

# EXCELLENT YOUTH WORK

the salmon youth centre  
in Bermondsey



Helping Young People Succeed in Life

ANNUAL REPORT 2013/14



## 2013/14 IN NUMBERS

Received over 20,000 visits from young people across the year

Ran 30 generic and specialised club sessions a week

Delivered 30 hours of sports a week to over 1,000 young people

475 young people participated in adventure

105 young people attended 10-13s football on Wednesdays – a big increase from last year

25 young people attended and achieved AQAs in trampolining club

Over 60 young people achieved AQAs in music

9 Young Leaders achieved their Duke of Edinburgh Bronze certificate

Organised 50 day trips and 8 residentials for young people during school holidays

Engaged 74 young people, aged 16-24, through our NEET programme; assisted 6 NEET young people in gaining employment

Over 200 young people improved their Speaking & Listening skills

Provided mentoring support to 98 young people, including 10 disabled young people

Established new 14-16s girls and mixed clubs to accommodate the needs of this often under-represented age group



## A MESSAGE FROM OUR CHAIR OF TRUSTEES

**This year, the Trustees have continued to oversee the implementation of Salmon's new Strategic Business Plan, which was prepared during 2013 with the assistance of The Jerusalem Trust. The four themes of the business plan are Excellent Youth Work, Effective Governance, Strong Finances, and Robust Monitoring & Evaluation.**

### A QUICK UPDATE ON SOME KEY ORGANISATIONAL HIGHLIGHTS OF THIS YEAR:

We're pleased to report that at the end of 2013, Salmon achieved PQASSO Level 2 accreditation, endorsed by the Charity Commission, in recognition of the quality and credibility of our organisation. This was a significant achievement and our thanks are due to the Salmon team and Trustee, Michael Askwith, who led on the project.

With the help of solicitors, Trowers & Hamlin, we have produced new Articles of Association (the formal constitution of the charitable company), which will be formally approved at our Annual General Meeting on 18 October 2014.

We have also appointed two new Trustee members in the form of Peter Knight and Carl Bauer, and said goodbye to Kat Casson who has gone to work in Cairo for a few years.

We are working hard with Project Oracle to introduce a set of effective monitoring and evaluation systems for the work we

do at Salmon which will be recognised by funders, especially Government (see pages 6-7). We hope to achieve this accreditation by December 2014.

Whatever systems and procedures we develop, our overarching aim is to forge long-term relations with young people that will inspire and assist them to discover and develop skills, interests and behavioural patterns that will serve them well in their future, whilst recognising that the greatest gift of all is the gift of a fresh start, restored relationships and abundant life found through Jesus Christ.

Thank you to my fellow Trustees, to Sam and the staff, the volunteers, parents, funders, supporters and members of the Council of Reference for all your continuing support.

### ADRIAN GREENWOOD

Chair of Trustees







## SALMON: A SAFE PLACE FOR YOUNG PEOPLE...



PROVIDING A SAFE  
ENVIRONMENT FOR  
YOUNG PEOPLE IS  
SOMETHING WE TAKE  
VERY SERIOUSLY AT  
SALMON.

By this we mean not only an environment that is physically safe for the young people (abiding by health and safety standards), but also one that is emotionally safe where young people can be themselves and build the confidence and self-esteem that's pivotal in their transition to adulthood.

Last year we carried out a survey of the parents and carers of our Salmon members to find out their views on Salmon and how coming here has contributed to the lives of their young people.

Most of the parents and carers described Salmon using four key words: **safe, fun, exciting, friendly.**

**“I LOVE THAT SALMON GIVES  
YOUNG PEOPLE THE CHANCE  
TO TRY DIFFERENT ACTIVITIES  
IN A SAFE, SECURE AND  
FRIENDLY ENVIRONMENT WITH  
CHILDREN OF THEIR OWN AGE.”**

**– PARENT (10–13s)**

### A PLACE OF FUN

*“My daughter enjoys it a lot and that's very important to me as a parent.”*

92% of parents and carers said they would wholeheartedly recommend Salmon to others as an affordable local place where their child can develop and socialise in a fun environment.

