



COMMUNITY TRUST
At The Heart Of The Community

CHARLTON ATHLETIC COMMUNITY TRUST SOCIAL IMPACT REPORT 2025



VALIDATED BY



**UNIVERSITY OF
GREENWICH**

MESSAGE FROM THE CEO

Charlton Athletic Community Trust (CACT) commitment to supporting communities across south-east London and Kent has been stronger than ever. We understand the importance of showing evidence of our work and its impact and we are committed to using the information we gather to guide us to ensure we meet the needs of our communities.

I'm delighted that our social value figure has risen by more than £34 million since our last measurement for 2021/22 and that's testament to the hard work of all our staff and the support of our key stakeholders and partners.

£83.7 million is a figure that reflects the life-changing outcomes achieved through our programmes. While the statistics alone can never capture the full stories behind them, the social value calculation provides evidence of the difference we are able to make. Behind that figure are thousands of individuals whose lives have been improved, whether through better physical and mental health, greater confidence and aspiration, or increased opportunities to participate, learn and thrive. The social value assessment reinforces the importance of long-term work and the unique role that a trusted community organisation like CACT can play in delivering it.

None of this would be possible without the dedication of our staff, volunteers, trustees and supporters, nor without the continued collaboration of local authorities, health partners, schools, and, of course, Charlton Athletic Football Club. I am deeply grateful for the belief in our mission and for the shared commitment we hold to strengthening our communities.

As we look ahead, we remain focused on expanding our reach, deepening our impact and ensuring that every programme we deliver responds to the local needs across south London and Kent.

Thank you for your support and for helping us ensure that CACT continues to be a force for positive change.

- Jason Morgan MBE



CACT'S SOCIAL VALUE

£83,630,780

SOCIAL RETURN ON INVESTMENT (SROI)

FOR EVERY £1 INVESTED: £11.02



CHARITABLE SPEND

£7,589,000

*Figure relates to audited accounts for year end 31 March 2025

EXECUTIVE SUMMARY

Charlton Athletic Community Trust (CACT), the charitable arm of Charlton Athletic Football Club, is an independent charity registered with the Charity Commission. CACT delivers a wide range of comprehensive activities and programmes, run under its seven strands: Early Help & Prevention, Education, Equality, Diversity & Inclusion, Football & Sports Development, Health Improvement, Social Action & Enterprise, and Youth Services.

CACT's Vision: Healthy, happy, resilient and thriving communities.

CACT's Mission: Rooted in, trusted by and working in partnership with our communities to deliver positive outcomes.

CACT has developed a reach that spans 150 miles across the South East of England from the Royal Borough of Greenwich, through Kent and down to the edge of Thanet. CACT's initiatives have an overarching aim of empowering communities, limiting the effects of social exclusion and advancing the opportunities available within communities who have differing needs. To achieve this, CACT has identified the three core outcomes and areas of work that underpin all its work in the community, supporting people, young and old, navigate their way through life and reach their potential by:

- Improving physical and mental health and wellbeing
- Improving levels of education and employment
- Increasing community and social cohesion

To understand the impact CACT has on its

participants and wider communities, this report explains and demonstrates the social value of its projects through qualitative and quantitative methods. Social value is the positive difference a project or organisation makes to people's lives and the community. It's the real and long-lasting change created.

Evidencing CACT's social impact has been achieved by identifying and measuring outcomes, using theories of change, validated tools of assessments, case studies, feedback forms and semi-structured interviews.

CACT used the Sport Value Bank tool to assign monetary values to its programmes' outcomes to calculate a Social Return on Investment (SROI), a Social value and a Net Benefit value. To extend its provision, enhance its commitment to local communities, and improve its impact, CACT has, and will continue to, implement the change identified from the outcomes and trends discovered in this report.

ABOUT US

In 2024-25 CACT worked with over 28,000 participants from a wide range of backgrounds, supporting the local community at different stages of their life.

CACT's delivery covers an accumulated total of over 800 square miles, showing its commitment to support people in high need areas and becoming a go-to organisation to help increase community cohesion, improve health and wellbeing, and improve education and employment rates. CACT's partners include the Mayor of London, NHS Oxleas, local authorities such as Royal Greenwich, Bexley, Kent County, and Thanet, as well as other external organisations such as the Premier League and the English Football League. Working closely with its partners, CACT is able to provide a response to the wider community's needs alongside its developed relationships with the police, social services, schools and local businesses.

