



**COMMUNITY TRUST**

*At The Heart Of The Community*

South of England  
Foundation operating as

# Charlton Athletic Community Trust

## Annual Report & Consolidated Financial Statements

31 March 2020

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

Charity Registration Number  
1096222

# Welcome from the CEO



2019/20 was the first year of our new strategic plan and I am delighted to report that we have supported 46,778 people in our community during this period.

We strengthened our existing partnerships and formed new ones and Charlton Athletic Community Trust (CACT) was delighted to be awarded new contracts by the Royal Borough of Greenwich (RGB) to continue and grow our Health and Youth Service provisions. Oxleas NHS committed grant funding for a further 3 years to allow our work in the London Borough of Bexley and in Kent to continue supporting older people suffering with mental health and clients recovering from psychosis.

## Awards

In September 2019, we celebrated the first CACT Awards. Key partners, participants and staff were welcomed to the House of Lords by our Vice-President, Lord Michael Grade CBE who hosted the event. We were delighted to share with 200 invited guests stories and successes from the past year and recognise the achievements of individuals and external partners with awards on the night.

In early March 2020, we were back at the House of Parliament, this time to collect two English Football League Awards – Regional Community Club of the Year and Divisional Project of the Year, in recognition of our mentoring and street violence work.

## Coronavirus

By the end of the financial year the whole country was hit with the Covid-19 pandemic and all programmes paused from our usual face-to-face delivery. However alternative approaches to programme delivery were put in place that allowed “virtual” projects to be delivered online to engage with participants and provide vital support to the most vulnerable groups in our community.

CACT worked with RGB to develop the “Community Hub”, a single point of contact call centre, which provided much needed support and help for residents living in the Borough. CACT staff, not able to deliver their usual projects, were trained and mobilised to work with the health improvement team on the Community Hub.

I am incredibly proud of the team at CACT – staff, trustees and volunteers who have pulled together during the pandemic to show just how much they care by providing much needed support and services during a difficult period. My thanks to all staff for their dedication and commitment in delivering some incredible work.

## Thank you

I would like to thank David White, who retired from the trustee board after completing his third term of office. I am pleased that our recruitment process was successful, and we welcomed four new trustees to the board in June 2020.

In early April we were sad to hear the news that our Honorary Life President, \* Sir Maurice Hatter, had passed away. His support in the early years of CACT was instrumental in the growth of the charity and we thank him for his generosity over many years.

Finally, I would also like to thank everyone who has supported our work this year, by commissioning or funding our projects, attending events, making a donation, or as a corporate partner or patron. We are particularly grateful to Charlton Athletic Football Club, staff and players for their continued support of CACT.

**Jason Morgan MBE, Chief Executive**

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Registered Office  
& Operating Office

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

#### Company Secretary

Taylored  
Business Services

#### Auditor

Buzzacott LLP  
130 Wood Street  
London EC2V 6DL

#### Bankers

Bank of Scotland plc  
PO Box 54873  
London SW1Y 5WX

#### Legal/HR Consultants

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

#### Ambassadors

Dave Berry  
Paul Dunn MBE  
Keith Peacock  
Autumn Sherif  
Martin Simons  
Steve Sutherland

#### Website

[www.cact.org.uk](http://www.cact.org.uk)

# Trustees



**Peter Cousins FCA**

**Chair**



**Luke Ashworth**

**Vice-Chair**



**Martin Griffiths**



**Simon Charlick FCA**



**Calum Coker**



**Chris Lunn**



**Ken Palmer**



**Paul Statham**



**Marilyn Toft**

## Honorary Life President

**\*Sir Maurice Hatter**

**Vice-President**

**Lord Grade of  
Yarmouth CBE**

## Chief Executive Officer

**Jason Morgan MBE**

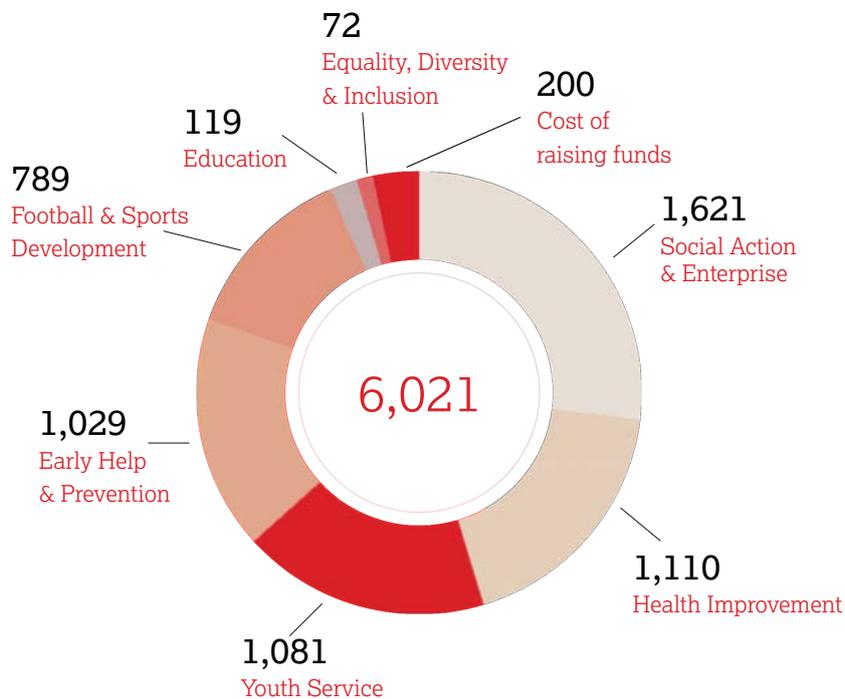
\* Please see Welcome from the CEO

The trustees are pleased to present their statutory report together with the financial statements of the South of England Foundation for the year ended 31 March 2020:

FINANCIAL HIGHLIGHTS	2020 £000's	2019 £000's
Total income	5,576	5,284
Total expenditure	<b>(6,021)</b>	(5,586)
Net expenditure	<b>(445)</b>	(302)
<b>Expenditure</b>		
<b>Charitable activities</b>		
Social Action & Enterprise	1,621	1,006
Health Improvement	1,110	991
Youth Service	1,081	1,117
Early Help & Prevention	1,029	961
Football & Sports Development	789	835
Education	119	318
Equality, Diversity & Inclusion	72	82
	<b>5,821</b>	5,310
<b>Cost of raising funds</b>	<b>200</b>	276
	<b>6,021</b>	5,586

The net expenditure of £445,000 in the financial year reflects £248,000 of planned spending in 2020 of legacy income received in 2017, £152,000 movement in general funds and £45,000 movement in restricted funds.

### Expenditure Breakdown (£000's)



# CACT

worked with

# 46,778

people in 2019/2020

# 40

young females took part in an 'International Women's Day' football tournament



# 59

young people attended CACT's EDI community sports engagement projects

# 11

Post-16 Academy players completed their FA Level 1 Coaching Qualification



CACT's Invicta FC now has

# 39

players

# 381

young people obtained a qualification whilst attending Young Greenwich



# 6,192

**YOUNG GREENWICH**  
YOUTH SERVICE

unique attendees



Engaged with

# 1,320

children through the Joy of Moving Programme



# 100+

young people attended the Young Greenwich Awards Ceremony



Young people who took part in our Football & Sports Development's activities who "like playing sports a lot" has increased from

# 43.14%

to

# 64.95%

# 95%

of young people improved their mental health and wellbeing on the Connect Programme

# 68

young people identified as NEET are now involved in education/training or employment

# 363

young people with disabilities have attended youth provision with Young Greenwich

# 5,281

blood pressure checks



# 1,617

young people completed National Citizen Service (NCS)



# 9,000+

hours of mentoring/group work

## Principal Aims & Objects

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

CACT's aims and objectives are captured in its vision, values and mission which were refreshed during the year following consultation with staff, trustees, volunteers, beneficiaries, key partners and stakeholders. These underpinned the development of CACT's new three year Strategic Plan effective from 1 April 2019 – 31 March 2022.

## Vision

**“ Empowering communities, changing lives ”**

## Values

- **Passion** - Fuels our work
- **Trust** - Safe & Sound
- **Engagement** - Stronger together
- **Respect** - Two-way & Vital
- **Equality** - Open & Fair
- **Inclusion** - That means you

## Mission Statement

**“ Based on the needs of the community, we will work in partnership to deliver high quality programmes with a lasting impact ”**

## Public Benefit & Achievement

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

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

### CACT's principal areas of work are:

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

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



# SOCIAL ACTION & ENTERPRISE

**This year saw 1,617 young people complete National Citizen Service (NCS) with CACT across South East London and Kent.** NCS is a youth programme designed specifically for 16 and 17-year-olds. The programme gives teenagers a crash course in life skills that inspire them to feel independent.

The third phase of NCS, Social Action, involves young people working together to help their community, by raising awareness or money for charity or supporting social causes. In total, CACT delivered 48,510 hours of Social Action across Bexley, North and West Kent.

New staff appointments including an NCS Manager and a newly created London Recruitment Officer role helped extend recruitment to the London Borough of Bexley, where 413 young people took part in NCS with CACT, including 398 in the summer.

CACT delivered NCS via our bespoke schools model to 144 young people at Wilmington Academy and Knole Academy in Kent. CACT also ran a bespoke ESOL (English as a second language) programme for 30 young people for Mid-Kent College on behalf of partners Ingeus.

CACT forged partnerships with key external partners to allow greater NCS delivery in future years and raise awareness about the programme. Charlton Athletic's match against Barnsley in February 2020 was dedicated to NCS, with staff setting challenges for young people to give them a taster of activities available on the programme. This was made possible by CACT's NCS team's partnership with the EFL Trust. Following its success, the matchday will be repeated next season.

One of the standout Social Action projects in West Kent saw participants post messages of support for those with mental health issues on bridges across Tonbridge. These included contact details for the Samaritans, who a number of people contacted to get the help they needed, later getting in touch with the NCS group to thank them. This achieved widespread local media coverage and won Participant-led Initiative of the Year at the CACT Awards held at the House of Lords in September 2019.





**1,617**  
young people  
completed  
National Citizen  
Service (NCS)



**48,510**

hours of social  
action across  
Bexley, North &  
West Kent



CACT delivered NCS  
via our bespoke  
schools model to

**144**  
young people

# Social Action & Enterprise

## Testimonials

“In recent years my students have grown accustomed to the professionalism and support of NCS staff and CACT’s delivery team. This year was no different; from the early stages of planning through to graduation and beyond, nothing is ever too much trouble. The team make everything run as smoothly as possible, even to the point of proactively providing financial assistance where needed. Always with a smile, the delivery team cannot be faulted for the manner in which they help our young adults to become better citizens. I am, and always have been, full of admiration for their efforts. On behalf of my kids, their parents and my school, thank you.”

Russell Turner, Knole Academy, Sevenoaks

“Working with Johnny, Georgie and Jemma this year was an easy, well-structured experience. We felt included in the team, and we had absolute confidence in their leadership. The social action projects ran well, and we were well supported by the various team leaders... It was a pleasure to work with everyone.”

Kathleen Sanders, Wilmington Academy

“My main involvement with the NCS programme this year was on the residential. Having accompanied students for three years running, it was evident that feedback from previous years had been taken on board. The communication from the team was fantastic - we had full involvement and were consulted with throughout. The activities were tailored to our student groups and staff were very flexible. All students had a fantastic time and have implemented the skills developed into their studies this academic year.”

Stacey Austin-Williams, Wilmington Academy

“The NCS programme was an excellent experience for my 16-year-old daughter. She gained team-working, leadership, self-confidence and social skills and has gained lifelong friends from this experience. Highly recommended to all 16-year-olds.”

