

**South of
England
Foundation**

**Operating as Charlton
Athletic Community Trust**

**Annual Report and Consolidated
Financial Statements**

31 March 2016

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

Charity Registration Number
1096222

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Reference and administrative details of the charity, its trustees and advisers Year to 31 March 2016

Trustees	Roger Godsiff MP – Chair Luke Ashworth Peter Cousins FCA Paul Elliott CBE Ken Palmer Paul Statham Marilyn Toft David White
Company Secretary	Taylorred Business Services
Chief Executive	Jason Morgan MBE
Honorary Life President	Sir Maurice Hatter
Vice President	Lord Grade of Yarmouth CBE
Registered office and operating office	Charlton Athletic Training Ground Sparrows Lane New Eltham London SE9 2JR
Trust Ambassadors	Paul Dunn MBE Steve Sutherland
Youth Service Ambassador	Dave Berry
Disability and Mental Health Ambassador	Andy Barrow
Equality and Diversity Ambassador	Martin Simons
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Bank of Scotland plc PO Box 54873 London SW1Y 5WX

Reference and administrative details of the charity, its trustees and advisers Year to 31 March 2016

Legal/HR Consultants Outset (UK) Limited
Vinters Business Park
New Cut Road
Maidstone
ME14 5NZ

Website www.cact.org.uk

Financial highlights

	2016 £000's	2015 £000's
Total income	5,513	5,643
Total expenditure	(5,825)	(5,729)
Net expenditure	(312)	(86)
Expenditure		
Charitable activities		
. Youth and social inclusion	2,180	2,343
. Football and sports development	1,207	948
. Education	923	1,152
. Health	853	674
. Disability and mental health	441	350
. Equality and diversity	134	173
	5,738	5,640
Cost of raising funds	87	89
	5,825	5,729

CACT highlights of the year

Youth and social inclusion

CACT was re-commissioned by the Royal Borough of Greenwich to deliver universal youth services, including the disability youth service for a further three and a half years from 2015-2019.

Football and sports development

CACT was funded by the L & Q Housing Association to deliver the 'One Goal' programme in partnership with eight football clubs across 22 London boroughs.

Education

CACT's Alternative Education Provision in South East London grew in size and reputation and 22 pupils were referred from mainstream schools.

Health

CACT were awarded two significant contracts from the Royal Borough of Greenwich to support the ongoing successful health improvement programme for the next five years, through community engagement road shows and a contact and telephone support centre.

Disability and mental health

The Charlton Upbeats, (CACT's Down's syndrome programme) received the Disability Rights Award at the prestigious Football for Good Awards in recognition of promoting inclusion and participation of disabled adults and children through football.

Equality and diversity

As part of Inter-Faith Week a successful conference took place at The Valley, AFC's home ground and was attended by over 200 community representatives, representing seven faiths.

Community Club of the Year 2016

Charlton Athletic won the prestigious Football League "Community Club of the Year Award" for the third time in eight years. The award recognises the Football League club that best demonstrates engagement with the community over the past year.

Governance, structure and management

The trustees, who are directors for the purposes of company law are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2016.

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

The financial statements have been prepared in accordance with the accounting policies set out on pages 30 - 33 therein and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

The South of England Foundation is incorporated as a company limited by guarantee and registered as a charity. The charity is registered with the Charity Commission under the working name of Charlton Athletic Community Trust (CACT). The governing document is the Memorandum and Articles of Association.

Subsidiary companies

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

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

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

Trustees

The charity has a board of eight trustees. The board is conscious of the need to have an appropriate skills mix to ensure trustees can contribute fully to the charity's continued development and trustees keep this under constant review. All trustees attended training sessions on Safeguarding and Equality and Diversity. Prospective trustees are asked to meet with the Chair and the CEO to discuss the role and their ability to input into the charity. His or her CV is sent to other trustees and the nomination voted on at a trustees' meeting.

Governance, structure and management (continued)

Trustees (continued)

No new trustees were appointed and there have been no resignations since the start of the reporting period. The following trustees served since 1 April 2015 except where indicated:

Trustee

Luke Ashworth
Peter Cousins FCA
Paul Elliott CBE
Roger Godsiff MP
Ken Palmer
Paul Statham
Marilyn Toff
David White

Declaration of interest forms are completed by all trustees annually and interests are declared and minuted before board and sub-committee meetings. All trustees are DBS checked on appointment and this is renewed at three yearly intervals.

Marilyn Toff is paid by CACT as an education consultant for work in addition to and distinct from her duties as a trustee. Such payment is allowed under the Articles of Association and her contract is reviewed annually by trustees. Details of payments are included in the notes to the financial statements which accompany this report.

No other trustee received any payment during the period.

The charity has insurance to protect it from any loss arising from the neglect or defaults of its trustees and employees and to indemnify the trustees and other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period amounted to £1,148 (2015 - £1,060) and provides cover up to a maximum of £1 million (2015 - £1million).

Sub-committees

CACT has three sub-committees: Finance and Personnel, Marketing and Education. An annual calendar of meetings is agreed alongside a schedule of key discussion topics for the board and sub-committees that all meet quarterly.

Membership of the Finance and Personnel sub-committee comprises four trustees; Peter Cousins (Chair), Marilyn Toff, Luke Ashworth and Paul Statham. Jason Morgan (Chief Executive), Matt Parish (Chief Operating Officer), Mark Gregory (Director of Finance and Support Services and Victoria Parsons (HR Officer) provide the necessary input to the meetings.

Membership of the Marketing sub-committee comprises two trustees, David White (Chair) and Paul Statham. Jason Morgan (Chief Executive) and Jake Martens (Press and Marketing Officer) provide the necessary input to the meetings.

Governance, structure and management (continued)

Sub-committees (continued)

Membership of the Education sub-committee comprises two trustees, Marilyn Toft (Chair) and Ken Palmer. Jason Morgan (Chief Executive), Matt Parish (Chief Operating Officer) and Dr Alan Sanders (Director of Education, Sport and Health) provide the necessary input to the meetings.

Ambassadors

Paul Dunn MBE and Steve Sutherland are Ambassadors appointed in recognition of their outstanding contribution and consistent support of CACT's work. Ambassadors act as advocates for CACT programmes and initiatives and use their expertise to assist the continued growth, development and success of community programmes. The appointment process of Ambassadors was reviewed and updated during the year.

Dave Berry, Capital Radio DJ and supporter of CACT's community work, is the Ambassador for the Greenwich Youth Service.

Andy Barrow, British Paralympian is CACT's Disability and Mental Health Ambassador. Andy works with CACT staff and delivers mentoring programmes to help raise young people's self-esteem.

Martin Simons, a former Chair of the Charlton Athletic Football Club, was appointed as an Ambassador for Equality and Diversity. This was in recognition of his continued work and commitment to the Charlton Athletic Race Equality (CARE) Partnership since it was established in 1992 and now sits under the Equality and Diversity department within CACT.

Sir Maurice Hatter is CACT's Honorary Life President in recognition of his continued support. The Hatter Foundation has supported CACT with a number of generous donations over the years.

A former director of Charlton Athletic Football Club, Lord Grade of Yarmouth CBE, is Honorary Vice President of CACT.

Key management personnel

CACT's key management personnel are the trustees and executive team, which is made up as follows:

Jason Morgan MBE	- Chief Executive Officer
Matthew Parish	- Chief Operating Officer
Mark Gregory	- Director of Finance and Support Services
Mark Leckie	- Director of Youth and Social Inclusion
Alan Sanders	- Director of Education, Sport and Health

The trustees receive no remuneration with respect to their role as trustees. The remuneration of the executive team is set by the trustees, who have regard to pay levels for equivalent staff in similar organisations.

