



COMMUNITY TRUST
At The Heart Of The Community

South of England
Foundation operating as

Charlton Athletic Community Trust

Annual Report & Consolidated
Financial Statements

31 March 2021

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

Charity Registration Number
1096222



Welcome from the CEO



This has been a unique and challenging year, impacted significantly by the Covid-19 pandemic.

However, colleagues across Charlton Athletic Community Trust (CACT) with support from several of our stakeholders, stepped up from the start to help the local community. I am proud to report that, despite the challenges faced, CACT worked with over 20,000 adults and young people during the 2020-21 financial year.

CACT has been proud to work closely with the local authorities for many years, and these partnerships went from strength to strength in 2020-21 when our organisation was needed to support the most vulnerable groups during the pandemic.

From the first national lockdown in March 2020, CACT was tasked by the Royal Borough of Greenwich to up-scale our existing Health & Wellbeing Call-Centre at the stadium to operate a Community Hub; effectively a single point of contact for the Borough's most vulnerable residents, including those who were shielding, thus providing much needed support to the people who required it the most.

The Community Hub made and received over 260,000 phone calls dealing with assistance requests; including emergency food deliveries, collecting prescriptions and medication and taking people to hospital appointments. In December 2020 CACT supported the delivery of lateral flow testing and the vaccination roll out across the Borough.

Throughout the year, our staff worked tirelessly and adopted creative ways to support participants on a range of programmes and, while restrictions limited physical engagement; virtual interactions such as daily football challenges, exercise classes, quizzes, workshops and mentoring programmes took place.

When restrictions were eased, CACT was able to deliver activities in a safe and secure way; providing reassurance to participants and staff that Covid-19 safety measures were in place to enable us to reconnect with local people.

In October 2020, Thomas Sandgaard took ownership of Charlton Athletic FC and recognised at the outset just how integral the community programme is to the future of the Club. This has resulted in the instigation of a more collaborative approach with regard to marketing and communications. I would also like to give my personal thanks to the Club's senior officials, who put safety measures in place to allow CACT staff to work at the stadium and the training ground throughout the pandemic.

At board level we enhanced the skill set and improved diversity with the recruitment of five new trustees. We welcomed Marilyn Toft as our new Chair, taking over from Peter Cousins who retired when his term of office ended after 12 years' service. I would like to offer Peter my personal thanks for his tireless support of CACT and wish him well for the future.

Finally, I am extremely grateful to all CACT staff for their hard work, dedication and commitment throughout what has been a most challenging period. I would also like to thank all funders, commissioners, patrons, corporate partners and individual donors for helping to make what we do possible - especially over the past year when our work was needed more than ever.

Jason Morgan MBE, Chief Executive

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**Registered Office
& Operating Office**

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

Company Secretary

Taylored
Business Services

Auditor

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Bankers

Bank of Scotland plc
PO Box 54873
London SW1Y 5WX

Legal/HR Consultants

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

Ambassadors

Dave Berry
Paul Dunn MBE
Keith Peacock
Autumn Sherif
Martin Simons
Steve Sutherland

Website

CACT.ORG.UK

Trustees



Peter Cousins
FCA
Chair - to 10 March 2021
(Retired from the Board on 27 April 2021)



Marilyn Toft
Chair - from 10 March 2021



Luke Ashworth
Vice-Chair



Simon Charlick
FCA



Calum Coker



Martin Griffiths
CBE



Tracy Herd



Chris Lunn



Ken Palmer



Paul Statham

Honorary Vice President

Lord Michael Grade of
Yarmouth CBE

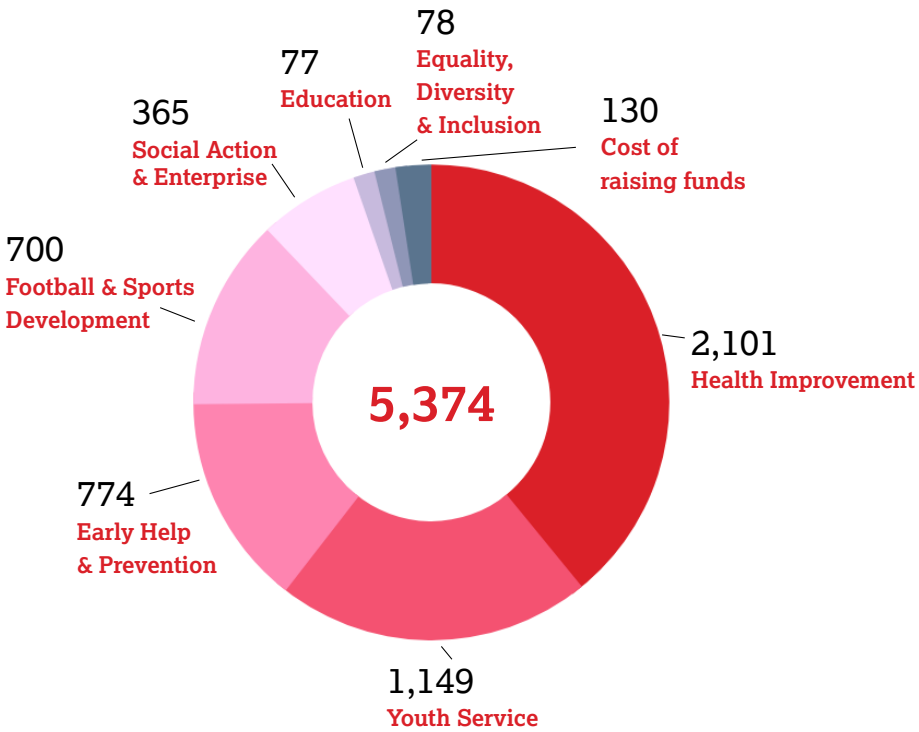
Chief Executive Officer

Jason Morgan MBE

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2021:

FINANCIAL HIGHLIGHTS	2021 £000's	2020 £000's
Total income	5,598	5,576
Total expenditure	(5,374)	(6,021)
Net income (expenditure)	224	(445)
Expenditure		
Charitable activities		
Health Improvement	2,101	1,110
Youth Service	1,149	1,081
Early Help & Prevention	774	1,029
Football & Sports Development	700	789
Social Action & Enterprise	365	1,621
Equality, Diversity & Inclusion	78	72
Education	77	119
	5,244	5,821
Cost of raising funds	130	200
	5,374	6,021

Expenditure Breakdown (£000's)





3,255

individual households
received an emergency
food delivery



570

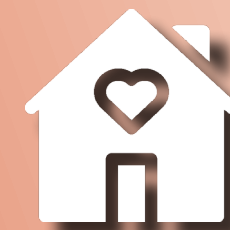
young people took part in our
Summer Camp

Over
5,400

hours of mentoring to

400

young people



385

vulnerable households re-
ceived financial assistance
to ensure they could heat
their homes and cook for
their families.

8



EDI Webinars were
delivered, with a total
of 864 bookings and 349
unique participants

CACT

worked with
over

20,000

people, in 2020/21

94%



Premier League
Primary
Stars

of CACT's Premier
League Primary
Stars participants
have improved their
confidence and self-
esteem

Young people
volunteered

1,700

hours across the Young
Greenwich provision



32

young people started
CACT's traineeship
programme, which was
completed in July 2021



3,000

children took part in
Summer and Autumn
holiday courses



1,264

hours of Social Action
completed by 79 young
people - "Keep Doing it"
programme

Principal Aims & Objects

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

CACT's aims and objectives are captured in its vision, values and mission which were refreshed during the year following consultation with staff, trustees, volunteers, beneficiaries, key partners and stakeholders. These underpinned the development of CACT's three year Strategic Plan effective from 1 April 2019 – 31 March 2022.

Vision

“ Empowering communities, changing lives ”

Values

- **Passion** - Fuels our work
- **Trust** - Safe & Sound
- **Engagement** - Stronger together
- **Respect** - Two-way & Vital
- **Equality** - Open & Fair
- **Inclusion** - That means you

Mission Statement

“ Based on the needs of the community, we will work in partnership to deliver high quality programmes with a lasting impact ”

Public Benefit & Achievement

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

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

CACT's principal areas of work are:

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

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



HEALTH IMPROVEMENT

CACT Health Improvement is a vibrant and culturally diverse strand whose vastly experienced staff team reflect the rich diversity found within the Royal Borough of Greenwich. The Health Improvement strand is primarily commissioned by Royal Greenwich Public Health and Wellbeing, delivering a wide range of projects, with an overall aim of empowering individuals and communities to improve their health and wellbeing.

CACT delivers the social prescribing infrastructure for the Borough under the banner of Live Well Greenwich. The National Academy for Social Prescribing has had huge success in raising the profile and increasing national NHS funding for this model. This has resulted in CACT receiving additional funding from the Primary Care Networks to expand the number of face-to-face Live Well coaches working in Primary Care.

In March 2020, as the first national lockdown was imposed, the Government asked every local authority to establish a Community Hub to co-ordinate their Covid-19 Emergency response. Public Health Greenwich took the decision to utilise and expand the existing Live Well infrastructure to create their Community Hub. This decision demonstrated the high regard and trust the leaders of the Borough have in the ability of Health Improvement to respond and deliver in an emergency.

The Community Hub was co-ordinated by the strand; it pulled together delivery from wider CACT staff, the community sector, statutory services and a large number of volunteers to create an emergency response to support the shielded patient list and other vulnerable individuals and communities in Greenwich. The heart of this response was the contact centre that was available seven days a week to receive and co-ordinate requests for support from shielded and vulnerable individuals. The total number

of inbound and outbound calls for the year was 262,024, which demonstrates the scale of the operation.

Examples of referrals actioned to provide an emergency service include:

- Emergency food deliveries
- Medication
- Fuel top-ups to ensure households could cook and heat their homes
- Baby formula following a referral from Public Health teams.

In addition, the Health team has a strong track record of community outreach work allowing them to deliver successful public health campaigns commissioned by the Borough. During the pandemic this infrastructure has been deployed to run several lateral flow clinics based in the community, supporting the national priority to get people regularly tested. The “Let’s talk about the vaccine” campaign has seen the department co-ordinate a large team engaging with residents door-to-door to provide them with key information about the vaccine and a local opportunity to get vaccinated that day. This has resulted in large numbers of people getting their first or second dose in support of the vaccine rollout.

The strand has continued to run its existing health projects that are designed to tackle health inequality; they have been proactive in adapting projects to meet Covid-19 restrictions to ensure that individuals continue to engage.

The Health team continues to play an instrumental part in the delivery of the Borough’s Covid-19 response, a role that has been recognised and acknowledged by commissioners and council leadership.



16,570

referrals were actioned to provide an emergency service



3,255

individual households received an emergency food delivery



1,422

households received medication as the Hub supported chemists’ delivery arm

Health Improvement

Case Study: Angela's Story

Royal Borough of Greenwich resident Angela contacted the Greenwich Community Hub for support in June.

Angela, 49, had been struggling with a number of issues. CACT staff delivering shopping to her "was helping me out quite a lot because I was suffering financially," she explained.

As staff working for the Community Hub got to know Angela, she opened up about her alcohol addiction and was referred to the "Walk & Talk" programme CACT runs in partnership with Royal Greenwich, providing regular walks to reduce isolation.

After attending, Angela steadily stopped drinking alcohol. "I was given a lot of advice and due to the services, I've managed to sort out my drinking problem, which has been amazing because if it wasn't for this service, I wouldn't have started going to Alcoholics Anonymous and I wouldn't actually be sober today. It's been a Godsend!"

Angela had previously suffered from withdrawals. "My withdrawals were really, really bad but with the help and support from [CACT's] Laura Page I managed to reduce the amounts of alcohol steadily and safely, and I realised the only way I could actually get better is to stop taking that first drink.