Parent, Bexley NCS programme  
(Summer 2019)



“

**NCS was full of the funniest memories that my new friends and I will never forget.”**

Young person,  
Bexley NCS programme (Summer 2019)

# HEALTH IMPROVEMENT

CACT Health Improvement is a vibrant and culturally diverse strand whose vastly experienced staff team reflects the rich diversity found within the Royal Borough of Greenwich (RBG). The Health Improvement strand is primarily commissioned by RBG Public Health and Wellbeing. The overall aim of the department is to support and improve the health and wellbeing of people in the Borough.

The strand provides a range of services under five broad themes: health, social prescribing, food & fuel poverty, inclusive physical activity, and community connections.

This year saw the successful renegotiation and mobilisation of the new Live Well Greenwich service specification and contract which ensured CACT retained its position as a key deliverer of social prescribing in the RBG. This particularly focuses on people who face barriers; significantly, those with physical, mental, sensory, learning and complex disabilities and health conditions.

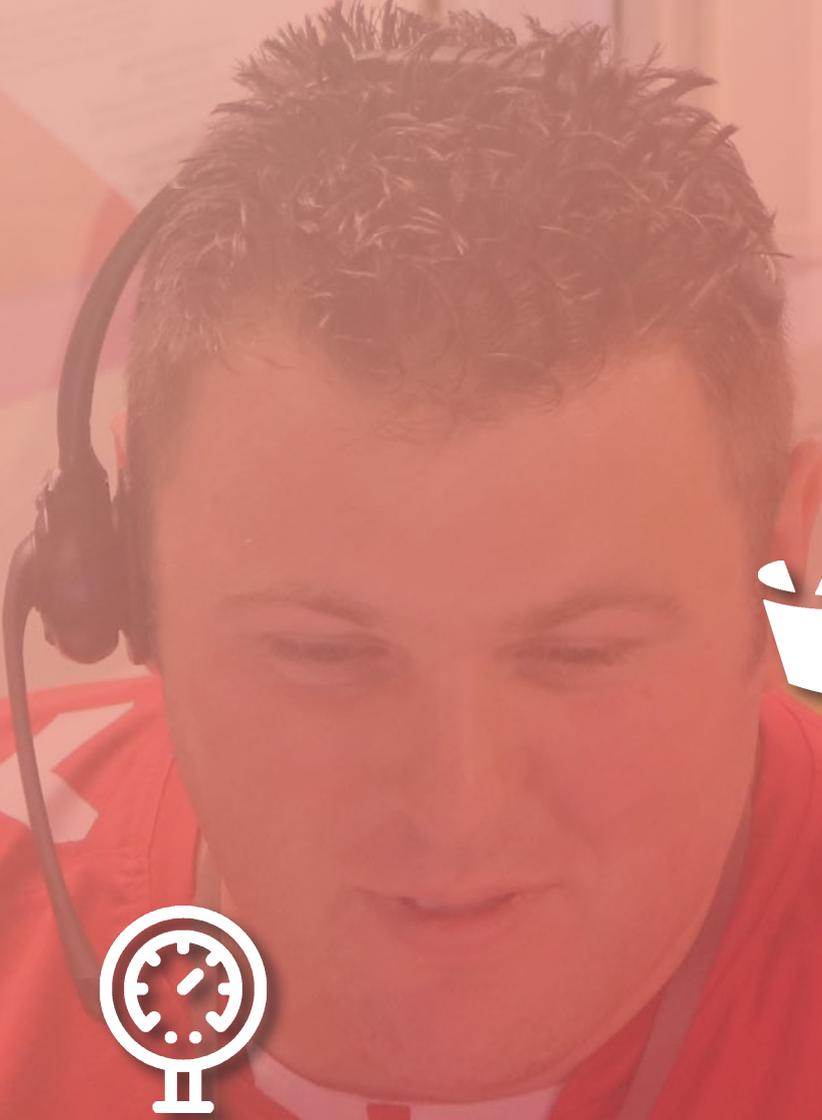
CACT continues to be contracted by Greenwich Health to provide a triage booking and referral service for LARC (Long Acting Reversible Contraception) and Smoking Cessation.

This year we have developed the delivery of two services funded by the English Football League Trust (EFLT). FIT Fans is a 12-week specialist weight management programme supporting both men and women through one-to-one group workshops and activities. The EFL Trust and Sport England-funded Extra Time Hub for over 55s saw its membership rise to over 200 with satellite projects to set up around the Borough.

CACT has worked more closely with the Clinical Commissioning Group and Primary Care through mobilising the Primary Care Network link worker programme. We have significantly developed the infrastructure, the contact telephone support centre and Live Well coaching programme, which provides face-to-face sessions of support forming key aspects of the Live Well Greenwich social prescribing programme. We secured additional funding from the NHS to supply additional social prescribers who are linked to the newly formed primary care networks (PCNs). This new contract when successfully mobilised will build key new relationships across the Borough community voluntary sector.

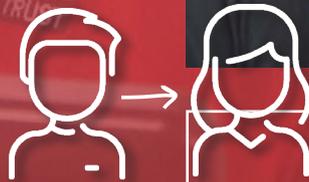
The programme has continued to grow in income, programmes, staff numbers, and educational workshops designed to develop current, new staff and volunteers. We continued our flagship Social Marketing Community Engagement programme with the culmination of the British Heart Foundation funded Hypertension Prevention project, exceeding the target of 10,000 blood pressure checks over the course of two years. In year two, 5,281 blood pressure checks were delivered in a number of different locations in the Borough including workplaces, town centres, community events and local pharmacies.

As the coronavirus pandemic and lockdown started to impact our community in March 2020, the Health Improvement team worked quickly in partnership with RBG to launch the Community Hub, which was used to support local residents over the subsequent few months.



**8,824**

health checks for  
people in RBG



**5,281**

blood pressure  
checks

**1,347**

people supported  
through social  
prescribing

# Health Improvement

## Case Study: Emile's Story

Emile Allen received the Participant of the Year award at the inaugural CACT Awards in 2019.

After the passing of his wife in 2018, 72-year-old Emile started to attend CACT's Bereavement Walk, run in partnership with Cruse.

Emile formed a strong bond with CACT's Health Improvement Manager, Charlie East, and was encouraged to attend CACT's Extra Time Hub, for over 55s. Emile went to Extra Time sessions every Wednesday and became close to CACT's Special Populations, Older People & Men's Health Lead, Matt Phillips.

As a result, Emile also started to attend CACT's Men's Health Social Evening every Monday. A lifelong football fan, Emile also decided to take up Walking Football with CACT.

Emile said:

**"I lost my wife... meeting all these people [through CACT programmes] is really great. I really enjoy myself. I can't wait on Monday to go to the men's social evening, Tuesday to play football and Wednesday to come to Extra Time. I really can't wait, I really enjoy myself."**



“

I love coming to all the sessions that I do with Charlton; I really, really enjoy it. I have met so many good people and made some great friends, and to be honest it has given me a purpose in life once again.”

Emile

# YOUTH SERVICE



Young Greenwich is a youth service delivered by CACT on behalf of the RBG. This year, an average of 70 sessions were delivered each week, offering young people aged 10-19-years-old a chance to attend one of the four main youth hubs in the Borough, as well as our partners' sessions that specialise in activities such as music, dance, judo, arts and crafts. **Last year, we engaged with 6,192 young people.**

In September 2019, the first ever Young Greenwich Awards Ceremony was held, to celebrate and recognise the achievements of young people from Young Greenwich's four main youth hubs. More than 100 young people attended the Awards.

36 young people went on a residential to Wales in August 2019, with the majority of the group taking part in activities they'd never experienced before, such as gorge walking.

Young Greenwich was allocated a themed matchday at Charlton Athletic, where the Club dedicated a game to celebrating the youth service.

Young people took part in a Cancer Research awareness campaign to support Lyle Taylor's Pink October, with the striker visiting Avery Hill Youth Hub to talk to the young people about the campaign and view their work.

In addition to this, the youth service partnered with Thomas Tallis Secondary School on an Enterprise programme for 22 young people who got an exclusive stadium tour and tickets to a match.

CACT recently secured the Start Well Greenwich contract in partnership with Oxleas NHS Foundation Trust for nine years, offering a new range of services, including more targeted work around education, risk and exploitation.





99

young people  
volunteered for  
CACT or partner  
organisations



6,192

unique attendees

36

young people  
attended a trip  
to Wales

# Youth Service

## Case Study: DD's Story

Youth hubs provide a safe space for young people to go when not at school or at home. DD was introduced to the youth service by social services after building a good relationship with social workers.

As a vulnerable young person in the Borough, being brought up in a single-parent, low-income family, having been diagnosed with ASD and ADHD, DD found it difficult when facing conflict and was not aware of coping mechanisms when confronted or angered by peers.

Youth workers quickly built up a positive relationship with DD, building a foundation of trust which enabled the young person to speak openly about personal issues affecting him.

After a short amount of time, youth staff started attending regular meetings to support DD at his school. Alongside this, DD engaged with workshops with the youth service, including 'Staying safe online' and 'Bullying'. DD has gained an understanding of how to protect himself and others online

DD immersed himself in the number of activities provided by the youth service, which included off-site trips and yoga and mindfulness sessions which further supported his social skills and confidence.

As a result of attending the youth service, DD has now become a part of the wider social group within the youth hub and participates in team games and discussions with fellow young people.

Working with youth workers, DD has now improved on resolving conflict with his peers and developed ways of managing his emotions.

*\*Photo changed to protect identity*



“

The youth service has done more for my son than anyone else. I am so happy he has a nice place to go and make friends. My son has learned real things which will keep him safe.”

Participant's mother

## EARLY HELP & PREVENTION

CACT's Early Help and Prevention strand delivers a wide range of programmes in the community, targeted at participants of different ages and backgrounds, with the aim of supporting them to improve their wellbeing and increase resilience.

In the last year, this strand has focused on increasing female participation by expanding delivery and opportunities for young females to engage, at a variety of levels. This ranges from sports and wellbeing activities and sessions delivered mainly in schools, to targeted mentoring, group activities and residential trips, including opportunities to volunteer and represent CACT in tournaments and events.

CACT was successful in securing additional funding from the Premier League and the London Marathon Trust in the last year. This funding has led to CACT appointing a new full-time member of staff who focuses on increasing female engagement. This member of staff has led CACT's first female-only enrichment programme during the year which resulted in increased participation and positive outcomes.

Alongside this, the strand has continued its successful delivery of disability projects, with the first Upbeats Down's syndrome team residential being delivered at Centre Parcs Elveden Forest, where 12 Upbeats participants spent four days and three nights taking part in activities and building their independence skills.

2019 also saw the strand achieve its target of being commissioned by the London Borough of Bexley to deliver Short Breaks provision for young people with disabilities. This is following a successful period of four years delivering vital Short Breaks and Respite services in Greenwich.

This year CACT has also provided support to parents of young people with disabilities through a counselling service. This has achieved significant outcomes and been recommissioned for 12 more months.

The mental health work done by the strand has also continued to progress, with CACT's Up & At 'Em older people's mental health project scooping two national Positive Practice in Mental Health Awards during 2019. The project was the only non-clinical service to even be shortlisted for the awards.

Furthermore, after seven years of delivery CACT was able to secure longer-term funding from Oxleas NHS Foundation Trust for both the Early Intervention in Psychosis (EIP) and Up & At 'Em projects.

Our crime reduction programme, covering Greenwich, Bexley and Thanet and delivered under the newly relaunched Street Violence Ruins Lives strategy, was successful in winning the EFL Divisional Project of the Year award and has been featured on Sky Sports.

The crime reduction interventions delivered in Thanet are funded by BBC Children in Need, who did a special feature on George Hogg, one of our mentoring participants.

Through our targeted crime reduction work commissioned by the London Borough of Bexley, our mentoring team managed to deliver three residential trips in the past year for young people living in Bexley. The highlight was taking a group of young people to Snowdonia, which saw a group of ten young people successfully climb the highest mountain in Wales. They also took part in many other outdoor activities that they had not experienced before.