Governance, structure and management (continued)

Connected charities and related parties

CACT is Charlton Athletic Football Club's (CAFC) charitable arm and operates via a Trade Mark Licence Agreement to use the club's name and badge. CACT's head office operates from the club's training ground in Sparrows Lane in South East London, recognising the strong association and responsibility between the football club and community in delivering activities within the local area.

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

A multi-agency collaborative approach ensures that expertise of other organisations plays an integral role in delivering a high quality range of projects.

Within political circles it is recognised that powerful messages can be delivered through football, sport and positive role models. CACT continues to deliver initiatives around local needs.

CACT is predominantly funded from three main sources:

- ◆ grants - through funding applications and bids
- ◆ public funding - through local government commissioning
- ◆ private funding - through sponsorships and donations

CACT continued to work with local businesses and in 2014 secured a two year front-of-kit sponsorship with ITRM, a locally based IT service provider. CACT was delighted that ITRM extended their sponsorship for a further two years in April 2016. In addition CACT agreed a back-of-kit sponsorship agreement with Andrew Sykes Air Conditioning.

Eight other local business and organisations joined CACT's revised Patrons Scheme. Each patron supports one main area of CACT's work which gives them access to volunteering opportunities across programmes.

Patrons

Taylor Technology
Middleton Murray
Hadlow College
University of Greenwich
Delaware North
Regular Cleaning Services
The O2
Whitecode Design Associates

Areas of work

Social Inclusion
Give Youth a Chance
Football and Sports Development
Education
Health
Disability and Mental Health
Greenwich Youth Service
Equality and Diversity

Governance, structure and management (continued)

Connected charities and related parties (continued)

Funding from sponsorships and patrons' subscriptions secured £118,000 during the accounting period. Trustees and the Executive would like to thank patrons and sponsors for their valued commitment and support.

Principal aims and objects

CACT's legal objects are to promote any charitable purpose for the general benefit in the communities in which the Trust operates. CACT's aims and objectives are encapsulated in its vision, mission and values. The mission statement was reviewed during the year and following a consultation process with all staff, CACT published a new vision and values that reflect the ethos of the organisation. These are now being embedded throughout the charity:

Vision

"Using the power of football, we will enable individuals to improve their lives and the communities they live in."

Mission statement

"Through the use of our values and delivery of quality programmes in South East London and Kent, Charlton Athletic Community Trust will:-

- ◆ Improve equality and inclusion
- ◆ Reduce health inequalities
- ◆ Increase access to sport & physical activity for all members of the community
- ◆ Increase opportunities for all members of the community to access education, employment & training
- ◆ Raise educational achievement
- ◆ Enable individuals to participate in social action
- ◆ Reduce crime and improve community cohesion
- ◆ Continue to be a self-financing, viable charity embedded within the ethos of Charlton Athletic Football Club."

Values

- ◆ **Respect** – We will treat all service users, partners, staff and volunteers with respect at all times
- ◆ **Trust** – We will trust each other to uphold the values of the organisation at all times
- ◆ **Inclusivity** – We will ensure that every aspect of our work is inclusive at all times and ensure that all members of the community are welcome and supported to access our programmes
- ◆ **Equality** – We will endeavour, through our programmes, to develop equality of opportunity for all people within the communities we serve
- ◆ **Commitment** – We will show commitment to all of our service users and partners and are committed to providing quality programmes for the communities we serve
- ◆ **Integrity** – We will always act with integrity in every aspect of our work

Values (continued)

- ♦ **Empowerment** – We will empower the communities we serve by providing opportunities for improved and higher levels of education, health, physical activity, inclusion and equality
- ♦ **Passion** – We will always deliver our programmes with passion and we are passionate about creating positive outcomes for and improving the lives of our service users, partners, staff and volunteers and in doing so improve the communities we serve

Key achievements and performance

Several key objectives were achieved during the year. These included the re-commissioning by the Royal Borough of Greenwich to deliver universal youth services in the borough, a contract with an annual value of £1.1 million.

In addition CACT won the contract to deliver health improvement services on behalf of the Royal Borough of Greenwich, including community outreach campaigns and a contact and telephone support centre. During the year the health improvement team moved into a new dedicated call centre facility at The Valley.

Other key achievements included running the "One Goal" holiday sports and creative arts programme, funded by L & Q Housing Association. CACT is the lead club for this programme, with delivery being provided by a number of football club trusts across 22 London boroughs.

CACT had a successful fundraising year, with highlights being the Upbeats walk to support the Down's syndrome football team, and a charity concert at the IndigO2 in Greenwich. This was CACT's third annual Charity Concert hosted by Trust Youth Ambassador and Capital FM DJ Dave Berry, headlined by international-renowned 'Rixton', and supported by the "Voice" star and finalist Autumn Sharif, who was discovered through CACT's Perform 2014, competition organised by the youth service.

CACT continued to work in partnership with Charlton Athletic Football Club (CAFC) on the development of the new education, health and sporting hub at the training ground, which will provide facilities to increase community participation in physical activities.

A new business plan was drafted outlining CACT's strategic direction for the next three years from April 2016. Underlying the new business plan are CACT's new Vision, Mission and Values.

In order to enhance CACT's ability to measure the impact of programmes, CACT invested in a new monitoring and evaluation system - OnsidePro. This has enabled CACT to automate data capture, and monitor and evaluate the information provided across a range of activities.

Further investment was also made to CACT's Marketing and Communications Department including increasing the use of social media to engage more effectively with target audiences.

Public benefit and achievement

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

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

CACT's principal areas of work are:

- ◆ Youth and Social Inclusion
- ◆ Football and Sports Development
- ◆ Education
- ◆ Health
- ◆ Disability and Mental Health
- ◆ Equality and Diversity

This report highlights some of the key aspects from programmes delivered during the year including the impact, achievements and performances. Five case studies are included that help illustrate CACT's work and positive social impact.

Youth and social inclusion

CACT's Youth and Social Inclusion programme operates across Bexley, Greenwich and Kent with expenditure of £2,180,000 (2015 - £2,343,000).

Youth and social inclusion encompasses a diverse range of initiatives with the common theme of providing activities and opportunities to young people who may be socially excluded.

In 2012 - 2013 CACT was commissioned by the Royal Borough of Greenwich to deliver the Council's universal youth service including the disability youth service for 3 years. After meeting and often exceeding targets, CACT was re-commissioned to deliver the services for a further three and a half years from October 2015.

The Greenwich Youth Service is a Universal and open-access service for young people living or going to school within the Borough, aged 10 - 19 years old (up to 25 for young people with disabilities).

A diverse range of activities and projects are delivered in different venues, including clubs, schools and on sports courts. Activities include sport, arts and craft, cookery, youth clubs, as well as more specific programmes directed at targeted young people, such as one to one mentoring, employment and education programmes, homework classes and disability specific sessions/trips.

As well as giving young people a safe place to participate in different activities, socialise and receive support, the Youth Service also offers opportunities to gain nationally recognised awards, qualifications and accreditations.

Public benefit and achievement (continued)

Youth and social inclusion (continued)

The Duke of Edinburgh (DofE) Award programme is an example of this and CACT's staff have continued to develop this area of work. Two members of staff attended a special presentation at Buckingham Palace to celebrate the Diamond Anniversary of the Award.

The DofE Award provides opportunities for young people to develop valuable life-skills including confidence building, commitment, resilience and team work. In 2015 staff encouraged and recruited 86 young people to embark on the Bronze Award and 28 onto the Silver Award. With help and support from youth workers, 46 young people proudly achieved the Bronze Award and others are working hard to complete the courses.

The youth service also provided another exciting opportunity for young people to showcase their talents on stage at The Indigo2 through the 'Perform 15' talent competition at CACT's annual Charity Concert.

CACT continued to work as a delivery partner for the National Citizen Service (NCS) network with the prime contractor CXK. 629 young people started the NCS programme that includes residential placements for all participants. 591 young people completed the programme which represents an excellent 94% retention rate. Staff supported the young people to deliver over 17,730 voluntary hours community service, making a positive impact through the delivery of social action projects that help equip young people with important life skills.