"I was looking at a court case coming up for something that I'd no recollection of, my children weren't talking to me, or my mother. I was losing my bodily functions. I had hit an all-time low and it took that for me to actually realise that I needed to get better otherwise, to be honest, I probably wouldn't be here today."

Angela has now turned her life around and in future would like to help others who are struggling with alcoholism.

"My life is completely revolving around not drinking again, because I know if I pick up one drink I'll be back to where I was and I don't want that to happen. It's just taking a day at a time and concentrating on my sobriety."



“

I realised the only way I could actually get better is to stop taking that first drink.”

Angela

YOUTH SERVICE

YOUNG GREENWICH

In April 2020 a new and more integrated Young Greenwich delivered in partnership by Oxleas, Metro and CACT was launched. However, as the new financial year began, we were already in lockdown. Young Greenwich youth hubs were closed for all face-to-face sessions with young people. Many of the young people that we work with are vulnerable and in need of extra support. We provided online virtual sessions. These consisted of some fun activities but also gave the young people the opportunity to talk to a youth worker and to discuss any concerns that they had.

In line with the new contract the Royal Borough of Greenwich commissioned in partnership with Oxleas NHS Foundation Trust & Metro Charity, our sexual health workers and school nurses also attended the virtual sessions to ensure that the young people were provided with additional support if required. In addition to the virtual online sessions, youth workers also provided regular "chat and check-in" calls to young people and their families. These were put in place to ensure we continued to support the young people and families we know to be the most vulnerable and who might have needed extra support during the pandemic. During lockdown periods, we also held online parties via Facebook and Instagram, distributed take and make boxes for families and provided laptops and other equipment to young people and their families to ensure they had the necessary resources to engage with education from home, do their homework and take part in digital activities and engagement. Moreover,

youth workers made sure to refer families who needed extra support to community hub and partners started realigning their programmes to support young people with their educational needs, especially those with limited ICT access and resources.

Many of the youth service staff, including managers and senior managers, were deployed to work on the Community Hub. This included taking calls from members of the public that needed support whether in the form of food or pharmacy deliveries, for example, or making befriending calls to the most vulnerable or isolated. The Royal Borough of Greenwich opened a temporary children's home as a result of young people not being able to be placed with a foster family, due to Covid-19, and youth workers were deployed to work in the home which also included sleeping in duties.

Once lockdown restrictions were lifted, we opened the hubs for face-to-face sessions in line with strict guidelines. We provided sessions for bubbles of up to 15 young people who were invited to attend. This ensured that we were having face-to-face contact with those who needed it the most.

Most of our youth service partners, who are commissioned to deliver services to young people on our behalf, work in schools and their programmes were suspended during the periods of lockdown. Futureversity did manage to deliver a comprehensive summer programme comprising 34 structured courses which were delivered virtually to over 100 young people. Many of our partners were able to adapt to delivering virtual sessions to ensure that their young people were engaged in activities during lockdowns.

Oxleas
NHS
Improving lives

METRO
Embrace Difference

Youth Service

Case Study: TH's Story

TH is a 14-year-old boy from mixed heritage who lives with his mother, stepfather and an older brother. When he first joined the club, he was a shy, introverted character, he would never put himself forward and would stand at the back of the session and struggled to interact/get involved to full capacity during the Judo sessions. Having identified this, the coaching team and volunteers were eager to support TH and encourage participation and growth in his confidence.

The progress was slow, TH gravitated towards training with members of the club who were younger than him and would shy away from interaction in group scenarios. The coaching team developed an emphasis across the board for people to train with players of their own age, which enables not only better ability matches but opportunity for TH to bond with the players of his own age. As this developed, together with the introduction of more team activities, TH started to be seen getting involved in group conversations and games prior to his session, he even started to arrive earlier to meet and chat with his peers. We could see that he was growing in confidence and was beginning to feel comfortable with the other participants and was making new friendships. Before Covid-19 hit, he had started to enter judo competitions, which he would not have done previously and even came on one of our club trips to France to compete. Following this and when allowed during the pandemic, he attended our Sunday outdoor training sessions, as he is eager to stay connected with his friends.

He has been enthusiastic to support the younger players at the club and demonstrated this by supporting in their sessions to share his knowledge. They thoroughly enjoy having him as a role model on the mat! He has taken part in gradings and achieved his yellow belt!

His commitment and hard training to improve his technique and competition tactics, he achieved silver and bronze medals at the London Development competition held at the University of East London.

Because of TH's personal performance over the last few months, he was selected to attend an accredited level one sailing course at the Ahoy sailing club. We had good reports about him from the youth worker who attended and the staff at the centre who said he was a joy to teach and ever so confident in doing the tasks given to him by the sailing staff on the day. We were really pleased to hear this glowing feedback.

He has expressed an interest to volunteer for the club to help the younger participants.

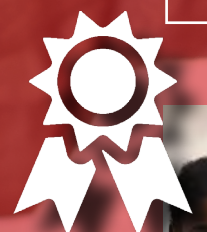
“

I was so surprised to be selected to be part of the group to attend the sailing course at the Ahoy sailing centre. Always wanted to go sailing on the Thames, but never thought I would get the opportunity.”

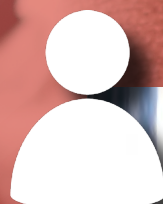
TH



Young people
volunteered
1,700
hours across the Young
Greenwich provision



123
young people
gained a
qualification



1,570
young people
attended Young
Greenwich activities



EARLY HELP & PREVENTION

The Early Help & Prevention strand has been very active over the last 12 months during what has been an unusual period for CACT. The response from our full-time and part-time staff members was extremely positive, showing a flexible attitude to working in various new, innovative and creative ways. This proactive attitude across the strand helped to either keep existing projects running or adapt to be able to deliver a variety of new initiatives many of which were directly related to CACT's Covid-19 response. Their committed attitude has not only ensured we kept supporting our local communities, helping ease the impact of the pandemic on the most vulnerable, but it has also helped protect jobs and contributed to maintaining the future security of CACT.

The nature of several of our projects and how they directly support individuals and families meant that many of our initiatives continued during the lockdown period. Strand staff were still out working face-to-face and directly with service users. Safe working and ensuring appropriate risk assessments were in place was an ongoing challenge but one that we met head on. Working through and meeting the needs of safe working during such a challenging period has helped develop the skills and resilience of our workforce. The main approach of our staff was to continue to support in the safest way possible.

Whilst our Short Breaks provisions continued to support on a face-to-face basis, many of our other provisions were quickly adapted to various virtual platforms to ensure we still reached out to those we were supporting. This was particularly noticeable on our mentoring and mental health programmes. With young people at risk of further isolation due to the conditions created by the pandemic, our staff developed, produced and delivered brilliant activities online to keep people engaged.

Moreover, regular contact was made with key young people and their families with support given to ensure any conflict within the home environment did not escalate towards a potential crisis point. Participants of other projects, such as the Upbeats and their families, were also very appreciative of the virtual programme we produced for them during lockdown. This involved multiple activities including cooking workshops, bingo and art classes. We also undertook doorstep visits to every Upbeat family during lockdown which again was very well received and it was very inspiring to be able to visit the Upbeats and their families and witness how they were adapting to life in lockdown.

Financially, the strand has excelled during this period. We were able to draw upon the strong relationships formed with funders to ensure that funding was secured and that our partners were open to us hitting targets and commitments in different ways, suitable to the new reality and the needs created by it. Some substantial financial savings were made through innovative ways of working which has enabled us to finish the financial year in a good position, in spite of all the challenges. The strand's monitoring and evaluation is very strong now with funders and partners commenting on the quality of the work we produce in this area, and all staff members now embrace and respect the value of this function.

The strand's work is vital to many members of our local communities and CACT is proud to say that during a time when lots of community support was shutting down around them, our projects and our work found ways to continue to help and support the individuals and their families. This is due to the passion of our staff, their commitment to their roles and willingness to go above and beyond when called upon. We are very lucky to be represented by such people and we would like to thank them all individually for contributing to an amazing group effort.



Over
5,400
hours of mentoring to
400
young people

SHOW
RACISM
THE
RED
CARD



Short Breaks
Bexley & Greenwich

60
young people took
part in an all inclusive
tournament which
included hate crime
workshops

100%
of young people felt
they improved their self-
esteem, confidence, and
mental and emotional
well-being

Early Help & Prevention

Case Study: TE's Story

TE was introduced to us through the children with disabilities team. It was recommended that TE and his family may have needed our support as he was a teenage boy growing up with his grandparents, and would benefit socially and develop his confidence and personality with the level of interaction we could provide.

At the beginning TE was very shy and unsure about joining the Short Breaks activities. After coming along a few times, TE began to develop a relationship with the staff and service users, feeling a lot more comfortable with the Short Breaks programme. As a result, TE could relax and have fun. Activities and trips TE got himself involved in included bowling, go-karting, and football stadium tours. These provided him with greater social skills, engaging with other people of a similar age, and a great experience for him to try new things.

In the summer of 2019, we managed to organise a two-night Short Breaks residential trip in Ashford, Kent. This was a fantastic opportunity to become a bit more independent as it was the first time he spent time away from his grandparents. TE also showed leadership skills on the trip by helping other service users with the physical activities. If someone was struggling, TE took it upon himself to help them out as best as he could.

TE is now too old for the Short Breaks programme and has grown into a mature and caring young man, progressing so much in four years that we offered TE a role as a volunteer. We have seen an enormous change in his attitude, awareness of others, and willingness to take part in activities. The programme has helped him develop his confidence and self-esteem to interact socially with others, and has made a positive impact on key life skills. Following the development of TE throughout the programme, we are keen to continue to provide him with further opportunities to grow. By volunteering

as a staff member, we believe that this will have a positive impact on the other service users too due to the relatability that TE has because of his experience on the programme. TE will also benefit from this as he will be able to improve on his communication and interaction skills which will help his future prospects. Further to this, it is something TE has asked to do by himself which shows he is keen to get going and has the self-belief in his own abilities.

"TE enjoyed every moment he spent with Charlton Short Breaks. He engaged in many activities and loved them all. He learned how to understand other young people's needs while developing his own confidence with new people. You all welcomed him and us as friends, and we benefitted from it for a few hours break; knowing he was with people who cared for him, while giving him a sense of independence from us." (Quote from grandmother)

"TE is a pleasure to work with. Very polite and always showing his talents when it comes to sport." (Short Breaks staff member)

"It was great to work with TE. Very helpful and always enjoyed himself on the day trips." (Short Breaks staff member)

“

I always enjoy myself when I go to Charlton Short Breaks. Everyone is friendly, and I like all the staff. Some of the things I had done with Charlton I had never done before, so I was excited to go. The best trips must be the football stadium tour and the go karting. I really enjoyed the trip we did before.”

TE

FOOTBALL & SPORTS DEVELOPMENT

CACT's Football and Sports Development (FSD) strand was heavily impacted as Covid-19 hit the country and lockdowns were enforced. All our face-to-face delivery was cancelled straight away, including football holiday courses, Charlton Challenge sessions, school delivery and the Post-16 Football and Education Academy.

From March 2020 the FSD staff members joined the collective effort of CACT in supporting the Covid-19 response in the borough. Coaches and other staff members of the FSD strand were deployed to the Greenwich Community Hub, delivering shopping and medicine to residents or working on the phones to support the local community.

Moreover, to ensure we were still supporting participants of our projects virtually, CACT created online challenges and resources to engage our FSD community. These included all sorts of fun activities to encourage and motivate learning and positive engagement, from bingo challenges, to Charlton maths exercises. A few of the activities were also aimed at the whole family.

