



**IT'S OUR IMPACT**

**Charlton  
Athletic  
Community  
Trust**



**COMMUNITY TRUST**

At The Heart Of The Community

**CELEBRATING 25 YEARS**

1992 - 2017

# Our Impact

## Introduction

The community scheme at Charlton Athletic was established through a partnership between Charlton Athletic Football Club and the Professional Footballers' Association in August 1992, the same year that the Club returned to The Valley.

In 2003, the Football Club set up a charity and it was decided that the community scheme would sit under the umbrella of the newly formed Charlton Athletic Community Trust (CACT).

This has now grown into an organisation that employs 95 permanent staff, a pool of over 100 sessional staff, engages with thousands of people and is regarded as one of the biggest football related community trusts in the country. Over the years, CACT has delivered a wide range of community-led projects in the South East of England and ground-breaking work in some of the poorest townships in South Africa over a 10 year period. In 2012, CACT became the first community football trust to deliver a council's Youth Service provision.

The achievements of CACT have been recognised both nationally and internationally. CACT has won numerous industry awards including the 2009, 2013 and 2016 Football League Community Club of the Year and the Beyond Sport 'Sports Team of the Year' in 2014. CACT continues to use the power of football and sport to address social issues and this commitment is demonstrated in the 2016/17 end of year accounts where CACT invested £5.5m into projects and programmes run in the local community.

This report provides an insight into the success and progress CACT has made over the past 25 years and a snapshot of the real impact of the community programmes delivered.



Jason Morgan MBE HonDBA

**£5.5m**  
Total Invested

Early Help & Prevention	£664,629.01
Education	£790,256.64
Equality, Diversity & Inclusion	£105,245.00
Football & Sports Development	£1,216,536.82
Health Improvement	£564,463.16
Social Action & Enterprise	£835,353.40
Youth Services	£1,139,205.43
Central Funds	£187,549.41

## Executive Summary

This report is a summary of the findings of a 12 month study conducted to evaluate and evidence the impact that CACT has had on its participants and the wider community. Data was collected over the period of September 2015-August 2016.

Within the UK, non-profit organisations are under increasing pressure to demonstrate their social impact and provide value for money.

The study had two main purposes: Firstly, to explore the experiences of participants within CACT's programmes through interviews and case studies, and design a theoretical framework behind each programme.

Secondly, results and analysis have provided insight into the key areas of impact within CACT: education and employment, crime, and health. These areas feed into the overall aim of improved community and social wellbeing.

The study showcases how community-led projects can achieve social change against a variety of outcomes and improve the lives of the people within the community.

### The methods used to determine CACT's impact were:

- Participant interviews
- Wellbeing Valuation model
- Theories of change

To find out more about the methodology and to read the full report, please visit: [www.cact.org.uk/impact](http://www.cact.org.uk/impact)

### CACT's Net Benefit

**£31,309,411**

### CACT's Social Return on Investment

**1:6.89**



### CACT's Net Benefit

Net Benefit is the total social value in £s that a charity produces for the local community MINUS the amount of money invested into the projects.

### CACT's Social Return on Investment

Social Return on Investment is a recognised, rigorous approach for charities to measure their impact by attaching a financial value to its achievements.

# Improving Education and Employment

## Why CACT's work is important



Only 31% of pupils receiving free school meals in Bexley achieved 5 GCSE pass grades (A\*-C) or equivalent in 2013/14



In 2014-15 Thanet, in Kent, had the highest 18-24 year old unemployment rate in the South East at 5.9%



In 2014 48% of 19 year olds in Royal Greenwich had no qualifications, the highest rate in London

## Success Story

When Danielle\* started her Health and Social Care course at college she was 16 and struggled with the change of approach to learning from school and lost motivation, self-belief and direction. The education system could not offer her the support she needed to get through this difficult time, and so she was at risk of dropping out.

The only people she felt she was able to talk to about this were the youth workers with whom she had built up a relationship over many years of attending Hawksmoor Youth Hub.

