



COMMUNITY TRUST
At The Heart Of The Community

CHARLTON ATHLETIC COMMUNITY TRUST STRATEGIC PLAN 2024-2029



CONTENTS

CEO'S FOREWARD

HISTORY OF CACT

CHAIR'S FOREWARD / CLUB MESSAGE

CONSULTATION PATHWAY

STRATEGIC PLAN 2024-2029

INTRODUCTION TO THE PLAN

OUR AMBITIONS FOR THE NEXT 5 YEARS

VISUAL LIFEPATH

03

04

05

06-07

08-09

10-11

12-13

14-19

CEO'S FOREWARD

I am excited to share Charlton Athletic Community Trust's (CACT's) Strategic Plan 2024-2029, which builds on the strong foundations established over the past 30+ years since the community programme's inception in 1992.

CACT is a non-profit organisation rooted in and trusted by the communities we serve. CACT operates in the South-East of the country delivering a variety of projects, activities and interventions which strive to effect social change and to empower local communities.

The community programme at Charlton Athletic Football Club, has grown significantly and is regarded as one of the biggest and best football community trusts in the country. Our recent impact report, verified by the University of Greenwich, gave us independently validated evidence that for every £1 the charity invests in our delivery, £9.52 of social value is created, producing a total annual social value of £49.2 million. This strategy is designed to consolidate and further extend the positive impact and social value of our work.

The refining of our Vision and Mission and the setting of new Ambitions for the next 5 years, has been informed and enriched by a comprehensive consultation process, capturing the views and insights of our participants, staff, Trustees, and key partners. Our work to achieve our new Ambitions will be strengthened further by the committed support our organisation enjoys under the new ownership at Charlton Athletic Football Club. Football and sport in general have the unique ability to engage with, and to have a positive impact upon, the lives of so many diverse communities.

CACT highly values the long-term strategic relationships it enjoys with its key stakeholders and partners from the public, private and voluntary sectors which enable us to achieve positive outcomes and address some of the most challenging issues within society. An example of this over the last few years, has been CACT's response to the COVID-19 pandemic and the ongoing cost-of-living crisis, the impact of which has been profound and wide-reaching for our communities. Our response to date has been seen as outstanding by funders, and demonstrated our ability to be flexible, adaptable, responsive and collaborative, working closely with a wide range of partners to maximise our impact on behalf of those we serve.

I am extremely proud of the success and impact CACT has achieved over many years. This is a direct result of the efforts of our committed and loyal staff supported by our dedicated board of Trustees, whom I'd like to thank as we look forward together to the next chapter of CACT's work.



JASON MORGAN, MBE
CEO, Charlton Athletic Community Trust



CHARLTON INVICTA



1992

The community programme at Charlton Athletic is established through a partnership with Charlton Athletic Football Club and the Professional Footballers' Association (PFA).

1992

The Charlton Athletic Race and Equality Partnership (CARE), formed in 1992, steps up its range of anti-racism initiatives in the Royal Borough of Greenwich following the murder of Stephen Lawrence.

MID 90S

A Bexley Community Officer is appointed with funding from the PFA and the London Borough of Bexley.

1997

A groundbreaking sponsorship deal is signed with Network Rail, the catalyst for a £1.2m sponsorship deal with the PFA.

2003

The community programme becomes Charlton Athletic Community Trust, an independent charity that works in partnership with local communities to empower individuals to improve their lives and their environment.



2003

CACT undertakes a 10-year project in South Africa, working in townships in Cape Town, Durban and Johannesburg. This work was depicted in England's 2018 World Cup bid book.

2005

CACT starts delivering FA Level 1 in Coaching Football courses at HMP Belmarsh as part of its work in prisons.

2005

Prince William comes to Sparrows Lane to see some of CACT's projects. It was his first official visit as FA President.

2007

CACT begins its partnership with Oxleas NHS Foundation Trust, delivering a variety of programmes to promote health and wellbeing within the community.

2007

Harry Arter makes his senior debut, becoming the first player to reach Charlton's first-team via a community trust programme.