Throughout the lockdown, CACT continued to have regular meetings with main partner schools to offer support, maintaining regular communications with teachers.

CACT created a learning hub where schools could access learning resources and sent out weekly emails with the link to highlight what was on offer. We used our social media platforms to promote, direct and inform our community of the support and resources available to them.

CACT also used its partnership with secondary schools to support former year 6 pupils transitioning into secondary school. CACT's 'Keys to Key Stage 3' delivery was supported by the current year 7 pupils from secondary schools. This included: recording videos, writing

messages, giving advice and sharing insight into secondary school life in order to help ease any anxieties of prospective year 7 pupils. We shared these videos with our partner schools and on our social media platforms.

When some schools resumed in June, we created and shared contextualised solutions to socially distanced PE to support teachers as most schools at the time were not permitting external visitors.

As soon as restrictions started to allow it, the FSD strand started to resume face-to-face delivery, following guidance and ensuring safety.

First to re-engage were the Post-16 students in early June 2020, this enabled us to have the great recruitment of new students with 31 joining us for their education from September 2020.

Football courses were able to restart in August for the summer, in line with the usual safety procedures that the FSD team had put in place for all session to ensure they were Covid-safe, which included limiting venue capacity, adding more staff and working in bubbles. The schools delivery projects slowly went back to face-to-face delivery, as soon as the schools started allowing it, with smaller groups and ensuring social distancing.

Covid-19 has allowed us to look back and look forward and identify future development, with recruitment of new coaches and development of new partnerships being our main priorities going forward. During this past year we have definitely seen the need for young people to have opportunities to be active and we are looking to keep developing and adapting this offer to suit their needs.

Football & Sports Development Case Study: Jakey's Story



Premier League
**Primary
Stars**

94%

of CACT's Premier
League Primary
Stars participants
have improved their
confidence and self-
esteem

Football & Sports
Development



20



3,000

children took part in
summer and October
holiday courses

63

students attended the
Post-16 Football &
Education Academy

Jakey Palmer, from Eltham, worked hard to make the most of virtual Post-16 Football & Education Academy sessions during lockdown.

A two-year full-time programme run in partnership with SCL Education & Training, CACT's Post-16 Football & Education Academy is aimed at 16 to 19-year-old males and females interested in combining their education with the life of a professional footballer.

Jakey, 17, who says training during lockdown "has been very, very different", has had to think outside the box at times.

"I haven't got a goal up in my park, so I have to practice my shooting drills up against a fence, and dribble around cones that act as defenders", he says.

Obtaining regular experience of "the competitive environment" is an important part of the programme, and Jakey missed match days most during lockdown. He took part in online isolation sessions put on by tutors and spent extra time analysing professional matches in this period, however.

"My knowledge of the game has improved due to the analysis on professional games I have been watching", he said. He used the period to get on top of school work, training and nutrition, which he did "hours and hours of research on how to optimise".

"I believe I have made quite a few improvements to my game during lockdown", he says.

"For example, I believe my weak foot and dribbling has become a lot stronger due to the dribbling and shooting exercise I've been doing", he says, and has noticed improvement in his "fitness levels".

Education is a key part of the programme, and he pays tribute to tutor Dean Jarman.

"I am always asking him how I can improve on my assignments and he is always very helpful in his responses and helps me complete them to the best of my ability", Jakey says.

The period also allowed him extra time to "reflect on what I want to achieve in life and the amount of work I'm willing to put in to achieve that goal".

Michael Lawrence, CACT's SE London Football & Sports Development Officer, says: "Jakey is an individual who has excelled and gone above and beyond to demonstrate his determination to continue his development and really bought into the training plan".

“

I have been measuring my running times, and they have improved since the start of lockdown”

Jakey Palmer



SOCIAL ACTION & ENTERPRISE

The National Citizen Service (NCS) programme CACT delivers was adapted considerably in 2020-21. In partnership with our regional providers, CACT contacted young people who were keen to be involved with the NCS Summer Keep Doing Good (KDG) programme after its summer delivery model was subject to change nationally.

CACT delivered the programme across South East London and Kent, enabling young people to mix, interact and support local good causes in the form of social action projects, with charities including Barnado's, Porchlight, Mind and Ellenor Hospice benefitting. 58 young people took part in KDG in Kent, completing a minimum of 928 hours of social action, and 21 did in London, completing a minimum of 336 hours of social action. There are numerous opportunities to explore from the newly devised NCS school support model, and CACT will maintain regular dialogue with partners while it awaits information on future funding and direction of the NCS programme, in line with the Government Spending Review.

In partnership with regional providers, CACT contacted schools and recruited young people who were keen to access important opportunities to interact, learn and create a meaningful social action project. It exceeded autumn delivery

targets in both London and Kent, achieving 86 graduations and 2,580 social action hours in the former and 148 graduations and 4,440 social action hours in the latter.

Strong links with CACT's Post 16 Football & Education Academy (London) and Knole Academy (Kent) were key, with cohorts participating in condensed 5-day programmes. The cross-strand working with Football & Sports Development and post-16s was extremely successful, achieving record numbers for Autumn provision and providing a model that can be embedded into future planning and delivery for both strands.

Work began earlier this year to plan delivery in more parts of Kent, including new areas of delivery in Dover, Folkestone, Margate, Canterbury and Ashford. This will be a mixture of two-week and three-week programmes, the latter including a residential element. The target is 800 young people in Kent, and 160 in London, as CACT looks to regrow its provision.

In addition to this, CACT will look to deliver some programme variation models within both London and Kent schools. This will be delivered over two weeks with an emphasis on whole year team building and delivery of Social Action within the local area.



60

of CACT's FSD Post-16 cohort participated in a condensed 5-day NCS programme



4,440

hours of social action in Kent

2,580

hours of social action in London



Social Action & Enterprise Testimonials

The social action project for Team 5 (Ashford) saw young people on the programme take on various roles, each developing a range of new skills. The chosen charity was Porchlight, which the team raised over £180 for through events such as a car wash, bake sale, sponsored walk and rounders match.

"I faced my fears", Courtney, Project Coordinator.

"NCS helped me with team activities", Louis, Project Champion.

"On NCS, I learnt how to become a team player and how to manage my time", Meg Photographer.

"On NCS I learnt how to work well as a team and to be a team player", Jack, Designer.

"On NCS I learnt how to overcome tough challenges and work well with my team", Amelia, Project Manager.

"NCS has taught me to share ideas and make my voice heard", Rebecca, Researcher.

"NCS challenged me and taught me how to present myself confidently and proudly", Mollie-Jayne, Shopper.

Team Leader Ashling Oladele reflects:
"I enjoyed working with my young people as they worked well together. I saw a different side to them all. They all have a lot to offer and a lot of charisma."

Fellow Team Leader Lucy Swan adds:
"I enjoyed seeing the young people become more confident and engage in lots of new challenges from teambuilding activities to a social action project. I'm so proud!"

Team 1 (Margate) created an art piece with motivational quotes from both peers and members of the community to donate to a local community group. The aim was for young people in the community to add their own worries and thoughts which helped encourage them to normalise the notion of becoming aware of their mental fitness.

The group identified mental health awareness as an issue that resonated with all of them. They created an Instagram page with inspirational quotes and gained followers by reaching out to them.

They selected mental health charity, Young Minds, to raise money for through public donations and sharing their go fund me link on their social media which raised over £100 in total.

Wave Leader Floral Catling says:

"The young people on the first Margate wave have shown great commitment to the programme and were open from the start about their hopes for what they wish to achieve from taking part in NCS. This included gaining confidence in speaking to members of the public, making friends and improving communication skills."

The group said:
"We have learnt to step out of our comfort zone and how to work well as a team with people who were complete strangers. We have learnt the value of community and how important it is to get involved and make a difference."

A member of the local community said:
"After working in the mental health sector, I know how important awareness of mental health is and it's great to see young people addressing this issue and raising awareness."

EQUALITY, DIVERSITY & INCLUSION

CACT's Equality, Diversity & Inclusion (EDI) strand delivers a variety of projects, that range from inclusive community sports sessions to training on specific EDI topics, including campaigns and events to raise awareness on relevant issues.

Despite the challenges faced by the Covid-19 pandemic and subsequent lockdown, CACT's EDI strand managed to adapt a number of programmes.

One of the key successes was transferring our EDI training and workshops delivery to a virtual education and training programme, the Tackling Inequalities webinar series. The series explored different dimensions of inequality, discrimination, and exclusion and was designed to bring together a diverse range of expert speakers from different disciplines, backgrounds and lived experiences. In total, there were 864 bookings and 349 unique participants.

The webinar series were evaluated through interviews with participants, and findings proved very positive, as highlighted by the quote below:

"I would just like to say how impressive I have found them. They have been well-structured, well-hosted, extremely educational and informative... and the speakers have been excellent." (Board Trustee EDI Lead, EFL Club).

Our LGBTQI+ friendly Team, CACT Invicta were impacted by lockdown, but did continue to meet online. As part of our ongoing commitment in raising awareness and understanding of a range of LGBTQI+ issues, CACT Invicta won the Grassroots Team Award at the Football v Homophobia Awards 2020-21. This was alongside the Club, who won the Professional Game (Club) Award, and Rob Harris, the Chair of the CAFC LGBTQI+ Supporters Group, the Proud Valiants, who won the Hero Award – a Charlton Hat-Trick!

Most EDI campaigns and events were delivered virtually this year, such as the Red, White and Black day. During Black History Month and International Women's Day we produced key statements and highlighted key staff in our website and social media via a Spotlight Series.

In addition, CACT has established an EDI working group, formed by staff from all different departments of the organisation and backgrounds with the aim to further implement EDI within our culture and practice and to keep making changes in the right direction. The working group is led by the Head of EDI and has been working to identify key tasks and create an action plan which we have been implementing and regularly review and update.

Another important highlight for our EDI strand this year was having CACT's Head of EDI, Dr Michael Seeraj, named on the influential Football Black List, alongside the likes of Marcus Rashford MBE, Tyrone Mings and Jason Euell, for his work in promoting EDI. Moreover, CACT EDI continues to chair the English Football League EDI Forum, as well as being a Board member on the Premier League Race Equality Advisory Group.

As part of the Covid-19 response, CACT EDI also supported a number of RBG initiatives, including the: Live Well Partnership; RBG Black, Asian and minority ethnic Network; VCS Resilience & Support Working Group; University of Greenwich.

Equality, Diversity & Inclusion

Case Study: Lynsey's Story



13

participants from protected characteristics groups took part in an FA Level 1 coaching qualification



8

EDI Webinars were delivered, with a total of 864 bookings and 349 unique participants

- LGBTQI+ Inclusion Through Sport: The Benefits - Speakers: Gary Ginnaw and Sam Timms
- Football and Racism: Current Challenges - Speaker: Troy Townsend
- Tackling Discrimination: Race and Class Disadvantage - Speaker: Professor Coretta Phillips
- Post-Covid-19: What future for school-leavers and graduates from disadvantaged backgrounds? - Speaker: Dr Patrick McGurk
- Disability and Discrimination: What we know & what the future may look like - Speaker: Dr Laura William
- The 'New Normal': Addressing Rising Racial Inequity in a Post-Lockdown Economy - Speaker: Dr Kenisha Linton
- Football and Racism: Current Challenges 2 - Speaker: Troy Townsend
- Transgender Inclusion: Setting the Scene - Speakers: Dr Ben Colliver and Naomi Reid

Lynsey works for the Royal Borough of Greenwich as a Community Participation and Diversity Officer, within the Directorate of Housing and Safer Communities. Part of her role is to look at embracing diversity and try to engage with residents to ensure they are more representative of the local community.

