



the salmon youth centre  
in Bermondsey

# ANNUAL REPORT 2014-15

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INVESTING IN CHANGE

PROVIDING A PLACE & PURPOSE FOR YOUNG PEOPLE

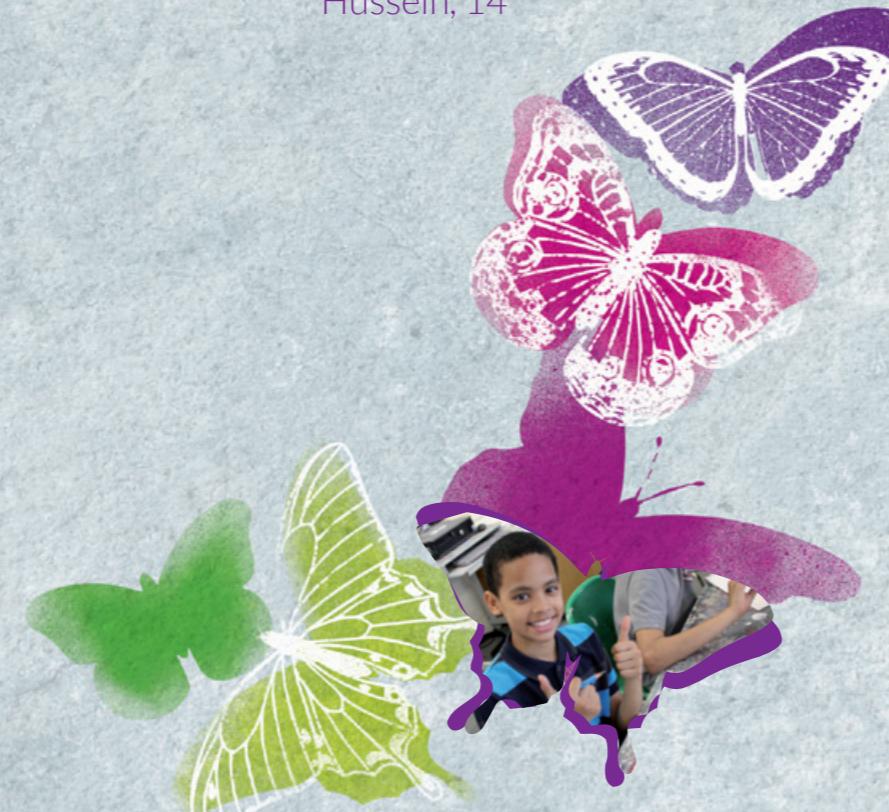
# OUR MISSION

AT THE SALMON YOUTH CENTRE WE:

ARE OPEN TO AND WELCOME ALL  
YOUNG PEOPLE;

PROVIDE GENERIC, TARGETED  
AND SPECIALISED YOUTH WORK  
OPPORTUNITIES, WHICH ARE FUN,  
CHALLENGING AND EDUCATIONAL;

BUILD LONG-TERM RELATIONSHIPS  
THAT INSPIRE YOUNG PEOPLE TO  
DEVELOP AMBITION FOR LEARNING  
AND WORK, RELEVANT SKILLS AND  
HEALTHY LIFESTYLES.



"Do a little bit of good wherever you are; it's those little bits of good put together that overwhelm the world"

Desmond Tutu

"I believe that Salmon is a place where young people can develop into wonderful adults with many talents."

Hussein, 14

## A MESSAGE FROM OUR CHAIR OF TRUSTEES

There is a Swedish proverb that says 'the butterfly often forgets it was once a caterpillar'. In this Annual Report we want to emphasise the change so many young people have gone through thanks to the work of the Salmon Youth Centre.

For over a century, we have invested in changing the lives of young people through building positive relationships to support their transition to adulthood.

Throughout this report you can find updates and stories of young people and how Salmon has made a difference in their lives. They share how they have developed and changed within the three key areas of our work:

1. Improving Young People's **Health & Wellbeing**;
2. Involving Young People in **Positive Community Engagement**;
3. Preparing Young People for **Education & Work**.

We are pleased to report that this year, Salmon achieved the London Youth Gold Quality Mark, was re-accredited as an Investor in Volunteers and was validated Project Oracle Standard 1.

The governance and sustainability of charities has recently become a matter of public concern. I am

pleased to say that both of these issues are key elements of our Business Plan 2014-17.

In relation to finances, in 2014 we set up a Fundraising Development Group, which initiated the Salmon Giving Challenge, raising over £20,000 in additional donations. In spring 2015, we were also assisted into operational break-even by two very generous donations from supporters.

As we look back at last year, I would like to thank my fellow Trustees, our Director Sam and the staff, volunteers, parents, funders, supporters and members of the Council of Reference for all your continuing effort to bring about change in the lives of young people and their families.

Looking ahead, we continue to put our trust in the biggest Change-maker of all, Jesus Christ, in whom we can become 'a new creation; the old has gone, the new has come.' (2 Cor. 5:17, NIV)

**Adrian Greenwood**  
Chair of Trustees





# HEALTH & WELLBEING

The Salmon Youth Centre aims to improve young people's physical and mental Health & Wellbeing, encouraging them to develop healthy eating habits and make healthy lifestyle choices.

Our first priority is to provide a safe place for young people to be with their friends. Our open clubs give us opportunities to build relationships with the young people and address a range of issues, including smoking, drugs, and mental and sexual health.