**9,000+**  
hours of mentoring/  
group work delivered to  
**400+**  
young people



Connect Programme

**93%**  
of participants of  
Early Intervention in  
Psychosis projects  
have improved their  
self-esteem

**59**  
young people who  
were NEET are  
now engaging with  
apprenticeships,  
training or employment

# Early Help & Prevention

## Case Study: Molly's Story

Molly is a 14-year-old female who attends CACT's Premier League Kicks sessions. Since CACT re-launched the new Kicks project last September to focus on female engagement, Molly has regularly attended the Friday football sessions at Garrard Academy. She also participated in the Kicks re-launch event in November 2019, which included a football tournament and the visit of Katie Startup (Charlton Women's goalkeeper), which was a very successful event, attracting lots of new females to the project.

Molly engaged positively with the sessions, which helped her achieve a variety of outcomes, such as making new friends and improving physical health.

**"I really enjoy the football sessions because I am meeting new friends, there's a variety of ages, we learn a few new skills, and everyone gets on well. The sessions have helped with my fitness and keep my asthma under control, I feel safe as it is a nice environment."**

In February 2020, Molly was invited to attend group work sessions as part of the new CACT's Premier League Targeted female-only project. She attended her first session, taking part in boxing activities with other females.

From March 2020, due to Covid-19, the football sessions were cancelled, and the female-only group work was adapted to virtual delivery, taking place weekly. These included quizzes, workshops, group discussions and fitness sessions. Molly and the other girls participating suggested themes for the activities and discussions, around matters that they are interested in or that affect them, and the sessions were built around these.

The engagement with CACT's EHP strand is having a strong positive impact on Molly's development, her confidence and life skills as showcased by the quote below from her mother:

**"The sessions help her interact with girls of all ages. It also encourages her to stay strong and is helping with her fitness. Molly is learning to develop more confidence, meeting new friends and she has had a few amazing opportunities and represented CACT at a few events now, that she would not have usually been involved with. All the staff we have met at CACT have been fantastic. Molly loves her sports and is always encouraged and kept motivated. When she is struggling with her asthma the compassion of the staff is brilliant."**



“

I think women should have opportunities for equal participation and gender equality. Since Covid-19 I have missed the football sessions, but I can exercise at home.”

Molly

# FOOTBALL & SPORTS DEVELOPMENT

CACT delivers a Football & Sports Development programme across the Royal Borough of Greenwich (RGB), Bexley and throughout Kent reaching over 7,000 young people this year. The wide variety of projects caters for a range of ages, sports and abilities.

CACT works in 26 schools across South East London and Kent, engaging with 1,320 young people so far in the 2019/20 academic year.

The Primary Stars programme, funded by the Premier League, has delivered a total of 82 sessions to 648 pupils between 1 April 2019 and 31 March 2020. Each session had a focus on outcomes such as improving teachers' confidence when delivering Physical Education (PE), pupils' confidence, attainment, behaviour and providing extended opportunities.

**"I like being part of my group. We get an opportunity to talk about what we like, and no one laughs or is judged. Everyone is kind in this group and we have fun and learn together"** – AK, Year 5 pupil, Wyborne Primary School.

**"The group of pupils chosen for the group come from difficult home lives and normally struggle in class, but the Charlton group gives them a place where they can express themselves and develop important skills. We also use the group to motivate them to work hard and be mindful of their behaviour"** – Gemma Williams, Year 5 teacher, Blenheim Primary School.

A total of 483 participants aged 5-18 attended the Get Active programme, a free sport and physical activity programme for young people in Maidstone. For every £1 invested in the project, we calculated that £15.41 was generated in social value for the local community.

The Post-16 Football & Education Academy CACT runs in partnership with SCL Education had a 100% pass rate across both Level 2 and 3 in Sport for the second year running. It saw 11 players complete their FA Level 1 coaching qualification, with three leavers attending university and three players moving to the United States for a football scholarship offered through our partnership with former Charlton player, John Robinson.

CACT also runs an Advanced Centre, in conjunction with the Charlton Athletic Academy, to which it signposts players to. Young people are selected for the Advanced Centre from other CACT programmes, including holiday football courses. 11 players have progressed from CACT programmes into the Advanced Centre, of which four players have signed academy forms.

A new development centre is underway at Sparrows Lane for under 14s to under 16s. 54 attended in total with 12 confirmed for next year's Post-16 Football & Education Academy.

CACT re-launched the Charlton Challenge and Toddler Soccer programmes in September 2019, supported by a number of first-team players, including captain Jason Pearce and Wales international Jonny Williams. Running in Bexley, Greenwich and Kent, the programme is for young people aged 5-12 and has an emphasis on fundamental development of young people across all sports.

CACT launched a summer programme, funded by the Mayor of London, with 133 registered participants across three venues in Greenwich.



**100%**    
 pass rate across both  
 Level 2 and 3 in Sport  
 for the second year  
 running of our  
 Post-16 Academy



CACT's Premier  
 League Primary  
 Stars programme has  
 worked with  
**648**  
 pupils



**£288,288**  
 was generated in social  
 value through the Get  
 Active programme  
 calculated using the  
 Wellbeing Valuation  
 model

# Football & Sports Development

## Case Study: Kenny's Story

As part of the Get Active programme, CACT delivered weekly football, basketball and boxing sessions in Maidstone, Kent. The sessions were held on Thursdays and saw 25 young people who wanted to try new sports attend.

Six-year-old Kenny impressed coaches over the nine weeks of sessions he attended and was selected to join CACT's Advanced Centre in Maidstone.

The Advanced Centre gives young girls and boys the chance to further develop their skills as a player and open up potential pathways to play football, including via the Charlton Athletic Academy.

The CACT coach who recommended Kenny to the Advanced Centre said:

**“Kenny has a great energy and enthusiasm for football, this is what these community sessions are all about. His energy was infectious within the group and it was great to see everyone bond and make new friends.”**

Kenny's dad said:

**“Kenny likes nothing more than playing football and watching football, especially Charlton!”**

As a result of attending the Get Active sessions, Kenny will have the chance to continue playing in the Advanced Centre and progress as a player. The Get Active sessions give young people the chance to take part in sports that they may otherwise not have played.

*\*Photo changed to protect identity*



“

What I enjoyed the most was improving my football skills and making new friends. I was learning how to beat a player and dribble with the ball. The sessions were loads of fun and I don't want them to stop.”

Kenny

# EDUCATION

CACT's Education strand is committed to providing crucial and impactful opportunities for young people.

The traineeship programme is at the forefront of CACT's Education delivery. A 12-week education and employability programme for young people aged 16-24 who are Not in Education, Employment or Training (NEET), it incorporates work experience to help prepare young people for their future careers by giving them the tools and experience required.

Delivered in partnership with the English Football League (EFL) Trust and Warwickshire College Group (WCG), CACT regularly engages with hard-to-reach young people from areas of social deprivation and who often have additional learning needs.

Trainees are referred and recruited from a variety of different places, including internally from other CACT programmes. Referrals include those from Young Greenwich, the youth service CACT delivers on behalf of the Royal Borough of Greenwich (RBG), Job Centre Plus, Pupil Referral Units and RBG's Early Help & Children's Services.

Employability outcomes are crucial, with the objective of building the individual's self-esteem and interpersonal skills. The 100 hours placement provides individuals with meaningful work experience, to best prepare them for their futures.

The programme is planned and delivered by a qualified teacher and member of CACT staff, providing young people with:

- Education: English, Maths & Functional Skills
- Employability: CV writing & mock interviews
- Employment: Bespoke work placements

Lessons are delivered from CACT's Valley Central Youth Hub, situated at Charlton Athletic Football Club's stadium. The classroom-based delivery also allows for a more informal setting, as many learners are not ready for the, often more intimidating, surroundings of mainstream college.

CACT is currently part of a Supported Internship pilot, working with the Royal Borough of Greenwich and Shooters Hill College. The pilot sees two Special Educational Needs and Disability (SEND) young people attend a weekly work placement with CACT, assisted by a CACT Job Coach to provide additional support. Young people are timetabled on to weekly sessions at Shooters Hill College and regular meetings are held between partners to best support the transition into work. Beyond the 4-month placement, the ambition is to offer interns, where possible, a longer-term position, either with CACT or another suitable option.

Other partners include ITRM, InterContinental London – The O2, Metropolitan Police, London Borough of Bexley, Greenwich Local Labour and Business, Footscray Rugby Club, Greenwich Co-operative Development Agency, Skills for Growth, Andrews Sykes and Centre Circle.

## Impact:

- In 2019, 26 young people completed CACT's traineeship programme.
- Reduction in NEET young people via progression into
  - Apprenticeships
  - Employment
  - Further Education



26

young people  
completed CACT's  
traineeship  
programme



10

young people  
were supported to  
progress into  
education/employment



2,600

hours of  
Traineeships

# Education

## Case Study: Malcolm's Story

19-year-old Malcolm was referred to CACT's Traineeship programme from the Royal Borough of Greenwich.

Malcolm had recently migrated to the UK from Italy and did not have any options to enrol into education. Living in an area of deprivation, Malcolm was NEET and did not have any friends.

Malcolm has a passion for photography but was not sure if it was a feasible option as a career for him. In a non-formal learning environment, Malcolm was able to build friendship with other trainees and hone in on the skills he needed most; particularly his English skills.

One-to-one tuition was provided for Malcolm, as he successfully completed an Entry Level 3 in Functional Skills English and Maths.

As part of the programme, Malcolm was involved in various employability workshops such as CV and cover letter writing, interview practice and customer service. Malcolm successfully secured a part-time retail job whilst studying with CACT. Malcolm's mum stated finances would become

an issue, as they are a low-income family. A travel and lunch bursary was awarded by CACT to fund Malcolm's basic needs, resulting in 100% attendance.

Malcolm undertook a voluntary work placement with CACT's Marketing & Communications department, assisting with photography and videography including at one of CACT's themed matchdays.

CACT supported Malcolm in attaining a place on a 20-month Photojournalism programme delivered by Ernest Simmons, a freelance photographer who has worked for Nike and other high-profile organisations.

This has given Malcolm the opportunity to pursue his passion and gain exclusive access to take pictures at high-profile events. Prior to the Covid-19 pandemic, Malcolm was set to photograph at Wimbledon and Euro 2020.



“

I improved my confidence and my communication skills. It was a great opportunity as it gave me a clearer idea about what I wanted to become in the future. I was lucky.”

Malcolm

# EQUALITY, DIVERSITY & INCLUSION

In June 2019, CACT's Equality, Diversity and Inclusion (EDI) strand was recommissioned by the Royal Borough of Greenwich to deliver a strong EDI offer to protected characteristics groups and community organisations, with the aim of tackling inequality and discrimination, promoting social integration and building community cohesion. This includes community sports engagement projects and qualifications, training and workshops for community and grassroots organisations, opportunities to attend live sporting events and the delivery of EDI themed events, campaigns and tournaments.

Alongside this, CACT has continued and expanded its EDI work internally and with key partners. All staff at CACT, including the Board of Trustees, receive mandatory EDI training. Following the introduction of EDI training, CACT staff created an EDI Working Group which meets regularly to discuss key topics and work from the EDI Action Plan. CACT's Head of EDI, Dr Michael Seeraj, was appointed Head of EDI for Charlton Athletic, and delivered his bespoke training to Charlton Athletic staff, matchday stewards and external partners including Condeco HR Team, Regular Cleaning and Southend United Community & Educational Trust.

Working closely with key stakeholders, CACT's EDI strand produced and launched a report looking at the impact of the EFL Voluntary Recruitment Code (VRC), adapted from the Rooney Rule, with the University of Greenwich and the University of East London. In November, Dr Seeraj collaborated with the University of Birmingham and the University of Greenwich to host a Football & Discrimination Social Science Conference, and also hosted the Fans 4 Diversity national meeting.

Dr Seeraj works closely with other EDI professionals to raise awareness on key issues, and was elected Chair of the EFL EDI London & South East Forum, and hosted the regional meeting at Wembley Stadium in February 2020.

