

SOUTH OF ENGLAND FOUNDATION OPERATING AS

# CHARLTON ATHLETIC COMMUNITY TRUST

## ANNUAL REPORT 23/24 & CONSOLIDATED FINANCIAL STATEMENTS

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



PRINCIPAL PARTNER



Doing IT Differently

# WELCOME FROM THE CEO



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

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

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

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

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

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

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

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

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

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

**Jason Morgan MBE, Chief Executive**

# WELCOME FROM CHAIR OF TRUSTEES



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

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

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

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

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

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

**Marilyn Toft, Chair of Trustees**

**Registered Office  
& Operating Office**

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

**Company Secretary**

Taylor  
Business Services

**Auditor**

Buzzacott LLP  
130 Wood Street  
London EC2V 6DL

**Bankers**

Bank of Scotland plc  
PO Box 54873  
London SW1Y 5WX

**Legal/HR Consultants**

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

**Ambassadors**

Dave Berry  
Paul Dunn MBE  
Keith Peacock  
Martin Simons  
Steve Sutherland

**Website**

CACT.ORG.UK

# CONTENTS

## REPORT

1

**Trustees, Honorary Vice President and CEO**

2

**Trustees' Report**

- 6-11** CACT in Brief
- 12** Health Improvement
- 15** Youth Service
- 18** Early Help & Prevention
- 21** Football & Sports Development
- 24** Social Action & Enterprise
- 27** Equality, Diversity & Inclusion
- 29** Education
- 33** Fundraising
- 35** Bursary
- 36** Governance, Structure & Management
- 40** Financial Review
- 41** Risk Management
- 42** Statement of Trustees' Responsibilities
- 44** Independent Auditor's Report

