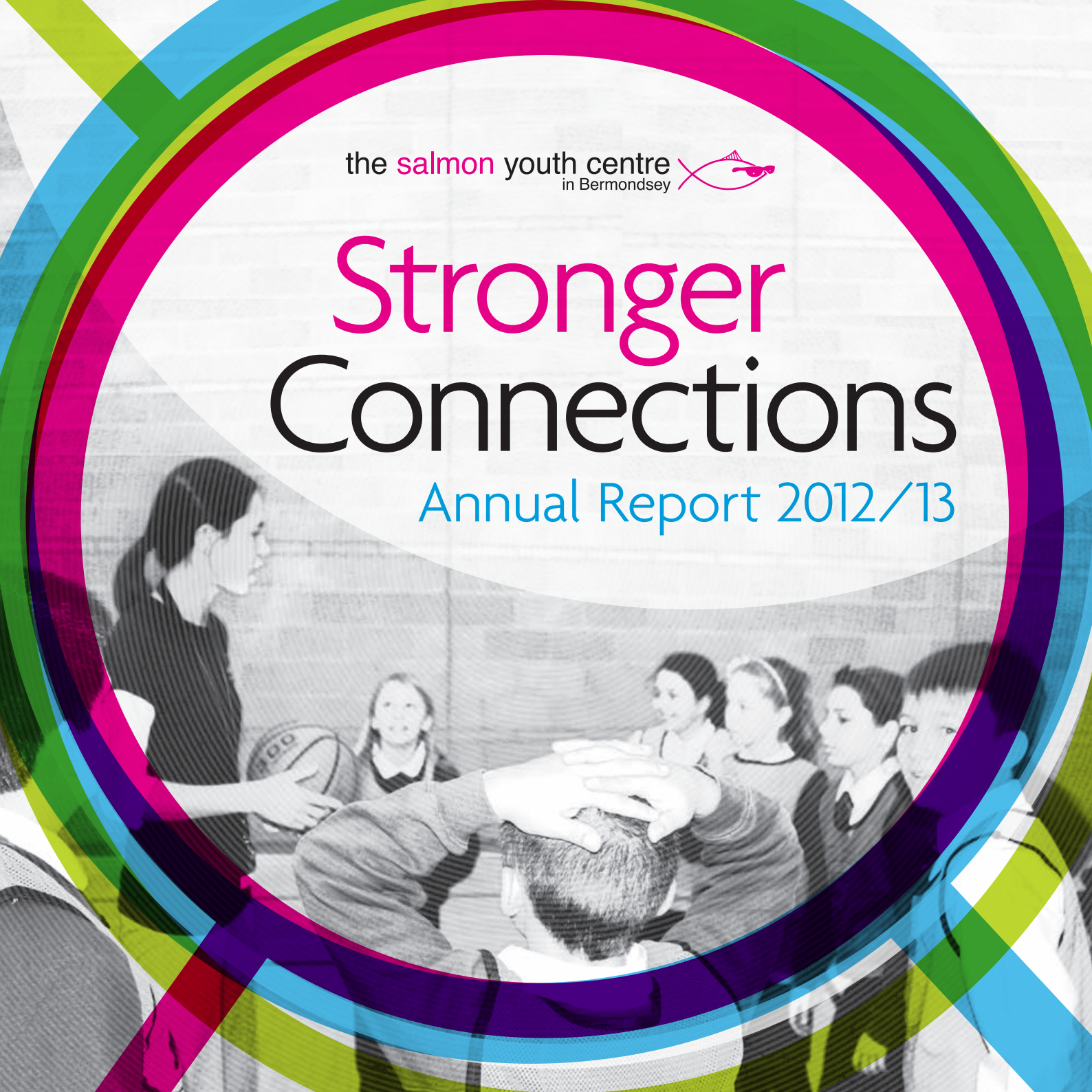


the salmon youth centre  
in Bermondsey



# Stronger Connections

Annual Report 2012/13





# 2012/13 in numbers

We received 20,000 visits from young people We ran over 32 generic and specialised club sessions a week Developed 60 new mentoring relationships with young people Organised 60 day trips and 10 residential, including one international trip Over 80 children attended 6-9s club each week with 50 on the waiting list to join Up to 65 young people engaged in art every week Over 1,000 young people participated in sports Over 25 disabled young people took part in different sports & arts each week 200+ young people gained sports accreditations We took 11 young people to Soul Survivor – a Christian one-week residential designed for young people to explore faith

