SOUTH OF ENGLAND FOUNDATION OPERATING AS

CHARLTON ATHLETIC COMMUNITY TRUST

ANNUAL REPORT 24/25

& CONSOLIDATED FINANCIAL STATEMENTS

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

PRINCIPAL PARTNER

ITRM
Doing IT Differently

WELCOME FROM THE CEO

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

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

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

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

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

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

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

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

Jason Morgan MBE, Chief Executive

WELCOME FROM CHAIR OF TRUSTEES

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

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

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

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

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

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

All different, all together, all Charlton!

Marilyn Toft, Chair of Trustees

Registered Office & Operating Office

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

Company Secretary

Taylored
Business Services

Auditor

Buzzacott Audit LLP
130 Wood Street
London EC2V 6DL

Bankers

Bank of Scotland plc
PO Box 54873
London SW1Y 5WX

Legal/HR Consultants

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

Ambassadors

Dave Berry
Paul Dunn MBE
Keith Peacock
Martin Simons
Steve Sutherland

Website

CACT.ORG.UK

CONTENTS

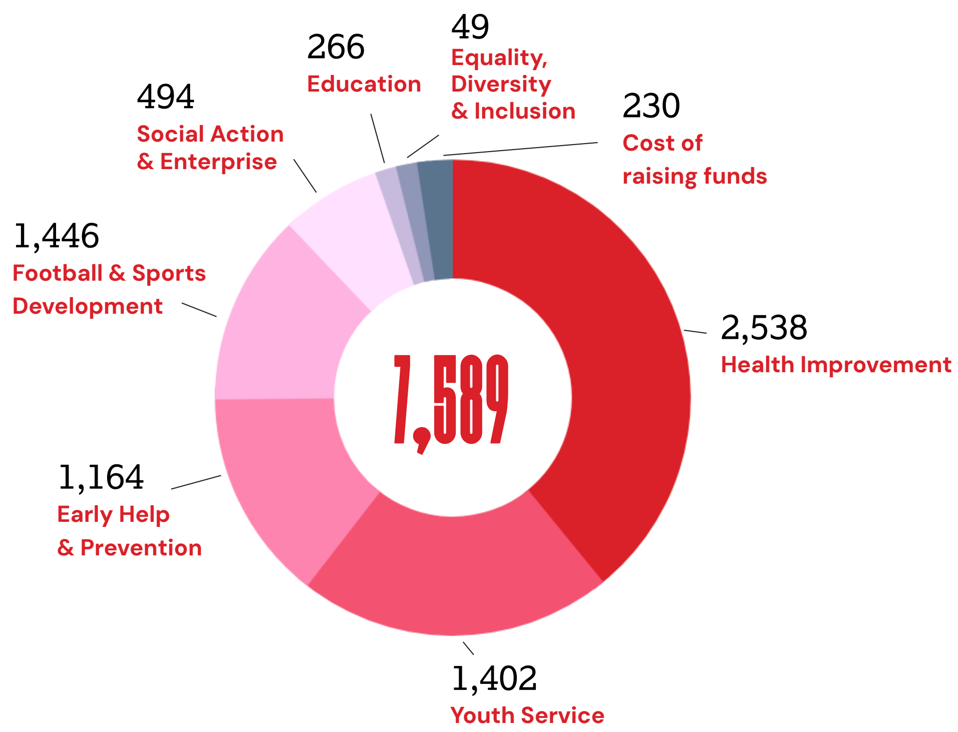
REPORT

TRUSTEES

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

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

EXPENDITURE BREAKDOWN (£000'S)



1,110
participants mentored across South East London and Kent

85%
of participants of Young Greenwich Learning Hub have improved educational aspirations

89%
of Short Breaks participants have Improved mental and emotional wellbeing

100%
participants attending Charlton Challenge rated their overall experience as Good or Excellent

3,170
referrals for cost of living support

CACT worked with over
28,000
people, in 2024-2025

13
Post-16 participants moved onto employment/ apprenticeships after their engagement with the project.

53,763
Young Greenwich attendances

£13,660
worth of fuel voucher payments distributed

186
participants have taken part in one of our Mental Health projects

382
Young Greenwich Volunteers

PRINCIPAL AIMS & OBJECTS

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

VISION

HEALTHY, HAPPY, RESILIENT AND THRIVING COMMUNITIES.