48

## FINANCIAL STATEMENTS

49

**Consolidated Statement of Financial Activities  
(Including an Income and Expenditure Account)**

50

**Group and Charity Balance Sheets**

51

**Statement of Cash Flows**

52

**Principal Accounting Policies**

57

**Notes to the Financial Statements**

# TRUSTEES



**Marilyn Toft**  
Chair



**Simon Charlick**  
FCA  
Vice-Chair



**Stuart Butler-Gallie**



**Calum Coker**



**Martin Griffiths**  
CBE



**Fiona Harris**



**Tracy Herd**



**Paul Statham**



**Ken Palmer**



**James Rodwell**  
from March 2024

## HONORARY VICE PRESIDENT

Lord Michael Grade  
of Yarmouth CBE

## CHIEF EXECUTIVE OFFICER

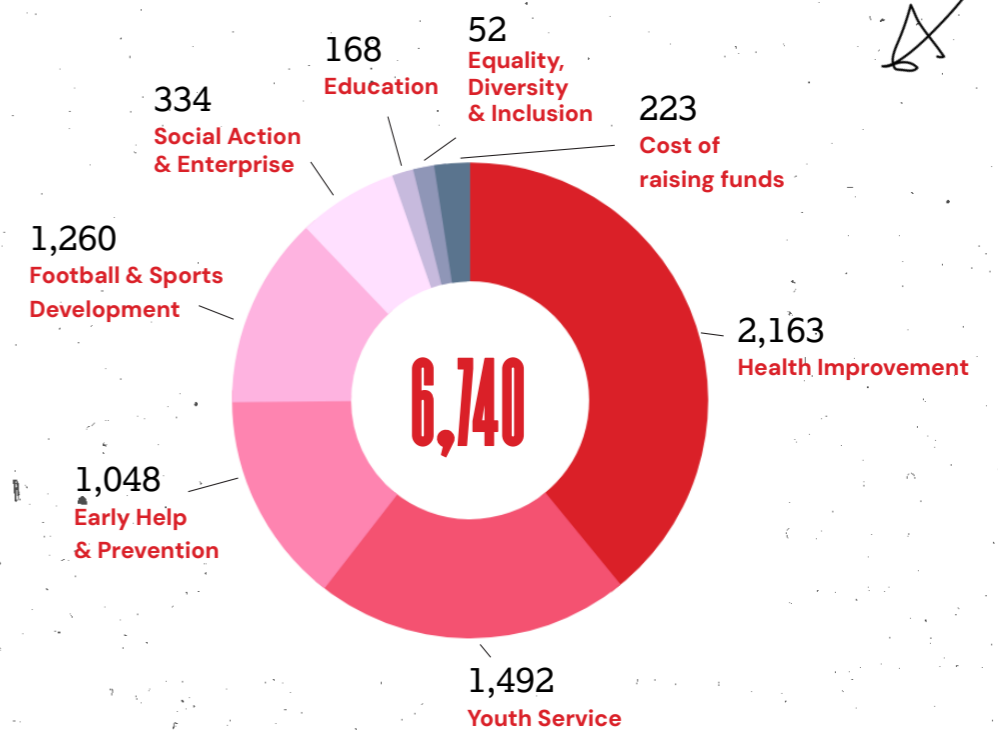
Jason Morgan MBE

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

### FINANCIAL HIGHLIGHTS

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

### EXPENDITURE BREAKDOWN (£000'S)





318

participants mentored across Greenwich, Bexley and Thanet

70%

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



100%

of Short Breaks participants have improved their independence skills



Premier League Primary Stars

94%

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



8,762

unique clients supported by Live Well Greenwich

CACT

worked with over

26,000

people, in 2023-2024



148

young people participated in CACT's Post-16 Academy



55,669

Young Greenwich attendances



62,730

calls to and from our Live Well social prescribing call centre



125

participants have taken part in one of our Mental Health projects



1,025

young people took part in the NCS Summer Programme

## PRINCIPAL AIMS & OBJECTS

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

## VISION

**HEALTHY, HAPPY, RESILIENT AND THRIVING COMMUNITIES.**

## VALUES

- Adaptability
- Equity
- Integrity
- Passion
- Respect

## MISSION STATEMENT

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

## PUBLIC BENEFIT & ACHIEVEMENT

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

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

CACT's principal areas of work are:

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

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



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

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

# HEALTH IMPROVEMENT

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

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

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

**Examples include:**

**Urgent Treatment Centre**

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

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

**Hospital Discharge team**

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

**Better care project**

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

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

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

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



91

Outreach Events delivered

4,017

referrals made to cost of living support

# HEALTH IMPROVEMENT CASE STUDY: LIVE WELL

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

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

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

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

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

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

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

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

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

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

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

“

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

– MD

## YOUTH SERVICES

## YOUNG GREENWICH

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

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

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

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

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

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

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

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

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

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

Oxleas  
NHS  
Improving lives

METRO  
Embrace Difference



# YOUTH SERVICE CASE STUDY: LS

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

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

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

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

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

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

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

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

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

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

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

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

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



3,375

hours of volunteering  
by young people



362

young people  
that have gained  
accreditations or  
qualifications

# EARLY HELP & PREVENTION

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

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

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

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

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

## Risk & Violence Reduction

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

## Mental Health

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

## Disability Sports

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

## Short Breaks

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



2,500

hours of mentoring delivered

82%

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

# EARLY HELP & PREVENTION CASE STUDY: ENGAGEMENT BUS

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

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

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

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

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

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

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

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

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

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

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

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

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

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



# FOOTBALL & SPORTS DEVELOPMENT

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

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

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

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

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

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

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

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



# FOOTBALL & SPORTS DEVELOPMENT CASE STUDY: PUPIL C

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

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

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

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

“

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

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



54%

of Primary Stars participants have improved their mental health

305

young people took part in CACT's Advanced centre



# SOCIAL ACTION & ENTERPRISE

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

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

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

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

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

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

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

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



# 929

young people attended employability, life skills and Social Action workshops

# SOCIAL ACTION & ENTERPRISE CASE STUDY: AW

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

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

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

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

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

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



“

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

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

**- AW on NCS Summer Programme**

“

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

**- AW on CACT Mentoring**

# EQUALITY, DIVERSITY & INCLUSION

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

Our EDI programme of work and initiatives include:

