



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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Registered Office & Operating Office

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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

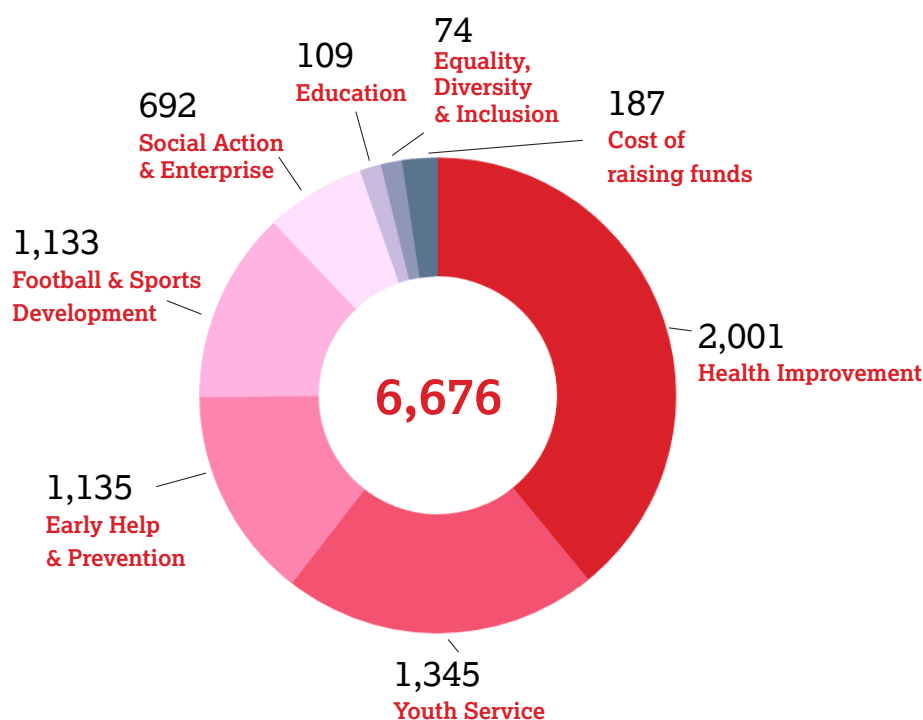
Chief Executive Officer

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

CAC

25,000

5,000

Young Greenwich
attendances including



15%

with special
educational needs



79,512

total Contact Telephone
Support Centre calls,
including proactive calls
outbound



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

1000

people, in 2022-2023



7

places secured in
higher education for
Post-16 Academy
graduates



95%

of Short Breaks parents/
carers reported a positive
impact on ability to support
their child



Over

100,000

hours of Social Action
delivered

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 Oppong-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

Oxleas
NHS
Improving lives

METRO
Embrace Difference





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.





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 17PM - 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 Adviser to the Chair and CEO

Jessa Nell
CEO Stephen Lawrence Day Foundation

Sunder Katwala
Director of British Parent

Dr Lerol Henry (Host)
Senior 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.

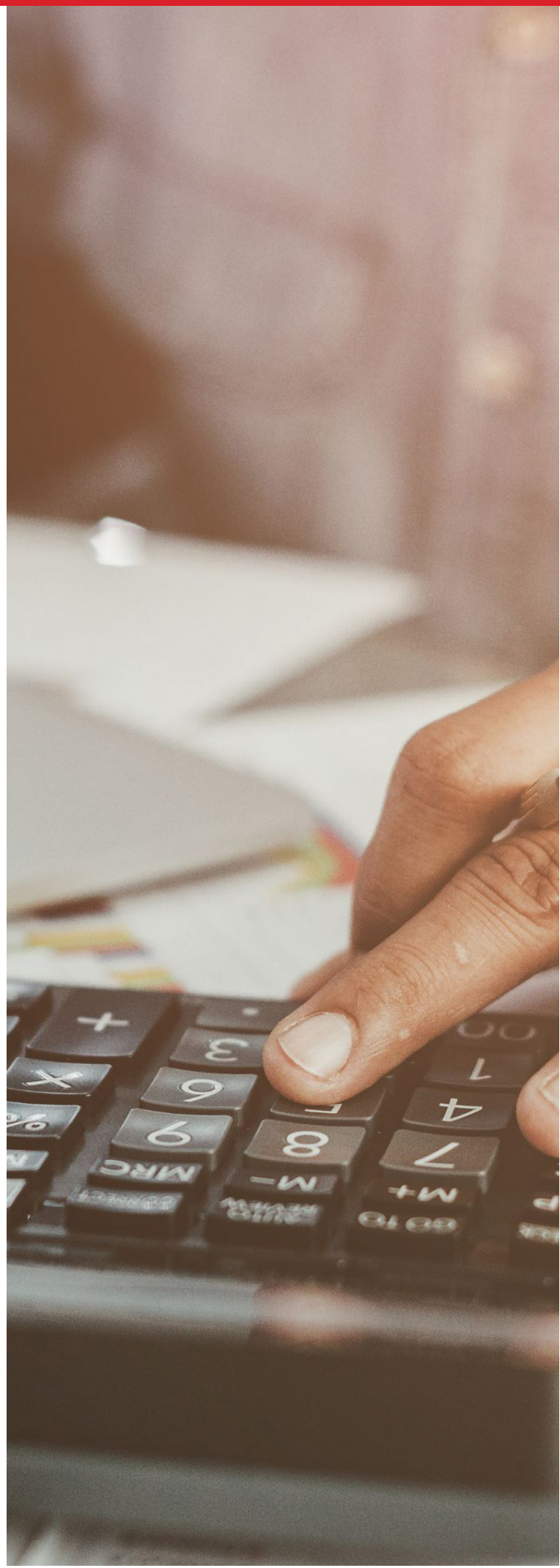
Total expenditure increased from £6.4 million in the 2021/22 financial year to £6.7 million in the year to March 2023, primarily due to the increased level of activity in Football and Sports Development, and Early Help and Prevention programmes.