**I start this year's report with thanks for the amazing work carried out by Sam and his team of staff and volunteers, and for the support of the Trustees who have overseen two reviews of the staffing structure and governance and a new Strategic Business Plan – assisted by one of our key funders, the Jerusalem Trust.**

I am grateful because our work with children and young people is so important, especially at this time when Bermondsey is changing fast and the gap between the rich and the poor, is becoming wider and more obvious.

## Foreword

Our work provides children and young people with a safe environment to play, imagine and to learn new skills, all of which build up their confidence, self-esteem and ability to relate to others. Foundational to our work are the secure, long-term relationships which our team seek to build – these are some of the connections that are so important for children and young people as they grow up.

One duty of the Trustees is to ensure that we remain connected to the founding vision of Salmon Youth Centre, and to refresh the expression of the work within each generation. We are clear that we build our work on the foundation of Jesus Christ, whom we believe is the Son of God and Saviour of the world. The Jesus who welcomed children and blessed them in His arms; who taught that the Kingdom of Heaven belongs to such as these, and that to receive the Kingdom of Heaven we must all become like children (Mark 10:13-16 GNB).

Our work provides children and young people with a safe environment to play, imagine and to learn new skills, all of which build up their confidence, self-esteem and ability to relate to others.

Another duty of Trustees is to ensure financial sustainability. 2012/13 was tough financially – initially, we set a deficit budget in the firm expectation that additional grants would come in, but they did not materialise in full. Thankfully the most pressing financial matters of last year are now resolved and the Trustees have approved a balanced budget for 2013/14.

We are now concentrating on fundraising for 2014/15 and beyond and this is an area where our loyal supporters come in.

Many of you have long-standing connections with Salmon/C.U.M and can testify to how it has changed your life. We are very grateful for your financial and prayer support over the last year and would urge you to continue and, where possible, to increase in both areas.

We are especially keen to receive regular/planned giving under Gift Aid and legacies, and we are

looking to increase our base of new supporters and churches, which also support our work. If you can help in any way, please get in touch with us.

Once again, thank you to everybody – staff, parents, funders, supporters, Trustees and Council of Reference members for making it all possible.

**Adrian Greenwood**  
Chair of Trustees





# About Salmon Youth Centre

Salmon Youth Centre has been building **strong connections with young people** and the community in Bermondsey and Southwark since 1906.

We welcome over 400 young people (from 6 to 25 years) into our multi purpose-built facility each week for a variety of programmes in seven generic open clubs and over twenty specialised clubs, including arts, sports and training sessions.

Our targeted youth work includes girls work, mentoring, NEET work (for young people not in education, employment or training), apprenticeships, young volunteers, Duke of Edinburgh, trips and residentials. We also run a very successful programme for young people with disabilities, called 'Mixables'.

## Summary of 2012/13

**Our weekly youth club sessions form the basis of much of the work we do at Salmon. For the 10-13s age group, our Monday and Friday open club sessions grew in number over the past year with an average of 140 between the clubs, including a successful girls' only session. Attendance also improved in our twice-weekly 14+ open club sessions, with around 70 young people turning up regularly.**

### SPORTS

Over the last year, we saw over 1,000 young people taking part in sport, with over 200 of them gaining accreditations. In addition to the wide range of tasters in clubs, young people have had the opportunity to try new sports such as wheelchair basketball, rugby and cricket, delivered by some of our partners. We also re-introduced trampolining club and added three other new clubs to expand our sports provision – netball, table tennis and basketball.