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

## Charlton Athletic FC – EFL EDI Assessment

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

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

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

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

## Football v Homophobia

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

## EDI

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

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

## Charlton Athletic Values-Driven Culture Project

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

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

## CACT CPD

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

# EQUALITY, DIVERSITY & INCLUSION CASE STUDY: CC

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

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

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

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

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

“

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

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

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

– CC



54

current Charlton Invicta participants, 42 being regular attendees

6,000

people have received the EDI Insights newsletter



# EDUCATION

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

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

## Isle of Sheppey Attendance and Attainment Project

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

### Objectives

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

### Impact

#### Number Fun:

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

#### Year 6 Transition:

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

#### Re-engaging KS3/4:

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

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

#### Make it Make Sense Project.

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

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

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

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

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



95%

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



# EDUCATION CASE STUDY: MAKE IT MAKE SENSE

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

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

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

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

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

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

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

“

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

- JS, CAREERS ADVISER ST AUGUSTINE'S ACADEMY.

# FUNDRAISING

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

## Corporate Partners

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

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

A warm welcome to new partners:

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

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

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

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

## Grants

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

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

## Fundraising Events

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

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

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

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

## CACT Patrons

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

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

## Friends of CACT

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

# BURSARY

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

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

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

## Case Studies

(AC)

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

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

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

(DW & AW)

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

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

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



The Upbeats Walk in April 2023 raised over

**£48,000**

# GOVERNANCE, STRUCTURE & MANAGEMENT

## TRUSTEES

The trustees are directors for the purposes of company law.

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

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

## TRUSTEE APPOINTMENTS, RESIGNATIONS AND REAPPOINTMENTS

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

James Rodwell was appointed to the board on 27 March 2024

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

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

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

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

## Governance, Structure & Management (continued)

### Reappointments

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

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

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

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

### The Charity Governance Code

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

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

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

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

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

### Sub-committees

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

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

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

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

## Governance, Structure & Management (continued)

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

### Ambassadors

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

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

### Honorary President & Vice President

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

### Key Management Personnel

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

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

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

### Employees

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

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

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

We offer a range of benefits and incentives including:

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

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

## Governance, Structure & Management (continued)

### Charlton Athletic Football Club

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

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

### Other Partners

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

### Subsidiary Companies

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

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

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

# FINANCIAL REVIEW

## Financial Report for the Period

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

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

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

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

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

## Reserves

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

## Financial Review (continued)

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

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

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

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

## RISK MANAGEMENT

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

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

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

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

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

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

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

**Risk Management (continued)**

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

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

**FUTURE PLANS**

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

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

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

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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

Kingdom Generally Accepted Accounting Practice).

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

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

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

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

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

**Statement of Trustees' Responsibilities (continued)**

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

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

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

**Thanks**

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

Approved by the trustees and signed on their behalf by:

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



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

## Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2024 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

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

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

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

## Matters on which we are required to report by exception

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

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

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

### Responsibilities of trustees

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

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

### Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://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**



# FINANCIAL STATEMENTS



## Statement of financial activities Year ended 31 March 2024

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

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

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

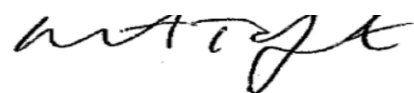
Detailed comparative information is provided in notes 19 to 22, which form an integral part of the accounts.