VALUES

- Adaptability
- Equity
- Integrity
- Passion
- Respect

MISSION STATEMENT

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

PUBLIC BENEFIT & ACHIEVEMENT

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

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

CACT's principal areas of work are:

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

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

HEALTH IMPROVEMENT

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Monitoring and Evaluation

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

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

65%

of clients have improved their SWEMWBS* score.

*Short Warwick-Edinburgh Mental Wellbeing Scale

553

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

HEALTH IMPROVEMENT CASE STUDY: AP

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

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

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

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

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

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

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

live well greenwich

YOUTH SERVICES

YOUNG GREENWICH

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

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

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

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

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

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

Young People who require additional support due to behaviour, mental health and stress-related issues are referred for one-to-one mentoring support delivered in partnership with CACT's Early Help and Prevention Team. Young people are also referred through our triage process to organisations who can better meet their needs. Our Triage Officer meets weekly with CACT's Live Well team to share case studies and ensure that young people are directed to the correct services for their needs. At times this is a holistic approach with support for the families being offered. Below is a breakdown of referrals made:

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

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

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

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

Oxleas NHS Improving lives

METRO Embrace Difference

4,074

hours of volunteering by young people

184

young people have gained accreditations or qualifications

YOUTH SERVICE CASE STUDY: LS

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

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

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

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

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

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

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

EARLY HELP & PREVENTION

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

Maintaining this level of income during difficult times, and managing and delivering this level of commitment in such a professional way, is down to the skills and work ethic of the whole team. EHP continues to enhance its reputation for being strand with a collective and supportive approach to helping colleagues, delivering excellent impactful services and providing fantastic value for money to its growing collection of partners and funders.

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

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

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

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

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

Other disability programmes continue to flourish with our established Short Breaks model continuing to be delivered across both Greenwich and Bexley. Through strong delivery, we have also developed a new adults' activity model which is funded by direct payments from parents and carers. We piloted this during the last year with success and will look to further develop this model across both boroughs in the next financial year.

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

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

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

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

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

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

1,110

total Youth Engagement Bus contacts

93%

of Premier League Kicks participants have improved physical wellbeing

EARLY HELP & PREVENTION CASE STUDY: DY

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

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

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

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

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

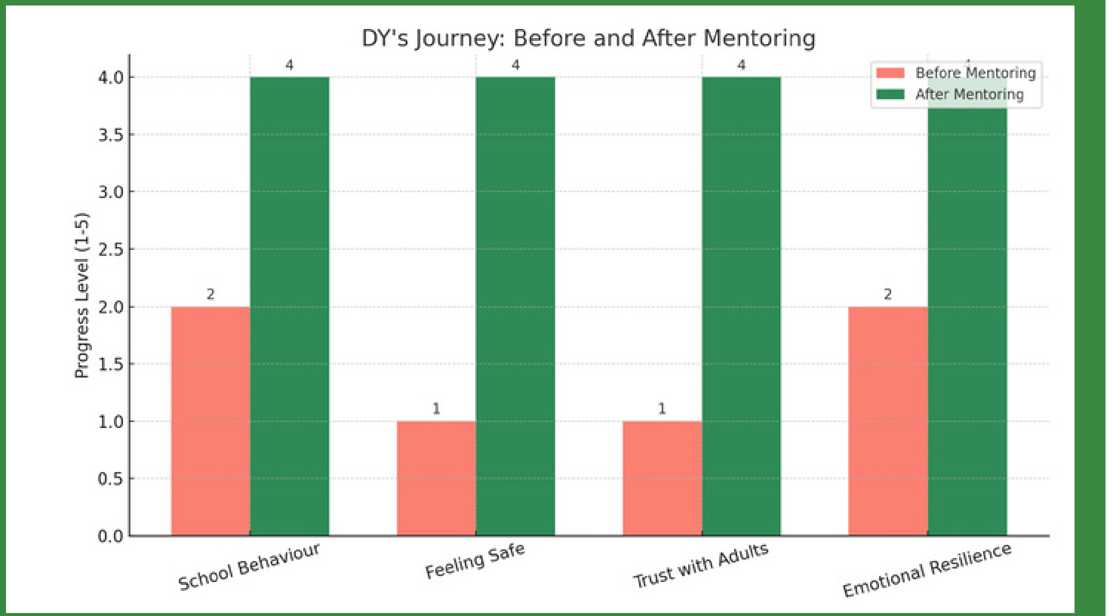
Since beginning mentoring with Bexley Targeted, DY has shown a marked reduction in negative behaviour incidents at school. He reports increased focus in lessons and a decrease in involvement in verbal or physical altercations. DY is building strong relationships with more adults in the school, something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

