties that work for us to ensure they adhere to our high standards.

We ask donors how they want to hear from us about our work and appeals. If a donor wants to stop hearing from us, they can email, phone, or write to us. We will always act on their request, so they can feel confident in contacting us at any time. We keep donors' personal information secure and use it only to communicate with them, process orders and donations, keep them informed, analyse, and improve our activities.

We do not share donors' details with other charities or sell them to businesses. Some organisations help us with our fundraising but will only use donors' data under our instruction and in full compliance with our Privacy Policy.

CACT continues to adhere to and review policies relating to GDPR and works alongside an external consultant, QMNY, to ensure full compliance. We work with professional fundraising agencies to assist with certain elements of our fundraising. We have robust contracts in place with these agencies, specifying that staff carrying out these activities should be trained and adhere to all applicable laws, regulations, and codes, such as the Code of Fundraising Practice and the Data Protection Regulations. We also expect these organisations to reflect our values when talking to supporters and to voluntarily subscribe to the Fundraising Regulator.

To ensure the agencies we engage are operating to the required standards and that people never feel harassed or pressurized to give, we carry out appropriate monitoring, including call monitoring, site visits, and call listening. We attend training sessions of their staff and provide training to staff for each fundraising campaign. We require all our staff and the agencies we deal with to comply

with our Vulnerable People Policy, which provides guidance on identifying potentially vulnerable people and actions to take to considerably disengage from the fundraising process. CACT requires its staff and any agencies contacting our donors and members of the public on our behalf to comply with Data Protection Law and guidelines provided by the Fundraising Regulator and Institute of Fundraising.

CACT takes all reasonable care to protect vulnerable adults in accordance with the Institute of Fundraising guidance set out in their document 'Treating Donors Fairly: Responding to the needs of People in Vulnerable Circumstances and Helping Donors make informed Decisions.' We adhere to the Fundraising Regulator Promise, ensuring that our fundraising is legal, open, honest, and respectful.

Complaints are investigated thoroughly, and corrective action is taken as appropriate. During our financial year (Apr-Mar) 2025, we were not made aware of any fundraising complaints across all teams. We continue to work closely with our suppliers to ensure that best practices are followed. We closely monitor all our fundraising activities and strive to ensure they are of the highest standard and reflect the wishes and preferences of all our generous supporters.

As a member of the Fundraising Regulator, the independent regulator of fundraising in the UK, CACT is committed to best practices in fundraising and follows the Regulator's Fundraising Promise and Code of Fundraising Practice.

BURSARY

CACT's bursary fund is an important support mechanism for individuals who are struggling to access a CACT programme due to an issue or disadvantage that is directly impacting their ability to attend a session. The system that has been created to access grants is designed to be simple, quick, and robust so that CACT ensures that support reaches those who need it most.

A CACT Manager completes an application form, it is authorised by the Bursary Manager and Finance teams, and payment will be made as soon as possible so that urgent cases are dealt with in a timely fashion. The maximum grant that any single applicant is entitled to is £200 and repeat applications are discouraged unless there are extenuating circumstances meaning that further support is needed.

During 2024-25, CACT processed 25 applications with an age range of 10 to 79 years old.

The total spend during 2024-25 was £3,485.

Case Studies

(SP)

SP, an elderly person who has engaged with CACT programmes since the early 2000s, became housebound due to worsening mobility issues. Staff from CACT's Live Well Greenwich programme explored several avenues to secure a mobility scooter for SP but were unsuccessful. Through the CACT Bursary Scheme, SP received funding to purchase a mobility scooter, enabling her to regain independence and re-engage with her local community. This support significantly improved SP's mental health and wellbeing, allowing her to participate in daily activities she had previously lost access to due to limited mobility.

(TC)

TC regularly attended Young Greenwich Monday circus classes and stood out due to her commitment and positive attitude. Staff recognised her potential and recommended her for the AirCrafft Circus Academy Youth Circus programme to further develop her skills. TC received financial support to attend from January to March 2024 and participated in the National Youth Circus Event at the National Centre for Circus Arts. Staff praised her maturity and enthusiasm, but she was unable to continue due to financial constraints. CACT's Bursary Scheme provided additional funding, enabling TC to continue her training.

TC said: "I love it just wish it would continue."

EQUALITY, DIVERSITY & INCLUSION



EDI: Golden Thread

In 2024, CACT launched its new organisational strategy for the period 2024–2029. For the very first time, the strategy included EDI as a Golden Thread. This formal recognition signified EDI's role as a central pillar across the trust, highlighting its importance in shaping and underpinning all areas of our work. We are committed to furthering our EDI efforts and continuing our proactive approach to embedding EDI across all operations, our service delivery and strategic priorities.

Embedding EDI Across CACT

The development of our strategy was informed by an extensive and inclusive consultation process involving CACT trustees, staff, community stakeholders and, crucially, voices from under-served and disadvantaged communities. This ensured that our strategic direction is grounded in lived experiences, intersectionality, and the diverse realities of the communities we serve.

To ensure EDI is integrated throughout the organisation, we adopt a collaborative, cross-departmental approach across all CACT Strands.

CACT has issued a statement which reaffirms commitment to EDI and the fight against racism.

The statement highlights that CACT 'stands together' with those who have been discriminated against and that we are committed to actively creating an environment that is welcoming, inclusive and free from discrimination, where everyone is valued and respected for who they are.

The full statement can be read here: <https://www.charltonafc.com/news/cact-reaffirm-commitment-edi-and-fight-against-racism>

EDI Programme of Work and Initiatives

We plan, develop and implement a wide range of projects and initiatives to reinforce and advance our commitment to inclusivity – we also support a number of campaigns, these include:

Our EDI Programme of Work and Initiatives

- EDI Working Group
- EDI Training
- Women's Network
- Youth Forum
- EDI Insights newsletter
- EDI education
- Training and consultancy
- CACT CPD Day support
- CAFC EFL EDI Code of Practice
- CAFC EDI Training – Board and Staff
- CAFC – Values Driven Culture support
- Governing Bodies – representation and support
- Charlton's Red, White & Black Day
- Football v Homophobia
- Rainbow Laces
- International Women's Day
- Transgender Day of Visibility
- Black History Month
- LGBTQ+ History Month
- Her Game Too – International Women's Day

Charlton Athletic Red, White & Black (RWB) Day 2024: Saturday, October 26th 2024 – Charlton v Wrexham

The annual Red, White and Black (RWB) themed matchday promotes inclusion and equality and celebrating difference – All Different, All Together, All Charlton

The RWB Parade reached full capacity and showcased the incredible diversity across the community.

Charlton Invicta

On Saturday June 29th 2024, 52 years on from the first pride event, the Pride in London march took place with our LGBTQ+ team Charlton Invicta leading a 50-plus strong group – including members of the RSK Pride Network and carers from Royal Borough of Greenwich.

GOVERNANCE, STRUCTURE & MANAGEMENT



TRUSTEES

The trustees are directors for the purposes of company law.

The trustees' report has been prepared in accordance with the Charities Act 2011 and is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 50 to 54 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

The South of England Foundation is incorporated as a company limited by guarantee and registered as a charity. The charity is registered with the Charity Commission.

The charity has a board of ten trustees which governs in line with its governing document, the Articles of Association, vision, values, mission and charitable objectives. The board is responsible for overall governance and strategic direction of CACT and compliance with the legal and statutory requirements of a UK charity and of a registered company.

TRUSTEE APPOINTMENTS, RESIGNATIONS AND REAPPOINTMENTS

The board is conscious of the need to have an appropriate skill mix to ensure trustees contribute fully to the charity's continued development, as well as the need for continuity and the necessity to refresh the board.

Trustees who served during the period from 1 April 2024 to 31 March 2025 are:

- Marilyn Toft (chair)
- Stuart Butler-Gallie (until November 2024)
- Simon Charlick FCA
- Calum Coker
- Martin Griffiths CBE
- Fiona Harris
- Tracy Herd
- Ken Palmer (until March 2025)
- Paul Statham (until 31 December 2024)
- James Rodwell (from March 2024)

Trustees who joined after 31 March 2025 are:

- Ian Parkes (from July 2025)
- Jason Benn (from July 2025)
- Farai Nyadundo (from July 2025)

Governance, Structure & Management (continued)

Reappointments

Marilyn Toft, who was first appointed in December 2013 and had served three consecutive terms of office up to December 2022, was reappointed for a further three-year term ending in December 2025. CACT's Articles of Association specify a maximum of three terms of office. However, there is provision in the Articles for trustees to serve additional terms if, as in this case, the board determines that this is in the best interest of the charity and its beneficiaries.

Trustees complete a register of interest annually and declare interests and potential conflicts of interest at the beginning of every board and sub-committee meeting, in line with the Articles of Association and our Conflict of Interest policy.

Trustees receive no remuneration with respect to their role and no expenses were claimed during the reporting period.

The charity purchased indemnity cover of up to £5 million as protection for Board members against any legal claims against them arising from their role as trustees (premium 2025 - £4,780; 2024 - £4,555).

The Charity Governance Code

Trustees have continued to implement recommendations from the Charity Governance Code in order to develop and maintain a high standard of governance. The recommendations actioned during the reporting period include the following:

Trustees attended workshops on topics including strategic planning, self-evaluation and emotional health and wellbeing.

A register of hospitality and gifts is maintained and updated at every board meeting.

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice

(CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs, which are assessed and graded through an independently audited evidence based self-assessment process. CACT achieved an overall assessment of 93% and was categorised as "exemplary", the highest possible rating.

Sub-committees

CACT has three sub-committees – Equality, Diversity, Inclusion, HR and Safeguarding, Finance and Governance and Marketing, Fundraising and Communications. An annual calendar of meetings is agreed for board and sub-committees which all meet quarterly.

A key objective in CACT's strategic plan is a commitment to develop and embed equality, diversity and inclusion (EDI) as a core element across all areas of CACT's work which are delivered through an Equality Action Plan (EAP). The EDI, HR and Safeguarding Sub-committee monitor the impact of the charity's EAP and oversee the safeguarding function of CACT.

Equality, Diversity, Inclusion (EDI), HR and Safeguarding Sub-committee: membership comprises five trustees – Marilyn Toft (Chair and EDI Trustee Lead), Ian Parker, Jason Benn, Calum Coker and Martin Griffiths. Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion, Dr Michael Seeraj (Head of EDI) and Barry Simmons (Head of Safeguarding and HR) provide the necessary input to the meetings.

Finance and Governance Sub-committee: membership comprises four trustees: Simon Charlick (Chair), Fiona Harris, Farai Nyadundu and Ian Parker are trustee members. Jason Morgan (Chief Executive) and Zanele Moyo-Condon (Director of Finance, Governance and Compliance) provide the necessary input to the meetings.

Governance, Structure & Management (continued)

Marketing, Fundraising and Communications

Sub-committee: membership comprises four trustees – Tracy Herd (Chair), Calum Coker, Marilyn Toft and James Rodwell. Jason Morgan (Chief Executive) and Olly Groome (Marketing and Communications Manager), provide the necessary input for the meetings.

Ambassadors

CACT Ambassadors are advocates for CACT initiatives and use their expertise to assist continued growth, development and success of community programmes. The following were appointed as ambassadors in recognition of their outstanding contribution and consistent support of CACT's work:

- Dave Berry
- Paul Dunn MBE
- Keith Peacock
- Martin Simons
- Steve Sutherland

Honorary President & Vice President

Lord Grade of Yarmouth CBE, a former Director of Charlton Athletic Football Club, is honorary vice-president of CACT.

Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation of the charity. The executive team comprises:

- **Jason Morgan MBE** – Chief Executive Officer
- **Zanele Moyo-Condon** – Director of Finance and Support Services
- **David James** – Director of Education and Sport
- **Charlie Macdonald** – Director of Youth, Health and Inclusion

The remuneration of the executive team is set by the trustees, who have regard to pay levels for equivalent staff in similar organisations.

Employees

CACT seeks to develop a culture of trust and respect where all employees are valued and treated fairly, in accordance with our Equality Policy.

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. There are four employee/network groups:

- Women's network
- Equality, diversity and inclusion working group
- Green Team
- Health and Wellbeing

We offer a range of benefits and incentives including:

- London Living Wage Foundation employer
- Employee Assistance Programme
- A range of internal and external training opportunities
- Eye-care vouchers
- Cycle to Work scheme
- Healthy Workplace Award
- Investors in People accreditation
- Charity worker discounts

CACT ensures employees are well informed through weekly staff newsletters including HR updates, department and team meetings and information including updates to staff policies and procedures via our HR Information Management System.

Governance, Structure & Management (continued)

Charlton Athletic Football Club

CACT is Charlton Athletic Football Club's (CAFC) charitable arm and operates via a Trademark Licence Agreement to use the club's name and badge. CACT's head office is situated at the club's Training Ground in Sparrows Lane in New Eltham. The Health Improvement Call Centre and Valley Central Youth Hub are based at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

A strong partnership exists with the Club, who support the positive impact of CACT's work. This mutually beneficial relationship was recognised by both the Club and the Trust in a formal agreement signed by both parties in July 2022. The agreement sets out the core principles of the working relationship between both parties, acknowledges CACT as an integral, albeit independent part of Charlton Athletic, and outlines the resources which the Club will provide to support CACT in achieving its charitable objectives. These resources include rent-free accommodation, other office services and donated sports kit.

Other Partners

CACT works with several other partners and agencies in the public, private and charitable sectors. This includes local authorities, (Royal Borough of Greenwich, London Borough of Bexley and Kent County Council), Oxleas NHS Foundation Trust and other NHS Trusts, National Citizenship Service, English Football League, Premier League, Football Foundation, English Football League Trust, Premier League, Football Association, Professional Footballers' Association, schools, colleges and universities as well as local and national businesses.

Subsidiary Companies

The charity has two trading subsidiary companies, South of England Foundation (Community Facilities) Limited (CFL) and Community Scheme Solutions Limited (CSSL). CFL was established to develop an artificial training pitch under the Barclays Spaces for Sport scheme in 2006. It also undertakes other projects relating to the development and on-going use of sporting facilities for the use of the community.

In the opinion of the trustees, the current activities of CFL fall within the charitable objects of the charity itself and therefore the activities of the group are all regarded as charitable activities in the report which follows and the financial statements which accompany it.

CSSL was active between 2007 and 2009 running the "Football in the Community Scheme", formerly run by Charlton Athletic Football Club until these activities were transferred to the Trust itself. The company is now dormant.

FINANCIAL REVIEW

Financial Report for the Period

Total income for the financial year to March 2025 was £7.2 million, the same as the year before. Income from charitable activities was increased to £6.0 million in 2024/25, from £5.8 million in the previous year. Income from grants and donations was £1.1 million in the year to March 2025 compared with £1.2 million in the previous year.

Total expenditure increased to £7.6 million in the 2024/25 financial year from £6.7 million as in the year to March 2024.

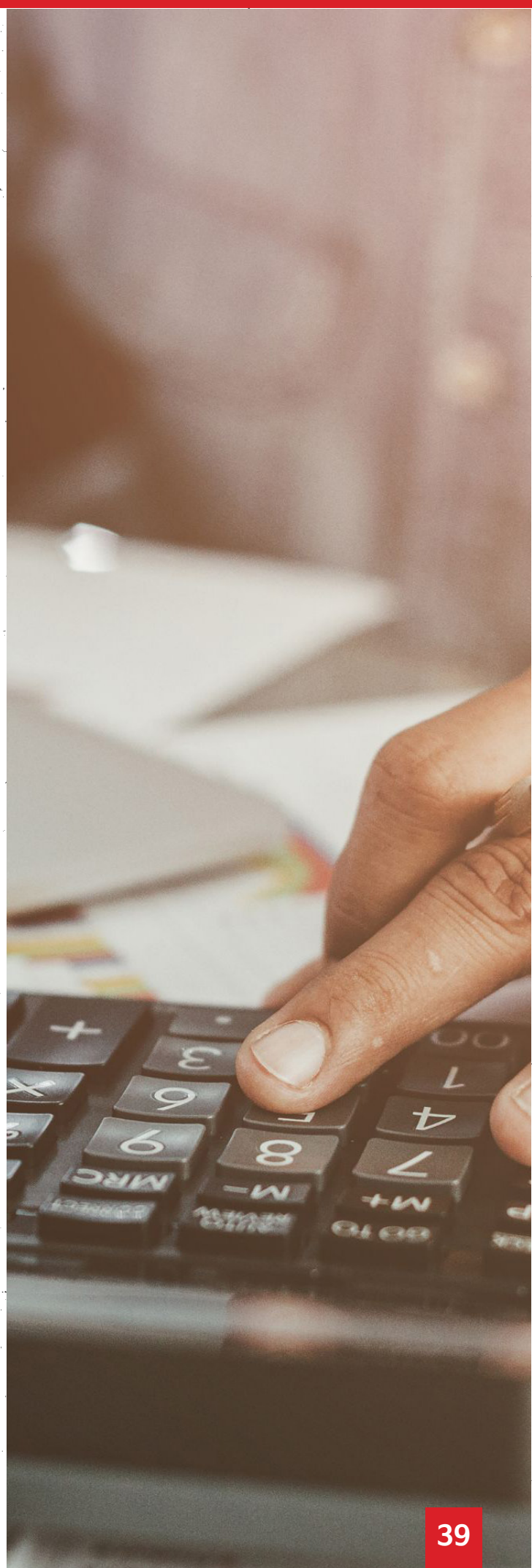
Restricted funds totalled £1.0 million at the end of the financial year, compared with a balance of £1.2 million at the beginning of the year. The decrease reflects net operating expenditure from programs of £(83,000) and transfers of £(80,000), as well as £31,000 depreciation of capital assets.

Designated funds balances totalled £1.5 million on 31 March 2025 and £1.7 million at the end of 31 March 2024.

Free reserves decreased from £589,000 at the beginning of the year to £525,000 on 31 March 2025.

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £6 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained, and total unrestricted funds of between three and five months' expenditure should be held, as cover for any longer term and residual exposures.



Financial Review (continued)

On 31 March 2025 free reserves represented 1 months' expenditure, and total unrestricted funds represented 4.1 months' expenditure (both excluding the impact of the pension fund actuarial adjustment)

RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and mitigation actions put in place throughout the year.

All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in March 2025. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

- Safeguarding issues, including inappropriate actions by employees or volunteers, affecting service users or others, as well as the risk to participants, staff and others if violent incidents should occur in the vicinity of youth hubs or diversionary activity sessions.

Mitigating actions include: All staff and trustees are subject to DBS checks; all staff undergo mandatory safeguarding training; a full-time Safeguarding Officer is employed to support staff and volunteers, our service users and partners, and to provide quarterly reports to the board of trustees; safeguarding policies and procedures are in place and are reviewed annually by trustees; staff have access to and are required to adhere to the policies and procedures; the board includes a trustee with professional safeguarding expertise.

Any serious violent or potentially violent incidents are reviewed for learning, relevant training and support is provided to staff and measures are in place to keep participants and staff safe from physical harm.

- Data protection issues, including confidential or sensitive personal data being lost, published or held inappropriately. The resulting damage to the Trust's reputation could lead to external funders being unwilling to work with CACT, and non-compliance with legislation may lead to financial penalties being imposed.

Mitigating actions include: an Information Governance Steering Group meets regularly to oversee information governance including reviewing incidents or "near misses"; data protection and related policies are reviewed regularly; staff have access to and are required to comply with data protection policies and procedures – disciplinary sanctions highlight the importance of compliance; staff are required to complete mandatory online data protection training; system security and physical security measures prevent unauthorised access to data; an external data protection consultancy service provides guidance and a designated Data Protection Officer (DPO). CACT achieved Cyber Essentials certification and has taken out cyber insurance coverage to mitigate against financial losses arising from data protection breaches or cyber crime.

- Financial risks as a result of the Trust losing funding and not being able to cover core costs.

Risk Management (continued)

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by trustees, ensuring budgets are closely monitored and considering efficiency savings that do not impact on services.

FUTURE PLANS

We are two years into a five year Strategic Plan. The plan sets out our key strategic priorities for the next few years, and defines how these will be delivered and financed, to ensure we sustain, grow and lead the way in our sector over the coming years:

We will continue to work closely with the Football Club to develop commercial partnerships and fundraising opportunities. The current Live Well health contract is due to end in March 2026. CACT intends to submit a tender to be re-commissioned, and we feel that we are in a strong position to continue to provide this service for the Royal Borough of Greenwich.

The Royal Borough of Greenwich have now confirmed a one-year extension of the Young Greenwich contract, that will now end in July 2026. It is our intention to submit a tender to be re-commissioned to this service.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and the group and of the income and expenditure of the charity and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice (the Charities' SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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. Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Trustees' Responsibilities (continued)

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

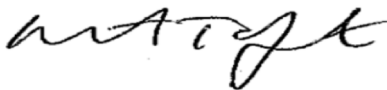
Thanks

The trustees would like to place on record their thanks to all CACT's ambassadors, patrons, partners, funders, employees and volunteers without whom none of its excellent work could be done.

- Approved by the trustees and signed on their behalf by:

Marilyn Toft - Chair of Trustees

Date: 12/12/2025



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE SOUTH OF ENGLAND FOUNDATION

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 charitable parent company's affairs as at 31 March 2025 and of the group's 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.

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 FRC'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 group and charitable parent company'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 annual report and consolidated financial statements, 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.

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 trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, 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 charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent 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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the 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 charitable parent 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 charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- challenged assumptions and judgements made by management in assessing the going concern basis of accounting and in its significant accounting estimates, including the estimated useful economic lives of assets for the purpose of determining the annual depreciation charge,
- performed sample based testing of expenditure in the accounting system to supporting documentation and sample based testing of income from source documentation to the accounting system;
- In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:
 - reading the minutes of meetings of those charged with governance; and
 - enquiring of management as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's 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.



Peter Mackereth (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 12 December 2025

FINANCIAL STATEMENTS



Statement of financial activities Year ended 31 March 2025

	Notes	Restricted funds				Total funds 2025 £'000	Total funds 2024 £'000
		Unrestricted funds £'000	Designated Funds £'000	Revenue projects £'000	Capital development £'000		
Income:							
Donations and legacies	1	535	—	524	—	1,059	1,244
Income from charitable activities	2	2,897	—	3,079	—	5,976	5,848
Income from other trading activities	3	60	—	47	—	107	66
Investment income		51	—	—	—	51	34
Total income		3,543	—	3,650	—	7,193	7,192
Expenditure:							
Cost of raising funds	4	230	—	—	—	230	223
Expenditure on charitable activities	5						
· Health Improvement		20	—	2,512	6	2,538	2,163
· Youth Services		1,380	—	22	—	1,402	1,492
· Early Help and Prevention		80	—	1084	—	1,164	1,048
· Football and Sports Development		1,318	—	105	23	1,446	1,260
· Social Action and Enterprise		485	—	9	—	494	334
· Education		266	—	—	—	266	168
· Equality, Diversity and Inclusion		49	—	—	—	49	52
		3,598	—	3,732	29	7,359	6,517
Total expenditure		3,828	—	3,732	29	7,589	6,740
Net (expenditure) income before investment (losses) gains and transfers	6	(285)	—	(82)	(29)	(396)	452
(Losses) gains on investments		—	(10)	—	—	(10)	82
Net (expenditure) income for the year		(285)	(10)	(82)	(29)	(406)	534
Transfers between funds	13	229	(149)	(80)	—	—	—
Other recognised gains and losses							
(Losses) gains on pension scheme	15	(23)	—	—	—	(23)	72
Net movement in funds		(79)	(159)	(162)	(29)	(429)	606
Reconciliation of funds:							
Fund balances brought forward at 1 April 2024		614	1,697	992	187	3,490	2,884
Fund balances carried forward at 31 March 2025		535	1,538	830	158	3,061	3,490

All of the group's activities in the above two financial periods were derived from continuing operations.

There were no recognised gains and losses other than those set out in the consolidated statement of financial activities above.

Detailed comparative information is provided in notes 19 to 22, which form an integral part of the accounts.

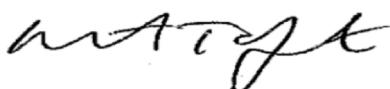
South of England Foundation

Group and Charity Balance Sheets 31 March 2025

	Notes	Group 31 March 2025 £'000	Group 31 March 2024 £'000	Charity 31 March 2025 £'000	Charity 31 March 2024 £'000
Fixed assets:					
Tangible fixed assets	9	211	268	36	68
Investments	10	1,169	1,179	1,169	1,179
Total fixed assets		1,380	1,447	1,205	1,247
Current assets:					
Debtors due within one year	11	1,060	1,044	1,048	1,035
Cash at bank and in hand		1,079	1,477	1,060	1,452
Total current assets		2,139	2,521	2,108	2,487
Liabilities:					
Creditors: amounts falling due within one year	12	(458)	(503)	(479)	(509)
Net current assets		1,681	2,018	1,629	1,978
Total net assets excluding pension asset		3,061	3,465	2,834	3,225
Net pension asset	15	—	25	—	25
Total net assets		3,061	3,490	2,834	3,250
The funds of the charity:					
Restricted funds					
. Relating to fixed assets	13	158	187	—	6
. Other		830	992	825	987
		988	1,179	825	993
Unrestricted funds					
Designated funds					
. Fixed asset fund	14	53	81	36	62
. Development fund		1,125	1,259	1,125	1,259
. Young Leaders' Program		2	2	2	2
. Patron's Club		43	32	43	32
. Training Fund		5	4	5	4
. Youth Service underspend		310	319	310	319
		1,538	1,697	1,521	1,678
General funds					
. Free reserves		535	589	488	554
. Pension reserve	15	—	25	—	25
		535	614	488	579
Total unrestricted funds		2,073	2,311	2,009	2,257
Total funds		3,061	3,490	2,834	3,250

Approved by the trustees of South of England Foundation, Company Registration Number 04654582 (England and Wales) and signed on their behalf by:

Marilyn Toft – Chair of Trustees
Date: 12/12/2025



South of England Foundation

Consolidated Statement of Cash Flows Year to 31 March 2025

	Notes	2025 £'000	2024 £'000
Cash flows from operating activities:			
Net cash used in operating activities	A	(449)	(298)
Cash flows from investing activities:			
Investment income received		51	34
Purchase of tangible fixed assets		—	(75)
Net cash provided by (used in) provided by investing activities		51	(41)
Change in cash and cash equivalents in the year		(398)	(339)
Cash and cash equivalents at 1 April 2024	B	1,477	1,816
Cash and cash equivalents at 31 March 2025	B	1,079	1,477

Note to the consolidated statement of cash flows for the year to 31 March 2025:

A Reconciliation of net expenditure to net cash flows from operating activities

	2025 £'000	2024 £'000
Net (expenditure) income as per the statement of financial activities	(406)	534
Adjustments for:		
Depreciation charge	57	45
FRS 102 pension charge	2	8
Investment income received	(51)	(34)
Losses (gains) losses on investments	10	(82)
Increase in debtors	(16)	(569)
Decrease in creditors	(45)	(200)
Net cash used in operating activities	(449)	(298)

B Analysis of changes in net debt

	At 1 April 2024 £'000	Cash flows £'000	Non-cash changes £'000	At 31 March 2025 £'000
Cash and cash equivalents				
Cash at bank and in hand	1,477	(398)	—	1,079
Total	1,477	(398)	—	1,079

Principal accounting policies 31 March 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These accounts have been prepared for the year to 31 March 2025.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make judgements and estimates.

The items in the accounts where significant judgements and estimates have been made include:

- ◆ determining whether any impairment of the artificial training pitch is needed. The charity's previous artificial pitch at the CAFC Training Ground was replaced by a new pitch on Footscray Rugby Club land at no cost to the charity, although the formal licence to use the new pitch is still in the process of being formalised. The charity still holds a lease over the previous pitch, which is included as an asset on its balance sheet, and the Trustees do not consider the value of that asset to be impaired because in their view the value of the replacement pitch exceeds the book value of the previous facility; and
- ◆ reviewing the assumptions used to calculate the pension liability.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. Several factors have been taken into account, including:

- ◆ **Source and security of future income**
Approximately 60% of CACT's usual annual income (and over 80% of its income that is secured over a year in advance) is obtained from public sector funding where the risk of non-payment due to the financial situation of the funder is assessed to be very low.

South of England Foundation

Assessment of going concern (continued)

◆ *Financial controls*

Cash management and other financial control processes are in place to minimise financial risks and ensure that income due is received on a timely basis. Income, expenditure and cash flow forecasts are prepared. Actual performance is monitored against these forecasts on a monthly basis, to allow action to be taken where there is a risk that forecasts may not be achieved.

◆ *Financial assets held by the charity*

In addition to cash balances held to meet CACT's short-term operating needs, the charity holds approximately £1,000,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

After making this assessment the Trustees are confident the organisation has adequate resources to operate for the foreseeable future, that there are no material uncertainties over its going concern status, and that it can adopt the going concern basis in preparing its financial statements.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of the charity with those of its subsidiaries, South of England Foundation (Community Facilities) Limited and Community Scheme Solutions Limited (dormant). Where necessary the amounts consolidated in respect of the subsidiary companies are restated to ensure consistency of group accounting policies.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. In cases where, in line with funding agreements, income is received in advance of the period to which it relates, this is shown as deferred income in the accounts.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable.

Grants are recognised when the charity is entitled to the funds. Where entitlement is dependent on fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that the conditions will be met.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income recognition (continued)

Income from charitable activities includes contracts to deliver services, football course fees and income from the school based activities. The income is generally recognised when the charity is entitled to receipt, and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Gifts in kind donated to the charitable company for its own use are included in income and resources expended at their market value as at the time of the gift. Donated professional services are not included in income where it is not possible to place a value on those services.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.
- ◆ Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity, and support costs in operating the charity.
- ◆ Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity.
- ◆ Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis.

Tangible fixed assets

Tangible fixed assets costing over £5,000 are capitalised and are stated at cost and depreciated over their expected useful life. Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

- ◆ Artificial training pitch Over the life of its lease, which is 25 years

Tangible fixed assets (continued)

- ◆ Other sports facilities 4% on cost
- ◆ Machinery and office equipment 25% on cost
- ◆ Motor vehicles 25% on cost

Investments

Listed investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts that are available on demand.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

Fund accounting

Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or contributions subject to donor imposed conditions. Designated funds are those funds earmarked by the trustees for a specific purpose. They are unrestricted, and the trustees may ultimately use such funds for other purposes. The funds represented by tangible fixed assets are treated as designated funds.

General funds represent those monies which are freely available for application towards achieving any charitable purpose which falls within the charity's charitable objects.

Fund accounting (continued)

Funds retained in the trading subsidiaries which have been generated through undertaking activity that falls within the charity's objects, and which is intended for application within the objects, are treated in the group balance sheet as charitable funds, either restricted or unrestricted.

Capital contributions received towards the cost of construction or acquisition of tangible fixed assets which are subject to on-going restrictive obligations are treated as restricted funds and reduced by charges of depreciation through the statement of financial activities over the estimated useful life of the asset.

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Royal Borough of Greenwich's youth service provision, and to provide contracted health improvement services, are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements.

The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. When the present value of the LGPS obligations is less than the fair value of assets at year end, then the LGPS scheme has a surplus. The charity will then assess whether this asset should be recognised as an asset if it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. If the surplus cannot be recovered, then a ceiling cap adjustment will be made to reduce the surplus to £0 liability.

Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions as detailed in note 15 to the financial statements. There were 7 active members and 10 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

1 Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2025 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000
Donations	253	70	323	192	62	254
Income from patrons	64	—	64	70	—	70
Legacy	2	—	2	186	—	186
Grants	216	454	670	159	575	734
Total funds	535	524	1,059	607	637	1,244

Income from donations includes £161,691 from central and local government grants (2024 - £246,843).

The largest grants received in the year were £115,000 from the Premier League for the “Kicks” social inclusion programmes, and £50,000 from Ashford Borough Council for a diversionary and mentoring programme.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2025 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000
Service delivery	1,057	3,025	4,082	1,107	2,961	4,068
Greenwich Youth Service	1,216	—	1,216	1,202	—	1202
Fees from the delivery of projects	510	—	510	478	—	478
Other charitable income	114	54	168	75	25	100
Total funds	2,897	3,079	5,976	2,862	2,986	5,848

Income from charitable activities includes a total of £2,613,432 from local government contracts (2024 - £2,683,580).

The largest amounts of service delivery income are £1,786,492 from the Royal Borough of Greenwich (RBG) for ‘Live Well’ health improvement services, and £1,213,770 from Oxleas NHS Foundation Trust for the RBG Start Well.

Fees from the delivery of projects is the aggregate of a large number of smaller programmes, primarily related to football and sports development.

3 Income from other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2025 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000
Fundraising events	27	47	74	40	—	40
Other trading income	33	—	33	26	—	26
Total funds	60	47	107	66	—	66

4 Cost of raising funds

	Total (un- restricted) funds 2025 £'000	Total (un- restricted) funds 2024 £'000
Staff costs (note 8)	192	176
Other costs	38	45
Total funds	230	223

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

	Direct costs		Support costs		Total funds 2025 £'000
	Staff costs (note 7) £'000	Other costs £'000	Staff costs (note 7) £'000	Other costs £'000	
Health Improvement	1,807	306	250	175	2,538
Youth Services	647	517	139	99	1,402
Early Help and Prevention	666	303	115	80	1,164
Football and Sports Development	915	293	142	96	1,446
Social Action and Enterprise	273	140	49	32	494
Education	212	11	25	18	266
Equality, Diversity & Inclusion	39	2	5	3	49
Total funds	4,559	1,572	725	503	7,359

	Direct costs		Support costs		Total funds 2024 £'000
	Staff costs (note 7) £'000	Other costs £'000	Staff costs (note 7) £'000	Other costs £'000	
<i>Health Improvement</i>	1,630	201	209	123	2,163
<i>Youth Services</i>	640	630	137	85	1,492
<i>Early Help and Prevention</i>	526	360	103	59	1,048
<i>Football and Sports Development</i>	815	264	109	72	1,260
<i>Social Action and Enterprise</i>	198	88	29	19	334
<i>Education</i>	107	37	15	9	168
<i>Equality, Diversity & Inclusion</i>	38	6	5	3	52
Total funds	3,954	1,586	607	370	6,517

5 Expenditure on charitable activities (continued)

The above support costs include the following governance costs:

	Total funds 2025 £'000	Total funds 2024 £'000
Staff costs	18	14
Legal and professional fees	4	—
Auditor's remuneration	18	14
Other costs	5	7
	45	35

6 Net expenditure for the Year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2025 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000
Staff costs (note 7)	2,799	2,677	5,476	2,318	2,421	4,738
Operating lease rentals	9	—	9	9	—	9
Auditor's remuneration						
· Statutory audit services – charity	17	—	17	11	—	11
· Statutory audit services – subsidiary	—	—	—	3	—	3
· Other services	4	—	4	4	—	4
Depreciation	27	30	57	15	30	45

7 Employees and staff costs

Staff costs during the period were as follows:	2025 £'000	2024 £'000
Wages and salaries	4,846	4,198
Redundancy	—	15
Social security costs	422	372
Pension costs	192	129
FRS 102 pension charge	2	8
Agency staff	—	7
Other staff related costs	14	10
	5,476	4,739

The key management personnel of the charity in charge of directing and controlling, running and operating the charity comprise the trustees and executive team. The day-to-day management of activities is the responsibility of the executive team, which comprises the Chief Executive Officer, Director of Youth and Social Inclusion, Director of Education Sport and Health, and Director of Finance, Governance and Compliance.

7 Employees and staff costs (continued)

The total remuneration (including taxable benefits, employer's pension contributions and employer's national insurance contributions) of the key management personnel for the year was as follows:

	2025	2024
	£'000	£'000
Wages and salaries	411	365
Benefits in kind	38	24
Social security costs	49	45
Pension costs	51	18
	549	452

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2025	2024
£60,001 - £70,000	1	—
£70,001 - £80,000	—	1
£80,001 - £90,000	3	2
£120,001 - £130,000	—	1
£130,001 - £140,000	1	—
	5	4

Payments to defined contribution pension arrangements in the year amounted to £50,816. The difference is a result of a backdated pension payment of £29,099 paid in this financial year due to an error from previous years.

Staff costs have been charged as follows:

	2025	2024
	£'000	£'000
Cost of generating funds (note 4)	192	178
Charitable activities (note 5)	4,559	3,954
Support costs (note 5)	725	607
	5,476	4,739

The average number of employees during the period was as follows:

	Fixed hours	Variable hours	Total 2025	Fixed hours	Variable hours	Total 2024
Cost of generating funds	2	—	2	2	—	2
Charitable activities	127	103	230	117	99	216
	129	103	232	119	99	218

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £4,780 (2024 - £4,556) and provides cover of up to a maximum of £5 million (2024 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2025 or 2024.

8. Taxation

South of England Foundation is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. The subsidiaries make a Gift Aid payment to the charity if they produce a taxable profit in any financial period.

9. Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2024	569	60	60	233	922
Additions	—	—	—	—	—
At 31 March 2025	569	60	60	233	922
Depreciation					
At 1 April 2024	388	41	60	165	634
Charge for year	23	2	—	32	57
At 31 March 2025	411	43	60	197	711
Net book value					
At 31 March 2025	158	17	—	36	211
At 31 March 2024	181	19	—	68	268

Charity	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 April 2024	56	233	289
Additions	—	—	—
At 31 March 2025	56	233	289
Depreciation			
At 1 April 2024	56	165	221
Charge for year	—	32	32
At 31 March 2025	56	197	253
Net book value			
At 31 March 2025	—	36	36
At 31 March 2024	—	68	68

10. Investments

(a) UK investment funds

	2025 £'000	2024 £'000
Total value of investments at 1 April 2024	1,179	1,097
Investment (losses) gains	(10)	82
Total investments at 31 March 2025	1,169	1,179
Historical cost of investments at 31 March 2025	950	950

	2025 £'000	2024 £'000
Portfolio Details		
CCLA Investment Fund	473	496
Sarasin Alpha CAIF for Endowments	428	425
Rathbones Active Income and Growth Fund	268	258
Total market value at 31 March 2025	1,169	1,179

(b) Investment in trading subsidiary

The charity owns the entire issued share capital of Community Scheme Solutions Limited, formerly known as South of England Foundation (Trading) Limited, a company registered in England. The company remained dormant throughout the period.

The charity owns the entire issued share capital of South of England Foundation (Community Facilities) Limited, a company registered in England.

The following is a summary of the financial statements of South of England Foundation (Community Facilities) Limited for the year ended 31 March 2025, which have been included in the consolidated financial statements.

	2025 £'000	2024 £'000
Turnover	55	48
Cost of sales	(26)	(28)
Gross (loss) profit	29	20
Amount released from deferred capital grants	25	25
Administrative expenses	(5)	(9)
Profit for the year before gift aid	49	36
Gift aid	(36)	(14)
Profit for the financial year	13	22
Retained profit at 1 April 2024	40	18
Retained profit at 31 March 2025	53	40
Called up share capital	—	—
Net assets at 31 March 2025	53	40

11. Debtors

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Prepayments	81	91	81	91
Trade debtors	912	643	900	634
Accrued income	67	310	67	310
	1,060	1,044	1,048	1,035

12. Creditors: amounts falling due within one year

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Amounts due to subsidiaries	—	—	33	14
Expense creditors	22	84	21	82
Social security and other taxes	114	108	115	110
Accruals	200	150	192	145
Deferred income	97	137	94	134
Wages and salaries	25	24	25	24
	458	503	479	509

Deferred income reflects income that has already been received at the balance sheet date, in line with contractual payment terms, in respect of services that will be delivered in the following financial year.

13. Restricted funds

The income funds of the charity included restricted funds comprising the following to be applied for specific purposes:

Group	At 1 April 2024 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2025 £'000
Health Improvement Funds					
Community Devt. Service	142	—	(5)	—	137
Hospital Discharge	62	250	(299)	—	13
Blackheath & Carlton Community Development Service	57	—	(26)	—	31
Live Well Greenwich	25	659	(652)	—	32
Live Well-PCN	167	1,127	(1264)	—	30
Other	276	173	(266)	—	183
	729	2,209	(2,512)	—	426
Youth Service funds	15	19	(22)	—	12
	15	19	(22)	—	12
Early Help and Prevention funds					
EFL Probation	—	33	(15)	—	18
Premier League Kicks	57	115	(115)	—	57
Charlton Upbeats	29	110	(70)	—	69
Vanguard	5	207	(162)	—	50
RBG Low Level Transitions	—	132	132	—	0
Other	140	719	(590)	(80)	189
	231	1,316	(1084)	(80)	383
Football and Sports Development	3	105	(102)	—	6
	3	105	(102)	—	6
Social Action and Enterprise funds					
My London Social Action	9	—	(9)	—	—
	9	—	(9)	—	—
Central Funds					
2005 Bursary Fund	5	1	(3)	—	3
	992	3,650	(3,732)	(80)	830
Revenue projects total funds					
Relating to fixed assets					
Spaces for Sports Scheme	181	—	(23)	—	158
Other fixed assets	6	—	(6)	—	—
	187	—	(29)	—	158
Total restricted funds	1,179	3,650	(3,761)	(80)	988

13 Restricted funds (continued)

Transfers between restricted and unrestricted funds arise for the following reasons:

- ◆ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;
- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

Negative balances on restricted funds arise where expenditure on those funds is incurred in advance of income being received.

14 Designated funds

The fixed asset fund represents the net book value of unrestricted tangible fixed assets and hence is not available for working capital.

The development fund represents amounts set aside by the Trustees to support and develop the Trust's programmes, through capital infrastructure improvements and investment in key operational activities.

Group	At 1 April 2024 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2025 £'000
Fixed asset fund	81	—	(28)	53
Development fund	1,259	(10)	(122)	1,127
Young Leaders Programme	2	—	(2)	—
Training fund	4	—	1	5
Patrons' Club	32	—	11	43
Start Well fund	319	—	(9)	310
Total designated funds	1,697	(10)	(149)	1,538

Charity	At 1 April 2024 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2025 £'000
Fixed asset fund	61	—	(25)	36
Development fund	1,259	(10)	(122)	1,127
Training fund	4	—	1	5
Patrons' Club	32	—	11	43
Start Well fund	319	—	(9)	310
Total designated funds	1,675	(10)	(144)	1,521

15 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG.

15 Pension commitments (continued)

The Royal Borough of Greenwich Pension Fund is a defined benefit scheme. Contributions payable to the Scheme by Charlton Athletic Community Trust are determined on the basis of triennial valuations carried out by a qualified actuary using the projected unit method.

The charity's share of assets in the Scheme were as follows:

	Value at 31 March 2025 £'000	Value at 31 March 2024 £'000
UK equities	636	559
Other bonds	360	240
Property	123	101
Cash	36	22
UK & overseas unit trusts	—	124
Total market value of assets	1,155	1,046
Present value of Scheme liabilities	(953)	(1,021)
Asset ceiling adjustment	(202)	—
Surplus in the Scheme	—	25

As there is no indication as to whether the charity will be able to recover the surplus under the scheme rules, the gain on the overall liability has been capped by using an asset ceiling adjustment to show neither an asset or liability on the balance sheet which is in line with accounting standards.

Total expenditure recognised in the Statement of Financial Activities:

	2025 £'000	2024 £'000
Service cost	51	51
Net interest cost and administration expenses	2	1
Total expenditure recognised in the SOFA	49	52

The expenditure recognised in the 2025 SOFA is made up of £47,000 employer contributions and a FRS 102 adjustment of £4,000 (2024 - £45,000 employer contributions and £6,000 FRS 102 adjustment).

Reconciliation of opening and closing balances of the present value of the charity's share of the Scheme liabilities:

	2025 £'000	2024 £'000
Scheme liabilities at 1 April 2024	1,021	952
Service cost	51	51
Interest cost	50	46
Contributions by Scheme participants	18	17
Benefits paid net of transfers in	(3)	—
Actuarial (gains)	(184)	(45)
Scheme liabilities at 31 March 2025	953	1,021

15 Pension commitments (continued)

An actuarial valuation of the Scheme was undertaken as at 31 March 2022, which has set contributions for the period from 1 April 2023 to 31 March 2026.

Reconciliation of opening and closing balances of the fair value of the charity's share of the Scheme assets:

	2025 £'000	2024 £'000
Scheme assets at 1 April 2024	1,046	913
Interest on Scheme assets less administration expenses	52	44
Return on assets less interest	(5)	28
Contributions by employer	47	45
Contributions by scheme participants	18	17
Estimated benefits net of transfers in	(3)	(1)
Fair value of Scheme assets at 31 March 2025	1,155	1,046

Movement in deficit during the year:

	2025 £'000	2024 £'000
Scheme deficit at 1 April 2024	25	(39)
Service cost	(51)	(51)
Employer contributions	47	45
Net finance cost	2	(1)
Administrative expenses	—	(1)
Actuarial gains	179	72
Asset ceiling adjustment	(202)	—
Scheme surplus at 31 March 2025	—	25

16 Lease commitments

Operating lease commitments

At 31 March 2025 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Office equipment	
	2025 £'000	2024 £'000
Operating leases payments due:		
Within one year	5	3
Between one and two years	8	3
Between two and five years	21	3
	34	9

17 Connected party transactions

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation, free sports kit and other intangible support. The value of this support during the financial period is calculated at £134,214, comprising £20,000 for gift of kit, £56,500 for rent-free accommodation and £57,758 for other support (2024 - £134,214). This amount is included under "donations" in note 1 to the accounts.

In addition to the above, in the year to 31 March 2025 the Trust received income of £40,000 from Charlton Athletic (2024 - £10,529) and incurred expenditure of £25,503 (2024 - £2,120). Included within debtors as at 31 March 2025, is an amount of £30,000 (2024 - £nil) due from Charlton Athletic.

The charity has taken advantage of the exemption provided by FRS 102 from the requirement to disclose transactions with its subsidiary undertakings.

The aggregate value of donations made to the charity by trustees was £5,000 (2024 - £10,000).

18 Analysis of net assets between funds

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2025 £'000
Fund balances at 31 March 2025 are represented by:					
Tangible fixed assets	—	53	158	—	211
Investments	—	1,169	—	—	1,169
Debtors	682	—	—	378	1,060
Cash	311	316	—	452	1,079
Creditors: amounts falling due within one year	(458)	—	—	—	(458)
Total net assets	535	1,538	158	830	3,061

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2025 £'000
Fund balances at 31 March 2025 are represented by:					
Tangible fixed assets	—	36	—	—	36
Investments	—	1,169	—	—	1,169
Debtors	670	—	—	378	1,048
Cash	297	316	—	447	1,060
Creditors: amounts falling due within one year	(479)	—	—	—	(479)
Total net assets	488	1,521	—	825	2,834

Notes 19 to 22 present detailed comparative information for the financial year ending 31 March 2024. These notes form an integral part of the accounts.

19 Consolidated Statement of Financial Activities Year to 31 March 2024

		Restricted funds		Total funds 2024	
	Notes	Unrestricted funds £'000	Revenue projects £'000	Capital development £'000	£'000
<i>Income:</i>					
Donations and legacies	1	607	637	—	1,244
Income from charitable activities	2	2,862	2,986	—	5,848
Income from other trading activities	3	66	—	—	66
Investment income		34	—	—	34
Total income		3,569	3,623	—	7,192
<i>Expenditure:</i>					
Cost of raising funds	4	223	—	—	223
Expenditure on charitable activities	5				
. Health Improvement		34	2,122	7	2,163
. Youth Services		1,444	48	—	1,492
. Early Help and Prevention		59	989	—	1,048
. Football and Sports Development		1,103	134	23	1,260
. Social Action and Enterprise		329	5	—	334
. Education		72	96	—	168
. Equality, Diversity and Inclusion		52	—	—	52
		3,093	3,394	30	6,517
Total expenditure		3,316	3,394	30	6,740
<i>Net income (expenditure) before investment gains and transfers</i>	6	253	229	(30)	452
Gains on investments		82	—	—	82
<i>Net income (expenditure) for the year</i>		335	229	(30)	534
Transfers between funds	13	61	(61)	—	—
<i>Other recognised gains and losses</i>					
Gains on pension scheme	15	72	—	—	72
Net movement in funds		468	168	(30)	606
<i>Reconciliation of funds:</i>					
Fund balances brought forward at 1 April 2023		1,843	824	217	2,884
Fund balances carried forward at 31 March 2024		2,311	992	187	3,490

Notes to the financial statements Year ended 31 March 2025

20 Restricted funds Year to 31 March 2024

Group	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2024 £'000
<i>Health Improvement Funds</i>					
Extra Time	—	21	(21)	—	—
Walks Coordinator	—	35	(36)	—	(1)
Welfare Rights Fund	63	251	(151)	—	163
South London Healthy Homes	—	31	(27)	—	4
Live Well Greenwich	63	614	(652)	—	25
Live Well – PCN	—	1,104	(937)	—	167
Bereavement Walks	2	—	—	—	2
Family Cycle Club	4	—	—	—	4
TFL Travel Buddies	3	—	—	—	3
Health & Wellbeing Navigator	48	28	(33)	—	43
Community Devt. Service	205	—	(3)	(60)	142
The Source	48	—	(14)	—	34
Polio Vaccination	59	2	(36)	—	25
Hospital Discharge	21	250	(209)	—	62
Blackheath & Carlton Community Development Service	—	—	(3)	60	57
	516	2,336	(2122)	—	730
<i>Youth Service funds</i>					
Jack Petchey Achievement Award	7	10	(14)	—	3
Jack Petchey Tutoring Project	—	—	—	—	—
Youth Hub Small Grants	6	42	(32)	—	16
Champions for Children HAF	5	—	(2)	—	3
	18	52	(48)	—	22
<i>Early Help and Prevention funds</i>					
Children in Need	—	33	(33)	—	—
Colyer Ferguson	—	17	(2)	—	15
Twinnings Project	—	2	(2)	—	—
Kent VRU	6	1	(7)	—	—
Vanguard Project	22	160	(176)	(1)	5
RBG Low Level MH Transitions	—	30	(26)	—	4
Start Well Mentoring	7	100	(99)	(1)	7
MOPAC	—	25	(22)	—	3
Bexley Targeted Mentoring	1	39	(37)	—	3
Bexley Targeted Residential	8	12	(20)	—	—
Bexley Youth Activity Sessions	15	24	(35)	—	4
London Marathon Girls Kicks extension	5	—	(5)	—	—
Premier League Kicks	48	115	(104)	(2)	57
Premier League Inspires	15	35	(32)	—	18
Bexley Outreach Bus	—	25	(25)	—	—
Greenwich Outreach Bus	8	46	(35)	(16)	3
Ashford Diversionary & Mentoring	34	50	(52)	—	32
PL Fan Referral	—	7	—	—	7
Charlton Upbeats	18	52	(40)	1	31
Kent Mental Health	—	25	(25)	—	—
Kent Squash	5	—	(1)	—	4
Kent NHS Wellbeing Project	—	5	(5)	—	—
Shaw Trust Mental Health	—	25	(25)	—	—
Bexley Short Breaks	1	54	(55)	—	—
Oxleas Up & At Em	—	12	(12)	—	—
Short Breaks Summer and Residential	49	26	—	(42)	33
Oxleas Early Intervention	—	22	(22)	—	—
Saturday Short Breaks	—	24	(24)	—	—
Holiday Short Breaks	—	44	(44)	—	—
Balance carried forward	242	1,010	(965)	(61)	226

South of England Foundation

20 Restricted funds Year to 31 March 2024 (continued)

<i>Group</i>	<i>At 1 April 2023 £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>Transfers between funds £'000</i>	<i>At 31 March 2024 £'000</i>
<i>Balance brought forward</i>	242	1,010	(965)	(61)	226
<i>BATS Transport</i>	5	8	(13)	—	—
<i>City Bridge Trust</i>	—	15	(11)	—	4
	<u>247</u>	<u>1,033</u>	<u>(989)</u>	<u>(61)</u>	<u>230</u>
<i>Football and Sports Development</i>					
<i>Community Outreach G'wich</i>	18	—	(18)	—	—
<i>Advance Centre</i>	1	10	(11)	—	—
<i>Bursary Fund</i>	1	—	—	—	1
<i>Get Active Programme</i>	3	7	(10)	—	—
<i>KPMF Project</i>	—	16	(16)	—	—
<i>Kinder Joy of Moving</i>	—	26	(26)	—	—
<i>Premier League Schools</i>	—	53	(53)	—	—
	<u>23</u>	<u>112</u>	<u>(134)</u>	<u>—</u>	<u>1</u>
<i>Social Action and Enterprise funds</i>					
<i>My London Social Action</i>	—	14	(5)	—	9
	<u>—</u>	<u>14</u>	<u>(5)</u>	<u>—</u>	<u>9</u>
<i>Education Funds</i>					
<i>KCC SEN Project</i>	—	25	(25)	—	—
<i>Kent Reconnect</i>	20	51	(71)	—	—
	<u>20</u>	<u>76</u>	<u>(96)</u>	<u>—</u>	<u>—</u>
<i>Revenue projects total funds</i>	<u>824</u>	<u>3,623</u>	<u>(3,394)</u>	<u>(61)</u>	<u>992</u>
<i>Relating to fixed assets</i>					
<i>Spaces for Sports Scheme</i>	203	—	(22)	—	181
<i>Other fixed assets</i>	14	—	(8)	—	6
	<u>217</u>	<u>—</u>	<u>(30)</u>	<u>—</u>	<u>187</u>
<i>Total restricted funds</i>	<u>1,041</u>	<u>3,623</u>	<u>(3,424)</u>	<u>(61)</u>	<u>1,179</u>

21 Designated funds Year to 31 March 2024

<i>Group</i>	<i>At 1 April 2023 £'000</i>	<i>Investment losses £'000</i>	<i>Transfers between funds £'000</i>	<i>At 31 March 2024 £'000</i>
<i>Fixed asset fund</i>	21	—	60	81
<i>Development fund</i>	1,008	251	—	1,259
<i>Young Leaders Programme</i>	—	—	2	2
<i>Training fund</i>	4	—	—	4
<i>Patrons' Club</i>	—	—	32	32
<i>Start Well fund</i>	363	—	(44)	319
<i>Total designated funds</i>	1,396	251	50	1,697

<i>Charity</i>	<i>At 1 April 2023 £'000</i>	<i>Investment losses £'000</i>	<i>Transfers between funds £'000</i>	<i>At 31 March 2024 £'000</i>
<i>Fixed asset fund</i>	—	—	62	62
<i>Development fund</i>	1,008	251	—	1,259
<i>Young Leaders Programme</i>	—	—	2	2
<i>Training fund</i>	4	—	—	4
<i>Patrons' Club</i>	—	—	32	32
<i>Start Well fund</i>	363	—	(44)	319
<i>Total designated funds</i>	1,375	251	52	1,678

22 Analysis of net assets between funds 31 March 2024

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2024 £'000
Fund balances at 31 March 2024 are represented by:					
Tangible fixed assets	—	81	187	—	268
Investments	—	1,179	—	—	1,179
Debtors	1,044	—	—	—	1,044
Cash (including short term deposits)	48	437	—	992	1,477
Creditors: amounts falling due within one year	(503)	—	—	—	(503)
Pension Asset/liability	25	—	—	—	25
Total net assets	614	1,697	187	992	3,490

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2024 £'000
Fund balances at 31 March 2024 are represented by:					
Tangible fixed assets	—	62	6	—	68
Investments	—	1,179	—	—	1,179
Debtors	1,035	—	—	—	1,035
Cash (including short term deposits)	28	437	—	987	1,452
Creditors: amounts falling due within one year	(509)	—	—	—	(509)
Pension liability	25	—	—	—	25
Total net assets	579	1,678	6	987	3,250

SOUTH OF ENGLAND FOUNDATION

England & Wales - Charity number 1096222

Accounts

SOUTH OF ENGLAND FOUNDATION OPERATING AS

CHARLTON ATHLETIC COMMUNITY TRUST

ANNUAL REPORT 23/24 & CONSOLIDATED FINANCIAL STATEMENTS

Company Limited by Guarantee Registration Number: 04654582 (England and Wales)
Charity Registration Number: 1096222



PRINCIPAL PARTNER



Doing IT Differently

WELCOME FROM THE CEO



It's been yet another year of continual growth here at Charlton Athletic Community Trust (CACT).