CACT delivered another successful Greenwich Invitational Football Tournament over a six week period, engaging 570 participants, including 90 girls. A total of 72 teams took part and eight teams went through to the final rounds competing for the winning trophy and prizes. The tournament was supported by the Canary Wharf Construction Association, Royal Borough of Greenwich, the Greenwich Chlamydia Team and CACT's own Health Improvement Team.

Football and sports development

The expenditure for the Football and Sports Development programme was £1,207,000 (2015 - £948,000).

Football and sports development encompasses a wide range of activities ranging from Toddler Soccer, Charlton Challenge, multi-sports programmes, targeted sports and activities programmes, Saturday morning clubs, breakfast and after-school clubs, coaching during school time to cover planning, preparation and assessment (PPA) time in schools, to Post 16 football and educational Academies, Advanced Centres and Coach Education, covering the areas of Bexley, Greenwich, Bromley and Kent.

CACT delivered 183 football and multi-sports courses during the school holidays, attended by over 6,500 boys and girls aged 5 – 15 years across Bexley, Bromley, Greenwich and Kent.

CACT's football development advanced programme is delivered from two centres with a total of 170 boys. The programme provides exit routes for talented players into the Advanced Centres. These are for boys aged 6-15, recommended by CACT coaches from football courses and sports development initiatives.

Public benefit and achievement (continued)

Football and sports development (continued)

The centres offer a potential stepping-stone to the Charlton Athletic Youth Academy and have proved to be a source of talent for Charlton Athletic Football Club. In total, the Advanced Centres have produced 26 professional players. During the 2015/16 season former Academy player, Karlan Ahearne-Grant made his CAFC first team debut.

A variety of coach education programmes including Football Association Level 1 and Level 2 qualifications were also delivered to people aged 16 plus. The courses equip students with qualifications and essential skills including safeguarding and first-aid that enhance employability skills. This programme links into the traineeship programmes also delivered by CACT, to help young people prepare for the world of work, with support for CV writing, interview process and work placements. CACT delivered the FA Level 1 to 60 inmates at one of the UK's category A prisons, Belmarsh in Thamesmead, and 83% of inmates successfully completed the course.

CACT has worked with the L & Q Housing Association since 2012 delivering sports and creative arts holiday programmes for residents in Greenwich to engage young people into positive activities to improve social, emotional and destination prospects. Following positive feedback and high engagement levels, CACT were successful with a funding application to co-ordinate the "One Goal" programme with eight London football clubs across 22 London boroughs. In 2015/16 over 14,800 young people aged 5 – 21 engaged in a range of activities and CACT have been commissioned to deliver the programme for a further two years.

The case study illustrates the positive impact of the One Goal programme:

Case Study 1

ZWK, a ten year old pupil from Greenwich participated in the One Goal project at the Woolwich YMCA.

Like most ten year old boys ZWK enjoyed playing sport but also had a keen interest in music. During the school holidays ZWK attended several sessions, part of the One Goal programme including DJ and music-workshops that proved very popular.

The music workshops soon fostered ZWK's passion and confidence for music and he knew he wanted to pursue a musical career. In April 2015 ZWK auditioned for the role as the young Michael Jackson in the West End production of 'Thriller Live' which he was delighted to win.

The 2015 One Goal programme was launched at The Valley and attended by the funders L&Q, and representatives from the other eight football clubs. ZWK attended the launch and was happy to explain how the opportunity to attend the music and DJ workshops had impacted on him and affected the path he is now on, before willingly performing a song from Thriller.

This was highlighted further when ZWK performed to a much larger audience of 3,000 people at CACT's Charity Concert at the Indig02 in Greenwich.

Public benefit and achievement (continued)

Education

Expenditure on Education during the financial year was £923,000 (2015 - £1,152,000).

Some of CACT's education programmes are designed to offer alternative educational opportunities to young people who have, or who may be on the brink of being disengaged or excluded from mainstream school.

CACT's Alternative Provision (AP) formerly known as the Youth Achievement Foundation, achieved financial stability in its first year since re-structuring in September 2015. The AP secured 22 referrals throughout the academic year, surpassing the target of 20. This was largely due to the strong relationships with parent schools, a simplified curriculum offer along with a more robust and 'fit for purpose' behaviour policy that proved vital in reducing exclusions, improving attainment and achieving higher attendance.

The AP works with 15 schools across Bexley, Greenwich and Lewisham and CACT plans to apply for Independent School Status in September 2016.

The Kent Alternative Provision based its efforts on sustainability and growth during the past 12 months with some encouraging results; 82% of Year 11 students achieved 5 A-G grades at GCSE; the national average for Pupil Referral Units (PRU) provision is 69.8%.

New Line Learning (NLL) in Maidstone extended their alternative curriculum agreement with CACT by another year with a view to develop further from September 2016.

Funded through Flexible Support funding from Job Centre Plus (JCP), CACT staff worked with some of the most hard to reach young people who long term, had not been engaged in education, employment or training; often referred to as NEET's. Individual tailored support and guidance was given to individuals over a twelve week programme to assist them into employment, education or training. During the reporting period, 4 out of 10 young people were supported into sustained employment and therefore taken off the JCP unemployed register.

The following case study highlights the positive outcome of one young person who attended the AP in Kent.

Public benefit and achievement (continued)

Education (continued)

Case Study 2

DT was referred from mainstream school at the end of year 10, aged 14. Her school report highlighted constant disruption and a general poor and uninterested attitude to school with deteriorated levels of attendance of only 19%. Following some serious incidents and a series of fixed term exclusions, the school referred DT to CACT's AP for her year 11 studies. Things did not start well; DT failed to turn up for two planned induction meetings and when she eventually arrived her attitude was extremely poor. She was reluctant to engage with staff and showed little interest in completing her studies.

Despite some extremely challenging behaviour at times, staff continued to work with DT and encouraged and supported her through the transition to the AP. In the new environment and with intensive support, DT's attitude slowly began to change. There were spikes and troughs in behaviour patterns but by the end of the first-term there was significant improvement and DT then decided that she wanted to learn.

By the end of year 11, DT's attendance reached 89%, she achieved 6 GCSE's, completed a work-experience placement and then enrolled onto a FE college course.

DT told staff that she was grateful she moved to the provision, which was very different to school and gave her the opportunity to progress.

Health

Expenditure on Health during the year was £853,000 (2015 - £674,000)

In August 2015 following two successful tender applications, CACT was awarded contracts from the Royal Borough of Greenwich to deliver the health improvement community engagement road-shows and run the telephone and support contact centre. Both contracts started in October 2015 and run to 2020, with income of £1.6 million and £1 million respectively over the five year period, or £320,000 and £200,000 each year.

The contact telephone support centre is an integral part of the Council's public health and wellbeing offer. CACT's specialist Health Improvement staff provide behaviour-change support that includes help to quit smoking, increase physical activity, eat healthier, provide support for mental health issues and support on welfare rights, benefits checks and fuel-poverty advice. The telephone and support contact centre will play an important role in the future for the social prescribing agenda for Greenwich, working with GP's and pharmacists to find new ways to support clients. For example, instead of prescribing medication for depression the GP will refer clients to CACT's services to seek support on how to get active, through the successful "Greenwich Get Active" programme that can have a dramatic effect on a person's mood and wellbeing.

CACT delivered large scale social-marketing road-shows designed to target priority groups over periods of 2, 7, or 9 weeks on topics including cancer, smoke free homes and cars, Stoptober, Change for Life, healthy lifestyle checks, lung age and stop smoking projects. In total road-show campaigns engaged with over 88,000 people.

Public benefit and achievement (continued)

Health (continued)

CACT's fuel-poverty programme was delivered through outreach work and included home visits to support clients with ways of lowering their fuel bills. CACT's "Walking for Health" programme greatly increased the number of volunteers delivering walks in the community and was the subject of an interesting Radio 4 programme presented by Clare Balding.