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

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

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

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



FOOTBALL & SPORTS DEVELOPMENT

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

Programmes:

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

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

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

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

The post-16 football and education academy continues to grow and be a leader in the football/college space. Delivered over two sites in south-east London and Kent, 2024/25 has seen the largest cohort yet within the academy's history with 175 students studying a full-time sport-based course while incorporating a football enrichment programme within their weekly timetable.

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

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

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

Premier League
Primary Stars

54%

primary stars participants have improved their confidence and self-esteem

385

young people took part in CACT's Advanced centre

FOOTBALL & SPORTS DEVELOPMENT INTERNATIONAL COACHING EXPERIENCE

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

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

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

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

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

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

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

SOCIAL ACTION & ENTERPRISE

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

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

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

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

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

In addition to residentials, the NCS 3.0 'Community Experiences' programme saw CACT deliver employability, life skills and social action to 655 different young people across Kent and Medway and 355 different participants in Greenwich and Bexley. Delivery took place in various schools and youth centre settings on behalf of partners London Youth and Personal Best Education (PBE) in London and Kent respectively. These programmes focused on providing experiences and exposure to key information needed as young people prepare for the transition into adulthood.

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

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

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

NCS

1,661

young people engaged with the NCS programme in 2024/2025

SOCIAL ACTION & ENTERPRISE CASE STUDY: ISLE OF WIGHT

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

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

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

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

- Post-16 Parent

EDUCATION

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

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

Training Ground Employability Programme.

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

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

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

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

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

Young Greenwich Learning Hub.

The Young Greenwich Learning Hub (YGLH) has officially completed its first year, having received more than 40 referrals for young people at risk of exclusion, persistent absence, in need of Education, Health and Care Plan (EHCP) support, or vulnerable to exploitation across the Greenwich Borough. In our inaugural year, YGLH has provided a stable and safe space for young people to re-engage with education, build positive relationships, and begin to repair past educational experiences.

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

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

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

Make it Make Sense Project.

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

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

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

MAKE IT MAKE SENSE PROGRAMME

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

1,003

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

EDUCATION CASE STUDY: EB

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

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

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

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

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

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

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

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

FUNDRAISING

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

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

Corporate Partners

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

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

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

- Faithorn Farrell Timms LLP
- Potter Raper
- Martin Arnold

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

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

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

Grants

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

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

Fundraising Events

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

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

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

CACT Patrons

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

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

Friends of CACT

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

The Upbeats Walk in April 2024 raised over

£55,000

FUNDRAISING COMPLIANCE

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

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

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

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

To ensure the agencies we engage are operating to the required standards and that people never feel harassed or pressurized to give, we carry out appropriate monitoring, including call monitoring, site visits, and call listening. We attend training sessions of their staff and provide training to staff for each fundraising campaign. We require all our staff and the agencies we deal with to comply with our Vulnerable People Policy, which provides guidance on identifying potentially vulnerable people and actions to take to considerately disengage from the fundraising process. CACT requires its staff and any agencies contacting our donors and members of the public on our behalf to comply with Data Protection Law and guidelines provided by the Fundraising Regulator and Institute of Fundraising.