CACT's 2024-29 strategic plan sets out 5 key ambitions, developed in consultation with our communities, staff, Trustees and partners, that will contribute towards CACT's vision of Healthy, happy, resilient and thriving communities. To successfully achieve this, CACT and its staff have adopted 5 core values: adaptability, equity, respect, integrity and passion. Throughout each of its programmes, CACT strives to embed every aspect of the core values, creating a safe and ideal environment to achieve positive change. In addition, CACT's strategic plan identifies 4 golden threads (Safeguarding, Leadership and Governance, Equality, Diversity and Inclusion and People and Organisational Development) which are woven throughout the fabric of our organisation and, alongside our Vision, Mission and Values, unite our people and the diverse aspects of our work, strengthening our delivery. CACT contributes to several of the seventeen United Nations Sustainability Development Goals (UNSDG) throughout its programmes across the community. 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.

The areas where CACT delivers are high need and suffer from some of the worst levels of deprivation in the UK. Studies show that in every ethnic group, young people eligible for free school meals had a lower average attainment in their GCSE's than young people who are not eligible. This fact exhibits the close relationship between the socio-economic background of families and the educational opportunities available to young people, highlighting how essential offering a wraparound support for the whole community is. By collaboratively working across its strands and understanding the expertise of its partners and the needs of its local communities CACT offers a wide range of services and support designed to develop healthy, happy, resilient and thriving communities.

Main social outcomes achieved through CACT's delivery strands include:

- Improvements in physical and mental health and wellbeing, including improved quality of life.
- Increased community and social cohesion, including stronger support networks and sense of belonging within the community and an increased understanding of the consequences of criminal activity.
- Improvements in education levels and employment readiness, including gained skills, qualifications and increased aspirations.



EARLY HELP & PREVENTION

CACT's Early Help and Prevention strand delivers a wide range of community-based programmes designed to support participants mental health and wellbeing and quality of life and improve community wellbeing and cohesion.

During 2024/25 the EHP strand engaged with over 2,300 participants.

The projects run by the Early Help and Prevention strand can be grouped into 4 areas of work:

Prevention and intervention projects aimed at improving adults' mental health and reducing the likelihood of mental health issues and episodes, whilst promoting social interaction and reducing isolation. These projects are community-based and consist in a wide range of activities delivered to groups of 15 to 20 participants. These are delivered across Bexley, Greenwich and Kent.

Football-based and community-based projects aimed at young people with disabilities delivered across Greenwich and Bexley. This includes projects such as the Charlton Upbeats, a football team for young people and adults with Downs Syndrome, and the Short Breaks project delivered in Bexley and Greenwich, providing young people with disabilities with the opportunity to take part in community-based activities with their peers.

Youth engagement and diversionary projects aimed at young people aged 8 to 18 across Bexley and Greenwich. These include football and multi-sports sessions, youth engagement bus delivery and residential trips. Bus and ball courts sessions are often run together to cater for young people with diverse needs and interests and maximise reach and engagement.

Mentoring projects, providing young people at risk with focused one to one and group support with trained mentors with lived experiences. The young people are referred to the programme by key professionals and are then matched with CACT's experienced mentors who support them based on their needs and interests. Mentoring is delivered in Greenwich, Bexley and areas of Kent.

The strand has won a variety of internal and external awards over the years and continues growing and building on its successes, with new projects being commissioned and existing ones growing and expanding in new areas.



EARLY HELP & PREVENTION CASE STUDY:

Josh is a 14-year-old boy who has Down's Syndrome and is pre-verbal. He lives with his mother, brother, and sister, with his mother acting as his primary carer. Josh has attended Shenstone School in Crayford since age five and initially presented with some challenging behaviours. Over time, he has shown notable improvement in social interaction, communication skills, and confidence. We first met Josh during his time at Shenstone, and he has been engaged with Bexley Short Breaks for over two years now, alongside being part of the Charlton Upbeats, CACT's football programme for young people with Down's Syndrome. Josh's mother learned about the Short Breaks programme during an Upbeats session and identified it as a supportive and structured environment tailored to his individual needs.

Through Short Breaks, Josh has taken part in a wide variety of activities, including beach trips, riverboat experiences, indoor rock climbing, bowling, and team-based games. These activities are designed to provide a balance of fun, challenge, and developmental opportunities, enhancing his social, emotional, and physical skills. Participation has enabled Josh to build friendships, engage confidently in group settings, and even initiate play with mainstream children at a local park, demonstrating his growing social confidence and inclusivity. The structured yet flexible nature of the activities ensures that Josh is consistently supported while having opportunities to explore and enjoy new experiences.

Josh's participation has significantly improved his communication and social skills. Although pre-verbal, he uses basic sign language and non-verbal cues, and staff have observed him increasingly initiating play, responding positively to social cues, and engaging comfortably with peers. These outcomes reflect the value of accessible, enjoyable, and socially enriching environments, allowing young people with additional needs to thrive.