Group and Charity Balance Sheets 31 March 2024

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

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

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



South of England Foundation

Consolidated Statement of Cash Flows Year to 31 March 2024

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

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

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

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

B Analysis of changes in net debt

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

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

#### **Basis of preparation**

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

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

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

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

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

#### **Critical accounting estimates and areas of judgement**

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

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

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

#### **Assessment of going concern**

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

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

#### **Assessment of going concern (continued)**

##### ◆ **Financial controls**

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

##### ◆ **Financial assets held by the charity**

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

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

#### **Basis of consolidation**

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

#### **Income recognition**

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

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

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

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

**Income recognition** (continued)

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

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

**Expenditure recognition**

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

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

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

**Tangible fixed assets**

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

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

South of England Foundation

**Tangible fixed assets** (continued)

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

**Investments**

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

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

**Debtors**

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

**Cash at bank and in hand**

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

**Creditors and provisions**

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

**Fund accounting**

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

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

South of England Foundation

**Fund accounting** (continued)

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

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

**Pension costs**

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

**1 Income from donations and legacies**

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

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

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

**2 Income from charitable activities**

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

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

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

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

**3 Income from other trading activities**

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

**4 Cost of raising funds**

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

**5 Expenditure on charitable activities**

Expenditure on charitable activities can be analysed as follows:

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

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

**6 Support Costs**

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

The above support costs include the following governance costs:

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

**7 Net expenditure for the Year**

This is stated after charging:

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

**8. Employees and staff costs**

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

**8. Employees and staff costs** (continued)

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

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

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

	2024	2023
£60,001 - £70,000	1	—
£70,001 - £80,000	1	1
£80,001 - £90,000	1	2
£120,001 - £130,000	1	1
	<b>4</b>	<b>4</b>

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

Staff costs have been charged as follows:

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

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

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

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

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

South of England Foundation

**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
<b>Cost</b>					
At 1 April 2023	569	60	60	158	<b>847</b>
Additions	—	—	—	75	<b>75</b>
At 31 March 2024	<b>569</b>	<b>60</b>	<b>60</b>	<b>233</b>	<b>922</b>
<b>Depreciation</b>					
At 1 April 2023	366	39	60	144	<b>609</b>
Charge for year	22	2	—	21	<b>45</b>
At 31 March 2024	<b>388</b>	<b>41</b>	<b>60</b>	<b>165</b>	<b>654</b>
<b>Net book value</b>					
At 31 March 2024	<b>181</b>	<b>19</b>	<b>—</b>	<b>68</b>	<b>268</b>
At 31 March 2023	203	21	—	14	238

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

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

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

South of England Foundation

**14 Restricted funds** (continued)

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

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

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

**15 Designated funds**

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

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

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

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

**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.

South of England Foundation

**13 Creditors: amounts falling due within one year**

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

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

**14 Restricted funds**

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

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

South of England Foundation



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

**14 Restricted funds (continued)**

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

**14 Restricted funds** (continued)

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

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

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

**15 Designated funds**

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

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

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

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

**16 Pension commitments**

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

**16 Pension commitments** (continued)

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

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

	Value at 31 March 2024 £'000	Value at 31 March 2023 £'000
UK equities	559	484
Other bonds	240	208
Property	101	91
Cash	22	16
UK & overseas unit trusts	124	114
Total market value of assets	1,046	913
Present value of Scheme liabilities	(1,021)	(952)
<b>Surplus/Deficit in the Scheme</b>	<b>25</b>	<b>(39)</b>

Total expenditure recognised in the Statement of Financial Activities:

	2024 £'000	2023 £'000
Service cost	51	96
Net interest cost and administration expenses	1	18
<b>Total expenditure recognised in the SOFA</b>	<b>52</b>	<b>114</b>

The expenditure recognised in the 2024 SOFA is made up of £45,000 employer contributions and a FRS 102 adjustment of £8,000 (2023 - £40,000 employer contributions and £74,000 FRS 102 adjustment).