I am very proud that Charlton Athletic were awarded 'EFL Community Club of the Season' for 2023/24 based, in large, on our commitment to the local community and the impact we have on people's lives.

We are renowned for our innovative approach to solution provision; as evidenced by our Hospital Discharge programme, which began this year at Queen Elizabeth Hospital in Woolwich. The Health Improvement team are fully integrated into the hospital offering social prescribing services which limit patient waiting times and reduce 'bed blocking'.

With the popularity and growth of women's and girls' football, it is important to us as an organisation to provide opportunities for females of all ages to get involved in sport and to progress. Our Post-16 Football & Education Academy enrolled 130 students at our South-East London site in the last academic year, of which 15% were female for the very first time.

The new Charlton Athletic ownership took over the club in July 2023, and I'm delighted to say our excellent working relationship with the club is one of mutual respect and total cooperation. We are collaborating closely, thereby creating a cohesive approach to the 'One Club' vision. Charlton Athletic's Managing Director, James Rodwell, also joined our Trustee Board, further strengthening our link with the club.

Charlton Athletic continues to remain committed to EDI excellence, as was evidenced when we received the Silver award as part of the EFL's Equality Code of Practice. We are one of only two League One clubs to have achieved this and are now actively working towards the Gold accreditation.

I am extremely proud to report our turnover this year was the highest in the history of the organisation – a record-breaking **£7.2m** which has allowed us to register an unprecedented committed spend of **£6.7m**.

This year we launched our new Strategic Plan, its aim being to refine the organisation's vision and mission; as well as setting out our ambitions for the next five years. This was established following a comprehensive consultation process involving staff members, participants, trustees and key partners.

I would like to personally thank all who have served as trustees throughout the past year. I am also grateful to all the local authorities and funding bodies which support our work, including our corporate partners, individual donors and our ambassadors.

The outstanding year we have enjoyed would not have been possible without the commitment of CACT's talented, dedicated and resolute staff, all of whom have worked tirelessly to support participants across more than 65 hugely important programmes. I would like to extend my heartfelt thanks to you all for your hard work over the past 12 months – we wouldn't be the 'Community Club of the Season' without your incredible work.

Jason Morgan MBE, Chief Executive

WELCOME FROM CHAIR OF TRUSTEES



The publication of this year's annual report provides me with a brilliant opportunity, on behalf of trustees, to thank all staff for their efforts and dedication, in continuing to provide high-quality services to communities in our local areas, under the astute leadership of our CEO, Jason Morgan.

The Trust includes an extremely talented and highly skilled staff group, with far-reaching experience, of which the Board is privileged to be a part of, through fulfilling its governance responsibilities, to ensure sound financial management and robust strategic leadership.

The Board was delighted to be involved in the creation of CACT's recently launched 5y strategic plan and indeed, will look forward to supporting plans in modernising our Trust to ensure it is cohesive and fit for purpose in securing future sustainability.

Having achieved several accolades in 23/24, including 'Community Club of the Season', we now collectively embark on a journey of relentless improvement and development – we are all proud to be part of a truly 'learning organization' – in our ambition to become 'equity-led', protect the history, heritage and legacy of the Trust and continue to provide services, with high impact, that reflect the needs and priorities of local communities, in partnership with others.

We are already engaging in this process in partnership with the Club, building on existing strong foundations and a relationship which has been invigorated through a new ownership and executive team, where our priorities are aligned as we strive together to achieve a 'One Club' vision.

The future is exciting and I am confident that as a Trust we will continue to shine and, with humility and, in the spirit of collaboration, share our learning experiences with others.

Marilyn Toft, Chair of Trustees

**Registered Office
& Operating Office**

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Training Ground
Sparrows Lane
New Eltham
London
SE9 2JR

Company Secretary

Taylor
Business Services

Auditor

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Bankers

Bank of Scotland plc
PO Box 54873
London SW1Y 5WX

Legal/HR Consultants

Outset (UK) Limited
Vinters Business Park
New Cut Road
Maidstone ME14 5NZ

Ambassadors

Dave Berry
Paul Dunn MBE
Keith Peacock
Martin Simons
Steve Sutherland

Website

CACT.ORG.UK

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TRUSTEES



Marilyn Toft
Chair



Simon Charlick
FCA
Vice-Chair



Stuart Butler-Gallie



Calum Coker



Martin Griffiths
CBE



Fiona Harris



Tracy Herd



Paul Statham



Ken Palmer



James Rodwell
from March 2024

HONORARY VICE PRESIDENT

Lord Michael Grade
of Yarmouth CBE

CHIEF EXECUTIVE OFFICER

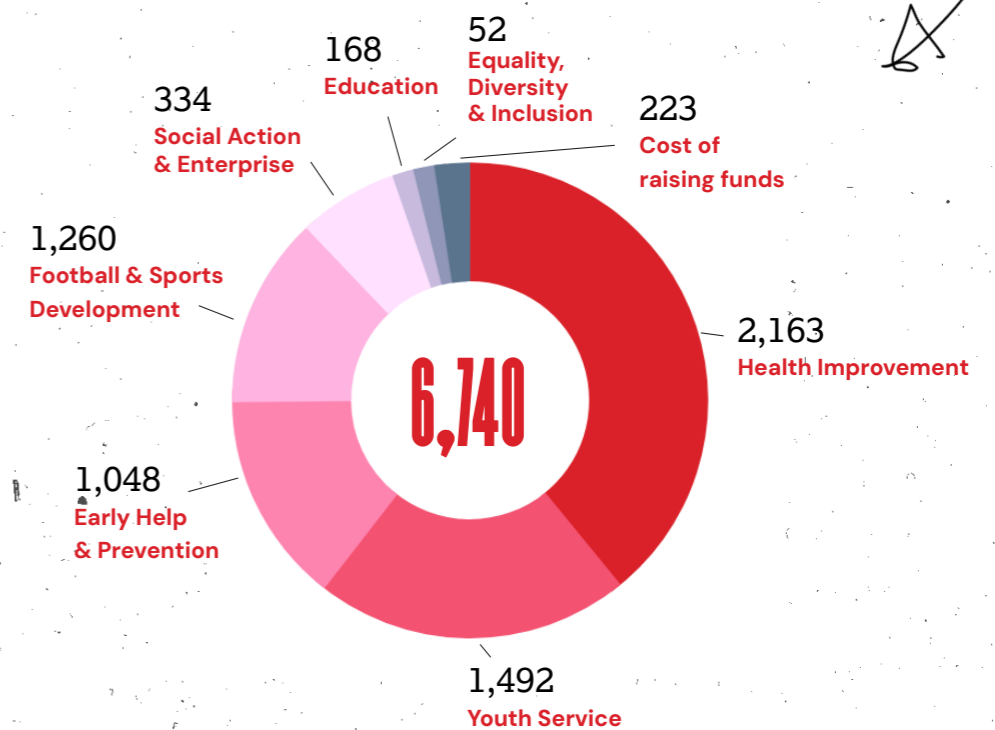
Jason Morgan MBE

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2024:

FINANCIAL HIGHLIGHTS

	2024 £000's	2023 £000's
Total income	7,192	6,887
Total expenditure	(6,740)	(6,676)
Net income (expenditure)	452	211
Expenditure		
Charitable activities		
Health Improvement	2,163	2,001
Youth Service	1,492	1,345
Early Help & Prevention	1,048	1,135
Football & Sports Development	1,260	1,133
Social Action & Enterprise	334	692
Education	168	109
Equality, Diversity & Inclusion	52	74
	6,517	6,489
Cost of raising funds	223	187
	6,740	6,676

EXPENDITURE BREAKDOWN (£000'S)





318

participants mentored across Greenwich, Bexley and Thanet

70%

of participants of year 6 transitions project delivered at the Isle of Sheppey, improved their mental health and wellbeing



100%

of Short Breaks participants have improved their independence skills



Premier League Primary Stars

94%

of Primary Stars school teachers supported now feel more confident about teaching PE



8,762

unique clients supported by Live Well Greenwich

CACT

worked with over

26,000

people, in 2023-2024



148

young people participated in CACT's Post-16 Academy



55,669

Young Greenwich attendances



62,730

calls to and from our Live Well social prescribing call centre



125

participants have taken part in one of our Mental Health projects



1,025

young people took part in the NCS Summer Programme

PRINCIPAL AIMS & OBJECTS

CACT's legal objects are to promote any charitable purpose for the general benefit of the community, and in particular those living and working in the London Boroughs including the Royal Borough of Greenwich, Bexley and Bromley, other parts of South East England and outside the UK. CACT's aims and objectives are captured in its vision, values and mission statement.

VISION

HEALTHY, HAPPY, RESILIENT AND THRIVING COMMUNITIES.

VALUES

- Adaptability
- Equity
- Integrity
- Passion
- Respect

MISSION STATEMENT

ROOTED IN, TRUSTED BY AND WORKING IN PARTNERSHIP WITH OUR COMMUNITIES TO DELIVER POSITIVE OUTCOMES.

PUBLIC BENEFIT & ACHIEVEMENT

When setting the objectives and planning the work of the charity for the year, the trustees have considered the Charity Commission's general guidance on public benefit.

The trustees consider that the following sections of the report demonstrate many aspects of the public benefit, which the charity provides. The fact that CACT engages with thousands of people every week and works in partnership with several agencies on a wide range of activities, demonstrates benefit to the communities in which CACT operates.

CACT's principal areas of work are:

- Health Improvement
- Youth Service
- Early Help & Prevention
- Football & Sports Development
- Social Action & Enterprise
- Equality, Diversity & Inclusion
- Education

This annual report highlights some of the key aspects of programmes delivered during the year including impact, achievements and performance; case studies and quotes are included to help illustrate this.



EFL COMMUNITY CLUB OF THE SEASON 2023/2024

OUR MISSION: "ROOTED IN, TRUSTED BY AND WORKING IN PARTNERSHIP WITH OUR COMMUNITIES TO DELIVER POSITIVE OUTCOMES"

HEALTH IMPROVEMENT

Our work within the Health Improvement department is always challenging but rewarding. Commissioned by the Royal Borough of Greenwich, our staff respond to the needs of local residents, organisations and stakeholders in South East London. The aim of the department is to reduce health inequalities at an individual level, by connecting people to support at community level, by developing community-based assets and at a population level, by delivering wider Public Health campaigns.

Each day of work is unique, supporting those most deeply affected by the cost-of-living crisis and continued recovery from the COVID-19 pandemic. This requires our team to be extremely knowledgeable, flexible, and determined to support people compassionately, as they face a whole range of difficulties. The support our team provides can be life changing, as we fight to prevent homelessness, increase someone's income, or connect socially isolated individuals to a range of community activities.

In 2023/24 we have delivered a number of innovative pilots in partnership with the NHS that are designed to harness the strengths of CACT as a community provider to support the NHS with its challenging targets.

Examples include:

Urgent Treatment Centre

The creation of a social prescribing team that is co-located in the Urgent Treatment Centre (UTC) at Queen Elizabeth Hospital in Greenwich. The overarching aim of the service is to support patients to access appropriate support and reduce pressure on the UTC, the Live Well social prescriber signposts and supports people with chronic illness living in the community to build connections with their community with the intent to improve quality of life and develop independence and engagement.

The total number of referrals from UTC was 177. Within this number there were 49 referrals for GP appointments, 69 for GP registrations, 18 for housing support.

Hospital Discharge team

The pilot of embedding Live Well coaches into the hospital discharge team of the Queen Elizabeth Hospital is now into its second year. The project delivers practical solutions like blitz cleans, food shopping and delivering medical aids that help speed up and smooth the transition from hospital to home, thus supporting the NHS with its target of freeing up hospital beds as quickly as possible. The project helps ensure the patient is safely discharged and provides links to on-going community support to try and minimise the chance of early re-admittance which is both costly and damaging for long term health outcomes.

Better care project

RBG have commissioned CACT to supply a dedicated Health and Wellbeing Coach to support care staff who work across the care homes of Greenwich. The rationale behind this pilot is a belief that care staff can become isolated and reluctant to access the existing models of health and wellbeing support. This pilot brings health and wellbeing support into the care homes with the hope that this will build trust and promote engagement. An evaluation report will be produced when the pilot concludes but the early results confirm the need for an alternative model to support care workers health and wellbeing.

Our core service is Live Well Greenwich a social prescribing offer for the residents of Greenwich working with 8604 clients in 2023/24. Our offer includes:

- The Live Well Community Hub
- Live Well Coaching
- Care Coordination
- Health and Wellbeing Coaching
- Outreach and community engagement
- Extra Time Hub
- Greenwich Get Walking
- FIT FANS
- Men's Health and Walking Football

The strength of our partnerships within the local community and voluntary sector and statutory services are crucial to the success of Live Well and its aim of reducing health inequalities at an individual, community and population level.



91

Outreach Events delivered

4,017

referrals made to cost of living support

HEALTH IMPROVEMENT CASE STUDY: LIVE WELL

MD, a single mother with 17-month-old twins, had been facing housing and health challenges. She was living in overcrowded shared accommodation, struggling to meet her family's needs, and suffering from a disability.

In March 2023, she was initially referred to CACT's Live Well by her GP for support with housing needs and financial assistance.

In August 2022, HACTRAC (a council-run scheme to help families find private rented accommodation and stop them becoming homeless) conducted an inspection on her property but had not communicated with MD since. She wanted to be moved into an accommodation with more space for her to safely care for her children and herself. However, despite her health conditions the client was only in band C, which meant she didn't have priority.

Since their initial decision on her banding, MD had become a single mother with twins and couldn't cope financially. Her kids were unwell and unsafe in the current accommodation, and her own physical health had worsened. The situation had made her so overwhelmed that she started going through stress, anxiety and depression.

Once the referral to Live Well was received, she was allocated a CACT Live Well coach, Mo, who had an initial meeting with MD to identify all the issues and put a plan in place to support her.

To support with the housing situation, Mo got consent from MD to speak to Housing Allocations on her behalf to try to move her banding priority from C to B1 and ensure her needs were being met. There was a lot of back and forth between Mo and Housing about the client's priority banding, and communication from them was slow at times, so Mo called, chased and emailed, but Housing ultimately responded that her banding priority wasn't going to be changed.

Mo then decided to escalate the case to CACT's Live Well multi-disciplinary team lead by Louise, who got in contact with Housing and provided them with all the relevant documents and medical assessments

to support the client's claim. A few weeks later, the CACT Live Well team received a response saying that they had awarded MD with the highest priority band B1 due to severe overcrowding and medical recommendations.

In October 2023, MD was invited to view a property in Charlton, which she accepted. She was extremely happy with the support she received and to be able to move to a suitable accommodation with her children.

Due to her difficult financial situation, Live Well helped MD fill out an Emergency Support Scheme form to obtain white goods for her new property; she was provided with a washing machine, a cooker and a few other household appliances to set up her new home.

MD is now settled in her new home, which is safe and accessible for her and her children. Since then, her quality of life has increased and her anxiety and stress have greatly reduced, therefore improving her mental wellbeing. Thanks to her mental health improving she is now able to look after her children safely, without all the stresses and worries.

“

“I'm so happy that they helped me. I was so very happy. Thank you guys for everything for me and my kids. I introduced some people that were in the same condition as me. When I talked to them, I said if they see a problem, if their condition is like my own or worse than mine, Live Well can help them.”

– MD

YOUTH SERVICES

YOUNG GREENWICH

Young Greenwich, the youth service that CACT is commissioned to deliver by Royal Borough of Greenwich, had 3,662 unique participants last year. Throughout the year, we have undertaken a variety of projects, events, and programmes. These include the annual Young Greenwich Awards, sponsored by the University of Greenwich, which honours the achievements of our young people in the youth service over the year. We also hosted our Summer Academy, where over 40 unique courses were delivered to young people. The aim of the programme was to offer new and engaging activities such as masterclasses in law and comic book design.

Additionally in 2023 we launched the Young Leaders Programme, which was created to support the Community Trust's strategy whilst helping young people gain leadership skills and employability support.

Young Greenwich deliver youth services from four youth hubs: Avery Hill, Hawksmoor, Valley Central and Woolwich Common. Young people from all hubs attended a residential trip to Stubbers Adventure Centre where they were able to enjoy axe throwing, kayaking, banana boat rides and laser tag.

All hubs participated in the Holiday HAF programmes which offered breakfasts, hot lunches and activities throughout the week.

In addition to the services delivered within the hubs we also engaged with 22 partners who delivered an additional 70 weekly sessions across 15 Royal Greenwich wards.

Throughout the year young people and staff from Young Greenwich participated in events including Young Greenwich Day, Red White and Black Day and a number of offsite trips and activities.

Our tutoring project is delivered in all four hubs and provides additional education support to Key Stage 2 and 4. 100% of the young people who attend have improved their academic grades.

Young people who require additional support due to behaviour, mental health, stress related issues are referred for one to one mentoring support delivered in partnership with CACT's Early Help and Prevention Team. Young people are also referred through our triage process to organisations who can better meet their needs.

The Duke of Edinburgh Award has successfully delivered the award programme across all three levels to a total of 49 participants with over 325 hours of volunteering being undertaken. Participants have successfully completed 39 awards at bronze, silver and gold level, across a total of nine sets of expeditions across the year. A highlight of the year is having six young people complete their Gold expedition in Snowdonia and who will receive their award at Buckingham Palace in May 2025.

Representatives from Young Greenwich meet weekly with CACT's Live Well team to share case studies and ensure that young people are directed to the correct services for their needs. At times this is a holistic approach with support for the families being offered.

Oxleas
NHS
Improving lives

METRO
Embrace Difference

YOUTH SERVICE CASE STUDY: LS

LS is a White British female teenager living in a council flat with her single mother and younger brother.

LS was first introduced to Young Greenwich in February 2022 by a youth Live Well Coach. At this time LS had been referred to Live Well by Child and Adolescent Mental Health Service (CAHMS) due to a lack of engagement. LS suffered from social anxiety issues and refused to attend school. At the time, LS would only communicate by text or through her mother, so it was important to support her to develop her communication skills and reduce isolation. LS was also struggling with body image issues, considering herself overweight. In addition, LS had no future education aspirations to go to college or sixth form as she was in an exceedingly difficult mental place.

We had a positive first meeting with LS and her mother at the youth club and she was encouraged to join Young Greenwich and start coming to Avery Hill youth club, where she could take part in activities, socialise and meet new friends. This was all too much at once for LS, but we reassured her that any time she felt like coming in, we would make her feel welcome.

The week after, LS and a friend were sitting on the fence across the road watching young people arriving for youth club sessions. This continued for a few evenings and when we felt LS was comfortable and ready to take the next step, we crossed the road and asked her if she would like to come inside, have a look around and take part in any activities. She agreed to return the next day with her friend.

When LS came in with her friend, she spent the first few sessions getting to know the other members by sitting down to nightly arts and crafts workshops. She started to realise that there were many common interests, such as taste in music, where they lived, mutual friends, similar schools, as well as likes and dislikes; this enabled LS to start coming out of her shell and be more communicative which helped initially to address her social anxiety issues.

Young Greenwich partner Metro Charity held discussions about body image and challenging social media fashion and myths. During these sessions about body image, we supported LS to address her own body image issues and put them into perspective.

LS took part in regular cooking sessions, where the group cooks from scratch and discusses healthy eating plans.

Girls only football sessions on Friday nights gave LS the opportunity to take part in sports and play in a team, which led to her joining mixed sports sessions. These helped LS to become fitter and find a balance between who she is physically and what she wants to achieve to address body image and social anxiety issues.

LS joined the youth forum as she became more confident with herself and built up her own self-esteem, wanting to share her views and be heard.

We had group discussions identifying issues that make them anxious and rated them on a scale to decide how much of an impact they had on her life and how could they be overcome.

Goal setting workshops and developing a personal plan helped LS to prepare for her GCSEs and progress to college.

We held group workshop discussions about daily preparation methods for school including get a good night's sleep, having books and clothes ready the night before, and reducing pressure on results by putting the effort in.

As LS felt more comfortable working in the youth club music studio, we allowed her to work in the studio for her Music GCSE.



3,375

hours of volunteering
by young people

362

young people
that have gained
accreditations or
qualifications

EARLY HELP & PREVENTION

2023–2024 was again another progressive year for the Early Help & Prevention strand. For the first time since its inception the strand's annual income topped the £1m mark. This growth is down to the strong reputation of the strand as well as the skill and resilience of the staff to continue to deliver high level services across its areas of delivery – disability, mental health, and risk & violence reduction.

The work the strand delivers is challenging yet hugely rewarding which has helped develop key staff in an organic way but also given them an approach to work which is forever changing and enriching.

Their development has been crucial to helping us absorb the additional investment and responsibility that has come into the strand in the last year as they continue to contribute towards maintaining our strong reputation for powerful and meaningful delivery.

Furthermore, we also acknowledge the team of casual staff that we use across our projects. The skills they bring are invaluable to our continued success and we could not continue to deliver at the level we do without their support and input.

We have many contracts and agreements across the strand and are not reliant on any singular central contract. However, it is important that we manage each relationship carefully to ensure that our funding agreements are secure and extended in some cases. We are in a strong position with most of our funding agreements having longevity and those that are short term, we have managed to replace in a timely manner meaning we have not and do not envisage having any staff at risk for the foreseeable.

Risk & Violence Reduction

- Increased delivery in this area due to growing success on existing contracts
- Improved risk mitigation in conjunction with Barry Simmons
- Launching of youth engagement van across both Bexley and Greenwich boroughs
- Better triaging of young people to be able to offer the appropriate and additional services to young people referred

Mental Health

- Long terms funding agreements secured for both Kent and London Early Intervention in Psychosis (EIP) projects and Up & At 'Em older people's mental health programme
- Kent EIP project led on successful EFL Community Club of The Year award
- New suicide prevention funding secured for Kent and the project is now underway

Disability Sports

- Successful year for Upbeats programme attending the George Best Community Cup in Belfast with squads. One team were beaten finalists with the other two reaching the quarter finals
- The Upbeats were also runners up in the Kent Pan Disability League in Faversham
- April 2023 saw the annual Upbeats Day which raised £48,000 for the project with over 180 people walking the 9 miles
- The Upbeats also featured in the closing Soccer AM show on Sky

Short Breaks

- Continued growth with successful tenders in Greenwich and Bexley with increased delivery in Bexley
- Two Short breaks participants won awards at the Young Greenwich awards
- Over 110 days (550) hours of community-based activity delivered to young people with disabilities in Bexley and Greenwich



2,500

hours of mentoring delivered

82%

participants of PL Inspires have improved their confidence and self-esteem

EARLY HELP & PREVENTION CASE STUDY: ENGAGEMENT BUS

E's first encounter with the Youth Engagement Bus and CACT's mentors was at the Eltham high street location where he tentatively approached mentors asking if he and his friends could come on to the bus. The mentors invited and welcomed him and his friends onto the bus explaining it was there to offer young people something to do.

E along with his peers engaged positively with the bus immediately as he enjoyed playing video games and this allowed CACT mentors to start engaging and building a relationship with him and start to identify any areas for support.

E was associating with young people who were involved in anti-social behaviour and disruption in the local area, so he was vulnerable to peer pressure and at risk of getting involved. He presented as being very reserved and shy when we first met him.

E regularly attended sessions this quarter and engaged with the engagement bus at other days and locations of Woolwich Town Centre and Greenwich Peninsula.

The Mentors built a relationship with the young person who started coming out of their shell and opening up about challenges faced: anxiety around future career and lack of provision and support for young people in the area.

To support the young person, after building a strong relationship, the mentors held regular conversations around potential pathways he can follow after school, alleviating him of some of the fears and anxieties he had around that. The Mentors also shared life experiences around pathways and careers in sports.

Mentors also made him aware of other CACT provisions offered in the area, like Premier League Kicks, to further support his social skills and development whilst keeping him engaged in positive activities.

CACT mentors provided advice on the consequences of anti-social behaviour and provided positive activities for the young person to engage with away from the streets.

The young person was also provided the contact details of Fearless to support him in reporting crime and concerns in a safe and anonymous way.

Charlton Athletic first-team players visited a session where they played FIFA 23 against E and his friends in a tournament and provided advice to them about ambition. E ended up winning the tournament and received a signed t-shirt and gifts as part of this.

E has been invited to access CACT's services by mentors, who provided him with information on our youth club venues as well as the schedule for the Premier League Kicks programme, so he has further opportunities to take part in fun activities and mentoring services in order to develop positive community engagement and life skills.

Anxieties around future careers have reduced, and he is now more confident and better informed on what pathways he can follow.

E has become more confident and outspoken as the weeks have gone by, joining in more and engaging with staff and peers.

E is engaging with positive activities and staying away from anti-social behaviour. Moreover, this is also having a positive impact on his friends who are now engaging with CACT activities alongside him.



FOOTBALL & SPORTS DEVELOPMENT

CACT delivers a comprehensive Football and Sports Development programme in Greenwich, Bexley, Bromley and throughout Kent for thousands of young people each year. The service caters for a range of participants of different ages and abilities.

CACT's Football Holiday Courses across South East London and Kent are hugely popular, engaging with around 500 young people each week during the school holidays across six venues throughout Greenwich, Bexley and Kent. Over 5,000 children visited the football holiday courses during 11 weeks of school holidays across six venues.

Over 350 children aged 3 to 7 engaged in weekly Charlton Challenge and Toddler Soccer sessions in 10 centres across Royal Borough of Greenwich, Bexley and Kent.

We have increased our presence in primary schools within the community delivering PSHE programmes, numeracy and literacy support; teacher training, PE curriculum and multi-sports school clubs.

Over 400 hours have been delivered each week in local primary schools across Greenwich, Bexley and Kent. Delivering Premier League Primary Stars, CACT staff have supported primary schools to increase students' confidence with their Maths and English through football related activities.

The Joy of moving programme encourages children to take part in physical activity, build awareness of the importance of a healthy diet and adopt an active lifestyle. On behalf of Ferrero and the EFL, the programme has been delivered in 27 schools across Kent engaging with 1,453 key stage two students.

The Women's and Girls programme is delivered across four centres and in a number of schools by our dedicated Women and Girls Officer who works to support young players with their development in one of the fastest growing areas of football.

The CACT Post 16 Football and Education Academy has grown, delivered over two sites (Charlton Athletic's Training Ground and Ashford United). The 2023/24 season saw 140 students study a full-time sport-based course incorporating football activities within their weekly timetable.



FOOTBALL & SPORTS DEVELOPMENT CASE STUDY: PUPIL C

CACT was asked to work with St Paul's (Slade Green) C of E Primary School to support in developing a strategy to enhance behaviour and promote respect within the school community.

Ivan, CACT's Football and Sports Development Officer, went to meet with the headteacher. They identified a group of pupils to meet with once a week and take part in activities that would address specific issues or provide a week-by-week focus to develop positive behaviour traits at playtimes and after school.

Pupil C was one of the children identified as needing support for behaviour in the classroom. Pupil C was an exceptional student during the intervention at the school; Ivan saw significant growth in his behaviour and character.

He set an example, served as an excellent role model, and showed respect to both his classmates and teachers. With his weekly progress, he was assigned by the school to support Key Stage 1 during lunchtime, assisting in the lunch hall and serving as a role model for other students.

“

“It has really helped develop the leadership skills that he has and taken on responsibility around the school. He really thrives on being able to help others and developing that skill is so important for him going forward in his life.”

- WH, St Paul's (Slade Green) C of E Primary School's Vice Principal



54%

of Primary Stars participants have improved their mental health

305

young people took part in CACT's Advanced centre



SOCIAL ACTION & ENTERPRISE

During 2023/2024, the National Citizen Service (NCS) department embarked on the brand-new adapted and improved NCS 3.0 programme.

An initial two-year project rolled out by the NCS Trust and the Department for Media, Culture and Sport (DCMS) saw Ingeus win the contract for both the North and South as the Managing Partner. Holding a long-standing partnership with Ingeus meant that CACT were awarded the London residential delivery area as a delivery partner.

Through a joined-up approach to recruitment, CACT engaged with a total of 1,025 young people in a residential setting. 371 of these came from a pilot Children in Need programme over a three-night weekend in November.

In September, we delivered bespoke residential for Leigh Academy, Blackheath and Ilford County High School. October saw us deliver our annual residential to pupils at Wilmington Academy, Dartford. For the first time ever, we delivered programmes to year one students attending Capital City College and United College Group, both from Central London, with these taking place in November.

Residential programmes took place over two different sites; Inspiring Learning, Kingswood Residential Centre in Ashford, Kent – a location we have used a number of times before and have a fantastic working relationship with – and also a new site for us, YHA Lee Valley in Hertfordshire. Whilst on residential, young people learnt many valuable life skills via workshops such as, 'money and me', 'democracy matters', 'mental health awareness', 'political engagement' and 'how to deliver effective social action'. As well as these skills, young people took part in team building challenges and a day of water activities and a day of outdoor rope and climbing activities.

We are excited to deliver for a further year where we will deliver a bespoke programme to our own internal CACT London and Kent Post-16 players.

Friendships were formed, confidence was raised and young people well and truly stepped outside their comfort zones and became better people for it.

Part of the newly-formed NCS 3.0 saw a separate Community Grant programme. CACT were granted delivery in Kent and Medway with Personal Best Education as the managing partner and granted delivery in Bexley and Greenwich for London Youth. Year one of this delivery was a roaring success. CACT delivered employability, life skills and social action to 579 different young people across Kent and Medway and 350 different participants in Bexley and Greenwich. Delivery took place in various schools and youth centre settings, and we look forward to delivering again in year two.



929

young people attended employability, life skills and Social Action workshops

SOCIAL ACTION & ENTERPRISE CASE STUDY: AW

AW started off with CACT as a participant on the National Citizen Service (NCS) programme.

As AW joined the programme in the midst of the COVID-19 pandemic, it was an adapted programme for just one week based around creating a social action project in their local area.

AW loved the programme and when she was offered to join again the following year to give her a longer experience with NCS, she leaped at the chance. This time the programme was two weeks long but still did not include a residential trip due to the COVID-19 restrictions.

During her experience with NCS the second time, AW got to know her leaders more and began asking them about their roles with NCS and what they enjoy about it. The team leaders thought AW would be a good fit to be a staff member so once AW turned 18, she applied for the role. AW has been employed by NCS since 2022.

AW also works with CACT's Early Help and Prevention team as a mentor for young people. With her background as a Criminology student, AW was interested in what being a youth mentor could be like.

A member of the Crime Reduction team came along to one of the NCS programmes to introduce youth mentoring and talk about how NCS staff members could continue working with CACT.



“

“It’s tiring work, the week is quite long but just seeing the difference in the young people from the Monday when they first come in, because a lot of them do come by themselves, so to see them all shy in the corners of the room and by Friday they are begging you, they don’t want to go home – they are loving it.”

“We see them all the time after the residential and they really remember you and the experience you give them. I think that’s the best part of the job.”

- AW on NCS Summer Programme

“

“It really inspired me. I went in for the training session and we were talking about the day to day, and it just seemed like quite a good role. I do love talking to people about my experiences, as someone who didn’t grow up in the UK and having to find my own way. So just talking about it and trying to help people – I love it.”

- AW on CACT Mentoring

EQUALITY, DIVERSITY & INCLUSION

As an organisation, we are committed to promoting equality, diversity, and inclusion (EDI), as a key organisational and operational priority. We are dedicated to creating a welcoming and inclusive environment for everyone in our community and our workforce, regardless of background or identity.

Our EDI programme of work and initiatives include:

- EDI Working Group (WG)
- EDI Training
- Women’s Network
- Youth Forum
- EDI Insights newsletter
- EDI Education, Training, and Consultancy
- CPD Day support
- Charlton Athletic EFL EDI Code of Practice
- Charlton Athletic EDI Training – Board and Staff
- Charlton Athletic – Values Driven Culture support
- Governing Bodies – representation and support
- Charlton Red, White & Black Day
- Football v Homophobia Week of Activity
- Rainbow Laces
- International Women’s Day
- Transgender Day of Visibility
- Black History Month
- LGBTQ+ History Month

Charlton Athletic FC – EFL EDI Assessment

The EFL confirmed that Charlton Athletic have been awarded both the Bronze and Silver Awards under the EDI Code of Practice assessment process. The award was presented to the club by the PFA’s CEO Maheta Molango at The Valley. Of the 72 EFL Clubs, Charlton Athletic are one of only eight clubs to achieve this level, and now enter the next gold stage. Nearly 500 Charlton fans, local community groups, and local school children were joined by Charlton Athletic Academy players in what proved to be the biggest turnout for a Charlton RWB Community Parade, ahead of our men’s first team game against Reading.

As part of the EFL Together Against Racism initiative and Black History Month, the week-long series of RWB activities included:

- Coach Education Programme in partnership with the FA,
- Show Racism the Red Card Conference
- Webinar: Football and Equality
- Players from our men’s and women’s first-team wore shirts promoting the message: All Different,

All Together, All Charlton, ahead of their games at The Valley.

Football v Homophobia

The Charlton Athletic Football v Homophobia themed games were held on February 3rd and 4th 2024. The matches were planned and delivered in partnership with Proud Valiants, the club’s LGBTQ+ supporters’ group, Charlton Invicta, the club’s affiliated LGBTQ+ inclusive team, and club partner University of Greenwich.

EDI

As part of our EDI programme, we work with and support a number of external bodies and organisations. This includes EDI presentations, conferences, and training sessions:

- Charlton Athletic Board of Directors & Academy staff
- Cricket EDI Advisory Panel – Lords Cricket Ground
- FA County Inclusion Advisory Groups
- FA County Staff
- RBG Race Equality Week: Conference – delivered keynote address
- Premier League Charitable Fund – Equality, Diversity and Inclusion Conference
- EFL – Club and CCO EDI Leads Network
- EFL EDI Conference

Charlton Athletic Values-Driven Culture Project

CACT are part of the club led initiative aiming to capture and develop the club’s core values and principles that will ‘drive health and elite performance’. They are looking at 3 key areas:

1. Leadership Development
2. Stakeholder Engagement
3. Health & High Performance

CACT CPD

As part of CACT CPD, a session focusing on allyship was delivered to CACT Staff by Chikere Igbokwe from Inclusive. Being an ally is about actively supporting and advocating for colleagues from underrepresented groups, fostering an inclusive environment, and working together to dismantle systemic biases.

EQUALITY, DIVERSITY & INCLUSION CASE STUDY: CC

CC joined Charlton Invicta, an LGBTQ+ friendly team affiliated with CACT and the club, at the beginning of the 23/24 season over the summer.

CC transitioned from male to female five years ago and has experienced significant confidence loss. She felt like she needed to meet more people with similar interests to help bring her confidence back.

Growing up she was an avid footballer playing Sunday league football and following Manchester United home and away. After transitioning, she thought there was no way for her to get back into football but when she came across the Charlton Invicta online through Meetup, she began to see a pathway back to the sport she has always loved.

CC came along to Invicta's first session back after their summer break. She signed up to be part of the club from her very first session and hasn't looked back since.

Being part of Charlton Invicta has helped CC make new friends, feel more confident and stay active, all whilst reigniting her love of football.

“

“It has been the best thing I could do. The club is wonderfully open and inviting, and they have been fantastic I couldn't rave about it any more positively.”

“It's made me laugh, it's made me smile which is something I had lost, and it's given me an element of friendship as well and people with similar interests.”

“For anybody who is trans, there are lots of options out there so I would recommend going on the internet and finding one [a club], Charlton is one of the best ones.”

– CC



54

current Charlton Invicta participants, 42 being regular attendees

6,000

people have received the EDI Insights newsletter



EDUCATION

Improved access to education and employment is one of CACT's core outcomes, that underpins its work in the community. Education is integral to our work and CACT is committed to providing engaging and impactful opportunities for the community.

Education provision this year has been delivered across two key programmes, as detailed below.

Isle of Sheppey Attendance and Attainment Project

Funded by Kent County Council (KCC), this project was an evolution and expansion of the CACT Connects programme delivered last year. Funded from KCC's school improvement budget, the work built upon impactful work with young people, to further CACT's reach into an identified priority area for the Department for Education.

Objectives

- Using the power of football and sport to improve school attendance, educational attainment and health and wellbeing outcomes for pupils with, or at risk of, poor attendance in areas of significant disadvantage.
- Three age groups targeted and engaged:
- Pre-schoolers, preparing to start primary school (Number Fun family learning programme)
- Transition to secondary school.
- KS3/KS4 re-engaging students with severe extended absence
- Increasing parental confidence and engagement to support attendance and learning.
- Improving relationships between schools and families

Impact

Number Fun:

- 100% parents and teachers rated programme "Good or Excellent."
- 95% of parents are interested in further family learning programmes.

Year 6 Transition:

- Pre-programme 20% of children confident about secondary school transition, post-programme 73%
- 98% children rated programme "Good or Excellent."

Re-engaging KS3/4:

- 60% now attend school on a regular basis
- 75% increase in confidence

As a result of successful delivery of the above programme, CACT were funded by KCC to deliver adult education (Numeracy) interventions via the Multiply programme. In addition to this, support was also provided for KCC's SEND localities work, a crucial piece of consultation to help determine the future landscape and structure of the county's SEN provision.

Make it Make Sense Project.

Funded by the University of Greenwich (UoG), Make it Make Sense (MiMS) programme planning began in July 2023, with delivery beginning that September at the start of the academic year.

MiMS is a positive and engaging pre-16 education programme for Year 9 and Year 10 students. Content includes a varied menu of delivery, with important topics such as mental health, resilience, financial education, raising aspirations, problem solving, role modelling and future careers in Tech, Sustainability and Sport all covered.

To date MiMS has been delivered in 12 Secondary schools, engaging with 1,212 young people, exceeding targets and with positive feedback from participants and partners. Delivery is continuing through the summer term and planning meetings for provision in the next academic year are underway.

In addition to the above education provision, towards the end of the 2023/24 delivery year CACT launched the Young Greenwich Learning Hub (YGLH). Funded by Royal Borough of Greenwich (RBG), this two-year pilot intervention programme, based at Woolwich Common Youth Hub, provides young people with a blended education, sport and youth activities offer. Young people will attend for a maximum of three months, before reintegration into their school.

The launch and early weeks of YGLH delivery have been successful, which the newly appointed Intervention Manager and Officers will build upon and continue to strive for positive outcomes for young people.



95%

of parents rated CACT's staff support during Number fun programme as Excellent

EDUCATION CASE STUDY: MAKE IT MAKE SENSE

Make it Make Sense (MiMS) is an education programme for year nine and 10 students which aims to raise aspirations whilst covering topics such as mental health and financial literacy. The programme has engaged 1100 young people across 10 schools in 2023-2024 academic year.

Students from St Augustine's Academy in Maidstone enrolled on the MiMS programme for their Year 10 work experience week.

Over the course of a week, CACT ran five workshops to 150 students including: Confidence and Raising Aspirations, Financial Education and Problem Solving, Careers and Role Modelling, Qualifications and Personal Development, and Mental Health and Resilience.

"I think MiMS has been very helpful because it helps you learn what you are facing when you are older. I've enjoyed coming to the workshops every day and it makes me feel more prepared for the future." - SE

"I think it's been helpful and pushed me in a direction where I know what to do when I finish school with finances and stuff. Also, how I should be resilient with future changes." - TE

"I've found MiMS very supportive of what I want to do when I'm older. It's starting to help me want to do good in my grades." - JR

"It's been very helpful, and it ensures that you're very employable in the future, especially with the self-confidence. It helps you to be resilient." - BW

“

"It was really interesting to see students that normally would not engage appropriately in normal lessons to actually interact and take part in these workshops positively which highlights how impactful these workshops have been for the students. The students particularly engaged well with the group work activities and the whole class feedback from topics discussed by students was really impressive and positive and clearly showed how much they had taken in from taking part in the group works."

- JS, CAREERS ADVISER ST AUGUSTINE'S ACADEMY.

FUNDRAISING

2023-24 was another successful fundraising year for CACT with many new and existing donors supporting our vital work across South London and Kent.

Corporate Partners

Our corporate partnership scheme offers businesses the chance to align their brand to CACT's work and enhance their social value reputation by supporting award-winning work.

Our partnership base again grew throughout the past year, and we now have 14 companies that partner with CACT.

A warm welcome to new partners:

- Elkins Construction
- Able Projects
- Adams & Bowles Wealth Management

Thank you also to our existing partners, many of whom have reached new agreements to continue their support in the past year. These are:

- K Wisdom Developments
- RSK
- University of Greenwich
- Regular Cleaning
- Rivervale
- We Are Brand New
- Bayliss Executive Travel
- Countrystyle Recycling
- Faithorn Farrell Timms LLP
- Ardmore Group

We would also like to place on record our sincere thanks to our principal partner, ITRM, who have now supported CACT for over a decade.

Grants

Funding from philanthropic trusts and foundations are incredibly important to CACT's ongoing work in the community. As well as commissioned services, charitable grants represent the largest source of funding for the charity, and new grants that were agreed in the past year include:

- City Bridge Foundation (Mental Health)
- Colyer-Fergusson Charitable Trust (Youth Mentoring)
- Hospital Saturday Fund (Extra Time)

Fundraising Events

Fundraising events continue to be an important source of income for CACT.

During 2023-24, we again raised a record amount through our annual Upbeats Walk. Over 180 fundraisers walked nine miles between the Charlton Athletic Training Ground and The Valley for Charlton's last home match of the season and helped us to raise £48,000 for our flagship Down's syndrome programme.

Our annual CACT Awards was held at the House of Lords in October 2023 and saw 150 partners, stakeholders, and participants celebrate CACT's programmes. The event has become a fixture in the CACT calendar, and we would like to place on record our thanks to our Vice-President, Lord Michael Grade CBE, for continuing to host this event.

Other events in the CACT calendar include the Charlton Athletic Legends Match at The Valley and the CACT Charity Golf Day, both of which contribute vital funds to support our work.

CACT Patrons

The CACT Patrons are some of CACT's closest supporters and provide significant support to our projects. Thank you to the following people for their ongoing support:

- Paul Statham
- Marilyn Toft
- Russell Mears
- Keith Wisdom
- David Summers
- Richard Burton
- John Rees
- John Baker
- Bob Munro

Friends of CACT

Finally, we would also to recognise the many individuals who regularly give to CACT on a monthly, quarterly, or annual basis as a Friend of CACT. This support is crucial to us and helps to fund our vital work.

BURSARY

CACT's bursary fund is an important support mechanism for individuals who are struggling to access a CACT programme due to an issue or disadvantage that is directly impacting their ability to attend a session. The system that has been created to access grants is designed to be simple, quick, and robust so that CACT ensures that support reaches those who need it most.

A CACT Manager completes an application form, it is authorised by the Bursary Manager and Finance teams, and payment will be made as soon as possible so that urgent cases are dealt with in a timely fashion. The maximum grant that any single applicant is entitled to is £200 and repeat applications are discouraged unless there are extenuating circumstances meaning that further support is needed.

During 2023-24, CACT processed 19 applications with an age range of 12 to 64 years old. 72% of applicants were aged under 18 and 80% of applications related to emergency equipment, clothing, or travel costs to help them attend a CACT session or course and continue with their development. This highlights the importance of the fund to CACT and our mission of making our programmes accessible for all.

Case Studies

(AC)

AC had been regularly attending Hawksmoor Youth Hub in Thamesmead, engaging with our Welcoming Spaces programmes that welcomes families in the community into the hub to bond as a family unit.

Unfortunately, AC, had been experiencing bullying at their existing school and wished to transfer to a new school, however the costs related to transferring made it unfeasible for the family. CACT bursary scheme supported AC and their family with a grant of £177, to help AC purchase a new school uniform and help with the travel expenses associated with the school transfer.

AC continues to attend the Hawksmoor Youth Hub and is settling into their new school well which has significantly improved their mental and physical wellbeing.

(DW & AW)

DW and her sister AW became known to CACT through our LiveWell social prescribing work across the borough of Greenwich. They became young carers to their mother, who had health issues, and were living in extreme deprivation and poverty with poor living standards. DW's house was filled with mould due to damp conditions and this was causing respiratory issues for the sisters.

CACT's Health Improvement team referred both DW and AW onto CACT's football course programme to improve their physical and mental wellbeing, however, due to their financial deprivation, they could not afford the required equipment to attend.

CACT's Bursary Fund supported DW and AW with £200 to cover the course fees and essential equipment to attend.



The Upbeats Walk in April 2023 raised over

£48,000

GOVERNANCE, STRUCTURE & MANAGEMENT

TRUSTEES

The trustees are directors for the purposes of company law.

The trustees' report has been prepared in accordance with the Charities Act 2011 and is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 42 to 45 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

TRUSTEE APPOINTMENTS, RESIGNATIONS AND REAPPOINTMENTS

The board is conscious of the need to have an appropriate skill mix to ensure trustees contribute fully to the charity's continued development, as well as the need for continuity and the necessity to refresh the board.

James Rodwell was appointed to the board on 27 March 2024

The South of England Foundation is incorporated as a company limited by guarantee and registered as a charity. The charity is registered with the Charity Commission.

The charity has a board of ten trustees which governs in line with its governing document, the Articles of Association, vision, values, mission and charitable objectives. The board is responsible for overall governance and strategic direction of CACT and compliance with the legal and statutory requirements of a UK charity and of a registered company.

Trustees who served during the period from 1 April 2023 to 31 March 2024 are:

- Marilyn Toft (chair)
- Stuart Butler-Gallie
- Simon Charlick FCA
- Calum Coker
- Martin Griffiths CBE
- Fiona Harris
- Tracy Herd
- Ken Palmer
- Paul Statham

Governance, Structure & Management (continued)

Reappointments

Marilyn Toft, who was first appointed in December 2013 and had served three consecutive terms of office up to December 2022, was reappointed for a further three-year term ending in December 2025. CACT's Articles of Association specify a maximum of three terms of office. However, there is provision in the Articles for trustees to serve additional terms if, as in this case, the board determines that this is in the best interest of the charity and its beneficiaries.

Trustees complete a register of interest annually and declare interests and potential conflicts of interest at the beginning of every board and sub-committee meeting, in line with the Articles of Association and our Conflict of Interest policy.

Trustees receive no remuneration with respect to their role and no expenses were claimed during the reporting period.

The charity purchased indemnity cover of up to £5 million as protection for Board members against any legal claims against them arising from their role as trustees (premium 2024 - £4,412; 2023 - £4,412).

The Charity Governance Code

Trustees have continued to implement recommendations from the Charity Governance Code in order to develop and maintain a high standard of governance. The recommendations actioned during the reporting period include the following:

Trustees attended workshops on topics including strategic planning, self-evaluation and emotional health and wellbeing.

A register of hospitality and gifts is maintained and updated at every board meeting.

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice

(CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs, which are assessed and graded through an independently audited evidence based self-assessment process. CACT achieved an overall assessment of 93% and was categorised as "exemplary", the highest possible rating.

Sub-committees

CACT has three sub-committees – Equality, Diversity, Inclusion, HR and Safeguarding, Finance and Governance and Marketing, Fundraising and Communications. An annual calendar of meetings is agreed for board and sub-committees which all meet quarterly.

A key objective in CACT's strategic plan is a commitment to develop and embed equality, diversity and inclusion (EDI) as a core element across all areas of CACT's work which are delivered through an Equality Action Plan (EAP). The EDI, HR and Safeguarding Sub-committee monitor the impact of the charity's EAP and oversee the safeguarding function of CACT.

Equality, Diversity, Inclusion (EDI), HR and Safeguarding Sub-committee: membership comprises four trustees – Marilyn Toft (Chair and EDI Trustee Lead), Ken Palmer (Safeguarding Trustee Lead), Calum Coker and Martin Griffiths. Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion), Dr Michael Seeraj (Head of EDI) and Barry Simmons (Head of Safeguarding and HR) provide the necessary input to the meetings.

Finance and Governance Sub-committee: membership comprises three trustees: Simon Charlick (Chair), Paul Statham, and Fiona Harris are trustee members. Jason Morgan (Chief Executive) and Zanele Mayo-Condon (Director of Finance, Governance and Compliance) provide the necessary input to the meetings.

Governance, Structure & Management (continued)

Marketing, Fundraising and Communications Sub-committee: membership comprises four trustees – Tracy Herd (Chair), Calum Coker, Marilyn Toft and Stuart Butler-Gallie. Jason Morgan (Chief Executive) Chris Baker (Head of Fundraising and Development) and Olly Groome (Marketing and Communications Manager), provide the necessary input to the meetings.

Ambassadors

CACT Ambassadors are advocates for CACT initiatives and use their expertise to assist continued growth, development and success of community programmes. The following were appointed as ambassadors in recognition of their outstanding contribution and consistent support of CACT's work:

- Dave Berry
- Paul Dunn MBE
- Keith Peacock
- Martin Simohs
- Steve Sutherland

Honorary President & Vice President

Lord Grade of Yarmouth-CBE, a former Director of Charlton Athletic Football Club, is honorary vice-president of CACT.

Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation of the charity. The executive team comprises:

- Jason Morgan MBE – Chief Executive Officer
- Zanele Moyes-Condon – Director of Finance and Support Services (Mark Gregory until 31st December 2023)
- David James – Director of Education and Sport
- Charlie Macdonald – Director of Youth, Health and Inclusion

The remuneration of the executive team is set by the trustees, who have regard to pay levels for equivalent staff in similar organisations.

Employees

CACT seeks to develop a culture of trust and respect where all employees are valued and treated fairly, in accordance with our Equality Policy.

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. There are three employee/network groups:

- Women's network
- Equality, diversity and inclusion working group
- Green Team

We offer a range of benefits and incentives including:

- London Living Wage Foundation employer
- Employee Assistance Programme
- A range of internal and external training opportunities
- Eye-care vouchers
- Cycle to Work scheme
- Healthy Workplace Award
- Investors in People accreditation
- Charity worker discounts

CACT ensures employees are well informed through weekly staff newsletters including HR updates, department and team meetings and information including updates to staff policies and procedures via our HR Information Management System.

Governance, Structure & Management (continued)

Charlton Athletic Football Club

CACT is Charlton Athletic Football Club's (CAFC) charitable arm and operates via a Trademark Licence Agreement to use the club's name and badge. CACT's head office is situated at the club's Training Ground in Sparrows Lane in New Eltham. The Health Improvement Call Centre and Valley Central Youth Hub are based at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

A strong partnership exists with the Club, who support the positive impact of CACT's work. This mutually beneficial relationship was recognised by both the Club and the Trust in a formal agreement signed by both parties in July 2022. The agreement sets out the core principles of the working relationship between both parties, acknowledges CACT as an integral, albeit independent part of Charlton Athletic, and outlines the resources which the Club will provide to support CACT in achieving its charitable objectives. These resources include rent-free accommodation, other office services and donated sports kit.

Other Partners

CACT works with several other partners and agencies in the public, private and charitable sectors. This includes local authorities, (Royal Borough of Greenwich, London Borough of Bexley and Kent County Council), Oxleas NHS Foundation Trust and other NHS Trusts, National Citizenship Service, English Football League, Premier League, Football Foundation, English Football League Trust, Premier League, Football Association, Professional Footballers' Association, schools, colleges and universities as well as local and national businesses.

Subsidiary Companies

The charity has two trading subsidiary companies, South of England Foundation (Community Facilities) Limited (CFL) and Community Scheme Solutions Limited (CSSL). CFL was established to develop an artificial training pitch under the Barclays Spaces for Sport scheme in 2006. It also undertakes other projects relating to the development and on-going use of sporting facilities for the use of the community.

In the opinion of the trustees, the current activities of CFL fall within the charitable objects of the charity itself and therefore the activities of the group are all regarded as charitable activities in the report which follows and the financial statements which accompany it.

CSSL was active between 2007 and 2009 running the "Football in the Community Scheme", formerly run by Charlton Athletic Football Club until these activities were transferred to the Trust itself. The company is now dormant.

FINANCIAL REVIEW

Financial Report for the Period

Total income for the financial year to March 2024 was £7.2 million, compared with £6.9 million the year before. Income from charitable activities was maintained at £5.8 million in 2023/24 as in the previous year. Income from grants and donations was £1.2 million in the year to March 2024 compared with £1 million in the previous year, reflecting additional Early Help and Prevention grants and the value of sports kit and office services donated by CAFC.

Total expenditure was maintained in the 2023/24 financial year at £6.7 million as in the year to March 2023.

Restricted funds totalled £1.2 million at the end of the financial year, compared with a balance of £1 million at the beginning of the year. The increase reflects net operating income from programmes of £229,000 and transfers of £(61,000), partly offset by £21,000 depreciation of capital assets.

Designated funds balances totalled £1.7 million on 31 March 2024 and £1.4 million at the end of 31 March 2023.

Free reserves increased from £486,000 at the beginning of the year to £589,000 on 31 March 2024.

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £6 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained, and total unrestricted funds of between three and five months' expenditure

Financial Review (continued)

should be held, as cover for any longer term and residual exposures.

On 31 March 2024 free reserves represented 1 months' expenditure, and total unrestricted funds represented 4.2 months' expenditure (both excluding the impact of the pension fund actuarial adjustment)

Free reserves are stated including a £25,000 pension surplus as a share of CACT's surplus of the Royal Borough of Greenwich Pension Fund, in respect of employees who were transferred to CACT in 2012 and 2019 under a TUPE arrangement.

The pension surplus is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2022, updated for changes in demographic and financial assumptions since that date. The pension surplus will be offset by future contributions and so it is unlikely to crystallise. In this situation current guidance allows a charity to ignore a pension reserve when assessing its free reserves.

RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and mitigation actions put in place throughout the year.

All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in March 2024. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

Safeguarding issues, including inappropriate actions by employees or volunteers, affecting service users or others, as well as the risk to participants, staff and others if violent incidents should occur in the vicinity of youth hubs or diversionary activity sessions.

Mitigating actions include: All staff and trustees are subject to DBS checks; all staff undergo mandatory safeguarding training; a full-time Safeguarding Officer is employed to support staff and volunteers, our service users and partners, and to provide quarterly reports to the board of trustees; safeguarding policies and procedures are in place and are reviewed annually by trustees; staff have access to and are required to adhere to the policies and procedures; the board includes a trustee with professional safeguarding expertise.

Any serious violent or potentially violent incidents are reviewed for learning, relevant training and support is provided to staff and measures are in place to keep participants and staff safe from physical harm.

- Data protection issues, including confidential or sensitive personal data being lost, published or held inappropriately. The resulting damage to the Trust's reputation could lead to external funders being unwilling to work with CACT, and non-compliance with legislation may lead to financial penalties being imposed.

Mitigating actions include: an Information Governance Steering Group meets regularly to oversee information governance including reviewing incidents or "near misses"; data protection and related policies are reviewed regularly; staff have access to and are required to comply with data protection policies and procedures - disciplinary sanctions highlight the importance of compliance; staff are required to complete mandatory online data protection training; system security and physical security measures prevent unauthorised access to data; an external data protection consultancy service provides guidance and a designated Data Protection Officer (DPO). CACT achieved Cyber Essentials certification and has taken out cyber insurance coverage to mitigate against financial losses arising from data protection breaches or cyber crime.

Risk Management (continued)

- Financial risks as a result of the Trust losing funding and not being able to cover core costs.

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by trustees, ensuring budgets are closely monitored and considering efficiency savings that do not impact on services.

FUTURE PLANS

A new Strategic Plan for CACT Is now in place. It sets out our key strategic priorities for the next few years, and defines how these will be delivered and financed, to ensure that we sustain, grow and lead the way in our sector over the coming years.