His mother shared, "Josh really loves going out with B (CACT staff member) as he makes him feel like a grown man. He talks about B, money, and ice cream all the time at home, and we always look forward to him going out with B."

Staff also highlight his engaging personality, physical capability, determination, and positive influence on group dynamics, which encourages inclusivity and shared enjoyment. This case has reinforced the importance of patience, consistency, and varied communication strategies. Future development includes expanding alternative communication methods such as Makaton or other visual tools, as well as continuing staff professional development to support pre-verbal participants more effectively. Josh's engagement demonstrates the transformative impact of structured, inclusive, and enjoyable activities, supporting confidence, social skills, and meaningful connections within the community, while promoting independence and a sense of achievement.

THE EARLY HELP AND PREVENTION STRAND SROI IS
£10.85 FOR EACH £1 INVESTED

THE OVERALL SOCIAL VALUE PRODUCED BY THE
EARLY HELP AND PREVENTION STRAND
FOR 2024/25 IS **£12,325,959**

FOOTBALL & SPORTS DEVELOPMENT

CACT Football and Sports Development (FSD) strand delivers a variety of projects focused on engaging participants in physical activity, to improve lifestyles and enhance performance.

In 2024/25 the FSD strand delivered programmes across South East London and Kent to over 8000 participants.

The programmes start from toddler soccer to a professional pathway, catering for a range of players of different ages, genders and abilities. CACT's football projects are delivered in a wide range of settings and areas, including schools, supporting young people's health and wellbeing from a young age.

Young people attending any of CACT's FSD regular football sessions have the opportunity to progress into one of CACT's Advanced Centres if they show signs of great technical ability, good understanding of the game and excellent movement skills. Over the years, a number of young players have progressed from CACT's Advanced Centre into the Charlton Athletic Academy.

During 2024/25 CACT has strengthened and expanded its football provision for women and girls, with the implementation of a regular

women recreational football session delivered at the Training Ground, on top of continuing and expanding the regular girls' provision with opportunities to progress into emerging talent centres.

The Football and Sports development strand doesn't only deliver projects with a focus on sports, but also delivers a range of project with a strong educational element, such as CACT's Post-16 Football and Education Academy which continues to expand and grow in different areas providing high-level football training combined with education to boys and girls aged 16 to 19 years old.

In addition, CACT's Careers in Sports project, aimed at raising aspirations and improving young people's understanding of career options within the sports industry, has further expanded, delivering to a new year group since October 2024.

CACT's Primary Stars programme, funded by the Premier League, is another successful programme which combines education and sport, supporting primary school students to succeed, raise aspirations and develop a variety of skills; this innovative programme also has an element of teacher education, supporting teachers in developing their skillset and confidence in relation to delivering PE.

FOOTBALL & SPORTS DEVELOPMENT CASE STUDY:

This case study highlights the journey of Anthony, a Year 6 student at Alexander McLeod Primary School in Southeast London, who participated in an eight-week Active Maths intervention designed to improve engagement, build confidence, and enhance problem-solving skills through a combination of physical activity and hands-on learning. Anthony was identified for support by his class teacher, during a collaborative meeting with the CACT PLPS Officer and Year 6 staff. Anthony had been struggling with problem-solving and reasoning, particularly in applying his understanding independently.

He also found it difficult to focus and engage in traditional maths lessons. Pre-project assessments indicated that Anthony lacked confidence and interest in maths, reporting "No, not at all" to the statements "I enjoy maths" and "I feel I am good at maths," and indicating minimal movement during lessons. The intervention integrated physical activity with traditional maths learning, creating an interactive environment that encouraged engagement and participation. Delivered over eight weeks, the programme focused on hands-on, practical activities allowing Anthony and his peers to explore mathematical concepts while moving and collaborating. This approach aimed to foster confidence, encourage teamwork, and develop problem-solving and reasoning skills in a supportive setting.

During the sessions, Anthony initially felt nervous about group participation and answering questions. However, the active,

practical lessons helped him gradually feel more comfortable. He particularly enjoyed activities that allowed interaction with peers while applying his learning. Over time, Anthony became increasingly willing to contribute, tackle problems independently, and demonstrate his understanding confidently.

The impact of the project on Anthony was significant. Post-intervention assessments showed notable improvements in his enjoyment, confidence, and engagement with maths. Anthony reported "Yes, a lot" for both "I enjoy maths" and "I move lots in maths," and "Yes, a bit" for "I feel I am good at maths."