CACT delivered a smoking prevention programme, "Smoke Screen" to 50% of year nine pupils in Greenwich primary schools. In addition, on behalf of Greener Greenwich, CACT delivered school assemblies on the benefits of walking to and from school and promoted the "In the Zone" walking project.

Since achieving the London Healthy Workplace Charter in 2015, CACT has continued to invest in a programme of work-place health initiatives that include ensuring health checks are available to all staff, promotion of lunchtime walking, jogging and running clubs and walking football.

On match days health checks continued at The Valley where a range of services designed to appeal to football fans are delivered; these will be extended over the next year.

The Men's Health programme, developed to challenge social isolation and promote healthy lifestyles also grew in popularity and a new men's weight management programme aptly called Football Fans in Training and Walking Football was introduced, which has proved very popular with clients.

The following case study illustrates the positive impact of some of the Greenwich Get Active activities:

Case Study 3

JB had been attending Active for Health classes for some time and was introduced to further activities on offer from there. She now loves the walking sessions via Greenwich Get Walking and has brushed up on her culinary skills at cooking classes.

JB said: "Friends from Active for Health invited me to the walks and I enjoyed them straight away. I don't like to be bored or lonely so all these sessions helped me make new friends, talk to people and keep well.

"Keeping active and healthy is a wonderful thing for your mind and body and it's great to have that encouragement during the classes and walks."

While she already classed herself as a good cook, she still gained a great deal from the cookery classes provided as part of the programme: "They were really fun. I've been cooking for years but these sessions showed me there's always something new to learn!"

"It was nice to be reminded that you should measure things you add to food such as salt and sugar, as well as check the ingredients on tins, things like that. While I knew I could cook, bringing these things to the front of my mind has really helped me live a much healthier lifestyle."

Public benefit and achievement (continued)

Disability and mental health

Expenditure for Disability and Mental Health programmes was £441,000 (2015 - £350,000).

CACT's Disability programme delivers sessions for children and adults with a range of disabilities. These include programmes designed to meet the needs of particular groups such as deaf, or hearing-impaired people and the Down's syndrome football project, known as the Charlton Upbeats.

CACT also delivers the Greenwich Disabled Youth Service as part of the youth service provision. The programme works with children and young people aged 10-25 with a range of disabilities and includes weekly sessions and summer holiday programmes, including residential "short-breaks". The programme runs nine sessions per week attended by over 70 disabled young people.

A second successful Charlton Upbeats day took place with a nine-mile sponsored walk from the training ground to The Valley. Following the success of the 2015 walk, CACT aimed to improve the quality of the event and engage more supporters to support the Upbeats in their fixture with the Derby County Down's syndrome team that preceded CAFC's home match against Derby. 210 walkers took part on the sponsored walk that helped huge social-media reach on the day that resulted in fundraising a total of £31,500; an increase on the £16,000 raised the previous year. This funding will allow the programme to progress and develop further and expand into Kent.

CACT won the Disability Rights Award for the Charlton Upbeats programme at the prestigious Football for Good Awards. The award was in recognition of promoting inclusion and participation of disabled adults and children through football.

CACT's Ability Counts Football programme, held at Crook Log Leisure Centre in Bexley, was attended by 32 young people with a range of disabilities each week. CACT's Ability Counts Football Club is attended by 60 – 75 disabled children and adults each week and takes place at the training ground.

CACT's mental health strand has a variety of programmes primarily aimed at people who have suffered from mental health issues, supporting and helping their recovery by engaging in activities including sports, leisure, social, art and cultural projects. CACT works in partnership with other support services to assist recovery and improve young people's emotional wellbeing, re-build confidence levels, create positive relationships and re-integrate into mainstream society.

CACT continued to develop the positive relationship with Oxleas NHS Foundation Trust and delivered the programmes in Bexley, Bromley and Greenwich to those aged 16 – 65.

Public benefit and achievement (continued)

Disability and mental health (continued)

Following the positive results and impact of the programme, Oxleas commissioned CACT to deliver a 12 week-pilot project aimed at people aged 65+ with a mental health diagnosis. The programme offered a varied range of activities including sporting, leisure, art and cultural based events to enhance participants' physical, health and wellbeing. The project was delivered by non-clinical staff in non-clinical settings. The project supported the relationship between participants and the secondary care-services; it also profiled further the positive effect of the co-working collaboration between secondary healthcare-services and the voluntary sector.

The following case study illustrates the positive impact of the early intervention psychosis programme:

Case Study 4

When JM joined the Early Intervention Psychosis programme in 2013 she was extremely unwell. She suffered from low self-esteem, was in supported living and taking high levels of medication. JM was referred from Oxleas NHS Foundation to CACT's weekly programme; run jointly between CACT and Oxleas.

Although it was daunting for JM to start something new, once she attended the first session she started to feel comfortable, and soon began to take part in all activities on offer from theatre trips to water skiing. She really pushed herself to take part in new challenges and showed a real passion for the sessions, helping staff shape future activities by providing constructive input from her perspective. After a few months, JM was welcoming and mentoring new service-users as she understood first-hand how they were feeling.

JM's mental health and wellbeing improved week on week and over the last 2 years JM has completed some fantastic milestones: Firstly she moved from supported to independent living, her medication is now drastically reduced and she is soon to be discharged from the mental health services. In addition, JM is an invaluable peer mentor on the programme and she also gained part-time employment as an administrator on CACT's youth service disability programme.

JM strongly believes that the close partnership of Oxleas NHS and CACT, taking part on the programme, and getting back into work have been major factors in her recovery process and said;

"This programme, really eases your recovery. Being around people who have similar experiences has been massive for me, for acceptance and non-judgement factors. The activities themselves, getting outdoors and facing our fears, doing things that are exciting and fun. There is a great team of staff and everyone gets on with each other. You feel supported and accepted, as even my friends and family don't really understand mental health problems, so being with people who have got experience of it really makes a difference."

Public benefit and achievement (continued)

Equality and diversity

The expenditure for Equality and Diversity programmes during the year was £134,000 (2015 - £173,000).

Equality and Diversity is an integral part of CACT's activities and permeates across all programmes and aims to:

- ◆ Tackle inequality and discrimination
- ◆ Promote social inclusion
- ◆ Build community cohesion
- ◆ Work with disadvantaged communities and underrepresented groups.

This year's programme included a very successful Multi-Faith project delivered in partnership with Greenwich Islamic Centre (GIC). This included an Inter-Faith sports programme and a Seminar Series delivered at GIC, which focused on promoting social integration within the local community.

A very successful CACT Equality and Diversity Training programme was developed which is being delivered to all CACT staff and trustees, and feedback has been very positive.

The annual Red, White and Black Day, in partnership with the Royal Borough of Greenwich and CAFC, took place at the Brighton match at The Valley. The game highlights the work CACT and CARE delivers in relation to promoting equality and inclusion. The game also forms part of the Kick Racism Out of Football or "Kick it Out" and the Football Against Racism in Europe (FARE) Campaigns.

CACT were recognised by the Professional Footballers Association (PFA) as one of the top two professional football Clubs across the whole of the Football League to demonstrate *Best Practice* in relation to promoting equality and inclusion. This was following an extensive research project undertaken by the PFA, who received information from 87 of the 92 clubs. As a result, CACT were invited to form part of the PFA steering group to formulate a "Best Practise Strategy" document, which will be "Shared with the Game".

CACT also organised and delivered a successful conference as part of Inter-Faith Week in 2015, as the case study illustrates:

Public benefit and achievement (continued)

Equality and diversity (continued)

Case Study 5

Working in partnership with Charlton Athletic Football Club (CAFC), CACT held the first Inter-Faith Conference at CAFC's stadium at The Valley.