### ARTS

The past year has been a great success for arts. We managed to strengthen old connections in dance, art and music, partnering with the likes of STEP (Southwark Theatres' Education Partnership) and Dulwich Picture Gallery. We also made some wonderful new connections, such as Rambert Dance Company, Eden Project, and Goldsmiths College.

### APPRENTICESHIPS

Five young people completed a 12-month apprenticeship at Salmon over the past year, gaining NVQ Levels 2 and 3 Youth Work qualifications. Three of the young people moved on to university following the apprenticeships, and another four apprentices started with us in January 2013. Our apprentices contribute to Salmon in many ways whilst learning and developing as youth workers themselves.

### NEET WORK

We placed more emphasis on our work with NEET young people over the past year by allocating a worker specifically for this purpose. We have helped over 20 NEET young people, aged 16-24, with CV writing and interview training, as well as taking them on trips to job fairs and other career-enhancing and aspiration-raising events such as public speaking meetings. Some of the young people have gone on to get jobs during this time, while others have found voluntary placements to further develop their skills and experience.

### GET INVOLVED

To support the work we do at Salmon either financially or through prayers or volunteering, please email [info@salmonyouthcentre.org](mailto:info@salmonyouthcentre.org) or telephone 020 7237 3788.





# Highlights of 2012-13

## JULY/AUGUST Olympic Fever



We caught the Olympic fever during London 2012, hosting two community events of our own and taking several groups of young people to see Olympic and Paralympic events firsthand.

## SEPTEMBER Remembering Our Founder

Pa Salmon's celebration evening brought together old and new members and supporters of Salmon, formerly known as the Cambridge University Mission (CUM). It was an inspiring affair.



## OCTOBER Fundraising with PwC



PricewaterhouseCoopers surprised us by choosing to support Salmon for their annual space-hopping fundraising event, which raised over £6,500!

## MAY 3 Peaks Challenge

Partnering with city bank Standard Chartered, 20 young people, staff and volunteers from Salmon attempted the 3 Peaks Challenge – scaling three of the highest mountains in England in just 24 hours! – in a fundraising bid.



## SEPTEMBER ....and exhibiting at the US Embassy

Partnership work with Dulwich Picture Gallery resulted in our young people's artwork being displayed at the US Embassy for six months – exciting times for the young artists!





## NOVEMBER CYPN awards

We were pleased to receive a "special commendation" at the prestigious CYPN (Children and Young People Now) awards for our work with disabled young people ("Mixables").



## Other Highlights

## JANUARY Archbishop New Year's message

We had the privilege of hosting the outgoing Archbishop of Canterbury, Dr Rowan Williams, and the BBC team for the filming of his final New Year's message which mentioned Salmon's work with young people. The film was broadcast on BBC 1 and BBC 2 on New Year's Day.



## Bike workshops with the police

We run regular bike workshops during the year where young people learn how to maintain bikes over three days. As well as gaining an AQA in Bike Maintenance, the young people get to keep the bikes they work on, which are kindly donated to us by the local police.



## Young Leaders' socials

Our Young Leaders programme gives young people a way to gain responsibility, learn new skills, build up work experience, lead their peers, and make new friends by volunteering at Salmon. Each year we take on around 15 Young Leaders and organise several social trips a year to strengthen their connection as a group.



## A trip to the zoo

Whether it's going to the zoo, adventure parks, or the seaside, our 6-9s age group get plenty of opportunity to experience new things throughout the year on day trips and week-long residentials.





## Stronger connections... with young people

**"I keep on coming back to Salmon because of the people."**

Bella (Young Leader)



Bella (right), poses with Salmon Youth Work apprentice, Nicole (left) and Youth Work Manager, Miranda (centre)

**She might not be the loudest person here at Salmon, but 17-year-old Bella Tran is known and liked by everyone. Over the last three years she has faithfully attended Salmon, both as a young person and as a volunteer under our "Young Leaders" scheme.**

"Before I came to Salmon I didn't have much to do, I was just spending time at home with my sisters. Then my mum found out about the Centre. When I was 12 years old, I joined the Summer programme where we did lots of boxing and other sports. It was really good.