Her and her team are responsible for area meetings, they also support campaigns and have tenant reps, who they develop training for. They have an online consultation and training platform. They also publish a housing magazine, which they can use to promote the work they are doing and developing and to get more people involved.

One of the things they have to achieve in the first year is to organise and deliver very specific training around LGBTQI+ issues which is something Lynsey wants to extend to the residents as she thinks they would really benefit from it too.

Lynsey attended the Transgender Inclusion webinar, as part of the Tackling Inequalities series. She decided to attend it to support her work and get a better understanding of inclusion and relevant issues, particularly around transgender inclusion. She wanted to be able to gain more knowledge so when she is able to progress this piece of work, she has some foundation to build from.

The webinars benefited her both, at a personal and professional level, as it was a lot more specific, insightful and relevant to the current context than other more general equality training that she's had which often feels that there's nothing new being said. She found it very useful to learn about relevant legislation around LGBTQI+ issues and rights, which she wasn't aware of, as well as, learning about allyship, the importance of it and the difference it can make. It also helped her to realise the importance of not only having a corporate buy in, but to also get the residents involved and get their buy in. She is now looking to get residents with lived experiences involved in policy and other relevant work.

After attending the training and seeing how beneficial it was, she was able to get in contact with Michael and get further support and input from him around how to progress her work and ensure diversity and representation. The training and meeting with Michael gave her the confidence to progress this piece of work. Moreover, her and her team have also been able to progress their application to House Proud, thanks to the new learnings and confidence gained.

Lynsey found the whole webinar very useful and she felt she wanted it to be even longer to learn more. The legislation insights given were very interesting, and she felt that having a person presenting that had lived experiences made the webinar even more powerful and meaningful.

EDUCATION

CACT's Education strand is committed to providing crucial and impactful opportunities for young people. We are proud of the fact that we responded by adapting our delivery to help meet the many evolving challenges that participants and communities have faced throughout the pandemic.

The Chief Inspector of Schools in England said that the attainment gap between deprived pupils and wealthier peers has widened as a result of school closures. Therefore, it was essential that many young people were provided with more opportunities to engage in education and focus on improving their attitude towards learning, as well as developing key life skills.

The Traineeship programme is at the forefront of CACT's Education delivery. A 12-week education and employability programme for young people aged 16-24 who are Not in Education, Employment or Training (NEET), it incorporates work experience to help prepare young people for their future careers by giving them the tools and experience required.

Delivered in partnership with the English Football League (EFL) Trust and Warwickshire College Group (WCG), CACT regularly engages with hard-to-reach young people from areas of social deprivation and who often have additional learning needs.

Trainees are referred and recruited from a variety of different places, including internally from other CACT programmes with referrals from Young Greenwich and CACT Mentoring. External referrals come from key partners including Local Authorities, Job Centre Plus, Pupil Referral Units and Royal Borough of Greenwich's Early Help & Children's Services departments.

Employability outcomes are crucial, with the objective of building the individual's self-esteem and interpersonal skills. The 100 hours work placement provides individuals with meaningful work experience, to best prepare them for their futures.

The programme had to be adapted and delivered within the parameters of Covid-19 restrictions. Traineeship is planned and delivered by a qualified teacher and member of CACT staff, providing young people with:

- Education: English, Maths & Functional Skills
- Employability: CV writing, mock interviews & potential realisation etc.
- Employment: Bespoke work placements in an area of interest

Lessons are delivered from CACT's Valley Central Youth Hub, situated at Charlton Athletic Football Club's stadium. This more informal setting proves an effective learning environment, and appropriate for young people, with many learners not ready for the sometimes more intimidating surroundings of a mainstream college.

In 2020, 32 young people started CACT's traineeship programme, which is due to be completed in July 2021.

Trainees in 2020 enrolled from the previous academic year, leading to a reduction in NEET young people via progression into:

- Apprenticeships (1)
- Employment (6)
- Further Education (5)



32

young people started CACT's Traineeship programme, which is due to be completed in July 2021

Education

Case Study: CP's Story

CP was referred to CACT's Traineeship programme from the Single Homeless Project in October 2020. CP had been living in a homeless shelter for a prolonged period of time and did not have any desired options available to enrol in education. CP was NEET, lived in an area of deprivation, and has complex needs.

CP had a basic level and ability in relation to both literacy and numeracy and presented as someone who had a lack of aspiration and self-worth.

After initial inductions and the implementation of an individual learning plan, we identified that CP would need intense work on both literacy and numeracy, as his lack of qualifications could be a potential barrier to overcome his NEET status. CP highlighted that he had an interest in construction, but he was not sure if that was a feasible option as a career.

CACT Traineeship programme's values are to realise potential, raise aspiration and recognise achievement and one of its key focuses was to support CP to engage with employment and education. CACT Traineeship aimed to provide an informal learning environment for CP to achieve accredited qualifications and develop his skills.

The informal learning environment provided CP a learning experience based on personal development and employability skills, providing opportunities for him to learn life skills. One of the main strengths of the curriculum was that it provided CP with the opportunity to build personal and professional relationships, which has been key in raising his confidence, self-worth and aspirations. At first, CP would spend lunchtime alone on his phone but by the end of the programme, he would regularly socialise with his traineeship peer group.

CP stated that finances would be a barrier for him to be able to attend the programme. We initially funded CP's travel, and successfully supported him in applying for a travel and lunch bursary. This met CP's basic needs and resulted in 100% attendance.

CP undertook a work placement with Flower Skills & Training, which provided him with an opportunity to follow his passion of construction. CP completed a City and Guilds construction qualification and obtained a CSCS card.

Through additional 1:1 tuition, we increased CP's ability to work independently, solve problems, work within a team and confidently communicate with staff and peers. CP also took part in various employability workshops such as CV and cover letter writing, values elicitation, interview practice and customer service.

CP successfully completed an Entry Level 3 in Functional Skills English and Maths and secured a full-time retail job in June 2021.



SUMMER CAMP

The idea for the Summer Camp evolved from CACT's ambition to mitigate the issues our young people were facing. This included young people being out of education for 6 months and the growing attainment gap, particularly for those young people from more deprived backgrounds, with challenges exacerbated by the socio-economic and digital divide.

The Summer Camp offer included:

- Active Learning - education, wellbeing and resilience
- Youth work/creative arts
- Physical activity
- Hot and nutritious food

The camp ran from the 27th July to the 28th August 2020, offering young people the chance to attend a weeklong programme – In total 570 spaces were filled and 7,545 meals were provided to young people.

The Summer Camp was specifically designed to include sport and physical activity, creative arts and Active Learning. The Active Learning element was designed by CACT's Education lead and consisted of a series of fun and thought-provoking alternative curriculum workshops.

CACT adopted the Skills Builder Framework to support the delivery, utilising the resources for two of the key skills that aligned to the aim of the programme: problem solving and teamwork. The tool allowed us to break down essential skills into teachable, measurable steps that could be used with children and young people and provided lesson plans and teaching resources. The activities used for developing these skills included thought-provoking challenges, puzzles, games and discussions around current affairs. The programme also complemented the wider CACT Summer provision, forming a holistic package to help raise self-esteem, improve resilience and support physical and mental wellbeing.

Youth workers were instrumental in coordinating the Summer Camp in August 2020. This consisted of a maximum of 45 young people, in bubbles of 15, participating in three activities per day, which were sport, arts & crafts and education. This was delivered over three sites, two school sites and one youth hub. Young people were provided with a breakfast snack, a hot cooked lunch and fruit. A packed lunch-style meal was provided for them to take home. In addition to this, youth workers also delivered food boxes to families in their hub location that were known to be in need of extra provisions.



Summer Camp

Case Study: Lucca's Story

570

young people took
part in our Summer
Camp



80%

of participants enjoyed
the education offer at the
Summer Camp

91%

of participants tried
a new activity

93%

of participants were
satisfied with the food
on offer

94%

of participants made at
least one new friend

98%

of participants indicated
that they would be likely
to attend a Summer Camp
next year

85%

of parents said that the
food available at the
Summer Camp was
suitable for their child's
needs

Lucca came to summer camp after being given the details by his school (John Roan). He is a 13-year-old young carer, living with his mother Ariadne and brother Matteo in Greenwich Peninsula and receives free school meals. On arrival to the camp, Lucca was very reserved and visibly anxious. Lucca's bubble lead quickly formed a relationship of trust and identified that the anxiety was due to leaving his mother at home and meeting new people.

Realising Lucca's additional needs, an extra member of staff was assigned to support him on a one-to-one basis. At the end of day one, Lucca was seen nervously filling his bag up with sandwich packs and yoghurts from the fridge. He was taken to one side and asked why he was taking so much food, to which he responded that he had no food in the fridge at home. We decided to give him 3 hot meals to take home along with sandwiches, yoghurts and fruit and told him that he could take enough food home every day for his mother and brother. He was very grateful and looked visibly happy.

On day two, Lucca passed on that his mother had sent her thanks. At the end of the day Lucca took home a hand-written note from CACT for his mother to contact us so we could see if we could support her in any way. On day three, Lucca said that his mother had no minutes or data left so she was unable to contact CACT on Tuesday. That afternoon Lucca's mother was called by a member of the team; the phone call raised many issues that her and her family were facing. By the end of the conversation consent had been given to refer her to the Greenwich Live Well team, as well signposting Lucca to Young Greenwich activities, which are free of charge in RBG for him and his brother Matteo.

The week continued in a positive manner for Lucca and his mother was supported by the Live Well team. Lucca managed to lean on staff in relation to the challenges he faced and the pressure he was under at such a young age. His demeanour changed as the week went on and you could visibly see the weight being lifted off his shoulders. Since completion of the Summer Camp, Young Greenwich have kept in contact with Ariadne and Lucca. Live Well have taken food parcels and referred Ariadne to Welfare Rights for support with her financial situation. Ariadne has also been assigned a Live Well coach at Greenwich Peninsula for follow up support

“

**‘We had lots of fun
and the staff were
friendly and helped
my mother and
family, thanks’**

Lucca

FUNDRAISING

A huge thank you to everyone who supported CACT over the past year. A lot of our fundraising plans were postponed or cancelled and we are incredibly grateful to everyone who donated to support our work this year.

Corporate Supporters

CACT's corporate sponsors and patrons provide vital support to our work.

We would like to thank our Principal Partner, ITRM, for providing front-of-kit sponsorship and a range of additional support.

We are also grateful to our partners, University of Greenwich, for their continued support CACT's corporate patrons in 2020/2021 included:

- Regular Cleaning Services
- K Wisdom Consulting

We would also like to thank other partners including FFT and the Effinity Charitable Foundation, W J King, Rivervale and Co-op.

Events & Fundraising

Our events looked a bit different this year but we are very grateful to everyone who joined our virtual events.

- Virtual quizzes with Scott Minto
- Upbeats Walk
- Move in June
- Race Europe

In addition to these events, we are grateful to Steve Sutherland and Dan Bream for producing the CACT Cook Book.

We would also like to thank everyone who donated items or money to our appeals including our coronavirus appeal, school holiday meals, Community Hub and Project Hope campaigns.

Compliance

All fundraising activities are monitored by the Marketing and Fundraising sub-committee. CACT is registered with the Fundraising Regulator and follows the Code of Fundraising Practice in all its fundraising. Fundraising carried out in aid of CACT by volunteers is monitored and supported by the central team wherever they are aware of it. CACT did not receive any complaints about its fundraising in this period. CACT ensures that all its activities are carried out in a way that respects the rights of vulnerable people and all members of the public, for example, staff and volunteers are briefed before relevant activities and electronic communications are only sent to those who have opted in for information on fundraising.