The youth workers talked to Danielle and helped her identify where she needed assistance. Danielle was given one-to-one support and access to a good study space with IT resources, so she could complete

some of her college coursework at the Youth Hub. The youth workers helped her to improve her time management, which enabled her to complete her work on time and ensure she had leisure time. Danielle also volunteered on outings and with the delivery of arts and leisure workshops, which improved her self-confidence.

As a result of this support, Danielle completed her qualification in Health and Social Care and has since started a further course. She has also secured a paid apprenticeship.

Danielle said: "Without the support, help and encouragement of the youth workers at Hawksmoor, I may not have completed my Health and Social Care course and got my apprenticeship."

\*Name changed to protect identity



**“Without the support, help and encouragement of the youth workers at Hawksmoor, I may not have completed my Health and Social Care course and got my apprenticeship.”**

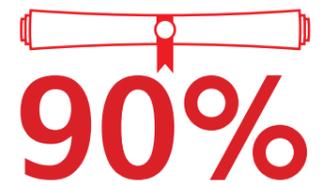
## Key Findings



78 NEET participants gained employment on CACT employment programmes



240 players on Post 16 Football Academies achieved BTEC or GCSE qualifications



90% of students attending CACT's alternative provision achieved 5 GCSEs A\*-G



# Improving Health

## Why CACT's work is important



In 2015-16, over 20% of 11 year olds in Bexley and Royal Greenwich were classed as obese



The 2011 census revealed that 257,038 residents in Kent (17.6%) had a health problem or disability which limits their day-to-day activities

## Success Story

David\* decided to sign up to Greenwich Get Active (GGA) after finding out about the service from the nurse at his doctor's surgery.

Through the programme's advisors, he was made aware of the advantages that came with a healthier lifestyle. He started to walk regularly – starting with two-mile walks around Greenwich Park, often clocking up to 13 miles in a single week – as well as taking swimming lessons.

These activities, along with eating more healthily, saw him lose two and a half stone in two months; saying how he 'loved every aspect of it'. The satisfaction of feeling and looking healthier was enough reason to motivate him.

He is now a lot more mobile. He said: "I used to have problems putting my socks on in the morning, but now that is gone and I can reach

the floor with ease. I can also now run for the bus, something which would never have been possible before!"

Feeling the benefits himself, David went out of his way to get others on board, wanting to pass on the enthusiasm he had gained as a result of his great progress. Since he found it very simple to sign up, he wanted to make as many people aware of the programme as possible.

In his body he looks healthier, and in his mind he feels better, knowing he now has more control over his own life with a healthy, controlled diet, and a very active lifestyle.

David said he has been telling his friends about the service, as he knows it could be beneficial to anyone in the Borough who needs that extra bit of assistance, motivation and awareness about what's available.

\*Name changed to protect identity



"I used to have problems putting my socks on in the morning, but now that is gone and I can reach the floor with ease."

## Key Findings



301 residents quit smoking through CACT drop in clinics



Of the residents who felt a sense of anxiety in their life 34% no longer feel this way after engaging in CACT programmes

# Reducing Crime

## Why CACT's work is important



In 2015, violent and drug related crimes in Royal Greenwich were 257% above the national average



In 2015, the anti-social behaviour in Bexley was 27% above the national average



Hate crime has increased by 25% in Kent in 2016

## Success Story

CACT worked with PC Smith\* to deliver a four-day football tournament and FA Level 1 coaching award to 16 inmates at Young Offenders Institute (YOI) ISIS.

PC Smith worked closely with the inmates, giving them valuable guidance to help them demonstrate their ability on the course.

He was also able to support inmates with the completion of their log book to document their sessions and reinforce their learning. On 12 November 2015, 14 out of 16 inmates successfully completed the course and achieved an FA Level 1 coaching certificate.

Speaking about the event at YOI ISIS, the Borough Commander for the Metropolitan Police Service in Royal Greenwich stated: "PC Smith has done a tremendous job putting this tournament together and has given my officers an

opportunity to break down barriers with the inmates. I found some of the inmates' personal stories very insightful."