I decided to come back. I didn't know many young people. But I just joined lots of different activities. Even though I didn't say much, I felt happy to just come and do my own thing.

One day my mom told me it would be good to do some volunteering. I decided to give it a go. I spoke to one of the youth workers and had a formal interview. I was very quiet and even though I wasn't too confident, they gave me the position.

The first session I led was a football session in 6-9s club. It went well and I felt I did a good job. I enjoyed meeting new young people, I also loved helping out with adventure activities.

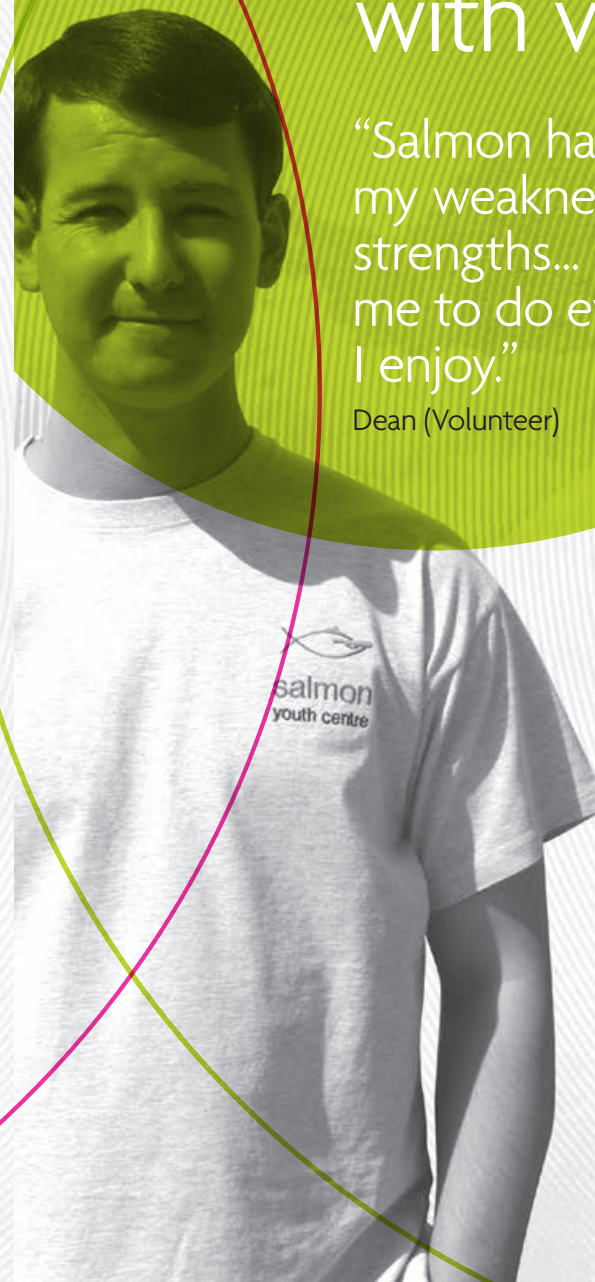
Being a volunteer has made me more confident as a person. I now talk to young people I don't know, which I would not normally have done.

I keep on coming back to Salmon because of the people. It's nice to be able to socialise and talk to people from different cultures. It's good to share differences and to have such a mix of people – it means you get to experience new things."