Having fun allows young people to relax and build relationships with each other and with staff so that they are able to open up about issues they may have in their lives that we can help with. Outside of what's provided in regular club sessions, Salmon has a number of fun activities for young people (from ages six to 24 years old) to engage in – activities such as the bouncy castle, PlayStation games, trampolining and group games.

### AN EXCITING PLACE

*“Salmon is an exciting place for my children! It's a great club, with a fun, safe environment for children of all ages.”*

80% of parents and carers said their child would not have the same exciting opportunities elsewhere as they are afforded at Salmon.

Salmon provides lots of new and exciting challenges for young people to stimulate their sense of adventure and broaden their horizons. These include our excellent centre-based rock-climbing and adventure facilities and our day trips and week-long residentials to seaside, zoos and outdoor activity centres such as PGL and Woodrow High House.

### A FRIENDLY PLACE

*“My daughter has made new friends and seems more dependent on herself.”*

69% of parents and carers said they had seen a positive change in their child since attending Salmon.

At Salmon we employ both staff and volunteers who love working with young people so it's easy for them to be friendly. We also encourage friendships between the young people, particularly amongst social groups who wouldn't normally mix outside of Salmon. This helps to give the young people a balanced life, as well as boosts their confidence and self-esteem.



# A POSITIVE CHANGE IN YOUNG PEOPLE...

As mentioned by our Chair of Trustees in the Foreword, we have been working with the Children & Youth Evidence Hub, Project Oracle, to introduce a set of effective monitoring and evaluation systems that will accurately measure the "Excellent Youth Work" we do here at Salmon – one of the key themes of the new Strategic Business Plan we launched in our 2012/13 annual report.

Over the next few pages, we will explore the "Theory of Change" that young people experience from the time they walk through our doors, some as young as six years old, to the time they exit at different points in their growth and development.

## SALMON'S YOUTH WORK MODEL

Salmon's youth work model is based on the foundation of "open access" for all young people. Our multi-purpose facilities and our skilled staff members provide a safe place and purpose for young people in Bermondsey and Southwark, from the ages of six to 24.

Salmon membership is free and once the young people are in, we work to promote positive change in them and support their transition to adulthood in three key ways:

- 1. *Preparing them for education and work*** with the overall aim of improving their educational attainment, providing access to relevant training opportunities, and supporting them in gaining meaningful employment;
- 2. *Improving their health and wellbeing*** both mentally and physically, and encouraging a continuous development of healthy eating habits and lifestyle;
- 3. *Involving them in community engagement*** through boosting their volunteering activities and political and spiritual awareness, thus increasing their ability to relate to others in the wider society.

## BUILDING GOOD RELATIONSHIPS

In order to achieve these three key objectives, we mainly concentrate on building good relationships with young people through various activities (such as sports, arts, trips and residencies) which take place during the general open club sessions and in specialised sessions.

Building good relationships opens the door to provide support to young people – especially the most vulnerable and disadvantaged – in their personal lives, whether by dealing with challenging behaviours or intervening in the crisis situations and multi-faceted issues these young people often face.

## POSITIVE OUTCOMES

As a result of this three-fold work, the immediate positive change outcomes we witness in the young people are as follows:

- Increased self-confidence
- Development of the right attitude to learning and work
- Formation of positive relationships with peers and others
- Improved communication skills
- Increased engagement in physical exercise
- Increased expression of innate or discovered creativity
- Successful crisis intervention in personal issues

The longer term outcomes include:

- Improved employability skills
- Increased self-confidence
- Increased healthy eating knowledge and practice
- Increased keep-fit activities
- Increased resilience
- Strengthening of personal character
- Increased team work ability
- Increased leadership skills
- Increased civic engagement
- Development as healthy lifestyle advocates

In the following pages, you will see some examples of how we have achieved these outcomes in young people over the past year in our three key areas of Education & Work, Health & Wellbeing, and Community Engagement.