We will continue to work closely with the Football Club to develop commercial partnerships and fundraising opportunities. The current Live Well health contract is due to end in March 2025. CACT intends to submit a tender to be recommissioned, and we feel that we are in a strong position to continue to provide this service for the Royal Borough of Greenwich.

The Royal Borough of Greenwich have now confirmed a one-year extension of the Young Greenwich contract, that will now end in September 2026.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of South of England Foundation for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United

Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and the group and of the income and expenditure of the charity and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice (the Charities' SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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. Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in
- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and

Statement of Trustees' Responsibilities (continued)

- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

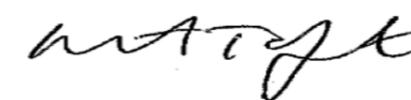
The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Thanks

The trustees would like to place on record their thanks to all CACT's ambassadors, patrons, partners, funders, employees and volunteers without whom none of its excellent work could be done.

Approved by the trustees and signed on their behalf by:

Marilyn Toft - Chair of Trustees
Date: 25/09/2024



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE SOUTH OF ENGLAND FOUNDATION

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 charitable parent company's affairs as at 31 March 2024 and of the group's 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.

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 FRC'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 group and charitable parent company'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 annual report and financial statements, 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.

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 trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, 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 charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent 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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the 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 charitable parent 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 charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011).

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- challenged assumptions and judgements made by management in assessing the going concern basis of accounting and in its significant accounting estimates, including the estimated useful economic lives of assets for the purpose of determining the annual depreciation charge;
- performed sample based testing of expenditure in the accounting system to supporting documentation and sample based testing of income from source documentation to the accounting system;
- In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:
 - reading the minutes of meetings of those charged with governance; and
 - enquiring of management as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's 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.



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

17 December 2024

FINANCIAL STATEMENTS



Statement of financial activities Year ended 31 March 2024

	Notes	Unrestricted funds £'000	Designated Funds £'000	Restricted funds		Total funds 2024 £'000	Total funds 2023 £'000
				Revenue projects £'000	Capital development £'000		
Income:							
Donations and legacies	1	607	—	637	—	1,244	1,042
Income from charitable activities	2	2,862	—	2,986	—	5,848	5,769
Income from other trading activities	3	66	—	—	—	66	43
Investment income		34	—	—	—	34	33
Total income		3,569	—	3,623	—	7,192	6,887
Expenditure:							
Cost of raising funds	4	223	—	—	—	223	187
Expenditure on charitable activities	5						
· Health Improvement		34	—	2,122	7	2,163	2,001
· Youth Services		1,444	—	48	—	1,492	1,345
· Early Help and Prevention		59	—	989	—	1,048	1,135
· Football and Sports Development		1,103	—	134	23	1,260	1,133
· Social Action and Enterprise		329	—	5	—	334	692
· Education		72	—	96	—	168	109
· Equality, Diversity and Inclusion		52	—	—	—	52	74
		3,093	—	3,394	30	6,517	6,489
Total expenditure		3,316	—	3,394	30	6,740	6,676
Net income (expenditure) before investment gains and transfers	7	253	—	229	(30)	452	211
Gains on investments		—	82	—	—	82	(68)
Net income (expenditure) for the year		253	82	229	(30)	534	143
Transfers between funds	14	(158)	219	(61)	—	—	—
Other recognised gains and losses							
Gains on pension scheme	16	72	—	—	—	72	748
Net movement in funds		167	301	168	(30)	606	891
Reconciliation of funds:							
Fund balances brought forward at 1 April 2023		447	1,396	824	217	2,884	1,993
Fund balances carried forward at 31 March 2024		614	1,697	992	187	3,490	2,884

All of the group's activities in the above two financial periods were derived from continuing operations.

There were no recognised gains and losses other than those set out in the consolidated statement of financial activities above.

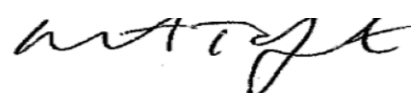
Detailed comparative information is provided in notes 19 to 22, which form an integral part of the accounts.

Group and Charity Balance Sheets 31 March 2024

	Notes	Group 31 March 2024 £'000	Group 31 March 2023 £'000	Charity 31 March 2024 £'000	Charity 31 March 2023 £'000
Fixed assets:					
Tangible fixed assets	10	268	238	68	14
Investments	11	1,179	1,097	1,179	1,097
Total fixed assets		1,447	1,335	1,247	1,111
Current assets:					
Debtors due within one year	12	1,044	475	1,035	469
Cash at bank and in hand		1,477	1,816	1,452	1,794
Total current assets		2,521	2,291	2,487	2,263
Liabilities:					
Creditors: amounts falling due within one year	13	(503)	(703)	(509)	(694)
Net current assets		2,018	1,588	1,978	1,569
Total net assets excluding pension asset (liability)		3,465	2,923	3,225	2,680
Net pension asset (liability)	16	25	(39)	25	(39)
Total net assets		3,490	2,884	3,250	2,641
The funds of the charity:					
Restricted funds					
. Relating to fixed assets	14	187	217	6	14
. Other		992	824	987	818
		1,179	1,041	993	832
Unrestricted funds					
Designated funds					
. Fixed asset fund	15	81	21	62	—
. Development fund		1,259	1,008	1,259	1,008
. Young Leaders' Program		2	—	2	—
. Patron's Club		32	—	32	—
. Training Fund		4	4	4	4
. Youth Service underspend		319	363	319	363
		1,697	1,396	1,678	1,375
General funds					
. Free reserves		589	486	554	473
. Pension reserve	16	25	(39)	25	(39)
		614	447	579	434
Total unrestricted funds		2,311	1,843	2,257	1,809
Total funds		3,490	2,884	3,250	2,641

Approved by the trustees of South of England Foundation, Company Registration Number 04654582 (England and Wales) and signed on their behalf by:

Marilyn Toft - Chair of Trustees
Date: 25/09/2024



South of England Foundation

Consolidated Statement of Cash Flows Year to 31 March 2024

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(298)	699
Cash flows from investing activities:			
Investment income received		34	33
Purchase of tangible fixed assets		(75)	—
Disposal of tangible fixed assets		—	4
Net cash (used in) provided by investing activities		(41)	37
Change in cash and cash equivalents in the year		(339)	736
Cash and cash equivalents at 1 April 2023	B	1,816	1,080
Cash and cash equivalents at 31 March 2024	B	1,477	1,816

Note to the consolidated statement of cash flows for the year to 31 March 2024:

A Reconciliation of net expenditure to net cash flows from operating activities

	2024 £'000	2023 £'000
Net income as per the statement of financial activities	534	143
Adjustments for:		
Depreciation charge	45	38
FRS 102 pension charge	8	74
Investment income received	(34)	(33)
(Surplus) on disposal of fixed assets	—	(4)
(Gains) losses on investments	(82)	68
(Increase) decrease in debtors	(569)	981
(Decrease) in creditors	(200)	(568)
Net cash (used in) provided by operating activities	(298)	699

B Analysis of changes in net debt

	At 1 April 2023 £'000	Cash flows £'000	Non-cash changes £'000	At 31 March 2024 £'000
Cash and cash equivalents				
Cash at bank and in hand	1,816	(339)	—	1,477
Total	1,816	(339)	—	1,477

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These accounts have been prepared for the year to 31 March 2024.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) updated October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make judgements and estimates.

The items in the accounts where significant judgements and estimates have been made include:

- ◆ determining whether any impairment of the artificial training pitch is needed. The charity's existing artificial pitch is due to be replaced by a new pitch on Footscray Rugby Club land at no cost to the charity. The Trustees do not consider the existing asset to be impaired because the value of the replacement pitch will be at least equal to the book value of the existing facility at the CAFC Training Ground; and
- ◆ reviewing the assumptions used to calculate the pension liability.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. Several factors have been taken into account, including:

- ◆ **Source and security of future income**
Approximately 60% of CACT's usual annual income (and over 80% of its income that is secured over a year in advance) is obtained from public sector funding where the risk of non-payment due to the financial situation of the funder is assessed to be very low.

Assessment of going concern (continued)

◆ **Financial controls**

Cash management and other financial control processes are in place to minimise financial risks and ensure that income due is received on a timely basis. Income, expenditure and cash flow forecasts are prepared. Actual performance is monitored against these forecasts on a monthly basis, to allow action to be taken where there is a risk that forecasts may not be achieved.

◆ **Financial assets held by the charity**

In addition to cash balances held to meet CACT's short-term operating needs, the charity holds approximately £1,000,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

After making this assessment the Trustees are confident the organisation has adequate resources to operate for the foreseeable future, that there are no material uncertainties over its going concern status, and that it can adopt the going concern basis in preparing its financial statements.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of the charity with those of its subsidiaries, South of England Foundation (Community Facilities) Limited and Community Scheme Solutions Limited (dormant). Where necessary the amounts consolidated in respect of the subsidiary companies are restated to ensure consistency of group accounting policies.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. In cases where, in line with funding agreements, income is received in advance of the period to which it relates, this is shown as deferred income in the accounts.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable.

Grants are recognised when the charity is entitled to the funds. Where entitlement is dependent on fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that the conditions will be met.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income recognition (continued)

Income from charitable activities includes contracts to deliver services, football course fees and income from the school based activities. The income is generally recognised when the charity is entitled to receipt, and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Gifts in kind donated to the charitable company for its own use are included in income and resources expended at their market value as at the time of the gift. Donated professional services are not included in income where it is not possible to place a value on those services.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.
- ◆ Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity, and support costs in operating the charity.
- ◆ Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity.
- ◆ Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis.

Tangible fixed assets

Tangible fixed assets costing over £5,000 are capitalised and are stated at cost and depreciated over their expected useful life. Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

- ◆ Artificial training pitch Over the life of its lease, which is 25 years

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Tangible fixed assets (continued)

- ◆ Other sports facilities 4% on cost
- ◆ Machinery and office equipment 25% on cost
- ◆ Motor vehicles 25% on cost

Investments

Listed investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts that are available on demand.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

Fund accounting

Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or contributions subject to donor imposed conditions. Designated funds are those funds earmarked by the trustees for a specific purpose. They are unrestricted, and the trustees may ultimately use such funds for other purposes. The funds represented by tangible fixed assets are treated as designated funds.

General funds represent those monies which are freely available for application towards achieving any charitable purpose which falls within the charity's charitable objects.

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Fund accounting (continued)

Funds retained in the trading subsidiaries which have been generated through undertaking activity that falls within the charity's objects, and which is intended for application within the objects, are treated in the group balance sheet as charitable funds, either restricted or unrestricted.

Capital contributions received towards the cost of construction or acquisition of tangible fixed assets which are subject to on-going restrictive obligations are treated as restricted funds and reduced by charges of depreciation through the statement of financial activities over the estimated useful life of the asset.

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Royal Borough of Greenwich's youth service provision, and to provide contracted health improvement services, are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions as detailed in note 16 to the financial statements. There were 7 active members and 10 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

1 Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000
Donations	192	62	254	229	47	276
Income from patrons	70	—	70	66	9	75
Legacy	186	—	186	—	—	—
Grants	159	575	734	86	605	691
Total funds	607	637	1,244	381	661	1,042

Income from donations includes £246,843 from central and local government grants (2023 - £274,000).

The largest grants received in the year were £115,000 from the Premier League for the "Kicks" social inclusion programmes, and £50,000 from Ashford Borough Council for a diversionary and mentoring programme.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000
Service delivery	1,107	2,961	4,068	1,112	2,989	4,101
Greenwich Youth Service	1,202	—	1,202	1,202	—	1,202
Fees from the delivery of projects	478	—	478	375	—	375
Other charitable income	75	25	100	64	27	91
Total funds	2,862	2,986	5,848	2,753	3,016	5,769

Income from charitable activities includes a total of £2,683,580 from local government contracts (2023 - £2,709,100).

The largest amounts of service delivery income are £1,717,315 from the Royal Borough of Greenwich (RBG) for 'Live Well' health improvement services, and £1,336,768 from Oxleas NHS Foundation Trust for the RBG Start Well.

Fees from the delivery of projects is the aggregate of a large number of smaller programmes, primarily related to football and sports development.

3 Income from other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000
Fundraising events	40	—	40	18	—	18
Other trading income	26	—	26	22	3	25
Total funds	66	—	66	40	3	43

4 Cost of raising funds

	Total (un- restricted) funds 2024 £'000	Total (un- restricted) funds 2023 £'000
Staff costs (note 8)	178	168
Other costs	45	19
Total funds	223	187

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

	Direct costs		Support costs		Total funds 2024 £'000
	Staff costs (note 8) £'000	Other costs £'000	Staff costs (note 8) £'000	Other costs £'000	
Health Improvement	1,630	201	209	123	2,163
Youth Services	640	630	137	85	1,492
Early Help and Prevention	526	360	103	59	1,048
Football and Sports Development	815	264	109	72	1,260
Social Action and Enterprise	198	88	29	19	334
Education	107	37	15	9	168
Equality, Diversity & Inclusion	38	6	5	3	52
Total funds	3,954	1,586	607	370	6,517

	Direct costs		Support costs		Total funds 2023 £'000
	Staff costs (note 8) £'000	Other costs £'000	Staff costs (note 8) £'000	Other costs £'000	
Health Improvement	1,538	197	169	97	2,001
Youth Services	632	537	114	62	1,345
Early Help and Prevention	536	446	96	57	1,135
Football and Sports Development	729	257	95	52	1,133
Social Action and Enterprise	436	164	58	34	692
Education	83	12	9	5	109
Equality, Diversity & Inclusion	49	15	6	4	74
Total funds	4,003	1,628	547	311	6,489

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6 Support Costs

	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2024 £'000	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2023 £'000
Health Improvement	209	123	332	169	97	266
Youth Services	137	85	222	114	62	176
Early Help and Prevention	103	59	162	96	57	153
Football and Sports Development	109	72	181	95	52	147
Social Action and Enterprise	29	19	48	58	34	92
Education	15	9	24	9	5	14
Equality, Diversity & Inclusion	5	3	8	6	4	10
Total funds	607	370	977	547	311	858

The above support costs include the following governance costs:

	Total funds 2024 £'000	Total funds 2023 £'000
Staff costs	14	14
Legal and professional fees	—	1
Auditor's remuneration	14	14
Other costs	7	5
	35	34

7 Net expenditure for the Year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000
Staff costs (note 8)	2,318	2,421	4,738	2,322	2,396	4,718
Operating lease rentals	9	—	9	9	—	9
Auditor's remuneration	—	—	—	—	—	—
. Statutory audit services	—	—	—	—	—	—
– charity	11	—	11	11	—	11
. Statutory audit services	—	—	—	—	—	—
– subsidiary	3	—	3	3	—	3
. Other services	4	—	4	3	—	3
Depreciation	15	30	45	8	30	38

8. Employees and staff costs

	2024 £'000	2023 £'000
Staff costs during the period were as follows:	£'000	£'000
Wages and salaries	4,198	4,102
Redundancy	15	—
Social security costs	372	363
Pension costs	129	119
FRS 102 pension charge	8	74
Agency staff	7	54
Other staff related costs	10	6
	4,739	4,718

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8. Employees and staff costs (continued)

The key management personnel of the charity in charge of directing and controlling, running and operating the charity comprise the trustees and executive team. The day-to-day management of activities is the responsibility of the executive team, which comprises the Chief Executive Officer, Director of Youth and Social Inclusion, Director of Education Sport and Health, and Director of Finance, Governance and Compliance. The total remuneration (including taxable benefits, employer's pension contributions and employer's national insurance contributions) of the key management personnel for the year was as follows:

	2024 £'000	2023 £'000
Wages and salaries	365	345
Benefits in kind	24	24
Social security costs	45	45
Pension costs	18	17
	452	431

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2024	2023
£60,001 - £70,000	1	—
£70,001 - £80,000	—	1
£80,001 - £90,000	2	2
£130,001 - £140,000	1	1
	4	4

Payments to defined contribution pension arrangements in the year amounted to £17,824 (2023 - £16,864) in respect of the above employees.

Staff costs have been charged as follows:

	2024 £'000	2023 £'000
Cost of generating funds (note 4)	178	168
Charitable activities (note 5)	3,954	4,003
Support costs (note 6)	607	547
	4,739	4,718

The average number of employees during the period was as follows:

	Fixed hours	Variable hours	Total 2024	Fixed hours	Variable hours	Total 2023
Cost of generating funds	2	—	2	2	—	2
Charitable activities	117	99	216	117	97	214
	119	99	218	119	97	216

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £4,556 (2023 - £4,142) and provides cover of up to a maximum of £5 million (2023 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2024 or 2023.

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9. Taxation

South of England Foundation is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. The subsidiaries make a Gift Aid payment to the charity if they produce a taxable profit in any financial period.

10. Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2023	569	60	60	158	847
Additions	—	—	—	75	75
At 31 March 2024	569	60	60	233	922
Depreciation					
At 1 April 2023	366	39	60	144	609
Charge for year	22	2	—	21	45
At 31 March 2024	388	41	60	165	654
Net book value					
At 31 March 2024	181	19	—	68	268
At 31 March 2023	203	21	—	14	238

Charity	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 April 2023	54	158	212
Additions	—	75	75
At 31 March 2024	54	233	287
Depreciation			
At 1 April 2023	54	144	198
Charge for year	—	21	21
At 31 March 2024	54	165	219
Net book value			
At 31 March 2024	—	68	68
At 31 March 2023	—	14	14

11. Investments**(a) UK investment funds**

	2024 £'000	2023 £'000
Total value of investments at 1 April 2023	1,097	1,165
Investment gains(losses)	82	(68)
Total investments at 31 March 2024	1,179	1,097
Historical cost of investments at 31 March 2024	950	950

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14 Restricted funds (continued)

Transfers between restricted and unrestricted funds arise for the following reasons:

- ◆ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;
- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

Negative balances on restricted funds arise where expenditure on those funds is incurred in advance of income being received.

15 Designated funds

The fixed asset fund represents the net book value of unrestricted tangible fixed assets and hence is not available for working capital.

The development fund represents amounts set aside by the Trustees to support and develop the Trust's programmes, through capital infrastructure improvements and investment in key operational activities.

Group	At 1 April 2023 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2024 £'000
Fixed asset fund	21	—	60	81
Development fund	1,008	251	—	1,259
Young Leaders Programme	—	—	2	2
Training fund	4	—	—	4
Patrons' Club	—	—	32	32
Start Well fund	363	—	(44)	319
Total designated funds	1,396	251	50	1,697

Charity	At 1 April 2023 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2024 £'000
Fixed asset fund	—	—	62	62
Development fund	1,008	251	—	1,259
Young Leaders Programme	—	—	2	2
Training fund	4	—	—	4
Patrons' Club	—	—	32	32
Start Well fund	363	—	(44)	319
Total designated funds	1,375	251	52	1,678

16 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG.

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13 Creditors: amounts falling due within one year

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Amounts due to subsidiaries	—	—	14	—
Expense creditors	84	44	82	44
Social security and other taxes	108	91	110	92
Accruals	150	170	145	165
Deferred income	137	344	134	339
Wages and salaries	24	21	24	21
Business bounce-back loan	—	33	—	33
	503	703	509	694

Deferred income reflects income that has already been received at the balance sheet date, in line with contractual payment terms, in respect of services that will be delivered in the following financial year.

14 Restricted funds

The income funds of the charity included restricted funds comprising the following to be applied for specific purposes:

Group	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2024 £'000
Health Improvement Funds					
Extra Time	—	21	(21)	—	—
Walks Coordinator	—	35	(36)	—	(1)
Welfare Rights Fund	63	251	(151)	—	163
South London Healthy Homes	—	31	(27)	—	4
Live Well Greenwich	63	614	(652)	—	25
Live Well – PCN	—	1,104	(937)	—	167
Bereavement Walks	2	—	—	—	2
Family Cycle Club	4	—	—	—	4
TFL Travel Buddies	3	—	—	—	3
Health & Wellbeing Navigator	48	28	(33)	—	43
Community Devt. Service	205	—	(3)	(60)	142
The Source	48	—	(14)	—	34
Polio Vaccination	59	2	(36)	—	25
Hospital Discharge	21	250	(209)	—	62
Blackheath & Carlton Community Development Service	—	—	(3)	60	57
	516	2,336	(2122)	—	730
Youth Service funds					
Jack Petchey Achievement Award	7	10	(14)	—	3
Jack Petchey Tutoring Project	—	—	—	—	—
Youth Hub Small Grants	6	42	(32)	—	16
Champions for Children HAF	5	—	(2)	—	3
	18	52	(48)	—	22
Early Help and Prevention funds					
Children in Need	—	33	(33)	—	—
Colyer Ferguson	—	17	(2)	—	15
Twinnings Project	—	2	(2)	—	—
Kent VRU	6	1	(7)	—	—
Vanguard Project	22	160	(176)	(1)	5
RBG Low Level MH Transitions	—	30	(26)	—	4
Start Well Mentoring	7	100	(99)	(1)	7

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Group	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2024 £'000
Health Improvement Funds					
Balance carried forward	35	343	(345)	(2)	31

14 Restricted funds (continued)

Group	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2024 £'000
Balance brought forward	35	343	(345)	(2)	31
MOPAC	—	25	(22)	—	3
Bexley Targeted Mentoring	1	39	(37)	—	3
Bexley Targeted Residential	8	12	(20)	—	—
Bexley Youth Activity Sessions	15	24	(35)	—	4
London Marathon Girls Kicks extension	5	—	(5)	—	—
Premier League Kicks	48	115	(104)	(2)	57
Premier League Inspires	15	35	(32)	—	18
Bexley Outreach Bus	—	25	(25)	—	—
Greenwich Outreach Bus	8	46	(35)	(16)	3
Ashford Diversionary & Mentoring	34	50	(52)	—	32
PL Fan Referral	—	7	—	—	7
Charlton Upbeats	18	52	(40)	1	31
Kent Mental Health	—	25	(25)	—	—
Kent Squash	5	—	(1)	—	4
Kent NHS Wellbeing Project	—	5	(5)	—	—
Shaw Trust Mental Health	—	25	(25)	—	—
Bexley Short Breaks	1	54	(55)	—	—
Oxleas Up & At Em	—	12	(12)	—	—
Short Breaks Summer and Residential	49	26	—	(42)	33
Oxleas Early Intervention	—	22	(22)	—	—
Saturday Short Breaks	—	24	(24)	—	—
Holiday Short Breaks	—	44	(44)	—	—
BATS Transport	5	8	(13)	—	—
City Bridge Trust	—	15	(11)	—	4
	247	1033	(989)	(61)	230
Football and Sports Development					
Community Outreach G'wich	18	—	(18)	—	—
Advance Centre	1	10	(11)	—	—
Bursary Fund	1	—	—	—	1
Get Active Programme	3	7	(10)	—	—
KPMF Project	—	16	(16)	—	—
Kinder Joy of Moving	—	26	(26)	—	—
Premier League Schools	—	53	(53)	—	—
	23	112	(134)	—	1
Social Action and Enterprise funds					
My London Social Action	—	14	(5)	—	9
	—	14	(5)	—	9
Education Funds					
KCC SEN Project	—	25	(25)	—	—
Kent Reconnect	20	51	(71)	—	—
	20	76	(96)	—	—
Revenue projects total funds	824	3,623	(3,394)	(61)	992
Relating to fixed assets					
Spaces for Sports Scheme	203	—	(22)	—	181
Other fixed assets	14	—	(8)	—	6
	217	—	(30)	—	187
Total restricted funds	1,041	3,623	(3,424)	(61)	1,179

14 Restricted funds (continued)

Transfers between restricted and unrestricted funds arise for the following reasons:

- ◆ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;
- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

Negative balances on restricted funds arise where expenditure on those funds is incurred in advance of income being received.

15 Designated funds

The fixed asset fund represents the net book value of unrestricted tangible fixed assets and hence is not available for working capital.

The development fund represents amounts set aside by the Trustees to support and develop the Trust's programmes, through capital infrastructure improvements and investment in key operational activities.

Group	At 1 April 2023 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2024 £'000
Fixed asset fund	21	—	60	81
Development fund	1,008	251	—	1,259
Young Leaders Programme	—	—	2	2
Training fund	4	—	—	4
Patrons' Club	—	—	32	32
Start Well fund	363	—	(44)	319
Total designated funds	1,396	251	50	1,697

Charity	At 1 April 2023 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2024 £'000
Fixed asset fund	—	—	62	62
Development fund	1,008	251	—	1,259
Young Leaders Programme	—	—	2	2
Training fund	4	—	—	4
Patrons' Club	—	—	32	32
Start Well fund	363	—	(44)	319
Total designated funds	1,375	251	52	1,678

16 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG.

16 Pension commitments (continued)

The Royal Borough of Greenwich Pension Fund is a defined benefit scheme. Contributions payable to the Scheme by Charlton Athletic Community Trust are determined on the basis of triennial valuations carried out by a qualified actuary using the projected unit method.

The charity's share of assets in the Scheme were as follows:

	Value at 31 March 2024 £'000	Value at 31 March 2023 £'000
UK equities	559	484
Other bonds	240	208
Property	101	91
Cash	22	16
UK & overseas unit trusts	124	114
Total market value of assets	1,046	913
Present value of Scheme liabilities	(1,021)	(952)
Surplus/Deficit in the Scheme	25	(39)

Total expenditure recognised in the Statement of Financial Activities:

	2024 £'000	2023 £'000
Service cost	51	96
Net interest cost and administration expenses	1	18
Total expenditure recognised in the SOFA	52	114

The expenditure recognised in the 2024 SOFA is made up of £45,000 employer contributions and a FRS 102 adjustment of £8,000 (2023 - £40,000 employer contributions and £74,000 FRS 102 adjustment).

Reconciliation of opening and closing balances of the present value of the charity's share of the Scheme liabilities:

	2024 £'000	2023 £'000
Scheme liabilities at 1 April 2023	952	1,552
Service cost	51	96
Interest cost	46	40
Contributions by Scheme participants	17	16
Actuarial (gains)	(45)	(752)
Scheme liabilities at 31 March 2024	1,021	952

An actuarial valuation of the Scheme was undertaken as at 31 March 2022, which has set contributions for the period from 1 April 2023 to 31 March 2026.

16 Pension commitments (continued)

Reconciliation of opening and closing balances of the fair value of the charity's share of the Scheme assets:

	2024 £'000	2023 £'000
Scheme assets at 1 April 2023	913	839
Interest on Scheme assets less administration expenses	45	22
Return on assets less interest	28	(46)
Actuarial gains	—	43
Contributions by employer	45	40
Contributions by scheme participants	17	16
Administrative expenses	(1)	—
Estimated benefits net of transfers in	(1)	(1)
Fair value of Scheme assets at 31 March 2024	1,046	913

Movement in deficit during the year:

	2024 £'000	2023 £'000
Scheme deficit at 1 April 2023	(39)	(713)
Service cost	(51)	(96)
Employer contributions	45	40
Net finance cost	(1)	(18)
Administrative expenses	(1)	—
Actuarial gains	72	748
Scheme deficit at 31 March 2024	25	(39)

17 Lease commitments**Operating lease commitments**

At 31 March 2024 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Office equipment	
	2024 £'000	2023 £'000
Operating leases payments due:		
Within one year	4	4
Between one and two years	2	4
Between two and five years	2	4

18 Connected party transactions

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation, free sports kit and other intangible support. The value of this support during the financial period is calculated at £134,214, comprising £20,000 for gift of kit, £56,500 for rent-free accommodation and £57,758 for other support (2023: £163,200, comprising £80,000 for gift of kit, £56,500 for rent-free accommodation and £26,700 for other support). This amount is included under "donations" in note 1 to the accounts.

South of England Foundation

18 Connected party transactions (continued)

In addition to the above, in the year to 31 March 2024 the Trust received income of £10,529 from Charlton Athletic (2023 - £10,400) and incurred expenditure of £2,120 (2023 - £11,500).

The charity has taken advantage of the exemption provided by FRS 102 from the requirement to disclose transactions with its subsidiary undertakings.

The aggregate value of donations made to the charity by trustees was £10,000 (2023 - £11,100).

19 Analysis of net assets between funds

	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2024 £'000
Group					
Fund balances at 31 March 2024 are represented by:					
Tangible fixed assets	—	81	187	—	268
Investments	—	1,179	—	—	1,179
Debtors	1,044	—	—	—	1,044
Cash (including short term deposits)	48	437	—	992	1,477
Creditors: amounts falling due within one year	(503)	—	—	—	(503)
Pension Asset/liability	25	—	—	—	25
Total net assets	614	1,697	187	992	3,490

	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2024 £'000
Charity					
Fund balances at 31 March 2024 are represented by:					
Tangible fixed assets	—	62	6	—	68
Investments	—	1,179	—	—	1,179
Debtors	1,035	—	—	—	1,035
Cash (including short term deposits)	28	437	—	987	1,452
Creditors: amounts falling due within one year	(509)	—	—	—	(509)
Pension liability	25	—	—	—	25
Total net assets	579	1,678	6	987	3,250

Notes 20 to 23 present detailed comparative information for the financial year ending 31 March 2023. These notes form an integral part of the accounts.

South of England Foundation

20 Consolidated Statement of Financial Activities Year to 31 March 2023

	Notes	Restricted funds			Total funds 2023 £'000
		Unrestricted funds £'000	Revenue projects £'000	Capital development £'000	
Income:					
Donations and legacies	1	381	661	—	1,042
Income from charitable activities	2	2,753	3,016	—	5,769
Income from other trading activities	3	40	3	—	43
Investment income		33	—	—	33
Other income – CJRS grant		—	—	—	—
Total income		3,207	3,680	—	6,887
Expenditure:					
Cost of raising funds	4	187	—	—	187
Expenditure on charitable activities	5	43	1,951	7	2,001
· Health Improvement		1,307	38	—	1,345
· Youth Services		35	1,100	—	1,135
· Early Help and Prevention		982	128	23	1,133
· Football and Sports Development		687	5	—	692
· Social Action and Enterprise		16	93	—	109
· Education		15	59	—	74
· Equality, Diversity and Inclusion		3,085	3,374	30	6,489
Total expenditure		3,272	3,374	30	6,676
Net (expenditure) income before investment gains and transfers	7	(65)	306	(30)	211
Transfers between funds		(3)	3	—	—
Gains on investments	11(a)	(68)	—	—	(68)
Net (expenditure) income for the year		(136)	309	(30)	143
Other recognised gains and losses					
Gains (losses) on pension scheme		748	—	—	748
Net movement in funds		612	309	(30)	891
Reconciliation of funds:					
Fund balances brought forward at 1 April 2021		1,231	515	247	1,993
Fund balances carried forward at 31 March 2022		1,843	824	217	2,884

21 Restricted funds Year to 31 March 2023

Group	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2023 £'000
Health Improvement funds					
Vaccination Support	8	38	(46)	—	—
L&Q Extra Time	5	2	(7)	—	—
Extra Time	—	14	(14)	—	—
GGA – Healthy Walks	2	35	(37)	—	—
Welfare Rights Fund	114	100	(151)	—	63
South London Healthy Homes	—	29	(29)	—	—
Hypertension	—	(24)	24	—	—
Live Well Greenwich	22	650	(609)	—	63
Live Well – PCN	—	795	(795)	—	—
TfL Small Grants	9	—	—	—	9
RBG Community Hub	11	136	(147)	—	—
Lateral Flow Testing	2	—	(2)	—	—
HWB Navigator Service	—	100	(52)	—	48
Community Devt. Service	—	205	—	—	205
The Source	—	70	(22)	—	48
Polio Vaccination	—	59	—	—	59
Virtual Wards Care	—	85	(64)	—	21
Youth Service funds					
Jack Petchey Achievement Award	1	6	—	—	7
Jack Petchey Tutoring Project	—	5	(5)	—	—
Youth Hub Small Grants	3	21	(18)	—	6
Champions for Children HAF	—	20	(15)	—	5
	4	52	(38)	—	18
Early Help and Prevention funds					
Children in Need	—	32	(32)	—	—
Thanet KCC Delivery	—	15	(15)	—	—
Twinnings Project	—	6	(6)	—	—
Kent VRU	7	19	(20)	—	6
Bexley Easter and Summer Camps	—	20	(20)	—	—
Vanguard Project	—	234	(206)	—	28
Probation Pilot	9	13	(22)	—	—
Start Well Mentoring	9	100	(108)	—	1
MOPAC	—	(5)	5	—	—
Bexley Targeted Mentoring	3	19	(21)	—	1
Bexley Targeted Residential	—	27	(19)	—	8
Bexley Youth Activity Sessions	15	29	(29)	—	15
London Marathon Girls Kicks extension	29	4	(28)	—	5
Premier League Kicks	51	115	(118)	—	48
Premier League Targeted	10	45	(40)	—	15
Balance carried forward	133	673	(679)	—	127

21 Restricted funds Year to 31 March 2023 (continued)

Group	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2023 £'000
<i>Early Help and Prevention funds (cont.)</i>					
Balance brought forward	133	673	(679)	—	127
Bexley Outreach Bus	—	28	(28)	—	—
Greenwich Outreach Bus	15	9	(16)	—	8
Ashford Diversionsary	23	68	(57)	—	34
Charlton Upbeats	33	42	(57)	—	18
Kent Mental Health	—	40	(40)	—	—
Kent Squash	—	5	—	—	5
Kent NHS Wellbeing Project	—	18	(18)	—	—
Bexley Short Breaks	6	49	(54)	—	1
Oxleas Up and At 'Em	—	12	(12)	—	—
Short Breaks Summer and Residential	57	—	(8)	—	49
Oxleas Early Intervention	—	24	(24)	—	—
Saturday Short Breaks	5	41	(46)	—	—
Holiday Short Breaks	2	49	(51)	—	—
BATS Transport	4	11	(10)	—	5
	<u>278</u>	<u>1,069</u>	<u>(1,100)</u>	<u>—</u>	<u>247</u>
<i>Football and Sports Development</i>					
Community Outreach G'wich	—	20	(2)	—	18
Advance Centre	—	10	(9)	—	1
Bursary Fund	4	1	(4)	—	1
Get Active Programme	—	15	(12)	—	3
KPMF Project	9	23	(32)	—	—
Kinder Joy of Moving	—	19	(19)	—	—
Premier League Schools	—	50	(50)	—	—
	<u>13</u>	<u>138</u>	<u>(128)</u>	<u>—</u>	<u>23</u>
<i>Social Action and Enterprise funds</i>					
My London Social Action	5	—	(5)	—	—
	<u>5</u>	<u>—</u>	<u>(5)</u>	<u>—</u>	<u>—</u>
<i>Education Funds</i>					
EFL Kickstart	—	32	(32)	—	—
William Boreman Foundation	3	—	(3)	—	—
Active Learning Programme	1	—	(1)	—	—
Kent Reconnect	35	39	(57)	3	20
	<u>39</u>	<u>71</u>	<u>(93)</u>	<u>3</u>	<u>20</u>
<i>Equality, Diversity and Inclusion Funds</i>					
CARE	3	56	(59)	—	—
	<u>3</u>	<u>56</u>	<u>(59)</u>	<u>—</u>	<u>—</u>
<i>Revenue projects total funds</i>					
Relating to fixed assets	515	3,680	(3,374)	3	824
Spaces for Sports Scheme	226	—	(23)	—	203
Other fixed assets	21	—	(7)	—	14
	<u>247</u>	<u>—</u>	<u>(30)</u>	<u>—</u>	<u>217</u>
Total restricted funds	762	3,680	(3,404)	3	1,041

22 Designated funds Year to 31 March 2023

Group	At 1 April 2022 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2023 £'000
<i>Fixed asset fund</i>	29	—	(8)	21
<i>Development fund</i>	1,085	(68)	(9)	1,008
<i>Training fund</i>	3	—	1	4
<i>Patrons' Club</i>	5	—	(5)	—
<i>Start Well fund</i>	322	—	41	363
Total designated funds	1,444	(68)	20	1,396
Charity	At 1 April 2022 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2023 £'000
<i>Fixed asset fund</i>	5	—	(5)	—
<i>Development fund</i>	1,085	(68)	(9)	1,008
<i>Training fund</i>	3	—	1	4
<i>Patrons' Club</i>	5	—	(5)	—
<i>Start Well fund</i>	322	—	41	363
Total designated funds	1,420	(68)	23	1,375

23 Analysis of net assets between funds 31 March 2023

<i>Group</i>	<i>General funds</i> £'000	<i>Designated funds</i> £'000	<i>Fixed asset restricted fund</i> £'000	<i>Other restricted funds</i> £'000	<i>Total 31 March 2023</i> £'000
<i>Fund balances at 31 March 2023 are represented by:</i>					
<i>Tangible fixed assets</i>	—	21	217	—	238
<i>Investments</i>	—	1,097	—	—	1,097
<i>Debtors</i>	284	—	—	191	475
<i>Cash (including short term deposits)</i>	540	278	—	998	1,816
<i>Creditors: amounts falling due within one year</i>	(338)	—	—	(365)	(703)
<i>Pension liability</i>	(39)	—	—	—	(39)
<i>Total net assets</i>	447	1,396	217	824	2,884

<i>Charity</i>	<i>General funds</i> £'000	<i>Designated funds</i> £'000	<i>Fixed asset restricted fund</i> £'000	<i>Other restricted funds</i> £'000	<i>Total 31 March 2023</i> £'000
<i>Fund balances at 31 March 2023 are represented by:</i>					
<i>Tangible fixed assets</i>	—	—	14	—	14
<i>Investments</i>	—	1,097	—	—	1,097
<i>Debtors</i>	278	—	—	191	469
<i>Cash (including short term deposits)</i>	523	278	—	993	1,794
<i>Creditors: amounts falling due within one year</i>	(328)	—	—	(366)	(694)
<i>Pension liability</i>	(39)	—	—	—	(39)
<i>Total net assets</i>	434	1,375	14	818	2,641

The Trustees
South of England Foundation
CAFC Training Ground
Sparrows Lane
New Eltham
London
SE9 2JR

17 December 2024

Our ref S0581/EAF/RC

Dear Trustees

Post-Audit Report – Year ended 31 March 2024

The purpose of this letter is to bring to the attention of the Board as those charged with governance the findings from our recent audit of the financial statements of The South of England Foundation and its subsidiary company South of England (Community Facilities) Limited, for the year ended 31 March 2024, for your consideration and to enable you to address matters arising where appropriate.

Throughout this letter, “you” and “your” refer to the Board. “We” and “our” refer to Buzzacott LLP. We appreciate that you will already be aware of some of the matters contained in this letter. However, in accordance with International Standards on Auditing (UK) (ISAs) we are communicating them to you formally.

We have communicated with the Board of each entity covered by this report, as appropriate. The content of this report relates to the Group, except where indicated differently.

1. Purpose of the audit

As auditor, we are responsible for performing the audit in accordance with ISAs (UK), which is directed towards forming and expressing an opinion on the financial statements for the year ended 31 March 2024 that have been prepared by management with the oversight of those charged with governance, and other matters required by legislation.

Our work has been carried out in accordance with our audit planning letter dated 28 May 2024.

Our audit work included consideration of the internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of your system of internal control.

The matters being reported are limited to those that were identified during the audit and that we conclude are of sufficient importance to merit being reported to those charged with governance.

2. Audit progress

We are pleased to report that the audit of the financial statements, from our perspective, went well

We would like to take this opportunity to thank all those with whom we dealt during the audit for their assistance and co-operation, in Zanele Moyo-Condon, Pearl Sebastian and Eleanor York.

3. Annual report and financial statements' format

The financial statements have been prepared, as last year, in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP FRS 102).

There are no significant changes to the format of the financial statements this year.

4. Auditor's report

We do not propose any modifications to our audit opinion and, therefore, we intend to issue an unqualified opinion in our auditor's report.

The wording of our auditor's report is unchanged from last year.

5. Adjustments made during the audit

Other than presentational amendments which have no impact on the reported results for the year, there were no adjustments made to the figures presented to us for audit.

6. Unadjusted misstatements

A list of misstatements identified during our audit which remain unadjusted is attached in Appendix A. The list does not include items which are considered to be clearly trivial.

We will obtain written representations from you, as trustees, that these are not to be adjusted, due to their lack of significance to the overall result portrayed by the financial statements.

7. Accounting policies, accounting estimates and disclosures

The accounting policies used in preparing the financial statements are unchanged from the previous year.

Our work included a review of the adequacy of disclosures in the financial statements and consideration of the appropriateness of the accounting policies and estimation techniques adopted by the charity. We found the disclosed accounting policies, significant accounting estimates and the overall disclosure and presentation to be appropriate for the charity, however, we would like to bring to your attention the accounting treatment outlined below:

- The artificial training pitch held by South of England Foundation (Community Facilities) Limited has been replaced by the football club at no capital cost to the charity. The charity still holds its lease of the land on which the old pitch is situated, which it intends to retain until a license to use the new pitch is formally agreed. No impairment has been considered necessary as the value of the license to use the replacement pitch will be at least equal to the book value of the existing facility.
- s to retain until a license to use the new pitch is formally agreed. No impairment has been considered necessary as the value of the license to use the replacement pitch will be at least equal to the book value of the existing facility.

We will obtain written representations from you, as trustees, that you concur with this accounting treatment.

8. Letter of representation

We enclose the draft letter of representation which we will request management and the trustees to approve and sign at the same time as the financial statements. This includes acknowledgement of the trustees' responsibility for the design and implementation of internal controls to prevent and detect fraud.

As set out in our planning letter, we understand the following applied to the year ended 31 March 2024.

- The Trustees of South of England Foundation and the Directors of South of England (Community Facilities) Limited exercised effective oversight of management's processes for identifying and responding to the risks of fraud in the charity and a system of internal controls was in place to mitigate these fraud risks.
- Trustees were not aware of any instances of actual, suspected, or alleged fraud, including misconduct or unethical behaviour related to financial reporting or misappropriation of assets.
- There have not been any out of the ordinary transactions.

If the above information is no longer correct, please contact Edward Finch or Robert Cloke.

9. Accounting and internal control systems

Our work during the audit included an examination of some of the charity's transactions, procedures and controls with a view to expressing an opinion on the financial statements for the year ended 31 March 2024.

This work was not directed primarily towards discovering weaknesses, other than those that would affect our audit opinion, or towards the detection of fraud. We have included in this report only matters that have come to our attention as a result of our normal audit procedures and consequently our comments should not be regarded as a comprehensive record of all weaknesses that may exist or of all improvements that might be made.

We found no significant deficiencies in the accounting and internal control systems during our audit.

10. Prior year observation

We are, pleased to report that the following observations made last year have been satisfactorily dealt with:

Priority	Relating to
C	Fixed asset register maintenance

11. Materiality

Materiality threshold £137,000

Reporting threshold: £6,850

Materiality refers to the relative significance of a particular matter in the context of the financial statements as a whole. An item would be considered material if its omission or its erroneous inclusion would reasonably influence the decisions of those using the financial statements.

We are required to report corrected audit misstatements, and uncorrected audit misstatements in excess of our reporting threshold which is set at 5% of overall materiality.

Our materiality threshold is based on 1.5% of income. A lower level of materiality may be selected for specific areas of the financial statements and for some disclosure items e.g. transactions and other financial arrangements with trustees and their connected persons.

When considering the impact of misstatements discovered during the course of our audit and considering the implications for our report of such misstatements, we will refer to this level amongst other things. Whether a misstatement is 'material' or not is ultimately down to the auditor's judgement.

12. Professional ethics

In accordance with our profession's ethical guidance and further to our letter to you dated 28 May 2024 confirming audit planning arrangements there are no further matters to bring to your attention in relation to Integrity, Objectivity and Independence.

13. Current developments

We have attached a summary of other recent and ongoing developments as Appendix B to this report. The matters included in this appendix may not all be directly relevant to the Charity. However, we are aware that a lot of trustees are involved with more than one organisation, therefore we have included items for general information.

14. Updates, insights and seminars

As part of our commitment to the charity sector, during the year the Charity Team issues occasional Updates and Insights on matters of relevance to the sector and also holds a number of seminars free of charge throughout the year. We would be delighted to welcome representatives of your charity to our seminars or to add trustees and management to our email distribution lists if this would be welcome. News and Insights are also available on our website at [News and insights \(buzzacott.co.uk\)](https://www.buzzacott.co.uk/news-and-insights), where there is also an opportunity to sign up to our mailing list should you wish.

Conclusion

This letter has been prepared for your private use only. It has been prepared on the understanding that it will not be shared with any third party without our prior written consent and we can therefore assume no responsibility to any other party. Any recommendations contained herein are based on the information you have provided and UK law and judicial and administrative interpretation as of the date of this letter. Should the facts provided to us be incorrect or incomplete, or should they change, our recommendations may be inappropriate. Buzzacott LLP accepts no liability for losses arising from changes in UK law, interpretation or practice or in public policy that are first published after the date of this letter.

If you require any further information or assistance, we shall be very pleased to help you.

We would be pleased to receive your comments and reaction to this letter.

Yours faithfully



Appendix A: Unadjusted misstatements

		Statement of Financial Activities		Balance Sheet	
		Debit £'000	Credit £'000	Debit £'000	Credit £'000
1	DR Fixed asset investments CR Gains on investments <i>Being difference between third party valuation of Rathbones investments and estimated value recorded in financial statements (arising because final valuation was not available when accounts preparation was completed)</i>		8	8	
2	DR Prepayments CR Expenditure <i>Being adjustment to calculation of prepaid car insurance costs relating to 2024/25</i>		17	17	

The above adjustments would have had the effect of increasing the charity's surplus by £25,000.

SOUTH OF ENGLAND FOUNDATION

England & Wales - Charity number 1096222

Accounts



COMMUNITY TRUST

At The Heart Of The Community

South of England
Foundation operating as

Charlton Athletic Community Trust

Annual Report &
Consolidated
Financial Statements

31 March 2023

Company Limited by Guarantee
Registration Number
04654582 (England and Wales)

Charity Registration Number
1096222



WELCOME FROM THE CEO



With the impact of the national cost-of-living crisis still being felt across the communities we work in, these past 12 months have once again proved challenging, but at the same time, it has been another extremely successful year.

I am proud to report that in the 2022-23 financial year we worked with over 25,000 participants across South East London and Kent and have seen a record-breaking year in terms of our expenditure on charitable activities to a committed spend of £6.5m.

This year saw the return to the House of Lords of the CACT Awards, which had previously been held virtually, hosted by CACT's Vice President Lord Michael Grade. The event brought funders, stakeholders, individuals, patrons and friends of CACT together to celebrate the achievements of our staff, participants, and partners.

The 2022/23 season marked 3 decades of community work and 30 years since the club returned to the Valley and throughout the season a calendar of events was organised. A percentage of the proceeds raised from the 30th Anniversary Dinner and the Legends match against Portsmouth was donated to support CACT's work.

I would like to personally thank all who have served as trustees throughout the last year. I am also grateful to all local authorities and funding bodies which support our work, plus corporate partners, individual donors and our ambassadors.

The year we have had would not have been possible without the commitment of CACT's talented and resolute staff team, who have worked tirelessly to support participants across more than 65 hugely important programmes. A heartfelt thanks to you all for your work over the past 12 months.

Jason Morgan MBE, Chief Executive

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Training Ground
Sparrows Lane
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Company Secretary

Taylor
Business Services

Auditor

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Bank of Scotland plc
PO Box 54873
London SW1Y 5WX

Legal/HR Consultants

Outset (UK) Limited
Vinters Business Park
New Cut Road
Maidstone ME14 5NZ

Ambassadors

Dave Berry
Paul Dunn MBE
Keith Peacock
Autumn Sherif
Martin Simons
Steve Sutherland

Website

CACT.ORG.UK

TRUSTEES



Marilyn Toft

Chair



Simon Charlick

FCA

Vice-Chair



Stuart Butler-Gallie

from December 2022



Calum Coker



Martin Griffiths

CBE



Fiona Harris



Tracy Herd



Chris Lunn

to June 2023



Wayne Mumford

to July 2022



Ken Palmer



Paul Statham

Honorary Vice President

Lord Michael Grade
of Yarmouth CBE

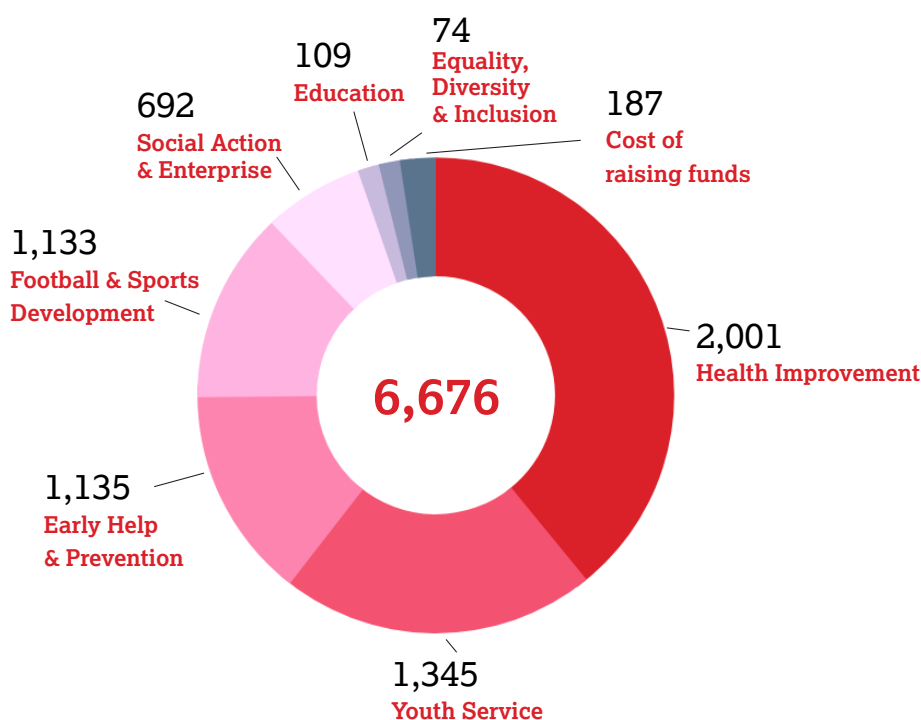
Chief Executive Officer

Jason Morgan MBE

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2023:

FINANCIAL HIGHLIGHTS	2023 £000's	2022 £000's
Total income	6,887	6,371
Total expenditure	(6,676)	(6,422)
Net income (expenditure)	211	(51)
Expenditure		
Charitable activities		
Health Improvement	2,001	2,233
Youth Service	1,345	1,395
Early Help & Prevention	1,135	949
Football & Sports Development	1,133	894
Social Action & Enterprise	692	610
Education	109	135
Equality, Diversity & Inclusion	74	61
	6,489	6,277
Cost of raising funds	187	145
	6,676	6,422

Expenditure Breakdown (£000's)





53%

of Young Greenwich participants have improved their mental health



15

Ukrainian refugees attended at least 8 English for Speakers of Other Languages sessions



9,975

referrals made by the Health Improvement team

CAAC

25,000

5,000

Young Greenwich attendances including



79,512

total Contact Telephone Support Centre calls, including proactive calls outbound



15%

with special educational needs



123

primary aged girls
benefitted from female
only football sessions



Premier League
**Primary
Stars**

89%

of Primary Stars
participants have improved
school attendance



worked with
over

000

people, in 2022-2023



7

places secured in
higher education for
Post-16 Academy
graduates



Over

100,000

hours of Social Action
delivered



95%

of Short Breaks parents/
carers reported a positive
impact on ability to support
their child

PRINCIPAL AIMS & OBJECTS

CACT's legal objects are to promote any charitable purpose for the general benefit of the community, and in particular those living and working in the London Boroughs including the Royal Borough of Greenwich, Bexley and Bromley, other parts of South East England and outside the UK.

CACT's aims and objectives are captured in its vision, values and mission statement.

VISION

“ Empowering communities, changing lives ”

VALUES

- **Passion** - Fuels our work
- **Trust** - Safe & Sound
- **Engagement** - Stronger together
- **Respect** - Two-way & Vital
- **Equality** - Open & Fair
- **Inclusion** - That means you

MISSION STATEMENT

“ Based on the needs of the community, we will work in partnership to deliver high quality programmes with a lasting impact ”

PUBLIC BENEFIT & ACHIEVEMENT

When setting the objectives and planning the work of the charity for the year, the trustees have considered the Charity Commission's general guidance on public benefit.

The trustees consider that the following sections of the report demonstrate many aspects of the public benefit, which the charity provides. The fact that CACT engages with thousands of people every week and works in partnership with several agencies on a wide range of activities, demonstrates benefit to the communities in which CACT operates.

CACT's principal areas of work are:

- Health Improvement
- Youth Service
- Early Help & Prevention
- Football & Sports Development
- Social Action & Enterprise
- Equality, Diversity & Inclusion
- Education

This annual report highlights some of the key aspects of programmes delivered during the year including impact, achievements and performance; case studies and quotes are included to help illustrate this.



CACT AWARDS, OCTOBER 2022

HEALTH IMPROVEMENT

Our work within the Health Improvement strand is always challenging but rewarding. Commissioned by the Royal Borough of Greenwich, our staff respond to the needs of local residents, organisations and stakeholders in South East London. Each day of work is unique, supporting those most deeply affected by the cost-of-living crisis and continued recovery from the COVID-19 pandemic.

The aim of the strand is to reduce health inequalities at an individual level, by connecting people to support; at community level, by developing community-based assets and at a population level, by delivering wider Public Health campaigns.

This requires our team to be extremely knowledgeable, flexible, and determined to support people compassionately, as they face a whole range of difficulties. The support our team provides can be life changing, as we fight to prevent homelessness, increase someone's income, or connect socially isolated individuals to a range of community activities.

2022-2023 saw Health Improvement piloting an exciting new Hospital Discharge project that facilitates a smoother transition from hospital to home, for patients being discharged from Queen Elizabeth Hospital. This programme is already supporting clients to be safely discharged, and preventing them from being readmitted, by ensuring their needs are met so that they can remain safe in the long term, after returning home. This relieves additional pressure on health services and allows the patients to safely readjust to their lives.

Alongside the Hospital Discharge programme, we deliver a variety of other services and interventions:

- The Live Well Community Hub – a contact telephone support centre providing a single point of access for referrals and support from Live Well.
- Live Well Coaching – the social prescribing team that works within GP practices, providing one-to-one support, empowering people to make positive behavioural changes that contribute towards a healthier life.
- Care Coordination – Care Coordinators work within GP practices, supporting patients and coordinating the care of people who have long term conditions such as Hypertension, Diabetes

and Chronic Obstructive Pulmonary Disease (COPD).

- Health and Wellbeing Coaching – Coaches who work in care homes, GP surgeries and local hospitals, supporting people to change their lifestyle with things like better nutrition and better sleep.
- Outreach and community engagement – a presence in the community and at events, where the team signposts and provides services such as vaccinations or blood pressure checks.
- Extra Time Hub – a vibrant and fun weekly social club for semi-retired and retired residents of the local area.
- Greenwich Get Walking - a friendly and free walking programme where volunteers lead 17 weekly, and 3 monthly walks across Royal Greenwich. There are themed walks including a mindfulness walk, Nordic Walking, and a walk for those who are experiencing bereavement.
- FIT FANS – a 12-week free health and fitness programme, with a cohort of participants who support each other to manage their weight and improve their health.
- Men's Health and Walking Football – a variety of different programmes to improve men's health, including a social evening and walking football, which is a low intensity, friendly and non-contact version of the game.

With the overall aim of reducing health inequalities, we work closely with partners. We convene in multidisciplinary meetings on a weekly basis to manage complex cases and find the best collaborative approach to support clients. The strength of these partnerships within the local community and voluntary sector and statutory services are crucial to the success of Live Well.





5,502

referrals into our Live Well coaches from GP surgeries in Royal Greenwich



1,434

families referred in for food support

Health Improvement

Case Study: Fit Fans - Celina

After a referral from her GP, Celina joined the most recent cohort of FIT FANS, a free 12-week health and fitness course aimed at making lasting changes. She has arthritis in her legs, but feels like since the programme, this has improved, alongside her mobility, energy levels and awareness of healthy food and nutrition.