The YOI ISIS Prison Governor stated: "Events like this break down barriers and provide a base for stronger partnerships in relation to the organisations involved, and for my lads [the inmates] this has hopefully boosted their confidence and given them a chance for future opportunities."

Prison Inmate A stated "I thought it was brilliant and I've learnt a lot, I've learnt how to be a coach and when I'm released it will help me to move on."

Prison Inmate B stated "I want to start by helping my brother's under 8s on a Sunday, I can give some of my knowledge that I have learnt on this course and pass it on to the up and coming boys."

\*Name changed to protect identity



Above photo: Local young people take part in a 'Street Violence Ruins Lives' event in partnership with the Rob Knox Foundation

"Events like this break down barriers and provide a base for stronger partnerships"

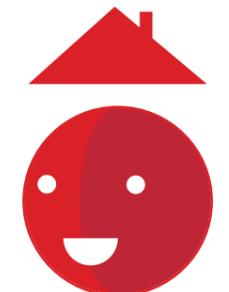
## Key Findings



Over the course of the year 29 inmates achieved an FA Level 1 qualification



Of participants who had a negative image of the police in the area, 10% now think they do a good job



Of the participants who didn't feel like they belong to the neighbourhood, 15% now do

# Early Help & Prevention

## Mental Health and Disability Unique Participants

1,543

Participants attended six or more sessions

915

## Crime Reduction Unique participants

1,676

Participants attended six or more sessions

756

CACT's Early Help and Prevention strand aims to increase the wellbeing and resilience of the local community. It offers opportunities for young people and adults at risk of exclusion from mainstream society to participate in a wide range of activities that are tailored to their needs, as well as providing them with support in relation to targeted issues. The following projects are delivered:

### Mental Health

- Oxleas Early Intervention In Psychosis activity project
- Oxleas Up & At 'Em older people's mental health activity project
- Activity projects in secure and forensic units
- Kent & Medway NHS Early Intervention In Psychosis project

### Disability

- Ability Counts football programme
- Charlton Upbeats (Down's syndrome football programme)
- Disability School Sports Frame football project
- Short Breaks programmes providing fun activities for children and young people

### Crime

- Mentoring programme
- Crime Reduction
- Kicks sports programme
- Estate Based Activities delivered in communities to develop key life skills through the use of sport

"Everything is just a laugh and you work alongside your mental health team, your care coordinator, and yeah, you feel supported and you feel accepted. It helped me with my confidence you know because even your friends and family they don't really understand the mental health problem, so being with people that have got experience with it really makes a difference"  
J, CACT Mental Health programme participant.



## Crime Reduction:

### Social Return on Investment

1:4.09

### Net Benefit

£713,974.81

## Mental Health and Disability:

1:7.75

£2,926,592.10



Charlton Upbeats is the highest attended Down's syndrome programme in the country



Charlton are five-time winners of the Down's Syndrome Active National Down's Syndrome Football Tournament



30% increase in perceptions of the neighbourhood as a "Good place to Live" (Crime Reduction)



40% increase in participants feeling in control of their life (Mental Health & Disability)

# Education

## Unique Participants

# 113

Students that passed a BTEC course in any subject

# 100%

CACT's Education strand offers young people a range of opportunities, particularly those who are not reaching or who have struggled to reach their full potential through mainstream education. CACT recognises that sport is a fantastic tool to help improve the educational attainment of young people.

Using the hook of the badge of a professional football club has really helped engage and retain participants on all of our education programmes. These programmes are broadly divided between pre-16 alternative provision and post-16 further education.

### Programmes

- Literacy and Numeracy
- Alternative Education
- Employability Support
- Traineeships and Apprenticeships
- Higher Education Courses

“I think social skills was a big part of the Charlton course for me, and I don't think you can find a job that without having the basic conversational and communication skills that Charlton gave me. I have finished my accounting qualification and I've just been successful in an interview to start a new placement”

J, 18 year old participant,  
Traineeship Programme



Social Return on Investment

# 1:6.61

Net Benefit

# £4,433,339.75



For the fourth year running every student leaving the CACT programme went into further education, training or apprenticeships



52% of unemployed participants went on to gain employment on completion of the course

# Equality, Diversity and Inclusion

Unique Participants

2,014

BAME attendees

72%

Participants engaging in LGBTQ+ workshops

500

CACT delivers a diverse, broad and comprehensive range of programmes specially designed to tackle inequality and discrimination, promote social integration and build community cohesion.