It was the first event of its kind to be held at a professional football club and was organised by CACT alongside the Greenwich Islamic Centre, (GIC), the Armed Forces, (Woolwich Barracks), the Metropolitan Police and Project Mosaic. The aim of the conference was for local community representatives to be given the opportunity to enter into thought-provoking debate around issues relating to living in a multi-faith society, as well as exploring the positive aspects of living together, mutual understanding and shared values.

The Conference was an enormous success and seven major Faiths were represented at the event: Buddhist; Christian; Hindu; Islam; Judaism; Rastafarianism and Sikh.

An inspiring keynote address was delivered by Professor Sian Moore from the University of Greenwich on Diversity, Unity, Interfaith and Social Justice.

A "Question Time" discussion followed, with a panel made up of key local community representatives: Imam Ali Omar (Greenwich Islamic Centre and Armed Forces Muslim Forum), Colonel John Grinstead (Deputy Chief of Staff, London District), Reverend Erica Wooff (Rector – Charlton United Benefice), Chief Inspector Darren Cox (Metropolitan Police) and Councillor Denise Scott McDonald (Royal Borough of Greenwich; Joint Chair, CACT /CARE Partnership). Each panellist answered a range of questions from the audience on the positive aspects of living together in a multi-faith society.

The event finale was a Q&A with CAFC Players Alou Diarra and Franck Moussa, hosted by the Reverend Matt Baker (Pastoral Support Director in English Football). One player is a Born- Again-Christian and the other, a practising Muslim. Both players spoke openly about the meaning of their Faith to them as individuals, and how it has impacted on their football careers.

Over 200 community representatives attended the Conference which clearly demonstrated unity, cohesion and inclusion and showed how different faiths can work positively together.

Feedback was extremely positive summed up by a comment from a participant: "*Coming together like this, discussing the importance of our Faith, helps us to see that there is more that joins us, than separates us*". (Evaluation, Conference Participant 2015).

Financial report for the period

Income decreased slightly from £5.6 million in the previous financial year to £5.5 million in the year to 31 March 2016. The decrease primarily reflects reduced income from donations. Total income from charitable activities was essentially unchanged compared with the year before, with the lower value of the Greenwich Youth Service contract being offset by growth in Football and Sports Development programmes.

Total expenditure increased slightly from £5.7 million in the 2014/15 financial year to £5.8 million this year. This is mainly attributable to higher football and sports development and health improvement costs, offset by reductions in expenditure on Greenwich Youth Service and Education, reflecting changes in the levels of activity in these areas.

The overall result is net expenditure of £312,000 compared with net expenditure of £86,000 in the last financial year. £101,000 of the net expenditure reflects timing differences on restricted funds, where some income was received in the previous year to pay for service delivery in this year. The balance primarily reflects lower free reserves due to unrestricted expenditure exceeding income. Included within the reduction in free reserves is £70,000 costs related to GYS restructuring. As at 31 March 2016 total restricted funds stood at £792,000 and unrestricted funds at £575,000 (excluding a provision for pension liabilities of £119,000).

Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of month's expenditure based on annual expenditure of around £5m, the trustees have determined that free reserves in the range of between one and three month's expenditure should be maintained. As at 31 March 2016 free reserves stood at £513,000 (excluding the pension provision). This is equivalent to 1.1 months' of expenditure which is at the lower end of the agreed range. In an increasingly uncertain funding environment the trustees would like to increase reserves towards the middle of the range.

Free reserves are stated before deduction of a £119,000 pension reserve to cover CACT's share of the Royal Borough of Greenwich Pension Fund, in respect of employees who were transferred to CACT in 2012 under a TUPE arrangement. The liability is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2013, updated for changes in demographic and financial assumptions since that date.

Risk management

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and mitigation actions put in place throughout the year. All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on an annual basis, the last review taking place in December 2015. The most significant risks (ranked according to the adjusted risk score after taking into account mitigating actions), are:

- ◆ Potential inability to cover core costs with unrestricted income; and
- ◆ Other organisations deliver programmes currently offered by the Trust.

Financial report for the period (continued)

Risk management (continued)

The impact of the inability to cover core costs would be possible redundancies, as central expenditure would need to be reduced to match unrestricted income. The risk is mitigated by including all costs associated with delivery in funding bids. In addition, the trustees and executive team are working on a programme of fundraising schemes and sponsorship opportunities that would generate unrestricted income to offset core costs.

Other organisations delivering programmes that are now offered by CACT would also potentially result in redundancies and the loss of key staff to other organisations. The risk is mitigated by a focus on quality and cost-effectiveness in the delivery of programmes.

The trustees are satisfied that all necessary steps are being taken to mitigate exposure to risks and manage them appropriately.

Events since the year end

The trustees are satisfied that there have been no events since the year-end that have had a significant effect on the charity's financial position.

CACT future plans

CACT will run a series of fund raising events and high profile functions to coincide with the 25th anniversary of the Community Programme. 2017 denotes 25 years since the Community Programme was set up and CACT will look to maximise opportunities around this milestone.

CACT will promote the new Values throughout all programmes and a three year business plan will commence from 1 April 2016.

CACT will endeavour to secure extended agreements with corporate companies for the front and back shirt sponsorship, and the seven patron strands.

CACT will develop a new website which will include the Youth Service and a new CRM System.

CACT will continue to review the composition of the board of trustees to ensure it has the appropriate skills required for future development. Trustees will seek to ensure the views of young people and beneficiaries are represented in the governance of the Trust.

CACT will ensure the new staff management system is implemented to capture real-time data which will allow CACT to monitor and evaluate programmes and outputs more effectively.

CACT will continue to work in partnership with CAFC on the development of an education, health and sporting hub which will include the extension and refurbishment of the current Community Trust Office. 25 year lease agreements relating to occupancy of the building and for the new 3G astroturf pitch will be put in place.

CACT future plans (continued)

CACT will ensure budget and operational plans are monitored regularly through the executive team, sub-committees and trustees' quarterly meetings.

CACT will continue to review policies and procedures and keep up-to-date any documents in line with any changing legislation and charity commission guidelines.

Statement of trustees' responsibilities

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

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

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

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

Each of the trustees confirms that:

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

This confirmation is given and should be interpreted in accordance with the provisions of §418 of the Companies Act 2006.

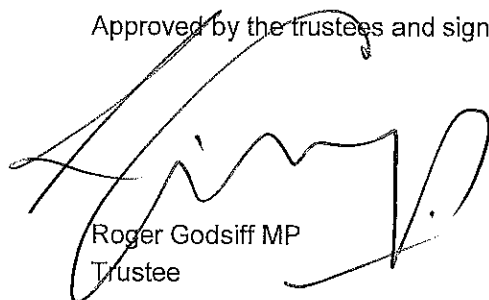
Statement of trustees' responsibilities (continued)

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

Thanks

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

Approved by the trustees and signed on their behalf by:



Roger Godsiff MP
Trustee

Approved by the trustees on:

7th September 2016

Independent auditor's report to the members and trustees of South of England Foundation

We have audited the financial statements of the South of England Foundation for the year ended 31 March 2016 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the principal accounting policies and the related notes. The financial reporting framework, the consolidated statement of cash flows that has been applied in their preparation is applicable law United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland.

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the charity's trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and the regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity, the charity's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

The trustees are also the directors of the charitable company for the purposes of company law. As explained more fully in the statement of trustees' responsibilities in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and Section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. In addition, we read all the financial and non-financial information in the trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- ♦ give a true and fair view of the state of the groups' and the parent charitable company's affairs as at 31 March 2016 and of the group's income and expenditure for the year then ended;
- ♦ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ♦ have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the trustees' report for the financial period for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

The Companies Act 2006 requires us to report to you if, in our opinion:

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

We have nothing to report in respect of these matters.