Reflecting on his experience, Anthony stated, "I felt happy doing this – I have enjoyed it." His teacher observed a marked difference, commenting, "I've noticed Anthony's confidence has increased. He's more willing to tackle mathematical problems, starting off independently before asking for support." Beyond academic progress, the intervention helped Anthony develop social and communication skills through collaborative tasks. The positive, supportive environment reduced anxiety, encouraged engagement, and promoted a more confident and proactive approach to learning.

Anthony's case illustrates the transformative potential of active learning strategies combined with traditional teaching. The intervention not only improved his maths skills but also fostered personal growth, resilience, and enjoyment of learning.

THE FOOTBALL AND SPORTS DEVELOPMENT STRAND SROI IS £11.30 FOR EACH £1 INVESTED

THE OVERALL SOCIAL VALUE PRODUCED BY THE FOOTBALL AND SPORTS DEVELOPMENT STRAND FOR 2024/25 IS £17,132,001



YOUTH SERVICES

CACT's Youth Services strand main provision is Young Greenwich, commissioned by RBG Council and run in partnership with Oxleas NHS Foundation Trust and METRO Charity, offering universal and targeted services to young people living, studying or working in Greenwich.

As part of the Young Greenwich offer CACT delivers universal services from 4 Youth Hubs located in different areas across Greenwich, running sessions between 3 to 6 days a week each, providing young people with a safe space to socialise, have fun, learn new things and fulfil their potential. All our youth hubs are open access and accessible for all young people. The youth hubs have a range of facilities and activities on offer, from games and physical activities to music production, arts and education, including providing young people with hot meals and teaching them how to cook and lead healthy lifestyles. The youth clubs are staffed by a multi-disciplinary team, with young people being able to get support from youth workers, mentors, sexual health advisers and nurses.

In addition, CACT subcontracts a variety of voluntary sector organisations that deliver more specialised services ranging from sports and physical health activities to arts, music and performing activities.

CACT continues to deliver more targeted projects with a focus on learning and skills development, such as the Duke of Edinburgh Awards and the tutoring project, as well as, providing opportunities for young people and adults to volunteer in the sessions. In 2024/25, alongside our regular youth club provision, CACT's Youth services strand has introduces new sessions in the Hubs taking a more holistic approach to whole family support and wellbeing. Funding was secured to delivery weekly Family Fun and Wellbeing sessions from Hawksmoor youth hub, which have proven very successful in supporting families improve lifestyles, emotional wellbeing and building community cohesion.

During 2024/25 Youth Services strand engaged with a total of 3548.

This year included another successful delivery of Young Greenwich's flagship Summer Academy programme, offering 20+ courses for young people to learn new things, develop skills, have fun and socialise – from rock climbing to knitting, filmmaking and performing arts, there is something for every young person.



YOUNG GREENWICH CASE STUDY:

Michael is a 20-year-old living in Thamesmead with his mum and two sisters. He has ASD and ADHD, and after completing his GCSEs during the COVID-19 pandemic he became increasingly isolated, rarely leaving the house other than for essential outings. Most of his time was spent alone in his bedroom completing puzzles or word searches.

His mum, who also experiences mental health challenges, began attending Hawksmoor Youth Hub family sessions with Michael's younger sister in September. The sessions provided emotional support, social connection and a safe place for her youngest child to play. After six weeks of seeing the positive impact on his family, Michael expressed an interest in joining them.

When Michael first engaged with the service, staff identified low confidence, social anxiety and a lack of direction regarding education or employment. Communicating with new people was another significant challenge for him.

To help him settle, staff took time to understand his interests and gently introduced him to quieter spaces such as the art room. Over time, he grew more comfortable and his communication improved as he built relationships with staff.

A discussion around food led Michael and his mum to join a six-week healthy cookery course. He tried new foods, developed new skills and gradually began helping younger participants during Inters Sessions, leading board games and engaging more socially.

A key milestone came when Michael began attending Youth Sessions independently. He now walks to the hub on his own and regularly takes part in activities, including careers workshops designed to help him explore future opportunities.

His confidence and self-esteem have grown significantly. Through volunteering and small group activities, Michael has developed communication, leadership and teamwork skills. Staff and his mum have noticed a growing sense of purpose and an increasing interest in planning for the future. Michael has also made positive lifestyle changes. He now enjoys cooking at home and has reduced his intake of sugary drinks as a result of the GDCA cookery programme.

Alongside supporting Michael, staff also signposted his mum to CACT's Live Well service for additional mental health support. The whole-family approach has helped strengthen relationships and improve wellbeing at home.

Michael's journey shows the value of patience and flexibility. He has been encouraged to engage at his own pace, building up from attending occasionally to becoming a regular participant. His pattern of attending every other session gives him space to process experiences in a way that works for him.