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

	2024 £'000	2023 £'000
Scheme liabilities at 1 April 2023	952	1,552
Service cost	51	96
Interest cost	46	40
Contributions by Scheme participants	17	16
Actuarial (gains)	(45)	(752)
<b>Scheme liabilities at 31 March 2024</b>	<b>1,021</b>	<b>952</b>

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

**16 Pension commitments (continued)**

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

	2024 £'000	2023 £'000
Scheme assets at 1 April 2023	913	839
Interest on Scheme assets less administration expenses	45	22
Return on assets less interest	28	(46)
Actuarial gains	—	43
Contributions by employer	45	40
Contributions by scheme participants	17	16
Administrative expenses	(1)	—
Estimated benefits net of transfers in	(1)	(1)
<b>Fair value of Scheme assets at 31 March 2024</b>	<b>1,046</b>	<b>913</b>

Movement in deficit during the year:

	2024 £'000	2023 £'000
Scheme deficit at 1 April 2023	(39)	(713)
Service cost	(51)	(96)
Employer contributions	45	40
Net finance cost	(1)	(18)
Administrative expenses	(1)	—
Actuarial gains	72	748
<b>Scheme deficit at 31 March 2024</b>	<b>25</b>	<b>(39)</b>

**17 Lease commitments****Operating lease commitments**

At 31 March 2024 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Office equipment	
	2024 £'000	2023 £'000
Operating leases payments due:		
Within one year	4	4
Between one and two years	2	4
Between two and five years	2	4

**18 Connected party transactions**

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation, free sports kit and other intangible support. The value of this support during the financial period is calculated at £134,214, comprising £20,000 for gift of kit, £56,500 for rent-free accommodation and £57,758 for other support (2023: £163,200, comprising £80,000 for gift of kit, £56,500 for rent-free accommodation and £26,700 for other support). This amount is included under "donations" in note 1 to the accounts.

South of England Foundation

**18 Connected party transactions (continued)**

In addition to the above, in the year to 31 March 2024 the Trust received income of £10,529 from Charlton Athletic (2023 - £10,400) and incurred expenditure of £2,120 (2023 - £11,500).

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

The aggregate value of donations made to the charity by trustees was £10,000 (2023 - £11,100).

**19 Analysis of net assets between funds**

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

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

Notes 20 to 23 present detailed comparative information for the financial year ending 31 March 2023. These notes form an integral part of the accounts.

South of England Foundation

**20 Consolidated Statement of Financial Activities Year to 31 March 2023**

	Notes	Restricted funds			Total funds 2023 £'000
		Unrestricted funds £'000	Revenue projects £'000	Capital development £'000	
<b>Income:</b>					
Donations and legacies	1	381	661	—	1,042
Income from charitable activities	2	2,753	3,016	—	5,769
Income from other trading activities	3	40	3	—	43
Investment income		33	—	—	33
Other income – CJRS grant		—	—	—	—
<b>Total income</b>		<b>3,207</b>	<b>3,680</b>	<b>—</b>	<b>6,887</b>
<b>Expenditure:</b>					
Cost of raising funds	4	187	—	—	187
Expenditure on charitable activities	5	43	1,951	7	2,001
· Health Improvement		1,307	38	—	1,345
· Youth Services		35	1,100	—	1,135
· Early Help and Prevention		982	128	23	1,133
· Football and Sports Development		687	5	—	692
· Social Action and Enterprise		16	93	—	109
· Education		15	59	—	74
· Equality, Diversity and Inclusion		3,085	3,374	30	6,489
<b>Total expenditure</b>		<b>3,272</b>	<b>3,374</b>	<b>30</b>	<b>6,676</b>
<b>Net (expenditure) income before investment gains and transfers</b>	7	<b>(65)</b>	<b>306</b>	<b>(30)</b>	<b>211</b>
Transfers between funds		(3)	3	—	—
Gains on investments	11(a)	(68)	—	—	(68)
<b>Net (expenditure) income for the year</b>		<b>(136)</b>	<b>309</b>	<b>(30)</b>	<b>143</b>
<b>Other recognised gains and losses</b>					
Gains (losses) on pension scheme		748	—	—	748
Net movement in funds		612	309	(30)	891
<b>Reconciliation of funds:</b>					
Fund balances brought forward at 1 April 2021		1,231	515	247	1,993
<b>Fund balances carried forward at 31 March 2022</b>		<b>1,843</b>	<b>824</b>	<b>217</b>	<b>2,884</b>