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

4/11/16

Consolidated statement of financial activities Year to 31 March 2016

	Notes	Unrestricted funds		Restricted funds		Total funds 2016	Total funds 2015
		General funds £'000	Designated funds £'000	Revenue projects £'000	Capital development £'000	£'000	£'000
Income:							
Donations	1	177	—	607	—	784	893
Income from charitable activities	2	3,844	—	839	—	4,683	4,714
Income from other trading activities	3	45	—	—	—	45	35
Investment income		1	—	—	—	1	1
Total income		4,067	—	1,446	—	5,513	5,643
Expenditure:							
Cost of raising funds	4	87	—	—	—	87	89
Expenditure on charitable activities	5						
· Youth and social inclusion		1,837	3	340	—	2,180	2,343
· Football and sports development		1,115	4	65	23	1,207	948
· Education		883	1	39	—	923	1,152
· Health		156	2	679	16	853	674
· Disability and mental health		180	7	254	—	441	350
· Equality and diversity		19	—	115	—	134	173
		4,190	17	1,492	39	5,738	5,640
Total expenditure		4,277	17	1,492	39	5,825	5,729
Net expenditure before transfers	7	(210)	(17)	(46)	(39)	(312)	(86)
Transfers between funds	14	4	12	(16)	—	—	—
Net expenditure for the year		(206)	(5)	(62)	(39)	(312)	(86)
Other recognised losses							
Actuarial gains (losses) on pension scheme	16	180	—	—	—	180	(76)
Net movement in funds		(26)	(5)	(62)	(39)	(132)	(162)
Reconciliation of funds:							
Fund balances brought forward at 1 April 2015		420	67	478	415	1,380	1,542
Fund balances carried forward at 31 March 2016		394	62	416	376	1,248	1,380

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

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

Charity statement of financial activities Year to 31 March 2016

	Unrestricted funds		Restricted funds £'000	2016 Total funds £'000	2015 Total funds £'000
	General funds £'000	Designated funds £'000			
Income:					
Donations	187	—	607	784	896
Income from charitable activities	3,844	—	839	4,683	4,714
Income from other trading activities	14	—	—	14	13
Investment income	1	—	—	1	1
Total income	4,046	—	1,446	5,492	5,624
Expenditure:					
Cost of raising funds	87	—	—	87	89
Expenditure on charitable activities	(4,169)	14	1,508	5,691	5,596
Total expenditure	(4,256)	14	1,508	5,778	5,685
Net expenditure before transfers	(210)	(14)	(62)	(286)	(61)
Transfers between funds	4	12	(16)	—	—
Net expenditure for the year	(206)	(2)	(78)	(286)	(61)
Other recognised losses					
Actuarial gains (losses) on pension scheme	180	—	—	180	(76)
Net movement in funds	(26)	(2)	(78)	(106)	(137)
Reconciliation of funds:					
Fund balances brought forward at 1 April 2015	417	26	508	951	1,088
Fund balances carried forward at 31 March 2016	391	24	430	845	951

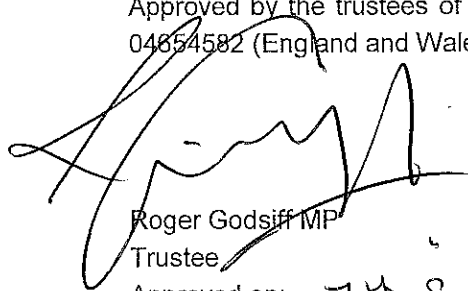
All of the charity's activities in the above two financial periods were derived from continuing operations.

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

Group and charity balance sheets 31 March 2016

	Notes	Group 31 March 2016 £'000	Group 31 March 2015 £'000	Charity 31 March 2016 £'000	Charity 31 March 2015 £'000
Fixed assets:					
Tangible fixed assets	10	438	482	37	55
Investments	11	—	—	—	—
Total fixed assets		438	482	37	55
Current assets:					
Debtors due within one year	12	1,012	952	984	946
Short term deposits		—	400	—	400
Cash at bank and in hand		842	524	835	510
Total current assets		1,854	1,876	1,819	1,856
Liabilities:					
Creditors: amounts falling due within one year	13	(925)	(817)	(892)	(799)
Net current assets		929	1,059	927	1,057
Total net assets excluding pension liability		1,367	1,541	964	1,112
Net pension liability		(119)	(161)	(119)	(161)
Total net assets		1,248	1,380	845	951
The funds of the charity:					
Restricted funds	14				
. Relating to fixed assets		376	415	13	29
. Other		416	478	417	479
		792	893	430	508
Designated funds					
. Fixed asset fund	15	62	67	24	26
Unrestricted funds					
. General fund		513	581	510	578
. Pension reserve	16	(119)	(161)	(119)	(161)
		394	420	391	417
		1,248	1,380	845	951

Approved by the trustees of South of England Foundation, Company Registration Number 04854582 (England and Wales) and signed on their behalf by:



Roger Godsiff MP
Trustee

Approved on: 7th September 2016.

Consolidated statement of cash flows Year to 31 March 2016

	Notes	2016 £	2015 £
Cash flows from operating activities:			
Net cash used in operating activities	A	(71)	(112)
Cash flows from investing activities:			
Interest received		1	1
Purchase of tangible fixed assets		(12)	(7)
Net cash used in investing activities		(11)	(6)
Change in cash and cash equivalents in the year		(82)	(118)
Cash and cash equivalents at 1 April 2015	B	924	1,042
Cash and cash equivalents at 31 March 2016	B	842	924

Notes to the consolidated statement of cash flows for the year to 31 March 2016.

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

	2016 £	2015 £
Net expenditure (as per the statement of financial activities)	(312)	(86)
Adjustments for:		
Depreciation charge	56	71
FRS 102 pension charge	138	(26)
Interest received	(1)	(1)
Increase in debtors	(60)	(101)
Increase in creditors	108	31
Net cash used in operating activities	(71)	(112)

B Analysis of cash and cash equivalents

	2016 £	2015 £
Cash at bank and in hand	842	524
Short term deposits	—	400
Total cash and cash equivalents	842	924

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

Basis of preparation

These accounts have been prepared for the year to 31 March 2016.

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

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

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

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was needed. No restatements were required.

Critical accounting estimates and areas of judgement

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

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

- ◆ estimating the useful economic life of tangible fixed assets; and
- ◆ reviewing the assumptions used to calculate pension liability.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The trustees have made this assessment in respect to a period of one year from the date of approval of these accounts.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

Basis of consolidation

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

Although publication of the statement of financial activities for the charity alone may be dispensed with under exemptions in the Charity SORP and Companies Act rules, a separate statement of financial activities for the charity is presented as the trustees considered it adds useful information to the financial statements, although supporting notes to the charity's own statement of financial activities are not considered necessary.

Income recognition

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

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Gifts in kind donated to the charitable company for its own use are included in income and resources expended at their market value as at the time of the gift.

Expenditure recognition

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

Expenditure recognition (continued)

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

- ◆ Cost of raising funds is that portion of salary costs representing time expended in building partnerships and developing future projects, together with direct costs associated with that activity.
- ◆ Expenditure on charitable activities represent expenditure incurred directly, payments to partner organisations for the delivery of the charity's programmes of activity and support costs in operating the charity.
- ◆ Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity, and comprises personnel development, financial procedures, provision of office services and equipment and a suitable working environment. The costs are allocated to each charitable activity in proportion to the usage of these resources by each activity, as shown in note 5.
- ◆ Governance costs are those which are directly attributable to the management of the charity's assets, and the necessary legal procedures for compliance with statutory requirements. The costs are allocated to each charitable activity heading on the most appropriate basis as shown in note 5.

Tangible fixed assets

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

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

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Short term deposits

Short term deposits comprise monies held in deposits with maturity periods of more than 24 hours.

Cash at bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund accounting

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

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

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

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

Pension costs

Employees who were transferred to the charity under TUPE arrangements to deliver the Council's youth service provision are members of a defined benefit pension scheme administered by the Royal Borough of Greenwich. The charity became a participating employer during the year ended 31 March 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities.