“The programme was very nice and the coaches are very patient with us and kind. They encourage us. Before we started, I didn’t know how I was going to do it because of my leg not being strong enough. But as time went on and the information they gave, it was eye-opening, increasing my awareness that I really must do a lot to take care of my health. I really felt so good after a few weeks.”

Nkemjika, who leads the programme, said “Celina really enjoyed the physical aspect. She feels like the arthritis has got better; she’s moving more. She thinks more about her choices as well, in terms of eating healthier.”

Now, Celina walks regularly for exercise, a choice she never would have made before the programme.

“I would never have expected that I would be so energetic. I’ve been doing nights for how many years. I used to have this fatigue when I finished work. But now when I finish my shift, I’m very energetic.”

Each week on the FIT FANS programme, there is a two-hour workshop and exercise class. Participants discuss simple but effective changes and the beneficial impact they can have. Every workshop has a different topic, covering many aspects of healthy living.

Participants work together and encourage each other. Nkemjika explained that Celina’s group was especially supportive, “They connected together so well. They connected so well, they were all learning from each other. Some of them were even meeting up outside of the group, exchanging numbers to keep in touch. It became a little friendship group, which was very nice to see.”

“I think that’s why they carried on coming so consistently. They just didn’t want to let the group down because everyone was so determined to keep going and learn and progress.”

FIT FANS aims to leave the group with the tools to succeed and achieve even greater goals long-term. Celina explained:

“

“It has really helped a lot of people, not only me. A lot of the others say the same thing, that we feel a good awareness of what to eat. It feels very positive. If I had the opportunity to do it again I would do it over and over.”



YOUTH SERVICE

YOUNG GREENWICH

Young Greenwich, the youth service that CACT is commissioned to deliver by the Royal Borough of Greenwich, had over 5000 attendances last year. 15% of the young people who attended had special educational needs and/or a disability and 62% were from Black, Asian and Minority Ethnic groups.

In addition to our youth hubs delivering services, CACT commissions 20 partners to provide services ensuring that provision is offered across Royal Greenwich. CACT is currently delivering a total of 85 sessions per week.

In June we held our annual awards ceremony at University of Greenwich, an opportunity for us to celebrate young people's achievements along with their friends and families.

80 young people attended a week-long residential trip to Hindleap Warren which saw them participate in a variety of activities including canoeing, rock climbing, forest walking and archery.

During the Easter and summer holidays the youth hubs delivered the Holiday Activities and Food programme. This offered 40 young people a day an opportunity to participate in a range of activities and sports sessions. A hot meal was provided at lunchtimes ensuring that young people had a warm, nutritious and healthy meal.

The Duke of Edinburgh's Award delivered by Young Greenwich saw 27 young people start the bronze award, 8 begin the silver award and 6 take on the gold award. The young people are currently training

to take on the awards with practice and assessed expeditions scheduled to take place over the summer.

Hawksmoor Youth Hub has undergone major refurbishment thanks to CACT Partner Ardmere who have provided the materials and labour. This has had a massive impact on the use of the building by other local community groups and has resulted in further funding being secured from Public Health for further renovations. The Unit Manager, Claire Hallinan, was also given recognition in Parliament by MP Abena Opong-Asare on International Women's Day for her work within her local community in Thamesmead through Young Greenwich.

During this time, the youth hubs have also:

- Secured additional funding to provide hot water bottles, blankets, food and fuel vouchers for those in need in our local communities
- Provided Trauma First Aid training to staff and young people dealing primarily with knife wounds
- Offered space to local community groups to meet and deliver their services from





41

**Duke of Edinburgh's
Award starters,
including 6 gold**

20

**young people
took part in
work experience**

Youth Service

Case Study: GH

We began to build up a relationship with Emma (mum) and GH when he started to attend an Autistic group that use the facilities at Woolwich Common Youth Hub. We discussed all of GH's needs and behaviour with mum. We suggested ways in which she could divert his negative behaviour by giving alternative choices and direction.

We encouraged GH to attend our Inters session on a Thursday, this is a youth session catering for children between 8 and 12 years old. Initially mum stayed on-site although in a different room, this gave GH both the opportunity to be independent and mix with his peers but also check and be reassured that mum was still there when needed. Eventually after several sessions mum was able to go off-site for up to 30 minutes at a time. We provided GH with tasks to help him build his confidence and ensure that he was praised once the tasks were completed. We followed this up by giving GH an introduction into what activities we would be doing at individual Inters sessions, this allowed him to help set up and lead on said activities. GH has also been building relationships with staff members but does sometimes have to be reassured when certain members of staff aren't present due to holidays etc.

GH spent three weeks in the summer attending Woolwich Common summer camp, sometimes this would have to be encouraged by a call from a youth worker in the morning. These three weeks helped him further build relationships with his peers. He also tried the food that we provided and on occasions he ate this rather than his own packed lunch from home, which was limited due to his sensory issues.

GH has also attended two off-site trips, one being 5 hours and the other 11 hours. Although mum wasn't present, he was able to contact her by phone when necessary. He firstly went on a canoeing trip to Danson Boating Lake, he didn't take part in the canoeing, but this was again about building relationships.

GH took it upon himself to become the photographer for the trip which he immensely enjoyed. GH also attended an 11-hour day trip to Southend, swimming in the sea and going on rides at the amusement park.

GH has taken well to the code of conduct of the youth club, being aware of others' needs and when at times he has struggled recognising this by going into the sensory room to regulate. GH has now built relationships with other members of staff, not just the 'few' that he would engage with. GH now has the confidence to be able to build relationships with his peers at school and has actually been inviting them to join him at the youth club. This in turn has allowed mum to develop a social network of friends with the parents of GH's school friends, using the 2 hours that their children attend the youth club to socialise together.

These sessions and support have also enabled mum to invest some much needed one-on-one time with GH's siblings.



EARLY HELP & PREVENTION

2022-2023 saw the Early Help and Prevention (EHP) strand continue to progress and expand in many ways. EHP continues to deliver a varied range of initiatives which now total over 50 individual projects covering the below areas:

- Disability Sport
- Short Breaks
- Mental Health
- Diversionary
- Targeted one-to-one mentoring
- Group mentoring/enrichment
- Outreach

The strand's income increased with additional delivery, particularly within our mentoring work, and staffing levels have increased accordingly to meet the growing demand.

Over the last year our Risk and Violence reduction work has covered a huge geographical area with contracts running across Greenwich, Bexley, Dartford, Gravesend, Ashford and Thanet.

Our mental health delivery continues strongly with new long-term agreements in place to secure delivery across Kent, Bromley, Bexley and Greenwich. Funding agreements are held with Porchlight and Shaw Trust for our Kent delivery and Oxleas NHS Foundation Trust for the London projects. In both areas our Early Intervention in Psychosis activity model continues with the added Up & At 'Em programme being delivered under the Oxleas contract. In addition to this we have delivered three Next Steps mental health residential trips in Cornwall.

An exciting new aspect of our mental health work began in early 2022 when the team designed an activity enrichment project for NHS staff who worked tirelessly during the pandemic. The pilot project was received very positively and we have been commissioned to deliver for NHS staff at Darent Valley Hospital.

Short Breaks, commissioned by Royal Borough of Greenwich and London Borough of Bexley, sees CACT deliver exciting activities for young people with disabilities whilst providing valuable respite for parents and carers. Greenwich Short Breaks has been recommissioned for a further 3 years and our existing

Bexley contract has been rolled over. Our vital counselling service also continued to run alongside this project offering free support to parents/carers of young people we work with. Demand for this service during the last year has been the highest ever. CACT continues to be funded this work with new funding opportunities being explored to further extend this support to parents.

CACT disability sport provisions continue to be delivered with growing success. The Ability Counts pan-disability programme is growing under CACT's umbrella with over 80 attendees every Thursday. Players range from as young as 5 to adults. Sports delivery in SEN schools remain a strong offer with our full-time staff delivering sports sessions. The Charlton Upbeats continues to be a flagship programme with over 40 attendees each Saturday. They have benefited from the annual trip to Belfast amongst enrichment opportunities which also included a trip to Sundridge Park Golf Course. The project continues to be funded by donations through the annual Upbeats Walk.

Our Autism Inclusion Matters football on Saturdays has seen over 25 young people with Autism attend weekly. We have also embarked on an exciting new partnership with a monthly session for young females from Girls on the Spectrum (GOTS). The popular session is for young females with or without a diagnosis of autism.

The strand's success would not have been possible without the commitment and dedication of our amazing full-time staff who are passionate about their areas of speciality within the strand. Our staff regularly go above and beyond striving to support participants and their families to the best of their abilities.

Finally, recognition must also go to the growing number of casual staff who support our projects. They come with a developed range of skills and expertise due to the experience gained in specialist settings, and are crucial to the continuation of our growing specialist services.

After many years of service to CACT Paul Robinson stepped down from his role as Crime Reduction Manager and left the organisation after 12 years of service. This gave us an opportunity to restructure the management of our Risk and Violence reduction work, which will now be covered by two internal appointments.



71%

increase in school attendance for Premier League Inspires participants



75%
of clients improved their mental health and wellbeing



95%
Short Breaks parents/carers reported a decrease in stress due to the programme

Early Help & Prevention

Case Study: Short Breaks

AF is a 14-year-old White British female who lives in Thamesmead with her family. AF has a diagnosis of Autism, Speech & Language and Moderate Learning Difficulty. AF attends Woolwich Poly Girls School, where she accesses the Disabled Students' Programme unit.

AF initially engaged with the Short Breaks programme CACT delivers for young people with special educational needs on behalf of Royal Borough of Greenwich in July 2022 after hearing about the service from a friend.

She interacted well with staff and her peers from the start, building positive relationships and using her confidence to engage others around her into conversation and activity.

AF embraces all activities she takes part in, including walks and visits to farms on Short Breaks and karate lessons she takes part in externally. She effectively communicates what she enjoys most and lets staff know what activities she would like to do in the future to take on board.

AF has already taken part in a wide range of activities in a short period of time, such as strawberry picking, farm trips, a city cruise & bowling, and she attended the recent trip to Ministry of Sound back in October.

Since attending, AF has made new friends, improved her social skills and also developed the ability to be a leader within a group setting. She can now see those with different needs and that everyone has their own ways of coping and communicating. She has learnt from staff and become a great role model.

AF's mother said: "My daughter enjoys going and has made new friends, all the staff are amazing. It also gives her the opportunity to meet other children that have all different disabilities as she attends a mainstream school, where there is a very low percentage of children with special educational needs. Amelia doesn't feel so different to everybody when she is on Short Breaks, and it has helped her realise there is a wider community of people with disabilities. She asks when the next Short Breaks activity is as she looks forward to attending."

AF said:

“

"It's cool and fun, I really liked going for a walk in the park. I would like to get better at using the pool table. Everyone is so nice."

Looking forward, AF is still engaging with the Short Breaks programme, but the aim is to engage her within the Youth Service within the next year.



FOOTBALL & SPORTS DEVELOPMENT

The Football and Sports Development (FSD) strand delivers programmes within Greenwich, Bexley, Bromley and Kent for thousands of young people each year. The programme caters for a range of players of different ages, genders and abilities.

In 2022/23 the strand further developed its football offer to the community with “Football Development Centres” added to the Charlton Challenge offer, to help engage and increase football knowledge within 9 to 16-year-olds. The CACT Advanced Centre has been greatly supported by Charlton Athletic’s Valley Gold supporters’ scheme with nine players progressing from community sessions, on to the Advanced Centre and into the CAFC Academy in 2022-23.

The Post-16 Education and Football Academy has seen continued growth, with 83 students studying and playing football in the programme run alongside SCL Education at CAFC Training Ground. seven students leaving in July 2023 will be heading to higher education, which is our highest total yet. The launch of the programme’s first female academy will start in September 2023 alongside CAFC Women.

A key element of the FSD strand is developing football and sports coaches for the future, alongside the education pathways. The Assistant Football Coach role has been developed for 16 to 19-year-old students studying sport in further education. This is a paid role to aid a young coach’s passion and enthusiasm for football and sport and gives them the opportunity to learn alongside experienced coaches and get paid. The apprentice programme has again flourished with three new community sport apprentices joining the team, these full-time apprentices are delivering 30 hours a week of community sport activities in schools and the community as well as studying a Level 4 apprentice in sports delivery.





Premier League
Primary Stars
Trophy Tour



86%

Primary Stars
participants
improved their
physical wellbeing

Post-16 Academy
delivered to

46

students in London and

17

in Kent

Football & Sports Development

Case Study: Sophie

Sophie is a year 6 pupil attending a school based in Bexley borough. CACT came in contact with Sophie when CACT met and planned project delivery for her school with school lead and year 6 class teacher Anthony Poupard. Anthony was one of the teachers in the school to receive PE support however through discussions, we identified the need to deliver targeted interventions. He helped identify pupils to take part in our PLPS targeted intervention sessions. Sophie was one of the pupils chosen through this process.

The class teacher provided insight on all pupils attending the session and during this Sophie was described as quiet, shy and, at times, difficult to engage in classroom activities. The aim of the sessions was to improve confidence and self-esteem, providing Sophie with a calmer space to express herself more freely.

More insight from the teacher revealed Sophie is enthusiastic when it comes to football but struggles academically and does not engage with classroom lessons. She is a well-behaved pupil, but we struggled to get her to join in discussions and she refused to get involved in tournaments as she gets anxious.

During group discussions and focus group conducted with pupils at the early stages of the delivery, we found Sophie did not feel confident speaking in group settings and struggled with change, new settings and meeting new people. She would not maintain eye contact when speaking to others with body language appearing timid.

CACT delivery staff continued to set simple fun homework (sometimes including work that encouraged pupils to work with parents); we encouraged, praised and empowered the young people to try new tasks. For sessions, the coach used class work, reading stars and at times created bespoke tasks for the young people (e.g. setting pupils task to create a story that can inspire younger pupils).

In an upcoming PLPS tournament, pupils in the group were set a task of attending as journalist to capture the day and then do a write up of the day as part of the PLPS targeted intervention work. The pupils on this day interviewed other pupils and teachers,

and then Sophie asked to interview CAFC player, Terell Thomas, who attended the tournament on the day. Terell in this interview spoke about not being confident when he was younger and how football helped him “come out of my shell”.

Through the weeks and sessions, we noticed how Sophie grew more in confidence, expressing herself more in the arrival activities, and throughout the session, she started to answer some questions and engaged more with activities. When put in groups with classmates she was not as close to she also started to show a stronger engagement than she did at the start of our delivery.



SOCIAL ACTION & ENTERPRISE

During the year 2022-2023 we saw delivery of the National Citizen Service (NCS) 2.0 model. This was the last year of its kind before we change to NCS 3.0 – a new beginning for NCS due to a government reform and restructure to make NCS more accessible for all.

We were a delivery partner in Kent where our managing partner was Ingeus, and then a delivery partner in Bexley and Greenwich, where our managing partner was the English Football League Trust.

We undertook London recruitment and allocated the following schools and youth clubs to recruit our young people from within Greenwich and Bexley: Bexley Grammar, Blackfen School for Girls, St Paul's Academy, CACT Post-16 Academy Boys, Royal Greenwich Trust School, Plumstead Manor, Woolwich Polytechnic, Woolwich Common Youth Hub, Avery Hill Youth Hub, Hawksmoor Youth Hub, Valley Central Youth Hub, Chislehurst & Sidcup School, Hurstmere School. We took away around 400 young people for the London summer programme on residential.

Our Kent recruitment was done centrally by the Ingeus recruitment team, with us at the forefront of their recruitment plan and CACT a large part of their presentation. Our Kent delivery locations were narrowed down to the following areas; Dartford, Ebbsfleet, Tonbridge, Royal Tunbridge Wells, Maidstone, Margate, Ashford, Folkestone, Dover and Canterbury. We signed up and took away around 1,500 young people for the Kent summer 22 programme.

We delivered many autumn programmes including an NCS programme to CACT's Post-16 Football & Education Academy learners both in London and Kent. This was the third year of doing this with our internal learners and a great success once again. We delivered to 46 students in London and 16 in Kent. The residential allowed them to work closely together as a team and develop some much-needed skills ahead of their season.

We delivered further autumn bespoke residential programmes in Kent. We worked with Wilmington Academy and Knole Academy at the start of the

new year. Both schools we have a long standing relationship with and this annual autumn delivery continued with 160 young people across both schools. Bespoke programmes were also delivered to young people in Dover and to 28 pupils at Bradfields SEND Academy in Medway.

We also delivered four skills booster projects to four different schools. These are delivered to the entire Year 11 cohort and are working on skills for next steps post-education. We worked with the Charles Dickens School, Broadstairs School, Christ the King Sixth Form College in South East London, Plumstead Manor School and Towers School in Ashford.

All of our NCS residential delivery took place at Inspire and Learning, Kingswood Residential Centre, Ashford in Kent.

By the end of the 2022-23 financial year, we had engaged with around 3,000 young people, delivering over 100,000 hours of Social Action. We employed nearly 90 sessional staff, and gave the young people the time of their lives. We delivered 115% of our contracted places and our graduation Changemaker programme saw a total of 1,428 graduates. Our new NCS 3.0 contract will see us deliver a residential offer, working with young people across all London Boroughs. This contract will be with Ingeus for the next two years. We also have two brand new Community Grant contracts which means we deliver the brand new NCS programme in Bexley and Greenwich for London Youth and Kent & Medway for Personal Best Education – both for two years.





1,428
changemaker
programme graduates

400
London summer
programme residential
participants

Social Action & Enterprise

Testimonial: Georgie Davis

I started my National Citizen Service (NCS) journey with CACT in 2012 as a young person on a 4-week residential programme. While taking part, I experienced outward bound activities such as high ropes and watersports, and worked with my group to overcome challenges we faced along the way such as nerves of heights. I also got a real sense of living independently, spending 2 weeks away from home, and planning and delivering social action projects. Our aim was to reduce youth knife crime through encouraging young people to attend youth clubs in their local community, creating a video campaign to hit wider audiences. At a graduation event in the O2 attended by all EFL clubs that delivered NCS, we received a certificate signed by the Prime Minister at the time, and I was awarded Graduate of the Year.

After this, I realised that I wanted to be like my Team Leaders who mentored me through my journey, and make a difference to groups of young people. I also took on a volunteer coaching role with CACT's U9 girls football team, getting to know CACT staff and the range of programmes they deliver. For the next two years, I worked as an NCS Assistant Team Leader, working with groups of 15 young people to ensure the enjoyment I experience was mirrored on their programme. Getting them to step out of their comfort zone, tackle local community issues and making a long-lasting positive impact in their communities. I was then offered a full-time job which I have now done for 6 years, being part of the wider team, planning the delivery of the programme from start to finish and assisting with recruiting for NCS. This has taught me the difference young people can make not just through the NCS summer experience but also bespoke autumn school programmes and, upon completion, the postgraduate scheme.

COVID-19 restrictions limited how much we were able to offer the NCS programme to young people during lockdowns, but I supported the Health Improvement team on a range of programmes. From picking up vulnerable people's shopping to pharmacy runs and running lateral flow testing centres this was an eye-opening experience which allowed me to see the great work delivered across CACT. I have also worked on CACT's Holiday Activities & Food programme.

Between September 2022 and the end of the financial year, I provided maternity cover while the NCS

Manager was on leave. I am constantly learning new leadership, planning and operations skills, and also adaptability, helping the programme meet new targets in wider areas (Kent and now the whole of London) and young people make a difference in a shorter timeframe.



EQUALITY, DIVERSITY & INCLUSION

Equality, diversity, and inclusion (EDI) remain a top priority for CACT. CACT is committed to challenging inequality and discrimination, whilst continuing to build a more inclusive organisation, where everyone feels valued and supported, regardless of their background or identity.

CACT believes diversity is one of its strengths, and that difference is crucial to achieving CACT's collective goals. Through its work, CACT is determined that strength and inclusion are recognised and celebrated. The organisation's ongoing work in this field was recently independently assessed and recognised by the EFL as 'exemplary'. However, there is still a lot to do, and achieving equality and inclusion requires continuous, meaningful engagement and commitment.

A regular EDI newsletter titled EDI Insights is delivered to a mailing list of over 900 contacts containing the latest news and views relating to EDI.

CACT hosted the launch of the new EFL EDI 'Together' Strategy' at The Valley, on Wednesday 17 August 2022. A number of key representatives from the EFL and across professional football attended, including the FA; PFA, Women in Football, Kick it Out, Level the Playing Field; and Fans for Diversity.

Sky Sports presenter Julian Warren chaired three panel discussions looking at the importance of EDI within professional football - EDI Governance, Fan Engagement, and EDI and Professional Clubs. The event attracted significant media coverage from Sky and the BBC.

Our full EDI programme of work and initiatives, which include the newly-formed CACT Women's Network, also includes:

- CACT EDI Working Group
- CACT Youth Forum
- EDI Insights - EDI Newsletter
- EDI Education, Training, and Consultancy
- CAFC EFL EDI Code of Practice
- Royal Borough of Greenwich EDI Programme
- EDI Webinar Series: Tackling Inequalities
- Charlton Red, White & Black (RWB) Day
- FootballvHomophobia Week of Activity
- Rainbow Laces
- International Women's Day
- Greenwich Sanctuary Project
- Transgender Day of Visibility
- Black History Month
- LGBTQ+ History Month

Charlton Red, White & Black (RWB) Day

This year we were delighted to work in partnership with the University of Greenwich (UoG) and the Stephen Lawrence Day Foundation (SLDF). Under the theme: All Different; All Together; All Charlton: A Celebration of the Life and Legacy of Stephen Lawrence, we held two online panel discussions and arranged for the CEO of the SLDF to deliver a short presentation to the entire men's and women's first-teams at the Training Ground.

FootballvHomophobia Week of Activity

In partnership with the Club, the Proud Valiants, University of Greenwich, and Invicta, CACT hosted its first ever FootballvHomophobia Week.

The CACT EDI Charter sets out the organisation's commitment to promote, support and encourage the values of equality, diversity and inclusion with external partners and stakeholders. It provides a framework and principles to self-assess potential relationships with external partners, with equality and inclusion as two of the core values.

EFL EDI Training

As part of our EDI work, we support the EFL learning and development, providing training on a wide range of EDI themes, including Misogyny as Hate, Transgender Inclusion, Understanding Microaggressions and LGBTQ+ Engagement: Charlton Invicta, CACT's LGBTQ+ inclusive football team, has grown from strength to strength – and received the London Unity league's Fair Play Award, in June 2022.

Charlton and Woolwich Film Festival

Working in partnership with the Charlton & Woolwich Free Film Festival and Charlton Athletic, and in line with its EDI work, CACT held a screening of Bend it Like Beckham on the 20th Anniversary of its release, attended by over 50 people. This was followed by a panel discussion looking at EDI themes relating to the film including identity; race & ethnicity; gender; sexuality; religion; and immigration. Panellists were: journalists Tash Everitt and Dev Trehan, writer Jen Offord and player Rachel Newborough.



CHARLTON ATHLETIC RED, WHITE AND BLACK DAY 2023
 TUESDAY 28 MARCH (7PM - 8PM) - FREE WEBINAR - #RWB2023

ALL TOGETHER, ALL DIFFERENT, ALL CHARLTON
 A CELEBRATION OF THE LIFE AND LEGACY OF STEPHEN LAWRENCE

As part of #EFLTogether Month, Charlton Athletic, the University of Greenwich and The Stephen Lawrence Day Foundation will be hosting virtual panel discussions looking at Football and Equality, in conversation with:


 Paul Elliott CBE
(Special Advisor to the Chair and CEO)


 Jess Nell
(CEO Stephen Lawrence Day Foundation)


 Sunder Katwala
(Governor of British Future)


 Dr Lerol Henry (Host)
(Special Lecturer, University of Greenwich)










110
 individuals attended Red, White & Black Day webinars in partnership with the Stephen Lawrence Day Foundation



900
 contacts receive regular EDI Insights newsletter

357
 local pupils benefitted from our EDI training programme

Equality, Diversity & Inclusion Webinar Feedback

As part of CACT's annual Red, White and Black Day celebrations, two free webinars were held in March 2023, together with the Stephen Lawrence Day Foundation, Charlton Athletic Football Club and the University of Greenwich.

The webinars celebrated the life and legacy of Stephen Lawrence, marking 30 years since his murder in Eltham. The first webinar was hosted by CharltonTV's Charlotte Richardson with two men's first-team players and the club's Head of First Team Player Care Tracey Leaburn.

The second webinar was hosted by Dr Leroi Henry, a University of Greenwich Senior Lecturer, with three guest speakers.

Both webinars were themed around 'All Together, All Different, All Charlton'.

WHAT DID ATTENDEES LEARN FROM THE WEBINARS?

While the racism situation has improved, it still needs constant fighting and resilience.

As a white person who has mixed heritage children, it is important for me to understand perspectives from others who are not from the same ethnic background.

How racism and inequality has evolved over time.

HOW DID JOINING THE WEBINAR BENEFIT ATTENDEES?

Learned more about the impact to players and wider Charlton family, and where I can better support them.

I am doing a PhD on people from the British Empire on English football, it helped me learn some new facts about my subject.

The opportunity to listen to high level debate from those active at a national level.

EDUCATION

Improved access to education and employment is one of CACT's core outcomes. Education is integral to our work and CACT is committed to providing impactful opportunities for the community.

CACT's primary focus this year has been to continue addressing the negative impact and legacy of lockdowns. Young people are given opportunities to engage in education, improve their confidence in learning, and develop life skills through two key programmes: Tutoring and Traineeships.

The CACT Connects Tutoring Programme began implementation in March 2022, following a successful delivery of a pilot programme in youth hubs. This new schools-based Tutoring model was devised and delivered as a result of Kent County Council (KCC) Reconnect funding. CACT education staff and sports coaches worked with primary and secondary pupils on the Isle of Sheppey, providing a holistic programme of weekly tutoring in Maths and English coupled with fun sports sessions and a focus on emotional health and wellbeing. SchoolOnline enhanced the programme by providing licences and support for their online learning platform at no cost to schools.

A total of 101 unique pupils participated, some taking part in both phases.

Phase 1 - Primary pupils progress outcomes: 37% average improvement in maths scores

Phase 2 - Primary pupils progress outcomes: 66% average improvement in maths scores

Secondary pupils progress outcomes: 39% average improvement in English scores

The following sample of feedback from pupils illustrates some of the broader outcomes achieved and their personal reflections on the programme:

- *"I've become more confident"*
- *"Helps with fitness and learning"*
- *"It has really helped with my self-esteem"*
- *"I love this programme because I can have fun and still learn stuff"*

Building on the success of the programme, CACT received confirmation in December 2022 of additional

KCC funding to plan and implement a new suite of Sheppey programmes which would:

- contribute to improved attendance, engagement and academic, health and wellbeing outcomes particularly for pupils from disadvantaged backgrounds
- focus on enhancing and building new local partnerships and approaches, parental engagement, continuous improvement and sustainability

By the end of March 2023, local schools had been recruited and worked with CACT to complete planning of the exciting new menu of bespoke programmes tailored to meet the needs of pupils and align with school priorities. These would include an early years' family learning programme, Year 6 transition programme and KS3/4 re-engaging with learning programme. Implementation will begin in 2023-24, providing a safe, supportive and collaborative approach that continues to promote participation, academic improvement and personal growth.

Traineeships are a 15-week education and employability programme for young people aged 16 to 18 (25 with SEND) who are not in Education, Employment or Training. Delivered in partnership with SCL Education, the programme incorporates work experience to help prepare for future careers by giving participants the tools and experience required.

Trainees are enrolled from a variety of different places, including internally from CACT programmes with referrals from Young Greenwich and CACT Mentoring. External referrals come from key partners including Schools, Job Centre Plus, Pupil Referral Units and Local Authority Early Help & Children's Services departments.

Employability outcomes are crucial, with the objective of building the individual's self-esteem and interpersonal skills. The bespoke work placement provides individuals with meaningful work experience, to best prepare them for their futures.

A total of 24 young people completed CACT's traineeship programme in 2022-2023, many progressing on to further education, an apprenticeship or employment.



100%
of young people
improved their
Maths grades



99%
of young people
improved their
English grades

Education

Case Study: CACT Connects

Pupil X had additional needs relating to his behaviour and attended a specialist provision unit at his school. Prior to engaging with the CACT Connects programme, he attended the unit every day, leaving at 1.30pm after lunch as he found it difficult to manage a full day at school.

In the first couple of sessions, it was not difficult to identify Pupil X within the group, as he had a one-to-one support worker by his side all the time and there were some verbal outbursts. However, as the programme progressed, he was increasingly working independently on his maths, and there were no further classroom outbursts. He also engaged well with his year group peers in sports sessions, showing a clear improvement in behaviour very early on in the programme.

He achieved a 13% increase in his maths score over six weeks, but the broader outcomes were perhaps more significant. He stayed until the end of every tuition and sports session, and therefore the end of the school day once a week, showing motivation to stay on and complete his work after the end of the tuition sessions.

The headteacher and several members of teaching staff commented on his positive level of engagement with the programme; his ability to cope with a full day at school on programme days; improvements in behaviour and engagement in other lessons and progress in his work generally.

Here are a few of his own reflections on the programme:

How do the education sessions benefit you?

"I enjoy it a lot, it's very good... I love it!"

How do the sports sessions benefit you?

"My learning, I could be like Lionel Messi or Haaland or Cristiano Ronaldo"

Anything you would add or change to improve the programme?

"More time to do work"



FUNDRAISING

2022-23 represented a return to normality for CACT in terms of our fundraising activities. We were able to hold a series of in-person events throughout the year and this recovery resulted in a fantastic year of growth for our income generation.

Corporate Partners

Companies that become a corporate partner of CACT, commit to a close partnership with us that plays a crucial role in the continued success of our organisation.

During 2022-23, our corporate partnership base grew with several new partners agreeing to join the scheme, including:

- DNEL Ltd
- Faithorn Farrell Timms LLP
- City College of London
- Countrystyle Recycling
- Ardmore Group

We were also delighted to sign new multi-year agreements with RSK, the University of Greenwich, and ITRM. The agreement with ITRM represents a renewal of their existing principal partnership with CACT and will see the company sponsor CACT's kit and our events programme throughout the length of the agreement.

Thank you to the new corporate partners that have joined the scheme this year, as well as the following companies for their ongoing support:

- Regular Cleaning Services
- K Wisdom Consulting
- Rivervale
- Bayliss Executive Travel

Two long-standing partners also decided not to renew their corporate partnerships with CACT from 2022 onwards and we would like to place on record our thanks to W J King and Andrews Air Conditioning for their long-standing support over the years.

Fundraising Events

Two big events in the CACT calendar were reintroduced as in-person events during the year. Our annual Upbeats Walk saw nearly 200 walkers take part in the 9-mile walk between the CAFC Training Ground and The Valley with a record amount of over

£38,000 being raised to go towards the Upbeats programme. We were also honoured to be able to return to the House of Lords for our annual CACT Awards after two years of running them virtually. The event, sponsored by ITRM, saw 150 of our closest supporters and stakeholders attend the reception which recognised individuals and partners from our programmes that have gone above and beyond during the year.

2022 saw the launch of the 30th Anniversary Committee which aimed to recognise not only the club's return to The Valley, but also 30 years of the community programme at Charlton Athletic. Three events were held this year:

- Q&A in partnership with Charlton Athletic Supporters' Trust celebrating the team and board of 1992
- Back to The Valley Dinner
- 30th Anniversary Match vs Cheltenham Town
- More events were scheduled for the end of the 2022-23 season to close these celebrations

CACT Patrons

The CACT Patrons scheme has more than doubled over the last year with five new individuals joining the scheme. Thank you to:

- John Rees
- David Sumners
- Bob Munro
- Keith Wisdom
- John Baker

We would also like to thank the following individuals for their continued support of the scheme over the last year:

- Paul Statham
- Marilyn Toft
- Russell Mears
- Richard Burton

Friends of CACT

Finally, we would also like to recognise the many individuals who regularly give to CACT on a monthly, quarterly, or annual basis as a Friend of CACT. This support is crucial to us and helps to fund our vital work.



The Upbeats Walk in
April 2022 raised over

£38,000

EVENTS

BURSARY

CACT's bursary fund is an important support mechanism for individuals who are struggling to access a CACT programme due to an issue or disadvantage that is directly impacting their ability to attend a session. The system that has been created to access grants is designed to be simple, quick, and robust so that CACT ensures that support reaches those who need it most quickly. A CACT manager completes an application form, it is authorised by the Bursary Manager and Finance teams, and payment will be made as soon as possible so that urgent cases are dealt with in a timely fashion. The maximum grant that any single applicant is entitled to is £200 and repeat applications are discouraged unless there are extenuating circumstances meaning that further support is needed.

During 2022-23, CACT processed 27 applications with an age range of 9 to 53 years old. 75% of applicants were aged under 18 and 80% of applications related to emergency equipment, clothing, or travel costs to help them attend a CACT session or course and continue with their development. This highlights the importance of the fund to CACT and our mission of making our programmes accessible for all.

Case Studies:

(EI)

EI has three young children, and the family were experiencing severe poverty as EI had to give up work to act as a specialist carer to the two youngest children who both have special needs. The financial issues and demands on the family were impacting the oldest child (SI), who was missing out on physical and social opportunities. EI was referred to the CACT bursary fund to provide funding so that her eldest child could attend a CACT holiday football course. This had a hugely positive impact on SI, who made many new friends and had lots of positive experiences on the course, but it also had a secondary benefit to the family through respite care and lessening EI's caring responsibilities during the school holidays.

(JJB)

JJB was travelling from Gravesend to Eltham each day to attend a CACT football coaching qualification. He was due to complete his studies in the summer of 2022 but the cost of travel was £25 per day and JJB and his family were struggling to pay the daily fare and had no alternative means of transport.

The bursary fund granted JJB £200 for two weeks' travel to complete his coaching qualification, which he did successfully in September 2022.



GOVERNANCE, STRUCTURE & MANAGEMENT

Trustees

The trustees are directors for the purposes of company law.

The trustees' report has been prepared in accordance with the Charities Act 2011 and is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 50 to 54 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

The South of England Foundation is incorporated as a company limited by guarantee and registered as a charity. The charity is registered with the Charity Commission.

The charity has a board of nine trustees which governs in line with its governing document, the Articles of Association, vision, values, mission and charitable objectives. The board is responsible for overall governance and strategic direction of CACT and compliance with the legal and statutory requirements of a UK charity and of a registered company.

Trustee Appointments, Resignations and Reappointments

The board is conscious of the need to have an appropriate skill mix to ensure trustees contribute fully to the charity's continued development, as well as the need for continuity and the necessity to refresh the board.

Stuart Butler-Gallie was appointed to the board on 7 December 2022. This appointment has further enhanced the skill set of the board due to Stuart's legal expertise.

Trustees who served during the period from 1 April 2022 to 31 March 2023 are:

- Marilyn Toft (chair)
- Stuart Butler-Gallie (from December 2022)
- Simon Charlick FCA
- Calum Coker
- Martin Griffiths CBE
- Fiona Harris
- Tracy Herd
- Chris Lunn (to June 2023)
- Wayne Mumford (to July 2022)
- Ken Palmer
- Paul Statham

Governance, Structure & Management (continued)

Reappointments

Marilyn Toft, who was first appointed in December 2013 and had served three consecutive terms of office up to December 2022, was reappointed for a further three-year term ending in December 2025. CACT's Articles of Association specify a maximum of three terms of office. However, there is provision in the Articles for trustees to serve additional terms if, as in this case, the board determines that this is in the best interest of the charity and its beneficiaries.

Trustees complete a register of interest annually and declare interests and potential conflicts of interest at the beginning of every board and sub-committee meeting, in line with the Articles of Association and our Conflict of Interest policy.

Trustees receive no remuneration with respect to their role and no expenses were claimed during the reporting period.

The charity purchased indemnity cover of up to £5 million as protection for Board members against any legal claims against them arising from their role as trustees (premium 2023 - £4,412; 2022 - £3,084).

The Charity Governance Code

Trustees have continued to implement recommendations from the Charity Governance Code in order to develop and maintain a high standard of governance. The recommendations actioned during the reporting period include the following:

Trustees attended workshops on topics including strategic planning, self-evaluation and emotional health and wellbeing.

A register of hospitality and gifts is maintained and updated at every board meeting.

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice (CCOP). The CCOP, which was revised and

enhanced in 2022, sets out recommendations for effective governance and management for organisations related to football clubs, which are assessed and graded through an independently audited evidence based self-assessment process. CACT achieved an overall assessment of 93% and was categorised as "exemplary", the highest possible rating.

Sub-committees

CACT has three sub-committees – Equality, Diversity, Inclusion and Safeguarding, Finance and Personnel and Marketing and Fundraising. An annual calendar of meetings is agreed for board and sub-committees which all meet quarterly.

A key objective in CACT's strategic plan is a commitment to develop and embed equality, diversity and inclusion (EDI) as a core element across all areas of CACT's work which are delivered through an Equality Action Plan (EAP). The EDI and Safeguarding Sub-committee monitor the impact of the charity's EAP and oversee the safeguarding function of CACT.

Equality, Diversity, Inclusion (EDI) and Safeguarding Sub-committee: membership comprises four trustees - Marilyn Toft (Chair and EDI Trustee Lead), Ken Palmer (Safeguarding Trustee Lead), Calum Coker and Martin Griffiths. Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion, Dr Michael Seeraj (Head of EDI) and Barry Simmons (Safeguarding and Health and Safety Officer) provide the necessary input to the meetings.

Finance and Personnel Sub-committee: membership comprises three trustees: Simon Charlick (Chair), Paul Statham, and Fiona Harris are trustee members. Jason Morgan (Chief Executive) and Mark Gregory (Director of Finance and Support Services) provide the necessary input to the meetings.

Governance, Structure & Management (continued)

Marketing and Fundraising Sub-committee: membership comprises five trustees – Chris Lunn - Chair (to May 2023), Calum Coker, Marilyn Toft, Tracy Herd and Stuart Butler Gallie (from December 2022). Jason Morgan (Chief Executive) Chris Baker (Head of Fundraising and Development) and Zaki Dogliani (Marketing and Communications Manager), provide the necessary input to the meetings.

Ambassadors

CACT Ambassadors are advocates for CACT initiatives and use their expertise to assist continued growth, development and success of community programmes. The following were appointed as ambassadors in recognition of their outstanding contribution and consistent support of CACT's work:

- Dave Berry
- Paul Dunn MBE
- Keith Peacock
- Autumn Sharif
- Martin Simons
- Steve Sutherland

Honorary President & Vice President

Lord Grade of Yarmouth CBE, a former Director of Charlton Athletic Football Club, is honorary vice-president of CACT.

Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation of the charity. There are no changes to the executive team during the reporting period. The executive team comprises:

- **Jason Morgan MBE** - Chief Executive Officer
- **Mark Gregory** - Director of Finance and Support Services

- **David James** - Director of Education and Sport
- **Charlie Macdonald** - Director of Youth, Health and Inclusion

The remuneration of the executive team is set by the trustees, who have regard to pay levels for equivalent staff in similar organisations.

Employees

CACT seeks to develop a culture of trust and respect where all employees are valued and treated fairly, in accordance with our Equality Policy.

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. There are three employee/network groups:

- Women's network
- Equality, diversity and inclusion working group
- Green Team

We offer a range of benefits and incentives including:

- London Living Wage Foundation employer
- Employee Assistance Programme
- A range of internal and external training opportunities
- Eye-care vouchers
- Cycle to Work scheme
- Healthy Workplace Award
- Investors in People accreditation
- Charity worker discounts

CACT ensures employees are well informed through weekly staff newsletters including HR updates, department and team meetings and information including updates to staff policies and procedures via our HR Information Management System.

Governance, Structure & Management (continued)

Charlton Athletic Football Club

CACT is Charlton Athletic Football Club's (CAFC) charitable arm and operates via a Trademark Licence Agreement to use the club's name and badge. CACT's head office is situated at the club's Training Ground in Sparrows Lane in New Eltham. The Health Improvement Call Centre and Valley Central Youth Hub are based at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

A strong partnership exists with the Club, who support the positive impact of CACT's work. This mutually beneficial relationship was recognised by both the Club and the Trust in a formal agreement signed by both parties in July 2022. The agreement sets out the core principles of the working relationship between both parties, acknowledges CACT as an integral, albeit independent part of Charlton Athletic, and outlines the resources which the Club will provide to support CACT in achieving its charitable objectives. These resources include rent-free accommodation, other office services and donated sports kit.

Other Partners

CACT works with several other partners and agencies in the public, private and charitable sectors. This includes local authorities, (Royal Borough of Greenwich, London Borough of Bexley and Kent County Council), Oxleas NHS Foundation Trust and other NHS Trusts, National Citizenship Service, English Football League, Premier League, Football Foundation, English Football League Trust, Premier League, Football Association, Professional Footballers' Association, schools, colleges and universities as well as local and national businesses.

Subsidiary Companies

The charity has two trading subsidiary companies, South of England Foundation (Community Facilities) Limited (CFL) and Community Scheme Solutions Limited (CSSL). CFL was established to develop an artificial training pitch under the Barclays Spaces for Sport scheme in 2006. It also undertakes other projects relating to the development and on-going use of sporting facilities for the use of the community.

In the opinion of the trustees, the current activities of CFL fall within the charitable objects of the charity itself and therefore the activities of the group are all regarded as charitable activities in the report which follows and the financial statements which accompany it.

CSSL was active between 2007 and 2009 running the "Football in the Community Scheme", formerly run by Charlton Athletic Football Club until these activities were transferred to the Trust itself. The company is now dormant.

FINANCIAL REVIEW

Financial Report for the Period

Total income for the financial year to March 2023 was £6.9 million, compared with £6.4 million the year before. Income from charitable activities increased to £5.8 million in 2022/23 compared with £5.4 million the previous year, mainly because of new NHS contracts and an increase in Live Well (health improvement) services. Income from grants and donations was £1.0 million in the year to March 2023 compared with £832,000 in the previous year, reflecting additional Early Help and Prevention grants and the value of sports kit and office services donated by CAFC.

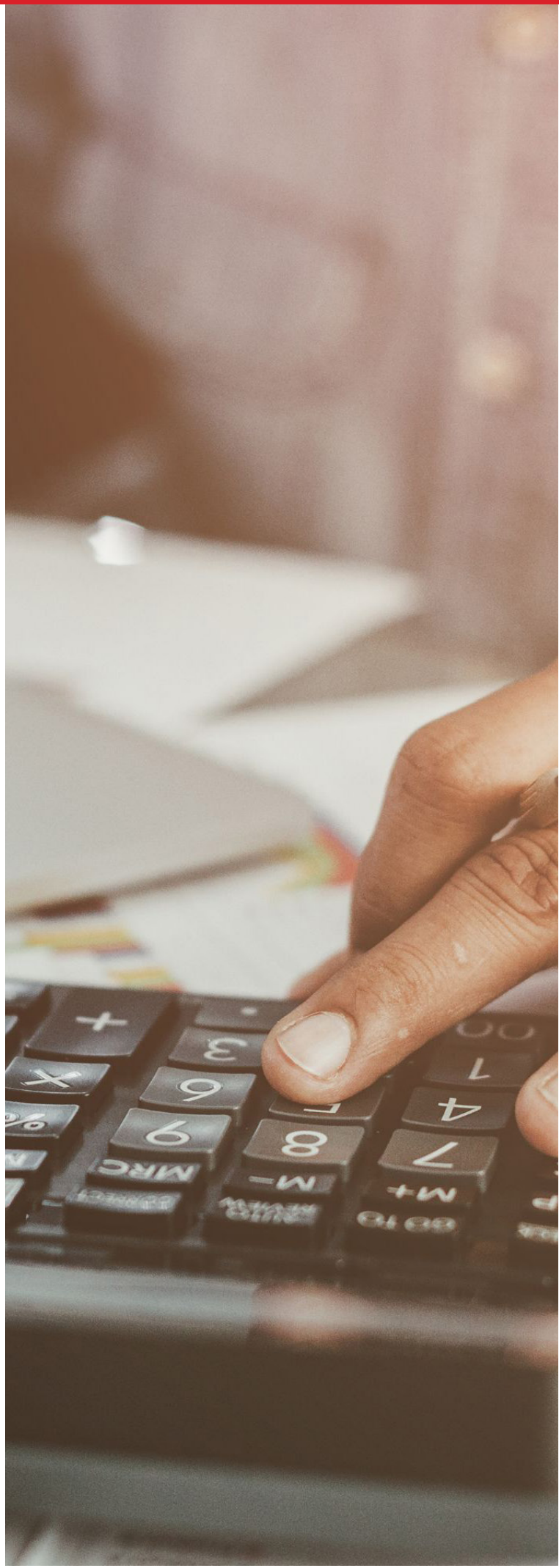
Total expenditure increased from £6.4 million in the 2021/22 financial year to £6.7 million in the year to March 2023, primarily due to the increased level of activity in Football and Sports Development, and Early Help and Prevention programmes.

The operating deficit of £65,000 on unrestricted funds is more than explained by a pension fund actuarial adjustment of £74,000 included within expenditure. Excluding this adjustment there was a small operating surplus of £9,000 on unrestricted funds in the year.

Restricted funds totalled £1.0 million at the end of the financial year, compared with a balance of £762,000 at the beginning of the year. The increase reflects net operating income from programmes of £306,000 and transfers of £3,000, partly offset by £30,000 depreciation of capital assets.

Designated funds balances totalled £1.4 million on 31 March 2023 and 31 March 2022.

Free reserves decreased slightly from £500,000 at the beginning of the year to £486,000 on 31 March 2023.



Financial Review (continued)

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £6 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained, and total unrestricted funds of between three and five months' expenditure should be held, as cover for any longer term and residual exposures.

On 31 March 2023 free reserves represented 0.9 months' expenditure, and total unrestricted funds represented 3.4 months' expenditure (both excluding the impact of the pension fund actuarial adjustment). Although year-end free reserves were slightly below the minimum level specified in the reserves policy, trustees do not believe that the policy needs to be amended given that the shortfall was small and total unrestricted reserves are still within the required range.

Free reserves are stated before deduction of a £39,000 pension reserve to cover CACT's share of the Royal Borough of Greenwich Pension Fund deficit, in respect of employees who were transferred to CACT in 2012 and 2019 under a TUPE arrangement. The pension liability is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2022, updated for changes in demographic and financial assumptions since that date. The pension deficit will be met out of future contributions and so it is unlikely to crystallise. In this situation current guidance allows a charity to ignore a negative pension reserve when assessing its free reserves.

RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and

mitigation actions put in place throughout the year. All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in March 2023. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

- **Safeguarding issues**, including inappropriate actions by employees or volunteers, affecting service users or others, as well as the risk to participants, staff and others if violent incidents should occur in the vicinity of youth hubs or diversionary activity sessions.

Mitigating actions include: All staff and trustees are subject to DBS checks; all staff undergo mandatory safeguarding training; a full-time Safeguarding Officer is employed to support staff and volunteers, our service users and partners, and to provide quarterly reports to the board of trustees; safeguarding policies and procedures are in place and are reviewed annually by trustees; staff have access to and are required to adhere to the policies and procedures; the board includes a trustee with professional safeguarding expertise.

Any serious violent or potentially violent incidents are reviewed for learning, relevant training and support is provided to staff and measures are in place to keep participants and staff safe from physical harm.

- **Data protection issues**, including confidential or sensitive personal data being lost, published or held inappropriately. The resulting damage to the Trust's reputation could lead to external funders being unwilling to work with CACT, and non-compliance with legislation may lead to financial penalties being imposed.

Mitigating actions include: an Information Governance Steering Group meets regularly to oversee information governance including reviewing incidents or "near misses"; data

Risk Management (continued)

protection and related policies are reviewed regularly; staff have access to and are required to comply with data protection policies and procedures - disciplinary sanctions highlight the importance of compliance; staff are required to complete mandatory online data protection training; system security and physical security measures prevent unauthorised access to data; an external data protection consultancy service provides guidance and a designated Data Protection Officer (DPO). CACT achieved Cyber Essentials certification in March 2023 and has taken out cyber insurance coverage to mitigate against financial losses arising from data protection breaches or cyber crime.

- **Financial risks** as a result of the Trust losing funding and not being able to cover core costs.

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by trustees, ensuring budgets are closely monitored and considering efficiency savings that do not impact on services.

FUTURE PLANS

Work started in early 2023 on the development of a new Strategic Plan for CACT, involving consultation with staff and a wide range of external stakeholders. This will set out our key strategic priorities for the next few years, and define how these will be delivered and financed, to ensure that we sustain, grow and lead the way in our sector over the coming years. The new strategy was originally planned to start a year earlier, but was deferred because of Covid.

We will continue to work closely with the Football Club to develop commercial partnerships and fundraising opportunities.

The current Live Well health contract is due to end in March 2025. CACT intends to submit a tender to be recommissioned and we feel that we are in a strong position to continue to provide this service for the Royal Borough of Greenwich.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and the group and of the income and expenditure of the charity and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice (the Charities' SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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. Each of the trustees confirms that:

Risk Management (continued)

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

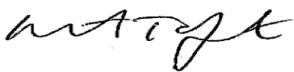
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Thanks

The trustees would like to place on record their thanks to all CACT's ambassadors, patrons, partners, funders, employees and volunteers without whom none of its excellent work could be done.

Approved by the trustees and signed on their behalf by:



Marilyn Toft - Chair of Trustees
Date: 27 September 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AND TRUSTEES OF THE SOUTH OF ENGLAND FOUNDATION

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 charitable parent company's affairs as at 31 March 2023 and of the group's 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.

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 FRC'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 group and charitable parent company'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 annual report and Financial Statements, 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.

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 trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, 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 charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent 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' exemptions from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the 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 charitable parent 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 charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011).

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- challenged assumptions and judgements made by management in assessing the going concern basis of accounting and in its significant accounting estimates, including the estimated useful economic lives of assets for the purpose of determining the annual depreciation charge,
- performed sample based testing of expenditure in the accounting system to supporting documentation and sample based testing of income from source documentation to the accounting system;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's 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.



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

19 October 2023

Financial Statements



Consolidated Statement of Financial Activities Year to 31 March 2023

		Restricted funds				
	Unrestricted funds	Revenue projects	Capital develop-ment	Total funds	Total funds	
	£'000	£'000	£'000	2023	2022	
				£'000	£'000	
Income:						
Donations and legacies	1	381	661	—	1,042	832
Income from charitable activities	2	2,753	3,016	—	5,769	5,377
Income from other trading activities	3	40	3	—	43	71
Investment income		33	—	—	33	31
Other income – CJRS grant		—	—	—	—	60
Total income		3,207	3,680	—	6,887	6,371
Expenditure:						
Cost of raising funds	4	187	—	—	187	145
Expenditure on charitable activities	5					
. Health Improvement		43	1,951	7	2,001	2,233
. Youth Services		1,307	38	—	1,345	1,395
. Early Help and Prevention		35	1,100	—	1,135	949
. Football and Sports Development		982	128	23	1,133	894
. Social Action and Enterprise		687	5	—	692	610
. Education		16	93	—	109	135
. Equality, Diversity and Inclusion		15	59	—	74	61
		3,085	3,374	30	6,489	6,277
Total expenditure		3,272	3,374	30	6,676	6,422
Net (expenditure) income before investment gains and transfers	6	(65)	306	(30)	211	(51)
Transfers between funds		(3)	3	—	—	—
(Losses) gains on investments	10(a)	(68)	—	—	(68)	58
Net (expenditure) income for the year		(136)	309	(30)	143	7
Other recognised gains and losses						
Gains on pension scheme		748	—	—	748	146
Net movement in funds		612	309	(30)	891	153
Reconciliation of funds:						
Fund balances brought forward at 1 April 2022		1,231	515	247	1,993	1,840
Fund balances carried forward at 31 March 2023		1,843	824	217	2,884	1,993

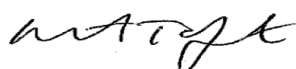
All of the group's activities in the above two financial periods were derived from continuing operations.

There were no recognised gains and losses other than those set out in the consolidated statement of financial activities above.

Group and Charity Balance Sheets 31 March 2023

	Notes	Group 31 March 2023 £'000	Group 31 March 2022 £'000	Charity 31 March 2023 £'000	Charity 31 March 2022 £'000
Fixed assets:					
Tangible fixed assets	9	238	276	14	26
Investments	10	1,097	1,165	1,097	1,165
Total fixed assets		1,335	1,441	1,111	1,191
Current assets:					
Debtors due within one year	11	475	1,456	469	1,440
Cash at bank and in hand		1,816	1,080	1,794	1,066
Total current assets		2,291	2,536	2,263	2,506
Liabilities:					
Creditors: amounts falling due within one year	12	(703)	(1,271)	(694)	(1,271)
Net current assets		1,588	1,265	1,569	1,235
Total net assets excluding pension liability		2,923	2,706	2,680	2,426
Net pension liability	15	(39)	(713)	(39)	(713)
Total net assets		2,884	1,993	2,641	1,713
The funds of the charity:					
Restricted funds					
. Relating to fixed assets	13	217	247	14	21
. Other		824	515	818	509
		1,041	762	832	530
Unrestricted funds					
Designated funds					
. Fixed asset fund	14	21	29	—	5
. Development fund		1,008	1,085	1,008	1,085
. Other		367	330	367	330
		1,396	1,444	1,375	1,420
General funds					
. Free reserves		486	500	473	476
. Pension reserve	15	(39)	(713)	(39)	(713)
		447	(213)	434	(237)
Total unrestricted funds		1,843	1,231	1,809	1,183
Total funds		2,884	1,993	2,641	1,713

Approved by the trustees of South of England Foundation, Company Registration Number 04654582 (England and Wales) and signed on their behalf by:



Marilyn Toft - Chair of Trustees
Date: 27 September 2023

Consolidated Statement of Cash Flows Year to 31 March 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	699	(32)
Cash flows from investing activities:			
Investment income received		33	31
Purchase of tangible fixed assets		—	(22)
Disposal of tangible fixed assets		4	—
Net cash provided by investing activities		37	9
Change in cash and cash equivalents in the year		736	(23)
Cash and cash equivalents at 1 April 2022		1,080	1,103
Cash and cash equivalents at 31 March 2023		1,816	1,080

Note to the consolidated statement of cash flows for the year to 31 March 2023:

Reconciliation of net expenditure to net cash flows from operating activities

	2023 £'000	2022 £'000
Net income as per the statement of financial activities	143	7
Adjustments for:		
Depreciation charge	38	38
FRS 102 pension charge	74	114
Investment income received	(33)	(31)
(Surplus) on disposal of fixed assets	(4)	—
Losses (gains) on investments	68	(58)
Decrease (increase) in debtors	981	(774)
(Decrease) increase in creditors	(568)	672
Net cash provided by (used in) operating activities	699	(32)

Analysis of changes in net debt

	At 1 April 2022 £'000	Cash flows £'000	Non-cash changes £'000	At 31 March 2023 £'000
Cash and cash equivalents				
Cash at bank and in hand	1,080	736	—	1,816
Borrowings				
Business bounce-back loan	(43)	—	10	(33)
Total	1,037	736	10	1,783

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These accounts have been prepared for the year to 31 March 2023.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) updated October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make judgements and estimates.

The items in the accounts where significant judgements and estimates have been made include:

- ◆ determining whether any impairment of the artificial training pitch is needed. The charity's existing artificial pitch is due to be replaced by a new pitch on Footscray Rugby Club land at no cost to the charity. The Trustees do not consider the existing asset to be impaired because the value of the replacement pitch will be at least equal to the book value of the existing facility at the CAFC Training Ground; and
- ◆ reviewing the assumptions used to calculate the pension liability.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. Several factors have been taken into account, including:

- ◆ *Source and security of future income.*
Approximately 60% of CACT's usual annual income (and over 80% of its income that is secured over a year in advance) is obtained from public sector funding where the risk of non-payment due to the financial situation of the funder is assessed to be very low.