2008

The Street Violence Ruins Lives programme is launched following the murder of Rob Knox in Sidcup. Charlton and Millwall become the first clubs to remove a sponsor's logo from the front of shirts.

2009

The Football League names Charlton as Community Club of the Year, an award it went on to win again in 2013 and 2016.

2010

CACT is the first football community trust to appoint a Crime Reduction Team, working with the Police, local authority community safety teams and the Street Violence Ruins Lives Committee.

2012

CACT is contracted to run the Royal Borough of Greenwich's youth service, becoming the first football-related charity to do so.

2013

CACT starts a Woolwich United initiative to promote social integration and build positive relationships between different groups following the murder of soldier Lee Rigby.



2015

Hundreds of fans take part in the first Charlton Upbeats walk, which has since become an annual tradition to raise money for the Charlton Upbeats, established in 2008.

2017

CACT Invicta FC becomes the first LGBTQ+ friendly football team to take a professional club's name and badge.

2018

CACT named as London Community Club of the Year. Two years later, CACT wins two EFL awards, being named London Community Club of the Year and winning the Divisional Project of the Year award.

2020

CACT works with the Royal Borough of Greenwich to launch the Greenwich Community Hub, supporting residents during the COVID-19 pandemic.

2024

Following extensive consultation with participants, staff, partners, commissioners and Trustees, and completion of an equality impact assessment, CACT launches a new 5 year Strategic Plan.

CHAIR'S MESSAGE

I am immensely proud to be the Chair of Charlton Athletic Community Trust at such a significant time in our long history as we launch our new 5-year strategic plan that will shape the reach and depth of our future work.

As a listening and learning organisation, our strategic plan is based on extensive consultation across not only our staff but importantly the diverse local communities that we serve and our key stakeholders.

We are committed to relentlessly improving and developing our work and, in particular, to responding to the ever-changing contexts, priorities and needs within our communities.

I am confident that this strategic plan enables us to continue to do this through strengthening partnerships and retaining a focus on delivering quality services that make a difference to peoples' lives.

Finally, we would not be able to achieve our vision without our wonderful staff, and I am so pleased that a key ambition in this plan centres on their well-being. I'd like to take this opportunity to thank them all for turning our plans into reality.



MARILYN TOFT
Chair of Trustees

MESSAGE FROM THE CLUB

"Having worked in the football industry both at club, FA and EFL level for over 20 years, I was fully aware of the excellent reputation of CACT as being industry leaders. As part of the consortium that took over Charlton Athletic FC in the summer of 2023 and after seeing for myself the work undertaken and the impact achieved, I can wholeheartedly state that this reputation is fully justified. CACT is an integral part of the Board's vision and strategy going forward."

James Rodwell, Chairman & Managing Director. Charlton Athletic

CONSULTATION PATHWAY

Consultation has been key to the development of CACT's new strategy, underpinning our approach across the whole journey. A wide variety of stakeholders, from the entire CACT workforce to participants, partners, commissioners and Trustees, have had an opportunity to contribute.

Charlton Athletic Community Trust have always been very inclusive and go above and beyond to make sure their service users feel heard and included. I appreciated being asked for my views and felt not only encouraged but validated, and that means a lot to me as an autistic person. Thank you!

- EMMA, AUTISTIC INCLUSIVE MEETS

INITIAL STAFF CONSULTATION

STRATEGY CORE GROUP

STAGE TWO CONSULTATION

ANALYSIS & DRAFTING

DRAFT STRATEGY CONSULTATION

STRATEGY DRAFT & BUSINESS PLAN DEVELOPMENT

1

2

3

4

5

6

The initial stages of the consultation were conducted with staff on two different occasions. The first focused on reviewing CACT's Vision, Mission and Values and deciding whether they needed updating.

The second consisted of a workshop where staff provided further feedback on updating our Values. They also worked on identifying and ranking what they felt our strategic priorities for the next 5 years should be. The information gathered was analysed to inform the next stage of consultation.