1 Donations

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2016 £'000	Total funds 2015 £'000
Donations	7	49	56	159
Income from Patrons	114	4	118	77
Grants	56	554	610	657
2016 Total funds	177	607	784	893
2015 Total funds	260	633	893	

The largest grants received in the year were £115,000 from the Royal Borough of Greenwich for the "Short Breaks" disability programme, £51,000 from the Big Lottery Fund for the "Reaching Communities" mental health programme and £50,000 for the Premier League "Kicks" social inclusion programme.

The charity has received various professional services during the year as a gift in kind. However, due to the nature of services provided it is not possible to place a value on those services and therefore they have not been included in these financial statements.

2 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2016 £'000	Total funds 2015 £'000
Service delivery	2,120	830	2,950	2,803
Greenwich Youth Service	1,209	—	1,209	1,312
Fees from the delivery of projects	481	—	481	619
Other charitable Income	34	9	43	
2016 Total funds	3,844	839	4,683	4,714
2015 Total funds	3,901	812	4,714	

The largest amounts of service delivery income are £505,000 from the Royal Borough of Greenwich for health improvement services, £416,000 for delivery of the National Citizens Service youth programme, and £377,000 from L&Q housing for the "One Goal" football and sports development programme.

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

3 Income from other trading activities

	Unrestricted funds £'000	Total funds 2016 £'000	Total funds 2015 £'000
2016 Total funds: fundraising events	14	14	13
other trading income	31	31	22
	45	45	35
2015 Total funds	35	35	

4 Cost of raising funds

	Unrestricted funds £'000	Total funds 2016 £'000	Total funds 2015 £'000
Staff costs (note 8)	80	80	82
Other costs	7	7	7
2016 Total funds	87	87	89
2015 Total funds	89	89	

5 Expenditure on charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2016 £'000	Total funds 2015 £'000
Youth and social inclusion	1,840	340	2,180	2,343
Football and sports development	1,119	88	1,207	948
Education	884	39	923	1,152
Health	158	695	853	674
Disability and mental health	187	254	441	350
Equality and diversity	19	115	134	173
2016 Total funds	4,207	1,531	5,738	5,640
2015 Total funds	4,050	1,590	5,640	

The above costs can be reanalysed as follows:

	Total funds 2016 £'000	Total funds 2015 £'000
Direct staff costs (note 8)	3,036	2,982
Other direct costs	2,106	2,167
Support costs (notes 6)	596	491
	5,738	5,640

6 Support costs

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

	Governance costs £'000	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2016 £'000	Total funds 2015 £'000
Youth and social inclusion	10	178	27	215	219
Football and sports development	6	104	17	127	70
Education	5	80	11	96	85
Health	5	79	11	95	72
Disability and mental health	2	40	6	48	29
Equality and diversity	1	12	2	15	16
2016 Total funds	29	493	74	596	491

The above governance costs can be reanalysed as follows:

	Total funds 2016 £'000	Total funds 2015 £'000
Staff costs (note 8)	12	13
Legal and professional fees	2	2
Auditor's remuneration	14	12
Other costs	1	2
	29	29

7 Net expenditure for the year

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2016 £'000	Total funds 2015 £'000
Staff costs (note 8)	2,707	914	3,621	3,475
Operating lease rentals	17	6	23	25
Auditor's remuneration				
· Statutory audit services – charity	9	—	9	8
· Statutory audit services – subsidiary	3	—	3	3
· Other services	2	—	2	1
Depreciation	17	39	56	71

8 Employees and staff costs

	2016 £'000	2015 £'000
Staff costs during the period were as follows:		
Wages and salaries	3,168	3,170
Social security costs	243	259
Pension costs	61	50
FRS 102 pension charge (credit)	124	(26)
Other staff related costs	25	22
	3,621	3,475

2016 staff costs include £76,000 separation costs in relation to the restructuring of the Greenwich Youth Service provision in December 2016.

The key management personnel of the charity in charge of directing and controlling, running and operating the charity comprise the trustees and executive team. The day-to-day management of activities is the responsibility of the executive team, which comprises the Chief Executive Officer, Chief Operating Officer, Director of Youth and Social Inclusion, Director of Education Sport and Health, and Director of Finance and Support Services. The total remuneration (including taxable benefits but excluding employer's pension contributions) of the key management personnel for the year was £414,401 (2015 - £351,749). The increase in remuneration compared with the year before reflects the fact that the full executive team was not in place until the last quarter of the 2015 financial year.

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

	2016	2015
£60,001 - £70,000	2	1
£70,001 - £80,000	1	1
£90,001 - £100,000	1	1
£110,001 - £120,000	1	1
	5	4

Payments to defined contribution pension arrangements in the year amounted to £5,435 (2015 - £5,039) in respect of the above employees.

	2016 £'000	2015 £'000
Staff costs have been charged as follows:		
Cost of generating funds (note 4)	80	82
Charitable activities (note 5)	3,036	2,982
Support costs (note 6)	493	398
Governance costs (note 6)	12	13
	3,621	3,475

8 Employees and staff costs (continued)

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

	Full-time	Part-time	Total 2016	Total 2015
Cost of generating funds	1	—	1	1
Charitable activities	75	143	218	227
	76	143	219	228
2015	61	167	228	

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its trustees and officers and to indemnify the directors or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the period totalled £1,148 (2015 - £1,060) and provides cover of up to a maximum of £1m (2015 - £1m).

As explained in the trustees' report, during the year Marilyn Toft was paid £2,400 (2015 - £6,000) plus VAT for services rendered as a consultant. These fees were paid in accordance with the Articles of Association and approved by the trustees, and have been accounted for as expenditure on charitable educational activities.

No other trustee received any remuneration or any reimbursed expenses from the charity during the period (2015 – none).

9 Taxation

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

10 Fixed assets

Group	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2015	569	60	66	171	866
Additions	—	—	12	—	12
Disposals	—	—	(15)	(15)	(30)
At 31 March 2016	569	60	63	156	848
Depreciation					
At 1 April 2015	184	19	52	129	384
Charge for year	23	2	9	22	56
Disposals	—	—	(15)	(15)	(30)
At 31 March 2016	207	21	46	136	410
Net book value					
At 31 March 2016	362	39	17	20	438
At 31 March 2015	385	41	14	42	482

10 Fixed assets (continued)

Charity	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 April 2015	60	171	231
Additions	12	—	12
Disposals	(15)	(15)	(30)
At 31 March 2016	57	156	213
Depreciation			
At 1 April 2015	47	129	176
Charge for year	8	22	30
Disposals	(15)	(15)	(30)
At 31 March 2016	40	136	176
Net book value			
At 31 March 2016	17	20	37
At 31 March 2015	13	42	55

11 Investments

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

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

The following is a summary of the financial statements of South of England Foundation (Community Facilities) Limited for the year ended 31 March 2016, which have been included in the consolidated financial statements.