Assessment of going concern (continued)

◆ *Financial controls*

Cash management and other financial control processes are in place to minimise financial risks and ensure that income due is received on a timely basis. Income, expenditure and cash flow forecasts are prepared. Actual performance is monitored against these forecasts on a monthly basis, to allow action to be taken where there is a risk that forecasts may not be achieved.

◆ *Financial assets held by the charity*

In addition to cash balances held to meet CACT's short-term operating needs, the charity holds approximately £1,000,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

After making this assessment the Trustees are confident the organisation has adequate resources to operate for the foreseeable future, that there are no material uncertainties over its going concern status, and that it can adopt the going concern basis in preparing its financial statements.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of the charity with those of its subsidiaries, South of England Foundation (Community Facilities) Limited and Community Scheme Solutions Limited (dormant). Where necessary the amounts consolidated in respect of the subsidiary companies are restated to ensure consistency of group accounting policies.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. In cases where, in line with funding agreements, income is received in advance of the period to which it relates, this is shown as deferred income in the accounts.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable.

Grants are recognised when the charity is entitled to the funds. Where entitlement is dependent on fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that the conditions will be met.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income from charitable activities includes contracts to deliver services, football course fees and income from the school based activities. The income is generally recognised when the charity is entitled to receipt, and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Income recognition (continued)

Gifts in kind donated to the charitable company for its own use are included in income and resources expended at their market value as at the time of the gift. Donated professional services are not included in income where it is not possible to place a value on those services.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.
- ◆ Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity, and support costs in operating the charity.
- ◆ Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity.
- ◆ Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis.

Tangible fixed assets

Tangible fixed assets costing over £5,000 are capitalised and are stated at cost and depreciated over their expected useful life. Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

- | | |
|----------------------------------|---|
| ◆ Artificial training pitch | Over the life of its lease, which is 25 years |
| ◆ Other sports facilities | 4% on cost |
| ◆ Machinery and office equipment | 25% on cost |
| ◆ Motor vehicles | 25% on cost |

Investments

Listed investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts that are available on demand.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

Fund accounting

Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or contributions subject to donor imposed conditions. Designated funds are those funds earmarked by the trustees for a specific purpose. They are unrestricted, and the trustees may ultimately use such funds for other purposes. The funds represented by tangible fixed assets are treated as designated funds.

General funds represent those monies which are freely available for application towards achieving any charitable purpose which falls within the charity's charitable objects.

Funds retained in the trading subsidiaries which have been generated through undertaking activity that falls within the charity's objects, and which is intended for application within the objects, are treated in the group balance sheet as charitable funds, either restricted or unrestricted.

Capital contributions received towards the cost of construction or acquisition of tangible fixed assets which are subject to on-going restrictive obligations are treated as restricted funds and reduced by charges of depreciation through the statement of financial activities over the estimated useful life of the asset.

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Royal Borough of Greenwich's youth service provision, and to provide contracted health improvement services, are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions, which amounted to £40,000 in the year to 31 March 2023, as detailed in note 15 to the financial statements. There were 7 active members and 10 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

1 Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000
Donations	229	47	276	50	27	77
Income from patrons	66	9	75	29	8	37
Grants	86	605	691	73	645	718
Total funds	381	661	1,042	152	680	832

Income from donations includes £274,000 from central and local government grants (2022 - £219,000).

The largest grants received in the year were £115,000 from the Premier League for the “Kicks” social inclusion programmes, £89,400 from the Royal Borough of Greenwich for Short Breaks early help and prevention programmes and £68,000 from Ashford Borough Council for a diversionary and mentoring programme.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000
Service delivery	1,112	2,989	4,101	1,171	2,566	3,737
Greenwich Youth Service	1,202	—	1,202	1,202	—	1,202
Fees from the delivery of projects	375	—	375	359	—	359
Other charitable Income	64	27	91	61	18	79
Total funds	2,753	3,016	5,769	2,793	2,584	5,377

Income from charitable activities includes a total of £2,709,100 from local government contracts (2022 - £2,401,300).

The largest amounts of service delivery income are £1,442,300 from the Royal Borough of Greenwich (RBG) for ‘Live Well’ health improvement services, £1,336,800 from Oxleas NHS Foundation Trust for the RBG Start Well programme and £670,200 from Ingeus UK for delivery of the National Citizens Service (NCS) programme in Kent.

Fees from the delivery of projects is the aggregate of a large number of smaller programmes, primarily related to football and sports development.

3 Income from other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000
Fundraising events	18	—	18	46	—	46
Other trading income	22	3	25	25	—	25
Total funds	40	3	43	71	—	71

4 Cost of raising funds

	Total (unrestricted) funds 2023 £'000	Total (unrestricted) funds 2022 £'000
Staff costs (note 7)	168	125
Other costs	19	20
Total funds	187	145

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

	Direct costs		Support costs		Total funds 2023 £'000
	Staff costs (note 7) £'000	Other costs £'000	Staff costs (note 7) £'000	Other costs £'000	
	Health Improvement	1,538	197	169	
Youth Services	632	537	114	62	1,345
Early Help and Prevention	536	446	96	57	1,135
Football and Sports Development	729	257	95	52	1,133
Social Action and Enterprise	436	164	58	34	692
Education	83	12	9	5	109
Equality, Diversity & Inclusion	49	15	6	4	74
Total funds	4,003	1,628	547	311	6,489

	Direct costs		Support costs		Total funds 2022 £'000
	Staff costs (note 7) £'000	Other costs £'000	Staff costs (note 7) £'000	Other costs £'000	
	Health Improvement	1,629	323	225	
Youth Services	580	645	136	34	1,395
Early Help and Prevention	492	356	81	20	949
Football and Sports Development	591	195	86	22	894
Social Action and Enterprise	351	185	59	15	610
Education	78	40	13	4	135
Equality, Diversity & Inclusion	50	3	6	2	61
Total funds	3,771	1,747	606	153	6,277

5 Expenditure on charitable activities (continued)

The above support costs include the following governance costs:

	Total funds 2023 £'000	Total funds 2022 £'000
Staff costs	14	13
Legal and professional fees	1	2
Auditor's remuneration	14	13
Other costs	5	3
	34	31

6 Net expenditure for the Year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000
Staff costs (note 7)	2,322	2,396	4,718	2,140	2,362	4,502
Operating lease rentals	9	—	9	22	18	40
Auditor's remuneration						
· Statutory audit services – charity	11	—	11	10	—	10
· Statutory audit services – subsidiary	3	—	3	3	—	3
· Other services	3	—	3	2	—	2
Depreciation	8	30	38	12	26	38

7 Employees and staff costs

	2023 £'000	2022 £'000
Staff costs during the period were as follows:		
Wages and salaries	4,102	3,850
Social security costs	363	328
Pension costs	119	113
FRS 102 pension charge	74	114
Agency staff	54	91
Other staff related costs	6	6
	4,718	4,502

The key management personnel of the charity in charge of directing and controlling, running and operating the charity comprise the trustees and executive team. The day-to-day management of activities is the responsibility of the executive team, which comprises the Chief Executive Officer, Director of Youth and Social Inclusion, Director of Education Sport and Health, and Director of Finance and Support Services. The total remuneration (including taxable benefits, employer's pension contributions and employer's national insurance contributions) of the key management personnel for the year was as follows:

7 Employees and staff costs (continued)

	2023 £'000	2022 £'000
Wages and salaries	345	336
Benefits in kind	24	24
Social security costs	45	41
Pension costs	17	17
	431	418

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2023	2022
£70,001 - £80,000	1	2
£80,001 - £90,000	2	1
£110,001 - £120,000	—	1
£120,001 - £130,000	1	—
	4	4

Payments to defined contribution pension arrangements in the year amounted to £16,864 (2022 - £16,604) in respect of the above employees.

Staff costs have been charged as follows:

	2023 £'000	2022 £'000
Cost of generating funds (note 4)	168	125
Charitable activities (note 5)	4,003	3,735
Support costs (note 5)	547	606
	4,718	4,466

The average number of employees during the period was as follows:

	Fixed hours	Variable hours	Total 2023	Fixed hours	Variable hours	Total 2022
Cost of generating funds	2	—	2	2	—	2
Charitable activities	117	97	214	101	123	224
	119	97	216	103	123	226

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £4,142 (2022 - £3,084) and provides cover of up to a maximum of £5 million (2022 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2023 or 2022.

8 Taxation

South of England Foundation is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. The subsidiaries make a Gift Aid payment to the charity if they produce a taxable profit in any financial period.

9 Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2022	569	60	72	178	879
Disposals	—	—	(12)	(20)	(32)
At 31 March 2023	<u>569</u>	<u>60</u>	<u>60</u>	<u>158</u>	847
Depreciation					
At 1 April 2022	343	36	67	157	603
Charge for year	23	3	5	7	38
Disposals	—	—	(12)	(20)	(32)
At 31 March 2023	<u>366</u>	<u>39</u>	<u>60</u>	<u>144</u>	609
Net book value					
At 31 March 2023	<u>203</u>	<u>21</u>	<u>—</u>	<u>14</u>	238
At 31 March 2022	<u>226</u>	<u>24</u>	<u>5</u>	<u>21</u>	276

Charity	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 April 2022	66	178	244
Disposals	(12)	(20)	(32)
At 31 March 2023	<u>54</u>	<u>158</u>	212
Depreciation			
At 1 April 2022	61	157	218
Charge for year	5	7	12
Disposals	(12)	(20)	(32)
At 31 March 2023	<u>54</u>	<u>144</u>	198
Net book value			
At 31 March 2023	<u>—</u>	<u>14</u>	14
At 31 March 2022	<u>5</u>	<u>21</u>	26

10 Investments

(a) UK investment funds

	2023 £'000	2022 £'000
Total value of investments at 1 April 2022	1,165	1,107
Investment (losses) gains	(68)	58
Total investments at 31 March 2023	1,097	1,165
Historical cost of investments at 31 March 2023	950	950

10 Investments (continued)**(a) UK Investment funds (continued)**

	2023 £'000	2022 £'000
Portfolio Details		
CCLA Investment Fund	455	473
Sarasin Alpha CAIF for Endowments	392	422
Rathbones Active Income and Growth Fund	250	270
Total market value at 31 March 2023	1,097	1,165

(b) Investment in trading subsidiary

The charity owns the entire issued share capital of Community Scheme Solutions Limited, formerly known as South of England Foundation (Trading) Limited, a company registered in England. The company remained dormant throughout the period.

The charity owns the entire issued share capital of South of England Foundation (Community Facilities) Limited, a company registered in England.

The following is a summary of the financial statements of South of England Foundation (Community Facilities) Limited for the year ended 31 March 2023, which have been included in the consolidated financial statements.

	2023 £'000	2022 £'000
Turnover	26	34
Cost of sales	(28)	(26)
Gross (loss) profit	(2)	8
Amount released from deferred capital grants	25	25
Administrative expenses	(9)	(7)
Profit for the year before gift aid	14	26
Gift aid	(26)	(11)
(Loss) profit for the financial year	(12)	15
Retained profit at 1 April 2022	30	15
Retained profit at 31 March 2023	18	30
Called up share capital	—	—
Net assets at 31 March 2023	18	30

11 Debtors

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Prepayments	70	18	70	18
Trade debtors	394	1,399	388	1,383
Other debtors	5	4	5	4
Accrued income	6	35	6	35
	475	1,456	469	1,440

12 Creditors: amounts falling due within one year

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Amounts due to subsidiaries	—	—	—	8
Expense creditors	44	110	44	105
Social security and other taxes	91	94	92	95
Accruals	170	233	165	229
Deferred income	344	777	339	777
Wages and salaries	21	14	21	14
Business bounce-back loan	33	43	33	43
	703	1,271	694	1,271

Deferred income reflects income that has already been received at the balance sheet date, in line with contractual payment terms, in respect of services that will be delivered in the following financial year.

13 Restricted funds

The income funds of the charity included restricted funds comprising the following to be applied for specific purposes:

Group	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2023 £'000
Health Improvement funds					
Vaccination Support	8	38	(46)	—	—
L&Q Extra Time	5	2	(7)	—	—
Extra Time	—	14	(14)	—	—
GGA – Healthy Walks	2	35	(37)	—	—
Welfare Rights Fund	114	100	(151)	—	63
South London Healthy Homes	—	29	(29)	—	—
Hypertension	—	(24)	24	—	—
Live Well Greenwich	22	650	(609)	—	63
Live Well – PCN	—	795	(795)	—	—
TfL Small Grants	9	—	—	—	9
RBG Community Hub	11	136	(147)	—	—
Lateral Flow Testing	2	—	(2)	—	—
HWB Navigator Service	—	100	(52)	—	48
Community Devt. Service	—	205	—	—	205
The Source	—	70	(22)	—	48
Polio Vaccination	—	59	—	—	59
Virtual Wards Care	—	85	(64)	—	21
	173	2,294	(1,951)	—	516
Youth Service funds					
Jack Petchey Achievement Award	1	6	—	—	7
Jack Petchey Tutoring Project	—	5	(5)	—	—
Youth Hub Small Grants	3	21	(18)	—	6
Champions for Children HAF	—	20	(15)	—	5
	4	52	(38)	—	18
Early Help and Prevention funds					
Children in Need	—	32	(32)	—	—
Thanet KCC Delivery	—	15	(15)	—	—
Twinings Project	—	6	(6)	—	—
Kent VRU	7	19	(20)	—	6
Bexley Easter and Summer Camps	—	20	(20)	—	—
Vanguard Project	—	234	(206)	—	28
Probation Pilot	9	13	(22)	—	—
Start Well Mentoring	9	100	(108)	—	1
MOPAC	—	(5)	5	—	—
Bexley Targeted Mentoring	3	19	(21)	—	1
Bexley Targeted Residential	—	27	(19)	—	8
Bexley Youth Activity Sessions	15	29	(29)	—	15
London Marathon Girls Kicks extension	29	4	(28)	—	5
Premier League Kicks	51	115	(118)	—	48
Premier League Targeted	10	45	(40)	—	15
Balance carried forward	133	673	(679)	—	127

13 Restricted Funds (continued)

Group	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2023 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	133	673	(679)	—	127
Bexley Outreach Bus	—	28	(28)	—	—
Greenwich Outreach Bus	15	9	(16)	—	8
Ashford Diversionary	23	68	(57)	—	34
Charlton Upbeats	33	42	(57)	—	18
Kent Mental Health	—	40	(40)	—	—
Kent Squash	—	5	—	—	5
Kent NHS Wellbeing Project	—	18	(18)	—	—
Bexley Short Breaks	6	49	(54)	—	1
Oxleas Up and At 'Em	—	12	(12)	—	—
Short Breaks Summer and Residential	57	—	(8)	—	49
Oxleas Early Intervention	—	24	(24)	—	—
Saturday Short Breaks	5	41	(46)	—	—
Holiday Short Breaks	2	49	(51)	—	—
BATS Transport	4	11	(10)	—	5
	278	1,069	(1,100)	—	247
Football and Sports Development					
Community Outreach G'wich	—	20	(2)	—	18
Advance Centre	—	10	(9)	—	1
Bursary Fund	4	1	(4)	—	1
Get Active Programme	—	15	(12)	—	3
KPMF Project	9	23	(32)	—	—
Kinder Joy of Moving	—	19	(19)	—	—
Premier League Schools	—	50	(50)	—	—
	13	138	(128)	—	23
Social Action and Enterprise funds					
My London Social Action	5	—	(5)	—	—
	5	—	(5)	—	—
Education Funds					
EFL Kickstart	—	32	(32)	—	—
William Boreman Foundation	3	—	(3)	—	—
Active Learning Programme	1	—	(1)	—	—
Kent Reconnect	35	39	(57)	3	20
	39	71	(93)	3	20
Equality, Diversity and Inclusion Funds					
CARE	3	56	(59)	—	—
	3	56	(59)	—	—
Revenue projects total funds	515	3,680	(3,374)	3	824
Relating to fixed assets					
Spaces for Sports Scheme	226	—	(23)	—	203
Other fixed assets	21	—	(7)	—	14
	247	—	(30)	—	217
Total restricted funds	762	3,680	(3,404)	3	1,041

13 Restricted Funds (continued)

Transfers between restricted and unrestricted funds arise for the following reasons:

- ◆ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;
- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

Negative balances on restricted funds arise where expenditure on those funds is incurred in advance of income being received.

14 Designated funds

The fixed asset fund represents the net book value of unrestricted tangible fixed assets and hence is not available for working capital.

The development fund represents amounts set aside by the Trustees to support and develop the Trust's programmes, through capital infrastructure improvements and investment in key operational activities.

Group	At 1 April 2022 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2023 £'000
Fixed asset fund	29	—	(8)	21
Development fund	1,085	(68)	(9)	1,008
Training fund	3	—	1	4
Patrons' Club	5	—	(5)	—
Start Well fund	322	—	41	363
Total designated funds	1,444	(68)	20	1,396

Charity	At 1 April 2022 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2023 £'000
Fixed asset fund	5	—	(5)	—
Development fund	1,085	(68)	(9)	1,008
Training fund	3	—	1	4
Patrons' Club	5	—	(5)	—
Start Well fund	322	—	41	363
Total designated funds	1,420	(68)	23	1,375

15 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG.

15 Pension commitments (continued)

The Royal Borough of Greenwich Pension Fund is a defined benefit scheme. Contributions payable to the Scheme by Charlton Athletic Community Trust are determined on the basis of triennial valuations carried out by a qualified actuary using the projected unit method.

The charity's share of assets in the Scheme were as follows:

	Value at 31 March 2023 £'000	Value at 31 March 2022 £'000
UK equities	484	479
Other bonds	208	145
Property	91	91
Cash	16	21
UK & overseas unit trusts	114	103
Total market value of assets	<u>913</u>	<u>839</u>
Present value of Scheme liabilities	<u>(952)</u>	<u>(1,552)</u>
Deficit in the Scheme	<u>(39)</u>	<u>(713)</u>

Total expenditure recognised in the Statement of Financial Activities:

	2023 £'000	2022 £'000
Service cost	96	141
Net interest cost and administration expenses	18	15
Total expenditure recognised in the SOFA	<u>114</u>	<u>156</u>

The expenditure recognised in the 2023 SOFA is made up of £40,000 employer contributions and a FRS 102 adjustment of £74,000 (2022 - £42,000 employer contributions and £114,000 FRS 102 adjustment).

Reconciliation of opening and closing balances of the present value of the charity's share of the Scheme liabilities:

	2023 £'000	2022 £'000
Scheme liabilities at 1 April 2022	1,552	1,483
Service cost	96	141
Interest cost	40	31
Contributions by Scheme participants	16	15
Actuarial (gains)	<u>(752)</u>	<u>(118)</u>
Scheme liabilities at 31 March 2023	<u>952</u>	<u>1,552</u>

An actuarial valuation of the Scheme was undertaken as at 31 March 2022, which has set contributions for the period from 1 April 2023 to 31 March 2026.

16 Pension commitments (continued)

Reconciliation of opening and closing balances of the fair value of the charity's share of the Scheme assets:

	2023	2022
	£'000	£'000
Scheme assets at 1 April 2022	839	738
Interest on Scheme assets less administration expenses	22	16
Return on assets less interest	(46)	38
Actuarial gains	43	—
Contributions by employer	40	42
Contributions by scheme participants	16	15
Estimated benefits net of transfers in	(1)	(10)
Fair value of Scheme assets at 31 March 2023	913	839

Movement in deficit during the year.

	2023	2022
	£'000	£'000
Scheme deficit at 1 April 2022	(713)	(745)
Service cost	(96)	(141)
Employer contributions	40	42
Net finance cost	(18)	(15)
Actuarial gains	748	146
Scheme deficit at 31 March 2023	(39)	(713)

16 Lease commitments**Operating lease commitments**

At 31 March 2023 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Office equipment	
	2023	2022
	£'000	£'000
Operating leases payments due:		
Within one year	4	4
Between one and two years	2	4
Between two and five years	2	4

17 Connected party transactions

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation, free sports kit and other intangible support. The value of this support during the financial period is calculated at £163,200 (£80,000 for gift of kit, £56,500 for rent-free accommodation and £26,700 for other support). This amount is included under "donations" in note 1 to the accounts. Intangible support was also received from Charlton Athletic in the previous financial year. However the amount was not material and hence was not quantified in the accounts for the year to 31 March 2022.

17 Connected party transactions (continued)

In addition to the above, in the year to 31 March 2023 the Trust received income of £10,400 from Charlton Athletic (2022 - £119,100) and incurred expenditure of £11,500 (2022 - £47,300). A net balance of £74,400 was due from the Club and included within debtors at the year-end (2022 - £107,400).

The charity has taken advantage of the exemption provided by FRS 102 from the requirement to disclose transactions with its subsidiary undertakings.

The aggregate value of donations made to the charity by trustees was £11,100 (2022 - £1,800).

18 Analysis of net assets between funds

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2023 £'000
Fund balances at 31 March 2023 are represented by:					
Tangible fixed assets	—	21	217	—	238
Investments	—	1,097	—	—	1,097
Debtors	284	—	—	191	475
Cash (including short term deposits)	540	278	—	998	1,816
Creditors: amounts falling due within one year	(338)	—	—	(365)	(703)
Pension liability	(39)	—	—	—	(39)
Total net assets	447	1,396	217	824	2,884

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2023 £'000
Fund balances at 31 March 2023 are represented by:					
Tangible fixed assets	—	—	14	—	14
Investments	—	1,097	—	—	1,097
Debtors	278	—	—	191	469
Cash (including short term deposits)	523	278	—	993	1,794
Creditors: amounts falling due within one year	(328)	—	—	(366)	(694)
Pension liability	(39)	—	—	—	(39)
Total net assets	434	1,375	14	818	2,641

Notes 19 to 22 present detailed comparative information for the financial year ending 31 March 2022. These notes form an integral part of the accounts.

19 Consolidated Statement of Financial Activities Year to 31 March 2022

		<i>Restricted funds</i>			
	<i>Unrestricted funds</i>	<i>Revenue projects</i>	<i>Capital develop-ment</i>	Total funds 2022	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	£'000	
Income:					
<i>Donations and legacies</i>	1	152	680	—	832
<i>Income from charitable activities</i>	2	2,793	2,584	—	5,377
<i>Income from other trading activities</i>	3	71	—	—	71
<i>Investment income</i>		31	—	—	31
<i>Other income – CJRS grant</i>		60	—	—	60
Total income		3,107	3,264	—	6,371
Expenditure:					
<i>Cost of raising funds</i>	4	145	—	—	145
<i>Expenditure on charitable activities</i>	5				
<i>. Health Improvement</i>		179	2,053	1	2,233
<i>. Youth Services</i>		1,341	54	—	1,395
<i>. Early Help and Prevention</i>		63	886	—	949
<i>. Football and Sports Development</i>		754	117	23	894
<i>. Social Action and Enterprise</i>		610	—	—	610
<i>. Education</i>		88	45	2	135
<i>. Equality, Diversity and Inclusion</i>		9	52	—	61
		3,044	3,207	26	6,277
Total expenditure		3,189	3,207	26	6,422
Net (expenditure) income before investment gains and transfers	7	(82)	57	(26)	(51)
<i>Transfers between funds</i>		3	(25)	22	—
<i>Gains on investments</i>	11(a)	58	—	—	58
Net (expenditure) income for the year		(21)	32	(4)	7
Other recognised gains and losses					
<i>Gains (losses) on pension scheme</i>		146	—	—	146
Net movement in funds		125	32	(4)	153
Reconciliation of funds:					
<i>Fund balances brought forward at 1 April 2021</i>		1,106	483	251	1,840
<i>Fund balances carried forward at 31 March 2022</i>		1,231	515	247	1,993

20 Restricted funds Year to 31 March 2022

Group	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2022 £'000
Health Improvement funds					
RBG Cycle Hire	1	—	(1)	—	—
Vaccination Support	—	268	(260)	—	8
L&Q Extra Time	—	5	—	—	5
Extra Time	3	26	(29)	—	—
Greenwich Health	6	4	(10)	—	—
Escape Pain	—	1	(1)	—	—
GGA – Healthy Walks	—	35	(33)	—	2
Welfare Rights Fund	—	100	(3)	17	114
South London Healthy Homes	13	33	(46)	—	—
Ministry of Defence	2	—	(2)	—	—
Live Well Greenwich	64	614	(634)	(22)	22
Live Well – PCN	—	466	(466)	—	—
TfL Small Grants	9	—	—	—	9
RBG Community Hub	32	227	(231)	(17)	11
Lateral Flow Testing	—	321	(319)	—	2
Project Hope	18	—	(18)	—	—
	148	2,100	(2,053)	(22)	173
Youth Service funds					
Jack Petchey Achievement Award	1	—	—	—	1
Jack Petchey Tutoring Project	—	13	(13)	—	—
Youth Hub Small Grants	—	36	(30)	(3)	3
Summer Camp 2021	11	—	(11)	—	—
	12	49	(54)	(3)	4
Early Help and Prevention funds					
Children in Need	2	41	(43)	—	—
Colyer Ferguson	—	14	(14)	—	—
Twinnings Project	—	1	(1)	—	—
Kent VRU	—	17	(10)	—	7
Bexley Easter and Summer Camps	—	50	(50)	—	—
Probation Pilot	—	22	(13)	—	9
Connect Mentoring	17	40	(57)	—	—
Start Well Mentoring	13	100	(104)	—	9
CURB Mentoring	5	1	(6)	—	—
MOPAC	—	5	(5)	—	—
Bexley Targeted Mentoring	4	25	(26)	—	3
Bexley Targeted Residential	—	11	(11)	—	—
Bexley Youth Activity Sessions	22	39	(46)	—	15
London Marathon Girls Kicks extension	10	28	(9)	—	29
Premier League Kicks	62	105	(116)	—	51
Premier League Targeted	20	20	(30)	—	10
Balance carried forward	155	519	(541)	—	133

20 Restricted funds Year to 31 March 2022 (continued)

Group	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2022 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	155	519	(541)	—	133
Bexley Outreach Bus	—	34	(34)	—	—
Greenwich Outreach Bus	—	16	(1)	—	15
Ashford Diversionary and Mentoring	—	52	(29)	—	23
Charlton Upbeats	36	27	(30)	—	33
Kent Mental Health	6	40	(46)	—	—
Bexley Short Breaks	13	54	(61)	—	6
Oxleas Up and At 'Em	3	11	(14)	—	—
Short Breaks Summer and Residential	57	—	—	—	57
Oxleas Early Intervention	7	21	(28)	—	—
Saturday Short Breaks	6	41	(42)	—	5
Holiday Short Breaks	—	49	(47)	—	2
Residential Short Breaks	6	—	(6)	—	—
BATS Transport	1	10	(7)	—	4
	290	874	(886)	—	278
Football and Sports Development					
Advance Centre	2	12	(14)	—	—
Bursary Fund	3	4	(3)	—	4
Get Active Programme	10	—	(10)	—	—
KPMF Project	—	30	(21)	—	9
Kinder Joy of Moving	—	29	(29)	—	—
Premier League Schools	—	40	(40)	—	—
	15	115	(117)	—	13
Social Action and Enterprise funds					
My London Social Action	2	3	—	—	5
	2	3	—	—	5
Education Funds					
EFL Kickstart	—	28	(28)	—	—
William Boreman Foundation	3	—	—	—	3
Active Learning Programme	13	2	(14)	—	1
Kent Reconnect	—	38	(3)	—	35
	16	68	(45)	—	39
Equality, Diversity and Inclusion Funds					
CARE	—	55	(52)	—	3
	—	55	(52)	—	3
Revenue projects total funds					
	483	3,264	(3,207)	(25)	515
Relating to fixed assets					
Spaces for Sports Scheme	249	—	(23)	—	226
Other fixed assets	2	—	(3)	22	21
	251	—	(26)	22	247

21 Designated funds Year to 31 March 2022

Group	At 1 April 2021 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2022 £'000
Fixed asset fund	41	—	(12)	29
Development fund	1,026	58	1	1,085
25th Anniversary fund	6	—	(6)	—
Training fund	—	—	3	3
Patrons' Club	25	—	(20)	5
Start Well fund	273	—	49	322
Total designated funds	1,371	58	15	1,444

Charity	At 1 April 2021 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2022 £'000
Fixed asset fund	15	—	(10)	5
Development fund	1,026	58	1	1,085
25th Anniversary fund	6	—	(6)	—
Training fund	—	—	3	3
Patrons' Club	25	—	(20)	5
Start Well fund	273	—	49	322
Total designated funds	1,345	58	17	1,420

22 Analysis of net assets between funds 31 March 2022

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2022 £'000
Fund balances at 31 March 2022 are represented by:					
Tangible fixed assets	—	29	247	—	276
Investments	—	1,165	—	—	1,165
Debtors	304	—	—	1,152	1,456
Cash	670	250	—	160	1,080
Creditors: amounts falling due within one year	(474)	—	—	(797)	(1,271)
Pension liability	(713)	—	—	—	(713)
Total net assets	(213)	1,444	247	515	1,993

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2022 £'000
Fund balances at 31 March 2022 are represented by:					
Tangible fixed assets	—	5	21	—	26
Investments	—	1,165	—	—	1,165
Debtors	288	—	—	1,152	1,440
Cash	661	250	—	155	1,066
Creditors: amounts falling due within one year	(473)	—	—	(798)	(1,271)
Pension liability	(713)	—	—	—	(713)
Total net assets	(237)	1,420	21	509	1,713

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Principal Partner



South of England Foundation

Operating as

Charlton Athletic Community Trust
Sparrows Lane, New Eltham,
London, SE9 2JR

Company Limited by Guarantee Registration
Number 04654582 (England and Wales)

Charity Registration Number 1096222

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Professional Footballers' Association



SOUTH OF ENGLAND FOUNDATION

England & Wales - Charity number 1096222

Accounts



COMMUNITY TRUST

At The Heart Of The Community

South of England
Foundation operating as

Charlton Athletic Community Trust

Annual Report &
Consolidated
Financial Statements

31 March 2022

Company Limited by Guarantee
Registration Number
04654582 (England and Wales)

Charity Registration Number
1096222

WELCOME FROM THE CEO



With the impact of COVID-19 still being felt; these past 12 months have once again proved challenging but, at the same time, it has been another extremely successful year.

Our focus this year was returning the in-person delivery of our services - which obviously were adversely affected during the pandemic - to full capacity and I am proud to report that in the 2021-22 fiscal year we worked with over 25,000 participants across the communities in which we serve.

It was another award-winning year. In December 2021, we were delighted to receive the 'Young Londoners Award' at the London Sport Awards for our work in delivering adapted activities to more than 4,000 participants throughout the pandemic, including one-to-one coaching for clinically vulnerable young people.

Collaborating closely with the Club has always been hugely important to us at CACT so it was extremely gratifying to see defender Ryan Inniss win the EFL 'Player in the Community award' for the committed way he engages with our programmes. Ryan's support of CACT made him the stand-out footballer among the EFL's 72 clubs. I am personally delighted for Ryan as I am very aware of how much time he has spent learning about our work and building relationships with our participants.

Ryan was involved when we welcomed the then Secretary of State for Digital, Culture, Media & Sport, Oliver Dowden MP to The Valley to learn about our ground-breaking equality, diversity & inclusion work in partnership with Charlton Athletic FC.

It has been a record-breaking year in terms of our expenditure on charitable activities as this has grown to over £6m, which is a huge endorsement of the hard work of colleagues across the whole organisation. Despite the challenges posed by the pandemic, we have increased our workforce to 120 permanent staff and now boast 132 casual members of staff.

I am incredibly pleased to report that 2021-22 saw the introduction of new initiatives such as the 'Upbeats Kitchen', which involves members of our much-loved Down's Syndrome programme – the Charlton Upbeats - enjoying paid work on matchdays, serving food to supporters from their own, bespoke kiosk in the stadium.

This excellent initiative - which provides invaluable experience and helps raise the aspirations of the Upbeats - has become immensely popular with the Club's supporters and I would like to thank the Club and stadium caterers Gather & Gather for supporting it.

We have always valued our relationships with our local authority partners and NHS trusts and as such we have continued to work closely with the Royal Borough of Greenwich, London Borough of Bexley, Oxleas NHS Foundation Trust and Kent & Medway NHS whilst forging new partnerships with local authorities in Kent.

I would like to thank all who have served as Trustees throughout the last year. I would especially like to thank outgoing Vice-Chair Luke Ashworth, who has stepped down from the Board after several years of service.

I am also grateful to our patrons, corporate partners, individual donors and our ambassadors, for their continued support.

Jason Morgan MBE, Chief Executive

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Chair



Simon Charlick

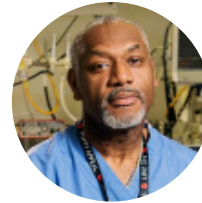
FCA

Vice-Chair



Luke Ashworth

to February 2022



Martin Griffiths

CBE



Calum Coker



Chris Lunn



Tracy Herd



Paul Statham



Ken Palmer



Fiona Harris

from March 2022



Wayne Mumford

from October 2021
to July 2022

Honorary Vice President

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Yarmouth CBE

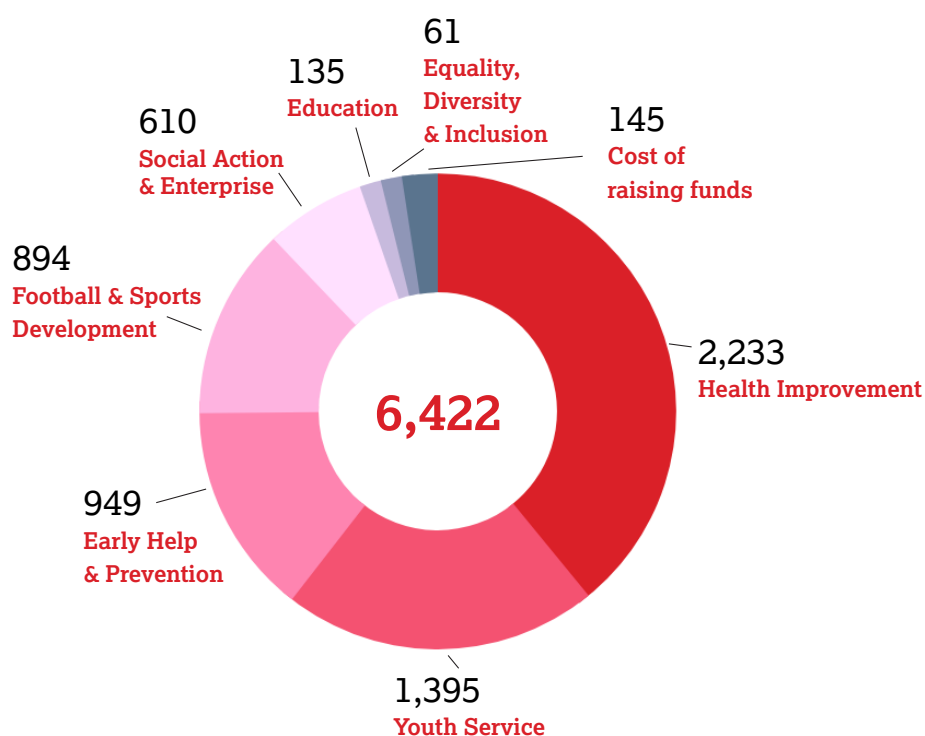
Chief Executive Officer

Jason Morgan MBE

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2022:

FINANCIAL HIGHLIGHTS	2022 £000's	2021 £000's
Total income	6,371	5,598
Total expenditure	(6,422)	(5,374)
Net income (expenditure)	(51)	224
Expenditure		
Charitable activities		
Health Improvement	2,233	2,101
Youth Service	1,395	1,149
Early Help & Prevention	949	774
Football & Sports Development	894	700
Social Action & Enterprise	610	365
Equality, Diversity & Inclusion	135	77
Education	61	78
	6,277	5,244
Cost of raising funds	145	130
	6,422	5,374

Expenditure Breakdown (£000's)





570

young people took part in our 2021 Summer Camp



15

attendees of CACT's International Women's Day Panel Discussion



136

people stopped smoking by attending our 12-week course

CAAC

25,000

CACT Invicta had a total of

48

unique participants and

32

regular attendees



177,776

total Contact Telephone Support Centre calls, including proactive calls outbound



44

young people completed CACT's traineeship programme

41

referrals into employment for clients with experience of mental health issues



61

referrals were made to Bexley, Lewisham and Greenwich Mind



worked with over

0000

people, in 2021-2022



15

young people progressed into other clubs' academies/pre-academies (signed players)



89%

of Short Breaks participants improved their independence skills



38,700

hours of Social Action

PRINCIPAL AIMS & OBJECTS

CACT's legal objects are to promote any charitable purpose for the general benefit of the community, and in particular those living and working in the London Boroughs including the Royal Borough of Greenwich, Bexley and Bromley, other parts of South East England and outside the UK.

CACT's aims and objectives are captured in its vision, values and mission statement.

VISION

“ Empowering communities, changing lives ”

VALUES

- **Passion** - Fuels our work
- **Trust** - Safe & Sound
- **Engagement** - Stronger together
- **Respect** - Two-way & Vital
- **Equality** - Open & Fair
- **Inclusion** - That means you

MISSION STATEMENT

“ Based on the needs of the community, we will work in partnership to deliver high quality programmes with a lasting impact ”

PUBLIC BENEFIT & ACHIEVEMENT

When setting the objectives and planning the work of the charity for the year, the trustees have considered the Charity Commission's general guidance on public benefit.

The trustees consider that the following sections of the report demonstrate many aspects of the public benefit, which the charity provides. The fact that CACT engages with thousands of people every week and works in partnership with several agencies on a wide range of activities, demonstrates benefit to the communities in which CACT operates.

CACT's principal areas of work are:

- Health Improvement
- Youth Service
- Early Help & Prevention
- Football & Sports Development
- Social Action & Enterprise
- Equality, Diversity & Inclusion
- Education

This annual report highlights some of the key aspects of programmes delivered during the year including impact, achievements and performance; case studies and quotes are included to help illustrate this.



HEALTH IMPROVEMENT

Our work within the Health Improvement strand is always very challenging. Commissioned by the Royal Borough of Greenwich Public Health and Wellbeing team, our staff deal with unexpected new cases and issues responding to the needs of residents, group organisations and stakeholders during a time when everyone is dealing with the complexities of the Food and Fuel cost of living increases together with the impact of the crisis in Ukraine and recovery from the COVID-19 pandemic. This requires our team to be extremely knowledgeable, flexible, and determined to support people compassionately as they face a whole range of difficulties that life continues to throw at them. This expertise is absolutely vital. In many ways the support our team provides can be life changing as we fight to prevent homelessness or support to increase someone's income or connect socially isolated individuals to a whole range of community assets. Our team need to be skilled and experienced in coming alongside individuals to work towards and achieve agreed goals and outcomes.

2021-2022 saw the development and growth of the young people's social prescribing service. With links to the Children and Adolescence Mental Health Service, Adolescence and Family service and Young Greenwich, the service supports young people with their individual needs.

Training

Our Health Improvement training engine is a crucial part of this and consist of a package of courses, workshops, programmes, and update sessions that embed and underpin the knowledge our social prescribers, Care coordinators and Health and Wellbeing coaches require. Workshops include, motivational interviewing, customer care, Royal Society Public Health understanding health improvement and Improving the Public's Health, mental health first aid and suicide prevention.

Delivering services

We deliver a number of services and interventions as follows:

- The Live Well Community Hub
- Live Well Coaching
- Care Coordination
- Health and Wellbeing Coaches
- Outreach and community engagement management of 4 mobile units and attendants at events promoting health messages and campaigns.
- Extra Time Hub
- Fit Fans
- Walking Football

Building relationships

With the overall aim of reducing health inequalities, we work closely with partners locally convening multidisciplinary meetings on a weekly basis to manage complex cases on behalf of our clients. The strength of these partnerships with the community and voluntary sector and statutory services are crucial to the success of Live Well.

Building systems

We have developed our IT systems, providing training guidance to our stakeholders to develop their capacity to harness new technologies that will enable more cohesive support for the residents.

The Health Improvement strand is responsible for completing the CACT Data Security and Protection online self-assessment toolkit.



3,296

referrals into our Live Well coaches from GP surgeries in Royal Greenwich



1,835

families referred in for food support



1,759

energy advice clients were supported including Gas and Electricity top-ups for refunds

Health Improvement

Case Study: Yasmin's Story

In 2019, 25-year-old Yasmin Freeman was referred by Greenwich Local Labour & Business (GLAB) to Live Well coach Mandeep Banga. Over the years, through in-person sessions then phone calls, Mandeep has supported Yasmin with her anxiety, advised on nutrition, informed her about housing and signposted to medical and other services in the Royal Borough of Greenwich.

Discussing the mental health support she has received from Mandeep, Yasmin said, "I'm autistic and I get quite bad anxiety with it, so that's why they referred me to him. He definitely helps with it a lot. Some of the things that I get anxiety about, it could be the fact that all the buses have changed around recently and it's like the littlest things and he talks me through it and I'm like 'oh yeah, that really doesn't need to be causing this.'"

Mandeep explained that with Yasmin, "the biggest challenge I've found with her is about change. She is definitely like 'the bus needs to come at this time' and all of that. I understand that this is about anxiety. It's not easy, but I've tried to help her embrace change".

"We set out some goals; the things we've covered are around building confidence and identifying negative thought patterns that may be limiting her doing certain things. I worked with her to complete the CBT thought diaries, where you identify a limiting or negative thought and look at it in a rational way."

Through working as a Live Well coach, alongside his personal experience, Mandeep understands that "sometimes the anxiety is just higher".

"During the pandemic, Yasmin was feeling like she's gone back to the beginning. This is where we as coaches, someone from the outside looking in, can say: 'you haven't gone back to where you were, you've done this and that'. We can be a reminder of how well they've done."

Speaking on support during the pandemic, Yasmin said: "Mandeep actually helped a lot because my normal routine was completely gone."

The conversations have boosted Yasmin's mood, even in times when her anxiety has been high. She said, "you should listen to one of our phone calls, we're laughing half the time. It's so funny."

Alongside working to develop tools to cope with Yasmin's anxiety, Mandeep has supported her housing needs. He said; "She wants to move out from home and because of what we know and our links in the Borough, I was able to signpost her to the housing register, and explain how it works, the banding system and the priorities based on medical needs or overcrowding."

Mandeep also worked with Yasmin on nutrition, helping her keep on track with eating 5-a-day, ensuring she's drinking enough water and developing an understanding of eating healthily. He noted that "she's benefitted from many areas of Live Well".

"Ultimately, our role as Live Well coaches is to empower people, so they can make their own changes and give them tools for the future".

YOUTH SERVICE

YOUNG GREENWICH

It has been a busy year for the youth service, delivered on behalf of the Royal Borough of Greenwich (RBG), as we emerged from lockdown procedures. During the last year, 3,649 individual young people have participated in our programmes with 53,119 sessions attended in total.

Three of our four youth hubs, Avery Hill, Hawksmoor and Woolwich Common, delivered the Holiday Activities & Food programme (HAF) programme over the Easter and Summer school holidays. Woolwich Polytechnic and Eltham Hill schools and the three youth hubs were used to deliver a programme of activities which included multisports, enrichment and healthy eating. The activities were delivered by youth workers, Oxleas NHS Foundation Trust school nurses and local sports providers. All three hubs are now registered as food hubs with RBG and Greenwich Co-operative Development Agency (GCDA). The three hubs and Valley Central are now open to full capacity and, as well as offering an innovative and diverse programme of activities, young people have enjoyed offsite activities which included go-karting, mini golf and visits to Chessington and Thorpe Park.

We have been working closely with our CACT Early Help and Prevention colleagues and mentors are regularly placed into youth club sessions to offer additional support to young people. As part of their enrichment, a number of young people attended a residential to Hindleap Warren in East Sussex for a weekend of outdoor activities. We are also working closely with

CACT's Health Improvement team which has resulted in Live Well Coaches being allocated to work alongside the youth workers during youth club sessions. We have also referred families to the Health team to receive practical support with the issues they have been facing.

A number of young people who access our programmes have been referred on to other agencies for additional support. This includes referrals to Metro Charity's boys and young men programme, CACT crime reduction mentoring, Child and Adolescent Mental Health Services (CAHMS), Multi-agency Safeguarding Hub (MASH) and Early Help. Metro sexual health workers also deliver a programme in the hubs on a weekly basis.

Alongside our regular programme of activities, a number of workshops were delivered to young people in the hubs:

- CACT Crime & Prevent – a workshop on county lines, gangs & exploitation and consequences
- Streetwise Law – a workshop on stop & search and knife crime
- St. Giles Trust – a targeted preventative session on gangs and knife crime
- Greenwich Inclusion Project (GrIP) – a workshop on hate crime

Education programmes are being delivered from the hubs to Key Stage 2 & 4. This is to assist with exam preparation and offer young people extra tuition following school closures during the COVID-19 lockdowns.

We work in partnership with 17 organisations who continue to provide a robust programme of activities and opportunities to young people delivering across all areas of the Borough.

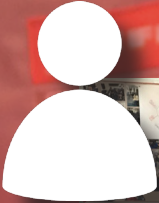
CACT has provided bursaries to young people to cover the cost of travel, new clothes and payment for offsite trips and residential.





3,649

young people attended
the youth service



275

young people gained a
qualification

Youth Service

Case Study: DJ's Story

DJ, aged 11, started regularly attending Valley Central youth hub in September 2021 after a current Young Greenwich member recommended he join.

DJ has a speech impairment and when his parents signed him up, they explained that he is currently showing signs of an attention disorder.

When DJ first joined the youth club, he struggled with spelling and communication and preferred to engage in independent, quiet activities.

It quickly became clear that DJ has a passion for music, particularly for DJing. Our youth workers were able to provide a space for DJ to play music and practice DJing within the youth club, giving him access to the youth club's speakers so that everyone could enjoy his music.

DJ has made lots of friends through the youth club and many of the young people get involved in DJ's music by requesting a song to play, listening in, and watching him practice. DJ has even begun teaching fellow Young Greenwich members about the technical equipment he uses including how everything works and the correct terminology for the equipment.

In the few months DJ has been attending Young Greenwich regularly, he has become very comfortable in the youth club environment, greeting friends and staff as he comes in and setting himself up to start playing his music ahead of the session. Valley Central staff were keen that DJ gets involved in various youth club activities and make the most of what Young Greenwich has to offer so DJ has taken part in football games, tried his hand at cooking different meals and even been on a trip to Thorpe Park (the first time he has been away from his family apart from school).

As a result of DJ attending Valley Central youth hub and being provided with the space to practice his music, he has enhanced his skills and widened his exposure. DJ has performed at 3 youth service events so far, the Valley Central Christmas Party, Young Greenwich's Christmas Party and the Young Greenwich Awards, providing music for hundreds of young people!

DJ's dad has noted that his speech and language has improved since attending youth club as he now engages with young people of various ages and that after performing during the Christmas period his confidence has greatly increased and his general morale at home is much more positive.

“

“DJ has settled in great to the youth club, his talent is really blossoming. DJ has started a new trend at youth club as more young people want to get involved in the music equipment and learn how everything works which is great!”

Henry Haynes, Valley Central Youth Worker



EARLY HELP & PREVENTION

The Early Help & Prevention (EHP) strand has grown over the last 12 months in terms of projects and initiatives along with further funding secured for our projects. EHP continues to deliver a varied range of initiatives which now total over 50 individual projects covering the below areas:

- Disability Sports
- Short Breaks
- Mental Health
- Diversionary
- Targeted 1-1 mentoring
- Group mentoring/Enrichment
- Outreach

Long-term projects have been secured further during this period with funding agreements being reached with both Porchlight and Oxleas to extend the Kent and London mental health projects, respectively. This is the same within our Short Breaks provisions with both Royal Borough of Greenwich and London Borough of Bexley extending our funding and contract lengths enabling us to continue to deliver vital respite care in their boroughs.

Our disability sports provision has continued as we came out of the lockdown periods with a strong presence in disability schools including the addition of a new partnership with Cleeve Meadows, a new SEN secondary school in Bexley. This partnership is already improving other areas of our work with an agreement in place to use their purpose-built facilities for our Bexley Short Breaks work. The Charlton Upbeats programme is now back up to full strength now with attendance levels also back to the highs we had prior to lockdown. A virtual version of the Upbeats Walk was delivered in April 2021 and although it was well received,

our fundraising total dropped across that period. The Upbeats Walk was brought back in person in April 2022 and we saw a significant increase in the amount raised.

Our main area of growth over the last 12 months has undoubtedly been in the Crime reduction work which includes our diversionary, mentoring and outreach projects. Since the lockdowns have been lifted, we have had many companies and local authorities approach us and offer new funds to expand our programme delivery. This includes our new varied provision delivered over the last year in Ashford, Kent. With the addition of the Startwell mentoring programme and Vanguard Crime reduction project we have added 2 new full-time members of staff and additional casual mentors to deliver this work. We are working hard to ensure that with this growth we continue to deliver a high level of provision which has built our reputation as a trusted and respected provider of crime reduction programmes.

Lastly, during this last 12 months we also carried out a strand staffing review and subsequently was able to restructure and re-align many job roles within the strand. The strand's continued success and growth is a direct result of the hard work and professionalism of the full time and casual staff that work across all EHP provisions. The way in which they represent CACT across all programmes and most importantly the way they respectfully provide provisions to their service users in a safe way is down to the development of these staff and the deep understanding they have of their programmes.



Premier League
Kicks



403

PL Kicks sessions
delivered to

1,209

young people



267

sessions delivered
for mental health and
disability programmes



95%

of Short Breaks
participants have
improved their
confidence and self-
esteem

Early Help & Prevention

Case Study: TE's Story

TE started attending the Bexley Short Breaks programme in July 2016 aged 14 after being referred through the Bexley Children with Disabilities (CwD) team.

The CwD team identified that TE and his grandparents, who he lives with, would benefit from the support of the Short Breaks programme CACT delivers on behalf of the London Borough of Bexley.

Due to living with his grandparents full-time and not having any siblings, it was hoped that by TE coming along to the Short Breaks sessions he could socialise with people his own age whilst also developing his confidence to be away from his grandparents.

When TE first started attending the Short Breaks sessions he was very shy and his grandmother would have to encourage him to get out of bed and come out with the Short Breaks team for the day.

After attending a few sessions, TE began to develop a relationship with the staff and other Short Breaks participants and therefore felt a lot more comfortable joining in with the activities. This led to TE relaxing and enjoying the sessions as he tried out new things such as bowling and go karting whilst also socialising with his peers.

TE joined the 2-night Short Breaks residential trip to Kingswood in Ashford. This was the first time TE spent the night away from his grandparents which encouraged him to be independent. TE really developed his leadership skills on the trip, helping other participants with the physical activities and even helping staff with small jobs.

From joining the programme 4 years ago, Short Breaks staff have seen an enormous difference in TE's attitude, awareness of others, and

willingness to take part in activities. He has built up his confidence to interact with others, built his own self-esteem, and made a positive impact on his life skills.

The programme is for young people with disabilities aged between 12 and 17. Now 17, TE has finished his time with Short Breaks but the positive impact the programme has had on his development is evident. Due to the progress TE made, he has been offered the opportunity to volunteer to support service users as a staff member. TE is in the process of gaining his DBS and will soon be volunteering on a whole range of CACT's programmes.

TE's grandmother said:

"TE enjoyed every moment he spent with Charlton Short Breaks. He engaged in many activities and loved them all. He learned how to understand other young people's needs while developing his own confidence with new people. You all welcomed him and us as friends, and we benefitted from it for a few hours break; knowing he was with people who cared for him, while giving him a sense of independence from us."

TE said:

"I always enjoy myself when I go to Short Breaks. Everyone is friendly, and I like all the staff. Some of the things I had done with Charlton I had never done before, so I was excited to go. The best trips must be the football stadium tour and the go-karting. I really enjoyed the trip we did before".

A Short Breaks staff member said:

"TE is a pleasure to work with. Very polite and always showing his talents when it comes to sport".

FOOTBALL & SPORTS DEVELOPMENT

The Football and Sports Development (FSD) strand has continued to react well as the country has recovered from the COVID-19 pandemic. Our regular football programmes, including holiday courses, Charlton Challenge and Primary School Sports, have continued to grow in popularity with participant numbers rising and, as a result, our service expanding with new opportunities throughout South East London and Kent.

Run in partnership with Golding Homes and Kent Sport, Get Active delivers weekly sports sessions to young people aged 3-18, giving them a chance to try something new. From May to October 2021, there were 2,085 individual visits with an average attendance of 15 children per session.

The Advanced Centre, run in conjunction with the famed Charlton Athletic Academy, offers talented players from CACT's community programmes an opportunity to train each week using a specialised Academy curriculum. Over the past 12 months, the Advanced Centre has seen over 100 players progress from community football sessions into the elite pathway programme, 23 of whom have progressed to Academy trials with 11 players being offered contracts with Charlton's Academy.

Throughout the past 12 months, the FSD strand hasn't just delivered football-related programmes. The new Careers in Sport programme was launched for secondary school students based in Kent, offering them an insight into a variety of careers within sport and an understanding of the routes into these options through higher education. These careers ranged from commercial roles at football clubs, to physiotherapist and marketing roles, giving the young people an idea of just how many job opportunities there are in sport outside of playing. The programme saw three sessions (one per week) delivered to Year 10 students within the school setting, with a showpiece event held at the end of the course.

The Post-16 Football and Education Academy has grown in popularity and has seen an increase in students enrolling on the programme. From our 2021 Post-16 cohort there was a 94.8% pass rate, with six students heading off to higher education. Some students chose to continue developing their footballing ability, with two players trialling at professional academies and three players signing for Step 6 non-league sides. The Post-16 Football and Education Academy based in Kent partnered up with Ashford United FC in September 2021, giving the students a chance to train at high-quality facilities.

The FSD team has expanded over the past 12 months with 3 Assistant Community Sports Coach Kickstart roles created to support various programmes across the department. Recruitment was carried out in partnership with the EFL Trust, Department for Work and Pensions and Woolwich Job Centre, with coaches working 25 hours per week for a 6-month period. Further to this, a new Football Development Officer joined the team alongside two full-time Football Coaches and additionally, to support the development of the workforce, four new Sport and Community Apprentices.





94.8%

pass rate in the 2021
Post-16 Football &
Education Academy
cohort

Football & Sports
Development



at the heart of the Community



5,014

total participants from
holiday courses, Charlton
Challenge, after school
clubs & home education
provision

2,085

individual visits to
Get Active sessions from

647

participants aged 2-16

Football & Sports Development

Case Study: Poppy's Story

11-year-old Poppy started attending Charlton Athletic Community Trust's (CACT's) Home Education sessions in October 2021.

CACT's Home Education sessions run every Wednesday during term-time at Charlton Athletic's Training Ground for home-schooled children aged 4-15.

Poppy attends regular Home Education sessions with CACT coaches alongside other home-schooled children of various ages and abilities. Participants take part in fun social games and learn the basics of football, all whilst engaging in physical activity.

Poppy's football skills stood out from the start and after attending the sessions for four months, CACT Football & Sports Development Coach Josh Covill, encouraged Poppy to start training with the U11 girls at Charlton Women's RTC which she now attends weekly to further develop her ability.

Since training with Charlton Women's RTC, Poppy has been a matchday mascot for their first-team on a number of occasions, including the historic Charlton Women's game on 1 May which marked their first time playing at The Valley since turning professional at the start of the season.

Poppy's mum said:

"Poppy has become more confident and has made new friends coming along to the Home Education group.

"She is always excited to come along as it's always so good. It has also given her the most fabulous experience for an 11-year-old this season and made some of her dreams come true."

Josh, who has been working with Poppy at the Home Education sessions since she began attending, said:

"Poppy has been attending the Home Education sessions for a while now and from the beginning she had a great attitude towards football which really stood out.