Michael now regularly attends Young Greenwich services independently and is beginning to think about college or apprenticeships. With Young Greenwich's continued support, he is building confidence, friendships and a clearer sense of what his next steps could be.

THE YOUTH SERVICES STRAND SROI IS
£12.48 FOR EACH £1 INVESTED

THE OVERALL SOCIAL VALUE PRODUCED BY
THE YOUTH SERVICES STRAND FOR 2024/25 IS
£18,371,001

EDUCATION

CACT's Education strand delivers projects aimed at young people and adults looking to improve their educational levels and employability skills.

During 2024/25, the Education strand delivered three key projects to a total of 1719 participants:

Make it Make Sense (MiMS) is a comprehensive pre-16 programme working with Year 9 and Year 10 students in Secondary schools across South-East London and Kent. Funded by the University of Greenwich, MiMS is all about preparing and empowering young people for life beyond school. The project focuses on raising aspirations, building essential life skills and equipping young people with the tools they need to succeed, whilst feeling more positive and informed about the choices they are soon to make. Through three one-hour sessions, as detailed below, CACT help students build the confidence, skills, and independence they need to thrive in education, work, and life.

- **Financial Education & Independence** – practical money skills that build confidence and independence.
- **Confidence & Careers** – inspiring students through role models and exploring future career pathways.
- **Qualifications & Personal Development** – developing both hard and soft skills for lasting success.

CACT's Training Ground programme provides mentoring to young people and adults, aged between 16 and 24, who are Not in Education, Employment or Training (NEET) in Greenwich and Bexley. Dedicated and personalised support is provided to improve upon the skills needed to start a career or move into education, employment or training. This includes boosting confidence, creating a positive mindset and building a platform from which participants can move forward on their journey.

Young Greenwich Learning Hub intervention programme's primary objective is to re-engage students who have been excluded, are at risk of exclusion, or experience school avoidance due to low engagement or poor attendance. The programme also supports students with medical needs requiring specialist provisions, who are unable to attend mainstream schooling. Our students receive access to outreach support, education, and safeguarding services, ensuring that any concerns arising when children and young people (CYP) are not visible to professionals are promptly addressed.

Since its launch in February 2024, YGLH has functioned as an intermediary intervention aimed at securing positive outcomes for CYP who have often fallen through the cracks in the education system. Our vision is to transition from a pilot initiative into a fully established programme that ensures every CYP receives the education, support, and targeted interventions they are entitled to. The YGLH team consists of two Intervention Officers and an Intervention Manager, all of whom work closely with students referred by schools or local authorities.

MAKE IT MAKE SENSE CASE STUDY:

Charlie, a student at Five Acre Wood School, took part in the Make it Make Sense (MiMS) programme during Spring 2025. He was identified early on as someone who would benefit from developing stronger financial awareness and independence skills. Although Charlie's family receives Personal Independence Payment (PIP), he previously had limited understanding of what this meant or how it applied to his daily life.

From the outset, Charlie presented as enthusiastic, polite, and inquisitive. It quickly became clear, however, that he lacked foundational financial knowledge and confidence when approaching financial topics. The MiMS programme offered a structured opportunity to build this understanding in a supportive environment.

Charlie engaged well throughout all sessions, but his participation during the Financial Literacy session was particularly strong. He asked thoughtful and detailed questions, showing genuine curiosity and a desire to relate the information to his own circumstances. His willingness to participate in every task demonstrated both motivation and a growing self-assurance in discussing financial issues. Charlie's proactive involvement not only strengthened his own learning but also positioned him as a positive role model within the group, showing how accessible, real-world financial education can empower young people to take ownership of their futures.

Through the session, Charlie developed a much clearer understanding of personal finance concepts, particularly around how PIP works and what future employment earnings

might look like. The session helped bridge the gap between theory and lived experience; by linking the content to real-life scenarios, Charlie was able to see how financial literacy could support his daily decision-making and long-term independence.

Staff observed a notable shift in Charlie's confidence as the programme progressed. While initially reserved, he became increasingly vocal, contributing ideas and taking the lead in group discussions. He shared reflections drawn from his own family's experiences, which added valuable context and encouraged his peers to participate more openly. This peer-led learning created a constructive and supportive atmosphere that benefited the whole group.

As a result of his strong engagement and evident progress, Charlie has been invited to take part in future MiMS sessions to continue developing his financial and independence skills. His school has responded positively, recognising the value of ongoing collaboration to support his personal development. MiMS staff will continue working closely with the school to ensure Charlie receives consistent guidance and encouragement.