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

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

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

BURSARY

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

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

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

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

Case Studies

(SP)

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

(TC)

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

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

EQUALITY, DIVERSITY & INCLUSION

EDI: Golden Thread

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

Embedding EDI Across CACT

The development of our strategy was informed by an extensive and inclusive consultation process involving CACT trustees, staff, community stakeholders and, crucially, voices from under-served and disadvantaged communities. This ensured that our strategic direction is grounded in lived experiences, intersectionality, and the diverse realities of the communities we serve.
To ensure EDI is integrated throughout the organisation, we adopt a collaborative, cross-departmental approach across all CACT Strands.

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

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

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

EDI Programme of Work and Initiatives

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

Our EDI Programme of Work and Initiatives

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

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

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

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

Charlton Invicta

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

GOVERNANCE, STRUCTURE & MANAGEMENT

TRUSTEES

The trustees are directors for the purposes of company law.

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

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

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

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

TRUSTEE APPOINTMENTS, RESIGNATIONS AND REAPPOINTMENTS

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

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

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

Trustees who joined after 31 March 2025 are:

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

Reappointments

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

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

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

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

The Charity Governance Code

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

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

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

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice (CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs, which are assessed and graded through an independently audited evidence based self-assessment process. CACT achieved an overall assessment of 93% and was categorised as "exemplary", the highest possible rating.

Sub-committees

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

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

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

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

Governance, Structure & Management (continued)

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

Ambassadors

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

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

Honorary President & Vice President

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

Key Management Personnel

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

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

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

Employees

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

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

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

We offer a range of benefits and incentives including:

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

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

Governance, Structure & Management (continued)

Charlton Athletic Football Club

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

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

Other Partners

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

Subsidiary Companies

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

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

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

FINANCIAL REVIEW

Financial Report for the Period

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

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

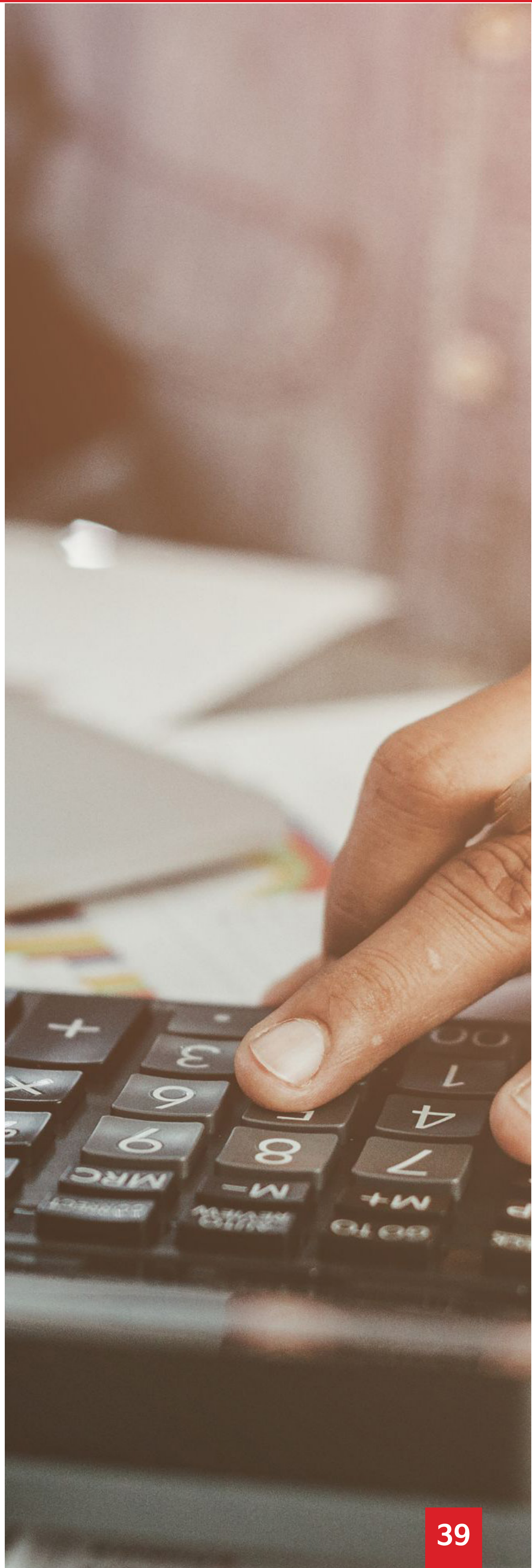
Restricted funds totalled £1.0 million at the end of the financial year, compared with a balance of £1.2 million at the beginning of the year. The decrease reflects net operating expenditure from programs of £(83,000) and transfers of £(80,000), as well as £31,000 depreciation of capital assets.