An invitation to express interest in joining a Strategy Core Group was sent to all staff. The aim of the group was to support the development of the Strategic Plan, whilst also providing an opportunity to gain new skills for those who were new to the strategic planning process.

Following applications from staff, explaining why they wanted to be involved and what they could contribute, the strategy core group was formed. The six staff members from different departments designed the wider consultation process, to gather the views and insights of staff, participants, partners and Trustees.

Comprehensive and wide-reaching consultation took place using a range of techniques including focus groups, questionnaires, SWOT and PESTEL1 workshops and individual interviews. This provided CACT with feedback on our vision, mission and values, strengths, challenges, potential risks, new partnerships to better support our local communities and strategic priorities to focus on going forward.

The following groups were consulted: Participants, parents and carers, staff at every level of the organisation, community and voluntary sector partners, external stakeholders (including commissioners and representatives from Greenwich, Bexley and Kent Councils and other key partners) and Trustees.

The core group then collated and analysed all consultation feedback and identified emerging themes and trends. From these findings, the key ambitions and objectives were drafted, and a first version of the strategy was produced and reviewed, before being shared with the wider staff workforce and Trustees.

The draft of the strategy was then shared and reviewed with key staff groups and Trustees, including Exec, SMT, Managers, Officers, Coordinators and front-line staff, to obtain their feedback.

The core group reviewed all the feedback and made the relevant amendments, accordingly, producing an updated version of the Strategy. Based on this, a first draft of the Business Plan was developed, identifying actions and measures of success.



YOUNG GREENWICH CONSULTATION

HEALTHY, HAPPY, RESILIENT AND THRIVING COMMUNITIES

MISSION

“Rooted in, trusted by and working in partnership with our communities to deliver positive outcomes”

STRATEGIC AMBITIONS

1.

To foster a healthy, happy and resilient workforce that feels and is valued

2.

To deliver high quality, co-produced and impactful projects that build on the strengths of our communities

3.

To develop and sustain strong partnerships that create and strengthen opportunities for our communities

4.

To be an equity led organisation creating opportunities for everyone to engage and succeed

5.

To strengthen the financial resilience of the Trust and our communities

6.

To embed environmental sustainability into all our practice

GOLDEN THREADS

Safeguarding

Leadership & Governance

Equality, Diversity & Inclusion

People & Organisational Development

VALUES:

ADAPTABILITY

EQUITY

INTEGRITY

PASSION

RESPECT

INTRODUCTION TO OUR STRATEGIC PLAN

Welcome to Charlton Athletic Community Trust's Strategic Plan 2024-29, a comprehensive roadmap that will guide our organisation towards the realisation of our bold and inspiring vision.

VISION: HEALTHY, HAPPY, RESILIENT, AND THRIVING COMMUNITIES

At the heart of our strategic approach are four foundational elements that form the bedrock of how we work and what we do. These elements are our Values, Mission, Golden Threads and Ambitions.

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

Our mission serves as the guiding light for everything we undertake. It articulates our purpose and underscores our strong belief in the power of collaboration and community partnerships. We actively engage with our communities to co-design projects that are not only meaningful but are tailored to their unique needs and aspirations and have a lasting impact.

OUR VALUES: ADAPTABILITY, EQUITY, INTEGRITY, PASSION & RESPECT

Adaptability: We demonstrate flexibility and adaptability which allows us to meet new challenges

Equity: We are inclusive and strive for equity in all our work

Integrity: We create trust by acting with integrity

Passion: We are passionate about our communities, our staff and the environment

Respect: We respect everyone we work with and are always friendly and caring

GOLDEN THREADS:

Woven throughout the fabric of our organisation and, alongside our Vision, Mission and Values, our golden threads unite our people and the diverse aspects of our work. These are:

- **LEADERSHIP AND GOVERNANCE** - that inspires, motivates, and guides us toward our goals, whilst ensuring our organisation operates fairly, transparently, in line with both legal and best practice frameworks and in the best interests of the communities we serve.
- **EQUALITY, DIVERSITY AND INCLUSION** – so that every member of staff and everyone we work with feels safe and a sense of belonging and is empowered to achieve their full potential and contribute towards achieving our Vision.
- **SAFEGUARDING** – is integral to all our work with children, young people and vulnerable adults and to protecting their safety, dignity, wellbeing and rights.
- **PEOPLE AND ORGANISATIONAL DEVELOPMENT** – demonstrates we are a reflective, learning organisation and seek out and plan opportunities, through the work we do, to develop our people, our organisation and our approaches.