# PREPARING YOUNG PEOPLE FOR EDUCATION & WORK

Preparing young people for education and work has never been more important than in this current economic climate.

Our work in this area takes on many forms – from providing one to one mentoring support to young people for education or work, to providing work experience placements, learning and training opportunities through apprenticeships, developing speaking and listening skills in young people, and full on providing personal development and employment support through our "FHEP Programme" for young people who are not in education, employment or training (see page 10).

## MENTORING

The mentoring relationships we build with young people help us to get to the root of the issues they face and allow us to support them through the various transitions in their lives.

We provide both long and short term mentoring, depending on the needs of the young people. We've had many success stories over the past year, such as the long term mentoring relationship between our Adventure Youth Worker, Razz, and one of our Young Leaders, Toshawn, which resulted in him gaining a place at a prestigious school when further education was formerly out of the question (see page 14).

Another successful example is 12-year-old Simon, who under the mentorship of our Music Youth Worker, Pete, learnt how to write songs and play the piano; and James, our Inclusion Youth Worker who manages our mentoring programme, successfully steered a troubled 10-year-old mentee back into full-time school attendance over the course of three months.

## WORK EXPERIENCE

"I really enjoyed my two weeks of work experience at Salmon. My favourite activity was music. The equipment was very advanced and Pete (the music technician) was very educated and helped me a lot with my songs and my singing. It wasn't my favourite but I think doing admin work, such as giving out posters and working on the computers, was a good experience, and it makes you realise work isn't all fun – you need to be serious sometimes. I am currently thinking about becoming a volunteer at Salmon."

- Sian Griffiths, 15



## APPRENTICESHIPS

Our apprenticeship programme is funded by the Big Lottery Reaching Communities fund and aims to give young people, aged 18-24, the chance to get into Youth Work by spending nine months training and working with us at the centre.

Each apprentice has a full time programme of face-to-face youth work, administration and planning tasks, as well as a weekly study programme towards their Level 3 Diploma in Youth Work. Our apprentices are an essential part of the team at Salmon. In the past year, we have worked with seven apprentices who have all made their mark on us and the young people by sharing their individual talents and passions – from bike maintenance to football, cooking to drama, and much more.

All of the apprentices leave Salmon with additional qualifications and accreditations that suit their skillset, such as AQAs in bike maintenance or gym instruction, as well as improved confidence and practical skills they can use in the world of work.

It has been great to see all four of our first group of 2012/13 apprentices go on to find work or further training since they left Salmon, and we wish similar success to our 2013/14 group Glenroy, Amma & Jack (pictured below).



"I have come to the end of my apprenticeship here at Salmon. I know that I will miss this place as it has helped me grow into the man that I want to be and it's given me the skills I need to progress in the life that I have chosen. Everyone in Salmon has had a major impact in my life and I know that they all have helped me to become who I am today."

- Jack Clayton, 18





# SPECIAL HIGHLIGHT: YOUTH LEADERSHIP PROGRAMME

Earlier this year we launched the Youth Leadership Programme at Salmon (a Toastmasters International initiative) to equip young people with public speaking and leadership skills in preparation for employment.

Led by our NEET Coordinator, Mildred Talabi, with assistance from our Youth Work Apprentice Amma Appiah, these sessions were held every Tuesday evening at Salmon with 15 participants aged 15-25.

The 10-week programme culminated in a final showcase event where more than 40 people attended to see and hear the young people demonstrate their new-found skills.

Here is a week-by-week summary of the 10 weeks of the programme.

## THE 'FHEP' PROGRAMME

The Youth Leadership Programme is part of our overall work with NEET young people, aged 16-24, under the banner of our FHEP ("Future and Hope Employment Project") Programme. The FHEP Programme is designed to support NEET young people (young people not in education, employment or training) into employment, primarily through developing their communication and leadership skills, and providing one-to-one mentoring and personal development support for them in finding work.