We have not worked with external professional fundraisers.



We raised over
£180,000
in donations this year
Thank you



The Upbeats
Walk in April
2020 raised
£30,000

198
members of the
Charlton Race Europe
team travelled over
43,000 miles in March

GOVERNANCE, STRUCTURE & MANAGEMENT

Trustees

The trustees are directors for the purposes of company law.

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

The financial statements have been prepared in accordance with the accounting policies set out on pages 46 to 54 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

Trustee Appointments, Resignations and Reappointments

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

Appointments

As reported in the 2020/2021 Trustees' Annual Report, four trustees - Simon Charlick, Calum Coker, Martin Griffiths and Chris Lunn were appointed in June 2020 and have experience in the areas of health, fundraising, finance, social inclusion and communications. In December 2020 trustees welcomed a fifth new trustee, Tracy Herd. Tracy has experience in health improvement strategies and programmes for improving men's physical and mental health.

The appointments have further enhanced the skill set and improved diversity on the board however, trustees are not complacent and will endeavour to increase diversity further.

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

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

Trustees who served during the period from 1 April 2020 to 31 March 2021:

- Luke Ashworth
- Peter Cousins FCA (retired in April 2021)
- Ken Palmer
- Paul Statham
- Marilyn Toft
- David White (retired in June 2020)

Trustees appointed in June 2020 and December 2020:

- Simon Charlick FCA
- Calum Coker
- *Martin Griffiths CBE
- Chris Lunn
- Tracy Herd (appointed in December 2020)

Governance, Structure & Management (continued)

** Martin Griffiths – Consultant Trauma and Vascular Surgeon at Barts Health NHS Trust and National Clinical Director for Violence Reduction for NHS England, was awarded a CBE in the Queen's Birthday Honours List in June 2021. Martin was recognised for his work across the NHS in empowering communities and health professionals to challenge the attitudes and behaviours that result in violence and supporting people to make better choices. Trustees and staff congratulated Martin on his well-deserved award.*

Resignation/End of Term of Office

As reported in the 2020/2021 Trustees' Annual Report, David White retired from the board in June 2020, after completing his third, three year term of office.

Peter Cousins, first appointed in May 2008, retired when his term of office ended in May 2021. Peter, a valued and highly regarded trustee, Chair of the Finance and Personnel Sub-committee for over 12 years, and Chair to the board since July 2019. Trustees and staff thanked Peter for his service, dedicated professionalism and for supporting CACT through some unprecedented challenges caused by the pandemic during the reporting period.

Marilyn Toft, EDI trustee lead was elected as the new Chair in April 2021, and Luke Ashworth reappointed Vice-Chair. Simon Charlick proceeded Peter Cousins as Chair to the Finance and Personnel Sub-committee.

Reappointments

CACT's governing document, the Articles of Association states that trustees will serve a three-year term up to a maximum of three terms, unless in exceptional circumstances and in the opinion of trustees, it is in the best interest of the charity and its beneficiaries for the trustee to serve for additional terms.

Ken Palmer, first appointed in April 2014 was reappointed in April 2021 to April 2024.

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

Trustees are DBS checked on appointment and at three-yearly intervals.

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

The charity has purchased insurance (premium of £2,032 for 2021, £2,092 for 2020) for cover up to £5 million to protect it from any loss arising from the neglect or defaults of trustees and employees and to indemnify them against the consequences of any neglect or default on their part.

The Charity Governance Code

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

- Preceding the appointment of a new Chair, role descriptions for the Chair and Vice-Chair were reviewed and updated to ensure leadership responsibilities are clearly defined.
- Trustees reviewed the composition of the board and conducted a skills audit. Results indicate that trustees have the appropriate mix of skills and relevant experience to meet the current and future anticipated needs of the charity to deliver the objectives effectively. The board composition will be reviewed and a skills audit completed bi-annually, or sooner if a trustee resigns/retires.
- Trustees reviewed the levels of delegated authority to the chief executive and approved

Governance, Structure & Management (continued)

the updated schedule of “Matters Reserved to the Board.”

- Following the publication of the refreshed Charity Governance Code, trustees attended two training sessions that incorporated the updated areas in the Code relating to equality, diversity, inclusion (EDI) and safeguarding.
- Trustees established a working group to review the charity's governing document - the Articles of Association, to ensure it continues to provide a suitable governance framework. (The Articles were last updated in June 2018).

In addition, CACT is compliant with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice (CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs which are assessed and graded through an evidence based self-assessment process.

Sub-committees

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

A key objective in CACT's three-year strategic plan (2019/22), is a commitment to develop and embed Equality, Diversity and Inclusion (EDI) as a core element across all areas of CACT's work which are delivered through an Equality Action Plan (EAP). The EDI and Safeguarding Sub-committee monitor the impact of the charity's EAP and oversee the safeguarding function of CACT.

Equality, Diversity, Inclusion (EDI) and Safeguarding Sub-committee: membership comprises four trustees - Marilyn Toft (Chair and EDI lead trustee), Ken Palmer (Safeguarding lead trustee), Calum Coker and Martin Griffiths.

Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion), Dr Michael Seeraj (Head of EDI) and Barry Simmons (Safeguarding and Health and Safety Officer) provide the necessary input to the meetings.

Finance and Personnel Sub-committee: membership comprised four trustees to April 2021, up until Peter Cousins retired from the board. Simon Charlick (Chair), Luke Ashworth and Paul Statham are trustee members; Jason Morgan (Chief Executive), Mark Gregory (Director of Finance and Support Services) and Kathy Smart (Head of Governance and Support Services) provide the necessary input to the meetings.

Marketing and Fundraising Sub-committee: membership comprises three trustees – Chris Lunn (Chair), Calum Coker and Marilyn Toft. Jason Morgan (Chief Executive), Zaki Dogliani (Marketing and Communications Manager) and the Head of Fundraising and Development provide the necessary input to the meetings.

Ambassadors

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

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

Governance, Structure & Management (continued)**Honorary President & Vice President**

Trustees are considering the appointment of an honorary president following sad news of the death of former president, Sir Maurice Hatter in April 2020, (as reported in last year's annual report).

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

Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation of the charity. There are no changes to the executive team during the reporting period. The executive team comprises:

The executive team comprises:

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

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

Employees

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

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. We offer a range of benefits and incentives including:

- London Living Wage Foundation Employer
- Employee Assistance Programme

- A range of internal and external training opportunities
- “Equality, Diversity and Inclusion” Staff Working Group
- “Green” Staff Working Group
- Eye-care Vouchers
- Cycle to Work Scheme
- Healthy Workplace Award
- Investors in People (re-accredited in March 2021 for three years)
- Matrix Standard (re-accredited in April 2021 for three years)

CACT ensures employees are well informed through weekly staff newsletters including HR updates, department and team meetings and information including updates to staff policies and procedures via our HR Information Management System. During the Covid-19 pandemic, effective communication was vital particularly as many staff, in line with government guidance were directed to work from home wherever possible, unless redeployed to work on the Royal Greenwich Community Hub.

Staff received regular briefings with updates on changes to government guidance, weekly staff newsletters containing articles, webinar links on staying physically and mentally healthy, as well as regular email communications from the chief executive and directors.

Two virtual presentations were delivered to all staff by the chief executive and directors, to ensure staff were well informed about the measures being taken during the pandemic to protect the staff and the charity, as well as adapt services to support the local community, and outline plans for future recovery.

Charlton Athletic Football Club

CACT is Charlton Athletic Football Club's (CAFC) charitable arm and operates via a Trademark Licence Agreement to use the club's name and badge. CACT's head office is situated at the club's training ground in Sparrows Lane in southeast London. The Health Improvement Call Centre and Valley Central Youth Hub are based

Governance, Structure & Management (continued)

at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

During the reporting period the ownership of the football club changed and in September 2020 the club was purchased by Thomas Sandgaard, a Danish-American businessman. A new strong partnership has already developed as the club recognises and supports the positive impact of CACT's work. The appointment of a trustee from the club will be considered by trustees to further strengthen the partnership.

Other Partners

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

Subsidiary Companies

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

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

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

FINANCIAL REVIEW**Financial Report for the Period**

Total income for the financial year to March 2021 was £5.6 million, unchanged from the year before. Income from charitable activities declined to £4.3 million in 2020/21 compared with £4.7 million the previous year, mainly because of reduced income from NCS and football and sports development programmes, partly offset by higher income from health improvement Covid-19 response programmes. Income from grants and donations was £862,000 million in the year to March 2021, compared with £798,000 in the previous year. The increase primarily reflects Covid-19 related grants.

Total expenditure decreased from £6.0 million in the 2019/20 financial year to £5.4 million in the year to March 2021. This is attributable to lower expenditure on social action and enterprise, early help and prevention and football and sports development programmes, and reflects both some reduction in the level of activity and a change in delivery models in these areas as a result of the pandemic. These expenditure reductions were partly offset by increased expenditure on health improvement programmes, in particular the Royal Greenwich Community Hub.

Financial Review (continued)

The operating surplus of £55,000 on unrestricted funds represents net income of £273,000 for Greenwich Youth Service and £1,000 designated fund transfers, partly offset by an overall shortfall of £154,000 in general funds and a £65,000 pension fund actuarial adjustment included within expenditure.

Youth service net income includes an unplanned underspend of £192,000 as a result of activities not taking place due to Covid-19. With the agreement of Royal Borough of Greenwich this has been retained and ring-fenced to fund additional youth service activities in future years. The balance represents a £81,000 planned retention of income to cover anticipated cost inflation. (Annual income is fixed over the nine-year life of the contract but costs are expected to increase.)

The £154,000 overall shortfall on general funds reflects the curtailment of planned income-generating programmes and activities due to the Covid-19 pandemic. The impact of the pandemic on CACT's finances was however significantly mitigated by prompt actions and consultation with funders to protect funding where possible, together with changes in delivery models to online and virtual delivery, where physical delivery was no longer possible, and applications for grants to support Covid-19 recovery.

Restricted funds totalled £734,000 at the end of the financial year, compared with a balance of £565,000 at the beginning of the year. The increase reflects funding received in 2020/21 on health improvement and early help and prevention funds, which will be spent in 2021/22, partly offset by a reduction in fixed asset funds due to the annual depreciation of the Community astroturf pitch and other assets.

Designated funds increased from £1.1 million last year to £1.4 million at 31 March 2021, mainly as a result increases in the value of development fund investments.

Free reserves at the end of the year were £480,000, equal to the balance at the beginning of the year, after the transfer of £154,000 from the

development fund to cover the operating deficit, as explained above.

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £5 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained, and total unrestricted funds (excluding the pension reserve) of between three and five months' expenditure should be held, as cover for any longer term and residual exposures.

Free reserves are stated before deduction of a £745,000 pension reserve to cover CACT's share of the Royal Borough of Greenwich Pension Fund, in respect of employees who were transferred to CACT in 2012 and 2019 under a TUPE arrangement. The pension liability is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2019, updated for changes in demographic and financial assumptions since that date. The pension deficit will be met out of future contributions and so it is unlikely to crystallise. In this situation current guidance allows a charity to ignore a negative pension reserve when assessing its free reserves.

RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and mitigation actions put in place throughout the year. All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in March 2021. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

Risk Management (continued)

- **Safeguarding issues**, including inappropriate actions by employees or volunteers, affecting service users and others, particularly young and vulnerable people, could cause reputational damage and result in loss of funding for programmes.