AMBITIONS:

Our strategic plan is built upon a robust framework of Ambitions that reflect our aspirations and desired outcomes. These Ambitions have been carefully crafted in consultation with our communities, our staff, our Trustees and our partners to address specific challenges and opportunities, each play a crucial part in helping achieve our Vision.

Recognising the interconnectedness of global challenges, we have deliberately aligned our Ambitions with the United Nations' Sustainable Development Goals (SDGs). By doing so, we acknowledge our responsibility to contribute to a broader, international agenda aimed at achieving a more sustainable and equitable world. You will see the relevant SDG icons illustrated beside each Ambition. (For further information about the SDGs visit sdgs.un.org/goals)



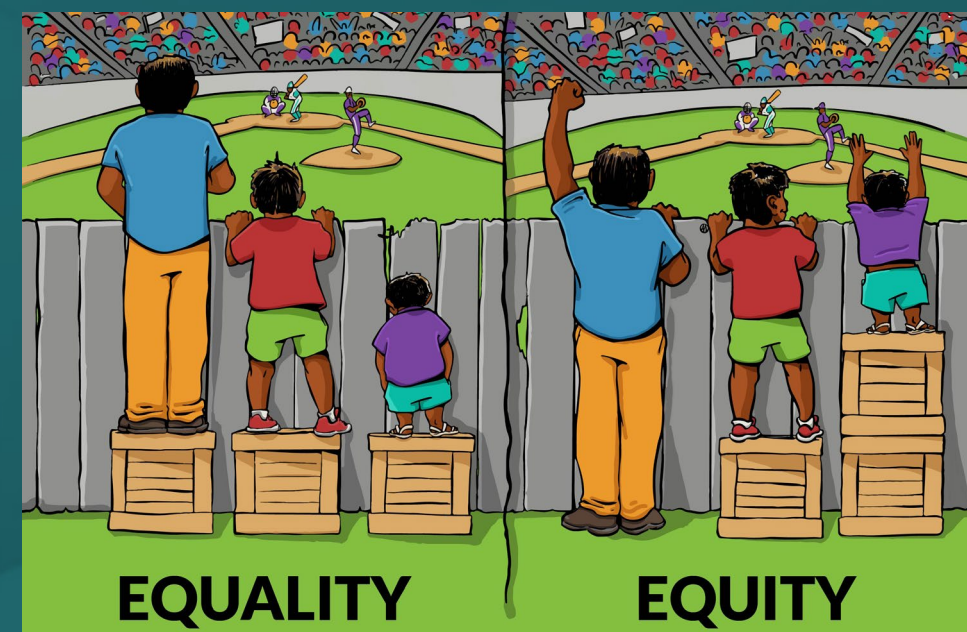
IMPLEMENTATION AND EVALUATION:

By setting clear objectives under each of the Ambitions, we have established the direction for our efforts and a framework to measure and evaluate our progress towards creating a positive and enduring impact.

In the first year, a comprehensive organisational review will take place to ensure we have the right structure, roles, systems, processes and resources in place to achieve our Strategic Plan.

Each year, the Strategic Plan will be operationalised through our annual CACT Business Plan and annual Strand Delivery Plans. Progress against the CACT Business Plan will be monitored monthly by the Executive Team and reported quarterly to Trustees, whilst the Strand Plans will be monitored monthly by Strand leads with Executive oversight.

Appraisal targets will be linked to the Strategic Plan Ambitions and objectives, so that every member of staff has a clear sense of their contribution to the collective efforts of the organisation.