WE PLAN TO RUN THE YOUTH LEADERSHIP PROGRAMME AGAIN IN 2015 AND WE'RE CURRENTLY LOOKING FOR CORPORATE PARTNERS TO SPONSOR UP TO 20 YOUNG PEOPLE TO TAKE PART. FOR MORE INFORMATION, PLEASE EMAIL

[SAM.ADOFO@SALMONYOUTHCENTRE.ORG](mailto:SAM.ADOFO@SALMONYOUTHCENTRE.ORG)



### Week 1: Introductions & Adventure Team-Building

We covered introductions in the first half of the session before immersing the young people in a team-building adventure activity on our 'Giant Swing' – designed to get them out of their comfort zones.

### Week 2: Introduction To Leadership & Election Of Officers

This session was all about what it takes to be a good leader. At the end, the young people were elected into various leadership roles for the duration of the programme.

### Week 3: Introduction To Public Speaking & First Speech Presentations

This week we got stuck in to public speaking principles and speech practice for the first time.

"The speeches today were great because everyone presented their work clearly and effectively. Everyone seems to be getting on well with each other and improving on being more confident in speaking in public."

- Bianca George, 22

### Week 4: Introduction to Impromptu Speaking

Young people learnt all about impromptu speaking - speaking on the spot - and got the chance to practice the skill, in addition to the usual prepared speeches and evaluations.

### Week 5: Organising A Speech & Second Election Of Officers

This week was all about structuring and organising a speech, as well as the second set of elections with a different group of young people taking on new leadership roles.

"I love the way that everyone has gelled. People who were closed before have now opened up, including me. I was afraid to share my character before as I can be really loud, but it's been comfortable here. It's very positive."

- Binta Sholanke, 24

### Week 6: Developing Listening Skills

Young people learnt the value of listening as an important part of speaking, and practised delivering impromptu speeches that lasted more than the usual 20 seconds!

### Week 7: Body Language In Speaking

Young people learnt the importance of body language and gestures to enhance their message in public speaking.

"I got a lot out of today; I learnt a lot about ways you can express yourself in body language to put emphasis into your speeches."

- Jermaine Reid, 22

### Week 8: Using Vocal Variety In Speaking

We had a great energy in the group as we explored voice and vocal variety in speaking with a guest presenter from Toastmasters.

### Week 9: Final Showcase Rehearsals / Adventure Team-Building

We used this session to do final rehearsals for the upcoming showcase and rounded off with another go on the Giant Swing!

### Week 10: Final Showcase Event

This was the big night! A really great event with an audience of 40 who came to support the young people as they took the stage – most of them for the first time ever in front of a crowd.

"It was a good thing for me to come to this programme because it's built up my confidence a lot more. Even when I'm not here doing the programme, I'm still kind of talking up a bit more than usual, getting my points across. I'm just like standing out a bit more and not being the person that's always in the corner."

- Shana Killeen, 21



# IMPROVING YOUNG PEOPLE'S HEALTH & WELLBEING

Our health and wellbeing programme at Salmon works to improve young people's lives mentally and physically, as well as encourage a continuous development of healthy eating habits and healthy lifestyle choices. Some of the issues we tackle under this bracket include obesity, diet and nutrition, smoking, drugs and alcohol, and sexual health.

## ADVENTURE AT SALMON

Our climbing and adventure sports are incredibly popular at Salmon, especially with teenage girls who would usually engage in very little physical activity but regularly queue up to have a go on the Giant Swing!

With young people very quickly finding themselves outside of their comfort zone in one of our adventure activities, they are able to develop skills around communication, team-work and safe risk-taking, as well as have experiences that strengthen peer relationships and improve their self-esteem.



## HEALTHY EATING

Southwark has one of the highest rates of childhood obesity in the country so our work in educating young people in healthy eating is very important to us.