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

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

Mitigating actions include: an Information Governance Steering Group meets quarterly to oversee information governance including reviewing incidents or "near misses"; data protection and related policies are reviewed regularly; staff have access to and are required to comply with data protection policies and procedures - disciplinary sanctions highlight the importance of compliance; staff are required to complete mandatory online data protection training; system security and physical security measures prevent unauthorised access to data; an external data protection consultancy service provides advice and guidance on data protection related matters.

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

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by trustees; ensure budgets are closely monitored and consider efficiency savings that do not impact on services. In addition, a programme of fundraising events and programmes has been developed in order to grow unrestricted income to help cover core costs.

Risks related to Covid-19

In addition to the above continuing risks, a detailed risk assessment of the impact of the coronavirus was undertaken and regularly reviewed and updated as the situation evolved. A major incident management team was set up comprising CACT senior managers as well as HR and health and safety staff, to co-ordinate the Trust's response to the pandemic and ensure that appropriate actions were taken and all government guidelines were followed.

The following Covid-19 specific risks were identified and addressed:

- **Staff risks**: including employees being unable to work due to contracting the virus or needing to self-isolate.

Mitigating actions included closing the main CACT office and directing employees to work from home wherever possible to minimise potential exposure to the virus. Where working from home was impossible, government guidance on social distancing, washing and the use of PPE where necessary was rigorously enforced. Regular electronic briefings were given to staff to ensure that they were kept informed of any changes to guidance. Data protection risks associated with remote working were assessed to ensure GDPR-compliance with the processing of data and policies and procedures were updated.

- **Programme and activity risks**: including risks of participants and employees contracting Covid-19 whilst involved in CACT activities.

Risk Management (continued)

Programme-specific mitigating actions were taken to minimise risk, including cancelling some activities, reducing participant numbers, and changing the delivery model of others such as moving to online activities, in consultation with funders. In all cases current NHS and government guidance has been followed.

- **Financial risks**: due to planned activities or programmes being curtailed.

Actions taken include: major funders consulted immediately to agree new delivery models and revise KPIs where appropriate, to protect funding; staff from cancelled programmes reassigned where possible to other funded activities, in particular the Royal Greenwich Community Hub; loans and Covid-19 support grants applied for to offset lost income and protect liquidity; income, expenditure and cash flow forecasts prepared and regularly monitored so that prompt action can be taken when necessary to ensure continued financial stability.

Events Since Year-End

Although Covid-19 restrictions are being removed and programmes that could not take place previously are resuming, the ongoing impact of the pandemic remains uncertain. Trustees continue to work with senior management to ensure that actions are taken to mitigate and offset any negative coronavirus impacts, and ensure the long-term financial stability of the charity

FUTURE PLANS

CACT reviewed the objectives in the three-year strategic plan 2019-2022 and due to the challenges caused by the Covid-19 pandemic, it was agreed to extend the plan for an additional year, to 31 March 2023. Progress is tracked through an annual business plan incorporating a rag-rated system to identify objectives not on target which will be reviewed quarterly by trustees.

As restrictions imposed by the pandemic are relaxed, a number of fundraising opportunities in

collaboration with the club are planned to raise income for CACT.

The current Live Well health contract ends at the end of 2022. CACT intends to submit a tender to be recommissioned and we feel that we are in a strong position to continue to provide this service for the Royal Borough of Greenwich. As we emerge from the pandemic, we expect the need to provide education services linked to the youth service will continue to grow.

Equality, Diversity and Inclusion will continue to be a key focus, including working together with the football club on an EDI strategy and looking to increase diversity at higher levels within the organisation.

CACT will continue to focus on monitoring and evaluation processes to ensure high quality services are delivered across all strands and impact is measured effectively.

CACT will continue to review policies and procedures and keep them up-to-date and in line with changes in legislation and Charity Commission guidance. This will include ongoing implementation of recommendations from the Charity Governance Code and compliance with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Statement of Trustees' Responsibilities (continued)

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

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

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

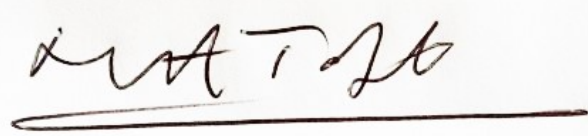
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Thanks

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

Approved by the trustees and signed on their behalf by:



Marilyn Toft – Chair of Trustees

Date: 29 September 2021

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

Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2021 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- challenged assumptions and judgements made by management in assessing the going concern basis of accounting and in its significant accounting estimates, including the estimated useful economic lives of assets for the purpose of determining the annual depreciation charge,
- performed sample based testing of expenditure in the accounting system to supporting documentation and sample based testing of income from source documentation to the accounting system;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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

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

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

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

Use of our report

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



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

Date:

21/10/21

Financial Statements

		Unrestricted funds £'000	Restricted funds Revenue projects £'000	Capital develop-ment £'000	Total funds 2021 £'000	Total funds 2020 £'000
Income:						
Donations and legacies	1	183	679	—	862	798
Income from charitable activities	2	2,028	2,301	—	4,329	4,699
Income from other trading activities	3	49	—	—	49	46
Investment income		29	—	—	29	33
Other income – CJRS grant		329	—	—	329	—
Total income		2,618	2,980	—	5,598	5,576
Expenditure:						
Cost of raising funds	4	130	—	—	130	200
Expenditure on charitable activities	5					
. Health Improvement		198	1,902	1	2,101	1,110
. Youth Services		1,124	24	—	1,149	1,081
. Early Help and Prevention		35	739	—	774	1,029
. Football and Sports Development		613	65	22	700	789
. Social Action and Enterprise		365	—	—	365	1,621
. Equality, Diversity & Inclusion		23	55	—	78	72
. Education		74	—	3	77	119
		2,433	2,785	26	5,244	5,821
Total expenditure		2,563	2,785	26	5,374	6,021
Net income (expenditure) before investment losses and transfers	7	55	195	(26)	224	(445)
Gains (losses) on investments	11(a)	189	—	—	189	(49)
Net income (expenditure) for the year		244	195	(26)	413	(494)
Other recognised gains and losses						
(Losses) gains on pension scheme		(360)	—	—	(360)	105
Net movement in funds		(116)	195	(26)	53	(389)
Reconciliation of funds:						
Fund balances brought forward at 1 April 2020		1,222	288	277	1,787	2,176
Fund balances carried forward at 31 March 2021		1,106	483	251	1,840	1,787

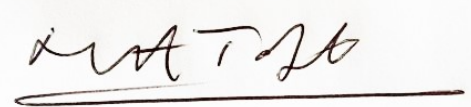
All of the group's activities in the above two financial periods were derived from continuing operations.

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

Detailed comparative information is provided in notes 20 to 23, which form an integral part of the accounts.

	Notes	Group 31 March 2021 £'000	Group 31 March 2020 £'000	Charity 31 March 2021 £'000	Charity 31 March 2020 £'000
Fixed assets:					
Tangible fixed assets	10	292	331	17	31
Investments	11	1,107	918	1,107	918
Total fixed assets		1,399	1,249	1,124	949
Current assets:					
Debtors due within one year	12	682	837	678	838
Cash at bank and in hand		1,103	632	1,101	623
Total current assets		1,785	1,469	1,779	1,461
Liabilities:					
Creditors: amounts falling due within one year	13	(599)	(611)	(607)	(619)
Net current assets		1,186	858	1,172	842
Total net assets excluding pension liability		2,585	2,107	2,296	1,791
Net pension liability	16	(745)	(320)	(745)	(320)
Total net assets		1,840	1,787	1,551	1,471
The funds of the charity:					
Restricted funds	14				
. Relating to fixed assets		251	277	2	6
. Other		483	288	483	288
		734	565	485	294
Unrestricted funds					
Designated funds	15				
. Fixed asset fund		41	54	15	25
. Development fund		1,026	991	1,026	991
. Other		304	17	304	17
		1,371	1,062	1,345	1,033
General funds					
. Free reserves		480	480	466	464
. Pension reserve	16	(745)	(320)	(745)	(320)
		(265)	160	(279)	144
Total unrestricted funds		1,106	1,222	1,066	1,177
Total funds		1,840	1,787	1,551	1,471

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



Marilyn Toft – Chair of Trustees

Approved on: 29 September 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	442	(59)
Cash flows from investing activities:			
Investment income received		29	33
Purchase of tangible fixed assets		—	(9)
Net cash provided by (used in) investing activities		29	24
Change in cash and cash equivalents in the year		471	(35)
Cash and cash equivalents at 1 April 2020		632	667
Cash and cash equivalents at 31 March 2021		1,103	632

Notes to the consolidated statement of cash flows for the year to 31 March 2021:

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

	2021 £'000	2020 £'000
Net income (expenditure) as per the statement of financial activities	413	(494)
Adjustments for:		
Depreciation charge	39	40
FRS 102 pension charge	65	44
Investment income received	(29)	(33)
(Gains) losses on investments	(189)	49
Decrease in debtors	155	458
Decrease in creditors	(12)	(123)
Net cash provided by (used in) operating activities	442	(59)

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

Basis of preparation

These accounts have been prepared for the year to 31 March 2021.

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

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

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

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

Critical accounting estimates and areas of judgement

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

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

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

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. In making this assessment the trustees have specifically considered the Covid-19 pandemic and its potential impact on the operations and finances of the charity. Several factors have been taken into account, including:

- ♦ *Source and security of future income.*
Approximately half of CACT's annual income is obtained from multi-year contracts or grant agreements that extend for a period of at least one year beyond the date on which these accounts have been signed.

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

Assessment of going concern (continued)

- ◆ *Financial controls*
Cash management and other financial control processes are in place to minimise financial risks and ensure that income due is received on a timely basis. Income, expenditure and cash flow forecasts are prepared. Actual performance is monitored against these forecasts on a monthly basis, to allow action to be taken where there is a risk that forecasts may not be achieved.
- ◆ *Financial assets held by the charity*
In addition to cash balances held to meet CACT's short-term operating needs, the charity holds over £1,000,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

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

Basis of consolidation

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

Income recognition

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

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

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

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

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

Income recognition (continued)

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

Expenditure recognition

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

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

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

Tangible fixed assets

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

- | | |
|----------------------------------|---|
| ◆ Artificial training pitch | Over the life of its lease, which is 25 years |
| ◆ Other sports facilities | 4% on cost |
| ◆ Machinery and office equipment | 25% on cost |
| ◆ Motor vehicles | 25% on cost |

Investments

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

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

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

Fund accounting

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

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

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

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

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Royal Borough of Greenwich's youth service provision, and to provide contracted health improvement services, are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions, which amounted to £41,000 in the year to 31 March 2021, as detailed in note 16 to the financial statements. There were 7 active members and 12 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

1 Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000
Donations	24	66	90	12	35	47
Income from patrons	43	9	52	57	3	60
Grants	116	604	720	42	649	691
Total funds	183	679	862	111	687	798

Income from donations includes £379,100 from central and local government grants (2020 - £301,900).

The largest grants received in the year were £122,500 from the Department of Health and Social Care for the social prescribing programme, £120,300 from the Royal Borough of Greenwich for Short Breaks early help and prevention programmes and £96,300 for the Premier League "Kicks" social inclusion programme.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000
Service delivery	715	2,279	2,994	1,800	1,319	3,119
Greenwich Youth Service	1,227	—	1,227	1,116	—	1,116
Fees from the delivery of projects	70	—	70	416	—	416
Other charitable income	16	22	38	33	15	48
Total funds	2,028	2,301	4,329	3,365	1,334	4,699

Income from charitable activities includes a total of £2,164,097 from local government contracts (2020 - £2,271,500).

The largest amounts of service delivery income are £1,341,300 from Oxleas NHS Foundation Trust for the Royal Borough of Greenwich (RBG) Start Well programme, £899,000 from RBG for health improvement services and £855,100 from RBG for Covid-19 response programmes.