	2016 £'000	2015 £'000
Turnover	97	54
Cost of sales	(106)	(72)
Gross loss	(9)	(18)
Amount released from deferred capital grants	25	25
Administrative expenses	(6)	(7)
Profit for the year before gift aid	10	—
Gift aid	(10)	—
Profit for the financial year	—	—
Retained profit at 1 April 2015	2	2
Retained profit at 31 March 2016	2	2
Called up share capital	—	—
Net assets at 31 March 2016	2	2

12 Debtors

	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
Amounts due from subsidiaries	—	—	7	1
Prepayments	164	82	162	79
Trade debtors	730	741	698	737
Other debtors	3	4	3	4
Accrued income	115	125	114	125
	1,012	952	984	946

13 Creditors: amounts falling due within one year

	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
Expense creditors	190	223	173	207
Social security and other taxes	85	91	84	94
Accruals	131	94	116	90
Deferred income	444	269	444	268
Wages and salaries	75	140	75	140
	925	817	892	799

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

14 Restricted funds

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

Group	At 1 April 2015 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2016 £'000
Youth and social inclusion funds					
Greenwich Commissioning	5	—	(5)	—	—
Premier League Kickz	18	50	(33)	—	35
Street Violence Ruins Lives	22	30	(47)	—	5
Orbit Housing	7	55	(54)	—	8
Bexley Commissioning	20	80	(96)	—	4
Sportivate Kent	2	9	(7)	—	4
Flexible Support Fund	—	58	(50)	—	8
Charles Hayward	—	27	(24)	—	3
Children in Need	—	23	(17)	—	6
Awards for All	—	8	(5)	—	3
Medway East S.I.	—	2	(2)	—	—
	74	342	(340)	—	76
Football and sports development funds					
Advance Centre	1	13	(13)	—	1
Bursary Fund	4	3	(2)	—	5
Women's and Girls	—	7	(8)	—	(1)
Bexley Family Fitness	11	20	(4)	—	27
Football Ferrero	4	22	(23)	—	3
Premier League Schools	10	7	(10)	—	7
NRG Thanet	—	5	(5)	—	—
	30	77	(65)	—	42
Education funds					
Employment & Skills Bexley					
Volunteering	2	36	(38)	—	—
Employment Mobility	—	20	(1)	—	19
	2	56	(39)	—	19
Health funds					
Greenwich Get Active	60	26	(86)	—	—
Kick the Habit - Walker	17	—	(39)	40	18
Kick the Habit - Call Centre	15	33	(48)	—	—
Kick the Habit - Roadshow	37	83	(120)	—	—
Kick the Habit	142	—	(7)	(40)	95
Kick the Habit - 2014-15	15	92	(107)	—	—
Kick the Habit - General	16	—	—	(16)	—
Health Community Outreach	—	163	(163)	—	—
Contact and Telephone Support	—	109	(109)	—	—
	302	506	(679)	(16)	113

14 Restricted Funds (continued)

Group	At 1 April 2015 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2016 £'000
Disability and mental health funds					
Charlton Upbeats	—	39	(16)	—	23
Kent Mental Health	7	41	(40)	—	8
Inclusive United	4	4	(5)	—	3
Oxleas Mental Health	11	22	(27)	—	6
Reaching Community	2	55	(53)	—	4
Awards for All	10	—	(10)	—	—
Short Breaks	—	141	(88)	—	53
Oxleas Up and at 'em	—	3	(3)	—	—
ASD Youth Provision	—	46	(12)	—	34
	34	351	(254)	—	131
Equality and diversity funds					
CARE	(1)	64	(50)	—	13
Woolwich United	35	—	(35)	—	—
Sportivate CARE	2	—	(2)	—	—
CARE United	—	30	(10)	—	20
CARE	—	20	(18)	—	2
	36	114	(115)	—	35
Revenue projects total funds	478	1,446	(1,492)	(16)	416
Relating to fixed assets					
Spaces for Sports Scheme	386	—	(23)	—	363
Other fixed assets	29	—	(16)	—	13
	415	—	(39)	—	376
Total restricted funds	893	1,446	(1,531)	(16)	792

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

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

15 Designated fund

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

Group	At 1 April 2015 £'000	Movement for the year £'000	At 31 March 2016 £'000
Fixed asset fund	67	(5)	62

Charity	At 1 April 2015 £'000	Movement for the year £'000	At 31 March 2016 £'000
Fixed asset fund	26	(2)	24

16 Pension commitments

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

The financial assumptions used to calculate Scheme liabilities under FRS 102 are as follows:

	At 31 March 2016 % pa	At 31 March 2015 % pa
RPI increases	3.4	3.4
CPI increases	2.5	2.6
Salary increases	4.0	4.1
Pension increases	2.5	2.6
Discount rate	3.9	3.5

The mortality assumptions used were as follows:

	2016 years	2015 years
Longevity at age 65 for current pensioners		
. Men	23.8	23.7
. Women	25.0	24.8
Longevity at age 65 for future pensioners		
. Men	26.1	26.0
. Women	27.3	27.2

16 Pension commitments (continued)

The assets in the Scheme were as follows:

	Value at 31 March 2016 £'000	Value at 31 March 2015 £'000
UK equities	13	10
Overseas equities	70	39
Other bonds	72	40
Property	45	22
Cash	7	3
Unitised insurance policies	84	51
UK & overseas unit trusts	91	51
Total market value of assets	382	216
Present value of Scheme liabilities	(501)	(377)
Deficit in the Scheme	(119)	161

Total expenditure recognised in the Statement of Financial Activities.

	2016 £'000	2015 £'000
Current service cost	60	51
Net interest cost	14	—
Liabilities assured (settlements received)	91	(48)
Total expenditure recognised in the SOFA	165	3

The cumulative amount of actuarial gains and losses recognised in the Statement of Financial Activities is a gain of £70,000.

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

	2016 £'000	2015 £'000
Scheme liabilities at 1 April 2015	377	211
Current service cost	60	51
Interest cost	32	11
Contributions by Scheme participants	11	14
Actuarial (gains) losses	(182)	90
Liabilities assured	203	—
Scheme liabilities at 31 March 2016	501	377

The next actuarial valuation of the Scheme will be undertaken as at 31 March 2016 and will set contributions for the period from 1 April 2017 to 31 March 2020.

The best estimate of contributions to be paid by the employer to the Scheme for the year ending 31 March 2017 is £31,000.

16 Pension commitments (continued)

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

	2016 £'000	2015 £'000
Scheme assets at 1 April 2015	216	100
Interest on Scheme assets	18	11
Actuarial (losses) gains	(2)	14
Contributions by employer	27	29
Contributions by scheme participants	11	14
Settlement prices received	112	48
Fair value of Scheme assets at 31 March 2016	382	216

Movement in deficit during the year.

	2016 £'000	2015 £'000
Scheme deficit at 1 April 2015	(161)	(111)
Current service cost	(60)	(51)
Employer contributions	27	29
Net finance cost	(14)	—
Settlements and curtailments	(91)	48
Actuarial gains (losses)	180	(76)
Scheme deficit at 31 March 2016	(119)	(161)

17 Lease commitments

Operating lease commitments

At 31 March 2016 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Land and buildings		Office equipment	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Operating leases payments due:				
Within one year	17	15	5	7
Between one and two years	17	—	4	3
Between two and five years	11	—	9	5

18 Related party transactions

Charlton Athletic Football Club Ltd (Charlton Athletic plc) operates a professional football club through its wholly owned subsidiary, Charlton Athletic Football Company Limited (together referred to as "Charlton Athletic"). The charity is supported by Charlton Athletic which provides office accommodation and management support. The value of this support during the financial period is not material and as such has not been quantified nor included in these financial statements.

18 Related party transactions (continued)

£44,011 (2015 - £5,300) was due from Charlton Athletic and included within debtors at the year end.

£18,394 (2015 - £264) was due to Charlton Athletic and included within creditors at the year end.

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

19 Analysis of net assets between funds

Group	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2016 £'000
Fund balances at 31 March 2016 are represented by:					
Tangible fixed assets	—	62	376	—	438
Debtors	712	—	—	300	1,012
Cash (including short term deposits)	680	—	—	162	842
Creditors: amounts falling due within one year	(879)	—	—	(46)	(925)
Pension liability	(119)	—	—	—	(119)
Total net assets	394	62	376	416	1,248

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2016 £'000
Fund balances at 31 March 2016 are represented by:					
Tangible fixed assets	—	24	13	—	37
Debtors	673	—	—	311	984
Cash (including short term deposits)	683	—	—	152	835
Creditors: amounts falling due within one year	(846)	—	—	(46)	(892)
Pension liability	(119)	—	—	—	(119)
Total net assets	391	24	13	417	845