Healthy eating promotion starts in our generic clubs with healthy snacks, drinks and fruits as the only choice available to young people during sessions. We get the young people involved in preparing small fruit salad pots in club, which they then sell on to other young people through the tuck shop.

In addition, we have signed up to the government's national Change4Life campaign and promote their healthy eating guidelines and physical activity recommendations through posters and leaflets at the centre. We also took part in Healthy Eating Week 2013 which we used to actively educate young people about healthy eating through a number of fun food-related activities.

We are slowly seeing the results of these changes, with more young people becoming aware of healthy eating and its importance in their lives.



## SPORTS

Salmon has a proven sports model that takes young people from exciting taster sessions into regular sports clubs, which allows them to participate in at least one hour of physical activity per week. 85% of the young people that come to a sports session at Salmon will move on to another session.

Last year we delivered 30 hours of sports a week to over 1,000 young people. These sports included wheelchair basketball, badminton, dance, climbing, trampolining, football, table tennis, and girls and boys fitness sessions. Young people have had the opportunity to represent Salmon in under 14s, under 16s and under 19s football teams – including for the first time a Salmon disabled football team and a girls 10-13s

football team. Young people have also had the opportunity to be part of both tennis and table tennis teams, taking part in tournaments against other youth organisations.

In November 2013 we were awarded The Community Sport Activation Fund grant from Sport England with the aim of dramatically increasing sports participation for 14-25 year olds in Southwark. Over the course of the year, we have specifically targeted under-represented groups for this project – such as girls in this age group, disabled young people, young people from low income families, and young people from black and minority ethnic communities.



## ENGAGING YOUNG PEOPLE WITH THE COMMUNITY

At Salmon, we know that young people have as much to offer the community as anyone else. Our community engagement programme is intended to increase young people's overall political and spiritual awareness and in so doing, increase their ability to relate to and influence others in their local community and wider society.

### MEMBER OF THE YEAR

Every year we pick out one young person to honour as our 'Member of the Year' for their contribution and commitment to the Salmon community over the previous year. The Member of the Year award for 2013 went to Amardeep Singh, better known by his nickname, "Friday".

In the eighteen months 15-year-old Friday, also a Young Leader, has been coming to Salmon (all the way from East London!), he has really impressed staff and the rest of his peers with the way he's thrown himself into all activities and volunteering in various clubs several times a week, mostly within adventure which is his favourite.



### YOUNG LEADER HIGHLIGHT: **TOSHAWN MORGAN** (16)

Toshawn first came to Salmon at the age of 13 when he began attending The Complete Works (TCW), an alternative school based on Salmon's premises. Toshawn started to attend evening club sessions at Salmon after school, and over time bonded with Razz, our adventure worker, and other staff members who helped to channel his energies constructively in his two key areas of interest – adventure and technical production.

Toshawn eventually became a Young Leader when he turned 14, and through volunteering at Salmon, developed skills in adventure, lighting production and sound engineering by working with Razz on our talent showcase nights and special events. Toshawn developed his skills to such a level that he has now earned a place at the prestigious BRIT School to study his passion of **Lighting and Production** from September 2014.



### YOUNG LEADERS AND DUKE OF EDINBURGH

Salmon has been running a Young Leaders programme for over 15 years. Each year several young people, aged 14 to 19, give up their spare time to volunteer at Salmon in various clubs to make a difference in the lives of other young people, whilst learning new skills, growing in confidence and responsibility, and gaining work experience.

The Young Leaders also get to have fun and make new friends through monthly socials and going on trips and residentials together, as well as work towards their Duke of Edinburgh Awards.

Last year we had nine Young Leaders successfully complete their Duke of Edinburgh Bronze award after six months of hard work. The accreditation asks that young people cover four areas of work within this period – volunteering, physical, skills and an adventure expedition.