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

3 Income from other trading activities

	Total (unrestricted) funds 2021 £'000	Total funds (unrestricted) 2020 £'000
Fundraising events	40	33
Other trading income	19	13
Total funds	49	46

4 Cost of raising funds

	Total (unrestricted) funds 2021 £'000	Total funds (unrestricted) 2020 £'000
Staff costs (note 8)	121	171
Other costs	9	29
Total funds	130	200

5 Expenditure on charitable activities

Expenditure on charitable activities can be analysed as follows:

	Direct staff costs (note 8) £'000	Other direct costs £'000	Support costs (note 6) £'000	Total funds 2021 £'000
Health Improvement	1,455	345	301	2,101
Youth Services	575	406	168	1,149
Early Help and Prevention	404	288	82	774
Football and Sports Development	483	134	83	700
Social Action and Enterprise	244	69	52	365
Equality, Diversity & Inclusion	58	8	12	78
Education	38	27	12	77
Total funds	3,257	1,277	710	5,244

	Direct staff costs (note 8) £'000	Other direct costs £'000	Support costs (note 6) £'000	Total funds 2020 £'000
Health Improvement	757	231	122	1,110
Youth Services	579	353	149	1,081
Early Help and Prevention	503	413	113	1,029
Football and Sports Development	500	181	108	789
Social Action and Enterprise	580	809	232	1,621
Equality, Diversity & Inclusion	58	6	8	72
Education	84	18	17	119
Total funds	3,061	2,011	749	5,821

6 Support costs

Charitable activities expenditure shown note 5 above include the following support costs:

	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2021 £'000	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2020 £'000
Health Improvement	255	46	301	93	29	122
Youth Services	143	25	168	114	35	149
Early Help and Prevention	70	12	82	86	27	113
Football and Sports Development	70	13	83	83	25	108
Social Action and Enterprise	44	8	52	177	55	232
Equality, Diversity & Inclusion	10	2	12	6	2	8
Education	10	2	12	13	4	17
Total funds	602	108	710	572	177	749

The above support costs include the following governance costs:

	Total funds 2021 £'000	Total funds 2020 £'000
Staff costs	13	13
Legal and professional fees	—	1
Auditor's remuneration	12	12
Other costs	13	4
	38	30

7 Net expenditure for the Year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000
Staff costs (note 8)	2,082	1,898	3,980	2,411	1,393	3,804
Operating lease rentals	26	18	44	20	18	38
Auditor's remuneration						
. Statutory audit services – charity	9	—	9	9	—	9
. Statutory audit services – subsidiary	3	—	3	3	—	3
. Other services	2	—	2	2	—	2
Depreciation	12	27	39	13	27	40

8 Employees and staff costs

Staff costs during the period were as follows:

	2021 £'000	2020 £'000
Wages and salaries	3,486	3,402
Social security costs	302	273
Pension costs	116	76
FRS 102 pension charge	65	44
Other staff related costs	11	9
	3,980	3,804

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

	2021 £'000	2020 £'000
Wages and salaries	336	336
Benefits in kind	14	14
Social security costs	41	42
Pension costs	17	17
	408	409

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

	2021	2020
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£110,001 - £120,000	—	1
£120,001 - £130,000	1	—
	4	4

Payments to defined contribution pension arrangements in the year amounted to £16,601 (2020 - £16,660) in respect of the above employees.

Staff costs have been charged as follows:

	2021 £'000	2020 £'000
Cost of generating funds (note 4)	121	171
Charitable activities (note 5)	3,257	3,061
Support costs (note 6)	602	572
	3,980	3,804

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

	Fixed hours	Variable hours	Total 2021	Fixed hours	Variable hours	Total 2020
Cost of generating funds	2	—	2	3	—	3
Charitable activities	98	89	187	97	115	212
	100	89	189	100	115	215

8 Employees and staff costs (continued)

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £2,093 (2020 - £1,908) and provides cover of up to a maximum of £5 million (2020 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2021 or 2020.

9 Taxation

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

10 Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2020	569	60	118	156	903
Disposals	—	—	(46)	—	(46)
At 31 March 2021	569	60	72	156	857
Depreciation					
At 1 April 2020	298	31	87	156	572
Charge for year	22	3	14	—	39
Disposals	—	—	(46)	—	(46)
At 31 March 2021	320	34	55	156	565
Net book value					
At 31 March 2021	249	26	17	—	292
At 31 March 2020	271	29	31	—	331

Charity	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 April 2020	112	156	268
Disposals	(46)	—	(46)
At 31 March 2021	66	156	222
Depreciation			
At 1 April 2020	81	156	237
Charge for year	14	—	14
Disposals	(46)	—	(46)
At 31 March 2021	49	156	205
Net book value			
At 31 March 2021	17	—	17
At 31 March 2020	31	—	31

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

	2021 £'000	2020 £'000
Total value of investments at 1 April 2020	918	967
Investment gains (losses)	189	(49)
Total investments at 31 March 2021	1,107	918
Historical cost of investments at 31 March 2021	950	950

	2021 £'000	2020 £'000
Portfolio Details		
CCLA Investment Fund	435	361
Sarasin Alpha CAIF for Endowments	411	340
Rathbones Active Income and Growth Fund	261	217
Total market value at 31 March 2021	1,107	918

(b) Investment in trading subsidiary

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

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

The following is a summary of the financial statements of South of England Foundation (Community Facilities) Limited for the year ended 31 March 2021, which have been included in the consolidated financial statements.

	2021 £'000	2020 £'000
Turnover	16	21
Cost of sales	(25)	(28)
Gross loss	(9)	(7)
Amount released from deferred capital grants	25	25
Administrative expenses	(5)	(6)
Profit for the year before gift aid	11	12
Gift aid	(12)	(12)
Loss (profit) for the financial year	(1)	—
Retained profit at 1 April 2020	16	16
Retained profit at 31 March 2021	15	16
Called up share capital	—	—
Net assets at 31 March 2021	15	16

12 Debtors

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Prepayments	44	96	44	96
Trade debtors	465	515	461	516
Other debtors	1	2	1	2
Accrued income	172	224	172	224
	682	837	678	838

13 Creditors: amounts falling due within one year

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Amounts due to subsidiaries	—	—	11	23
Expense creditors	51	88	52	78
Social security and other taxes	96	114	96	115
Accruals	236	77	232	71
Deferred income	147	319	147	319
Wages and salaries	19	13	19	13
Business bounce-back loan	50	—	50	—
	599	611	607	619

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

14 Restricted funds

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

Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2021 £'000
Health Improvement funds					
RBG Cycle Hire	—	10	(9)	—	1
Health and Wellbeing Fund	(19)	123	(218)	114	—
Extra Time	—	6	(3)	—	3
Greenwich Health	—	56	(50)	—	6
GGA – Healthy Walks	—	35	(35)	—	—
South London Healthy Homes	—	31	(18)	—	13
Ministry of Defence	11	—	(9)	—	2
Live Well Greenwich	43	585	(450)	(114)	64
Live Well – PCN	—	224	(224)	—	—
TfL Bereavement Walks	3	—	(1)	—	2
TfL Family Cycle Club	5	—	(1)	—	4
TfL Travel Buddies	3	—	—	—	3
RBG Community Hub	—	724	(692)	—	32
Lewisham HIU Coach	—	20	(20)	—	—
Pillar 3 Deep Engagement Pilot	—	11	(11)	—	—
Smoking Cessation RBG	—	17	(17)	—	—
Lateral flow Testing	—	141	(141)	—	—
Project Hope	—	21	(3)	—	18
	46	2004	(1,902)	—	148
Youth Service funds					
Jack Petchey Achievement Award	8	17	(24)	—	1
Summer Camp 2021	—	11	—	—	11
	8	28	(24)	—	12
Early Help and Prevention funds					
Children in Need	(3)	50	(45)	—	2
Colyer Ferguson	—	18	(18)	—	—
Bexley Youth Service Officer	13	10	(23)	—	—
Twinnings Project	7	—	(7)	—	—
Kent VRU	—	10	(10)	—	—
Connect Mentoring	—	68	(51)	—	17
Start Well Mentoring	—	100	(87)	—	13
CURB Mentoring	7	42	(44)	—	5
Winter Ballers	—	(2)	2	—	—
Bexley Targeted Mentoring	—	25	(21)	—	4
Bexley Targeted Residential	13	—	(13)	—	—
Bexley Youth Activity Sessions	—	58	(36)	—	22
London Marathon Girls Kicks extension	12	12	(14)	—	10
Premier League Kicks	60	96	(94)	—	62
Premier League Targeted	17	18	(15)	—	20
Balance carried forward	126	505	(476)	—	155

14 Restricted Funds (continued)

Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2021 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	126	505	(476)	—	155
PL Kicks Holiday Activity	—	3	(3)	—	—
EFL – Mind	4	—	(4)	—	—
Charlton Upbeats	17	26	(7)	—	36
Kent Mental Health	—	45	(39)	—	6
Greenwich Counselling Srv	—	16	(16)	—	—
Bexley Short Breaks	20	54	(61)	—	13
RBG Adult Short Breaks	14	—	(14)	—	—
Oxleas Up and At 'Em	(2)	16	(11)	—	3
Short Breaks Summer and Residential	41	—	16	—	57
Oxleas Early Intervention	7	13	(13)	—	7
Saturday Short Breaks	—	47	(41)	—	6
Mondays ASD	—	10	(10)	—	—
Holiday Short Breaks	—	49	(49)	—	—
Residential Short Breaks	—	14	(8)	—	6
BATS Transport	—	4	(3)	—	1
	227	802	(739)	—	290
Football and Sports Development					
Advance Centre	3	10	(11)	—	2
Bursary Fund	1	4	(2)	—	3
Get Active Programme	—	10	—	—	10
Kinder Joy of Moving	(7)	9	(2)	—	—
Premier League Schools	10	40	(50)	—	—
	7	73	(65)	—	15
Social Action and Enterprise funds					
My London Social Action	—	2	—	—	2
	—	2	—	—	2
Equality, Diversity and Inclusion funds					
CARE	—	55	(55)	—	—
	—	55	(55)	—	—
Education Funds					
William Boreman Foundation	—	3	—	—	3
Active Learning Programme	—	13	—	—	13
	—	16	—	—	16
Revenue projects total funds	288	2,980	(2,785)	—	483
Relating to fixed assets					
Spaces for Sports Scheme	271	—	(22)	—	249
Other fixed assets	6	—	(4)	—	2
	277	—	(26)	—	251
Total restricted funds	565	2,980	(2,811)	—	734

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

- ♦ a transfer from unrestricted to restricted funds where costs exceed the income received towards a specific project;

14 Restricted Funds (continued)

- ♦ a transfer from restricted to unrestricted funds when a restriction has been removed.

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

15 Designated funds

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

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

Group	At 1 April 2020 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2021 £'000
Fixed asset fund	54	—	(13)	41
Development fund	991	189	(154)	1,026
25th Anniversary fund	17	—	(11)	6
Patrons' Club	—	—	25	25
Start Well fund	—	—	273	273
Total designated funds	1,062	189	120	1,371

Charity	At 1 April 2020 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2021 £'000
Fixed asset fund	25	—	(10)	15
Development fund	991	189	(154)	1,026
25th Anniversary fund	17	—	(11)	6
Patrons' Club	—	—	25	25
Start Well fund	—	—	273	273
Total designated funds	1,033	189	123	1,345

16 Pension commitments

The charity has had a pension commitment since 2013, as a result of youth service employees transferred under TUPE from the Royal Borough of Greenwich (RBG). On 1 December 2019, at the start of the 'Live Well' health improvement contract, a further three employees were TUPE-transferred from RBG. CACT was not admitted as an employer in the RBG Pension Fund in respect of the Live Well contract until 2021, and therefore no pension liability could be quantified in the prior year's accounts with regards to these additional employees.

