



COMMUNITY TRUST

At The Heart Of The Community

CHARLTON ATHLETIC COMMUNITY TRUST IMPACT REPORT



CACT'S SOCIAL VALUE

£49,609,000

SOCIAL RETURN ON INVESTMENT (SROI)
FOR EVERY £1 INVESTED : £9.52



CHARITABLE SPEND

£6,277,000

HOW WE MEASURE OUR IMPACT

ON-GOING EVALUATION

CACT's own internal Monitoring and Evaluation (M&E) team use a range of qualitative and quantitative methods to understand the impact of our programmes on individual participants and wider communities. At initiation, all programmes agree a range of specific outcomes with funders before co-producing the delivery model with participants. A bespoke set of evaluation tools are then deployed to give us detailed evidence on how successful each project is performing against its agreed outcomes. Participant feedback enables us to REVIEW, ADAPT & REFINE programmes to ensure that the impact for participants and communities is maximised.

IMPACT REPORT

On a 3-year cycle, CACT collates on-going evaluation data for all programmes and produces a summary impact report that includes a calculation of its social return on investment value figure. For this report, CACT used the industry recognised Sport Value Bank tool to assign monetary values to its programme outcomes allowing us to calculate our Social Value and SROI Value. CACT is committed to using the analysis contained in this impact report to extend its provision, enhance its offer to our local communities and maximise our impact.

The University of Greenwich has independently validated the results and methodology deployed, to see the [full methodology please click on this link](#)

VALIDATED BY:



UNIVERSITY OF
GREENWICH



ABOUT CACT

Charlton Athletic Community Trust (CACT) is the charitable arm of Charlton Athletic Football Club. Working across Greenwich, Bexley and Kent.

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

We deliver our mission through a wide range of activities and programmes under our seven core delivery strands:

- Early Help & Prevention
- Education
- Equality, Diversity & Inclusion (EDI)
- Football & Sports Development
- Health Improvement
- Social Action & Enterprise
- Youth Services

CACT’s programmes aim to:

- Empower communities
- Address social exclusion & isolation
- Make communities healthier, safer & more resilient
- Improve skills & employability of local people

To achieve this, CACT has identified 3 core outcomes that underpin its work in the community:

- Improved physical and mental health and wellbeing
- Improved access to education and employment
- Increased community and social cohesion



AT THE HEART OF THE COMMUNITY

For over three decades, CACT has consistently proved that it addresses social issues and delivers a lasting, impactful, and positive role within the local communities it serves. With the challenges faced by the COVID-19 pandemic, and the subsequent cost of living crisis, the need for additional support has never been in more demand. Through its award-winning outreach delivery programmes, CACT engaged with over 25,000 people in the year 2021-22.

In December 2021, CACT won 'The Young Londoner's Award' for its work with children and young adults across South East London and Kent. The award was for the charity's programmes which promoted a healthy lifestyle by encouraging physical activity and sport as a pathway for success, whilst at the same time having tangible crime reduction outcomes. The incredible success of the work that CACT has delivered throughout the past 30 years has resulted in numerous industry-related awards; with the latest being the prestigious 2022 'PFA Player in the Community' award presented to Charlton Athletic player Ryan Inniss for his commitment to the work delivered by CACT across its catchment areas.

Our Community

CACT is proud of the communities it serves and proud that high numbers of its workforce are local people. However, CACT is aware of the challenges that its local communities face; this is illustrated by the fact that 32.1%* of all households in the Royal Borough of Greenwich and 34.2%* of all households in Bexley are deprived in at least one dimension. Similarly, 8.4%* of people in Greenwich are disabled as defined under the Equality Act 2010, the largest percentage of all London Boroughs south of the River Thames. **2021 Census Office for National Statistics*



Our key challenges are:

Education attainment / employability

The Chief Inspector for schools declared that the attainment gap between deprived pupils and their wealthier peers widened as a result of school closures linked to the pandemic. This, combined with high levels of young people not in education, employment or training (NEET) are key drivers for our education programmes.

Youth violence

CACT works in certain geographical areas that experience high levels of youth violence and drug related crime, this is linked to the fact they are areas of high economic deprivation with associated challenges around education and employment. These are key drivers for our diversionary youth programmes.