All the Young Leaders passed the volunteering aspect by working in different club sessions at Salmon with the 6-9s and 10-13s age groups. They took part in weekly two-hour training sessions to learn leadership and youth work skills, and to prepare for the final expedition, where we saw really great determination, commitment and team work from the young people in navigating their way around a countryside for six hours one day, camping overnight, and then another six hours the next day – all of them for the first time ever.





# FINANCIAL OVERVIEW

We ended the year with a small excess of income over expenditure, amounting to £3,589 – an encouraging result after the significant deficit of last year. However, this small surplus is equivalent to just one and a half day's expenditure.

Despite difficult conditions, total income remained at the same level as last year. Expenditure in all areas was lower than the previous year, reflecting continuing benefits from our restructuring programme.

With free reserves of £362,957 at 31 March 2014, the Trustees have set a budget for 2014/15 which maintains the current level of activity but which is likely to result in a modest deficit in the absence of increased income.

In view of the potential deficit for the year and significant capital expenditures on the building, the Trustees have set up a Fundraising Development Group to address these issues.

We are most grateful to our funders and donors for your support in 2013/2014 and we look forward to your continued support in the coming year.

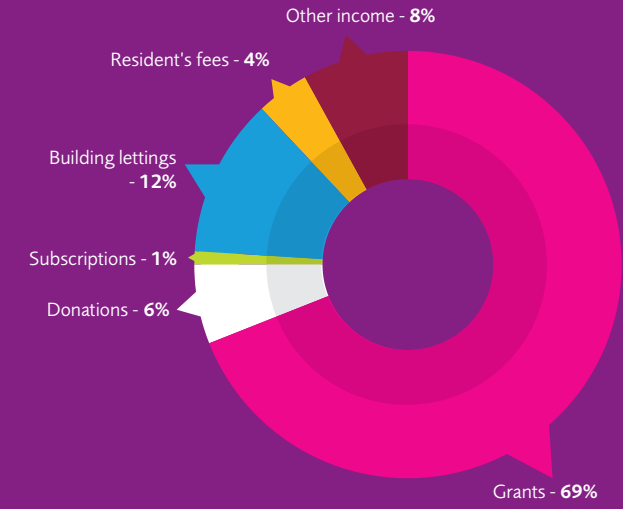
NET ASSETS	2014	2013
At 31 March		
Freehold land and buildings	£8,174,432	£8,356,510
Other fixed assets	£54,494	£42,241
Debtors	£123,510	£102,013
Cash in bank	£348,002	£458,482
Creditors	-£32,555	-£175,049
	£8,667,883	£8,784,197

TOTAL FUNDS	2014	2013
At 31 March		
Restricted funds (Youthwork)	£76,000	£13,825
Designated funds (freehold land and buildings)	£8,174,432	£8,356,510
General Funds	£417,451	£413,862
	£8,667,883	£8,784,197



INCOME	2014	2013
For the year ended 31 March		
Grants	£563,010	£553,556
Donations	£52,213	£82,522
Subscriptions	£7,379	£4,813
Building lettings	£96,190	£112,689
Residents' fees	£32,700	£36,464
Other income	£66,337	£26,206
Total Income*	£817,829	£816,250

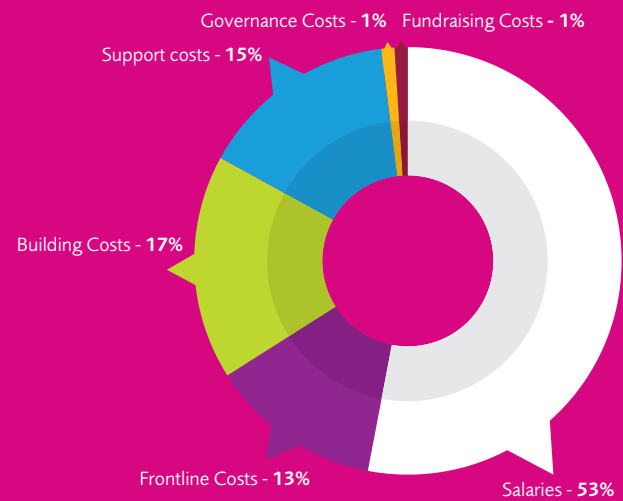
\* Adjusted for Restricted Funds received in the year which relate to youthwork expenditure in the following year