The pension liability for the Live Well staff was fully funded at 1 December 2019 on an actuarial basis. The difference between the opening Live Well asset and liability valuations

16 Pension commitments (continued)

shown in the accounts is due to the FRS 102 requirement to use a discount rate based on corporate bonds for the liability valuation.

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

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

	Value at 31 March 2021 £'000	Value at 31 March 2020 £'000
UK equities	68	42
Other bonds	124	88
Property	65	52
Cash	10	7
Unitised insurance policies	288	172
UK & overseas unit trusts	183	101
Total market value of assets	738	462
Present value of Scheme liabilities	(1,483)	(782)
Deficit in the Scheme	(745)	(320)

Total expenditure recognised in the Statement of Financial Activities:

	2021 £'000	2020 £'000
Current service cost	96	56
Net interest cost and administration expenses	10	10
Total expenditure recognised in the SOFA	106	66

The expenditure recognised in the 2021 SOFA is made up of £41,000 employer contributions and a FRS 102 adjustment of £65,000 (2020 - £22,000 employer contributions and £44,000 FRS 102 adjustment).

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

	2021 £'000	2020 £'000
Scheme liabilities at 1 April 2020	782	978
Current service cost	96	56
Interest cost	24	24
Contributions by Scheme participants	17	10
Liabilities assumed on TUPE-transfer of Live Well staff	224	—
Actuarial losses (gains)	340	(286)
Scheme liabilities at 31 March 2021	1,483	782

An actuarial valuation of the Scheme was undertaken as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023.

16 Pension commitments (continued)

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

	2021 £'000	2020 £'000
Scheme assets at 1 April 2020	462	597
Interest on Scheme assets less administration expenses	14	14
Return on assets less interest	111	(55)
Assets acquired on TUPE-transfer of Live Well staff	94	—
Actuarial (losses)	—	(126)
Contributions by employer	41	22
Contributions by scheme participants	17	10
Estimated benefits net of transfers in	(1)	—
Fair value of Scheme assets at 31 March 2021	738	462

Movement in deficit during the year:

	2021 £'000	2020 £'000
Scheme deficit at 1 April 2020	(320)	(381)
Current service cost	(96)	(56)
Employer contributions	41	22
Net finance cost	(10)	(10)
FRS 102 deficit on TUPE-transfer of Live Well staff	(130)	—
Actuarial (losses) gains	(230)	105
Scheme deficit at 31 March 2021	(745)	(320)

17 Lease commitments**Operating lease commitments**

At 31 March 2021 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Land and buildings		Office equipment	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Operating leases payments due:				
Within one year	—	34	4	5
Between one and two years	—	—	4	4
Between two and five years	—	—	8	8

18 Connected party transactions

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation and other intangible support. The value of this support during the financial period cannot be reliably quantified and as such has not been included in these financial statements.

In the year to 31 March 2021 the Trust received income of £78,348 from Charlton Athletic (2020 - £86,271) and incurred expenditure of £67,935 (2020 - £63,429). A net balance of £17,589 was due from the Club and included within debtors at the year-end (2020 - £12,491 due to the Club).

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

The aggregate value of donations made to the charity by trustees was £11,940 (2020 - £1,505).

19 Analysis of net assets between funds

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	—	41	251	—	292
Investments	—	1,107	—	—	1,107
Debtors	317	—	—	365	682
Cash (including short term deposits)	589	223	—	291	1,103
Creditors: amounts falling due within one year	(426)	—	—	(173)	(599)
Pension liability	(745)	—	—	—	(745)
Total net assets	(265)	1371	251	483	1,840

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	—	15	2	—	17
Investments	—	1,107	—	—	1,107
Debtors	313	—	—	365	678
Cash (including short term deposits)	587	223	—	291	1,101
Creditors: amounts falling due within one year	(434)	—	—	(173)	(607)
Pension liability	(745)	—	—	—	(745)
Total net assets	(279)	1,345	2	483	1,551

Notes 20 to 23 present detailed comparative information for the financial year ending 31 March 2020. These notes form an integral part of the accounts.

20 Consolidated Statement of Financial Activities Year to 31 March 2020

		Unrestricted funds £'000	Restricted funds Revenue projects £'000	Capital development £'000	Total funds 2020 £'000	Total funds 2019 £'000
Income:						
Donations and legacies	1	111	687	—	798	582
Income from charitable activities	2	3,365	1,334	—	4,699	4,502
Income from other trading activities	3	46	—	—	46	166
Investment income		33	—	—	33	34
Total income		3,555	2,021	—	5,576	5,284
Expenditure:						
Cost of raising funds	4	200	—	—	200	276
Expenditure on charitable activities	5					
· Social Action and Enterprise		1,591	30	—	1,621	1,006
· Health Improvement		157	952	1	1,110	991
· Youth Services		1,081	—	—	1,081	1,117
· Early Help and Prevention		150	879	—	1,029	961
· Football and Sports Development		661	105	23	789	835
· Education		112	4	3	119	318
· Equality, Diversity and Inclusion		3	69	—	72	82
		3,755	2,039	27	5,821	5,310
Total expenditure		3,955	2,039	27	6,021	5,586
Net expenditure before investment losses and transfers	7	(400)	(18)	(27)	(445)	(302)
(Losses) gains on investments	11(a)	(49)	—	—	(49)	28
Net expenditure for the year		(449)	(18)	(27)	(494)	(274)
Transfers between funds	14	(39)	39	—	—	—
Other recognised gains and losses						
Actuarial gains (losses) on pension scheme	16	105	—	—	105	(24)
Net movement in funds		(383)	21	(27)	(389)	(298)
Reconciliation of funds:						
Fund balances brought forward at 1 April 2019		1,605	267	304	2,176	2,474
Fund balances carried forward at 31 March 2020		1,222	288	277	1,787	2,176

21 Restricted funds Year to 31 March 2020

Group	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2020 £'000
Social Action and Enterprise funds					
Premier League Enterprise	13	—	(13)	—	—
NCS EFL	4	13	(17)	—	—
	17	13	(30)	—	—
Health Improvement funds					
RBG Cycle Hire	—	5	(5)	—	—
Social Prescribing	—	87	(150)	44	(19)
Extra Time	10	25	(35)	—	—
Greenwich Health	—	50	(50)	—	—
Escape Pain	—	(7)	7	—	—
GGA – Healthy Walks	2	35	(37)	—	—
GGA – Families Plus	—	2	(2)	—	—
Health Community Outreach	43	214	(242)	(15)	—
Contact & Telephone Support	—	140	(140)	—	—
Oxleas Health Checks	—	45	(45)	—	—
Hypertension Project	—	33	(33)	—	—
Ministry of Defence	11	—	—	—	11
Live Well Greenwich	—	195	(123)	(29)	43
Live Well – PCN	—	85	(85)	—	—
TfL Bereavement Walks	—	5	(2)	—	3
TfL Family Cycle Club	—	5	—	—	5
TfL Travel Buddies	—	3	—	—	3
RBG Community Hub	—	10	(10)	—	—
	66	932	(952)	—	46
Early Help and Prevention funds					
Charlton Upbeats	18	36	(37)	—	17
Colyer Ferguson	—	21	(21)	—	—
Home Office Thanet	—	30	(17)	—	13
Young Londoners	(1)	—	—	1	—
Twinnings Project	—	9	(2)	—	7
Jack Petchey Foundation	7	10	(9)	—	8
Connect Mentoring	25	70	(95)	—	—
Greenwich Mentoring	(4)	—	(29)	33	—
CURB Mentoring	—	29	(22)	—	7
Winter Ballers	—	18	(18)	—	—
London Marathon Kicks Ext.	—	12	—	—	12
Premier League Kicks	17	105	(61)	(1)	60
Premier League Targeted	—	20	(3)	—	17
Bexley Targeted Youth Sessions	—	25	(25)	—	—
Bexley Targeted Residential	—	—	(17)	30	13
Balance carried forward	62	385	(356)	63	154

21 Restricted funds Year to 31 March 2020 (continued)

Group	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2020 £'000
Early Help and Prevention funds (cont.)					
Balance brought forward	62	385	(356)	63	154
Bexley Youth Activity Sessions	70	50	(50)	(70)	—
Children in Need	(5)	47	(45)	—	(3)
Awards for All	1	—	(1)	—	—
EFL – Mind	—	6	(2)	—	4
Kent Mental Health	—	40	(40)	—	—
Greenwich Counselling Srv	—	6	(6)	—	—
RBG Adult Short Breaks	—	49	(35)	—	14
Bexley Short Breaks	9	174	(163)	—	20
Bexley Short Breaks Summer and Residential	—	6	(5)	40	41
Oxleas Up and At 'Em	16	1	(19)	—	(2)
Oxleas Early Intervention	6	23	(22)	—	7
Saturday Short Breaks	—	41	(41)	—	—
Mondays ASD	—	21	(21)	—	—
Holiday Short Breaks	—	44	(44)	—	—
Residential Short Breaks	—	15	(15)	—	—
BATS Transport	—	13	(14)	1	—
	159	921	(879)	34	235
Football and Sports Development					
Advance Centre	5	10	(12)	—	3
Bursary Fund	2	1	(2)	—	1
Football League Ferrero	(8)	33	(32)	—	(7)
Premier League Schools	13	40	(43)	—	10
Premier League Women's	3	—	(3)	—	—
PL Fans	6	7	(13)	—	—
	21	91	(105)	—	7
Education funds					
Premier League Continuous Improvement	4	—	(4)	—	—
	4	—	(4)	—	—
Equality, Diversity and Inclusion funds					
CARE	—	64	(69)	5	—
	—	64	(69)	5	—
Revenue projects total funds	267	2,021	(2,039)	39	288
Relating to fixed assets					
Spaces for Sports Scheme	294	—	(23)	—	271
Other fixed assets	10	—	(4)	—	6
	304	—	(27)	—	277
Total restricted funds	571	2,021	(2,066)	39	565

22 Designated funds Year to 31 March 2020

Group	At 1 April 2019 £'000	Investment losses £'000	Transfers between funds £'000	At 31 March 2020 £'000
Fixed asset fund	58	—	(4)	54
Development fund	1,414	(49)	(374)	991
25th Anniversary fund	30	—	(13)	17
Total designated funds	1,502	(49)	(391)	1,062

Charity	At 1 April 2019 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2020 £'000
Fixed asset fund	27	—	(2)	25
Development fund	1,414	(49)	(374)	991
25th Anniversary fund	30	—	(13)	17
Total designated funds	1,471	(49)	(389)	1,033

23 Analysis of net assets between funds 31 March 2020

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2020 £'000
Fund balances at 31 March 2020 are represented by:					
Tangible fixed assets	—	54	277	—	331
Investments	—	918	—	—	918
Debtors	529	5	—	303	837
Cash (including short term deposits)	546	85	—	1	632
Creditors: amounts falling due within one year	(595)	—	—	(16)	(611)
Pension liability	(320)	—	—	—	(320)
Total net assets	160	1,062	277	288	1,787

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2020 £'000
Fund balances at 31 March 2020 are represented by:					
Tangible fixed assets	—	25	6	—	31
Investments	—	918	—	—	918
Debtors	530	5	—	303	838
Cash (including short term deposits)	537	85	—	1	623
Creditors: amounts falling due within one year	(603)	—	—	(16)	(619)
Pension liability	(320)	—	—	—	(320)
Total net assets	144	1,033	6	288	1,471

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