**21 Restricted funds Year to 31 March 2023**

Group	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2023 £'000
<b>Health Improvement funds</b>					
Vaccination Support	8	38	(46)	—	—
L&Q Extra Time	5	2	(7)	—	—
Extra Time	—	14	(14)	—	—
GGA – Healthy Walks	2	35	(37)	—	—
Welfare Rights Fund	114	100	(151)	—	63
South London Healthy Homes	—	29	(29)	—	—
Hypertension	—	(24)	24	—	—
Live Well Greenwich	22	650	(609)	—	63
Live Well – PCN	—	795	(795)	—	—
TfL Small Grants	9	—	—	—	9
RBG Community Hub	11	136	(147)	—	—
Lateral Flow Testing	2	—	(2)	—	—
HWB Navigator Service	—	100	(52)	—	48
Community Devt. Service	—	205	—	—	205
The Source	—	70	(22)	—	48
Polio Vaccination	—	59	—	—	59
Virtual Wards Care	—	85	(64)	—	21
<b>Youth Service funds</b>					
Jack Petchey Achievement Award	1	6	—	—	7
Jack Petchey Tutoring Project	—	5	(5)	—	—
Youth Hub Small Grants	3	21	(18)	—	6
Champions for Children HAF	—	20	(15)	—	5
	4	52	(38)	—	18
<b>Early Help and Prevention funds</b>					
Children in Need	—	32	(32)	—	—
Thanet KCC Delivery	—	15	(15)	—	—
Twinnings Project	—	6	(6)	—	—
Kent VRU	7	19	(20)	—	6
Bexley Easter and Summer Camps	—	20	(20)	—	—
Vanguard Project	—	234	(206)	—	28
Probation Pilot	9	13	(22)	—	—
Start Well Mentoring	9	100	(108)	—	1
MOPAC	—	(5)	5	—	—
Bexley Targeted Mentoring	3	19	(21)	—	1
Bexley Targeted Residential	—	27	(19)	—	8
Bexley Youth Activity Sessions	15	29	(29)	—	15
London Marathon Girls Kicks extension	29	4	(28)	—	5
Premier League Kicks	51	115	(118)	—	48
Premier League Targeted	10	45	(40)	—	15
Balance carried forward	133	673	(679)	—	127

**21 Restricted funds** Year to 31 March 2023 (continued)

Group	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2023 £'000
<i>Early Help and Prevention funds (cont.)</i>					
Balance brought forward	133	673	(679)	—	127
Bexley Outreach Bus	—	28	(28)	—	—
Greenwich Outreach Bus	15	9	(16)	—	8
Ashford Diversionsary	23	68	(57)	—	34
Charlton Upbeats	33	42	(57)	—	18
Kent Mental Health	—	40	(40)	—	—
Kent Squash	—	5	—	—	5
Kent NHS Wellbeing Project	—	18	(18)	—	—
Bexley Short Breaks	6	49	(54)	—	1
Oxleas Up and At 'Em	—	12	(12)	—	—
Short Breaks Summer and Residential	57	—	(8)	—	49
Oxleas Early Intervention	—	24	(24)	—	—
Saturday Short Breaks	5	41	(46)	—	—
Holiday Short Breaks	2	49	(51)	—	—
BATS Transport	4	11	(10)	—	5
	<u>278</u>	<u>1,069</u>	<u>(1,100)</u>	<u>—</u>	<u>247</u>
<i>Football and Sports Development</i>					
Community Outreach G'wich	—	20	(2)	—	18
Advance Centre	—	10	(9)	—	1
Bursary Fund	4	1	(4)	—	1
Get Active Programme	—	15	(12)	—	3
KPMF Project	9	23	(32)	—	—
Kinder Joy of Moving	—	19	(19)	—	—
Premier League Schools	—	50	(50)	—	—
	<u>13</u>	<u>138</u>	<u>(128)</u>	<u>—</u>	<u>23</u>
<i>Social Action and Enterprise funds</i>					
My London Social Action	5	—	(5)	—	—
	<u>5</u>	<u>—</u>	<u>(5)</u>	<u>—</u>	<u>—</u>
<i>Education Funds</i>					
EFL Kickstart	—	32	(32)	—	—
William Boreman Foundation	3	—	(3)	—	—
Active Learning Programme	1	—	(1)	—	—
Kent Reconnect	35	39	(57)	3	20
	<u>39</u>	<u>71</u>	<u>(93)</u>	<u>3</u>	<u>20</u>
<i>Equality, Diversity and Inclusion Funds</i>					
CARE	3	56	(59)	—	—
	<u>3</u>	<u>56</u>	<u>(59)</u>	<u>—</u>	<u>—</u>
<i>Revenue projects total funds</i>					
Relating to fixed assets	515	3,680	(3,374)	3	824
Spaces for Sports Scheme	226	—	(23)	—	203
Other fixed assets	21	—	(7)	—	14
	<u>247</u>	<u>—</u>	<u>(30)</u>	<u>—</u>	<u>217</u>
<b>Total restricted funds</b>	<b>762</b>	<b>3,680</b>	<b>(3,404)</b>	<b>3</b>	<b>1,041</b>