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

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.

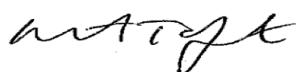
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

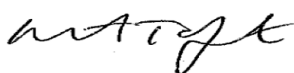
			Restricted funds			
		Unrestricted funds £'000	Revenue projects £'000	Capital develop-ment £'000	Total funds 2023 £'000	Total funds 2022 £'000
Income:						
Donations and legacies	1	381	661	—	1,042	832
Income from charitable activities	2	2,753	3,016	—	5,769	5,377
Income from other trading activities	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.

	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	13				
. Relating to fixed assets		217	247	14	21
. Other		824	515	818	509
		1,041	762	832	530
Unrestricted funds					
Designated funds	14				
. Fixed asset fund		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		
	Staff costs (note 7) £'000	Other costs £'000	Staff costs (note 7) £'000	Other costs £'000	Total funds 2023 £'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

	Direct costs		Support costs		
	Staff costs (note 7) £'000	Other costs £'000	Staff costs (note 7) £'000	Other costs £'000	Total funds 2022 £'000
Health Improvement	1,629	323	225	56	2,233
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	569	60	60	158	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	366	39	60	144	609
Net book value					
At 31 March 2023	203	21	—	14	238
At 31 March 2022	226	24	5	21	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	54	158	212
Depreciation			
At 1 April 2022	61	157	218
Charge for year	5	7	12
Disposals	(12)	(20)	(32)
At 31 March 2023	54	144	198
Net book value			
At 31 March 2023	—	14	14
At 31 March 2022	5	21	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	913	839
Present value of Scheme liabilities	(952)	(1,552)
Deficit in the Scheme	(39)	(713)

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	114	156

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)	(752)	(118)
Scheme liabilities at 31 March 2023	952	1,552

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 £'000	2022 £'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 £'000	2022 £'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 £'000	2022 £'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 development</i>	<i>Total funds</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>2022</i>
					<i>£'000</i>
Income:					
Donations and legacies	1	152	680	—	832
Income from charitable activities	2	2,793	2,584	—	5,377
Income from other trading activities	3	71	—	—	71
Investment income		31	—	—	31
Other income – CJRS grant		60	—	—	60
Total income		3,107	3,264	—	6,371
Expenditure:					
Cost of raising funds	4	145	—	—	145
Expenditure on charitable activities	5				
. Health Improvement		179	2,053	1	2,233
. Youth Services		1,341	54	—	1,395
. Early Help and Prevention		63	886	—	949
. Football and Sports Development		754	117	23	894
. Social Action and Enterprise		610	—	—	610
. Education		88	45	2	135
. Equality, Diversity and Inclusion		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)
Transfers between funds		3	(25)	22	—
Gains on investments	11(a)	58	—	—	58
Net (expenditure) income for the year		(21)	32	(4)	7
Other recognised gains and losses					
Gains (losses) on pension scheme		146	—	—	146
Net movement in funds		125	32	(4)	153
Reconciliation of funds:					
Fund balances brought forward at 1 April 2021		1,106	483	251	1,840
Fund balances carried forward at 31 March 2022		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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