Charlie's experience highlights a common gap among young people who receive PIP but lack accessible, practical tools to help them understand and manage it. His journey reinforces the importance of financial education that reflects real-life contexts, especially for students with additional needs. It also demonstrates the value of creating space for open dialogue—where questions, discussion, and shared learning help demystify complex topics and build confidence.

THE EDUCATION STRAND SROI IS
£10.24 FOR EACH £1 INVESTED

THE OVERALL SOCIAL VALUE PRODUCED BY THE
EDUCATION STRAND FOR 2024/25 IS **£2,617,884**



HEALTH IMPROVEMENT

CACT's Health Improvement team continues to deliver programmes in support of public health and NHS services across Royal Borough of Greenwich, engaging with 9780 participants in 2024/25.

The strand's biggest project is Live Well Greenwich, delivering social prescribing support across the borough. The Live Well offer consists of a Call Centre, acting as main point of contact, and a pool of Live Well coaches and Care Coordinators who work from different GP surgeries and community venues across the borough, offering non-medical support to patients and the local community. As part of the Live Well offer, CACT works closely with the PCNs, the individual surgeries and public health to keep developing and tailoring the service and ensuring it meets the needs of the practices and the local community. For example, this year CACT's Live Well launched a Personalised Care High-Intensity Contact Pilot to support RBG's GP surgeries who were facing continued challenges managing patients who regularly contact their practice for non-medical reasons; the pilot ran for over six months to test a more personalised approach to care for a small group of high-frequency users, who were identified through practice systems and clinician referrals – each individual received tailored support from a Live Well coach to address practical needs, emotional health, medication confidence and social barriers affecting their wellbeing.

The Live Well Greenwich programme also has an important element of Community Outreach work, which consists of CACT's Health

Improvement advisors having a presence in and across Greenwich, visiting events and public spaces and engaging with residents in the form of brief interventions, providing blood pressure checks and signposting, booking and referring residents to a whole range of community activities and services.

Over the past couple of years, CACT's Live Well and Health offer has continued to develop and expand in new settings, such as the Urgent Treatment Centre at Queen Elizabeth Hospital, which now has two Live Well coaches working there offering floor support as well as taking referrals to provide longer term non-medical assistance to patients who need it.

The Hospital Discharge programme is another project developed over the past couple of years, providing Live Well support within the Discharge Team at Queen Elizabeth Hospital. The project has successfully integrated into the discharge offer, becoming an essential pillar in enhancing NHS patient care, optimising resources, reducing hospital stays and providing a robust safety net for patients transitioning from hospital to home. An evaluation of the project estimated a total cost saving to the hospital of £800,000 for 2024/25 thanks to the support provided by CACT.

In addition, CACT health team continues to support men's health and social wellbeing by providing a regular social evening at the Valley and two walking football sessions a week in Eltham.

CACT's Extra Time programme continues to thrive, providing a safe space for older people to socialise, improve their wellbeing and get the support they need.



HEALTH IMPROVEMENT CASE STUDY:

Lucy was booked into an extended access session at Vanbrugh for support with housing repairs and relocation. She had been moved out of her previous property due to repair work and placed in temporary accommodation, but this also presented serious issues including water leaking through a light fitting, ceiling damage causing puddles, and part of the roof collapsing inside and striking her. These conditions required urgent attention.

Daniel (CACT's Live Well coach) met with Lucy, took detailed notes, and arranged a meeting with her housing officer. L&Q initially suggested she return to her original property, but repairs were incomplete and the environment unsafe. During the meeting, it was agreed returning was inappropriate due to noise, disruption, and risk, especially given Lucy's vulnerabilities. To strengthen her case, Daniel worked with the mental health team at her GP surgery to produce a letter outlining the negative impact on Lucy's mental health, supporting her need to remain in temporary accommodation until safe housing was secured.

Daniel facilitated a constructive meeting with L&Q and submitted the mental health evidence. L&Q agreed Lucy should not return to her old property and authorised allocation of a new home close to her original one to minimise disruption. They confirmed the new property would be refurbished, with move-in expected within two weeks.

Alongside this, Daniel collaborated with the Mental Health Hub Practitioner to develop a supportive plan, ensuring Lucy's wellbeing was prioritised. Regular updates were shared with Daniel, allowing for joined-up support across housing and health services. This approach reinforced Lucy's voice in decision-making and provided a holistic response to her needs. "I'm very thankful for Dan's support. I don't think I would have reached the point I'm at now without his help."

A representative from L&Q shared: "Dan has had a positive impact in smoothing over communications with our tenant. Our tenant trusts Dan, which has created a strong bridge of communication for us. Dan has been very helpful."