"At CACT we always look at different things we can do to help children progress and help them achieve their goals, with Poppy it was clear that she had the skill set and willingness to learn which would allow her to thrive with other girls of a similar age and ability at the RTC.

"We hope Poppy continues to improve and most of all enjoy her football at both the Home Education sessions and the RTC!"



SOCIAL ACTION & ENTERPRISE

It was another successful year for the Social Action & Enterprise strand with National Citizen Service (NCS) delivery going from strength to strength. The programme's staff and structure ensured young people had opportunities to interact with each another and engage with their community, more important than ever following the pandemic and resulting lockdowns.

In June 2021 we ran three NCS college programmes delivered on a bespoke basis for each individual school or college. They consisted of two days of high adventure activities at an outward-bound activity site followed by 3 days of workshop delivery in school/college. Young people then attended five days of social action planning and delivery.

July saw the commencement of the mainstream Summer NCS delivery across Bexley, Greenwich and 9 locations in Kent: Margate, Maidstone, Ashford, Tonbridge, Dartford, Gravesend, Canterbury, Folkestone and Dover. 2-week programmes were made up of one day at an activity site, followed by 4 days of workshop delivery and 5 days of Social Action delivery. Our NCS team worked with 1,067 young people across summer 2021.

During July we ran a bespoke school summer programme for Towers School in Ashford which saw 78 young people graduate. This delivery was 2 days off site followed by 8 days at their school delivering workshops and social action activity. In September, we delivered successful bespoke school programmes at Wilmington Academy in Dartford to 139 students and Knole Academy in Sevenoaks to 88 students. This was also 2 activity days followed by 8 school days of workshops and social action.

In October, we ran a programme for 27 internal CACT learners as part of the Post-16 Football & Education Academy. We delivered 2 days at an activity site followed by 8 days of workshops

and social action. During this month we also delivered an Autumn mainstream NCS programme in Tunbridge Wells for 15 young people. In November we delivered an Ashford College programme to 45 young people.

We also delivered a great 2-day special educational needs programme to Five Acre Wood School in Maidstone and a bespoke programme to 24 hand-picked young people from Dover Christchurch Academy.

Our Skills Booster delivery also began in December. This is a work ready programme designed for Year 11s, and was delivered to 150 young people in total. Later in the financial year, we delivered an additional Skills Booster to Charles Dickens School in Broadstairs to 220 young people.

On 22 January, we delivered our annual NCS matchday at Charlton Athletic's home match against Fleetwood Town. CAFC player and NCS Ambassador Ben Purrington recorded a promotional video and we invited sign ups and graduates to take part in our mobile climbing wall situated outside The Valley.

Throughout the year we delivered a changemakers programme which is designed for NCS graduates. The programme consists of 5 hours per month with a mix of virtual and face-to-face delivery. To date we have delivered this to 14 young people.

Work continues to deliver an even bigger and better 2022-23 programme, with the aim of providing an even greater number of young people with the confidence and resilience to enhance themselves and their community.



30

young people took part in a 10-day special educational needs & disabilities programme in Maidstone



227

students took part in bespoke programmes in Dartford & Sevenoaks



1,067

young people did NCS with CACT in Summer 2021

Social Action & Enterprise Testimonials

Yemi:

After the CACT National Citizen Service (NCS) team visited Dartford Grammar School ahead of the Summer 2021 programme, Yemi enrolled onto the programme.

Having been aware of what NCS involves from his three older sisters who have all previously taken part in the programme and gone on to work each summer too, Yemi was looking forward to his summer.

Yemi is a natural leader and showed a lot of enthusiasm from the start of his NCS journey. He thoroughly enjoyed getting to experience the 2-week programme for himself after hearing so much about it from his sisters.

Despite joining the programme with some reservations, after conversations with staff members at NCS Keep Warm events, it became clear that Yemi had grown into his own person separate from his sisters.

After an exciting NCS experience during Summer 2021, Yemi was invited to host the CACT Patron's Reception at The Valley in July 2022. Yemi confidently took to the stage and introduced the presentations on the night, receiving plaudits along the way from guests and CACT staff alike.

After hosting the event, Yemi said: "I really enjoyed my time on NCS. My sisters have worked on it for ages, so it made sense that I took part. I am so grateful for CACT for giving me the opportunity to host an event which was so much fun."

Ayo:

Ayo was a late addition to the Summer 2021 programme as she signed up slightly later than her schoolfriends and was put on a waiting list. After another young person dropped out, Ayo was offered to join the programme shortly before the start date.

Ayo did not know anyone in her NCS group prior to joining, though she initially found common ground with some in always being late for activities! Throughout the two-week programme, Ayo's timekeeping began to improve and she took it upon herself to keep herself and her group on time for their sessions and have them ready for any challenges they would be undertaking.

After having a fun two weeks with the NCS team, Ayo decided to continue her group's chosen social action project by enrolling on the NCS Changemakers programme which further developed her knowledge and skills.

Throughout her time on the Changemakers course, Ayo coordinated and delivered multiple social action projects in the local community. She even helped to run our NCS themed matchday at Charlton Athletic.

Upon turning 18, Ayo successfully applied for a seasonal role with the NCS team as an Assistant Team Leader on our Summer 2022 programme, where she will be working with young people who are just starting on their NCS journey – just like Ayo! She is enthusiastic about helping guide young people using her own experiences showing them just how much NCS has to offer.

Reflecting on her NCS experience, Ayo said: "I feel like NCS helped me gain more of an understanding in how we can make a difference in our local community, and it doesn't always have to be around raising money. NCS helped me after my exam stresses and taught me things I wouldn't have at school, and I enjoyed using the skills learnt in week 1 and putting them straight into practice for week 2."



EQUALITY, DIVERSITY & INCLUSION

Equality, Diversity and Inclusion (EDI) work is one of CACT's main focuses. CACT is committed to challenging inequality and discrimination, and continuing to build a more inclusive organisation, where everyone feels valued and supported, regardless of their background or identity.

CACT believes that diversity is one of our strengths, and that difference is crucial to helping us achieve our collective goals. We are determined that this strength and inclusion are recognised and celebrated. Yet we also recognise there is a lot to do, and that achieving equality and inclusion requires ongoing, meaningful commitment and engagement.

The disproportionate impact of COVID-19 on minority groups and communities has highlighted the need to address discrimination. Further, the global protests for social justice also refocused attention on the enduring and continuing impact of inequality that still exists for many communities. Against this backdrop we have continued to deliver a diverse range of activities and services over the past 12 months.

Our Tackling Inequalities webinar series, in association with Royal Borough of Greenwich and English Football League (EFL), was designed to educate and inform viewers on a range of topics relating to tackling inequality and promoting inclusion including LGBTQ+ inclusion, race and ethnicity and transgender inclusion.

CACT held an International Women's Day webinar themed 'Let's Break The Bias' with Charlton Athletic Women pair Jess King and Vyan Sampson, and Royal Greenwich Deputy Leader Cllr Denise Scott-McDonald. This was hosted by the University of Greenwich's Dr Rosemary Lobban.

As noted by the EFL Head of Equality, Diversity & Inclusion, "[The] content produced is of the highest quality with the structure ideally established to provide a learning environment to challenge and improve knowledge".

We are delighted that the success of our LGBTQ+ inclusive football team, CACT Invicta, was recognised by the Football v Homophobia Awards 2021, winning Grassroots Team of the Year Award, alongside the Club (Professional Club of the Year Award), and Rob Harris (Hero Award). With the help of the Club and Proud Valiants, we held our first Football v Homophobia weekend this season, which included Jason Euell leading an Invicta training session.

As part of Black History Month (BHM) we presented at Royal Greenwich's BHM Conference, and proudly signed up to their Equality Charter. Teams across the Charlton Family proudly took the knee to highlight racial injustice.

CACT's EDI Working Group has gone from strength to strength, with a fantastic, passionate membership, who are to be congratulated for their commitment and dedication to driving forward the EDI action plan. Staff EDI Training had been developed and rolled out to both staff and trustees. Fairer Recruitment Training has been delivered to hiring managers. A CACT-wide Youth Forum is progressing very well.

In partnership with the Greenwich Sanctuary Project, we supported the delivery of a social inclusion and cohesion project for families from the Syrian Refugee Community. Activities delivered included sporting events and dance sessions for women.



226

unique attendees of
EDI & Social Awareness
Schools Project, across
10 primary schools



100%

of Wildcats girls'
football session
participants rated
quality as excellent

FOOTBALL FOR EVERYONE

Equality, Diversity & Inclusion

Case Study: Luke's Story

Luke Brown has been a member of Charlton Athletic Ability Counts Football Club (CAACFC) for over 20 years. CAACFC is Charlton's pan-disability team which was founded in 2005.

Luke decided to try something new this season and joined Charlton's LGBTQ+ friendly team, CACT Invicta FC.

After playing with CAACFC for many years, Luke refers to Charlton Athletic as his "second family".

When asked how he first got involved with CAACFC, Luke said:

"It started when I was Marjorie McClure School, my teacher got me into Charlton Athletic Ability Counts. I've been with them for many years.

"This year I thought I would try something new, so I signed up to Charlton Invicta this season. We're doing absolutely brilliantly, obviously training twice a week."

Prior to joining Invicta, Luke played for [fellow London Unity League side] Soho FC and found the support of an LGBTQ+ inclusive team very welcoming:

"When I felt more comfortable with them, I came out as a bi man. Basically, I said to them, I like women and I like men. I told some of the Charlton players and they were okay with it.

"I'm still looking forward to Pride weekend with them where we walk down with rainbows in London."

Luke has always had a love of football, describing it as the thing that keeps him going:

"Every single training session and matchday is something new and I just want to keep going as it is sort of helping me get over my depression a bit. It's something to look forward to."

Through the Fans for Diversity fund, Luke, who has difficulties with his sight, was gifted specialist glasses to help him continue playing the sport he loves.

When he was given the glasses, Luke said:

"I have never been so happy in my life; I feel like I could cry. Thank you everyone at CACT Invicta FC.

"Training sessions have been brilliant and fun – and I've been scoring some great goals."



EDUCATION

CACT's Education strand is committed to providing crucial and impactful opportunities for young people. During the COVID-19 pandemic this saw us adapt delivery and respond to the many evolving challenges that participants faced. Looking forward, this sees us with a bigger role to play than ever in terms of accessible education and employability provision for the community.

The Chief Inspector of Schools in England said that the attainment gap between deprived pupils and wealthier peers widened as a result of school closures. Therefore, it is essential that CACT continue to address the legacy of lockdowns and provide young people with opportunities to engage in education, improve their confidence in learning, as well as develop key life skills. CACT provides these education opportunities through two key programmes: Tutoring and Traineeships, as detailed below.

In spring, 2021 CACT piloted an innovative and impactful Key Stage 2 (KS2) Tutoring programme, providing fun, engaging and, crucially, free catch-up education and physical activity to disadvantaged young people. The project was delivered from two CACT-run Youth Hubs, situated in areas of deprivation and recruited participants from the locality. Free and impactful education was (and continues to be) provided for young people whose parents or carers don't have a private tutor within their means.

CACT's Tutoring Project identified a genuine problem, designed and delivered an intervention and demonstrated its impact. Since this successful pilot funding has been secured to upscale delivery, with each of CACT's Youth Hubs now hosting KS2 and KS4 English and Maths provision. In addition, during early 2022 funding was secured from Kent County Council's (KCC) Reconnect programme, which has enabled

growth of the programme into Kent. Delivery to date has seen a schools-based Tutoring offer on the Isle of Sheppey, with provision expanding into Ashford and Thanet later this year. CACT Traineeships are a 15-week education and employability programme for young people aged 16-24 who are Not in Education, Employment or Training (NEET), it incorporates work experience to help prepare young people for their future careers by giving them the tools and experience required.

Delivered in partnership with SCL Education, CACT regularly engages with hard-to-reach young people from areas of social deprivation and who often have additional learning needs. Trainees are referred and recruited from a variety of different places, including internally from other CACT programmes with referrals from Young Greenwich and CACT Mentoring. External referrals come from key partners including Local Authorities, Job Centre Plus, Pupil Referral Units and Royal Borough of Greenwich's Early Help & Children's Services departments.

Employability outcomes are crucial, with the objective of building the individual's self-esteem and interpersonal skills. The 100 hours work placement provides individuals with meaningful work experience, to best prepare them for their futures.

Lessons are delivered from CACT's Valley Central Youth Hub, situated at Charlton Athletic Football Club's stadium. This more informal setting proves an effective learning environment, and appropriate for young people, with many learners not ready for the sometimes more intimidating surroundings of a mainstream college.

A total of 44 young people completed CACT's traineeship programme in 2021-2022, many of whom then progressed onto a positive destination including Further Education, an Apprenticeship or Employment.



44

**young people
completed CACT's
traineeship programme
in 2021-2022**



Education

Case Study: CP's Story

After being referred from the Single Homeless Project (SHP) in October 2020, CP enrolled on the Charlton Athletic Community Trust (CACT) Traineeship. CP had been living in a homeless shelter for a prolonged period of time, was not in education, employment, or training (NEET) and lived in an area of high deprivation.

After initial inductions and an implementation of an individual learning plan, it was identified that CP would need intense work on both literacy and numeracy, as his lack of qualifications could be a potential barrier to overcoming his NEET status.

The CACT Traineeship's values are to realise potential, raise aspiration and recognise achievement and in particular with CP aimed to support his engagement with employment and education through an informal learning environment.

The informal learning environment provided CP a learning experience based upon personal development and employability skills. One of the main strengths of the curriculum was that it allowed CP to be given the opportunity to build personal and professional relationships which has been key in raising his confidence, self-worth and aspirations.

Using varied teaching methods such as visual and kinaesthetic as well as 1:1 tuition, CP's ability to work independently, solve problems and work within a team improved dramatically.

At first, CP would spend lunchtime alone on his phone but by the end of the programme, he would regularly socialise with his traineeship peer group.

CP stated that finances would become an issue so CACT initially funded CP's travel and successfully supported him to receive a

travel and lunch bursary. This meant that CP's basic needs were met and resulted in 100% attendance.

To overcome his NEET status, CP took part in various employability workshops such as CV writing and interview practice.

Early on, CP highlighted his interest in construction but was not sure if it was a feasible career option due to his lack of qualifications and special educational needs complexities.

He also undertook a voluntary work placement with Flower Skills & Training. This provided him with an opportunity to follow his passion of construction. CP completed a City and Guild construction qualification and attained an industry standard CSCS card.

CP successfully completed an Entry Level 3 in Functional Skills, English and Maths and secured a full-time job in June 2021.

Upon completing his placement, CP said:

"The traineeship helped me find my purpose and made me realise what I was good at doing. I previously struggled to stick with anything. But now completing this helped me find a job."



FUNDRAISING

2021-2022 posed another challenging fundraising year for CACT with many events having to be held virtually and plans having to be altered to deal with the realities of the COVID-19 pandemic. Despite these restrictions CACT posted a strong fundraising performance over the course of the year and we would like to say a heartfelt thanks to all our supporters during 2021-2022.

Corporate Partners

CACT's corporate partners provide crucial funding to allow our work to reach as many disadvantaged communities as we do. Firstly, a huge thank you to our principal partner, ITRM, who continued to support CACT's work through front of kit sponsorship for all CACT affiliated teams and staff, as well as providing ad hoc financial and voluntary support throughout the year.

Secondly, we would also like to thank the following companies for their support as corporate partners in 2021-2022:

- University of Greenwich
- Regular Cleaning Services
- K Wisdom Consulting
- W J King
- Rivervale
- Andrews Air Conditioning

Fundraising Events

We were delighted to be able to hold several in-person events during 2021-2022 and we would like to place our thanks on record to all our supporters who attended any of our events. The annual Upbeats Walk was again held virtually in April 2021 due to the pandemic restrictions and we raised over £16,000 to help to

fund the Upbeats programme for another year.

A special mention must also go to Bob Bolder who raised a fantastic £7,860 by cycling 1,000 miles from Lands End to John O'Groats in aid of both CACT and the Upbeats.

CACT were also delighted to partner with CAFC on several events throughout the course of 2021-2022 and we look forward to many more events in the 30th Anniversary of the Return to The Valley next year.

CACT Patrons

Our CACT Patrons are some of our most loyal supporters, providing vital funding to CACT each year. We would like to thank the following individuals who supported CACT's Patron programme during 2021-22:

- Russell Mears
- Marilyn Toft
- Paul Statham
- Richard Burton

Friends of CACT

We rebranded our regular giving programme to the Friends of CACT scheme in March 2022 and we would like to say a heartfelt thanks to all our regular donors who make a monthly, quarterly, or annual donation to CACT and directly help to fund our programmes.





£7,860

raised through Bob Bolder cycling 1000 miles from Lands End to John O'Groats



The Virtual Upbeats Walk in April 2021 raised

£16,000

GOVERNANCE, STRUCTURE & MANAGEMENT

Trustees

The trustees are directors for the purposes of company law.

The trustees' report has been prepared in accordance with the Charities Act 2011 and is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 50 to 54 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

The South of England Foundation is incorporated as a company limited by guarantee and registered as a charity. The charity is registered with the Charity Commission.

The charity has a board of nine trustees which governs in line with its governing document, the Articles of Association, vision, values, mission and charitable objectives. The board is responsible for overall governance and strategic direction of CACT and compliance with the legal and statutory requirements of a UK charity and of a registered company.

Trustee Appointments, Resignations and Reappointments

The board is conscious of the need to have an appropriate skill mix to ensure trustees contribute fully to the charity's continued development, as well as the need for continuity and the necessity to refresh the board.

Fiona Harris was appointed to the board on 9 March 2022. This appointment has further enhanced the skill set of the board as Fiona has extensive strategic and operational leadership experience within public health and local government.

Trustees who served during the period from 1 April 2021 to 31 March 2022:

- Marilyn Toft (chair)
- Simon Charlick FCA (vice-chair)
- Luke Ashworth (to February 2022)
- Calum Coker
- Martin Griffiths CBE

Luke Ashworth (legal trustee and vice chair of the finance and personnel committee) resigned on 1 February 2022. The board is extremely grateful for Luke's legal expertise and commitment as a trustee over more than seven years.

Wayne Mumford was appointed on 10 October 2021 as a representative of Charlton Athletic Football Club on the board. He resigned as a trustee on 7 July 2022 following his resignation from the Football Club.

- Fiona Harris (from March 2022)
- Tracy Herd
- Chris Lunn
- Wayne Mumford (from October 2021)
- Ken Palmer
- Paul Statham

Reappointments

CACT's governing document, the Articles of Association states that trustees will serve a three-year term up to a maximum of three terms, unless in exceptional circumstances and in the opinion of trustees, it is in the best interest of the charity and its beneficiaries for the trustee to serve for additional terms.

Paul Statham, first appointed in April 2014 was reappointed in March 2022 to March 2025. Trustees complete a register of interest annually and declare interests and potential conflicts of interest at the beginning of every board and sub-committee meeting, in line with the Articles of Association and our Conflict of Interest Policy.

Trustees are DBS checked on appointment and at three-yearly intervals.

Trustees receive no remuneration with respect to their role and no expenses were claimed during the reporting period.

The charity has purchased insurance (premium of £3,084 for 2022, £2,032 for 2021) for cover up to £5 million to protect it from any loss arising from the neglect or defaults of trustees and employees and to indemnify them against the consequences of any neglect or default on their part.

The Charity Governance Code

Trustees have continued to implement recommendations from the Charity Governance Code in order to develop and maintain a high standard of governance. The recommendations actioned during the reporting period include the following:

- Trustees reviewed the levels of delegated authority to the chief executive and approved the updated schedule of matters reserved to the board.
- Trustees attended workshops on topics

including effective communication and governance.

- A register of hospitality and gifts is maintained and updated at every board meeting.

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice (CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs which are assessed and graded through an evidence based self-assessment process.

Sub-committees

CACT has three sub-committees – Equality, Diversity, Inclusion and Safeguarding, Finance and Personnel and Marketing and Fundraising. An annual calendar of meetings is agreed for board and sub-committees which all meet quarterly.

A key objective in CACT's strategic plan is a commitment to develop and embed equality, diversity and inclusion (EDI) as a core element across all areas of CACT's work which are delivered through an Equality Action Plan (EAP). The EDI and Safeguarding Sub-committee monitor the impact of the charity's EAP and oversee the safeguarding function of CACT.

Equality, Diversity, Inclusion (EDI) and Safeguarding Sub-committee: membership comprises four trustees - Marilyn Toft (Chair and EDI Trustee Lead), Ken Palmer (Safeguarding Trustee Lead), Calum Coker and Martin Griffiths. Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion, Dr Michael Seeraj (Head of EDI) and Barry Simmons (Safeguarding and Health and Safety Officer) provide the necessary input to the meetings.

Governance, Structure & Management (continued)

Finance and Personnel Sub-committee:

membership comprises four trustees: Simon Charlick (Chair), Luke Ashworth (until February 2022), Paul Statham, and Fiona Harris (from March 2022) are trustee members. Jason Morgan (Chief Executive) and Mark Gregory (Director of Finance and Support Services) provide the necessary input to the meetings.

Marketing and Fundraising Sub-committee:

membership comprises three trustees – Chris Lunn (Chair), Calum Coker and Marilyn Toft. Jason Morgan (Chief Executive) Chris Baker (Head of Fundraising and Development) and Zaki Dogliani (Marketing and Communications Manager), provide the necessary input to the meetings.

Ambassadors

CACT Ambassadors are advocates for CACT initiatives and use their expertise to assist continued growth, development and success of community programmes. Ambassadors are appointed in recognition of their outstanding contribution and consistent support of CACT's work:

- Dave Berry
- Paul Dunn MBE
- Keith Peacock
- Martin Simons
- Steve Sutherland
- Autumn Sharif

Honorary President & Vice President

Lord Grade of Yarmouth CBE, a former Director of Charlton Athletic Football Club, is honorary vice-president of CACT.

Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation

of the charity. There are no changes to the executive team during the reporting period.

The executive team comprises:

- **Jason Morgan MBE** - Chief Executive Officer
- **Mark Gregory** - Director of Finance and Support Services
- **David James** - Director of Education and Sport
- **Charlie Macdonald** - Director of Youth, Health and Inclusion

The remuneration of the executive team is set by the trustees, who have regard to pay levels for equivalent staff in similar organisations.

Employees

CACT seeks to develop a culture of trust and respect where all employees are valued and treated fairly, in accordance with our Equality Policy.

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. We offer a range of benefits and incentives including:

- London Living Wage Foundation Employer
- Employee Assistance Programme
- A range of internal and external training opportunities
- "Equality, Diversity and Inclusion" Staff Working Group
- "Green" Staff Working Group
- Eye-care Vouchers
- Cycle to Work Scheme
- Healthy Workplace Award
- Investors in People
- Matrix Standard

CACT ensures employees are well informed through weekly staff newsletters including HR updates, department and team meetings and information including updates to staff policies and procedures via our HR Information Management System. During the COVID-19 pandemic, effective communication was vital particularly as many staff, in line with

Governance, Structure & Management (continued)

government guidance were directed to work from home wherever possible.

Staff received regular briefings with updates on changes to government guidance, weekly staff newsletters containing articles, webinar links on staying physically and mentally healthy, as well as regular email communications from the chief executive.

Charlton Athletic Football Club

CACT is Charlton Athletic Football Club's (CAFC) charitable arm and operates via a Trademark Licence Agreement to use the club's name and badge. CACT's head office is situated at the club's training ground in Sparrows Lane in southeast London. The Health Improvement Call Centre and Valley Central Youth Hub are based at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

A strong partnership has already developed following the change of ownership of the club in 2020 and the club recognises and supports the positive impact of CACT's work. This mutually beneficial relationship was recognised by both the club and the trust in a formal agreement signed by both parties in July 2022. The agreement sets out the core principles of the working relationship between both parties, acknowledges CACT as an integral, albeit independent part of Charlton Athletic, and outlines the resources which the Club will provide to support CACT in achieving its charitable objectives.

Other Partners

CACT works with several other partners and agencies in the public, private and charitable sectors. This includes local authorities, (Royal Borough of Greenwich, London Borough of Bexley and Kent County Council), Oxleas NHS Foundation Trust and other NHS Trusts, National Citizenship Service, English Football League, Premier League, Football Foundation, English Football League Trust, Premier League, Football Association, Professional Footballers' Association, schools, colleges and universities as well as local and national businesses.

Subsidiary Companies

The charity has two trading subsidiary companies, South of England Foundation (Community Facilities) Limited (CFL) and Community Scheme Solutions Limited (CSSL). CFL was established to develop an artificial training pitch under the Barclays Spaces for Sport scheme in 2006. It also undertakes other projects relating to the development and on-going use of sporting facilities for the use of the community.

In the opinion of the trustees, the current activities of CFL fall within the charitable objects of the charity itself and therefore the activities of the group are all regarded as charitable activities in the report which follows and the financial statements which accompany it.

CSSL was active between 2007 and 2009 running the "Football in the Community Scheme", formerly run by Charlton Athletic Football Club until these activities were transferred to the Trust itself. The company is now dormant.

Governance, Structure & Management (continued)**FINANCIAL REVIEW****Financial Report for the Period**

Total income for the financial year to March 2022 was £6.4 million, compared with £5.6 million the year before. Income from charitable activities increased to £5.4 million in 2021-2022 compared with £4.3 million the previous year, mainly because of increased income from NCS, football and sports development, and education programmes, all of which were curtailed due to COVID-19 in the previous financial year.

Income from grants and donations, excluding the Coronavirus Job Retention Scheme (CJRS), was £832,000 million in the year to March 2022 compared with £862,000 in the previous year. CJRS grants totalled £60,000 in 2021-2022 compared with £329,000 in 2020-2021.

Total expenditure increased from £5.4 million in the 2020/21 financial year to £6.4 million in the year to March 2022, primarily reflecting the increased level of activity in NCS, football and sports development and education activities (offset by additional income), as well as planned youth service expenditure funded by income that was received in 2020/21 but could not be spent in that year due to COVID-19.

The operating deficit of £82,000 on unrestricted funds is more than explained by a pension fund actuarial adjustment of £114,000 included with expenditure. Excluding this adjustment there was a small operating surplus of £32,000 on unrestricted funds in the year.

Restricted funds totalled £762,000 at the end of the financial year, compared with a balance of £734,000 at the beginning of the year. The increase reflects net operating income from programmes of £57,000 partly offset by £26,000 depreciation of capital assets and £3,000 fund transfers.



Financial Review (continued)

Designated funds balances totalled £1.4 million at 31 March 2022 and 31 March 2021.

Free reserves increased slightly from £476,000 at the beginning of the year to £500,000 at 31 March 2022.

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £6 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained, and total unrestricted funds of between three and five months' expenditure should be held, as cover for any longer term and residual exposures. At 31 March 2022 free reserves represented one month's expenditure and total unrestricted funds represented 3.6 months' expenditure (both excluding the impact of the pension fund actuarial adjustment).

Free reserves are stated before deduction of a £713,000 pension reserve to cover CACT's share of the Royal Borough of Greenwich Pension Fund, in respect of employees who were transferred to CACT in 2012 and 2019 under a TUPE arrangement. The pension liability is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2019, updated for changes in demographic and financial assumptions since that date. The pension deficit will be met out of future contributions and so it is unlikely to crystallise. In this situation current guidance allows a charity to ignore a negative pension reserve when assessing its free reserves.

RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant

risks. Risks are identified, assessed and mitigation actions put in place throughout the year. All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in March 2022. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

- **Safeguarding issues**, including inappropriate actions by employees or volunteers, affecting service users and others, particularly young and vulnerable people, could cause reputational damage and result in loss of funding for programmes.

Mitigating actions include: All staff and trustees are subject to DBS checks; all staff undergo mandatory safeguarding training; a full-time Safeguarding Officer is employed to support staff and volunteers, our service users and partners, and to provide quarterly reports to the board of trustees; safeguarding policies and procedures are in place and are reviewed annually by trustees; staff have access to and are required to adhere to the policies and procedures; the board includes a trustee with professional safeguarding expertise.

- **Data protection issues**, including confidential or sensitive personal data being lost, published or held inappropriately. The resulting damage to the Trust's reputation could lead to external funders being unwilling to work with CACT, and non-compliance with legislation may lead to financial penalties being imposed.

Mitigating actions include: an Information Governance Steering Group meets quarterly to oversee information governance including reviewing incidents or "near misses"; data protection and related policies are reviewed regularly; staff have access to and are required to comply with data protection policies and procedures - disciplinary sanctions highlight the importance of compliance; staff are required to complete mandatory online data protection

Risk Management (continued)

training; system security and physical security measures prevent unauthorised access to data; an external data protection consultancy service provides guidance and a designated Data Protection Officer (DPO).

- **Financial risks** as a result of the Trust losing funding and not being able to cover core costs.

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by trustees; ensure budgets are closely monitored and consider efficiency savings that do not impact on services. In addition, as more opportunities arise following the lifting of COVID-19 restrictions, a programme of fundraising events and programmes has been developed in order to grow unrestricted income to help cover core costs.

Risks related to COVID-19

In addition to the above continuing risks, a detailed risk assessment of the impact of the coronavirus was undertaken in 2020. This was regularly reviewed and updated as the situation evolved.

The following COVID-19 specific risks were identified in the previous financial year and continued to be addressed during the 2021-22 financial year:

- **Staff risks**, including employees being unable to work due to contracting the virus or needing to self-isolate.

Mitigating actions included closing the main CACT office and directing employees to work from home wherever possible to minimise potential exposure to the virus. As government and public health guidance changed and the working from home guidance ended in January 2022, office based staff returned to the office on a phased basis. Wherever staff were working all

current guidance, including social distancing, washing and the use of PPE where necessary was rigorously enforced.

- **Programme and activity risks**, including risks of participants contracting COVID-19 whilst involved in CACT activities.

Programme-specific mitigating actions were taken to minimise risk, including cancelling some activities, reducing participant numbers, and changing the delivery model of others. In all cases current NHS and government guidance was followed.

- **Financial risks** due to planned activities or programmes being curtailed.

Actions taken included liaising with funders to agree appropriate delivery models and protect funding. As a result no funding was lost from contracted or grant funded programmes because of COVID-19. The only COVID-related programme income shortfalls in 2022-23 were in football and sports development, due to some school and leisure centre activities not taking place. Central income was also negatively impacted as COVID-19 made the fundraising environment more challenging.

FUTURE PLANS

During the course of the 2022-23 financial year we will work on a new strategic plan, setting out our key strategic objectives for the three years starting 1 April 2023, and how these will be delivered, to ensure that we sustain, grow and lead the way in our sector over the next three years.

We will continue to work closely with the Football Club to develop commercial partnerships and fundraising opportunities.

The current Live Well health contract ends on 31 March 2023. CACT intends to submit a tender to be recommissioned and we feel that we are in a strong position to continue to provide this service for the Royal Borough of Greenwich.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and the group and of the income and expenditure of the charity and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice (the Charities' SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

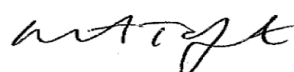
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Thanks

The trustees would like to place on record their thanks to all CACT's ambassadors, patrons, partners, funders, employees and volunteers without whom none of its excellent work could be done.

Approved by the trustees and signed on their behalf by:



Marilyn Toft - Chair of Trustees
Date: 28 September 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AND TRUSTEES OF THE SOUTH OF ENGLAND FOUNDATION

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 charitable parent company's affairs as at 31 March 2022 and of the group's 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.

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 FRC'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 group and charitable parent company'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 annual report and Financial Statements, 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.

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 trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, 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 charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent 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' exemptions from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the 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 charitable parent 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 charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011).

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- challenged assumptions and judgements made by management in assessing the going concern basis of accounting and in its significant accounting estimates, including the estimated useful economic lives of assets for the purpose of determining the annual depreciation charge,
- performed sample based testing of expenditure in the accounting system to supporting documentation and sample based testing of income from source documentation to the accounting system;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's 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.



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

29 September 2022

Financial Statements



Consolidated Statement of Financial Activities Year to 31 March 2022

		Restricted funds			Total funds	Total funds
	Unrestricted funds	Revenue projects	Capital develop-ment	Total funds	Total funds	
	£'000	£'000	£'000	2022	2021	
				£'000	£'000	
Income:						
Donations and legacies	1	152	680	—	832	862
Income from charitable activities	2	2,793	2,584	—	5,377	4,329
Income from other trading activities	3	71	—	—	71	49
Investment income		31	—	—	31	29
Other income – CJRS grant		60	—	—	60	329
Total income		3,107	3,264	—	6,371	5,598
Expenditure:						
Cost of raising funds	4	145	—	—	145	130
Expenditure on charitable activities	5					
. Health Improvement		179	2,053	1	2,233	2,101
. Youth Services		1,341	54	—	1,395	1,149
. Early Help and Prevention		63	886	—	949	774
. Football and Sports Development		754	117	23	894	700
. Social Action and Enterprise		610	—	—	610	365
. Education		88	45	2	135	77
. Equality, Diversity and Inclusion		9	52	—	61	78
		3,044	3,207	26	6,277	5,244
Total expenditure		3,189	3,207	26	6,422	5,374
Net (expenditure) income before investment gains and transfers	7	(82)	57	(26)	(51)	224
Transfers between funds		3	(25)	22	—	—
Gains on investments	11(a)	58	—	—	58	189
Net (expenditure) income for the year		(21)	32	(4)	7	413
Other recognised gains and losses						
Gains (losses) on pension scheme		146	—	—	146	(360)
Net movement in funds		125	32	(4)	153	53
Reconciliation of funds:						
Fund balances brought forward at 1 April 2021		1,106	483	251	1,840	1,787
Fund balances carried forward at 31 March 2022		1,231	515	247	1,993	1,840

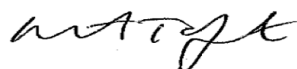
All of the group's activities in the above two financial periods were derived from continuing operations.

There were no recognised gains and losses other than those set out in the consolidated statement of financial activities above.

Group and Charity Balance Sheets 31 March 2022

	Notes	Group 31 March 2022 £'000	Group 31 March 2021 £'000	Charity 31 March 2022 £'000	Charity 31 March 2021 £'000
Fixed assets:					
Tangible fixed assets	10	276	292	26	17
Investments	11	1,165	1,107	1,165	1,107
Total fixed assets		1,441	1,399	1,191	1,124
Current assets:					
Debtors due within one year	12	1,456	682	1,440	678
Cash at bank and in hand		1,080	1,103	1,066	1,101
Total current assets		2,536	1,785	2,506	1,779
Liabilities:					
Creditors: amounts falling due within one year	13	(1,271)	(599)	(1,271)	(607)
Net current assets		1,265	1,186	1,235	1,172
Total net assets excluding pension liability		2,706	2,585	2,426	2,296
Net pension liability	16	(713)	(745)	(713)	(745)
Total net assets		1,993	1,840	1,713	1,551
The funds of the charity:					
Restricted funds					
. Relating to fixed assets	14	247	251	21	2
. Other		515	483	509	483
		762	734	530	485
Unrestricted funds					
Designated funds					
. Fixed asset fund	15	29	41	5	15
. Development fund		1,085	1,026	1,085	1,026
. Other		330	304	330	304
		1,444	1,371	1,420	1,345
General funds					
. Free reserves		500	480	476	466
. Pension reserve	16	(713)	(745)	(713)	(745)
		(213)	(265)	(237)	(279)
Total unrestricted funds		1,231	1,106	1,183	1,066
Total funds		1,993	1,840	1,713	1,551

Approved by the trustees of South of England Foundation, Company Registration Number 04654582 (England and Wales) and signed on their behalf by:



Marilyn Toft - Chair of Trustees
Date: 28 September 2022

Consolidated Statement of Cash Flows Year to 31 March 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(32)	442
Cash flows from investing activities:			
Investment income received		31	29
Purchase of tangible fixed assets		(22)	—
Net cash provided by investing activities		9	29
Change in cash and cash equivalents in the year		(23)	471
Cash and cash equivalents at 1 April 2021		1,103	632
Cash and cash equivalents at 31 March 2022		1,080	1,103

Note to the consolidated statement of cash flows for the year to 31 March 2022:

Reconciliation of net expenditure to net cash flows from operating activities

	2022 £'000	2021 £'000
Net income as per the statement of financial activities	7	413
Adjustments for:		
Depreciation charge	38	39
FRS 102 pension charge	114	65
Investment income received	(31)	(29)
(Gains) on investments	(58)	(189)
(Increase) decrease in debtors	(774)	155
Increase (decrease) in creditors	672	(12)
Net cash (used in) provided by operating activities	(32)	442

Analysis of changes in net debt

	At 1 April 2021 £'000	Cash flows £'000	Non-cash changes £'000	At 31 March 2022 £'000
Cash and cash equivalents				
Cash at bank and in hand	1,103	(23)	—	1,080
Borrowings				
Business bounce-back loan	(50)	—	7	(43)
Total	1,053	(23)	7	1,037

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These accounts have been prepared for the year to 31 March 2022.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) updated October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make judgements and estimates.

The items in the accounts where significant judgements and estimates have been made include:

- ◆ determining whether any impairment of the artificial training pitch is needed. The charity's existing artificial pitch is due to be replaced by a new pitch on Footscray Rugby Club land at no cost to the charity. The Trustees do not consider the existing asset to be impaired because the value of the replacement pitch will be at least equal to the book value of the existing facility at the CAFC Training Ground; and
- ◆ reviewing the assumptions used to calculate the pension liability.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. In making this assessment the trustees have specifically considered the COVID-19 pandemic and its potential impact on the operations and finances of the charity. Several factors have been taken into account, including:

- ◆ *Source and security of future income.*
Approximately 60% of CACT's usual annual income (and over 80% of its income that is secured over a year in advance) is obtained from public sector funding where the risk of non-payment due to the financial situation of the funder is assessed to be very low.

Assessment of going concern (continued)

◆ *Financial controls*

Cash management and other financial control processes are in place to minimise financial risks and ensure that income due is received on a timely basis. Income, expenditure and cash flow forecasts are prepared. Actual performance is monitored against these forecasts on a monthly basis, to allow action to be taken where there is a risk that forecasts may not be achieved.

◆ *Financial assets held by the charity*

In addition to cash balances held to meet CACT's short-term operating needs, the charity holds over £1,000,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

After making this assessment the Trustees are confident the organisation has adequate resources to operate for the foreseeable future, that there are no material uncertainties over its going concern status, and that it can adopt the going concern basis in preparing its financial statements.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of the charity with those of its subsidiaries, South of England Foundation (Community Facilities) Limited and Community Scheme Solutions Limited (dormant). Where necessary the amounts consolidated in respect of the subsidiary companies are restated to ensure consistency of group accounting policies.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. In cases where, in line with funding agreements, income is received in advance of the period to which it relates, this is shown as deferred income in the accounts.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable.

Grants are recognised when the charity is entitled to the funds. Where entitlement is dependent on fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that the conditions will be met.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income from charitable activities includes contracts to deliver services, football course fees and income from the school based activities. The income is generally recognised when the charity is entitled to receipt, and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Income recognition (continued)

Gifts in kind donated to the charitable company for its own use are included in income and resources expended at their market value as at the time of the gift. Donated professional services are not included in income where it is not possible to place a value on those services.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.
- ◆ Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity, and support costs in operating the charity.
- ◆ Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity.
- ◆ Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis.

Tangible fixed assets

Tangible fixed assets costing over £5,000 are capitalised and are stated at cost and depreciated over their expected useful life. Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

- | | |
|----------------------------------|---|
| ◆ Artificial training pitch | Over the life of its lease, which is 25 years |
| ◆ Other sports facilities | 4% on cost |
| ◆ Machinery and office equipment | 25% on cost |
| ◆ Motor vehicles | 25% on cost |

Investments

Listed investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts that are available on demand.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

Fund accounting

Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or contributions subject to donor imposed conditions. Designated funds are those funds earmarked by the trustees for a specific purpose. They are unrestricted, and the trustees may ultimately use such funds for other purposes. The funds represented by tangible fixed assets are treated as designated funds.

General funds represent those monies which are freely available for application towards achieving any charitable purpose which falls within the charity's charitable objects.

Funds retained in the trading subsidiaries which have been generated through undertaking activity that falls within the charity's objects, and which is intended for application within the objects, are treated in the group balance sheet as charitable funds, either restricted or unrestricted.

Capital contributions received towards the cost of construction or acquisition of tangible fixed assets which are subject to on-going restrictive obligations are treated as restricted funds and reduced by charges of depreciation through the statement of financial activities over the estimated useful life of the asset.

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Royal Borough of Greenwich's youth service provision, and to provide contracted health improvement services, are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions, which amounted to £42,000 in the year to 31 March 2022, as detailed in note 16 to the financial statements. There were 7 active members and 12 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

1 Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000
Donations	50	27	77	24	66	90
Income from patrons	29	8	37	43	9	52
Grants	73	645	718	116	604	720
Total funds	152	680	832	183	679	862

Income from donations includes £219,000 from central and local government grants (2021 - £379,100).

The largest grants received in the year were £125,000 from the Premier League for the “Kicks” social inclusion programme, £89,400 from the Royal Borough of Greenwich for Short Breaks early help and prevention programmes and £52,000 from Ashford Borough Council for a diversionary and mentoring programme.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000
Service delivery	1,171	2,566	3,737	715	2,279	2,994
Greenwich Youth Service	1,202	—	1,202	1,227	—	1,227
Fees from the delivery of projects	359	—	359	70	—	70
Other charitable Income	61	18	79	16	22	38
Total funds	2,793	2,584	5,377	2,028	2,301	4,329

Income from charitable activities includes a total of £2,401,300 from local government contracts (2021 - £2,164,100).

The largest amounts of service delivery income are £1,340,800 from Oxleas NHS Foundation Trust for the Royal Borough of Greenwich (RBG) Start Well programme, £899,000 from RBG for ‘Live Well’ health improvement services and £815,500 from RBG for COVID-19 response programmes.

Fees from the delivery of projects is the aggregate of a large number of smaller programmes, primarily related to football and sports development.

3 Income from other trading activities

	Total (unrestricted) funds 2022 £'000	Total (unrestricted) funds 2021 £'000
Fundraising events	46	40
Other trading income	25	9
Total funds	71	49

4 Cost of raising funds

	Total (unrestricted) funds 2022 £'000	Total (unrestricted) funds 2021 £'000
Staff costs (note 8)	125	121
Other costs	20	9
Total funds	145	130

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

	Direct staff costs (note 8) £'000	Other direct costs £'000	Support costs (note 6) £'000	Total funds 2022 £'000
Health Improvement	1,629	323	281	2,233
Youth Services	580	645	170	1,395
Early Help and Prevention	492	356	101	949
Football and Sports Development	591	195	108	894
Social Action and Enterprise	351	185	74	610
Education	78	40	17	135
Equality, Diversity & Inclusion	50	3	8	61
Total funds	3,771	1,747	759	6,277

	Direct staff costs (note 8) £'000	Other direct costs £'000	Support costs (note 6) £'000	Total funds 2021 £'000
Health Improvement	1,455	345	301	2,101
Youth Services	575	406	168	1,149
Early Help and Prevention	404	288	82	774
Football and Sports Development	483	134	83	700
Social Action and Enterprise	244	69	52	365
Education	38	27	12	77
Equality, Diversity & Inclusion	58	8	12	78
Total funds	3,257	1,277	710	5,244

6 Support costs

Charitable activities expenditure shown note 5 above include the following support costs:

	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2022 £'000	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2021 £'000
Health Improvement	225	56	281	255	46	301
Youth Services	136	34	170	143	25	168
Early Help and Prevention	81	20	101	70	12	82
Football and Sports Development	86	22	108	70	13	83
Social Action and Enterprise	59	15	74	44	8	52
Education	13	4	17	10	2	12
Equality, Diversity & Inclusion	6	2	8	10	2	12
Total funds	606	153	759	602	108	710

The above support costs include the following governance costs:

	Total funds 2022 £'000	Total funds 2021 £'000
Staff costs	13	13
Legal and professional fees	2	—
Auditor's remuneration	13	12
Other costs	3	13
	31	38

7 Net expenditure for the Year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000
Staff costs (note 8)	2,140	2,362	4,502	2,082	1,898	3,980
Operating lease rentals	22	18	40	26	18	44
Auditor's remuneration						
. Statutory audit services – charity	10	—	9	9	—	9
. Statutory audit services – subsidiary	3	—	3	3	—	3
. Other services	2	—	2	2	—	2
Depreciation	12	26	38	12	27	39

8 Employees and staff costs

Staff costs during the period were as follows:	2022 £'000	2021 £'000
Wages and salaries	3,850	3,486
Social security costs	328	302
Pension costs	113	116
FRS 102 pension charge	114	65
Agency staff	91	—
Other staff related costs	6	11
	4,502	3,980

The key management personnel of the charity in charge of directing and controlling, running and operating the charity comprise the trustees and executive team. The day-to-day management of activities is the responsibility of the executive team, which comprises the Chief Executive Officer, Director of Youth and Social Inclusion, Director of Education Sport and Health, and Director of Finance and Support Services. The total remuneration (including taxable benefits, employer's pension contributions and employer's national insurance contributions) of the key management personnel for the year was as follows:

	2022 £'000	2021 £'000
Wages and salaries	336	336
Benefits in kind	24	24
Social security costs	41	41
Pension costs	17	17
	418	418

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2022	2021
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£110,001 - £120,000	—	1
£120,001 - £130,000	1	—
	4	4

Payments to defined contribution pension arrangements in the year amounted to £16,605 (2021 - £16,601) in respect of the above employees.

Staff costs have been charged as follows:

	2022 £'000	2021 £'000
Cost of generating funds (note 4)	125	121
Charitable activities (note 5)	3,735	3,257
Support costs (note 6)	606	602
	4,466	3,980

The average number of employees during the period was as follows:

	Fixed hours	Variable hours	Total 2022	Fixed hours	Variable hours	Total 2021
Cost of generating funds	2	—	2	2	—	2
Charitable activities	101	123	224	98	89	187
	103	123	226	100	89	189

8 Employees and staff costs (continued)

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £3,084 (2021 - £2,093) and provides cover of up to a maximum of £5 million (2021 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2022 or 2021.

9 Taxation

South of England Foundation is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. The subsidiaries make a Gift Aid payment to the charity if they produce a taxable profit in any financial period.

10 Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2021	569	60	72	156	857
Additions	—	—	—	22	22
At 31 March 2022	<u>569</u>	<u>60</u>	<u>72</u>	<u>178</u>	879
Depreciation					
At 1 April 2021	320	34	55	156	565
Charge for year	23	2	12	1	38
At 31 March 2022	<u>343</u>	<u>36</u>	<u>67</u>	<u>157</u>	603
Net book value					
At 31 March 2022	<u>226</u>	<u>24</u>	<u>5</u>	<u>21</u>	276
At 31 March 2021	<u>249</u>	<u>26</u>	<u>17</u>	<u>—</u>	292
Charity					
			Office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2021			66	156	222
Additions			—	22	22
At 31 March 2022			<u>66</u>	<u>178</u>	244
Depreciation					
At 1 April 2021			49	156	205
Charge for year			12	1	13
At 31 March 2022			<u>61</u>	<u>157</u>	218
Net book value					
At 31 March 2022			<u>5</u>	<u>21</u>	26
At 31 March 2021			<u>17</u>	<u>—</u>	17

11 Investments

(a) UK investment funds

	2022 £'000	2021 £'000
Total value of investments at 1 April 2021	1,107	918
Investment gains	58	189
Total investments at 31 March 2022	1,165	1,107
Historical cost of investments at 31 March 2022	950	950

	2022 £'000	2021 £'000
Portfolio Details		
CCLA Investment Fund	473	435
Sarasin Alpha CAIF for Endowments	422	411
Rathbones Active Income and Growth Fund	270	261
Total market value at 31 March 2022	1,165	1,107

(b) Investment in trading subsidiary

The charity owns the entire issued share capital of Community Scheme Solutions Limited, formerly known as South of England Foundation (Trading) Limited, a company registered in England. The company remained dormant throughout the period.

The charity owns the entire issued share capital of South of England Foundation (Community Facilities) Limited, a company registered in England.

The following is a summary of the financial statements of South of England Foundation (Community Facilities) Limited for the year ended 31 March 2022, which have been included in the consolidated financial statements.

	2022 £'000	2021 £'000
Turnover	34	16
Cost of sales	(26)	(25)
Gross profit (loss)	8	(9)
Amount released from deferred capital grants	25	25
Administrative expenses	(7)	(5)
Profit for the year before gift aid	26	11
Gift aid	(11)	(12)
Profit (loss) for the financial year	15	(1)
Retained profit at 1 April 2021	15	16
Retained profit at 31 March 2022	30	15
Called up share capital	—	—
Net assets at 31 March 2022	30	15

12 Debtors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Prepayments	18	44	18	44
Trade debtors	1,399	465	1,383	461
Other debtors	4	1	4	1
Accrued income	35	172	35	172
	1,456	682	1,440	678

13 Creditors: amounts falling due within one year

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Amounts due to subsidiaries	—	—	8	11
Expense creditors	110	51	105	52
Social security and other taxes	94	96	95	96
Accruals	233	236	229	232
Deferred income	777	147	777	147
Wages and salaries	14	19	14	19
Business bounce-back loan	43	50	43	50
—	1,271	599	1,271	607

Deferred income reflects income that has already been received at the balance sheet date, in line with contractual payment terms, in respect of services that will be delivered in the following financial year.

14 Restricted funds

The income funds of the charity included restricted funds comprising the following to be applied for specific purposes:

Group	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2022 £'000
Health Improvement funds					
RBG Cycle Hire	1	—	(1)	—	—
Vaccination Support	—	268	(260)	—	8
L&Q Extra Time	—	5	—	—	5
Extra Time	3	26	(29)	—	—
Greenwich Health	6	4	(10)	—	—
Escape Pain	—	1	(1)	—	—
GGA – Healthy Walks	—	35	(33)	—	2
Welfare Rights Fund	—	100	(3)	17	114
South London Healthy Homes	13	33	(46)	—	—
Ministry of Defence	2	—	(2)	—	—
Live Well Greenwich	64	614	(634)	(22)	22
Live Well – PCN	—	466	(466)	—	—
TfL Small Grants	9	—	—	—	9
RBG Community Hub	32	227	(231)	(17)	11
Lateral Flow Testing	—	321	(319)	—	2
Project Hope	18	—	(18)	—	—
	148	2,100	(2,053)	(22)	173
Youth Service funds					
Jack Petchey Achievement Award	1	—	—	—	1
Jack Petchey Tutoring Project	—	13	(13)	—	—
Youth Hub Small Grants	—	36	(30)	(3)	3
Summer Camp 2021	11	—	(11)	—	—
	12	49	(54)	(3)	4
Early Help and Prevention funds					
Children in Need	2	41	(43)	—	—
Colyer Ferguson	—	14	(14)	—	—
Twinnings Project	—	1	(1)	—	—
Kent VRU	—	17	(10)	—	7
Bexley Easter and Summer Camps	—	50	(50)	—	—
Probation Pilot	—	22	(13)	—	9
Connect Mentoring	17	40	(57)	—	—
Start Well Mentoring	13	100	(104)	—	9
CURB Mentoring	5	1	(6)	—	—
MOPAC	—	5	(5)	—	—
Bexley Targeted Mentoring	4	25	(26)	—	3
Bexley Targeted Residential	—	11	(11)	—	—
Bexley Youth Activity Sessions	22	39	(46)	—	15
London Marathon Girls Kicks extension	10	28	(9)	—	29
Premier League Kicks	62	105	(116)	—	51
Premier League Targeted	20	20	(30)	—	10
Balance carried forward	155	519	(541)	—	133

14 Restricted Funds (continued)

Group	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2022 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	155	519	(541)	—	133
Bexley Outreach Bus	—	34	(34)	—	—
Greenwich Outreach Bus	—	16	(1)	—	15
Ashford Diversionary and Mentoring	—	52	(29)	—	23
Charlton Upbeats	36	27	(30)	—	33
Kent Mental Health	6	40	(46)	—	—
Bexley Short Breaks	13	54	(61)	—	6
Oxleas Up and At 'Em	3	11	(14)	—	—
Short Breaks Summer and Residential	57	—	—	—	57
Oxleas Early Intervention	7	21	(28)	—	—
Saturday Short Breaks	6	41	(42)	—	5
Holiday Short Breaks	—	49	(47)	—	2
Residential Short Breaks	6	—	(6)	—	—
BATS Transport	1	10	(7)	—	4
	290	874	(886)	—	278
Football and Sports Development					
Advance Centre	2	12	(14)	—	—
Bursary Fund	3	4	(3)	—	4
Get Active Programme	10	—	(10)	—	—
KPMF Project	—	30	(21)	—	9
Kinder Joy of Moving	—	29	(29)	—	—
Premier League Schools	—	40	(40)	—	—
	15	115	(117)	—	13
Social Action and Enterprise funds					
My London Social Action	2	3	—	—	5
	2	3	—	—	5
Education Funds					
EFL Kickstart	—	28	(28)	—	—
William Boreman Foundation	3	—	—	—	3
Active Learning Programme	13	2	(14)	—	1
Kent Reconnect	—	38	(3)	—	35
	16	68	(45)	—	39
Equality, Diversity and Inclusion Funds					
CARE	—	55	(52)	—	3
	—	55	(52)	—	3
Revenue projects total funds	483	3,264	(3,207)	(25)	515
Relating to fixed assets					
Spaces for Sports Scheme	249	—	(23)	—	226
Other fixed assets	2	—	(3)	22	21
	251	—	(26)	22	247
Total restricted funds	734	3,264	(3,233)	(3)	762

14 Restricted Funds (continued)

Transfers between restricted and unrestricted funds arise for the following reasons:

- ◆ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;
- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

Negative balances on restricted funds arise where expenditure on those funds is incurred in advance of income being received.

15 Designated funds

The fixed asset fund represents the net book value of unrestricted tangible fixed assets and hence is not available for working capital.

The development fund represents amounts set aside by the Trustees to support and develop the Trust's programmes, through capital infrastructure improvements and investment in key operational activities.

Group	At 1 April 2021 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2022 £'000
Fixed asset fund	41	—	(12)	29
Development fund	1,026	58	1	1,085
25th Anniversary fund	6	—	(6)	—
Training fund	—	—	3	3
Patrons' Club	25	—	(20)	5
Start Well fund	273	—	49	322
Total designated funds	1,371	58	15	1,444

Charity	At 1 April 2021 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2022 £'000
Fixed asset fund	15	—	(10)	5
Development fund	1,026	58	1	1,085
25th Anniversary fund	6	—	(6)	—
Training fund	—	—	3	3
Patrons' Club	25	—	(20)	5
Start Well fund	273	—	49	322
Total designated funds	1,345	58	17	1,420

16 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG. CACT was not admitted as an employer in the RBG Pension Fund in respect of the Live Well contract until 2021, and therefore no pension liability could be quantified in the prior year's accounts with regards to these additional employees.

16 Pension commitments (continued)

The pension liability for the Live Well staff was fully funded at 1 December 2019 on an actuarial basis. The difference between the opening Live Well asset and liability valuations shown in the accounts is due to the FRS 102 requirement to use a discount rate based on corporate bonds for the liability valuation.

The Royal Borough of Greenwich Pension Fund is a defined benefit scheme. Contributions payable to the Scheme by Charlton Athletic Community Trust are determined on the basis of triennial valuations carried out by a qualified actuary using the projected unit method.