Interaction Institute for Social Change
| Artist: Angus Maguire

OUR AMBITIONS FOR THE NEXT 5 YEARS

1. TO FOSTER A HEALTHY, HAPPY AND RESILIENT WORKFORCE THAT FEELS VALUED AND ENSURES CACT RETAINS HIGH QUALITY STAFF:



Our participants and stakeholders have told us that the professionalism, flexibility and caring attitudes of our staff are key to the success of our delivery programmes. It is clear that our staff are the organisation’s strongest asset and we must further develop strategies that support their well-being, offer professional development and maximise their input in our future.

- 1.1 Strategic objective:** A staff well-being strategy, led by a representative group of staff, is positively impacting the health and wellbeing of CACT’s workforce
- 1.2 Strategic objective:** The professional development of staff and robust succession planning ensure the workforce has the knowledge, skills and behaviours to operate effectively and progress in their careers
- 1.3 Strategic objective:** CACT’s volunteer and work experience strategy creates opportunities for our communities and grows our workforce
- 1.4 Strategic objective:** New opportunities have sufficient staffing and infrastructure resources to deliver high quality without a negative impact on existing provision and staff
- 1.5 Strategic objective:** The workforce have the required ICT infrastructure, software and training to operate efficiently
- 1.6 Strategic objective:** The workforce have the right facilities, (non ICT) equipment and resources to operate effectively

2. TO DELIVER HIGH QUALITY, CO-PRODUCED AND IMPACTFUL PROJECTS THAT BUILD ON THE STRENGTHS OF OUR COMMUNITIES:



CACT recognises the critical importance of listening to our communities and working with them, in a flexible and adaptable way, to create impactful solutions that address emerging needs.

- 2.1 Strategic objective:** All programmes and activities can evidence robust safeguarding practice
- 2.2 Strategic objective:** All programmes and activities have robust health and safety practice
- 2.3 Strategic objective:** Robust and consistent monitoring is in place across all Strands
- 2.4 Strategic objective:** Participants, staff and partners inform the design and implementation of all CACT’s programmes so they are relevant and meet the needs of our communities
- 2.5 Strategic objective:** The aspirations of our participants are nurtured and supported through provision of a range of education, training, activities, volunteering and employment pathways.
- 2.6 Strategic objective:** Our future work is informed and strengthened through participant representation at Trustee level



LONDON POST-16 ACADEMY



NATIONAL CITIZEN SERVICE (NCS)

3. TO DEVELOP AND SUSTAIN STRONG PARTNERSHIPS THAT CREATE AND STRENGTHEN OPPORTUNITIES FOR OUR COMMUNITIES:



CACT recognises that successful partnerships are the cornerstone of delivering high quality, impactful projects that build on the strengths of our communities, the Trust, the Club and other stakeholders.

3.1 Strategic objective: Partnerships with community voluntary sector organisations strengthen and diversify our offer and extend our reach into the diverse communities we serve

3.2 Strategic objective: Our public sector partnership work harnesses the strengths of the community sector and adds value to the public sector

3.3 Strategic objective: The partnership between CACT and CAFC maximises impact for our communities

3.4 Strategic objective: Responsible corporate partnerships enable CACT to enhance its existing offer and develop new projects, whilst supporting partners’ social impact goals

4. TO BE AN EQUITY LED ORGANISATION CREATING OPPORTUNITIES FOR EVERYONE TO ENGAGE AND SUCCEED:



CACT is rooted in and trusted by the communities it partners with, we are determined to strengthen this position ensuring that we are an organisation that provides projects and employment opportunities for all sections of our community. The established EDI working group will oversee the review, update and implementation of our EDI strategy and action plan, to ensure we continue to foster a culture and environment which promotes equality and values diversity.

4.1 Strategic objective: CACT’s recruitment strategy actively removes barriers to creating a high-quality workforce that represents our local communities, with a focus on senior management and trustee positions.