Initiatives are specifically designed to build strong, active and inclusive communities and promote positive relations between groups and communities from different backgrounds, including targeted community engagement programmes; interactive arts and drama based education; conferences; seminars and workshops; and training courses.

**Programmes:**

- Extra Time (a social club for the elderly)
- Community Sports for All
- Woolwich United integrated faith and ethnicity football project
- Understanding Islam (seminars and conferences)
- Show Racism the Red Card
- Red, White and Black Day

“Coming together like this, discussing the importance of our Faith, helps us to see that there is more that joins us than separates us.”

Inter-Faith week conference participant.



Seven different faiths: Buddhism; Christianity; Hinduism; Islam; Judaism; Rastafarianism; Sikhism and non-religious people participated in 'Inter-Faith week' in 2015



Of residents who had rated the police in their local area as 'not good', 73% now think they do a good job



Of residents who didn't stop to talk to people in their neighbourhood regularly, 73% said they now do



Of the participants who reported a sense of anxiety or depression 88% had overcome it after engagement with Equality and Diversity projects

Social Return on Investment

1:9.52

Net Benefit

£896,687.40

# Football and Sports Development

Unique Participants  
L&Q Programme

1,220

Kinder Move + Learn  
Programme

1,800

Premier League School  
Programme

3,114

CACT delivers a comprehensive Football and Sports Development programme throughout South East London and Kent for thousands of young people each year. The programme caters for a range of players of different ages, genders and abilities.

**Programmes:**

- Advance Centre
- Toddler Soccer
- Charlton Challenge football for young people aged 5-15
- Premier Challenge consists of high level football coaching for young people
- Holiday Courses football and multi-sports over the holiday period
- Kinder + Sport Move and Learn sports and education project
- Women's and Girl's Football
- Post 16 Academies
- One Goal multi-sports and leisure programme
- Coach Education
- Multi-sports School Clubs

“As a disabled mum with ill health my husband had to give up work to become my carer. Money has been tight this year and we couldn't afford a holiday. With two girls aged 8 and 12 we always worry what we can do with them in the summer holiday but thanks to Charlton and L&Q my girls had so much fun at the activities that were provided at the community centre on Saxon Walk.”

From a letter to Homelife, L&Q's Resident Magazine.



Social Return on Investment

1:2.81

Net Benefit

£2,201,929.34



450 newly-qualified coaches



30 FA Level 1 and 2 courses were delivered



CACT's Advanced Centre has produced 22 professional players over the past 10 years

# Health Improvement

Unique Residents  
Health Checks

4,150

Greenwich Get Active

1,917

Residents who attended  
six or more Stop Smoking  
sessions

595

CACT is commissioned by the Royal Borough of Greenwich and Oxleas NHS Foundation Trust to deliver a variety of programmes that promote health and wellbeing within the community.

The work is underpinned by community engagement and a specialist Health Improvement contact telephone support centre. Trained advisors offer support to refer, book and signpost residents to a whole range of community assets and services in the Borough giving them support they need in order to make and/or sustain a behavioural change in the short, medium and long term.

**Programmes:**

- Campaigns, Outreach and Roadshows
- Kick the Habit
- Smoke Screen
- Peer Education for Healthy Living
- CACT Youth Health
- Greenwich Get Active
- Weight Management
- Healthy Walks
- Stay Warm Stay Safe
- Men's Health
- In the Zone programme promoting physical activity in schools
- Health Checks for 40-74 year olds
- Lifestyle Checks delivered in pubs
- Healthy cooking clubs

“The stop smoking service has been brilliant. Couldn't have done it without their regular support. Coming to the drop-ins keeps me motivated, especially when I blow into the machine to see how the result is improving. The encouragement from the stop-smoking adviser has been brilliant- he is always encouraging.”