The charity's share of assets in the Scheme were as follows:

	Value at 31 March 2022 £'000	Value at 31 March 2021 £'000
UK equities	479	68
Other bonds	145	124
Property	91	65
Cash	21	10
Unitised insurance policies	—	288
UK & overseas unit trusts	103	183
Total market value of assets	<u>839</u>	<u>738</u>
Present value of Scheme liabilities	<u>(1,552)</u>	<u>(1,483)</u>
Deficit in the Scheme	(713)	(745)

Total expenditure recognised in the Statement of Financial Activities:

	2022 £'000	2021 £'000
Service cost	141	96
Net interest cost and administration expenses	15	10
Total expenditure recognised in the SOFA	156	106

The expenditure recognised in the 2022 SOFA is made up of £42,000 employer contributions and a FRS 102 adjustment of £114,000 (2021 - £41,000 employer contributions and £65,000 FRS 102 adjustment).

Reconciliation of opening and closing balances of the present value of the charity's share of the Scheme liabilities:

	2022 £'000	2021 £'000
Scheme liabilities at 1 April 2021	1,483	782
Service cost	141	96
Interest cost	31	24
Contributions by Scheme participants	15	17
Liabilities assumed on TUPE-transfer of Live Well staff	—	224
Actuarial (gains) losses	<u>(118)</u>	<u>340</u>
Scheme liabilities at 31 March 2022	1,552	1,483

An actuarial valuation of the Scheme was undertaken as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023.

16 Pension commitments (continued)

Reconciliation of opening and closing balances of the fair value of the charity's share of the Scheme assets:

	2022	2021
	£'000	£'000
Scheme assets at 1 April 2021	738	462
Interest on Scheme assets less administration expenses	16	14
Return on assets less interest	38	111
Assets acquired on TUPE-transfer of Live Well staff	—	94
Contributions by employer	42	41
Contributions by scheme participants	15	17
Estimated benefits net of transfers in	(10)	(1)
Fair value of Scheme assets at 31 March 2022	839	738

Movement in deficit during the year.

	2022	2021
	£'000	£'000
Scheme deficit at 1 April 2021	(745)	(320)
Service cost	(141)	(96)
Employer contributions	42	41
Net finance cost	(15)	(10)
FRS 102 deficit on TUPE-transfer of Live Well staff	—	(130)
Actuarial gains (losses)	146	(230)
Scheme deficit at 31 March 2022	(713)	(745)

17 Lease commitments

Operating lease commitments

At 31 March 2022 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Land and buildings		Office equipment	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Operating leases payments due:				
Within one year	—	—	4	4
Between one and two years	—	—	4	4
Between two and five years	—	—	4	8

18 Connected party transactions

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation and other intangible support. The value of this support during the financial period cannot be reliably quantified and as such has not been included in these financial statements.

In the year to 31 March 2022 the Trust received income of £119,100 from Charlton Athletic (2021 - £78,300) and incurred expenditure of £47,300 (2021 - £67,900). A net balance of £107,400 was due from the Club and included within debtors at the year-end (2021 - £17,600).

The charity has taken advantage of the exemption provided by FRS 102 from the requirement to disclose transactions with its subsidiary undertakings.

The aggregate value of donations made to the charity by trustees was £1,800 (2021 - £11,900).

19 Analysis of net assets between funds

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2022 £'000
Fund balances at 31 March 2022 are represented by:					
Tangible fixed assets	—	29	247	—	276
Investments	—	1,165	—	—	1,165
Debtors	304	—	—	1152	1,456
Cash (including short term deposits)	670	250	—	160	1,080
Creditors: amounts falling due within one year	(474)	—	—	(797)	(1,271)
Pension liability	(713)	—	—	—	(713)
Total net assets	(213)	1,444	247	515	1,993

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2022 £'000
Fund balances at 31 March 2022 are represented by:					
Tangible fixed assets	—	5	21	—	26
Investments	—	1,165	—	—	1,165
Debtors	288	—	—	1152	1,440
Cash (including short term deposits)	661	250	—	155	1,066
Creditors: amounts falling due within one year	(473)	—	—	(798)	(1,271)
Pension liability	(713)	—	—	—	(713)
Total net assets	(237)	1,420	21	509	1,713

Notes 20 to 23 present detailed comparative information for the financial year ending 31 March 2020. These notes form an integral part of the accounts.

20 Consolidated Statement of Financial Activities Year to 31 March 2021

		Restricted funds				
	Unrestricted funds £'000	Revenue projects £'000	Capital develop -ment £'000	Total funds 2021 £'000	Total funds 2020 £'000	
Income:						
Donations and legacies	1	183	679	—	862	798
Income from charitable activities	2	2,028	2,301	—	4,329	4,699
Income from other trading activities	3	49	—	—	49	46
Investment income		29	—	—	29	33
Other income – CJRS grant		329	—	—	329	—
Total income		2,618	2,980	—	5,598	5,576
Expenditure:						
Cost of raising funds	4	130	—	—	130	200
Expenditure on charitable activities	5					
. Health Improvement		198	1,902	1	2,101	1,110
. Youth Services		1,124	24	—	1,149	1,081
. Early Help and Prevention		35	739	—	774	1,029
. Football and Sports Development		613	65	22	700	789
. Social Action and Enterprise		365	—	—	365	1,621
. Equality, Diversity & Inclusion		23	55	—	78	72
. Education		74	—	3	77	119
		2,433	2,785	26	5,244	5,821
Total expenditure		2,563	2,785	26	5,374	6,021
Net income (expenditure) before investment losses and transfers	7	55	195	(26)	224	(445)
Gains (losses) on investments	11(a)	189	—	—	189	(49)
Net income (expenditure) for the year		244	195	(26)	413	(494)
Other recognised gains and losses						
(Losses) gains on pension scheme		(360)	—	—	(360)	105
Net movement in funds		(116)	195	(26)	53	(389)
Reconciliation of funds:						
Fund balances brought forward at 1 April 2020		1,222	288	277	1,787	2,176
Fund balances carried forward at 31 March 2021		1,106	483	251	1,840	1,787

21 Restricted funds Year to 31 March 2021

Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2021 £'000
Health Improvement funds					
RBG Cycle Hire	—	10	(9)	—	1
Health and Wellbeing Fund	(19)	123	(218)	114	—
Extra Time	—	6	(3)	—	3
Greenwich Health	—	56	(50)	—	6
GGA – Healthy Walks	—	35	(35)	—	—
South London Healthy Homes	—	31	(18)	—	13
Ministry of Defence	11	—	(9)	—	2
Live Well Greenwich	43	585	(450)	(114)	64
Live Well – PCN	—	224	(224)	—	—
TfL Bereavement Walks	3	—	(1)	—	2
TfL Family Cycle Club	5	—	(1)	—	4
TfL Travel Buddies	3	—	—	—	3
RBG Community Hub	—	724	(692)	—	32
Lewisham HIU Coach	—	20	(20)	—	—
Pillar 3 Deep Engagement Pilot	—	11	(11)	—	—
Smoking Cessation RBG	—	17	(17)	—	—
Lateral flow Testing	—	141	(141)	—	—
Project Hope	—	21	(3)	—	18
	46	2004	(1,902)	—	148
Youth Service funds					
Jack Petchey Achievement Award	8	17	(24)	—	1
Summer Camp 2021	—	11	—	—	11
	8	28	(24)	—	12
Early Help and Prevention funds					
Children in Need	(3)	50	(45)	—	2
Colyer Ferguson	—	18	(18)	—	—
Bexley Youth Service Officer	13	10	(23)	—	—
Twinnings Project	7	—	(7)	—	—
Kent VRU	—	10	(10)	—	—
Connect Mentoring	—	68	(51)	—	17
Start Well Mentoring	—	100	(87)	—	13
CURB Mentoring	7	42	(44)	—	5
Winter Ballers	—	(2)	2	—	—
Bexley Targeted Mentoring	—	25	(21)	—	4
Bexley Targeted Residential.	13	—	(13)	—	—
Bexley Youth Activity Sessions	—	58	(36)	—	22
London Marathon Girls Kicks extension	12	12	(14)	—	10
Premier League Kicks	60	96	(94)	—	62
Premier League Targeted	17	18	(15)	—	20
Balance carried forward	126	505	(476)	—	155

21 Restricted funds Year to 31 March 2021 (continued)

Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2021 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	126	505	(476)	—	155
PL Kicks Holiday Activity	—	3	(3)	—	—
EFL – Mind	4	—	(4)	—	—
Charlton Upbeats	17	26	(7)	—	36
Kent Mental Health	—	45	(39)	—	6
Greenwich Counselling Srv	—	16	(16)	—	—
Bexley Short Breaks	20	54	(61)	—	13
RBG Adult Short Breaks	14	—	(14)	—	—
Oxleas Up and At 'Em	(2)	16	(11)	—	3
Short Breaks Summer and Residential	41	—	16	—	57
Oxleas Early Intervention	7	13	(13)	—	7
Saturday Short Breaks	—	47	(41)	—	6
Mondays ASD	—	10	(10)	—	—
Holiday Short Breaks	—	49	(49)	—	—
Residential Short Breaks	—	14	(8)	—	6
BATS Transport	—	4	(3)	—	1
	227	802	(739)	—	290
Football and Sports Development					
Advance Centre	3	10	(11)	—	2
Bursary Fund	1	4	(2)	—	3
Get Active Programme	—	10	—	—	10
Kinder Joy of Moving	(7)	9	(2)	—	—
Premier League Schools	10	40	(50)	—	—
	7	73	(65)	—	15
Social Action and Enterprise funds					
My London Social Action	—	2	—	—	2
	—	2	—	—	2
Equality, Diversity and Inclusion funds					
CARE	—	55	(55)	—	—
	—	55	(55)	—	—
Education Funds					
William Boreman Foundation	—	3	—	—	3
Active Learning Programme	—	13	—	—	13
	—	16	—	—	16
Revenue projects total funds					
	288	2,980	(2,785)	—	483
Relating to fixed assets					
Spaces for Sports Scheme	271	—	(22)	—	249
Other fixed assets	6	—	(4)	—	2
	277	—	(26)	—	251

22 Designated funds Year to 31 March 2021

Group	At 1 April 2020 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2021 £'000
Fixed asset fund	54	—	(13)	41
Development fund	991	189	(154)	1,026
25th Anniversary fund	17	—	(11)	6
Patrons' Club	—	—	25	25
Start Well fund	—	—	273	273
Total designated funds	1,062	189	120	1,371

Charity	At 1 April 2020 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2021 £'000
Fixed asset fund	25	—	(10)	15
Development fund	991	189	(154)	1,026
25th Anniversary fund	17	—	(11)	6
Patrons' Club	—	—	25	25
Start Well fund	—	—	273	273
Total designated funds	1,033	189	123	1,345

23 Analysis of net assets between funds 31 March 2021

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	—	41	251	—	292
Investments	—	1,107	—	—	1,107
Debtors	317	—	—	365	682
Cash	589	223	—	291	1,103
Creditors: amounts falling due within one year	(426)	—	—	(173)	(599)
Pension liability	(745)	—	—	—	(745)
Total net assets	(265)	1,371	251	483	1,840

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	—	15	2	—	17
Investments	—	1,107	—	—	1,107
Debtors	313	—	—	365	678
Cash	587	223	—	291	1,101
Creditors: amounts falling due within one year	(434)	—	—	(173)	(607)
Pension liability	(745)	—	—	—	(745)
Total net assets	(279)	1,345	2	483	1,551

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Company Limited by Guarantee Registration
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England & Wales - Charity number 1096222

Accounts



COMMUNITY TRUST
At The Heart Of The Community

South of England
Foundation operating as

Charlton Athletic Community Trust

Annual Report & Consolidated Financial Statements

31 March 2021

Company Limited by Guarantee
Registration Number
04654582 (England and Wales)

Charity Registration Number
1096222



Welcome from the CEO



This has been a unique and challenging year, impacted significantly by the Covid-19 pandemic.

However, colleagues across Charlton Athletic Community Trust (CACT) with support from several of our stakeholders, stepped up from the start to help the local community. I am proud to report that, despite the challenges faced, CACT worked with over 20,000 adults and young people during the 2020-21 financial year.

CACT has been proud to work closely with the local authorities for many years, and these partnerships went from strength to strength in 2020-21 when our organisation was needed to support the most vulnerable groups during the pandemic.

From the first national lockdown in March 2020, CACT was tasked by the Royal Borough of Greenwich to up-scale our existing Health & Wellbeing Call-Centre at the stadium to operate a Community Hub; effectively a single point of contact for the Borough's most vulnerable residents, including those who were shielding, thus providing much needed support to the people who required it the most.

The Community Hub made and received over 260,000 phone calls dealing with assistance requests; including emergency food deliveries, collecting prescriptions and medication and taking people to hospital appointments. In December 2020 CACT supported the delivery of lateral flow testing and the vaccination roll out across the Borough.

Throughout the year, our staff worked tirelessly and adopted creative ways to support participants on a range of programmes and, while restrictions limited physical engagement; virtual interactions such as daily football challenges, exercise classes, quizzes, workshops and mentoring programmes took place.

When restrictions were eased, CACT was able to deliver activities in a safe and secure way; providing reassurance to participants and staff that Covid-19 safety measures were in place to enable us to reconnect with local people.

In October 2020, Thomas Sandgaard took ownership of Charlton Athletic FC and recognised at the outset just how integral the community programme is to the future of the Club. This has resulted in the instigation of a more collaborative approach with regard to marketing and communications. I would also like to give my personal thanks to the Club's senior officials, who put safety measures in place to allow CACT staff to work at the stadium and the training ground throughout the pandemic.

At board level we enhanced the skill set and improved diversity with the recruitment of five new trustees. We welcomed Marilyn Toft as our new Chair, taking over from Peter Cousins who retired when his term of office ended after 12 years' service. I would like to offer Peter my personal thanks for his tireless support of CACT and wish him well for the future.

Finally, I am extremely grateful to all CACT staff for their hard work, dedication and commitment throughout what has been a most challenging period. I would also like to thank all funders, commissioners, patrons, corporate partners and individual donors for helping to make what we do possible - especially over the past year when our work was needed more than ever.

Jason Morgan MBE, Chief Executive

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Registered Office
& Operating Office

Charlton Athletic
Training Ground
Sparrows Lane
New Eltham
London
SE9 2JR

Company Secretary

Taylored
Business Services

Auditor

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Bankers

Bank of Scotland plc
PO Box 54873
London SW1Y 5WX

Legal/HR Consultants

Outset (UK) Limited
Vinters Business Park
New Cut Road
Maidstone ME14 5NZ

Ambassadors

Dave Berry
Paul Dunn MBE
Keith Peacock
Autumn Sherif
Martin Simons
Steve Sutherland

Website

CACT.ORG.UK

Trustees



Peter Cousins
FCA
Chair - to 10 March 2021
(Retired from the Board on 27 April 2021)



Marilyn Toft
Chair - from 10 March 2021



Luke Ashworth
Vice-Chair



Simon Charlick
FCA



Calum Coker



Martin Griffiths
CBE



Tracy Herd



Chris Lunn



Ken Palmer



Paul Statham

Honorary Vice President

Lord Michael Grade of Yarmouth CBE

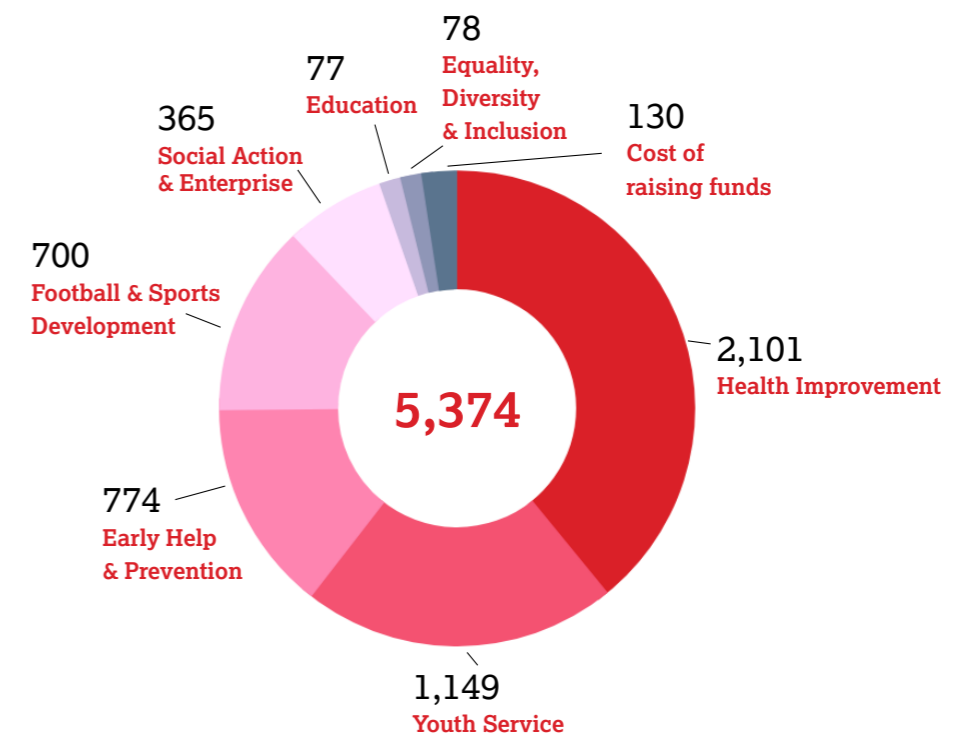
Chief Executive Officer

Jason Morgan MBE

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2021:

FINANCIAL HIGHLIGHTS	2021 £000's	2020 £000's
Total income	5,598	5,576
Total expenditure	(5,374)	(6,021)
Net income (expenditure)	224	(445)
Expenditure		
Charitable activities		
Health Improvement	2,101	1,110
Youth Service	1,149	1,081
Early Help & Prevention	774	1,029
Football & Sports Development	700	789
Social Action & Enterprise	365	1,621
Equality, Diversity & Inclusion	78	72
Education	77	119
	5,244	5,821
Cost of raising funds	130	200
	5,374	6,021

Expenditure Breakdown (£000's)





3,255

individual households received an emergency food delivery



570

young people took part in our Summer Camp

Over
5,400

hours of mentoring to

400

young people



385

vulnerable households received financial assistance to ensure they could heat their homes and cook for their families.

8



EDI Webinars were delivered, with a total of 864 bookings and 349 unique participants

Young people volunteered

1,700

hours across the Young Greenwich provision



CACT

worked with over

20,000

people, in 2020/21

94%



Premier League
Primary Stars

of CACT's Premier League Primary Stars participants have improved their confidence and self-esteem



32

young people started CACT's traineeship programme, which was completed in July 2021



3,000

children took part in Summer and Autumn holiday courses



1,264

hours of Social Action completed by 79 young people - "Keep Doing it" programme

Principal Aims & Objects

CACT's legal objects are to promote any charitable purpose for the general benefit of the community, and in particular those living and working in the London Boroughs including the Royal Borough of Greenwich, Bexley and Bromley, other parts of South East England and outside the UK.

CACT's aims and objectives are captured in its vision, values and mission which were refreshed during the year following consultation with staff, trustees, volunteers, beneficiaries, key partners and stakeholders. These underpinned the development of CACT's three year Strategic Plan effective from 1 April 2019 – 31 March 2022.

Vision

“ Empowering communities, changing lives ”

Values

- **Passion** - Fuels our work
- **Trust** - Safe & Sound
- **Engagement** - Stronger together
- **Respect** - Two-way & Vital
- **Equality** - Open & Fair
- **Inclusion** - That means you

Mission Statement

“ Based on the needs of the community, we will work in partnership to deliver high quality programmes with a lasting impact ”

Public Benefit & Achievement

When setting the objectives and planning the work of the charity for the year, the trustees have considered the Charity Commission's general guidance on public benefit.

The trustees consider that the following sections of the report demonstrate many aspects of the public benefit, which the charity provides. The fact that CACT engages with thousands of people every week and works in partnership with several agencies on a wide range of activities, demonstrates benefit to the communities in which CACT operates.

CACT's principal areas of work are:

- Health Improvement
- Youth Service
- Early Help & Prevention
- Football & Sports Development
- Social Action & Enterprise
- Equality, Diversity & Inclusion
- Education

This annual report highlights some of the key aspects of programmes delivered during the year including impact, achievements and performance; case studies and quotes are included to help illustrate this.



HEALTH IMPROVEMENT

CACT Health Improvement is a vibrant and culturally diverse strand whose vastly experienced staff team reflect the rich diversity found within the Royal Borough of Greenwich. The Health Improvement strand is primarily commissioned by Royal Greenwich Public Health and Wellbeing, delivering a wide range of projects, with an overall aim of empowering individuals and communities to improve their health and wellbeing.

CACT delivers the social prescribing infrastructure for the Borough under the banner of Live Well Greenwich. The National Academy for Social Prescribing has had huge success in raising the profile and increasing national NHS funding for this model. This has resulted in CACT receiving additional funding from the Primary Care Networks to expand the number of face-to-face Live Well coaches working in Primary Care.

In March 2020, as the first national lockdown was imposed, the Government asked every local authority to establish a Community Hub to co-ordinate their Covid-19 Emergency response. Public Health Greenwich took the decision to utilise and expand the existing Live Well infrastructure to create their Community Hub. This decision demonstrated the high regard and trust the leaders of the Borough have in the ability of Health Improvement to respond and deliver in an emergency.

The Community Hub was co-ordinated by the strand; it pulled together delivery from wider CACT staff, the community sector, statutory services and a large number of volunteers to create an emergency response to support the shielded patient list and other vulnerable individuals and communities in Greenwich. The heart of this response was the contact centre that was available seven days a week to receive and co-ordinate requests for support from shielded and vulnerable individuals. The total number

of inbound and outbound calls for the year was 262,024, which demonstrates the scale of the operation.

Examples of referrals actioned to provide an emergency service include:

- Emergency food deliveries
- Medication
- Fuel top-ups to ensure households could cook and heat their homes
- Baby formula following a referral from Public Health teams.

In addition, the Health team has a strong track record of community outreach work allowing them to deliver successful public health campaigns commissioned by the Borough. During the pandemic this infrastructure has been deployed to run several lateral flow clinics based in the community, supporting the national priority to get people regularly tested. The “Let’s talk about the vaccine” campaign has seen the department co-ordinate a large team engaging with residents door-to-door to provide them with key information about the vaccine and a local opportunity to get vaccinated that day. This has resulted in large numbers of people getting their first or second dose in support of the vaccine rollout.

The strand has continued to run its existing health projects that are designed to tackle health inequality; they have been proactive in adapting projects to meet Covid-19 restrictions to ensure that individuals continue to engage.

The Health team continues to play an instrumental part in the delivery of the Borough’s Covid-19 response, a role that has been recognised and acknowledged by commissioners and council leadership.



16,570
referrals were actioned to provide an emergency service



3,255
individual households received an emergency food delivery



1,422
households received medication as the Hub supported chemists’ delivery arm

Health Improvement

Case Study: Angela's Story

Royal Borough of Greenwich resident Angela contacted the Greenwich Community Hub for support in June.

Angela, 49, had been struggling with a number of issues. CACT staff delivering shopping to her "was helping me out quite a lot because I was suffering financially," she explained.

As staff working for the Community Hub got to know Angela, she opened up about her alcohol addiction and was referred to the "Walk & Talk" programme CACT runs in partnership with Royal Greenwich, providing regular walks to reduce isolation.

After attending, Angela steadily stopped drinking alcohol. "I was given a lot of advice and due to the services, I've managed to sort out my drinking problem, which has been amazing because if it wasn't for this service, I wouldn't have started going to Alcoholics Anonymous and I wouldn't actually be sober today. It's been a Godsend!"

Angela had previously suffered from withdrawals. "My withdrawals were really, really bad but with the help and support from [CACT's] Laura Page I managed to reduce the amounts of alcohol steadily and safely, and I realised the only way I could actually get better is to stop taking that first drink.

"I was looking at a court case coming up for something that I'd no recollection of, my children weren't talking to me, or my mother. I was losing my bodily functions. I had hit an all-time low and it took that for me to actually realise that I needed to get better otherwise, to be honest, I probably wouldn't be here today."

Angela has now turned her life around and in future would like to help others who are struggling with alcoholism.

"My life is completely revolving around not drinking again, because I know if I pick up one drink I'll be back to where I was and I don't want that to happen. It's just taking a day at a time and concentrating on my sobriety."



“
I realised the
only way I could
actually get better
is to stop taking
that first drink.”

Angela

YOUTH SERVICE

YOUNG GREENWICH

In April 2020 a new and more integrated Young Greenwich delivered in partnership by Oxleas, Metro and CACT was launched. However, as the new financial year began, we were already in lockdown. Young Greenwich youth hubs were closed for all face-to-face sessions with young people. Many of the young people that we work with are vulnerable and in need of extra support. We provided online virtual sessions. These consisted of some fun activities but also gave the young people the opportunity to talk to a youth worker and to discuss any concerns that they had.

In line with the new contract the Royal Borough of Greenwich commissioned in partnership with Oxleas NHS Foundation Trust & Metro Charity, our sexual health workers and school nurses also attended the virtual sessions to ensure that the young people were provided with additional support if required. In addition to the virtual online sessions, youth workers also provided regular "chat and check-in" calls to young people and their families. These were put in place to ensure we continued to support the young people and families we know to be the most vulnerable and who might have needed extra support during the pandemic. During lockdown periods, we also held online parties via Facebook and Instagram, distributed take and make boxes for families and provided laptops and other equipment to young people and their families to ensure they had the necessary resources to engage with education from home, do their homework and take part in digital activities and engagement. Moreover,

youth workers made sure to refer families who needed extra support to community hub and partners started realigning their programmes to support young people with their educational needs, especially those with limited ICT access and resources.

Many of the youth service staff, including managers and senior managers, were deployed to work on the Community Hub. This included taking calls from members of the public that needed support whether in the form of food or pharmacy deliveries, for example, or making befriending calls to the most vulnerable or isolated. The Royal Borough of Greenwich opened a temporary children's home as a result of young people not being able to be placed with a foster family, due to Covid-19, and youth workers were deployed to work in the home which also included sleeping in duties.

Once lockdown restrictions were lifted, we opened the hubs for face-to-face sessions in line with strict guidelines. We provided sessions for bubbles of up to 15 young people who were invited to attend. This ensured that we were having face-to-face contact with those who needed it the most.

Most of our youth service partners, who are commissioned to deliver services to young people on our behalf, work in schools and their programmes were suspended during the periods of lockdown. Futureversity did manage to deliver a comprehensive summer programme comprising 34 structured courses which were delivered virtually to over 100 young people. Many of our partners were able to adapt to delivering virtual sessions to ensure that their young people were engaged in activities during lockdowns.



Youth Service

Case Study: TH's Story



Young people volunteered
1,700
hours across the Young Greenwich provision



1,570
young people attended Young Greenwich activities



123
young people gained a qualification

TH is a 14-year-old boy from mixed heritage who lives with his mother, stepfather and an older brother. When he first joined the club, he was a shy, introverted character, he would never put himself forward and would stand at the back of the session and struggled to interact/get involved to full capacity during the Judo sessions. Having identified this, the coaching team and volunteers were eager to support TH and encourage participation and growth in his confidence.

The progress was slow, TH gravitated towards training with members of the club who were younger than him and would shy away from interaction in group scenarios. The coaching team developed an emphasis across the board for people to train with players of their own age, which enables not only better ability matches but opportunity for TH to bond with the players of his own age. As this developed, together with the introduction of more team activities, TH started to be seen getting involved in group conversations and games prior to his session, he even started to arrive earlier to meet and chat with his peers. We could see that he was growing in confidence and was beginning to feel comfortable with the other participants and was making new friendships. Before Covid-19 hit, he had started to enter judo competitions, which he would not have done previously and even came on one of our club trips to France to compete. Following this and when allowed during the pandemic, he attended our Sunday outdoor training sessions, as he is eager to stay connected with his friends.

He has been enthusiastic to support the younger players at the club and demonstrated this by supporting in their sessions to share his knowledge. They thoroughly enjoy having him as a role model on the mat! He has taken part in gradings and achieved his yellow belt!

His commitment and hard training to improve his technique and competition tactics, he achieved silver and bronze medals at the London Development competition held at the University of East London.

Because of TH's personal performance over the last few months, he was selected to attend an accredited level one sailing course at the Ahoy sailing club. We had good reports about him from the youth worker who attended and the staff at the centre who said he was a joy to teach and ever so confident in doing the tasks given to him by the sailing staff on the day. We were really pleased to hear this glowing feedback.

He has expressed an interest to volunteer for the club to help the younger participants.



“

I was so surprised to be selected to be part of the group to attend the sailing course at the Ahoy sailing centre. Always wanted to go sailing on the Thames, but never thought I would get the opportunity.”

TH

EARLY HELP & PREVENTION

The Early Help & Prevention strand has been very active over the last 12 months during what has been an unusual period for CACT. The response from our full-time and part-time staff members was extremely positive, showing a flexible attitude to working in various new, innovative and creative ways. This proactive attitude across the strand helped to either keep existing projects running or adapt to be able to deliver a variety of new initiatives many of which were directly related to CACT's Covid-19 response. Their committed attitude has not only ensured we kept supporting our local communities, helping ease the impact of the pandemic on the most vulnerable, but it has also helped protect jobs and contributed to maintaining the future security of CACT.

The nature of several of our projects and how they directly support individuals and families meant that many of our initiatives continued during the lockdown period. Strand staff were still out working face-to-face and directly with service users. Safe working and ensuring appropriate risk assessments were in place was an ongoing challenge but one that we met head on. Working through and meeting the needs of safe working during such a challenging period has helped develop the skills and resilience of our workforce. The main approach of our staff was to continue to support in the safest way possible.

Whilst our Short Breaks provisions continued to support on a face-to-face basis, many of our other provisions were quickly adapted to various virtual platforms to ensure we still reached out to those we were supporting. This was particularly noticeable on our mentoring and mental health programmes. With young people at risk of further isolation due to the conditions created by the pandemic, our staff developed, produced and delivered brilliant activities online to keep people engaged.

Moreover, regular contact was made with key young people and their families with support given to ensure any conflict within the home environment did not escalate towards a potential crisis point. Participants of other projects, such as the Upbeats and their families, were also very appreciative of the virtual programme we produced for them during lockdown. This involved multiple activities including cooking workshops, bingo and art classes. We also undertook doorstep visits to every Upbeat family during lockdown which again was very well received and it was very inspiring to able to visit the Upbeats and their families and witness how they were adapting to life in lockdown.

Financially, the strand has excelled during this period. We were able to draw upon the strong relationships formed with funders to ensure that funding was secured and that our partners were open to us hitting targets and commitments in different ways, suitable to the new reality and the needs created by it. Some substantial financial savings were made through innovative ways of working which has enabled us to finish the financial year in a good position, in spite of all the challenges. The strand's monitoring and evaluation is very strong now with funders and partners commenting on the quality of the work we produce in this area, and all staff members now embrace and respect the value of this function.

The strand's work is vital to many members of our local communities and CACT is proud to say that during a time when lots of community support was shutting down around them, our projects and our work found ways to continue to help and support the individuals and their families. This is due to the passion of our staff, their commitment to their roles and willingness to go above and beyond when called upon. We are very lucky to be represented by such people and we would like to thank them all individually for contributing to an amazing group effort.



Over
5,400
hours of mentoring to
400
young people

SHOW
RACISM
THE
RED
CARD



Short Breaks
Bexley & Greenwich

60
young people took part in an all inclusive tournament which included hate crime workshops

100%
of young people felt they improved their self-esteem, confidence, and mental and emotional well-being

Early Help & Prevention

Case Study: TE's Story

TE was introduced to us through the children with disabilities team. It was recommended that TE and his family may have needed our support as he was a teenage boy growing up with his grandparents, and would benefit socially and develop his confidence and personality with the level of interaction we could provide.

At the beginning TE was very shy and unsure about joining the Short Breaks activities. After coming along a few times, TE began to develop a relationship with the staff and service users, feeling a lot more comfortable with the Short Breaks programme. As a result, TE could relax and have fun. Activities and trips TE got himself involved in included bowling, go-karting, and football stadium tours. These provided him with greater social skills, engaging with other people of a similar age, and a great experience for him to try new things.

In the summer of 2019, we managed to organise a two-night Short Breaks residential trip in Ashford, Kent. This was a fantastic opportunity to become a bit more independent as it was the first time he spent time away from his grandparents. TE also showed leadership skills on the trip by helping other service users with the physical activities. If someone was struggling, TE took it upon himself to help them out as best as he could.

TE is now too old for the Short Breaks programme and has grown into a mature and caring young man, progressing so much in four years that we offered TE a role as a volunteer. We have seen an enormous change in his attitude, awareness of others, and willingness to take part in activities. The programme has helped him develop his confidence and self-esteem to interact socially with others, and has made a positive impact on key life skills. Following the development of TE throughout the programme, we are keen to continue to provide him with further opportunities to grow. By volunteering

as a staff member, we believe that this will have a positive impact on the other service users too due to the relatability that TE has because of his experience on the programme. TE will also benefit from this as he will be able to improve on his communication and interaction skills which will help his future prospects. Further to this, it is something TE has asked to do by himself which shows he is keen to get going and has the self-belief in his own abilities.

“TE enjoyed every moment he spent with Charlton Short Breaks. He engaged in many activities and loved them all. He learned how to understand other young people's needs while developing his own confidence with new people. You all welcomed him and us as friends, and we benefitted from it for a few hours break; knowing he was with people who cared for him, while giving him a sense of independence from us.”
(Quote from grandmother)

“TE is a pleasure to work with. Very polite and always showing his talents when it comes to sport.” (Short Breaks staff member)

“It was great to work with TE. Very helpful and always enjoyed himself on the day trips.” (Short Breaks staff member)

“

I always enjoy myself when I go to Charlton Short Breaks. Everyone is friendly, and I like all the staff. Some of the things I had done with Charlton I had never done before, so I was excited to go. The best trips must be the football stadium tour and the go karting. I really enjoyed the trip we did before.”

TE

FOOTBALL & SPORTS DEVELOPMENT

CACT's Football and Sports Development (FSD) strand was heavily impacted as Covid-19 hit the country and lockdowns were enforced. All our face-to-face delivery was cancelled straight away, including football holiday courses, Charlton Challenge sessions, school delivery and the Post-16 Football and Education Academy.

From March 2020 the FSD staff members joined the collective effort of CACT in supporting the Covid-19 response in the borough. Coaches and other staff members of the FSD strand were deployed to the Greenwich Community Hub, delivering shopping and medicine to residents or working on the phones to support the local community.

Moreover, to ensure we were still supporting participants of our projects virtually, CACT created online challenges and resources to engage our FSD community. These included all sorts of fun activities to encourage and motivate learning and positive engagement, from bingo challenges, to Charlton maths exercises. A few of the activities were also aimed at the whole family.

Throughout the lockdown, CACT continued to have regular meetings with main partner schools to offer support, maintaining regular communications with teachers.

CACT created a learning hub where schools could access learning resources and sent out weekly emails with the link to highlight what was on offer. We used our social media platforms to promote, direct and inform our community of the support and resources available to them.

CACT also used its partnership with secondary schools to support former year 6 pupils transitioning into secondary school. CACT's 'Keys to Key Stage 3' delivery was supported by the current year 7 pupils from secondary schools. This included: recording videos, writing

messages, giving advice and sharing insight into secondary school life in order to help ease any anxieties of prospective year 7 pupils. We shared these videos with our partner schools and on our social media platforms.

When some schools resumed in June, we created and shared contextualised solutions to socially distanced PE to support teachers as most schools at the time were not permitting external visitors.

As soon as restrictions started to allow it, the FSD strand started to resume face-to-face delivery, following guidance and ensuring safety.

First to re-engage were the Post-16 students in early June 2020, this enabled us to have the great recruitment of new students with 31 joining us for their education from September 2020.

Football courses were able to restart in August for the summer, in line with the usual safety procedures that the FSD team had put in place for all session to ensure they were Covid-safe, which included limiting venue capacity, adding more staff and working in bubbles. The schools delivery projects slowly went back to face-to-face delivery, as soon as the schools started allowing it, with smaller groups and ensuring social distancing.

Covid-19 has allowed us to look back and look forward and identify future development, with recruitment of new coaches and development of new partnerships being our main priorities going forward. During this past year we have definitely seen the need for young people to have opportunities to be active and we are looking to keep developing and adapting this offer to suit their needs.

Football & Sports Development

Case Study: Jakey's Story



Premier League
Primary Stars

94%

of CACT's Premier League Primary Stars participants have improved their confidence and self-esteem

Football & Sports Development



3,000

children took part in summer and October holiday courses

63

students attended the Post-16 Football & Education Academy

Jakey Palmer, from Eltham, worked hard to make the most of virtual Post-16 Football & Education Academy sessions during lockdown.

A two-year full-time programme run in partnership with SCL Education & Training, CACT's Post-16 Football & Education Academy is aimed at 16 to 19-year-old males and females interested in combining their education with the life of a professional footballer.

Jakey, 17, who says training during lockdown "has been very, very different", has had to think outside the box at times.

"I haven't got a goal up in my park, so I have to practice my shooting drills up against a fence, and dribble around cones that act as defenders", he says.

Obtaining regular experience of "the competitive environment" is an important part of the programme, and Jakey missed match days most during lockdown. He took part in online isolation sessions put on by tutors and spent extra time analysing professional matches in this period, however.

"My knowledge of the game has improved due to the analysis on professional games I have been watching", he said. He used the period to get on top of school work, training and nutrition, which he did "hours and hours of research on how to optimise".

"I believe I have made quite a few improvements to my game during lockdown", he says.

"For example, I believe my weak foot and dribbling has become a lot stronger due to the dribbling and shooting exercise I've been doing", he says, and has noticed improvement in his "fitness levels".

Education is a key part of the programme, and he pays tribute to tutor Dean Jarman.

"I am always asking him how I can improve on my assignments and he is always very helpful in his responses and helps me complete them to the best of my ability", Jakey says.

The period also allowed him extra time to "reflect on what I want to achieve in life and the amount of work I'm willing to put in to achieve that goal".

Michael Lawrence, CACT's SE London Football & Sports Development Officer, says: "Jakey is an individual who has excelled and gone above and beyond to demonstrate his determination to continue his development and really bought into the training plan".

“

I have been measuring my running times, and they have improved since the start of lockdown”

Jakey Palmer



SOCIAL ACTION & ENTERPRISE

The National Citizen Service (NCS) programme CACT delivers was adapted considerably in 2020-21. In partnership with our regional providers, CACT contacted young people who were keen to be involved with the NCS Summer Keep Doing Good (KDG) programme after its summer delivery model was subject to change nationally.

CACT delivered the programme across South East London and Kent, enabling young people to mix, interact and support local good causes in the form of social action projects, with charities including Barnado's, Porchlight, Mind and Ellenor Hospice benefitting. 58 young people took part in KDG in Kent, completing a minimum of 928 hours of social action, and 21 did in London, completing a minimum of 336 hours of social action. There are numerous opportunities to explore from the newly devised NCS school support model, and CACT will maintain regular dialogue with partners while it awaits information on future funding and direction of the NCS programme, in line with the Government Spending Review.

In partnership with regional providers, CACT contacted schools and recruited young people who were keen to access important opportunities to interact, learn and create a meaningful social action project. It exceeded autumn delivery

targets in both London and Kent, achieving 86 graduations and 2,580 social action hours in the former and 148 graduations and 4,440 social action hours in the latter.

Strong links with CACT's Post 16 Football & Education Academy (London) and Knole Academy (Kent) were key, with cohorts participating in condensed 5-day programmes. The cross-strand working with Football & Sports Development and post-16s was extremely successful, achieving record numbers for Autumn provision and providing a model that can be embedded into future planning and delivery for both strands.

Work began earlier this year to plan delivery in more parts of Kent, including new areas of delivery in Dover, Folkestone, Margate, Canterbury and Ashford. This will be a mixture of two-week and three-week programmes, the latter including a residential element. The target is 800 young people in Kent, and 160 in London, as CACT looks to regrow its provision.

In addition to this, CACT will look to deliver some programme variation models within both London and Kent schools. This will be delivered over two weeks with an emphasis on whole year team building and delivery of Social Action within the local area.



60
of CACT's FSD Post-16 cohort participated in a condensed 5-day NCS programme



4,440
hours of social action in Kent

2,580
hours of social action in London



Social Action & Enterprise Testimonials

The social action project for Team 5 (Ashford) saw young people on the programme take on various roles, each developing a range of new skills. The chosen charity was Porchlight, which the team raised over £180 for through events such as a car wash, bake sale, sponsored walk and rounders match.

“I faced my fears”, Courtney, Project Coordinator.

“NCS helped me with team activities”, Louis, Project Champion.

“On NCS, I learnt how to become a team player and how to manage my time”, Meg Photographer.

“On NCS I learnt how to work well as a team and to be a team player”, Jack, Designer.

“On NCS I learnt how to overcome tough challenges and work well with my team”, Amelia, Project Manager.

“NCS has taught me to share ideas and make my voice heard”, Rebecca, Researcher.

“NCS challenged me and taught me how to present myself confidently and proudly”, Mollie-Jayne, Shopper.

Team Leader Ashling Oladele reflects: “I enjoyed working with my young people as they worked well together. I saw a different side to them all. They all have a lot to offer and a lot of charisma.”

Fellow Team Leader Lucy Swan adds: “I enjoyed seeing the young people become more confident and engage in lots of new challenges from teambuilding activities to a social action project. I’m so proud!”

Team 1 (Margate) created an art piece with motivational quotes from both peers and members of the community to donate to a local community group. The aim was for young people in the community to add their own worries and thoughts which helped encourage them to normalise the notion of becoming aware of their mental fitness.

The group identified mental health awareness as an issue that resonated with all of them. They created an Instagram page with inspirational quotes and gained followers by reaching out to them.

They selected mental health charity, Young Minds, to raise money for through public donations and sharing their go fund me link on their social media which raised over £100 in total.

Wave Leader Floral Catling says:

“The young people on the first Margate wave have shown great commitment to the programme and were open from the start about their hopes for what they wish to achieve from taking part in NCS. This included gaining confidence in speaking to members of the public, making friends and improving communication skills.”

The group said: “We have learnt to step out of our comfort zone and how to work well as a team with people who were complete strangers. We have learnt the value of community and how important it is to get involved and make a difference.”

A member of the local community said: “After working in the mental health sector, I know how important awareness of mental health is and it’s great to see young people addressing this issue and raising awareness.”

EQUALITY, DIVERSITY & INCLUSION

CACT’s Equality, Diversity & Inclusion (EDI) strand delivers a variety of projects, that range from inclusive community sports sessions to training on specific EDI topics, including campaigns and events to raise awareness on relevant issues.

Despite the challenges faced by the Covid-19 pandemic and subsequent lockdown, CACT’s EDI strand managed to adapt a number of programmes.

One of the key successes was transferring our EDI training and workshops delivery to a virtual education and training programme, the Tackling Inequalities webinar series. The series explored different dimensions of inequality, discrimination, and exclusion and was designed to bring together a diverse range of expert speakers from different disciplines, backgrounds and lived experiences. In total, there were 864 bookings and 349 unique participants.

The webinar series were evaluated through interviews with participants, and findings proved very positive, as highlighted by the quote below:

“I would just like to say how impressive I have found them. They have been well-structured, well-hosted, extremely educational and informative... and the speakers have been excellent.” (Board Trustee EDI Lead, EFL Club).

Our LGBTQI+ friendly Team, CACT Invicta were impacted by lockdown, but did continue to meet online. As part of our ongoing commitment in raising awareness and understanding of a range of LGBTQI+ issues, CACT Invicta won the Grassroots Team Award at the Football v Homophobia Awards 2020-21. This was alongside the Club, who won the Professional Game (Club) Award, and Rob Harris, the Chair of the CAFC LGBTQI+ Supporters Group, the Proud Valiants, who won the Hero Award – a Charlton Hat-Trick!

Most EDI campaigns and events were delivered virtually this year, such as the Red, White and Black day. During Black History Month and International Women’s Day we produced key statements and highlighted key staff in our website and social media via a Spotlight Series.

In addition, CACT has established an EDI working group, formed by staff from all different departments of the organisation and backgrounds with the aim to further implement EDI within our culture and practice and to keep making changes in the right direction. The working group is led by the Head of EDI and has been working to identify key tasks and create an action plan which we have been implementing and regularly review and update.

Another important highlight for our EDI strand this year was having CACT’s Head of EDI, Dr Michael Seeraj, named on the influential Football Black List, alongside the likes of Marcus Rashford MBE, Tyrone Mings and Jason Euell, for his work in promoting EDI. Moreover, CACT EDI continues to chair the English Football League EDI Forum, as well as being a Board member on the Premier League Race Equality Advisory Group.

As part of the Covid-19 response, CACT EDI also supported a number of RBG initiatives, including the: Live Well Partnership; RBG Black, Asian and minority ethnic Network; VCS Resilience & Support Working Group; University of Greenwich.

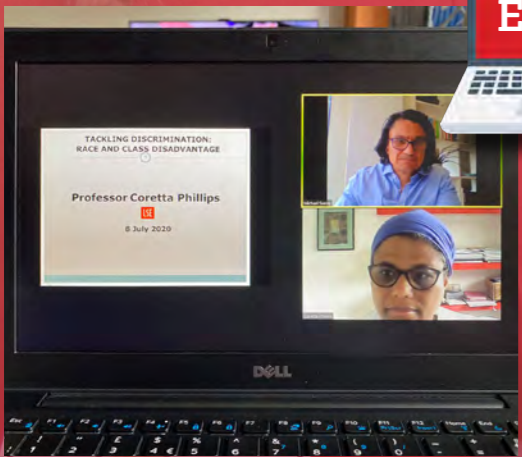
Equality, Diversity & Inclusion

Case Study: Lynsey's Story



13

participants from protected characteristics groups took part in an FA Level 1 coaching qualification



EDI

8

EDI Webinars were delivered, with a total of 864 bookings and 349 unique participants

- LGBTQI+ Inclusion Through Sport: The Benefits - Speakers: Gary Ginnaw and Sam Timms
- Football and Racism: Current Challenges - Speaker: Troy Townsend
- Tackling Discrimination: Race and Class Disadvantage - Speaker: Professor Coretta Phillips
- Post-Covid-19: What future for school-leavers and graduates from disadvantaged backgrounds? - Speaker: Dr Patrick McGurk
- Disability and Discrimination: What we know & what the future may look like - Speaker: Dr Laura William
- The 'New Normal': Addressing Rising Racial Inequity in a Post-Lockdown Economy - Speaker: Dr Kenisha Linton
- Football and Racism: Current Challenges 2 - Speaker: Troy Townsend
- Transgender Inclusion: Setting the Scene - Speakers: Dr Ben Colliver and Naomi Reid

Lynsey works for the Royal Borough of Greenwich as a Community Participation and Diversity Officer, within the Directorate of Housing and Safer Communities. Part of her role is to look at embracing diversity and try to engage with residents to ensure they are more representative of the local community.

Her and her team are responsible for area meetings, they also support campaigns and have tenant reps, who they develop training for. They have an online consultation and training platform. They also publish a housing magazine, which they can use to promote the work they are doing and developing and to get more people involved.

One of the things they have to achieve in the first year is to organise and deliver very specific training around LGBTQI+ issues which is something Lynsey wants to extend to the residents as she thinks they would really benefit from it too.

Lynsey attended the Transgender Inclusion webinar, as part of the Tackling Inequalities series. She decided to attend it to support her work and get a better understanding of inclusion and relevant issues, particularly around transgender inclusion. She wanted to be able to gain more knowledge so when she is able to progress this piece of work, she has some foundation to build from.

The webinars benefited her both, at a personal and professional level, as it was a lot more specific, insightful and relevant to the current context than other more general equality training that she's had which often feels that there's nothing new being said. She found it very useful to learn about relevant legislation around LGBTQI+ issues and rights, which she wasn't aware of, as well as, learning about allyship, the importance of it and the difference it can make. It also helped her to realise the importance of not only having a corporate buy in, but to also get the residents involved and get their buy in. She is now looking to get residents with lived experiences involved in policy and other relevant work.

After attending the training and seeing how beneficial it was, she was able to get in contact with Michael and get further support and input from him around how to progress her work and ensure diversity and representation. The training and meeting with Michael gave her the confidence to progress this piece of work. Moreover, her and her team have also been able to progress their application to House Proud, thanks to the new learnings and confidence gained.

Lynsey found the whole webinar very useful and she felt she wanted it to be even longer to learn more. The legislation insights given were very interesting, and she felt that having a person presenting that had lived experiences made the webinar even more powerful and meaningful.

EDUCATION

CACT's Education strand is committed to providing crucial and impactful opportunities for young people. We are proud of the fact that we responded by adapting our delivery to help meet the many evolving challenges that participants and communities have faced throughout the pandemic.

The Chief Inspector of Schools in England said that the attainment gap between deprived pupils and wealthier peers has widened as a result of school closures. Therefore, it was essential that many young people were provided with more opportunities to engage in education and focus on improving their attitude towards learning, as well as developing key life skills.

The Traineeship programme is at the forefront of CACT's Education delivery. A 12-week education and employability programme for young people aged 16-24 who are Not in Education, Employment or Training (NEET), it incorporates work experience to help prepare young people for their future careers by giving them the tools and experience required.

Delivered in partnership with the English Football League (EFL) Trust and Warwickshire College Group (WCG), CACT regularly engages with hard-to-reach young people from areas of social deprivation and who often have additional learning needs.

Trainees are referred and recruited from a variety of different places, including internally from other CACT programmes with referrals from Young Greenwich and CACT Mentoring. External referrals come from key partners including Local Authorities, Job Centre Plus, Pupil Referral Units and Royal Borough of Greenwich's Early Help & Children's Services departments.

Employability outcomes are crucial, with the objective of building the individual's self-esteem and interpersonal skills. The 100 hours work placement provides individuals with meaningful work experience, to best prepare them for their futures.

The programme had to be adapted and delivered within the parameters of Covid-19 restrictions. Traineeship is planned and delivered by a qualified teacher and member of CACT staff, providing young people with:

- Education: English, Maths & Functional Skills
- Employability: CV writing, mock interviews & potential realisation etc.
- Employment: Bespoke work placements in an area of interest

Lessons are delivered from CACT's Valley Central Youth Hub, situated at Charlton Athletic Football Club's stadium. This more informal setting proves an effective learning environment, and appropriate for young people, with many learners not ready for the sometimes more intimidating surroundings of a mainstream college.

In 2020, 32 young people started CACT's traineeship programme, which is due to be completed in July 2021.

Trainees in 2020 enrolled from the previous academic year, leading to a reduction in NEET young people via progression into:

- Apprenticeships (1)
- Employment (6)
- Further Education (5)



32
 young people started
 CACT's Traineeship
 programme, which is
 due to be completed in
 July 2021

Education

Case Study: CP's Story

CP was referred to CACT's Traineeship programme from the Single Homeless Project in October 2020. CP had been living in a homeless shelter for a prolonged period of time and did not have any desired options available to enrol in education. CP was NEET, lived in an area of deprivation, and has complex needs.

CP had a basic level and ability in relation to both literacy and numeracy and presented as someone who had a lack of aspiration and self-worth.

After initial inductions and the implementation of an individual learning plan, we identified that CP would need intense work on both literacy and numeracy, as his lack of qualifications could be a potential barrier to overcome his NEET status. CP highlighted that he had an interest in construction, but he was not sure if that was a feasible option as a career.

CACT Traineeship programme's values are to realise potential, raise aspiration and recognise achievement and one of its key focuses was to support CP to engage with employment and education. CACT Traineeship aimed to provide an informal learning environment for CP to achieve accredited qualifications and develop his skills.

The informal learning environment provided CP a learning experience based on personal development and employability skills, providing opportunities for him to learn life skills. One of the main strengths of the curriculum was that it provided CP with the opportunity to build personal and professional relationships, which has been key in raising his confidence, self-worth and aspirations. At first, CP would spend lunchtime alone on his phone but by the end of the programme, he would regularly socialise with his traineeship peer group.

CP stated that finances would be a barrier for him to be able to attend the programme. We initially funded CP's travel, and successfully supported him in applying for a travel and lunch bursary. This met CP's basic needs and resulted in 100% attendance.

CP undertook a work placement with Flower Skills & Training, which provided him with an opportunity to follow his passion of construction. CP completed a City and Guilds construction qualification and obtained a CSCS card.

Through additional 1:1 tuition, we increased CP's ability to work independently, solve problems, work within a team and confidently communicate with staff and peers. CP also took part in various employability workshops such as CV and cover letter writing, values elicitation, interview practice and customer service.

CP successfully completed an Entry Level 3 in Functional Skills English and Maths and secured a full-time retail job in June 2021.



SUMMER CAMP

The idea for the Summer Camp evolved from CACT's ambition to mitigate the issues our young people were facing. This included young people being out of education for 6 months and the growing attainment gap, particularly for those young people from more deprived backgrounds, with challenges exacerbated by the socio-economic and digital divide.

The Summer Camp offer included:

- Active Learning - education, wellbeing and resilience
- Youth work/creative arts
- Physical activity
- Hot and nutritious food

The camp ran from the 27th July to the 28th August 2020, offering young people the chance to attend a weeklong programme – In total 570 spaces were filled and 7,545 meals were provided to young people.

The Summer Camp was specifically designed to include sport and physical activity, creative arts and Active Learning. The Active Learning element was designed by CACT's Education lead and consisted of a series of fun and thought-provoking alternative curriculum workshops.

CACT adopted the Skills Builder Framework to support the delivery, utilising the resources for two of the key skills that aligned to the aim of the programme: problem solving and teamwork. The tool allowed us to break down essential skills into teachable, measurable steps that could be used with children and young people and provided lesson plans and teaching resources. The activities used for developing these skills included thought-provoking challenges, puzzles, games and discussions around current affairs. The programme also complemented the wider CACT Summer provision, forming a holistic package to help raise self-esteem, improve resilience and support physical and mental wellbeing.

Youth workers were instrumental in coordinating the Summer Camp in August 2020. This consisted of a maximum of 45 young people, in bubbles of 15, participating in three activities per day, which were sport, arts & crafts and education. This was delivered over three sites, two school sites and one youth hub. Young people were provided with a breakfast snack, a hot cooked lunch and fruit. A packed lunch-style meal was provided for them to take home. In addition to this, youth workers also delivered food boxes to families in their hub location that were known to be in need of extra provisions.



Summer Camp Case Study: Lucca's Story

570

young people took
part in our Summer
Camp



80%

of participants enjoyed
the education offer at the
Summer Camp

91%

of participants tried
a new activity

93%

of participants were
satisfied with the food
on offer

94%

of participants made at
least one new friend

98%

of participants indicated
that they would be likely
to attend a Summer Camp
next year

85%

of parents said that the
food available at the
Summer Camp was
suitable for their child's
needs

Lucca came to summer camp after being given the details by his school (John Roan). He is a 13-year-old young carer, living with his mother Ariadne and brother Matteo in Greenwich Peninsula and receives free school meals. On arrival to the camp, Lucca was very reserved and visibly anxious. Lucca's bubble lead quickly formed a relationship of trust and identified that the anxiety was due to leaving his mother at home and meeting new people.

Realising Lucca's additional needs, an extra member of staff was assigned to support him on a one-to-one basis. At the end of day one, Lucca was seen nervously filling his bag up with sandwich packs and yoghurts from the fridge. He was taken to one side and asked why he was taking so much food, to which he responded that he had no food in the fridge at home. We decided to give him 3 hot meals to take home along with sandwiches, yoghurts and fruit and told him that he could take enough food home every day for his mother and brother. He was very grateful and looked visibly happy.

On day two, Lucca passed on that his mother had sent her thanks. At the end of the day Lucca took home a hand-written note from CACT for his mother to contact us so we could see if we could support her in any way. On day three, Lucca said that his mother had no minutes or data left so she was unable to contact CACT on Tuesday. That afternoon Lucca's mother was called by a member of the team; the phone call raised many issues that her and her family were facing. By the end of the conversation consent had been given to refer her to the Greenwich Live Well team, as well signposting Lucca to Young Greenwich activities, which are free of charge in RBG for him and his brother Matteo.