AT THE HEART OF THE COMMUNITY

Mental and physical health/wellbeing

Post-pandemic our communities are facing a range of health challenges. Childhood obesity in Greenwich is at 27.2%, which is higher than the national average, whilst across England the NHS digital survey 2021 confirmed that 62% of adults were either overweight or obese with associated risk factors. The Children's Society identified that young people living in poverty were 5 times more likely to identify as unhappy compared to their wealthy peers and generally loneliness in London has increased post-pandemic with 700,000 Londoners being "severely affected" with associated health consequences. These are examples of the drivers for our health programmes.

Community cohesion

The disproportionate impact of COVID-19 on minority groups and communities has increasingly highlighted the need to address discrimination. Furthermore, the global protests for social justice also refocused attention on the enduring and continuing impact of inequality that still exists for many communities. These are examples of the drivers around our EDI work.

This report sets out how we deliver to the wider community with the aim of ensuring that sustainable and long-term positive change is achieved through CACT's initiatives and programmes for current and future generations.

CACT's Delivery and Partnership Approach

CACT's delivery covers areas extending to over 800 square miles, with a commitment to supporting people in high need areas. Our aim is to expand our existing reputation as a "go-to organisation" that consistently delivers by increasing community cohesion, improving health/wellbeing and extending access to education and employment. This was evidenced during the pandemic where CACT was asked to deliver the Community Hub for the Royal Borough of Greenwich. We were responsible for co-ordinating the voluntary sector response for the Borough that included emergency food and medication delivery.

Partnership working is fundamental to our approach. CACT's partners include the Mayor of London, NHS Oxleas Foundation Trust, local authorities, and borough councils such as Royal Greenwich, Bexley, Dartford, Thanet, and Kent County Council, as well as other external organisations such as the Premier League and the English Football League. Working closely with its partners, CACT provides a response to the wider community's needs, alongside its developed relationships with the police, social services, schools, and local businesses.

There are 4 strategic aims that contribute to our overall objective of empowering communities and creating lasting impact through CACT's programmes based on community needs. The aims are:

- To deliver excellence
- To govern and lead
- To sustain and grow
- To influence and impact

WHAT ARE OUR VALUES?

To successfully achieve this, CACT and its staff have adopted 6 core values:



Throughout each of its programmes, CACT strives to embed every aspect of its core values, creating a safe and secure environment for all to thrive and to achieve positive change.

As part of our development journey CACT has undertaken an exercise to map how its programmes contribute to the United Nations Sustainability Development Goals (UNSDG).

The UNSDG aim to create a global development blueprint for peace and prosperity for people and the planet. Linking these global goals to CACT's work and impact in the local communities allows CACT to understand the purpose and benefits of its services in the wider context. Additionally, it has helped CACT to identify how the UNSDG are relatable to its environment and community. This report, therefore, showcases how CACT contributes to developing communities to lead the way for long-lasting positive change, highlighting the main UNSDG that CACT contributes towards.

Key social outcomes achieved through CACT's seven delivery strands include: improvements in physical/mental health and wellbeing; increased community and social cohesion; an increased understanding of the consequences of criminal activity; and improvements in education levels and employment readiness.

To illustrate CACT's impact on individuals and communities we have selected an example from each of our seven delivery strands, to fully understand the in-depth work of each strand please click on the link at the end of each example.



EARLY HELP & PREVENTION

This programme delivers to adults and young people across Greenwich, Bexley, and Kent on:

- Mental health & Disability
- Crime Reduction & Mentoring

Projects include:

- Disability Sports
- Residential Trips
- Respite Activities
- Diversionary, Outreach, & Enrichment Opportunities
- Group & Individual Mentoring

MENTORING PROJECT: REDUCTION OF CHALLENGING AND ANTI-SOCIAL BEHAVIOURS

Following the time mentors spent with the young people:

OVER A THIRD OF PARTICIPANTS REPORTED REDUCED
FEELINGS OF ANXIETY

46% SHOWED REDUCED ANTI-SOCIAL BEHAVIOUR AND
BETTER ATTITUDES TOWARDS LEARNING

The majority were more open to positive opportunities and felt safer in their communities. Many participants reported a lasting impact on their mental and physical wellbeing.

The reduction of risky behaviours helps to build trusted relationships and mutual respect with others. Support and guidance helps minimise the rates of offending and reoffending.

“Since I have been working with my mentors, they have helped me to express my feelings. We can go to the park and play football or go to other places I enjoy, and I can now do something like count to ten and take deep breaths to manage my anger when I feel upset.