In January 2020, Charlton Invicta FC, the first LGBTQI+ football team to be affiliated to a professional football club's community trust, won the Grassroots Football Award at the inaugural Football v Homophobia Awards.

In collaboration with the club, every year a match is dedicated to Charlton v Homophobia, recognising the achievements of CACT Invicta FC and the club's official LGBTQI+ supporters group, the Proud Valiants. This season's Charlton v Homophobia matchday included London LGBT Community Choir The Pink Singers performing on the pitch pre-match, Invicta taking part in a half-time competition, and a post-match reception.





**16**  
young people from protected characteristics groups took part in the FA Level 1 football coaching qualification



**59**  
young people attended CACT's EDI community sports engagement projects



**70**  
people attended the Pride in London Parade with CACT

# Equality, Diversity & Inclusion

## Case Study: Naomi's Story

Naomi joined CACT Invicta FC, CACT's LGBTQI+ friendly football team, in 2019.

**“Since joining CACT Invicta, I've seen the outreach and work in the community Charlton Athletic Community Trust (CACT) does and it's incredible.**

**“The partnership with the University of Greenwich really helps spread that ethos. It gives students an amazing opportunity to have access to the exceptional facilities and people that work at CACT and the club.”**

CACT Invicta are a key part of the Equality, Diversity & Inclusion strand. Invicta were the first LGBTQI+ friendly football team to be affiliated to a professional football club's community trust, in 2017.

A University of Greenwich former student, Naomi took part in the University of Greenwich Day penalty shootout at The Valley in front of a packed Covered End in October 2019.



“

On a personal level, after coming out as transgender, I thought I wouldn't be able to play football again. But the level of diversity and inclusion promoted by CACT and Invicta meant that I didn't have to give up the sport I love.”

Naomi

# FUNDRAISING

**A huge thank you to everyone who supported CACT over the past year.**

## Corporate Supporters

CACT's corporate sponsors and patrons provide vital support to our work.

We would like to thank our Principal Partner, ITRM, for providing front-of-kit sponsorship and a range of additional support.

We are also grateful to our partners, University of Greenwich, for their continued support.

CACT's corporate patrons in 2019/20 included:

- Andrews Sykes
- Digital Fusion
- Regular Cleaning Services
- Whitecode Design Associates

We would also like to thank other partners including W J King, Rivervale and the Co-op.

## Events & Fundraising

Our fundraising events this year included:

- Upbeats Walk
- Charity Football Tournament
- Centenary of The Valley Dinner and other centenary events
- Sleepout at The Valley
- Quiz night

In addition to these events, supporters raised funds for CACT by fundraising during CACT Week and taking part in the Winter Series Greenwich Park 10k and the Big Half.

Our first ever Christmas appeal raised funds for the CACT bursary, which offers financial support to participants and allows them to take part in activities. The bursary supports people

in a number of ways - from help with travel costs, providing kit or suitable clothing for work experience placements to paying for a haircut before an interview.

Thank you to Centre Circle for donating the matched funding for the Christmas appeal.

## Patrons Club

February 2020 saw the launch of our Patrons Club. Donations from the members of the Patrons Club will fund our Next Steps mental health residentials for Early Intervention in Psychosis participants, a residential trip for the Upbeats Down's syndrome programme and help towards the expansion of our mentoring programme. Thank you to the founding members of the Patrons Club for your support.

## Compliance

All fundraising activities are monitored by the Marketing and Fundraising sub-committee. CACT is registered with the Fundraising Regulator and follows the Code of Fundraising Practice in all its fundraising. We have not worked with external professional fundraisers.

Fundraising carried out in aid of CACT by volunteers is monitored and supported by the central team wherever they are aware of it. CACT did not receive any complaints about its fundraising in this period. CACT ensures that all its activities are carried out in a way that respects the rights of vulnerable people and all members of the public, for example, staff and volunteers are briefed before relevant activities and electronic communications are only sent to those who have opted in for information on fundraising.

Covid-19 has challenged the fundraising team to develop a wider range of fundraising ideas for the future.



**£17,600**

raised at the  
**Centenary of The  
Valley Dinner**



More than

**200**

fans walked to  
support the  
**Upbeats**

**17**

runners raised  
funds for CACT  
this year

# GOVERNANCE, STRUCTURE & MANAGEMENT

## Trustees

The trustees are directors for the purposes of company law.

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

The financial statements have been prepared in accordance with the accounting policies set out on pages 46 to 50 and comply with the charitable company's Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), updated October 2019.

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

The governing document, the Articles of Association, was updated to reflect legislative and administrative changes, including increasing the maximum number of board members from 8 to 12.

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

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

## Trustee Appointments, Resignations and Reappointments

### Appointments

With the continued development of health-related programmes and emphasis to secure unrestricted funding, trustees identified fundraising and health as key areas where additional skills were required to further enhance the skill set on the board, to ensure there is an appropriate and diverse mix of skills and experience.

A robust recruitment process in line with CACT's Trustees' Recruitment Policy started in December 2019. Applicants meeting the criteria set by trustees were interviewed by the Trustees' Appointment Panel. Successful candidates progressed to the second stage of the process - meeting with the chief executive, directors and senior staff from relevant strands - to the final stage, meeting with all the trustees. The candidates presented an overview of their backgrounds, reasons why they applied to be a trustee and what they hoped to bring to CACT.

At the trustees' meeting in June 2020, Simon Charlick, Calum Coker, Martin Griffiths and Chris Lunn were appointed as trustees, each to serve an initial three-year term of office. The new trustees have experience in the areas of health and fundraising, and in addition expertise in finance, social inclusion and communications.

Trustees are however mindful that gender balance was not addressed during the recruitment process, despite encouraging women to apply and advertising on a range of relevant platforms. CACT will continue to work to further increase the diversity of the board.

## Governance, Structure & Management (continued)

Trustees who served during the period from 1 April 2019 to 31 March 2020:

- Luke Ashworth
- Peter Cousins FCA
- Ken Palmer
- Paul Statham
- Marilyn Toft
- David White (retired in June 2020)

### Resignation/End of Term of Office

As reported in the 2018/2019 Trustees' Annual Report, Roger Godsiff resigned on 26 June 2019. Trustees and staff expressed their thanks and appreciation for Roger's contribution as a trustee since the inception of the charity in 2003.

David White completed his third, three-year term of office in June 2020. Trustees and staff thanked David for his nine years' service and valued contribution to the success and development of the charity.

### Reappointments

CACT's governing document, the Articles of Association (updated in 2018), states that trustees will serve a three-year term of office up to a maximum of three terms, unless in exceptional circumstances and in the opinion of trustees, it is in the best interest of the charity and its beneficiaries for the trustee to serve for additional terms.

Two trustees were reappointed to serve a further three-year term of office in line with the Articles of Association:

- Luke Ashworth  
First appointed in September 2014;  
reappointed in December 2019 to December 2022
- Marilyn Toft  
First appointed in December 2013;  
reappointed in December 2019 to December 2022.

Trustees appointed on 10 June 2020:

- Simon Charlick
- Calum Coker
- Martin Griffiths
- Chris Lunn

Peter Cousins (Chair)

Peter was first appointed in May 2008. In accordance with the Articles of Association ordinarily Peter's term of office would have ended in May 2020 and he would have retired. However, due to the unprecedented situation caused by the Covid-19 pandemic, and the appointment of new members to the board, trustees decided it was in the best interest of the charity to sustain stability and continuity at board level. Peter was asked to continue for a further one-year term of office to 30 April 2021, by which time it is envisaged challenges caused by the pandemic will have reduced and the new trustees will be fully conversant with the running of the charity.

Registers of interest forms are completed annually by trustees and interests are declared at the beginning of board and sub-committee meetings, in line with the Articles of Association and the Conflicts of Interest Policy.

Trustees are DBS-checked on appointment and at three-yearly intervals.

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

The charity has purchased insurance (premium of £2,092 for 2020, £1,908 for 2019) for cover up to £5 million to protect it from any loss arising from the neglect or defaults of trustees and officers and to indemnify them against the consequences of any neglect or default on their part.

**Governance, Structure & Management** (continued)**The Charity Governance Code**

Trustees have continued to implement recommendations from the Charity Governance Code, a practical tool to help charities develop and maintain high standards of governance. The recommendations actioned during the 2019/20 reporting period included the following:

- Trustees reviewed the recruitment process for the appointment of new trustees and approved a 'Trustees' Recruitment Policy and Procedures
- Trustees approved a new 'Trustees' Expenses Policy and Procedures
- Trustees considered levels of delegated authority to the chief executive and approved a written schedule of matters reserved to the board
- A register of hospitality or gifts is maintained and updated at every board meeting
- Trustees attended workshops on topics including Equality, Diversity, Inclusion and Safeguarding.

In addition, CACT is compliant with the English Football League Trust (EFLT) and Premier League Charitable Fund (PLCF) Capability Code of Practice (CCOP). The CCOP sets out recommendations for effective governance and management for organisations related to football clubs which are assessed and graded through an evidence-based self-assessment process.

**Sub-committees**

CACT initially established three sub-committees - Finance and Personnel, Marketing and Fundraising, and Education and Safeguarding.

A review of the sub-committee structure took place in September 2019. With a decrease in the delivery of education programmes, trustees agreed a sub-committee to oversee the education strand was no longer necessary. Education programmes, (like all other programmes) are monitored through regular reports including the business plan monitoring report, which is presented quarterly at board meetings.

A key objective in CACT's three-year strategic plan (2019/20) is a commitment to develop and embed Equality, Diversity and Inclusion (EDI) as a core element across all areas of the charity's work, delivered through an Equality Action Plan. An EDI and Safeguarding Sub-committee was established to monitor the impact of the Equality Action Plan and oversee the safeguarding function of CACT, as outlined in the terms of reference for the new sub-committee.

Membership of the Equality, Diversity, Inclusion and Safeguarding Sub-committee comprised two trustees: Marilyn Toft (Chair and EDI Trustee Lead) and Ken Palmer (Safeguarding Trustee). Jason Morgan (Chief Executive), Charlie Macdonald (Director of Youth, Health and Inclusion) and Michael Seeraj (Head of Equality, Diversity & Inclusion) provide the necessary input to the meetings. After the year-end two additional trustees, Calum Coker and Martin Griffiths, were appointed to the sub-committee.

Membership of the Finance and Personnel sub-committee comprised three trustees; Peter Cousins (Chair), Luke Ashworth and Paul Statham. Jason Morgan (Chief Executive), Mark Gregory (Director of Finance and Support Services) and Kathy Smart (Head of Governance and Support Services) provide the necessary input to the meetings. After the year-end, Simon Charlick was appointed to the sub-committee.

Membership of the Marketing and Fundraising sub-committee comprised three trustees - Paul Statham (Chair), David White (up to June 2020) and Marilyn Toft. Jason Morgan (Chief Executive), Lorna Taylor (Head of Fundraising and Communications), Zaki Dogliani (Marketing and Communications Manager), provide the necessary input to the meetings. After the year-end, Paul Statham stepped down from the sub-committee and Calum Coker and Chris Lunn were appointed.

An annual calendar of meetings is agreed alongside a schedule of key discussion topics for board and sub-committees, which all meet quarterly.

## Governance, Structure & Management (continued)

### Ambassadors

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

- Dave Berry
- Paul Dunn MBE
- Keith Peacock
- Martin Simons
- Steve Sutherland
- Autumn Sharif

### Honorary Life President

In April 2020, CACT was sad to hear the news that Sir Maurice Hatter, Honorary Life President had passed away. Sir Maurice provided the initial funding to establish the charity and was a supporter of CACT's work in the community.

CACT is grateful to the Hatter Foundation for a number of generous donations in previous years.

Both Sir Maurice Hatter and Lord Grade were former directors of Charlton Athletic Football Club.

### Key Management Personnel

Trustees and the executive team are responsible for the strategic direction, control and operation of the charity. There were no changes to the executive team during the reporting period.