The week continued in a positive manner for Lucca and his mother was supported by the Live Well team. Lucca managed to lean on staff in relation to the challenges he faced and the pressure he was under at such a young age. His demeanour changed as the week went on and you could visibly see the weight being lifted off his shoulders. Since completion of the Summer Camp, Young Greenwich have kept in contact with Ariadne and Lucca. Live Well have taken food parcels and referred Ariadne to Welfare Rights for support with her financial situation. Ariadne has also been assigned a Live Well coach at Greenwich Peninsula for follow up support

“

**‘We had lots of fun
and the staff were
friendly and helped
my mother and
family, thanks’**

Lucca

FUNDRAISING

A huge thank you to everyone who supported CACT over the past year. A lot of our fundraising plans were postponed or cancelled and we are incredibly grateful to everyone who donated to support our work this year.

Corporate Supporters

CACT's corporate sponsors and patrons provide vital support to our work.

We would like to thank our Principal Partner, ITRM, for providing front-of-kit sponsorship and a range of additional support.

We are also grateful to our partners, University of Greenwich, for their continued support CACT's corporate patrons in 2020/2021 included:

- Regular Cleaning Services
- K Wisdom Consulting

We would also like to thank other partners including FFT and the Efinity Charitable Foundation, W J King, Rivervale and Co-op.

Events & Fundraising

Our events looked a bit different this year but we are very grateful to everyone who joined our virtual events.

- Virtual quizzes with Scott Minto
- Upbeats Walk
- Move in June
- Race Europe

In addition to these events, we are grateful to Steve Sutherland and Dan Bream for producing the CACT Cook Book.

We would also like to thank everyone who donated items or money to our appeals including our coronavirus appeal, school holiday meals, Community Hub and Project Hope campaigns.

Compliance

All fundraising activities are monitored by the Marketing and Fundraising sub-committee. CACT is registered with the Fundraising Regulator and follows the Code of Fundraising Practice in all its fundraising. Fundraising carried out in aid of CACT by volunteers is monitored and supported by the central team wherever they are aware of it. CACT did not receive any complaints about its fundraising in this period. CACT ensures that all its activities are carried out in a way that respects the rights of vulnerable people and all members of the public, for example, staff and volunteers are briefed before relevant activities and electronic communications are only sent to those who have opted in for information on fundraising.

We have not worked with external professional fundraisers.



We raised over
£180,000
 in donations this year
 Thank you



The Upbeats
 Walk in April
 2020 raised
£30,000

198
 members of the
 Charlton Race Europe
 team travelled over
 43,000 miles in March

GOVERNANCE, STRUCTURE & MANAGEMENT

Trustees

The trustees are directors for the purposes of company law.

The trustees' report has been prepared in accordance with the Charities Act 2011 and is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 46 to 54 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

Trustee Appointments, Resignations and Reappointments

The board is conscious of the need to have an appropriate skill mix to ensure trustees contribute fully to the charity's continued development, as well as the need for continuity and the necessity to refresh the board.

Appointments

As reported in the 2020/2021 Trustees' Annual Report, four trustees - Simon Charlick, Calum Coker, Martin Griffiths and Chris Lunn were appointed in June 2020 and have experience in the areas of health, fundraising, finance, social inclusion and communications. In December 2020 trustees welcomed a fifth new trustee, Tracy Herd. Tracy has experience in health improvement strategies and programmes for improving men's physical and mental health.

The appointments have further enhanced the skill set and improved diversity on the board however, trustees are not complacent and will endeavour to increase diversity further.

The South of England Foundation is incorporated as a company limited by guarantee and registered as a charity. The charity is registered with the Charity Commission.

The charity has a board of nine trustees which governs in line with its governing document, the Articles of Association, vision, values, mission and charitable objectives. The board is responsible for overall governance and strategic direction of CACT and compliance with the legal and statutory requirements of a UK charity and of a registered company.

Trustees who served during the period from 1 April 2020 to 31 March 2021:

- Luke Ashworth
- Peter Cousins FCA (retired in April 2021)
- Ken Palmer
- Paul Statham
- Marilyn Toft
- David White (retired in June 2020)

Trustees appointed in June 2020 and December 2020:

- Simon Charlick FCA
- Calum Coker
- *Martin Griffiths CBE
- Chris Lunn
- Tracy Herd (appointed in December 2020)

Governance, Structure & Management (continued)

** Martin Griffiths – Consultant Trauma and Vascular Surgeon at Barts Health NHS Trust and National Clinical Director for Violence Reduction for NHS England, was awarded a CBE in the Queen's Birthday Honours List in June 2021. Martin was recognised for his work across the NHS in empowering communities and health professionals to challenge the attitudes and behaviours that result in violence and supporting people to make better choices. Trustees and staff congratulated Martin on his well-deserved award.*

Resignation/End of Term of Office

As reported in the 2020/2021 Trustees' Annual Report, David White retired from the board in June 2020, after completing his third, three year term of office.

Peter Cousins, first appointed in May 2008, retired when his term of office ended in May 2021. Peter, a valued and highly regarded trustee, Chair of the Finance and Personnel Sub-committee for over 12 years, and Chair to the board since July 2019. Trustees and staff thanked Peter for his service, dedicated professionalism and for supporting CACT through some unprecedented challenges caused by the pandemic during the reporting period.

Marilyn Toft, EDI trustee lead was elected as the new Chair in April 2021, and Luke Ashworth reappointed Vice-Chair. Simon Charlick proceeded Peter Cousins as Chair to the Finance and Personnel Sub-committee.

Reappointments

CACT's governing document, the Articles of Association states that trustees will serve a three-year term up to a maximum of three terms, unless in exceptional circumstances and in the opinion of trustees, it is in the best interest of the charity and its beneficiaries for the trustee to serve for additional terms.

Ken Palmer, first appointed in April 2014 was reappointed in April 2021 to April 2024.

All trustees complete a register of interest annually and declare interests and potential conflicts of interest at the beginning of each board and sub-committee meeting, in line with the Articles of Association and our Conflict of Interest Policy.

Trustees are DBS checked on appointment and at three-yearly intervals.

Trustees receive no remuneration with respect to their role and claimed no expenses during the reporting period.

The charity has purchased insurance (premium of £2,032 for 2021, £2,092 for 2020) for cover up to £5 million to protect it from any loss arising from the neglect or defaults of trustees and employees and to indemnify them against the consequences of any neglect or default on their part.

The Charity Governance Code

Trustees have continued to implement recommendations from the Charity Governance Code in order to develop and maintain a high standard of governance. The recommendations actioned during the reporting period include:

- Preceding the appointment of a new Chair, role descriptions for the Chair and Vice-Chair were reviewed and updated to ensure leadership responsibilities are clearly defined.
- Trustees reviewed the composition of the board and conducted a skills audit. Results indicate that trustees have the appropriate mix of skills and relevant experience to meet the current and future anticipated needs of the charity to deliver the objectives effectively. The board composition will be reviewed and a skills audit completed bi-annually, or sooner if a trustee resigns/retires.
- Trustees reviewed the levels of delegated authority to the chief executive and approved

Governance, Structure & Management (continued)

the updated schedule of “Matters Reserved to the Board.”

- Following the publication of the refreshed Charity Governance Code, trustees attended two training sessions that incorporated the updated areas in the Code relating to equality, diversity, inclusion (EDI) and safeguarding.
- Trustees established a working group to review the charity’s governing document - the Articles of Association, to ensure it continues to provide a suitable governance framework. (The Articles were last updated in June 2018).

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice (CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs which are assessed and graded through an evidence based self-assessment process.

Sub-committees

CACT has three sub-committees – Equality, Diversity, Inclusion and Safeguarding, Finance and Personnel, and Marketing and Fundraising. An annual calendar of meetings is agreed for board and sub-committees and all meet quarterly.

A key objective in CACT’s three-year strategic plan (2019/22), is a commitment to develop and embed Equality, Diversity and Inclusion (EDI) as a core element across all areas of CACT’s work which are delivered through an Equality Action Plan (EAP). The EDI and Safeguarding Sub-committee monitor the impact of the charity’s EAP and oversee the safeguarding function of CACT.

Equality, Diversity, Inclusion (EDI) and Safeguarding Sub-committee: membership comprises four trustees - Marilyn Toft (Chair and EDI lead trustee), Ken Palmer (Safeguarding lead trustee), Calum Coker and Martin Griffiths.

Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion), Dr Michael Seeraj (Head of EDI) and Barry Simmons (Safeguarding and Health and Safety Officer) provide the necessary input to the meetings.

Finance and Personnel Sub-committee: membership comprised four trustees to April 2021, up until Peter Cousins retired from the board. Simon Charlick (Chair), Luke Ashworth and Paul Statham are trustee members; Jason Morgan (Chief Executive), Mark Gregory (Director of Finance and Support Services) and Kathy Smart (Head of Governance and Support Services) provide the necessary input to the meetings.

Marketing and Fundraising Sub-committee: membership comprises three trustees – Chris Lunn (Chair), Calum Coker and Marilyn Toft. Jason Morgan (Chief Executive), Zaki Dogliani (Marketing and Communications Manager) and the Head of Fundraising and Development provide the necessary input to the meetings.

Ambassadors

CACT Ambassadors are advocates for CACT initiatives and use their expertise to assist continued growth, development and success of community programmes. Ambassadors are appointed in recognition of their outstanding contribution and consistent support of CACT’s work:

- Dave Berry
- Paul Dunn MBE
- Keith Peacock
- Martin Simons
- Autumn Sharif
- Steve Sutherland

Governance, Structure & Management (continued)**Honorary President & Vice President**

Trustees are considering the appointment of an honorary president following sad news of the death of former president, Sir Maurice Hatter in April 2020, (as reported in last year’s annual report).

Lord Grade of Yarmouth CBE, a former Director of Charlton Athletic Football Club, is honorary vice-president of CACT.

Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation of the charity. There are no changes to the executive team during the reporting period. The executive team comprises:

The executive team comprises:

- **Jason Morgan MBE** - Chief Executive Officer
- **Mark Gregory** - Director of Finance and Support Services
- **David James** - Director of Education and Sport
- **Charlie Macdonald** - Director of Youth, Health and Inclusion

The remuneration of the executive team is set by the trustees, who have regard to pay levels for equivalent staff in similar organisations.

Employees

CACT seeks to develop a culture of trust and respect where all employees are valued and treated fairly, in accordance with our Equality Policy.

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. We offer a range of benefits and incentives including:

- London Living Wage Foundation Employer
- Employee Assistance Programme

- A range of internal and external training opportunities
- “Equality, Diversity and Inclusion” Staff Working Group
- “Green” Staff Working Group
- Eye-care Vouchers
- Cycle to Work Scheme
- Healthy Workplace Award
- Investors in People (re-accredited in March 2021 for three years)
- Matrix Standard (re-accredited in April 2021 for three years)

CACT ensures employees are well informed through weekly staff newsletters including HR updates, department and team meetings and information including updates to staff policies and procedures via our HR Information Management System. During the Covid-19 pandemic, effective communication was vital particularly as many staff, in line with government guidance were directed to work from home wherever possible, unless redeployed to work on the Royal Greenwich Community Hub.

Staff received regular briefings with updates on changes to government guidance, weekly staff newsletters containing articles, webinar links on staying physically and mentally healthy, as well as regular email communications from the chief executive and directors.

Two virtual presentations were delivered to all staff by the chief executive and directors, to ensure staff were well informed about the measures being taken during the pandemic to protect the staff and the charity, as well as adapt services to support the local community, and outline plans for future recovery.

Charlton Athletic Football Club

CACT is Charlton Athletic Football Club’s (CAFC) charitable arm and operates via a Trademark Licence Agreement to use the club’s name and badge. CACT’s head office is situated at the club’s training ground in Sparrows Lane in southeast London. The Health Improvement Call Centre and Valley Central Youth Hub are based

Governance, Structure & Management (continued)

at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

During the reporting period the ownership of the football club changed and in September 2020 the club was purchased by Thomas Sandgaard, a Danish-American businessman. A new strong partnership has already developed as the club recognises and supports the positive impact of CACT's work. The appointment of a trustee from the club will be considered by trustees to further strengthen the partnership.

Other Partners

CACT works with several other partners and agencies in the public, private and charitable sectors. This includes local authorities, (Royal Borough of Greenwich, London Borough of Bexley and Kent County Council), Oxleas NHS Foundation Trust and other NHS Trusts, National Citizenship Service, English Football League, Premier League, Football Foundation, English Football League Trust, Premier League, Football Association, Professional Footballers' Association, schools, colleges and universities as well as local and national businesses.

Subsidiary Companies

The charity has two trading subsidiary companies, South of England Foundation (Community Facilities) Limited (CFL) and Community Scheme Solutions Limited (CSSL). CFL was established to develop an artificial training pitch under the Barclays Spaces for Sport scheme in 2006. It also undertakes other projects relating to the development and on-going use of sporting facilities for the use of the community.

In the opinion of the trustees, the current activities of CFL fall within the charitable objects of the charity itself and therefore the activities of the group are all regarded as charitable activities in the report which follows and the financial statements which accompany it.

CSSL was active between 2007 and 2009 running the "Football in the Community Scheme", formerly run by Charlton Athletic Football Club until these activities were transferred to the Trust itself. The company is now dormant.

FINANCIAL REVIEW

Financial Report for the Period

Total income for the financial year to March 2021 was £5.6 million, unchanged from the year before. Income from charitable activities declined to £4.3 million in 2020/21 compared with £4.7 million the previous year, mainly because of reduced income from NCS and football and sports development programmes, partly offset by higher income from health improvement Covid-19 response programmes. Income from grants and donations was £862,000 million in the year to March 2021, compared with £798,000 in the previous year. The increase primarily reflects Covid-19 related grants.

Total expenditure decreased from £6.0 million in the 2019/20 financial year to £5.4 million in the year to March 2021. This is attributable to lower expenditure on social action and enterprise, early help and prevention and football and sports development programmes, and reflects both some reduction in the level of activity and a change in delivery models in these areas as a result of the pandemic. These expenditure reductions were partly offset by increased expenditure on health improvement programmes, in particular the Royal Greenwich Community Hub.

Financial Review (continued)

The operating surplus of £55,000 on unrestricted funds represents net income of £273,000 for Greenwich Youth Service and £1,000 designated fund transfers, partly offset by an overall shortfall of £154,000 in general funds and a £65,000 pension fund actuarial adjustment included within expenditure.

Youth service net income includes an unplanned underspend of £192,000 as a result of activities not taking place due to Covid-19. With the agreement of Royal Borough of Greenwich this has been retained and ring-fenced to fund additional youth service activities in future years. The balance represents a £81,000 planned retention of income to cover anticipated cost inflation. (Annual income is fixed over the nine-year life of the contract but costs are expected to increase.)

The £154,000 overall shortfall on general funds reflects the curtailment of planned income-generating programmes and activities due to the Covid-19 pandemic. The impact of the pandemic on CACT's finances was however significantly mitigated by prompt actions and consultation with funders to protect funding where possible, together with changes in delivery models to online and virtual delivery, where physical delivery was no longer possible, and applications for grants to support Covid-19 recovery.

Restricted funds totalled £734,000 at the end of the financial year, compared with a balance of £565,000 at the beginning of the year. The increase reflects funding received in 2020/21 on health improvement and early help and prevention funds, which will be spent in 2021/22, partly offset by a reduction in fixed asset funds due to the annual depreciation of the Community astroturf pitch and other assets.

Designated funds increased from £1.1 million last year to £1.4 million at 31 March 2021, mainly as a result increases in the value of development fund investments.

Free reserves at the end of the year were £480,000, equal to the balance at the beginning of the year, after the transfer of £154,000 from the

development fund to cover the operating deficit, as explained above.

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £5 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained, and total unrestricted funds (excluding the pension reserve) of between three and five months' expenditure should be held, as cover for any longer term and residual exposures.

Free reserves are stated before deduction of a £745,000 pension reserve to cover CACT's share of the Royal Borough of Greenwich Pension Fund, in respect of employees who were transferred to CACT in 2012 and 2019 under a TUPE arrangement. The pension liability is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2019, updated for changes in demographic and financial assumptions since that date. The pension deficit will be met out of future contributions and so it is unlikely to crystallise. In this situation current guidance allows a charity to ignore a negative pension reserve when assessing its free reserves.

RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and mitigation actions put in place throughout the year. All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in March 2021. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

Risk Management (continued)

- **Safeguarding issues**, including inappropriate actions by employees or volunteers, affecting service users and others, particularly young and vulnerable people, could cause reputational damage and result in loss of funding for programmes.

Mitigating actions include: All staff and trustees are subject to DBS checks; all staff undergo mandatory safeguarding training; a full-time Safeguarding Officer is employed to support staff and volunteers, our service users and partners, and to provide quarterly reports to the board of trustees; safeguarding policies and procedures are in place and are reviewed annually by trustees; staff have access to and are required to adhere to the policies and procedures; the board includes a trustee with professional safeguarding expertise.

- **Data protection issues**, including confidential or sensitive personal data being lost, published or held inappropriately. The resulting damage to the Trust's reputation could lead to external funders being unwilling to work with CACT, and non-compliance with legislation may lead to financial penalties being imposed.

Mitigating actions include: an Information Governance Steering Group meets quarterly to oversee information governance including reviewing incidents or "near misses"; data protection and related policies are reviewed regularly; staff have access to and are required to comply with data protection policies and procedures - disciplinary sanctions highlight the importance of compliance; staff are required to complete mandatory online data protection training; system security and physical security measures prevent unauthorised access to data; an external data protection consultancy service provides advice and guidance on data protection related matters.

- **Financial risks** as a result of the Trust losing funding and not being able to cover core costs.

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by trustees; ensure budgets are closely monitored and consider efficiency savings that do not impact on services. In addition, a programme of fundraising events and programmes has been developed in order to grow unrestricted income to help cover core costs.

Risks related to Covid-19

In addition to the above continuing risks, a detailed risk assessment of the impact of the coronavirus was undertaken and regularly reviewed and updated as the situation evolved. A major incident management team was set up comprising CACT senior managers as well as HR and health and safety staff, to co-ordinate the Trust's response to the pandemic and ensure that appropriate actions were taken and all government guidelines were followed.

The following Covid-19 specific risks were identified and addressed:

- **Staff risks:** including employees being unable to work due to contracting the virus or needing to self-isolate.

Mitigating actions included closing the main CACT office and directing employees to work from home wherever possible to minimise potential exposure to the virus. Where working from home was impossible, government guidance on social distancing, washing and the use of PPE where necessary was rigorously enforced. Regular electronic briefings were given to staff to ensure that they were kept informed of any changes to guidance. Data protection risks associated with remote working were assessed to ensure GDPR-compliance with the processing of data and policies and procedures were updated.

- **Programme and activity risks:** including risks of participants and employees contracting Covid-19 whilst involved in CACT activities.

Risk Management (continued)

Programme-specific mitigating actions were taken to minimise risk, including cancelling some activities, reducing participant numbers, and changing the delivery model of others such as moving to online activities, in consultation with funders. In all cases current NHS and government guidance has been followed.

- **Financial risks:** due to planned activities or programmes being curtailed.

Actions taken include: major funders consulted immediately to agree new delivery models and revise KPIs where appropriate, to protect funding; staff from cancelled programmes reassigned where possible to other funded activities, in particular the Royal Greenwich Community Hub; loans and Covid-19 support grants applied for to offset lost income and protect liquidity; income, expenditure and cash flow forecasts prepared and regularly monitored so that prompt action can be taken when necessary to ensure continued financial stability.

Events Since Year-End

Although Covid-19 restrictions are being removed and programmes that could not take place previously are resuming, the ongoing impact of the pandemic remains uncertain. Trustees continue to work with senior management to ensure that actions are taken to mitigate and offset any negative coronavirus impacts, and ensure the long-term financial stability of the charity

FUTURE PLANS

CACT reviewed the objectives in the three-year strategic plan 2019-2022 and due to the challenges caused by the Covid-19 pandemic, it was agreed to extend the plan for an additional year, to 31 March 2023. Progress is tracked through an annual business plan incorporating a rag-rated system to identify objectives not on target which will be reviewed quarterly by trustees.

As restrictions imposed by the pandemic are relaxed, a number of fundraising opportunities in

collaboration with the club are planned to raise income for CACT.

The current Live Well health contract ends at the end of 2022. CACT intends to submit a tender to be recommissioned and we feel that we are in a strong position to continue to provide this service for the Royal Borough of Greenwich. As we emerge from the pandemic, we expect the need to provide education services linked to the youth service will continue to grow.

Equality, Diversity and Inclusion will continue to be a key focus, including working together with the football club on an EDI strategy and looking to increase diversity at higher levels within the organisation.

CACT will continue to focus on monitoring and evaluation processes to ensure high quality services are delivered across all strands and impact is measured effectively.

CACT will continue to review policies and procedures and keep them up-to-date and in line with changes in legislation and Charity Commission guidance. This will include ongoing implementation of recommendations from the Charity Governance Code and compliance with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Statement of Trustees' Responsibilities (continued)

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and the group and of the income and expenditure of the charity and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice (the Charities' SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

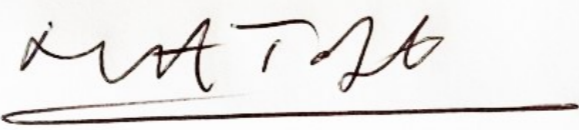
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Thanks

The trustees would like to place on record their thanks to all CACT's ambassadors, patrons, partners, funders, employees and volunteers without whom none of its excellent work could be done.

Approved by the trustees and signed on their behalf by:



Marilyn Toft – Chair of Trustees

Date: 29 September 2021

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 charitable parent company's affairs as at 31 March 2021 and of the group's 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.

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 FRC'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 group and charitable parent company'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 annual report and Financial Statements, 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.

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 trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, 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 charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent 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' exemptions from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the 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 charitable parent 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 charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011).

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Financial Statements

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- challenged assumptions and judgements made by management in assessing the going concern basis of accounting and in its significant accounting estimates, including the estimated useful economic lives of assets for the purpose of determining the annual depreciation charge,
- performed sample based testing of expenditure in the accounting system to supporting documentation and sample based testing of income from source documentation to the accounting system;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's 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.



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 21/10/21

		Restricted funds			Total funds 2021 £'000	Total funds 2020 £'000
		Unrestricted funds £'000	Revenue projects £'000	Capital development £'000		
Income:						
Donations and legacies	1	183	679	—	862	798
Income from charitable activities	2	2,028	2,301	—	4,329	4,699
Income from other trading activities	3	49	—	—	49	46
Investment income		29	—	—	29	33
Other income – CJRS grant		329	—	—	329	—
Total income		2,618	2,980	—	5,598	5,576
Expenditure:						
Cost of raising funds	4	130	—	—	130	200
Expenditure on charitable activities	5					
. Health Improvement		198	1,902	1	2,101	1,110
. Youth Services		1,124	24	—	1,149	1,081
. Early Help and Prevention		35	739	—	774	1,029
. Football and Sports Development		613	65	22	700	789
. Social Action and Enterprise		365	—	—	365	1,621
. Equality, Diversity & Inclusion		23	55	—	78	72
. Education		74	—	3	77	119
		2,433	2,785	26	5,244	5,821
Total expenditure		2,563	2,785	26	5,374	6,021
Net income (expenditure) before investment losses and transfers	7	55	195	(26)	224	(445)
Gains (losses) on investments	11(a)	189	—	—	189	(49)
Net income (expenditure) for the year		244	195	(26)	413	(494)
Other recognised gains and losses						
(Losses) gains on pension scheme		(360)	—	—	(360)	105
Net movement in funds		(116)	195	(26)	53	(389)
Reconciliation of funds:						
Fund balances brought forward at 1 April 2020		1,222	288	277	1,787	2,176
Fund balances carried forward at 31 March 2021		1,106	483	251	1,840	1,787

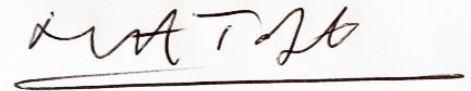
All of the group's activities in the above two financial periods were derived from continuing operations.

There were no recognised gains and losses other than those set out in the consolidated statement of financial activities above.

Detailed comparative information is provided in notes 20 to 23, which form an integral part of the accounts.

	Notes	Group 31 March 2021 £'000	Group 31 March 2020 £'000	Charity 31 March 2021 £'000	Charity 31 March 2020 £'000
Fixed assets:					
Tangible fixed assets	10	292	331	17	31
Investments	11	1,107	918	1,107	918
Total fixed assets		1,399	1,249	1,124	949
Current assets:					
Debtors due within one year	12	682	837	678	838
Cash at bank and in hand		1,103	632	1,101	623
Total current assets		1,785	1,469	1,779	1,461
Liabilities:					
Creditors: amounts falling due within one year	13	(599)	(611)	(607)	(619)
Net current assets		1,186	858	1,172	842
Total net assets excluding pension liability		2,585	2,107	2,296	1,791
Net pension liability	16	(745)	(320)	(745)	(320)
Total net assets		1,840	1,787	1,551	1,471
The funds of the charity:					
Restricted funds	14				
. Relating to fixed assets		251	277	2	6
. Other		483	288	483	288
		734	565	485	294
Unrestricted funds					
Designated funds	15				
. Fixed asset fund		41	54	15	25
. Development fund		1,026	991	1,026	991
. Other		304	17	304	17
		1,371	1,062	1,345	1,033
General funds					
. Free reserves		480	480	466	464
. Pension reserve	16	(745)	(320)	(745)	(320)
		(265)	160	(279)	144
Total unrestricted funds		1,106	1,222	1,066	1,177
Total funds		1,840	1,787	1,551	1,471

Approved by the trustees of South of England Foundation, Company Registration Number 04654582 (England and Wales) and signed on their behalf by:



Marilyn Toft – Chair of Trustees

Approved on: 29 September 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	442	(59)
Cash flows from investing activities:			
Investment income received		29	33
Purchase of tangible fixed assets		—	(9)
Net cash provided by (used in) investing activities		29	24
Change in cash and cash equivalents in the year		471	(35)
Cash and cash equivalents at 1 April 2020		632	667
Cash and cash equivalents at 31 March 2021		1,103	632

Notes to the consolidated statement of cash flows for the year to 31 March 2021:
A Reconciliation of net expenditure to net cash flows from operating activities

	2021 £'000	2020 £'000
Net income (expenditure) as per the statement of financial activities	413	(494)
Adjustments for:		
Depreciation charge	39	40
FRS 102 pension charge	65	44
Investment income received	(29)	(33)
(Gains) losses on investments	(189)	49
Decrease in debtors	155	458
Decrease in creditors	(12)	(123)
Net cash provided by (used in) operating activities	442	(59)

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These accounts have been prepared for the year to 31 March 2021.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) updated October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make judgements and estimates.

The items in the accounts where significant judgements and estimates have been made include:

- ◆ determining whether any impairment of the artificial training pitch is needed. The charity's existing artificial pitch is due to be replaced by a new pitch on Footscray Rugby Club land at no cost to the charity. The Trustees do not consider the existing asset to be impaired because the value of the replacement pitch will be at least equal to the book value of the existing facility at the CAFC Training Ground; and
- ◆ reviewing the assumptions used to calculate the pension liability.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. In making this assessment the trustees have specifically considered the Covid-19 pandemic and its potential impact on the operations and finances of the charity. Several factors have been taken into account, including:

- ◆ *Source and security of future income.*
Approximately half of CACT's annual income is obtained from multi-year contracts or grant agreements that extend for a period of at least one year beyond the date on which these accounts have been signed.

Approximately 60% of CACT's usual annual income (and over 80% of its income that is secured over a year in advance) is obtained from public sector funding where the risk of non-payment due to the financial situation of the funder is assessed to be very low.

Assessment of going concern (continued)◆ *Financial controls*

Cash management and other financial control processes are in place to minimise financial risks and ensure that income due is received on a timely basis. Income, expenditure and cash flow forecasts are prepared. Actual performance is monitored against these forecasts on a monthly basis, to allow action to be taken where there is a risk that forecasts may not be achieved.

◆ *Financial assets held by the charity*

In addition to cash balances held to meet CACT's short-term operating needs, the charity holds over £1,000,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

After making this assessment the Trustees are confident the organisation has adequate resources to operate for the foreseeable future, that there are no material uncertainties over its going concern status, and that it can adopt the going concern basis in preparing its financial statements.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of the charity with those of its subsidiaries, South of England Foundation (Community Facilities) Limited and Community Scheme Solutions Limited (dormant). Where necessary the amounts consolidated in respect of the subsidiary companies are restated to ensure consistency of group accounting policies.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. In cases where, in line with funding agreements, income is received in advance of the period to which it relates, this is shown as deferred income in the accounts.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable.

Grants are recognised when the charity is entitled to the funds. Where entitlement is dependent on fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that the conditions will be met.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income from charitable activities includes contracts to deliver services, football course fees and income from the school based activities. The income is generally recognised when the charity is entitled to receipt, and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Income recognition (continued)

Gifts in kind donated to the charitable company for its own use are included in income and resources expended at their market value as at the time of the gift. Donated professional services are not included in income where it is not possible to place a value on those services.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.
- ◆ Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity, and support costs in operating the charity.
- ◆ Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity.
- ◆ Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis.

Tangible fixed assets

Tangible fixed assets costing over £5,000 are capitalised and are stated at cost and depreciated over their expected useful life. Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

- | | |
|----------------------------------|---|
| ◆ Artificial training pitch | Over the life of its lease, which is 25 years |
| ◆ Other sports facilities | 4% on cost |
| ◆ Machinery and office equipment | 25% on cost |
| ◆ Motor vehicles | 25% on cost |

Investments

Listed investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts that are available on demand.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

Fund accounting

Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or contributions subject to donor imposed conditions. Designated funds are those funds earmarked by the trustees for a specific purpose. They are unrestricted, and the trustees may ultimately use such funds for other purposes. The funds represented by tangible fixed assets are treated as designated funds.

General funds represent those monies which are freely available for application towards achieving any charitable purpose which falls within the charity's charitable objects.

Funds retained in the trading subsidiaries which have been generated through undertaking activity that falls within the charity's objects, and which is intended for application within the objects, are treated in the group balance sheet as charitable funds, either restricted or unrestricted.

Capital contributions received towards the cost of construction or acquisition of tangible fixed assets which are subject to on-going restrictive obligations are treated as restricted funds and reduced by charges of depreciation through the statement of financial activities over the estimated useful life of the asset.

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Royal Borough of Greenwich's youth service provision, and to provide contracted health improvement services, are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions, which amounted to £41,000 in the year to 31 March 2021, as detailed in note 16 to the financial statements. There were 7 active members and 12 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

1 Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000
Donations	24	66	90	12	35	47
Income from patrons	43	9	52	57	3	60
Grants	116	604	720	42	649	691
Total funds	183	679	862	111	687	798

Income from donations includes £379,100 from central and local government grants (2020 - £301,900).

The largest grants received in the year were £122,500 from the Department of Health and Social Care for the social prescribing programme, £120,300 from the Royal Borough of Greenwich for Short Breaks early help and prevention programmes and £96,300 for the Premier League "Kicks" social inclusion programme.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000
Service delivery	715	2,279	2,994	1,800	1,319	3,119
Greenwich Youth Service	1,227	—	1,227	1,116	—	1,116
Fees from the delivery of projects	70	—	70	416	—	416
Other charitable income	16	22	38	33	15	48
Total funds	2,028	2,301	4,329	3,365	1,334	4,699

Income from charitable activities includes a total of £2,164,097 from local government contracts (2020 - £2,271,500).

The largest amounts of service delivery income are £1,341,300 from Oxleas NHS Foundation Trust for the Royal Borough of Greenwich (RBG) Start Well programme, £899,000 from RBG for health improvement services and £855,100 from RBG for Covid-19 response programmes.

Fees from the delivery of projects is the aggregate of a large number of smaller programmes, primarily related to football and sports development.

3 Income from other trading activities

	Total (unrestricted) funds 2021 £'000	Total (unrestricted) funds 2020 £'000
Fundraising events	40	33
Other trading income	19	13
Total funds	49	46

4 Cost of raising funds

	Total (unrestricted) funds 2021 £'000	Total (unrestricted) funds 2020 £'000
Staff costs (note 8)	121	171
Other costs	9	29
Total funds	130	200

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

	Direct staff costs (note 8) £'000	Other direct costs £'000	Support costs (note 6) £'000	Total funds 2021 £'000
Health Improvement	1,455	345	301	2,101
Youth Services	575	406	168	1,149
Early Help and Prevention	404	288	82	774
Football and Sports Development	483	134	83	700
Social Action and Enterprise	244	69	52	365
Equality, Diversity & Inclusion	58	8	12	78
Education	38	27	12	77
Total funds	3,257	1,277	710	5,244

	Direct staff costs (note 8) £'000	Other direct costs £'000	Support costs (note 6) £'000	Total funds 2020 £'000
Health Improvement	757	231	122	1,110
Youth Services	579	353	149	1,081
Early Help and Prevention	503	413	113	1,029
Football and Sports Development	500	181	108	789
Social Action and Enterprise	580	809	232	1,621
Equality, Diversity & Inclusion	58	6	8	72
Education	84	18	17	119
Total funds	3,061	2,011	749	5,821

6 Support costs

Charitable activities expenditure shown note 5 above include the following support costs:

	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2021 £'000	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2020 £'000
Health Improvement	255	46	301	93	29	122
Youth Services	143	25	168	114	35	149
Early Help and Prevention	70	12	82	86	27	113
Football and Sports Development	70	13	83	83	25	108
Social Action and Enterprise	44	8	52	177	55	232
Equality, Diversity & Inclusion	10	2	12	6	2	8
Education	10	2	12	13	4	17
Total funds	602	108	710	572	177	749

The above support costs include the following governance costs:

	Total funds 2021 £'000	Total funds 2020 £'000
Staff costs	13	13
Legal and professional fees	—	1
Auditor's remuneration	12	12
Other costs	13	4
	38	30

7 Net expenditure for the Year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000
Staff costs (note 8)	2,082	1,898	3,980	2,411	1,393	3,804
Operating lease rentals	26	18	44	20	18	38
Auditor's remuneration	9	—	9	9	—	9
. Statutory audit services – charity	3	—	3	3	—	3
. Statutory audit services – subsidiary	2	—	2	2	—	2
. Other services	12	27	39	13	27	40

8 Employees and staff costs

Staff costs during the period were as follows:

	2021 £'000	2020 £'000
Wages and salaries	3,486	3,402
Social security costs	302	273
Pension costs	116	76
FRS 102 pension charge	65	44
Other staff related costs	11	9
	3,980	3,804

The key management personnel of the charity in charge of directing and controlling, running and operating the charity comprise the trustees and executive team. The day-to-day management of activities is the responsibility of the executive team, which comprises the Chief Executive Officer, Director of Youth and Social Inclusion, Director of Education Sport and Health, and Director of Finance and Support Services. The total remuneration (including taxable benefits, employer's pension contributions and employer's national insurance contributions) of the key management personnel for the year was as follows:

	2021 £'000	2020 £'000
Wages and salaries	336	336
Benefits in kind	14	14
Social security costs	41	42
Pension costs	17	17
	408	409

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2021	2020
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£110,001 - £120,000	—	1
£120,001 - £130,000	1	—
	4	4

Payments to defined contribution pension arrangements in the year amounted to £16,601 (2020 - £16,660) in respect of the above employees.

Staff costs have been charged as follows:

	2021 £'000	2020 £'000
Cost of generating funds (note 4)	121	171
Charitable activities (note 5)	3,257	3,061
Support costs (note 6)	602	572
	3,980	3,804

The average number of employees during the period was as follows:

	Fixed hours	Variable hours	Total 2021	Fixed hours	Variable hours	Total 2020
Cost of generating funds	2	—	2	3	—	3
Charitable activities	98	89	187	97	115	212
	100	89	189	100	115	215

8 Employees and staff costs (continued)

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £2,093 (2020 - £1,908) and provides cover of up to a maximum of £5 million (2020 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2021 or 2020.

9 Taxation

South of England Foundation is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. The subsidiaries make a Gift Aid payment to the charity if they produce a taxable profit in any financial period.

10 Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2020	569	60	118	156	903
Disposals	—	—	(46)	—	(46)
At 31 March 2021	569	60	72	156	857
Depreciation					
At 1 April 2020	298	31	87	156	572
Charge for year	22	3	14	—	39
Disposals	—	—	(46)	—	(46)
At 31 March 2021	320	34	55	156	565
Net book value					
At 31 March 2021	249	26	17	—	292
At 31 March 2020	271	29	31	—	331

Charity	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 April 2020	112	156	268
Disposals	(46)	—	(46)
At 31 March 2021	66	156	222
Depreciation			
At 1 April 2020	81	156	237
Charge for year	14	—	14
Disposals	(46)	—	(46)
At 31 March 2021	49	156	205
Net book value			
At 31 March 2021	17	—	17
At 31 March 2020	31	—	31

11 Investments**(a) UK investment funds**

	2021 £'000	2020 £'000
Total value of investments at 1 April 2020	918	967
Investment gains (losses)	189	(49)
Total investments at 31 March 2021	1,107	918
Historical cost of investments at 31 March 2021	950	950

	2021 £'000	2020 £'000
Portfolio Details		
CCLA Investment Fund	435	361
Sarasin Alpha CAIF for Endowments	411	340
Rathbones Active Income and Growth Fund	261	217
Total market value at 31 March 2021	1,107	918

(b) Investment in trading subsidiary

The charity owns the entire issued share capital of Community Scheme Solutions Limited, formerly known as South of England Foundation (Trading) Limited, a company registered in England. The company remained dormant throughout the period.

The charity owns the entire issued share capital of South of England Foundation (Community Facilities) Limited, a company registered in England.

The following is a summary of the financial statements of South of England Foundation (Community Facilities) Limited for the year ended 31 March 2021, which have been included in the consolidated financial statements.

	2021 £'000	2020 £'000
Turnover	16	21
Cost of sales	(25)	(28)
Gross loss	(9)	(7)
Amount released from deferred capital grants	25	25
Administrative expenses	(5)	(6)
Profit for the year before gift aid	11	12
Gift aid	(12)	(12)
Loss (profit) for the financial year	(1)	—
Retained profit at 1 April 2020	16	16
Retained profit at 31 March 2021	15	16
Called up share capital	—	—
Net assets at 31 March 2021	15	16

12 Debtors

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Prepayments	44	96	44	96
Trade debtors	465	515	461	516
Other debtors	1	2	1	2
Accrued income	172	224	172	224
	682	837	678	838

13 Creditors: amounts falling due within one year

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Amounts due to subsidiaries	—	—	11	23
Expense creditors	51	88	52	78
Social security and other taxes	96	114	96	115
Accruals	236	77	232	71
Deferred income	147	319	147	319
Wages and salaries	19	13	19	13
Business bounce-back loan	50	—	50	—
	599	611	607	619

Deferred income reflects income that has already been received at the balance sheet date, in line with contractual payment terms, in respect of services that will be delivered in the following financial year.

14 Restricted funds

The income funds of the charity included restricted funds comprising the following to be applied for specific purposes:

Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2021 £'000
Health Improvement funds					
RBG Cycle Hire	—	10	(9)	—	1
Health and Wellbeing Fund	(19)	123	(218)	114	—
Extra Time	—	6	(3)	—	3
Greenwich Health	—	56	(50)	—	6
GGA – Healthy Walks	—	35	(35)	—	—
South London Healthy Homes	—	31	(18)	—	13
Ministry of Defence	11	—	(9)	—	2
Live Well Greenwich	43	585	(450)	(114)	64
Live Well – PCN	—	224	(224)	—	—
TfL Bereavement Walks	3	—	(1)	—	2
TfL Family Cycle Club	5	—	(1)	—	4
TfL Travel Buddies	3	—	—	—	3
RBG Community Hub	—	724	(692)	—	32
Lewisham HIU Coach	—	20	(20)	—	—
Pillar 3 Deep Engagement Pilot	—	11	(11)	—	—
Smoking Cessation RBG	—	17	(17)	—	—
Lateral flow Testing	—	141	(141)	—	—
Project Hope	—	21	(3)	—	18
	46	2004	(1,902)	—	148
Youth Service funds					
Jack Petchey Achievement Award	8	17	(24)	—	1
Summer Camp 2021	—	11	—	—	11
	8	28	(24)	—	12
Early Help and Prevention funds					
Children in Need	(3)	50	(45)	—	2
Colyer Ferguson	—	18	(18)	—	—
Bexley Youth Service Officer	13	10	(23)	—	—
Twinnings Project	7	—	(7)	—	—
Kent VRU	—	10	(10)	—	—
Connect Mentoring	—	68	(51)	—	17
Start Well Mentoring	—	100	(87)	—	13
CURB Mentoring	7	42	(44)	—	5
Winter Ballers	—	(2)	2	—	—
Bexley Targeted Mentoring	—	25	(21)	—	4
Bexley Targeted Residential	13	—	(13)	—	—
Bexley Youth Activity Sessions	—	58	(36)	—	22
London Marathon Girls Kicks extension	12	12	(14)	—	10
Premier League Kicks	60	96	(94)	—	62
Premier League Targeted	17	18	(15)	—	20
Balance carried forward	126	505	(476)	—	155

14 Restricted Funds (continued)

Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2021 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	126	505	(476)	—	155
PL Kicks Holiday Activity	—	3	(3)	—	—
EFL – Mind	4	—	(4)	—	—
Charlton Upbeats	17	26	(7)	—	36
Kent Mental Health	—	45	(39)	—	6
Greenwich Counselling Srv	—	16	(16)	—	—
Bexley Short Breaks	20	54	(61)	—	13
RBG Adult Short Breaks	14	—	(14)	—	—
Oxleas Up and At 'Em	(2)	16	(11)	—	3
Short Breaks Summer and Residential	41	—	16	—	57
Oxleas Early Intervention	7	13	(13)	—	7
Saturday Short Breaks	—	47	(41)	—	6
Mondays ASD	—	10	(10)	—	—
Holiday Short Breaks	—	49	(49)	—	—
Residential Short Breaks	—	14	(8)	—	6
BATS Transport	—	4	(3)	—	1
	227	802	(739)	—	290
Football and Sports Development					
Advance Centre	3	10	(11)	—	2
Bursary Fund	1	4	(2)	—	3
Get Active Programme	—	10	—	—	10
Kinder Joy of Moving	(7)	9	(2)	—	—
Premier League Schools	10	40	(50)	—	—
	7	73	(65)	—	15
Social Action and Enterprise funds					
My London Social Action	—	2	—	—	2
	—	2	—	—	2
Equality, Diversity and Inclusion funds					
CARE	—	55	(55)	—	—
	—	55	(55)	—	—
Education Funds					
William Boreman Foundation	—	3	—	—	3
Active Learning Programme	—	13	—	—	13
	—	16	—	—	16
Revenue projects total funds	288	2,980	(2,785)	—	483
Relating to fixed assets					
Spaces for Sports Scheme	271	—	(22)	—	249
Other fixed assets	6	—	(4)	—	2
	277	—	(26)	—	251
Total restricted funds	565	2,980	(2,811)	—	734

Transfers between restricted and unrestricted funds arise for the following reasons:

- ◆ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;

14 Restricted Funds (continued)

- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

Negative balances on restricted funds arise where expenditure on those funds is incurred in advance of income being received.

15 Designated funds

The fixed asset fund represents the net book value of unrestricted tangible fixed assets and hence is not available for working capital.

The development fund represents amounts set aside by the Trustees to support and develop the Trust's programmes, through capital infrastructure improvements and investment in key operational activities.

Group	At 1 April 2020 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2021 £'000
Fixed asset fund	54	—	(13)	41
Development fund	991	189	(154)	1,026
25th Anniversary fund	17	—	(11)	6
Patrons' Club	—	—	25	25
Start Well fund	—	—	273	273
Total designated funds	1,062	189	120	1,371

Charity	At 1 April 2020 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2021 £'000
Fixed asset fund	25	—	(10)	15
Development fund	991	189	(154)	1,026
25th Anniversary fund	17	—	(11)	6
Patrons' Club	—	—	25	25
Start Well fund	—	—	273	273
Total designated funds	1,033	189	123	1,345

16 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG. CACT was not admitted as an employer in the RBG Pension Fund in respect of the Live Well contract until 2021, and therefore no pension liability could be quantified in the prior year's accounts with regards to these additional employees.

The pension liability for the Live Well staff was fully funded at 1 December 2019 on an actuarial basis. The difference between the opening Live Well asset and liability valuations

16 Pension commitments (continued)

shown in the accounts is due to the FRS 102 requirement to use a discount rate based on corporate bonds for the liability valuation.

The Royal Borough of Greenwich Pension Fund is a defined benefit scheme. Contributions payable to the Scheme by Charlton Athletic Community Trust are determined on the basis of triennial valuations carried out by a qualified actuary using the projected unit method.

The charity's share of assets in the Scheme were as follows:

	Value at 31 March 2021 £'000	Value at 31 March 2020 £'000
UK equities	68	42
Other bonds	124	88
Property	65	52
Cash	10	7
Unitised insurance policies	288	172
UK & overseas unit trusts	183	101
Total market value of assets	738	462
Present value of Scheme liabilities	(1,483)	(782)
Deficit in the Scheme	(745)	(320)

Total expenditure recognised in the Statement of Financial Activities:

	2021 £'000	2020 £'000
Current service cost	96	56
Net interest cost and administration expenses	10	10
Total expenditure recognised in the SOFA	106	66

The expenditure recognised in the 2021 SOFA is made up of £41,000 employer contributions and a FRS 102 adjustment of £65,000 (2020 - £22,000 employer contributions and £44,000 FRS 102 adjustment).

Reconciliation of opening and closing balances of the present value of the charity's share of the Scheme liabilities:

	2021 £'000	2020 £'000
Scheme liabilities at 1 April 2020	782	978
Current service cost	96	56
Interest cost	24	24
Contributions by Scheme participants	17	10
Liabilities assumed on TUPE-transfer of Live Well staff	224	—
Actuarial losses (gains)	340	(286)
Scheme liabilities at 31 March 2021	1,483	782

An actuarial valuation of the Scheme was undertaken as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023.

16 Pension commitments (continued)

Reconciliation of opening and closing balances of the fair value of the charity's share of the Scheme assets:

	2021 £'000	2020 £'000
Scheme assets at 1 April 2020	462	597
Interest on Scheme assets less administration expenses	14	14
Return on assets less interest	111	(55)
Assets acquired on TUPE-transfer of Live Well staff	94	—
Actuarial (losses)	—	(126)
Contributions by employer	41	22
Contributions by scheme participants	17	10
Estimated benefits net of transfers in	(1)	—
Fair value of Scheme assets at 31 March 2021	738	462

Movement in deficit during the year:

	2021 £'000	2020 £'000
Scheme deficit at 1 April 2020	(320)	(381)
Current service cost	(96)	(56)
Employer contributions	41	22
Net finance cost	(10)	(10)
FRS 102 deficit on TUPE-transfer of Live Well staff	(130)	—
Actuarial (losses) gains	(230)	105
Scheme deficit at 31 March 2021	(745)	(320)

17 Lease commitments**Operating lease commitments**

At 31 March 2021 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Land and buildings		Office equipment	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Operating leases payments due:				
Within one year	—	34	4	5
Between one and two years	—	—	4	4
Between two and five years	—	—	8	8

18 Connected party transactions

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation and other intangible support. The value of this support during the financial period cannot be reliably quantified and as such has not been included in these financial statements.

In the year to 31 March 2021 the Trust received income of £78,348 from Charlton Athletic (2020 - £86,271) and incurred expenditure of £67,935 (2020 - £63,429). A net balance of £17,589 was due from the Club and included within debtors at the year-end (2020 - £12,491 due to the Club).

The charity has taken advantage of the exemption provided by FRS 102 from the requirement to disclose transactions with its subsidiary undertakings.

The aggregate value of donations made to the charity by trustees was £11,940 (2020 - £1,505).

19 Analysis of net assets between funds

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	—	41	251	—	292
Investments	—	1,107	—	—	1,107
Debtors	317	—	—	365	682
Cash (including short term deposits)	589	223	—	291	1,103
Creditors: amounts falling due within one year	(426)	—	—	(173)	(599)
Pension liability	(745)	—	—	—	(745)
Total net assets	(265)	1371	251	483	1,840

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	—	15	2	—	17
Investments	—	1,107	—	—	1,107
Debtors	313	—	—	365	678
Cash (including short term deposits)	587	223	—	291	1,101
Creditors: amounts falling due within one year	(434)	—	—	(173)	(607)
Pension liability	(745)	—	—	—	(745)
Total net assets	(279)	1,345	2	483	1,551

Notes 20 to 23 present detailed comparative information for the financial year ending 31 March 2020. These notes form an integral part of the accounts.

20 Consolidated Statement of Financial Activities Year to 31 March 2020

	Unrestricted funds £'000	Restricted funds Revenue projects £'000	Capital development £'000	Total funds 2020 £'000	Total funds 2019 £'000
Income:					
Donations and legacies	111	687	—	798	582
Income from charitable activities	3,365	1,334	—	4,699	4,502
Income from other trading activities	46	—	—	46	166
Investment income	33	—	—	33	34
Total income	3,555	2,021	—	5,576	5,284
Expenditure:					
Cost of raising funds	200	—	—	200	276
Expenditure on charitable activities					
· Social Action and Enterprise	1,591	30	—	1,621	1,006
· Health Improvement	157	952	1	1,110	991
· Youth Services	1,081	—	—	1,081	1,117
· Early Help and Prevention	150	879	—	1,029	961
· Football and Sports Development	661	105	23	789	835
· Education	112	4	3	119	318
· Equality, Diversity and Inclusion	3	69	—	72	82
	3,755	2,039	27	5,821	5,310
Total expenditure	3,955	2,039	27	6,021	5,586
Net expenditure before investment losses and transfers	(400)	(18)	(27)	(445)	(302)
(Losses) gains on investments	(49)	—	—	(49)	28
Net expenditure for the year	(449)	(18)	(27)	(494)	(274)
Transfers between funds	(39)	39	—	—	—
Other recognised gains and losses					
Actuarial gains (losses) on pension scheme	105	—	—	105	(24)
Net movement in funds	(383)	21	(27)	(389)	(298)
Reconciliation of funds:					
Fund balances brought forward at 1 April 2019	1,605	267	304	2,176	2,474
Fund balances carried forward at 31 March 2020	1,222	288	277	1,787	2,176

21 Restricted funds Year to 31 March 2020

Group	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2020 £'000
Social Action and Enterprise funds					
Premier League Enterprise	13	—	(13)	—	—
NCS EFL	4	13	(17)	—	—
	17	13	(30)	—	—
Health Improvement funds					
RBG Cycle Hire	—	5	(5)	—	—
Social Prescribing	—	87	(150)	44	(19)
Extra Time	10	25	(35)	—	—
Greenwich Health	—	50	(50)	—	—
Escape Pain	—	(7)	7	—	—
GGA – Healthy Walks	2	35	(37)	—	—
GGA – Families Plus	—	2	(2)	—	—
Health Community Outreach	43	214	(242)	(15)	—
Contact & Telephone Support	—	140	(140)	—	—
Oxleas Health Checks	—	45	(45)	—	—
Hypertension Project	—	33	(33)	—	—
Ministry of Defence	11	—	—	—	11
Live Well Greenwich	—	195	(123)	(29)	43
Live Well – PCN	—	85	(85)	—	—
TfL Bereavement Walks	—	5	(2)	—	3
TfL Family Cycle Club	—	5	—	—	5
TfL Travel Buddies	—	3	—	—	3
RBG Community Hub	—	10	(10)	—	—
	66	932	(952)	—	46
Early Help and Prevention funds					
Charlton Upbeats	18	36	(37)	—	17
Colyer Ferguson	—	21	(21)	—	—
Home Office Thanet	—	30	(17)	—	13
Young Londoners	(1)	—	—	1	—
Twinnings Project	—	9	(2)	—	7
Jack Petchey Foundation	7	10	(9)	—	8
Connect Mentoring	25	70	(95)	—	—
Greenwich Mentoring	(4)	—	(29)	33	—
CURB Mentoring	—	29	(22)	—	7
Winter Ballers	—	18	(18)	—	—
London Marathon Kicks Ext.	—	12	—	—	12
Premier League Kicks	17	105	(61)	(1)	60
Premier League Targeted	—	20	(3)	—	17
Bexley Targeted Youth Sessions	—	25	(25)	—	—
Bexley Targeted Residential	—	—	(17)	30	13
Balance carried forward	62	385	(356)	63	154

21 Restricted funds Year to 31 March 2020 (continued)

Group	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2020 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	62	385	(356)	63	154
Bexley Youth Activity Sessions	70	50	(50)	(70)	—
Children in Need	(5)	47	(45)	—	(3)
Awards for All	1	—	(1)	—	—
EFL – Mind	—	6	(2)	—	4
Kent Mental Health	—	40	(40)	—	—
Greenwich Counselling Srv	—	6	(6)	—	—
RBG Adult Short Breaks	—	49	(35)	—	14
Bexley Short Breaks	9	174	(163)	—	20
Bexley Short Breaks Summer and Residential	—	6	(5)	40	41
Oxleas Up and At 'Em	16	1	(19)	—	(2)
Oxleas Early Intervention	6	23	(22)	—	7
Saturday Short Breaks	—	41	(41)	—	—
Mondays ASD	—	21	(21)	—	—
Holiday Short Breaks	—	44	(44)	—	—
Residential Short Breaks	—	15	(15)	—	—
BATS Transport	—	13	(14)	1	—
	159	921	(879)	34	235
Football and Sports Development					
Advance Centre	5	10	(12)	—	3
Bursary Fund	2	1	(2)	—	1
Football League Ferrero	(8)	33	(32)	—	(7)
Premier League Schools	13	40	(43)	—	10
Premier League Women's PL Fans	3	—	(3)	—	—
	6	7	(13)	—	—
	21	91	(105)	—	7
Education funds					
Premier League Continuous Improvement	4	—	(4)	—	—
	4	—	(4)	—	—
Equality, Diversity and Inclusion funds					
CARE	—	64	(69)	5	—
	—	64	(69)	5	—
Revenue projects total funds	267	2,021	(2,039)	39	288
Relating to fixed assets					
Spaces for Sports Scheme	294	—	(23)	—	271
Other fixed assets	10	—	(4)	—	6
	304	—	(27)	—	277
Total restricted funds	571	2,021	(2,066)	39	565

22 Designated funds Year to 31 March 2020

Group	At 1 April 2019 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2020 £'000
Fixed asset fund	58	—	(4)	54
Development fund	1,414	(49)	(374)	991
25th Anniversary fund	30	—	(13)	17
Total designated funds	1,502	(49)	(391)	1,062

Charity	At 1 April 2019 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2020 £'000
Fixed asset fund	27	—	(2)	25
Development fund	1,414	(49)	(374)	991
25th Anniversary fund	30	—	(13)	17
Total designated funds	1,471	(49)	(389)	1,033

23 Analysis of net assets between funds 31 March 2020

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2020 £'000
Fund balances at 31 March 2020 are represented by:					
Tangible fixed assets	—	54	277	—	331
Investments	—	918	—	—	918
Debtors	529	5	—	303	837
Cash (including short term deposits)	546	85	—	1	632
Creditors: amounts falling due within one year	(595)	—	—	(16)	(611)
Pension liability	(320)	—	—	—	(320)
Total net assets	160	1,062	277	288	1,787

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2020 £'000
Fund balances at 31 March 2020 are represented by:					
Tangible fixed assets	—	25	6	—	31
Investments	—	918	—	—	918
Debtors	530	5	—	303	838
Cash (including short term deposits)	537	85	—	1	623
Creditors: amounts falling due within one year	(603)	—	—	(16)	(619)
Pension liability	(320)	—	—	—	(320)
Total net assets	144	1,033	6	288	1,471

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