It’s nice to be able to talk to someone that can help me when I am doing things I probably shouldn’t and when I feel upset and angry.”

- MENTORING PARTICIPANT

EARLY HELP & PREVENTION



34% FEMALE

**49% BLACK, ASIAN
& MINORITY ETHNIC
PARTICIPANTS**



2240 TOTAL ENGAGED PARTICIPANTS



OVER **6000** HOURS OF MENTORING TO
610 YOUNG PEOPLE



SOCIAL ACTION & ENTERPRISE

This programme delivers the National Citizen Service (NCS) Trust's programmes in London and Kent, which is a once in a lifetime opportunity for 16 and 17-year-olds to engage with their wider community through social action projects and events.

The NCS programme is delivered in two-week blocks during the summer and consists of:

- 1 day at an activity site
- 4 days of workshop delivery
- 5 days of Social Action

Young people develop crucial social skills, teamwork, and an increased sense of belonging through interacting with their peer group on the programme.

IMPROVED EMPLOYABILITY SKILLS AND WORK EXPERIENCE

"It was great, I met new people. Workshops throughout my summer experience allowed me to gain knowledge and understanding of how to budget my money better.

Since being given the opportunity to work on the NCS programme I have seen the behind-the-scenes work that goes on and this has enabled me to grow in confidence, to talk to larger groups of young people and to deliver a programme that I experienced, to the next generation"

- NCS SUMMER PARTICIPANT

SOCIAL ACTION & ENTERPRISE

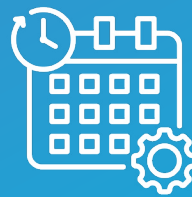


OVER **£15,000** WAS RAISED FOR **38** DIFFERENT ORGANISATIONS AND CHARITIES



OVER **38,700** HOURS OF SOCIAL ACTION WERE DELIVERED

1290 YOUNG PEOPLE COMPLETED THE NCS PROGRAMME



56 DIFFERENT EVENTS



[LINK TO FULL STRAND REPORT](#)

EQUALITY, DIVERSITY & INCLUSION

CACT challenges inequality and discrimination and builds more inclusive organisations where everyone feels valued and supported, regardless of their background or identity.

Diversity is a strength, recognised and celebrated, and crucial in helping organisations achieve their collective goals. Achieving equality and inclusion requires ongoing, meaningful commitment and engagement. In the context of the recent COVID-19 pandemic and global protests for social justice, we:

- Facilitate inclusive community sports, social and wellbeing sessions for all
- Provide training on specific EDI topics such as unconscious bias
- Lead campaigning and events on key issues, acting as an advocate for marginalised groups
- Support organisational strategic and operational development

DEVELOPMENT OF A POSITIVE AND INCLUSIVE CULTURE TO AID IMPROVED ATTITUDES AND LEARNINGS OF OTHERS

External organisations access webinars, training, and tailored support. Through collaboration, they:

1. Learn about contemporary issues in EDI
2. Provide support in an ever changing landscape
3. Share experiences and knowledge on promoting an inclusive culture
4. Develop the confidence and skills to teach others, encouraging advocacy and the challenging of negative and outdated beliefs

IMPACT IN SCHOOLS

CACT deliver EDI workshops in schools, which aim to:

1. Support young people to improve attitudes and behaviour
2. Increase the understanding of cultural diversity, helping to prevent stereotyping, and reduce prejudice and discrimination.

"I have learnt so much and was very happy to be part of this. We talked about things like racism, religions, disabilities, campaigning, and discrimination. I think we all learnt so much more. I like sharing about my culture with my friends and love listening to them talk about theirs because I wouldn't know some.

I went home and told my mum, and she helped me to learn and share about the Polish culture. I wish we can do this for longer. I want to be more of a leader and make a difference especially to younger people."