## Stronger connections with volunteers

**"Salmon has turned my weaknesses into strengths... and allowed me to do everything I enjoy."**

Dean (Volunteer)



**When you walk into an open club session at Salmon, you will be sure to bump into the energetic and always smiling, Dean Burfield. The 31-year-old from Bermondsey has been volunteering at Salmon over the last year, where he is often busy organising table tennis tournaments for young people – which they can't seem to get enough of! Salmon wasn't unfamiliar territory for Dean, as he has been attending clubs himself since the age of nine.**

"Coming here was important to me, because it gave me the opportunity to meet other people and try out new things. A lot of my friends were involved in crime and being part of Salmon (at that time C.U.M.)

provided me with lots of role models, people I could look up to, rather than trying to be like my friends.

I learnt to play table tennis at Salmon. At the age of fifteen I even got to represent South London in the all-London finals and became the runner-up!

I worked as a civil servant since the age of 16. When I was made redundant in 2009 and my father passed away that same year, I didn't know what to do with myself. I lost all my confidence. My aunt suggested that I should do some volunteering. That's how I ended up coming back to Salmon. And I can now say after a hard four years, thanks to volunteering, I am getting back to my usual self.

I can give young people a wealth of experience, as I am very streetwise and can relate to them in that respect. I want to prevent them from making some of the mistakes I made when I was younger, like getting into alcohol and drugs. I can also provide them with lots of opportunities. I love building their character through sports.

Seeing young people develop is great – it feels like I'm living again. Looking back at the last year, I feel that my connection with the young people has become stronger. I have also made lots of good friends and I love being in an environment where I am not judged. I was never able to speak in front of people and groups, now I feel comfortable around people and am able to express myself in new ways. Salmon has turned my weaknesses into strengths – it's allowed me to do everything I enjoy."



Three years ago, Mandy Cunningham gave up her very comfortable, two-bedroom flat in Folkestone to come and live at Salmon as a “resi” and share her life experience with the young people of Bermondsey. At 43 years old, Mandy is the eldest resident and is sometimes described as the “mother” of Salmon.

“When I was living in Kent, I wasn’t very happy. I had been thinking and praying about what was next then I met someone at a church weekend away who told me about Salmon and the residential community.

The whole idea of living in a community and the challenge of doing youth work resonated with me. Of course, I had questions as well – was it wise to do this at my age? Everyone else was going to be so much younger. But I knew I didn’t want to live on my own.

It was much easier to settle in than I thought it would be. Everyone was very welcoming and lovely. It took some time to really get to know the young people and build good relationships, but over the last year I have found my niche in the different clubs – I enjoy leading discussion groups and times in the chapel. Having this focus has helped me to get to know the young people better and now that I’m more settled, my relationships with the young people have deepened and become even stronger.

I hope the young people think I am easy to talk to, easy to get on with, caring, and a good listener. Through my work as a social worker, I know how there is often a lack of consistency in the lives of young people. I hope I can be a constant presence for them – someone who is there week after week, someone the young people can rely on.”

“I hope I can be a constant presence – someone who is there week after week, someone the young people can rely on.”

Mandy (Volunteer – “Resi”)



## Stronger connections... with supporters

“I’ve seen just how effective Salmon has been, and I have no doubts that it will be again, at helping to transform the lives of young people and the community for the better.”

Gordon (Supporter)



**What would Salmon be without our loyal supporters? These are the special people who pray for our work, help us financially, and generally support our vision and mission in every way.**

Over the last year, we have improved our social media presence and we now use our Facebook page as one of the ways to get news out to our supporters. Someone who often likes our status updates is 48-year-old Fund Manager, Gordon Izatt. We had a chat with him to find out why it’s so important to him to support the work we do with young people.

**Can you tell us a bit more about the ways in which you have been supporting Salmon over the years?**

I became a Resi (resident) in October 1988! I was 23 years old at that time. During my time as a Resi I helped in three or four clubs a week. Later I became a

Gordon with his family

Trustee, was the treasurer for a while, and was highly involved as an exec Trustee during the centre’s rebuild. I have also made a number of key financial contributions, particularly during the rebuild process (I’m listed on the glass!). Currently, I am a member of the Council of Reference. I continue to support financially, in prayer, and by playing the piano each year at the Old People’s Party as I have done now for over 20 years!