B, Kick the Habit.

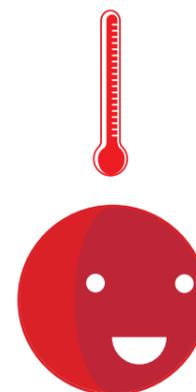


Social Return on Investment

1:10.33

Net Benefit

£5,266,439.63



Of residents who rated their overall health as 'not good', 41% rated it as 'good' or 'very good' after accessing CACT programmes



Of residents who reported 'not feeling in control of their own lives', 50% had overcome this issue with CACT's support



Of residents who reported a sense of anxiety or depression, 78% had overcome it with CACT's support

# Social Action and Enterprise

Supported young people to deliver more than

## 16,300

hours of voluntary youth-led social action

Supported young people to raise more than

## £12,000

for local charities

Social Action and Enterprise, a newly formed strand of CACT, currently encompasses both the National Citizen Service (NCS) programme and a developing Enterprise offer.

CACT is the local delivery partner for NCS in several districts of North and West Kent. NCS is a once-in-a-lifetime opportunity for young people aged 15-17 to embark on exhilarating challenges, build skills for work and life and have a positive impact in their local communities.

**Programmes:**

- National Citizen Service

“National Citizen Service has become more than I could have ever anticipated and I want as many people as possible to have the opportunity to experience the programme as it really can make a positive impact on your life.”

H, NCS Leader Graduate

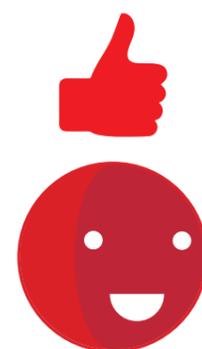


# 52

CACT engaged with 52 secondary schools in North and West Kent through NCS



Over 96% of young people who started the programme continued all the way through to graduation



Of young people that were not feeling confident, 39% now feel confident



Of young people who felt they had no financial comfort, 42% now feel more comfortable regarding their finances



Of young people who reported a sense of anxiety or depression 44% had overcome it

Social Return on Investment

## 1:9.57

Net Benefit

## £7,158,978.64

# Youth Services

Unique Participants

**7,000+**

Regular attendees

**4,500+**

Attendees with Special Educational Needs

**400+**

Sessions per week

**70+**

CACT has delivered Royal Greenwich's universal youth provision, Young Greenwich, since April 2012. Young Greenwich is aimed at 10-19 year olds, or up to 25 for those with Special Educational Needs & Disabilities, who can have fun, meet new friends, learn new skills and fulfil their potential. Delivery occurs from four main hubs, with further satellite venues and parks and open spaces being utilised to ensure coverage across the Borough.

CACT has recently implemented a virtual youth service, connecting its social media pages, a new Young Greenwich website and its own app, to improve communication with young people, raise awareness of the provision and increase footfall to youth service activities.

The service also delivers recognised programmes such as the Duke of Edinburgh's Award and has developed a Young Leaders programme to provide opportunities for identified young people to gain skills and enter a pathway to employment.

### Programmes

- Royal Greenwich Youth Service
- Targeted Youth Diversionary Project

“Before starting DofE and the volunteering project I didn't really do much outside of school. I have really enjoyed meeting new people and developing the project. I have made new friends and feel much more confident in doing something similar again in the future. I was so glad we got to make the playground better for the children that use it and feel that I have also benefitted by learning new things and becoming more confident as a leader”

R, 16 years old



Social Return on Investment

**1:7.03**

Net Benefit

**£6,869,408.74**



335 accreditations achieved



72% of participants have higher aspirations



252 young people volunteered in the service



Of the young people who didn't have regular access to internet, 50% now do



Of the young people who were not feeling confident, 24% now do

## Sponsors, Patrons and Partners

With thanks to our sponsors, patrons and partners, who help make this work possible:



### Head Office:

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

### Telephone:

0208 850 2866

### E-mail:

research@cact.org.uk

### Charity number:

1096222

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



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