- SCHOOL WORKSHOP PARTICIPANT

EQUALITY, DIVERSITY & INCLUSION



100% OF FEEDBACK FROM PARTICIPANTS SAID
THE QUALITY OF STAFF, SUPPORT RECEIVED, AND
KNOWLEDGE SHARED WAS EXCELLENT



10 DIFFERENT SCHOOLS RECEIVED
WORKSHOPS ON PREJUDICE, STEREOTYPING,
DISCRIMINATION, AND ALLYSHIP



OVER **1800**
ENGAGED
PARTICIPANTS



81% OF PARTICIPANTS
IMPROVED THEIR
WELLBEING



[LINK TO FULL STRAND REPORT](#)

FOOTBALL & SPORTS DEVELOPMENT

The Football and Sports Development (FSD) strand has continued to grow and to deliver a range of inclusive programmes and initiatives that support young people from diverse backgrounds. Our FSD programmes support young people from aged three upwards to increase their physical activity levels and improve sport specific skills. In addition, projects are increasingly delivered in conjunction with education and social cohesion aims to harness the power of sport as a “pull” for young people.

CACT's Post-16 Academy is a two-year full-time course for 16–19 year-olds, the programme offers education and football development delivered in partnership with CACT's education provider, SCL. Teachers work alongside CACT coaches to provide the necessary tailored support to the students. Our 2021 Post-16 Football and Education Academy cohort saw a 94.8% pass rate, with six students heading off to higher education. 52 participants gained at least one qualification through the Academy, helping the young people to achieve higher aspirations, improve their chances of future employment and to support their goals and future career prospects. For the Post-16 Football and Education Academy, this also includes increasing the likelihood of participants attending university after the completion of their course, something many did not consider, or think was possible.

IMPROVED ATTAINMENT AND GAINED QUALIFICATIONS

“For me I think I have grown a lot since joining the programme. When I came in, I was working on a pass grade and now I have moved on and working on merit and distinction which is a big improvement for me. (...) In terms of the education from the Post-16, the teachers motivate me a lot because now they look at my grade and say ‘wow, you were working on pass and now you’re working on merit and distinction, and on top of this work you can go to university!’ and now I have made the decision to go to university after I finish this programme.”

- CACT POST-16 STUDENT

FOOTBALL & SPORTS DEVELOPMENT

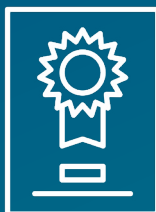


ALL PRIMARY STARS STUDENTS REPORTED IMPROVED
CONFIDENCE AND **94%** REPORTED IMPROVED
PHYSICAL WELLBEING

57 PRIMARY SCHOOLS WERE
SUPPORTED THROUGH PREMIER
LEAGUE PRIMARY STARS

25 YOUNG PEOPLE SIGNED
FOR PROFESSIONAL
FOOTBALL CLUBS

OVER **5000**
PARTICIPANTS



52 YOUNG PEOPLE GAINED
POST-16 QUALIFICATIONS



[LINK TO FULL STRAND REPORT](#)

YOUTH SERVICES

A unique integrated service for 5 to 25 year olds in Greenwich that combines youth work, school nursing and sexual health, commissioned by Children's Services and Public Health.

Four youth hubs, open 6 days a week, provide a universal drop-in offer, with sport, leisure, and educational activities, supported by youth workers, mentors, sexual health advisers and nurses. Targeted services are available to support with education attainment, healthy eating, 1-1 mentoring and mental wellbeing.

IMPROVED MENTAL HEALTH AND WELLBEING THROUGH INCREASED SUPPORT NETWORKS AND STRONG RELATIONSHIPS

The safe and friendly environment supports young people to:

1. Socialise and develop healthier and more diverse relationships
2. Increase their support network, providing a safe space to talk to peers and trusted adults
3. Develop the skills to access support
4. Experience positive mental and social wellbeing

57%

OF ATTENDEES REPORTED
HAVING MORE PEOPLE THEY
CAN TALK TO WHEN STRESSED,
ANXIOUS OR SAD

68%

REPORTED HAVING IMPROVED
ANGER MANAGEMENT

"Sometimes I get stressed at home so is just good to come here and talk to other people and get to relax, and from school as well, it's just a good place to 'get away' from things"

- YOUNG GREENWICH PARTICIPANT

YOUTH SERVICES



3,649 UNIQUE PARTICIPANTS OF THE YOUTH SERVICE
(AGED BETWEEN 8 AND 19 – UP TO 25 WITH SEND)



232 YOUNG PEOPLE VOLUNTEERED A TOTAL
OF **8026** HOURS

114 ADULTS VOLUNTEERED IN
THE SERVICE, FOR A TOTAL OF
3085 HOURS



61 YOUNG PEOPLE
MOVED FROM
NEET TO EET

275 YOUNG PEOPLE
GAINED QUALIFICATIONS

38% FEMALE & **65%** BLACK,
ASIAN & MINORITY
ETHNIC PARTICIPANTS



[LINK TO FULL STRAND REPORT](#)

EDUCATION

The education strand improved accessibility to key education and employability opportunities, helping young people to improve their confidence in learning and to develop key life skills, with a particular focus in disadvantaged communities and closing the gap in academic progress.