**What is it about the work we do that you find so worthy of your support?**

I love that Salmon tries to help so many and so varied a range of young people. The power of informal education to help young people discover more about themselves, what they can do, and to gain confidence in their own character has always been attractive to me.

**What would you like to say to other people to encourage them to become supporters of our work?**

On a purely secular level, I’ve seen just how effective Salmon has been, and I have no doubts that it will be again, at helping to transform the lives of young people and the community for the better. For me it goes one stage further – I believe in the power of God to completely transform our lives. Salmon aims not just to help young people grow, but to also offer the greatest gift of all – to show young people the ultimate transformation that God’s love can bring to their lives.



# Special Highlight

## “SKN Project” – improving young people’s speaking and listening

Over the last year we ran lots of multimedia sessions for our young people, including creative writing workshops, music sessions, discussion groups and film projects. All these exciting activities were part of the “SKN\* Project”, funded by the Paul Hamlyn Foundation.

We planned creative activities to help young people improve their speaking and listening skills, encouraging them to have a positive voice in their community.

Over 120 young people took part in discussions on different topics including friendship, religion, hope, respect, trust, war, team work, and being a young person in Bermondsey.

13-year-old Rebecca\*\* is a good example of a young person who was influenced by the SKN project. At the beginning of the year, she shared with staff how she was bullied in school, resulting in her moving schools three times. This really knocked her confidence and as a result, she didn’t feel confident to share her opinions as she was worried about being judged by

others. She also suffered from dyslexia which made her very self-conscious about her writing skills.

Over the last year, Rebecca has been involved in creative writing music workshops. She wrote her own song and performed on three separate occasions. When you see her now, you can clearly see a young person who has massively grown in confidence.

71 young people engaged in music sessions designed to boost their confidence, encouraged by our music tutor, Peter Saba, to express themselves through creating radio jingles, writing lyrics and recording their own tracks.



phf Paul Hamlyn Foundation

\*SKN (pronounced ‘SKEEN’) is a word used by young people which means, “Okay, I understand”. Young people at Salmon came up with this name as a way to use this project to communicate something of their world, which will allow people around them to understand them better.

\*\*Name of young person changed to protect identity





# Finances

The performance over the past year was a reflection of a period of transition and subsequent consolidation on the part of Salmon Youth Centre. Some of our revenue reserves were utilised as a necessary measure towards ensuring that we achieved a more robust organisational structure going forward.

The net movement in funds for the year amounted to an overall deficit. The main reason for this was the ending of The Big Lottery Transition Fund after two years. Apart from this, there were other tapered grant funding reductions. Expenditure was down on the previous year. This was mainly due to an overall reduction in non-salary operating costs reflecting economies achieved as a result of the implementation of the recent restructuring programme.

With free reserves of £371,621, Trustees have set a balanced budget for 2013/14 with turnover at approx. £700,000. Trustees plan to maintain operations at this level for the next three years.

## Income & Expenditure History

### Income

Year Ending	Income Total	Income Redevelopment	Income Excluding Redevelopment
31-Mar-2011	£1,823,788	£590,292	£1,233,496
31-Mar-2012	£1,136,800	£0	£1,136,800
31-Mar-2013	£717,075	£0	£717,075

### Expenditure

Year Ending	Expenditure Total	Expenditure Redevelopment	Expenditure Excluding Redevelopment
31-Mar-2011	£1,441,904	£202,547	£1,239,357
31-Mar-2012	£1,259,203	£182,126	£1,077,077
31-Mar-2013	£1,105,754	£182,078	£923,676