The executive team comprises:

- Jason Morgan MBE - Chief Executive Officer
- Mark Gregory - Director of Finance and Support Services
- David James - Director of Education and Sport
- Charlie Macdonald - Director of Youth, Health and Inclusion

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

### Employees

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

CACT is committed to promoting equality in all areas of work including the recruitment process and employment. We offer a range of benefits and incentives including:

- London Living Wage Foundation Employer
- Employee Assistance Programme
- A range of internal and external training opportunities
- "Equality, Diversity and Inclusion" staff working group
- Eye-care vouchers
- Cycle to work scheme
- Healthy Workplace Award
- Investors in People accreditation

CACT keeps employees well informed and involved through a minimum of two all-staff Continuous Professional Development (CPD) days each year, weekly Staff Newsletters including HR updates, department and team meetings, and information including updates to policies and procedures via our HR Information Management System.

### Charlton Athletic Football Club

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 is situated at the club's training ground in Sparrows Lane in South East London. The Health Improvement Call Centre and Valley Central Youth hub are based at the football stadium, highlighting the strong association and sense of responsibility between the football club and community in delivering activities within the local area.

## Governance, Structure & Management (continued)

### Other Partners

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

### Subsidiary Companies

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

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

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

## FINANCIAL REVIEW

### Financial Report for the Period

Total income for the financial year to March 2020 was £5.6 million, compared with £5.3 million the year before. Income from charitable activities was £4.7 million in 2019/20 compared with £4.5 million the year before, primarily because of increased income on NCS programmes. Income from grants and donations was £798,000 in the year to March 2020, compared with £582,000 in the previous year, due to higher grant funding for Early Help and Development activities.

Total expenditure increased from £5.6 million in the 2018/19 financial year to £6.0 million in the year to March 2020. This is mainly attributable to higher expenditure on Social Action and Enterprise and Early Help and Prevention programmes, reflecting the increased level of funding received.

The operating deficit of £400,000 on unrestricted funds includes £248,000 of budgeted transfers from the designated development fund, to support CACT's activities in the year, and £152,000 due to unplanned shortfalls, primarily reflecting the closure of some education programmes at the end of the 2018/19 academic year. The coronavirus pandemic did not have a material impact in the financial year to 31 March 2020, however a fundraising event scheduled for the end of March, which was expected to generate net income of £11,000, had to be cancelled, and the closure of schools and other facilities in mid-March resulted in lost income of approximately £8,000 from Football and Sports Development activities.

Restricted funds totalled £565,000 at the end of the financial year, compared with a balance of £571,000 at the beginning of the year. Fixed asset funds reduced by £27,000 over the course of the year due to the annual depreciation charge on the Community astroturf pitch, however this was mostly offset by other restricted fund balances relating to programmes.

## Financial Review (continued)

Designated funds decreased from £1.5 million last year to £1.1 million at 31 March 2020 as a result of transfers from the development fund to support CACT's activities and maintain free reserves at one month's expenditure as explained below.

Free reserves at the end of the year totalled £480,000, a decrease of £4,000 compared with the balance at the end of the previous financial year.

### Reserves

Trustees constantly monitor free reserves and review CACT's reserves policy every year. The existing policy is to maintain reserves so as to meet a certain number of months' expenditure and, based on annual operating expenditure of approximately £5 million, the trustees have determined that free reserves in the range of between one and three months' expenditure should be maintained.

In light of the operating deficit on unrestricted funds, trustees agreed a transfer from the designated development fund to offset the shortfall and maintain free reserves of £480,000, which is equivalent to one month's operating expenditure. Because of the uncertain economic and funding environment the trustees would like to see a gradual increase in reserves from the current level.

Free reserves are stated before deduction of a £320,000 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 pension liability is based on a full actuarial valuation of the fund's assets and liabilities as at 31 March 2019, updated for changes in demographic and financial assumptions since that date. The pension deficit will be met out of future contributions and so it is unlikely to crystallise. In this situation current guidance allows a charity to ignore a negative pension reserve when assessing its free reserves.

### Event Since Year-End

The Covid-19 pandemic, which started to affect the charity's activities in mid-March 2020, has continued to have a significant impact since then. However, the loss of income from the curtailment of some programmes and fundraising activities has been significantly offset by additional activities to support the Covid-19 response in the community, in particular the Royal Greenwich Community Hub, as well as income from government and other Covid-19 support grants. As a result, there has been no material adverse financial impact on the charity in the first half of the 2020/21 financial year.

However, the medium and longer-term impact of the pandemic remains very unclear. Programmes initially paused or curtailed are starting to resume, but it is not possible to predict when the full resumption of normal activities will be possible. In addition, the availability of government support, including the coronavirus job retention scheme, reduces in the second half of the 2020/21 financial year. As a result, there is likely to be some adverse financial impact from the pandemic in next year's accounts. Trustees are working with senior management to ensure that actions are taken to mitigate and offset any negative coronavirus impacts, and ensure the long-term financial stability of the charity.

## RISK MANAGEMENT

The trustees are responsible for overseeing the identification and management of significant risks. Risks are identified, assessed and mitigation actions put in place throughout the year. All significant risks are recorded in a register and the likelihood and impact of each is quantified. The risk register is formally reviewed by trustees on a quarterly basis, the last review taking place in June 2020. The three most significant potential ongoing risks identified, and actions taken to mitigate or eliminate these risks, are as follows:

**Risk Management** (continued)

- **Safeguarding issues**, including inappropriate actions by employees or volunteers, affecting service users and others, particularly young and vulnerable people, could cause reputational damage and result in loss of funding for programmes.

Mitigating actions include: all staff and trustees are subject to DBS checks: all staff undergo mandatory safeguarding training; a full-time Safeguarding Officer is in place, who provides quarterly reports to the Board of Trustees; safeguarding policies and procedures are in place and are reviewed annually by Trustees; staff have access to and are required to adhere to the policies; the board includes a Trustee with professional safeguarding expertise.

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

Mitigating actions include: staff are made aware of, and are required to comply with, data protection policies and procedures. Staff are required to complete mandatory online data protection training; system security and physical security measures prevent unauthorised access to data.

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

Mitigating actions include: ensuring that support as well as direct cost recovery is built into funding bids; maintaining free reserves in line with the agreed reserve policy, which is reviewed annually by Trustees. In addition, a programme of fundraising events and programmes has been developed in order to grow unrestricted income to help cover core costs.

**Risks related to Covid-19**

In addition to the above continuing risks, a detailed risk assessment of the potential impact of the coronavirus was undertaken in March 2020, and regularly reviewed and updated as the situation evolved. A major incident management team was set up comprising CACT senior managers as well as HR and health and safety staff, to co-ordinate the Trust's response to the pandemic and ensure that appropriate actions were taken and all government guidelines were followed.

The following Covid-19 specific risks were identified and addressed:

- **Staff risks:** including employees being unable to work due to contracting the virus or needing to self-isolate.

Mitigating actions included closing the main CACT office and directing employees to work from home wherever possible to minimise potential exposure to the virus. Where working from home was impossible, government guidance on social distancing, washing and the use of PPE where necessary was rigorously enforced. Regular (initially daily) electronic briefings were given to staff to ensure that they were kept informed of any changes to guidance. Data protection risks associated with remote working were assessed to ensure safe and GDPR-compliant processing of data.

- **Programme and activity risks:** including risks of participants and employees contracting Covid-19 whilst involved in CACT activities.

Programme-specific mitigating actions were taken to minimise risk, including cancelling some activities, reducing participant numbers, and changing the delivery model of others such as moving to online activities, in consultation with funders. In all cases current Public Health England and government guidance has been followed.

## Risk Management (continued)

- **Financial risks:** due to planned activities or programmes being curtailed.

Actions taken include: major funders consulted immediately to agree new delivery models and revise KPIs where appropriate, to protect funding; staff from cancelled programmes reassigned where possible to other funded activities, in particular the Royal Greenwich Community Hub; loans and Covid-19 support grants applied for to offset lost income and protect liquidity; income, expenditure and cash flow forecasts prepared and regularly monitored so that prompt action could be taken as necessary to ensure continued financial stability.

## FUTURE PLANS

CACT will review the objectives detailed in the 2019-2022 Strategic Plan in the light of the challenges caused by the Covid-19 pandemic. Changes will be discussed and approved by trustees. Progress will be tracked through the 2020/21 annual business plan including a rag rated system to identify objectives not on target.

CACT worked in partnership with CAFC to complete the final stages of the development of the education, health and sporting hub at the CAFC training ground in Sparrows Lane to provide improved facilities helping to increase community participation in physical activities. CACT will continue to work with CAFC under their new ownership which was completed in June 2020.

CACT will continue to focus on monitoring and evaluation processes to ensure high quality services are delivered across all strands and impact is measured effectively.

CACT will continue to review policies and procedures and keep them up-to-date and in line with changes in legislation and Charity Commission guidance. This will include ongoing implementation of more recommendations from the Charity Governance Code and compliance with the English Football League Trust and Premier League Charitable Fund Capability Code of Practice.

## 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.

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

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.

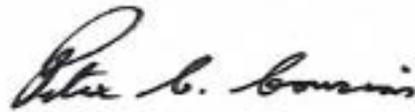
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

**Thanks**

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

Approved by the trustees and signed on their behalf by:



Peter Cousins - Trustee

Approved on: 16 September 2020

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

## Opinion

We have audited the financial statements of the South of England Foundation (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice). In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2020 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable parent company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

## Responsibilities of trustees

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

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

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

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

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

## Use of our report

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



5 October 2020

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

# Financial Statements



## Consolidated Statement of Financial Activities Year to 31 March 2020

		Unrestricted funds £'000	Restricted funds		Total funds 2020 £'000	Total funds 2019 £'000
			Revenue projects £'000	Capital develop-ment £'000		
<b>Income:</b>						
Donations and legacies	1	111	687	—	798	582
Income from charitable activities	2	3,365	1,334	—	4,699	4,502
Income from other trading activities	3	46	—	—	46	166
Investment income		33	—	—	33	34
<b>Total income</b>		<b>3,555</b>	<b>2,021</b>	<b>—</b>	<b>5,576</b>	<b>5,284</b>
<b>Expenditure:</b>						
Cost of raising funds	4	200	—	—	200	276
Expenditure on charitable activities	5					
. Social Action and Enterprise		1,591	30	—	1,621	1,006
. Health Improvement		157	952	1	1,110	991
. Youth Services		1,081	—	—	1,081	1,117
. Early Help and Prevention		150	879	—	1,029	961
. Football and Sports Development		661	105	23	789	835
. Education		112	4	3	119	318
. Equality, Diversity and Inclusion		3	69	—	72	82
		3,755	2,039	27	5,821	5,310
<b>Total expenditure</b>		<b>3,955</b>	<b>2,039</b>	<b>27</b>	<b>6,021</b>	<b>5,586</b>
<b>Net expenditure before investment losses and transfers</b>	7	(400)	(18)	(27)	(445)	(302)
(Losses) gains on investments	11(a)	(49)	—	—	(49)	28
<b>Net expenditure for the year</b>		<b>(449)</b>	<b>(18)</b>	<b>(27)</b>	<b>(494)</b>	<b>(274)</b>
<b>Transfers between funds</b>	14	(39)	39	—	—	—
<b>Other recognised gains and losses</b>						
Actuarial gains (losses) on pension scheme	16	105	—	—	105	(24)
<b>Net movement in funds</b>		<b>(383)</b>	<b>21</b>	<b>(27)</b>	<b>(389)</b>	<b>(298)</b>
<b>Reconciliation of funds:</b>						
Fund balances brought forward at 1 April 2019		1,605	267	304	2,176	2,474
Fund balances carried forward at 31 March 2020		1,222	288	277	1,787	2,176

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

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

Detailed comparative information is provided in notes 20 to 23, which form an integral part of the accounts.