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

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

Reserves

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



Financial Review (continued)

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

RISK MANAGEMENT

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

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

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

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

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

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

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

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

Risk Management (continued)

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

FUTURE PLANS

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

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

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. Each of the trustees confirms that:

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

Statement of Trustees' Responsibilitie (continued)

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.
The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Thanks

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

Approved by the trustees and signed on their behalf by:

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

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

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which the comprise the group statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2025 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.
-

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and consolidated financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

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

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

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

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

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

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

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

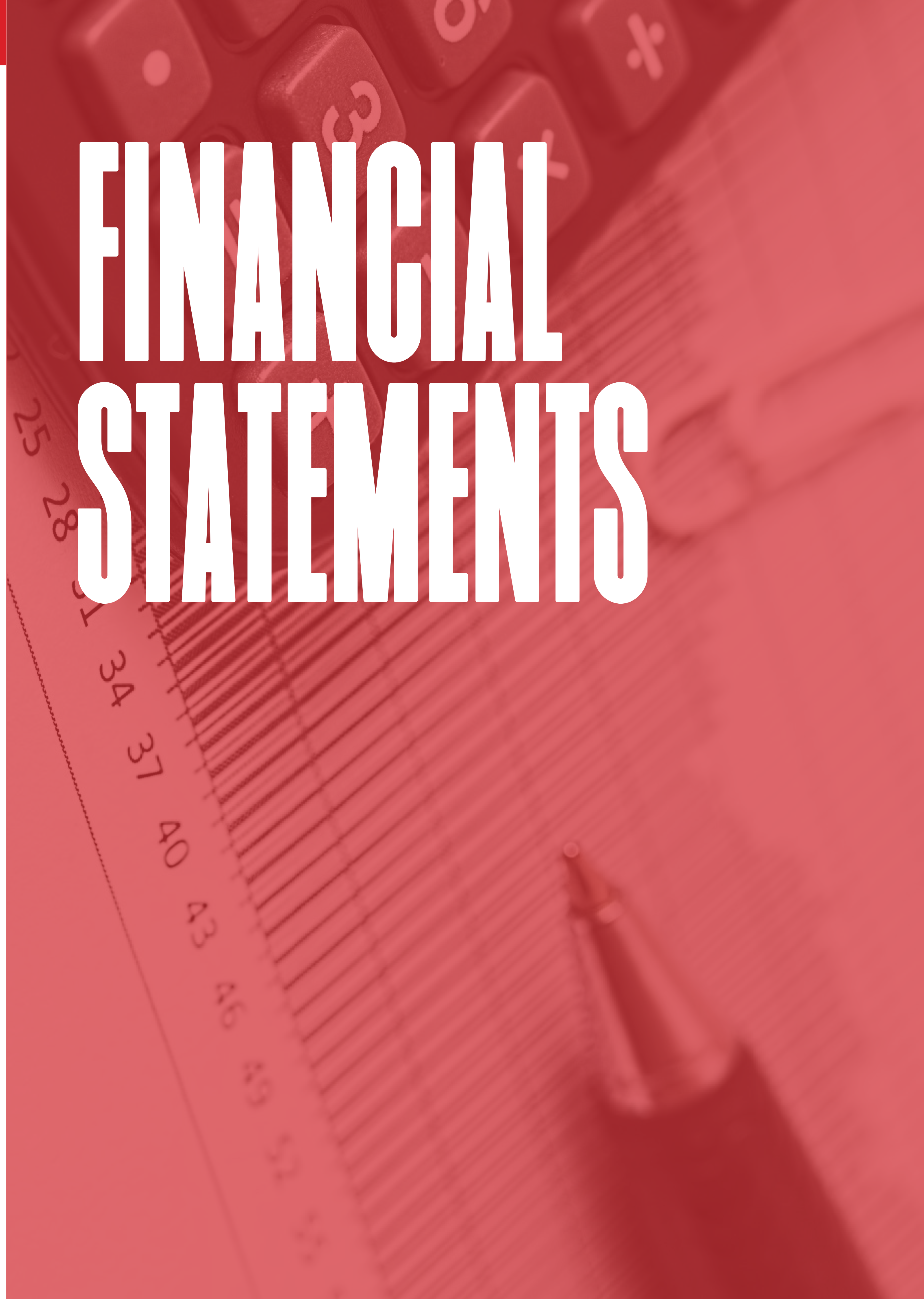
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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