## Net Assets

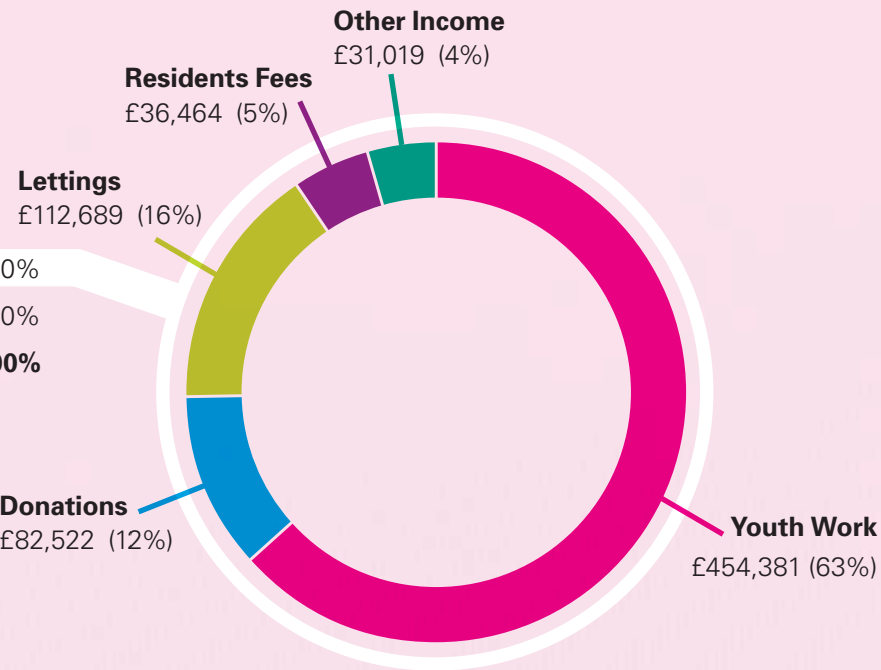
From the Balance Sheet

2011	£9,292,474
2012	£9,172,876
2013	£8,784,197

## Income 2012/13

Excluding Redevelopment

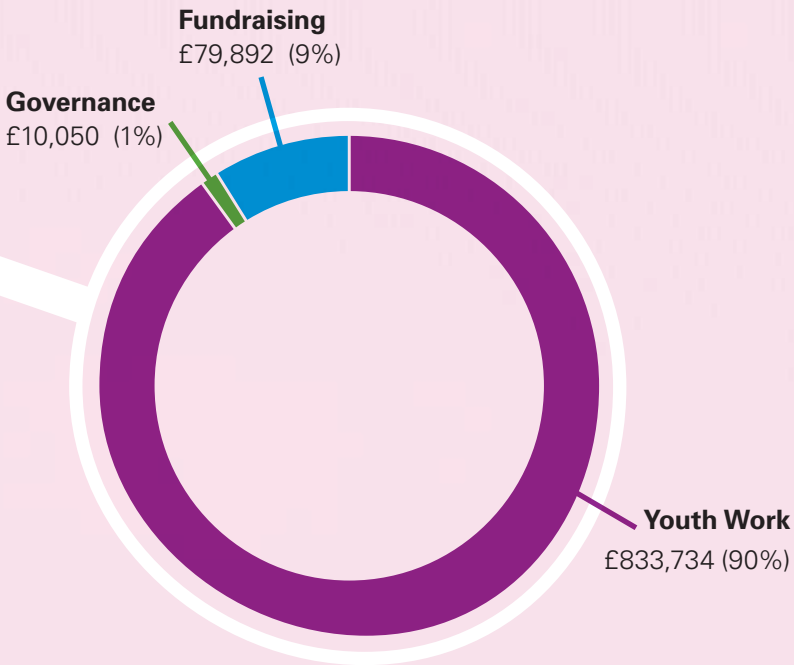
TOTAL INCOME		
Income*	£717,075	100%
Redevelopment Income	£0	0%
<b>Total Income</b>	<b>£717,075</b>	<b>100%</b>



## Expenditure 2012/13

Excluding Redevelopment

TOTAL EXPENDITURE		
Expenditure*	£923,676	84%
Redevelopment Expenditure	£182,078	16%
<b>Total Expenditure</b>	<b>£1,105,754</b>	<b>100%</b>



\*Excluding Redevelopment



# Looking Forward

Trying to do effective youth work without building relationships with the young people is like trying to make an omelette without breaking eggs – it is impossible.