Group and Charity Balance Sheets 31 March 2020

	Notes	Group 31 March 2020 £'000	Group 31 March 2019 £'000	Charity 31 March 2020 £'000	Charity 31 March 2019 £'000
<b>Fixed assets:</b>					
Tangible fixed assets	10	331	362	31	36
Investments	11	918	967	918	967
<b>Total fixed assets</b>		<b>1,249</b>	1,329	<b>949</b>	1,003
<b>Current assets:</b>					
Debtors due within one year	12	837	1,295	838	1,294
Cash at bank and in hand		632	667	623	654
<b>Total current assets</b>		<b>1,469</b>	1,962	<b>1,461</b>	1,948
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	13	(611)	(734)	(619)	(735)
<b>Net current assets</b>		<b>858</b>	1,228	<b>842</b>	1,213
<b>Total net assets excluding pension liability</b>		<b>2,107</b>	2,557	<b>1,791</b>	2,216
<b>Net pension liability</b>	16	<b>(320)</b>	(381)	<b>(320)</b>	(381)
<b>Total net assets</b>		<b>1,787</b>	2,176	<b>1,471</b>	1,835
<b>The funds of the charity:</b>					
Restricted funds					
. Relating to fixed assets	14	277	304	6	9
. Other		288	267	288	267
		<b>565</b>	571	<b>294</b>	276
Unrestricted funds					
Designated funds					
. Fixed asset fund	15	54	58	25	27
. Development fund		991	1,414	991	1,414
. 25 <sup>th</sup> Anniversary fund		17	30	17	30
		<b>1,062</b>	1,502	<b>1,033</b>	1,471
General funds					
. Free reserves		480	484	464	469
. Pension reserve	16	(320)	(381)	(320)	(381)
		<b>160</b>	103	<b>144</b>	88
<b>Total unrestricted funds</b>		<b>1,222</b>	1,605	<b>1,177</b>	1,559
<b>Total funds</b>		<b>1,787</b>	2,176	<b>1,471</b>	1,835

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



Peter Cousins - Trustee  
Approved on: 16 September 2020

**Consolidated Statement of Cash Flows** Year to 31 March 2020

	Notes	2020 £	2019 £
<b>Cash flows from operating activities:</b>			
Net cash used in operating activities	A	(59)	(218)
<b>Cash flows from investing activities:</b>			
Investment income received		33	34
Purchase of investments		—	(250)
Purchase of tangible fixed assets		(9)	(21)
<b>Net cash provided by (used in) investing activities</b>		<b>24</b>	<b>(237)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(35)</b>	<b>(455)</b>
<b>Cash and cash equivalents at 1 April 2019</b>		<b>667</b>	<b>1,122</b>
<b>Cash and cash equivalents at 31 March 2020</b>		<b>632</b>	<b>667</b>

**Notes to the consolidated statement of cash flows for the year to 31 March 2020:**

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

	2020 £	2019 £
<b>Net expenditure as per the statement of financial activities</b>	<b>(494)</b>	<b>(274)</b>
<b>Adjustments for:</b>		
Depreciation charge	40	37
FRS 102 pension charge	44	38
Investment income received	(33)	(34)
Losses (gains) on investments	49	(28)
Decrease (increase) in debtors	458	(26)
(Decrease) increase in creditors	(123)	69
<b>Net cash used in operating activities</b>	<b>(59)</b>	<b>(218)</b>

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

#### **Basis of preparation**

These accounts have been prepared for the year to 31 March 2020.

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

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

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

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

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

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

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

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

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

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. In making this assessment the trustees have specifically considered the Covid-19 pandemic and its potential impact on the operations and finances of the charity. Several factors have been taken into account, including:

- ◆ *Source and security of future income.*  
Approximately 70% of CACT's annual income is obtained from multi-year contracts or grant agreements that extend for a period of at least one year beyond the date on which these accounts have been signed.

Approximately two-thirds of CACT's annual income (and over 90% of its income that is secured over a year in advance) is obtained from public sector funding where the risk of non-payment due to the financial situation of the funder is assessed to be very low.

### Assessment of going concern (continued)

◆ *Financial controls*

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

◆ *Financial assets held by the charity*

In addition to cash balances held to meet CACT's short-term operating needs, the charity holds over £900,000 of fixed asset investments, which could be sold, if necessary, to provide additional working capital.

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

### Basis of consolidation

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

### Income recognition

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

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

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

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

Income 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.

**Income recognition** (continued)

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

**Expenditure recognition**

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

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

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

**Tangible fixed assets**

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

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

### **Investments**

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

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

### **Debtors**

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

### **Cash at bank and in hand**

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

### **Creditors and provisions**

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

### **Fund accounting**

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

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

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 2013 and as a result the charity's share of the underlying assets and liabilities of the scheme, which accrues from this date, are included in the financial statements. The charity's share of the Scheme's assets are measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the statement of financial activities in recognised gains and losses for the period. Other movements are credited or debited to the statement of financial activities. Any fund deficits are recovered in ongoing contributions, which amounted to £22,000 in the year to 31 March 2020, as detailed in note 16 to the financial statements. There were 4 active members and 12 deferred pensioners and pensioners in the scheme, all being staff who had transferred from the Royal Borough of Greenwich under TUPE. Other staff are members of the charitable company's defined contribution scheme.

**1 Income from donations and legacies**

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2019 £'000
Donations	12	35	47	5	23	28
Income from patrons	57	3	60	74	4	78
Grants	42	649	691	35	441	476
<b>Total funds</b>	<b>111</b>	<b>687</b>	<b>798</b>	<b>114</b>	<b>468</b>	<b>582</b>

Income from donations includes £301,900 from central and local government grants (2019 - £250,000).

The largest grants received in the year were £105,000 for the Premier League "Kicks" social inclusion programme, £87,500 from the Department of Health and Social Care for the social prescribing programme and £60,500 for the Premier League "Primary Stars" schools programme.

Various professional services were received during the year as gifts 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 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2019 £'000
Service delivery	1,800	1,319	3,119	1,713	1,273	2,986
Greenwich Youth Service	1,116	—	1,116	1,101	—	1,101
Fees from the delivery of projects	416	—	416	390	—	390
Other charitable income	33	15	48	15	10	25
<b>Total funds</b>	<b>3,365</b>	<b>1,334</b>	<b>4,699</b>	<b>3,219</b>	<b>1,283</b>	<b>4,502</b>

Income from charitable activities includes a total of £2,271,500 from local government contracts (2019 - £2,292,000).

The largest amounts of service delivery income are £780,000 from Ingeus Ltd. for the National Citizens Service youth programme, £714,100 from the Royal Borough of Greenwich for health improvement services, and £314,900 from the London Borough of Bexley for Early Help and Prevention programmes.

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**

	Total (unrestricted) funds 2020 £'000	Total (unrestricted) funds 2019 £'000
Fundraising events	33	157
Other trading income	13	9
<b>Total funds</b>	<b>46</b>	<b>166</b>

**4 Cost of raising funds**

	<b>Total (unrestricted) funds 2020 £'000</b>	Total (unrestricted) funds 2019 £'000
Staff costs (note 8)	171	171
Other costs	29	105
<b>Total funds</b>	<b>200</b>	<b>276</b>

**5 Expenditure on charitable activities**

Expenditure on charitable activities can be analysed as follows:

	<b>Direct staff costs (note 8) £'000</b>	<b>Other direct costs £'000</b>	<b>Support costs (note 6) £'000</b>	<b>Total funds 2020 £'000</b>
Social Action and Enterprise	580	809	232	1,621
Health Improvement	757	231	122	1,110
Youth Services	579	353	149	1,081
Early Help and Prevention	503	413	113	1,029
Football and Sports Development	500	181	108	789
Education	84	18	17	119
Equality, Diversity & Inclusion	58	6	8	72
<b>Total funds</b>	<b>3,061</b>	<b>2,011</b>	<b>749</b>	<b>5,821</b>

	<b>Direct staff costs (note 8) £'000</b>	<b>Other direct costs £'000</b>	<b>Support costs (note 6) £'000</b>	<b>Total funds 2019 £'000</b>
Social Action and Enterprise	359	505	142	1,006
Health Improvement	630	243	118	991
Youth Services	564	392	161	1,117
Early Help and Prevention	398	449	114	961
Football and Sports Development	447	270	118	835
Education	222	49	47	318
Equality, Diversity & Inclusion	61	12	9	82
<b>Total funds</b>	<b>2,681</b>	<b>1,920</b>	<b>709</b>	<b>5,310</b>

**6 Support costs**

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

	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2020 £'000	Staff costs (note 8) £'000	Other support costs £'000	Total funds 2019 £'000
Social Action and Enterprise	177	55	232	102	40	142
Health Improvement	93	29	122	85	33	118
Youth Services	114	35	149	116	45	161
Early Help and Prevention	86	27	113	82	32	114
Football and Sports Development	83	25	108	84	34	118
Education	13	4	17	34	13	47
Equality, Diversity & Inclusion	6	2	8	7	2	9
<b>Total funds</b>	<b>572</b>	<b>177</b>	<b>749</b>	<b>510</b>	<b>199</b>	<b>709</b>

The above support costs include the following governance costs:

	Total funds 2020 £'000	Total funds 2019 £'000
Staff costs	13	12
Legal and professional fees	1	3
Auditor's remuneration	12	12
Other costs	4	2
	<b>30</b>	<b>29</b>

**7 Net expenditure for the Year**

This is stated after charging:

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2019 £'000
Staff costs (note 8)	2,411	1,393	3,804	2,246	1,116	3,362
Operating lease rentals	20	18	38	19	17	36
Auditor's remuneration						
. Statutory audit services – charity	9	—	9	9	—	9
. Statutory audit services – subsidiary	3	—	3	3	—	3
. Other services	2	—	2	2	—	2
Depreciation	13	27	40	11	26	37

**8 Employees and staff costs**

	<b>2020</b>	2019
	<b>£'000</b>	£'000
Staff costs during the period were as follows:		
Wages and salaries	<b>3,402</b>	2,988
Social security costs	<b>273</b>	254
Pension costs	<b>76</b>	75
FRS 102 pension charge	<b>44</b>	38
Other staff related costs	<b>9</b>	7
	<b>3,804</b>	3,362

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

	<b>2020</b>	2019
	<b>£'000</b>	£'000
Wages and salaries	<b>336</b>	325
Benefits in kind	<b>14</b>	19
Social security costs	<b>42</b>	40
Pension costs	<b>17</b>	15
	<b>409</b>	399

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:

	<b>2020</b>	2019
£70,001 - £80,000	<b>2</b>	2
£80,001 - £90,000	<b>1</b>	—
£110,001 - £120,000	<b>1</b>	—
£120,001 - £130,000	<b>—</b>	1
	<b>4</b>	3

Payments to defined contribution pension arrangements in the year amounted to £16,660 (2019 - £15,423) in respect of the above employees.

Staff costs have been charged as follows:

	<b>2020</b>	2019
	<b>£'000</b>	£'000
Cost of generating funds (note 4)	<b>171</b>	171
Charitable activities (note 5)	<b>3,061</b>	2,681
Support costs (note 6)	<b>572</b>	510
	<b>3,804</b>	3,362

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

	<b>Full-time</b>	<b>Part-time</b>	<b>Total</b>		<b>Full-time</b>	<b>Part-time</b>	<b>Total</b>
			<b>2020</b>				<b>2019</b>
Cost of generating funds	<b>3</b>	<b>—</b>	<b>3</b>		3	—	3
Charitable activities	<b>97</b>	<b>115</b>	<b>212</b>		91	115	206
	<b>100</b>	<b>115</b>	<b>215</b>		94	115	209

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

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 £1,908 (2019 - £1,908) and provides cover of up to a maximum of £5 million (2019 - £5 million).

No trustees received any remuneration or any reimbursed expenses from the charity during 2020 or 2019.