THE HEALTH IMPROVEMENT STRAND SROI IS
£11.04 FOR EACH £1 INVESTED

THE OVERALL SOCIAL VALUE PRODUCED BY THE
HEALTH IMPROVEMENT STRAND FOR 2024/25 IS
£29,600,001

SOCIAL ACTION & ENTERPRISE

Across 2024/2025, the Social Action & Enterprise strand delivered Year Two of the revised National Citizen Service (NCS) 3.0 programme, engaging with a total of 1661 participants.

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

651 of these participants were part of the residential programme, experiencing an action packed and educational five day stay away from home. Activities centred around one of three themes: employability, independent living or social action. Programmes took place over two different sites: Inspiring Learning, Kingswood Residential Centre in Ashford, Kent, and a newer site, YHA Lee Valley in Hertfordshire.

In addition to these locations, young people from CACT's Football & Education Academy went to the Isle of Wight for a bespoke weeklong residential during September 2024, which proved a fantastic induction and introduction to their new course colleagues.

Whilst on residential, young people learnt many valuable life skills via workshops such as, 'money and me', 'democracy matters', 'mental health

awareness', 'political engagement' and 'how to deliver effective social action'. As well as these skills, young people took part in team building challenges, a day of water sports and a day of outdoor ropes / climbing activities. Each activity aimed at fostering a sense of connection and responsibility in young people, often taking them out of their comfort zone, forming friendships and providing experiences they'll remember for many years to come.

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

CACT's NCS delivery sadly came to a close as a result of the winding down of the programme at the end of March 2025. Through involvement since its inception in 2011, CACT's expert provision of this impactful programme has had a positive effect on the lives of thousands of young people across London and Kent. We would like to thank all the dedicated and inspiring full-time staff that have delivered NCS across these years, along with the army of passionate and engaging casual staff working across very busy Summer and Autumn programmes.



SOCIAL ACTION & ENTERPRISE CASE STUDY:

127 students from CACT's Ashford and London Post-16 Football & Education programme benefitted from NCS when they attended a five-day residential on the Isle of Wight in September 2024. The trip included football training, water sports, high ropes challenges and personal development workshops on wellbeing, goal setting and self-awareness. Evening activities such as silent discos, beach games and campfires encouraged team bonding. The NCS experience benefitted students in several ways; they built confidence, developed independence and set personal goals for the academic year ahead.

A Post-16 Student's parent said: "Pass my thanks to the Isle of Wight team for such a fabulous trip and for taking such great care of the girls. She had a wonderful time and really enjoyed the activities and team-building exercises."



THE SOCIAL ACTION AND ENTERPRISE STRAND SROI IS **£6.59 FOR EACH £1 INVESTED**

THE OVERALL SOCIAL VALUE PRODUCED BY THE SOCIAL ACTION AND ENTERPRISE STRAND FOR 2024/25 IS **£3,270,000**

EQUALITY, DIVERSITY & INCLUSION

CACT's Equality, Diversity and Inclusion (EDI) department is no longer considered a delivery strand in the same way others are, as it has now been identified as one of CACT's Golden Threads that weaves across the organisation and ensures EEDI is embedded across all projects and practices, working alongside Heads of strand and project leads, as well as, HR, Marketing and Research and Development and finance departments.

In 2024/25, CACT's EDI department has provided a range of EDI Training both to internal staff and to external organisations, including Royal Borough of Greenwich Council, with the purpose to increase awareness and understanding of EDI, and to promote a more inclusive workplace culture. Themes include: the importance and benefits of EDI, strategic EDI implementation and EDI operational delivery.

In addition to the formal training delivered by CACT's EDI department, we also publish a free regular EDI themed newsletter, EDI Insights, which contains the latest news, articles and resources regarding Equality, Diversity and Inclusion.

During 2024/25, CACT published 6 editions of EDI Insights and distributed them to 6,500 recipients.

During this year, we have also published our latest EDI Charter setting out our commitment to promote, support and encourage the values of EDI with external partners and stakeholders. In line with CACT's values, the charter demonstrates how EDI is central to decision making when building external partnerships. CACT Invicta, the LGBTQ+ football team affiliated with CACT and CAFC has continued to run and grow over the past year engaging with 46 players, providing an inclusive space and promoting football for all.

CACT's EDI working group continues to meet regularly to identify key actions to keep improving our EDI practices and has been developing a new EDI strategy in line with CACT's 2024-29 strategic plan.

A key EDI initiative delivered in partnership with CAFC is the Red, White and Black Day, which this year saw more than 500 students from local schools take part in Charlton Athletic's Red, White and Black Day parade, celebrating diversity and inclusion ahead of the Addicks' home game against Wrexham at The Valley on October 26th 2024.