At Salmon, building relationships with young people forms the basis of our work and has led us to develop stronger connections with young people's families too. We have also enjoyed strong connections with all our other stakeholders – you have seen us through a year that has been challenging, yet very rewarding, and for this we are very grateful.

One good thing about building strong connections is that it enables everyone to clearly know what we do – which is delivering excellent youth work, helping young people succeed in life. You can see the evidence of this throughout the pages of this annual report.

We would like to continue to improve our youth work and be even more accountable to you, our supporters and funders. To this end, we have developed a three-year strategic business plan with four main focuses:

- **Excellent youth work** – through activities designed to promote Health & Wellbeing, and Creativity & Enterprise;
- **Financial sustainability** – we cannot continue to deliver excellent youth work with clear outcomes for young people and their families if we do not secure sufficient funds to support the work;
- **Effective governance** – we want to be accountable to our stakeholders;
- **Robust monitoring, evaluation and reporting** – we aim to develop systems that not only share the outcomes of our work, but also are transparent with our successes, as well as our areas of improvements.

In our work, we rely on the young people to help us to help them. In the same way, we hope the business plan will convey the help we need from you to continue to improve our youth work and to continue to build stronger connections in our communities.

The year ahead comes with its challenges, yet we are full of expectations, faith, hope and love – just like in our day-to-day youth work.

**Sam Adofo**  
Director



## People

As of 1<sup>st</sup> September 2013

### Trustees

Adrian Greenwood (Chair)	Mike Askwith
Kat Casson	Bob Gleaves
Sara Manwell	Bob Mayo
Linda Turton	John White

### Staff Team

Sam Adofo	Director
Colin Bascom	Finance Director (P/T)
Jim Guild	Administration Manager
Jamie Anglesea	Youth Work Manager, Sports
Miranda Haslem	Youth Work Manager, Clubs Development
Matt Perkins	Youth Worker, Clubs Development
Mirjam Ngoy-Verhage	Youth Worker, Communication
Mildred Talabi	Youth Worker, Communication & Enterprise
James Davis	Youth Worker, Inclusion
Robert Razz	Youth Worker, Adventure
Dorcas Olatunji	Youth Worker, Performing Arts
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)

### Apprentices (until October 2013)

Adam Naqvi	Anthony Temple
Michelle Marques	Nicole Evelyn-Velinor

### Thank You

To our Council of Reference, adult volunteers, young volunteers, residents, student and work experience placements for your great help and contribution during 2012/13.



the **salmon** youth centre  
in Bermondsey



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[info@salmonyouthcentre.org](mailto:info@salmonyouthcentre.org)

Patron: Lord George Carey  
former Archbishop of Canterbury

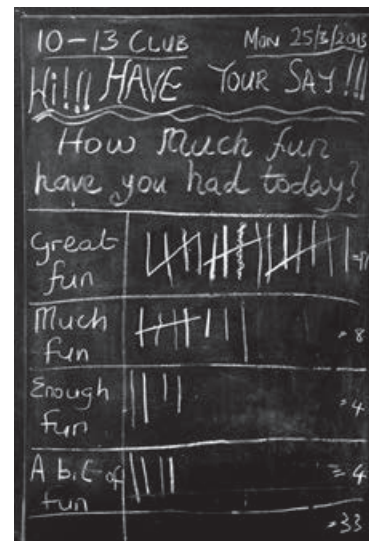


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**Our mission** is to  
inspire all young people  
to fulfil their potential  
and contribute to their  
community, within a  
framework of Christian  
life and values.

**Donate Today**

Text **SALM43** £10/£20/£50  
to 70070



With grateful thanks to all our supporters and funders:



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