**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**

<b>Group</b>	Artificial training pitch £'000	Other sports facilities £'000	Machinery and office equipment £'000	Motor vehicles £'000	<b>Total £'000</b>
<b>Cost</b>					
At 1 April 2019	569	60	109	156	<b>894</b>
Additions	—	—	9	—	<b>9</b>
At 31 March 2020	<u>569</u>	<u>60</u>	<u>118</u>	<u>156</u>	<b><u>903</u></b>
<b>Depreciation</b>					
At 1 April 2019	275	29	72	156	<b>532</b>
Charge for year	23	2	15	—	<b>40</b>
At 31 March 2020	<u>298</u>	<u>31</u>	<u>87</u>	<u>156</u>	<b><u>572</u></b>
<b>Net book value</b>					
At 31 March 2020	<u>271</u>	<u>29</u>	<u>31</u>	<u>—</u>	<b><u>331</u></b>
At 31 March 2019	<u>294</u>	<u>31</u>	<u>37</u>	<u>—</u>	<b><u>362</u></b>
<b>Charity</b>					
<b>Cost</b>					
At 1 April 2019			103	156	<b>259</b>
Additions			9	—	<b>9</b>
At 31 March 2020			<u>112</u>	<u>156</u>	<b><u>268</u></b>
<b>Depreciation</b>					
At 1 April 2019			67	156	<b>223</b>
Charge for year			14	—	<b>14</b>
At 31 March 2020			<u>81</u>	<u>156</u>	<b><u>237</u></b>
<b>Net book value</b>					
At 31 March 2020			<u>31</u>	<u>—</u>	<b><u>31</u></b>
At 31 March 2019			<u>36</u>	<u>—</u>	<b><u>36</u></b>

## 11 Investments

**(a) UK investment funds**

	2020 £'000	2019 £'000
Total value of investments at 1 April 2019	967	689
Additions at cost	—	250
Investment (losses) gains	(49)	28
<b>Total investments at 31 March 2020</b>	<b>918</b>	<b>967</b>
<b>Historical cost of investments at 31 March 2020</b>	<b>950</b>	<b>950</b>

	2020 £'000	2019 £'000
<b>Portfolio Details</b>		
CCLA Investment Fund	361	372
Sarasin Alpha CAIF for Endowments	340	354
Rathbones Active Income and Growth Fund	217	241
<b>Total market value at 31 March 2020</b>	<b>918</b>	<b>967</b>

**(b) Investment in trading subsidiary**

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 2020, which have been included in the consolidated financial statements.

	2020 £'000	2019 £'000
<b>Turnover</b>	<b>21</b>	18
<b>Cost of sales</b>	<b>(28)</b>	(25)
<b>Gross loss</b>	<b>(7)</b>	(7)
Amount released from deferred capital grants	25	25
Administrative expenses	(6)	(5)
<b>Profit for the year before gift aid</b>	<b>12</b>	13
Gift aid	(12)	(7)
<b>Profit for the financial year</b>	<b>—</b>	6
<b>Retained profit at 1 April 2019</b>	<b>16</b>	10
<b>Retained profit at 31 March 2020</b>	<b>16</b>	16
Called up share capital	—	—
<b>Net assets at 31 March 2020</b>	<b>16</b>	16

**12 Debtors**

	<b>Group 2020 £'000</b>	Group 2019 £'000	<b>Charity 2020 £'000</b>	Charity 2019 £'000
Prepayments	<b>96</b>	371	<b>96</b>	371
Trade debtors	<b>474</b>	410	<b>475</b>	409
Amounts due from connected parties (note 18)	<b>41</b>	11	<b>41</b>	11
Legacies receivable	<b>—</b>	50	<b>—</b>	50
Other debtors	<b>2</b>	1	<b>2</b>	1
Accrued income	<b>224</b>	452	<b>224</b>	452
	<b>837</b>	1,295	<b>838</b>	1,294

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

	<b>Group 2020 £'000</b>	Group 2019 £'000	<b>Charity 2020 £'000</b>	Charity 2019 £'000
Amounts due to subsidiaries	<b>—</b>	—	<b>23</b>	13
Expense creditors	<b>34</b>	101	<b>24</b>	95
Amounts due to connected parties (note 18)	<b>54</b>	12	<b>54</b>	12
Social security and other taxes	<b>114</b>	68	<b>115</b>	68
Accruals	<b>77</b>	112	<b>71</b>	106
Deferred income	<b>319</b>	424	<b>319</b>	424
Wages and salaries	<b>13</b>	17	<b>13</b>	17
	<b>611</b>	734	<b>619</b>	735

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:

<b>Group</b>	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	At 31 March 2020 £'000
<b>Social Action and Enterprise funds</b>					
Premier League Enterprise	13	—	(13)	—	—
NCS EFL	4	13	(17)	—	—
	<u>17</u>	<u>13</u>	<u>(30)</u>	<u>—</u>	<u>—</u>
<b>Health Improvement funds</b>					
RBG Cycle Hire	—	5	(5)	—	—
Social Prescribing	—	87	(150)	44	(19)
Extra Time	10	25	(35)	—	—
Greenwich Health	—	50	(50)	—	—
Escape Pain	—	(7)	7	—	—
GGA – Healthy Walks	2	35	(37)	—	—
GGA – Families Plus	—	2	(2)	—	—
Health Community Outreach	43	214	(242)	(15)	—
Contact & Telephone Support	—	140	(140)	—	—
Oxleas Health Checks	—	45	(45)	—	—
Hypertension Project	—	33	(33)	—	—
Ministry of Defence	11	—	—	—	11
Live Well Greenwich	—	195	(123)	(29)	43
Live Well – PCN	—	85	(85)	—	—
TfL Bereavement Walks	—	5	(2)	—	3
TfL Family Cycle Club	—	5	—	—	5
TfL Travel Buddies	—	3	—	—	3
RBG Community Hub	—	10	(10)	—	—
	<u>66</u>	<u>932</u>	<u>(952)</u>	<u>—</u>	<u>46</u>
<b>Early Help and Prevention funds</b>					
Charlton Upbeats	18	36	(37)	—	17
Colyer Ferguson	—	21	(21)	—	—
Home Office Thanet	—	30	(17)	—	13
Young Londoners	(1)	—	—	1	—
Twinnings Project	—	9	(2)	—	7
Jack Petchey Foundation	7	10	(9)	—	8
Connect Mentoring	25	70	(95)	—	—
Greenwich Mentoring	(4)	—	(29)	33	—
CURB Mentoring	—	29	(22)	—	7
Winter Ballers	—	18	(18)	—	—
London Marathon Kicks Ext.	—	12	—	—	12
Premier League Kicks	17	105	(61)	(1)	60
Premier League Targeted	—	20	(3)	—	17
Bexley Targeted Youth Sessions	—	25	(25)	—	—
Bexley Targeted Residential	—	—	(17)	30	13
Balance carried forward	<u>62</u>	<u>385</u>	<u>(356)</u>	<u>63</u>	<u>154</u>

## 14 Restricted Funds (continued)

Group	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers Between Funds £'000	At 31 March 2020 £'000
<b>Early Help and Prevention funds (cont.)</b>					
Balance brought forward	62	385	(356)	63	154
Bexley Youth Activity Sessions	70	50	(50)	(70)	—
Children in Need Awards for All	(5)	47	(45)	—	(3)
EFL – Mind	1	—	(1)	—	—
Kent Mental Health	—	6	(2)	—	4
Greenwich Counselling Srv	—	40	(40)	—	—
RBG Adult Short Breaks	—	6	(6)	—	—
Bexley Short Breaks	—	49	(35)	—	14
Bexley Short Breaks Summer and Residential	9	174	(163)	—	20
Oxleas Up and At 'Em	—	6	(5)	40	41
Oxleas Early Intervention	16	1	(19)	—	(2)
Saturday Short Breaks	6	23	(22)	—	7
Mondays ASD	—	41	(41)	—	—
Holiday Short Breaks	—	21	(21)	—	—
Residential Short Breaks	—	44	(44)	—	—
BATS Transport	—	15	(15)	—	—
	—	13	(14)	1	—
	159	921	(879)	34	235
<b>Football and Sports Development</b>					
Advance Centre	5	10	(12)	—	3
Bursary Fund	2	1	(2)	—	1
Football League Ferrero	(8)	33	(32)	—	(7)
Premier League Schools	13	40	(43)	—	10
Premier League Women's PL Fans	3	—	(3)	—	—
	6	7	(13)	—	—
	21	91	(105)	—	7
<b>Education funds</b>					
Premier League Continuous Improvement	4	—	(4)	—	—
	4	—	(4)	—	—
<b>Equality, Diversity and Inclusion funds</b>					
CARE	—	64	(69)	5	—
	—	64	(69)	5	—
<b>Revenue projects total funds</b>	267	2,021	(2,039)	39	288
<b>Relating to fixed assets</b>					
Spaces for Sports Scheme	294	—	(23)	—	271
Other fixed assets	10	—	(4)	—	6
	304	—	(27)	—	277
<b>Total restricted funds</b>	571	2,021	(2,066)	39	565

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;

#### 14 Restricted Funds (continued)

- ◆ a transfer from restricted to unrestricted funds when a restriction has been removed.

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

#### 15 Designated funds

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

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

<b>Group</b>	At 1 April 2019 £'000	Investment losses £'000	Transfers between funds £'000	<b>At 31 March 2020 £'000</b>
Fixed asset fund	58	—	(4)	<b>54</b>
Development fund	1,414	(49)	(374)	<b>991</b>
25th Anniversary fund	30	—	(13)	<b>17</b>
<b>Total designated funds</b>	<b>1,502</b>	<b>(49)</b>	<b>(391)</b>	<b>1,062</b>

<b>Charity</b>	At 1 April 2019 £'000	Investment gains £'000	Transfers between funds £'000	<b>At 31 March 2020 £'000</b>
Fixed asset fund	27	—	(2)	<b>25</b>
Development fund	1,414	(49)	(374)	<b>991</b>
25th Anniversary fund	30	—	(13)	<b>17</b>
<b>Total designated funds</b>	<b>1,471</b>	<b>(49)</b>	<b>(389)</b>	<b>1,033</b>

#### 16 Pension commitments

The charity has a pension commitment as a result of employees transferred under TUPE from the Royal Borough of Greenwich.

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.

**16 Pension commitments** (continued)

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

	<b>Value at 31 March 2020 £'000</b>	Value at 31 March 2019 £'000
UK equities	42	54
Other bonds	88	105
Property	52	63
Cash	7	6
Unitised insurance policies	172	221
UK & overseas unit trusts	101	148
Total market value of assets	<b>462</b>	597
Present value of Scheme liabilities	<b>(782)</b>	(978)
<b>Deficit in the Scheme</b>	<b>(320)</b>	<b>(381)</b>

Total expenditure recognised in the Statement of Financial Activities:

	<b>2020 £'000</b>	2019 £'000
Current service cost	56	52
Net interest cost and administration expenses	10	8
<b>Total expenditure recognised in the SOFA</b>	<b>66</b>	60

The expenditure recognised in the 2020 SOFA is made up of £22,000 employer contributions and a FRS 102 adjustment of £44,000 (2019 - £22,000 employer contributions and £38,000 FRS 102 adjustment).

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

	<b>2020 £'000</b>	2019 £'000
Scheme liabilities at 1 April 2019	978	842
Current service cost	56	52
Interest cost	24	22
Contributions by Scheme participants	10	10
Actuarial (gains) losses	(286)	52
<b>Scheme liabilities at 31 March 2020</b>	<b>782</b>	978

An actuarial valuation of the Scheme was undertaken as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023.

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

	<b>2020 £'000</b>	2019 £'000
Scheme assets at 1 April 2019	597	523
Interest on Scheme assets less administration expenses	14	14
Return on assets less interest	(55)	28
Actuarial (losses)	(126)	—
Contributions by employer	22	22
Contributions by scheme participants	10	10
<b>Fair value of Scheme assets at 31 March 2020</b>	<b>462</b>	597

**16 Pension commitments** (continued)

Movement in deficit during the year.