EQUALITY, DIVERSITY & INCLUSION CASE STUDY:

This case study explores the personal journey of Courtney, a dedicated football fan and player, as she reconnected with the sport she loves in a new and affirming way. After transitioning, Courtney faced a significant emotional and psychological barrier: returning to live football matches, a space that had once been central to her identity but now felt uncertain.

In the summer of 2023, Courtney joined Charlton Invicta, a club known for its inclusive ethos and commitment to diversity. Her decision was driven by a desire to play football again in an environment where she could be her authentic self. Through Charlton Invicta and her involvement with the Proud Valiants, Courtney found a supportive community that not only welcomed her but actively celebrated LGBTQ+ identities. This case study highlights how attending matches at The Valley, Charlton Athletic's home ground, became a transformative experience for Courtney. It illustrates the power of inclusive sporting spaces in helping individuals overcome personal fears, reconnect with their passions, and feel a sense of belonging. Her story serves as a testament to the importance of visibility, acceptance, and community in sport.

Courtney's return to live football began with Charlton Athletic's home fixture against Cheltenham Town in November 2023. Although she had attended other sporting events since transitioning, this match marked her first time back at a football stadium — a moment filled with emotion and significance. Football had always played a central role in her life, but the idea of returning brought a wave of apprehension. She was concerned about how she might be perceived and whether she

would face any negativity or exclusion. Fortunately, her experience at The Valley was overwhelmingly positive. The inclusive and welcoming atmosphere allowed her to relax and enjoy the match without fear or discomfort. The environment felt safe and affirming, and she was able to fully immerse herself in the excitement of live football once again. Since that first match, Courtney has become a regular attendee, finding joy, comfort, and a renewed connection to the sport she loves.

Courtney's journey demonstrates the transformative impact of inclusive environments in sport. Her return to football—both as a player with Charlton Invicta and as a supporter at The Valley—has been marked by a renewed sense of belonging and confidence. Through her involvement with Charlton Invicta and the Proud Valiants, she has found not only a team but a community that actively embraces and uplifts LGBTQ+ individuals. The support and visibility offered by Charlton Athletic have played a key role in making football more accessible and welcoming. By fostering a culture of inclusion, the club has helped Courtney reconnect with a lifelong passion in a way that feels safe, affirming, and joyful.

Her experience serves as a powerful example of how inclusive sporting spaces can positively impact mental wellbeing, encourage participation, and inspire others who may be hesitant to engage with football after transitioning. It reinforces the importance of representation and community in creating environments where everyone can thrive.

THE CACT INVICTA SROI IS
£10.92 FOR EACH £1 INVESTED

THE OVERALL SOCIAL VALUE PRODUCED BY
CACT INVICTA FOR 2024/25 IS **£182,000**

BETWEEN 2024–2025 CACT WORKED WITH 28,000 UNIQUE PARTICIPANTS

93%

PL Kicks participants improved their physical wellbeing

89%

Short Breaks participants have improved their independence skills

85%

Make It Make Sense students increased their educational aspirations

85%

mentoring participants have improved their confidence

72%

of young people attending the Family Hub project reported feeling happier and more confident in social situations

65%

Live Well participants improved their mental health

WHAT OUR PARTICIPANTS HAVE SAID IN 2024–2025



I have gone from sleeping at my friend's house and hanging around at night in 24-hour McDonalds to having my own safe space. M (CACT's youth worker) has helped me to get my own room, pay my rent and without the youth workers stepping in, I could have remained homeless, I'm very grateful to have them around.



I found Live Well Greenwich very helpful, as it has helped me overcome a few obstacles that I have been really struggling with and I felt like nobody else could help me. My anxiety has got better as I feel like there is a service who listens to me.



My daughter has increased in confidence, not just in her ability to play football, but also in her confidence to speak up in groups and make herself heard. Wildcats is so much more than just learning to play football – it aids in communication skills and boosts overall confidence.



I am very thankful to Z (CACT mentor) for the consistent support and care she has provided to both me and DW. Her support has had a huge impact on us as a family, helping us develop a better understanding of each other.



Before MiMS, I didn't really know what I wanted to do in the future. Now, I feel like I have a plan, and I know I want to become a train driver. The sessions gave me confidence to believe in myself and set goals.



CACT Invicta boosts my mental health, fitness, self-esteem, has helped me find a community where I fit in and I enjoy my social life.

HOW WE MEASURE OUR IMPACT



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.

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.



[Click on this link for full methodology](#)

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THANK YOU TO OUR PARTNERS



OFFICIAL VEHICLE LEASING PARTNER