4.2 Strategic objective: Implementation of an EDI strategy, led by a representative group, is positively impacting the inclusivity of our workplace and our projects

4.3 Strategic objective: Equality impact assessments demonstrate that CACT policies, programmes and activities align with CACT’s EDI Strategy and good practice principles

4.4 Strategic objective: CACT and CAFC maximise the accessibility and use of their physical spaces for the benefit of our communities, including those with protected characteristics or disadvantaged in other ways.



5. TO STRENGTHEN THE FINANCIAL RESILIENCE OF THE TRUST AND OUR COMMUNITIES:



The financial challenges for charities and the communities they serve cannot be underestimated; we must be proactive in our planning to address these challenges.

5.1 Strategic objective: CACT’s long-term financial plan supports diversification of our funding sources and the achievement of the Strategic Plan Ambitions

5.2 Strategic objective: The communities we work with are supported to overcome cost of living challenges



TUTORING PROGRAMME



PREMIER LEAGUE PRIMARY STARS

6. TO EMBED ENVIRONMENTAL SUSTAINABILITY INTO ALL OUR PRACTICE:



Our consultation, particularly with young people, has informed us how important it is that CACT learns from best practice and becomes an organisation that prioritises environmental sustainability. CACT’s Green Team will oversee the implementation of our Sustainability Action Plan and harness the expertise of key environmental partners, such as RSK, to achieve this ambition.

6.1 Strategic objective: CACT and CAFC attain and retain Green Club status by 2029

6.2 Strategic objective: Young leaders have helped CACT drive change through representation on the Trust’s/Club’s Green Teams

6.3 Strategic objective: Evidence of sustainability commitment is a key factor when CACT selects corporate partners



WALKING FOOTBALL TEAM

HEALTHY, HAPPY, RESILIENT AND THRIVING COMMUNITIES

CREATING OPPORTUNITIES FOR ALL AGES



TODDLER SOCCER
3-5 YEAR OLDS



YOUTH CLUBS
10-25 YEAR OLDS



HEALTH & WELLBEING
18+



OVER 55
ACTIVITIES



FOOTBALL HOLIDAY COURSES
5-16 YEAR OLDS



POST-16 ACADEMIES
16-19 YEAR OLDS



WALKING GROUPS
18+

3-16 YEARS

- CHARLTON CHALLENGE
- DISABILITY SPORT PROGRAMMES
- FOOTBALL HOLIDAY COURSES
- JOY OF MOVING
- GRILS ONLY FOOTBALL PROGRAMMES
- PLAYER DEVELOPMENT CENTRES
- PREMIER LEAGUE INSPIRES
- PREMIER LEAGUE KICKS
- PREMIER LEAGUE PRIMARY STARS
- SHORT BREAKS (BEXLEY & GREENWICH)
- TUTORING PROGRAMME
- YOUNG GREENWICH
- 1-1 MENTORING OFFER

16-25 YEARS

- DISABILITY SPORT PROGRAMMES
- DUKE OF EDINBURGH
- NATIONAL CITIZEN SERVICE (NCS)
- PREMIER LEAGUE KICKS
- POST-16 FOOTBALL ACADEMY
- YOUNG GREENWICH
- YOUNG LEADERS PROGRAMME

18+

- CHARLTON INVICTA
- DISABILITY SPORT PROGRAMMES
- EDI TRAINING & SUPPORT
- GREENWICH GET WALKING
- LIVE WELL
- MENTAL HEALTH PROVISION
- STAY WARM STAY SAFE

OVER 50'S

- EXTRA TIME
- DISABILITY SPORT PROGRAMMES
- MEN'S HEALTH SOCIAL EVENINGS
- UP & AT 'EM
- WALKING FOOTBALL



- KATY SHARING HER STORY AT THE CACT AWARDS ALONGSIDE LORD MICHAEL GRADE

"I suffered an emotional trauma and declined rapidly so I was admitted to hospital, there I was introduced to Charlton Athletic Community Trust. CACT are doing an amazing job because they give you confidence to meet not only people like you but also to do things that challenge you too. If opportunities like this come along with CACT, grab it, because they really do help and make a difference."

KATY TURTON, MENTAL HEALTH PARTICIPANT

THANK YOU OUR PARTNERS