Tutoring

Trained teachers and youth workers deliver free maths and English tutoring for key stage 2 and 4 pupils, combined with engaging sports and recreational activities.

CACT provides education opportunities through two key programmes, tutoring and traineeships. The tutoring project engages trained teachers and youth workers who deliver free maths and English tutoring for key stage 2 and 4 pupils, combined with an hour of exciting youth work.

Traineeships

A 15-week education and employability programme for young people aged 16-24 not in education, employment, or training (NEET). The intention is for a return to apprenticeships, employment, or further education.

DEVELOPMENT AND APPLICATION OF KEY LIFE SKILLS

“I learnt many skills from the traineeship. I learnt a lot of employability skills from CV writing to mannerisms in an interview. I learnt how to be a youth worker, and how to use and apply the skills in my job now while working at the youth club. I also use them when talking to people, I now know how to approach situations and calm them down.”

- TRAINEESHIP STUDENT

EDUCATION

ALL PARENTS RECOMMENDED THE LEARNING RESOURCES PLATFORM TO IMPROVE THEIR UNDERSTANDING OF THEIR CHILD'S SCHOOLWORK



OVER **300**
YOUNG PEOPLE
ENGAGED

OVER **1400** HOURS OF WORK
PLACEMENT OPPORTUNITIES DELIVERED
IN THE TRAINEESHIP PROGRAMME

MATHS RESULTS IMPROVED BY AN AVERAGE **81%** AND ENGLISH IMPROVED BY AN AVERAGE OF **88%** FOLLOWING COMPLETION OF THE TUTORING PROGRAMME



HEALTH IMPROVEMENT

The Health Improvement strand deliver the Royal Borough of Greenwich's Livewell service. Based on a social prescribing model, CACT worked in partnership with Royal Greenwich to coordinate the voluntary response to the COVID-19 pandemic. Clients are referred to CACT and we work with them on an individual basis to improve their physical and mental health and wellbeing by connecting them to community support networks, and addressing their work, housing, financial, and family issues.

The programme offers:

- A phone line open 6 days a week for coaching and referrals
- Face to face support for up to 6 weeks for individuals with a high level of needs
- A community champion network
- An online referral and case management system

IMPROVED MENTAL HEALTH

'Going on the Monday nights, my wife says I seem to come home a bit more chirpy. Because, I'm there, I'm getting things off my chest, I've got other people to talk to in the same boat as me rather than being constantly indoors with the kids and the wife you know. So, if I'm honest, with my mental state I think it's helping a hell of a lot!'

- MEN'S HEALTH PARTICIPANT

HEALTH IMPROVEMENT



67% OF SURVEYED
PARTICIPANTS
IMPROVED THEIR
MENTAL HEALTH



1,835 FAMILIES
REFERRED FOR FOOD
SUPPORT



1,759
PARTICIPANTS
RECEIVED
SUPPORT WITH
THEIR ENERGY
BILLS



6017
TOTAL
PARTICIPANTS



10,706
REFERRALS

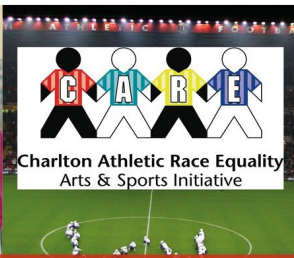


[LINK TO FULL STRAND REPORT](#)



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.



Professional Footballers' Association

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 LGBTQI+ 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.



2023

CACT launches an Impact Report after a year-long study of its programmes which calculated that every £1 it invests is worth £9.52 in social value.

OUR CEO JASON MORGAN

“CACT understands the importance of its work and the importance of evidencing the impact for our partners, participants and communities. We are committed to using this information to shape and influence our future priorities and projects to ensure they meet our communities’ needs, this will be captured in our new strategic plan which is under construction and due for publication in 2023. CACT would encourage organisations who would like to be part of this journey to contact us to start a conversation.”



THANK YOU TO OUR PARTNERS & SPONSORS