EXPENDITURE	2014	2013
For the year ended 31 March		
Salaries	£432,961	£450,813
Frontline costs	£102,150	£124,824
Building costs	£134,196	£156,436
Support costs	£124,174	£168,060
Fundraising costs	£10,004	£13,493
Governance costs	£10,755	£10,050
Total Expenditure*	£814,240	£923,676
Surplus/Deficit for the year	£3,589	-£107,426

\*Excludes building depreciation

The Trustees' Annual Report and Financial Statements for the year ended 31 March 2014 are available on request.





## HOW YOU CAN HELP...

At Salmon Youth Centre, we rely on the support and generosity of our funders and supporters to keep our 100-year legacy going.

Please help us to continue to make a difference in the lives of disadvantaged young people in Bermondsey and Southwark by supporting our work financially.

We gratefully accept donations from individuals, churches, or corporate organisations by phone, post, text message, online and through Gift Aid. We also welcome fundraising activities on our behalf so

please contact us if you would like to do this.

All our supporters receive regular updates via our e-newsletters and invitations to special events at Salmon.

For more details, please contact Jim Guild on 020 7394 2444 or email

[jim.guild@salmonyouthcentre.org](mailto:jim.guild@salmonyouthcentre.org)

Thank you...from all of us!



## OUR TEAM...

### TRUSTEES

Adrian Greenwood (Chair)

Bob Gleaves

Bob Mayo

Carl Bauer

John White

Linda Turton

Mike Askwith

Peter Knight (Honourary Treasurer)

Sara Manwell

### STAFF TEAM

Sam Adofo – Director

Colin Bascom – Finance Director (P/T)

Jim Guild – Administration Manager

Jamie Anglesea – Youth Work Manager, Sports & Arts

Miranda Haslem – Youth Work Manager, Clubs Development

Matt Perkins – Youth Worker, Clubs Development

Mirjam Ngoy-Verhage – Performing Arts Youth Worker

Mildred Talabi – Youth Worker, Communications & Enterprise

James Davis – Youth Worker, Inclusion

Robert Razz – Youth Worker, Adventure

Dorcas Olatunji - Youth Worker, Performing Arts

Godiva Marshall – Youth Worker, Performing Arts (P/T)

Amma Appiah – Youth Participation Trainee

Jide Amao – Trainee Communications Assistant

Brenda Yearwood – Administration Assistant / Receptionist

Karen Burnett – Finance Assistant (P/T)

Eugene Ankomah – Art Tutor (P/T)

Peter Saba – Music Tutor (P/T)

Alan Chadborn – Handyman (P/T)



THANK YOU also to our Council of Reference, outgoing apprentices, adult volunteers, young volunteers, residents, and student and work experience placements for your great help and contribution during 2013/14.





# “INSPIRING CREATIVITY IN YOUNG PEOPLE”



the **salmon** youth centre  
in Bermondsey

**MISSION STATEMENT:** “TO INSPIRE ALL YOUNG PEOPLE TO FULFIL  
THEIR POTENTIAL AND CONTRIBUTE TO THEIR COMMUNITY, WITHIN  
A FRAMEWORK OF CHRISTIAN LIFE AND VALUES.”

**myplace**

**Sportivate**

**SPORT  
ENGLAND**

*Southwark*  
Council



**phf** Paul Hamlyn  
Foundation

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Gordon and Louise Izatt

London Cycling Campaign

Maurice and Hilda Laing Charitable  
Trust

Mayor's Mentoring Programme

Mayor's Sports Participation Fund

Mercers' Charitable Foundation

Newcomen Collett Foundation

Paul Hamlyn Foundation

Peter Minet Trust

Pro-Active London

Southwark Council

Sportivate

Sport England

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Foundation

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