FINANCIAL STATEMENTS

Statement of financial activities Year ended 31 March 2025

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

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

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

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

Group and Charity Balance Sheets 31 March 2025

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

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

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

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

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

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

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

B Analysis of changes in net debt

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

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

Basis of preparation

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

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

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

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

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

Critical accounting estimates and areas of judgement

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

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

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

- reviewing the assumptions used to calculate the pension liability.

Assessment of going concern

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

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

Assessment of going concern (continued)

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

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

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

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

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

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

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

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

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

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

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

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

- Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.

- Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity, and support costs in operating the charity.

- Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity.

- Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis.

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

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

Tangible fixed assets (continued)

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

Investments

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

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

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

Fund accounting

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

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

Fund accounting (continued)

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

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

Pension costs

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

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

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

1 Income from donations and legacies

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

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

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

2 Income from charitable activities

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

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

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

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

3 Income from other trading activities

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

4 Cost of raising funds

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

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

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

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

5 Expenditure on charitable activities (continued)

The above support costs include the following governance costs:

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

6 Net expenditure for the Year

This is stated after charging:

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

7 Employees and staff costs

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

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

Notes to the financial statements Year ended 31 March 2025

7 Employees and staff costs (continued)

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

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

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

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

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

Staff costs have been charged as follows:

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

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

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

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

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

8. Taxation

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

9. Fixed assets

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

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

10. Investments

(a) UK investment funds

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

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

(b) Investment in trading subsidiary

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

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

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

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

11. Debtors

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

12. Creditors: amounts falling due within one year

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

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

13. Restricted funds

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

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

13 Restricted funds (continued)

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

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

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

14 Designated funds

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

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

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

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

15 Pension commitments

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

15 Pension commitments (continued)

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

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

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

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

Total expenditure recognised in the Statement of Financial Activities:

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

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

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

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

15 Pension commitments (continued)

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

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

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

Movement in deficit during the year:

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

16 Lease commitments

Operating lease commitments

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

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

17 Connected party transactions

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

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

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

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

18 Analysis of net assets between funds

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

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

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

19 *Consolidated Statement of Financial Activities* *Year to 31 March 2024*

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

20 *Restricted funds* *Year to 31 March 2024*

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

20 Restricted funds *Year to 31 March 2024 (continued)*

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

21 Designated funds *Year to 31 March 2024*

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

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

22 Analysis of net assets between funds *31 March 2024*

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

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