	<b>2020</b>	2019
	<b>£'000</b>	£'000
Scheme deficit at 1 April 2019	<b>(381)</b>	(319)
Current service cost	<b>(56)</b>	(52)
Employer contributions	<b>22</b>	22
Net finance cost	<b>(10)</b>	(8)
Actuarial gains (losses)	<b>105</b>	(24)
<b>Scheme deficit at 31 March 2020</b>	<b>(320)</b>	(381)

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

At 31 March 2020 the charity had the following future minimum commitments under non-cancellable operating leases in respect of:

	Land and buildings		Office equipment	
	<b>2020</b>	2019	<b>2020</b>	2019
	<b>£'000</b>	£'000	<b>£'000</b>	£'000
Operating leases payments due:				
Within one year	<b>34</b>	34	<b>5</b>	5
Between one and two years	<b>—</b>	—	<b>4</b>	5
Between two and five years	<b>—</b>	—	<b>8</b>	12

**18 Connected party transactions**

Charlton Athletic Football Company Ltd ("Charlton Athletic") operates a professional football club. Charlton Athletic supports the charity by providing office accommodation and other intangible support. The value of this support during the financial period cannot be reliably quantified and as such has not been included in these financial statements.

In the year to 31 March 2020 the Trust received income of £86,271 from Charlton Athletic (2019 - £80,799). A balance of £41,130 (2019 - £11,453) was due from the Club and included within debtors at the year end. In the year to 31 March 2020 the Trust incurred expenditure of £63,429 (2019 - £112,081) with Charlton Athletic. A balance of £53,621 (2019 - £11,946) was due to the Club 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.

The aggregate value of donations made to the charity by trustees was £1,505 (2019 - £1,135).

## 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 2020 £'000
<b>Fund balances at 31 March 2020 are represented by:</b>					
Tangible fixed assets	—	54	277	—	331
Investments	—	918	—	—	918
Debtors	529	5	—	303	837
Cash (including short term deposits)	546	85	—	1	632
Creditors: amounts falling due within one year	(595)	—	—	(16)	(611)
Pension liability	(320)	—	—	—	(320)
<b>Total net assets</b>	<b>160</b>	<b>1,062</b>	<b>277</b>	<b>288</b>	<b>1,787</b>

Charity	General funds £'000	Designated funds £'000	Fixed asset restricted fund £'000	Other restricted funds £'000	Total 31 March 2020 £'000
<b>Fund balances at 31 March 2020 are represented by:</b>					
Tangible fixed assets	—	25	6	—	31
Investments	—	918	—	—	918
Debtors	530	5	—	303	838
Cash (including short term deposits)	537	85	—	1	623
Creditors: amounts falling due within one year	(603)	—	—	(16)	(619)
Pension liability	(320)	—	—	—	(320)
<b>Total net assets</b>	<b>144</b>	<b>1,033</b>	<b>6</b>	<b>288</b>	<b>1,471</b>

Notes 20 to 23 present detailed comparative information for the financial year ending 31 March 2019. These notes form an integral part of the accounts.

## 20 Consolidated Statement of Financial Activities Year to 31 March 2019

		Restricted funds				
	Unrestricted funds £'000	Revenue projects £'000	Capital develop-ment £'000	Total funds 2019 £'000	Total funds 2018 £'000	
<b>Income:</b>						
Donations and legacies	1	114	468	—	582	847
Income from charitable activities	2	3,219	1,283	—	4,502	4,332
Income from other trading activities	3	166	—	—	166	238
Investment income		34	—	—	34	13
<b>Total income</b>		3,533	1,751	—	5,284	5,430
<b>Expenditure:</b>						
Cost of raising funds	4	276	—	—	276	232
Expenditure on charitable activities	5					
· Youth Services		1,117	—	—	1,117	1,140
· Social Action and Enterprise		985	21	—	1,006	779
· Health Improvement		180	810	1	991	837
· Early Help and Prevention		172	789	—	961	880
· Football and Sports Development		730	82	23	835	1,112
· Education		305	11	2	318	374
· Equality, Diversity and Inclusion		11	71	—	82	91
		3,500	1,784	26	5,310	5,213
<b>Total expenditure</b>		3,776	1,784	26	5,586	5,445
<b>Net expenditure before investment losses and transfers</b>	7	(243)	(33)	(26)	(302)	(15)
Gains (losses) on investments		28	—	—	28	(11)
<b>Net expenditure for the year</b>		(215)	(33)	(26)	(274)	(26)
<b>Transfers between funds</b>	14	(12)	12	—	—	—
<b>Other recognised gains and losses</b>						
Actuarial (losses) gains on pension scheme	16	(24)	—	—	(24)	44
<b>Net movement in funds</b>		(251)	(21)	(26)	(298)	18
<b>Reconciliation of funds:</b>						
Fund balances brought forward at 1 April 2018		1,856	288	330	2,474	2,456
Fund balances carried forward at 31 March 2019		1,605	267	304	2,176	2,474

## 21 Restricted funds Year to 31 March 2019

<b>Group</b>	<b>At 1 April 2018 £'000</b>	<b>Income £'000</b>	<b>Expenditure £'000</b>	<b>Transfers between funds £'000</b>	<b>At 31 March 2019 £'000</b>
<b>Social Action and Enterprise funds</b>					
Premier League Enterprise	4	30	(21)	—	13
NCS EFL	—	4	—	—	4
	<u>4</u>	<u>34</u>	<u>(21)</u>	<u>—</u>	<u>17</u>
<b>Health Improvement funds</b>					
RBG Cycle Hire	—	5	(5)	—	—
Social Prescribing	—	85	(85)	—	—
Extra Time	—	9	(9)	10	10
Greenwich Health	—	61	(61)	—	—
Escape Pain	—	9	(9)	—	—
GGA – Healthy Walks	1	35	(34)	—	2
Lewisham Fuel Poverty	—	8	(8)	—	—
Health Community Outreach	—	322	(279)	—	43
Contact & Telephone Support	—	210	(210)	—	—
Oxleas Health Checks	—	34	(34)	—	—
Personalised Travel Planning	—	17	(17)	—	—
Hypertension Project	10	41	(51)	—	—
Ministry of Defence	19	—	(8)	—	11
	<u>30</u>	<u>836</u>	<u>(810)</u>	<u>10</u>	<u>66</u>
<b>Early Help and Prevention funds</b>					
Charlton Upbeats	23	24	(29)	—	18
Home Office Thanet	7	—	(7)	—	—
Young Londoners	—	—	(1)	—	(1)
Connect Mentoring	—	34	(9)	—	25
Greenwich Mentoring	—	—	(4)	—	(4)
Jack Petchey Foundation	8	11	(12)	—	7
Reaching Community	—	131	(131)	—	—
Bexley Short Breaks	20	192	(191)	(12)	9
Bexley Short Breaks Summer	—	41	(41)	—	—
Oxleas Up and at 'em	30	—	(14)	—	16
Colyer Ferguson	25	—	(25)	—	—
FL Lord Mayor's Fund	2	—	(2)	—	—
Premier League Kicks	31	61	(75)	—	17
Bexley Targeted Youth Sessions	—	25	(25)	—	—
Bexley Youth Activity Sessions	46	62	(38)	—	70
Charles Hayward	18	—	(18)	—	—
Children in Need	5	44	(54)	—	(5)
Awards for All	1	1	(1)	—	1
Wembley Disability	3	—	(3)	—	—
Kent Mental Health	—	40	(40)	—	—
ASD Youth Provision	—	47	(47)	—	—
Oxleas Early Intervention	6	22	(22)	—	6
	<u>225</u>	<u>735</u>	<u>(789)</u>	<u>(12)</u>	<u>159</u>

**21 Restricted funds** Year to 31 March 2019 (continued)

<b>Group</b>	<b>At 1 April 2018 £'000</b>	<b>Income £'000</b>	<b>Expenditure £'000</b>	<b>Transfers Between Funds £'000</b>	<b>At 31 March 2019 £'000</b>
<b>Football and Sports Development</b>					
Advance Centre	5	10	(10)	—	5
Bursary Fund	3	1	(2)	—	2
Football League Ferrero	(4)	9	(13)	—	(8)
Premier League Schools	20	40	(47)	—	13
Premier League Women's	3	10	(10)	—	3
	<u>27</u>	<u>70</u>	<u>(82)</u>	<u>—</u>	<u>15</u>
<b>Education funds</b>					
Premier League Continuous Improvement	5	10	(11)	—	4
	<u>5</u>	<u>10</u>	<u>(11)</u>	<u>—</u>	<u>4</u>
<b>Equality, Diversity and Inclusion funds</b>					
CARE	(11)	55	(58)	14	—
CARE United	6	—	(6)	—	—
CARE Understanding Islam	2	—	(2)	—	—
PL Fans	—	11	(5)	—	6
	<u>(3)</u>	<u>66</u>	<u>(71)</u>	<u>14</u>	<u>6</u>
<b>Revenue projects total funds</b>	<u>288</u>	<u>1,751</u>	<u>(1,784)</u>	<u>12</u>	<u>267</u>
<b>Relating to fixed assets</b>					
Spaces for Sports Scheme	317	—	(23)	—	294
Other fixed assets	13	—	(3)	—	10
	<u>330</u>	<u>—</u>	<u>(26)</u>	<u>—</u>	<u>304</u>
<b>Total restricted funds</b>	<u>618</u>	<u>1,751</u>	<u>(1,810)</u>	<u>12</u>	<u>571</u>

**22 Designated funds** Year to 31 March 2019

<b>Group</b>	<b>At 1 April 2019 £'000</b>	<b>Investment gains £'000</b>	<b>Transfers between funds £'000</b>	<b>At 31 March 2019 £'000</b>
Fixed asset fund	48	—	10	58
Development fund	1,562	28	(176)	1,414
25th Anniversary fund	52	—	(22)	30
<b>Total designated funds</b>	<u>1,662</u>	<u>28</u>	<u>(188)</u>	<u>1,502</u>

<b>Charity</b>	<b>At 1 April 2019 £'000</b>	<b>Investment gains £'000</b>	<b>Transfers between funds £'000</b>	<b>At 31 March 2019 £'000</b>
Fixed asset fund	14	—	13	27
Development fund	1,562	28	(176)	1,414
25th Anniversary fund	52	—	(22)	30
<b>Total designated funds</b>	<u>1,628</u>	<u>28</u>	<u>(185)</u>	<u>1,471</u>

## 23 Analysis of net assets between funds 31 March 2019

<b>Group</b>	<i>General funds</i> £'000	<i>Designated funds</i> £'000	<i>Fixed asset restricted fund</i> £'000	<i>Other restricted funds</i> £'000	<b>Total 31 March 2019</b> £'000
<b>Fund balances at 31 March 2019 are represented by:</b>					
Tangible fixed assets	—	58	304	—	362
Investments	—	967	—	—	967
Debtors	990	50	—	255	1,295
Cash (including short term deposits)	186	427	—	54	667
Creditors: amounts falling due within one year	(692)	—	—	(42)	(734)
Pension liability	(381)	—	—	—	(381)
<b>Total net assets</b>	<b>103</b>	<b>1,502</b>	<b>304</b>	<b>267</b>	<b>2,176</b>

<b>Charity</b>	<i>General funds</i> £'000	<i>Designated funds</i> £'000	<i>Fixed asset restricted fund</i> £'000	<i>Other restricted funds</i> £'000	<b>Total 31 March 2019</b> £'000
<b>Fund balances at 31 March 2019 are represented by:</b>					
Tangible fixed assets	—	27	9	—	36
Investments	—	967	—	—	967
Debtors	989	50	—	255	1,294
Cash (including short term deposits)	173	427	—	54	654
Creditors: amounts falling due within one year	(693)	—	—	(42)	(735)
Pension liability	(381)	—	—	—	(381)
<b>Total net assets</b>	<b>88</b>	<b>1,471</b>	<b>9</b>	<b>267</b>	<b>1,835</b>



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