**22 Designated funds** Year to 31 March 2023

Group	At 1 April 2022 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2023 £'000
<i>Fixed asset fund</i>	29	—	(8)	21
<i>Development fund</i>	1,085	(68)	(9)	1,008
<i>Training fund</i>	3	—	1	4
<i>Patrons' Club</i>	5	—	(5)	—
<i>Start Well fund</i>	322	—	41	363
<b>Total designated funds</b>	<b>1,444</b>	<b>(68)</b>	<b>20</b>	<b>1,396</b>
Charity	At 1 April 2022 £'000	Investment gains £'000	Transfers between funds £'000	At 31 March 2023 £'000
<i>Fixed asset fund</i>	5	—	(5)	—
<i>Development fund</i>	1,085	(68)	(9)	1,008
<i>Training fund</i>	3	—	1	4
<i>Patrons' Club</i>	5	—	(5)	—
<i>Start Well fund</i>	322	—	41	363
<b>Total designated funds</b>	<b>1,420</b>	<b>(68)</b>	<b>23</b>	<b>1,375</b>

**23 Analysis of net assets between funds 31 March 2023**

<i>Group</i>	<i>General funds</i> £'000	<i>Designated funds</i> £'000	<i>Fixed asset restricted fund</i> £'000	<i>Other restricted funds</i> £'000	<i>Total 31 March 2023</i> £'000
<i>Fund balances at 31 March 2023 are represented by:</i>					
<i>Tangible fixed assets</i>	—	21	217	—	238
<i>Investments</i>	—	1,097	—	—	1,097
<i>Debtors</i>	284	—	—	191	475
<i>Cash (including short term deposits)</i>	540	278	—	998	1,816
<i>Creditors: amounts falling due within one year</i>	(338)	—	—	(365)	(703)
<i>Pension liability</i>	(39)	—	—	—	(39)
<b><i>Total net assets</i></b>	<b>447</b>	<b>1,396</b>	<b>217</b>	<b>824</b>	<b>2,884</b>

<i>Charity</i>	<i>General funds</i> £'000	<i>Designated funds</i> £'000	<i>Fixed asset restricted fund</i> £'000	<i>Other restricted funds</i> £'000	<i>Total 31 March 2023</i> £'000
<i>Fund balances at 31 March 2023 are represented by:</i>					
<i>Tangible fixed assets</i>	—	—	14	—	14
<i>Investments</i>	—	1,097	—	—	1,097
<i>Debtors</i>	278	—	—	191	469
<i>Cash (including short term deposits)</i>	523	278	—	993	1,794
<i>Creditors: amounts falling due within one year</i>	(328)	—	—	(366)	(694)
<i>Pension liability</i>	(39)	—	—	—	(39)
<b><i>Total net assets</i></b>	<b>434</b>	<b>1,375</b>	<b>14</b>	<b>818</b>	<b>2,641</b>