We use a variety of activities, including art and music, to work on themes of body image, identity and self-esteem.

We have a proven sports model that takes young

people from exciting taster sessions into regular sports clubs.

We deliver thirty hours of sport a week, including badminton, climbing, dance, fitness sessions, football, table tennis, trampolining, wheelchair basketball, and many more.

Through all these activities we want to help young people develop into healthy adults who are able to make a success of their relationships, education and vocation.

**OVER THE LAST YEAR  
WE DELIVERED 30 HOURS  
OF SPORT A WEEK TO  
OVER 1000 YOUNG PEOPLE.**

## CHLOE'S STORY

*"I enjoy being around people at Salmon and I have made plenty of friends.  
Salmon has changed me as a person. Before I came, I wasn't that confident, loud and energetic. I am a new person!  
When I come into club, I see an activity related around healthy eating and I'll go over. Sometimes I learn new things, like about how much water we should drink in a day.  
I enjoy doing sports at Salmon because everyone is encouraging. My favourite sport is trampolining. I never knew I was capable of doing such things. It makes me feel free and happy.  
I come to Salmon to be free and meet new people and do new things. I just love coming to Salmon!"*

Chloe Stevens (11)

## 2014-2015 HIGHLIGHTS



### SALMON ORGANISES EASTER PROGRAMME

Over 90 young people attended the Salmon Easter Programme, funded by Hyde Housing, Amicus Horizon and L&Q. The programme got young people involved in games and activities and to learn about the Easter message and the importance of it in the Christian faith.



### SALMON TIGERS WIN SOUTHWARK YOUTH PREMIER LEAGUE

This year, the Salmon Tigers participated in the Southwark Youth Premier League and were able to secure a top spot in the league.



# POSITIVE COMMUNITY ENGAGEMENT

At the Salmon Youth Centre, we strive to encourage young people to engage positively with their community.

We aim to boost their volunteering activities and political and spiritual awareness, thus increasing their ability to relate to others in the wider society.

We hope that as young people transition into adult life, they will find ways to 'make their mark' on their local communities in a positive and respectful manner.

Using group work like our Young Leaders programme, we help young people improve their communication and teamwork skills.

Whether it is about political, social or spiritual issues that young people face today,

we communicate the importance of being able to relate to one another and influence positive change in the community and society as a whole.

During all our clubs and activities, we aim to help young people develop the right attitude of looking out for the interests of other people as well as themselves. In all this we highlight to young people their own gifts and talents and give them platforms where they share these with others.

## HARRY'S STORY

18-year-old Harry Dobson has been a member of Salmon for over five years and during that time, he has grown in confidence.

He has dedicated a lot of his time and effort in the Young Leaders programme and has impressed the staff and his peers volunteering in our football and trampoline clubs.

All his hard work and commitment paid off as Harry was awarded Salmon's Member of the Year 2014!

His most recent achievement is being a newly-qualified FA referee - a role he enjoys performing at the 10-13s football club especially.

Harry said: "*Salmon has helped me increase my level of confidence by meeting new people, friends and special guests. It has also made me a lot safer on the streets and has helped me set goals and create a better future for myself.*"

"*Salmon is a great place to meet new people, to enjoy yourself with friends and to develop as a person.*"  
Charlotte, 12



## 2014-2015 HIGHLIGHTS



### YOUNG PEOPLE SERVE SENIOR CITIZENS

As is our tradition, the annual Senior Citizens Christmas Party was organised by a group of former Salmon members working with current young people who also served on the night as 'Bermondsey Waiters'.



### BERMONDSEY IN BLOOM COMPETITION

Many applicants participated in the Bermondsey in Bloom competition by sending in photos of their gardens. Young people from Salmon visited all competition entries and took pictures for the judges to select from.



# EDUCATION & WORK

The Salmon Youth Centre provides opportunities for young people to gain skills and qualifications to improve their education and career prospects.

Our work in this area takes on many forms and includes mentoring, work experience placements, apprenticeships, speaking and listening skills projects and personal development and employment support.

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. This might include helping them in their journey to find education or work.

Our Young Leaders programme gives young people an opportunity to influence programmes on behalf of their peers, and build their skills and experience for their future careers.

We offer young people, aged 16-19, qualifications in Functional Skills at Levels 1 and 2 for English and Maths.

Through our apprenticeship programme, young people work towards qualifications in NVQ 2 and 3 in Youth Work. They are part of our team, having responsibilities in the running of clubs and in face-to-face work with young people.

We help young people who are not in education, employment or training (NEET), aged 16-24, with CV writing and interview training, as well as taking them on trips to job fairs and other career-enhancing events.

"The atmosphere at Salmon is energetic and positive and the staff are genuinely approachable, caring and friendly."

Yeside, 16

## LESLIE'S STORY

*"Doing an apprenticeship at Salmon has been a great privilege. I've learnt time management skills, organisation skills, youth work skills and coaching skills.*

*I was given the opportunity to go through my FA Level 1 course, which I was able to complete and I have been able to use these skills in the work I do at Salmon.*

*I have really enjoyed working with the young people and seeing them develop in various different ways, whether it is through football or through music.*

*Salmon has helped me nurture a variety of skills and brought out the best of me.*

*The skills and what I have learnt here will be of great use in whatever field I go to."*

Leslie Abrokwa (24)



## 2014-2015 HIGHLIGHTS



### 9 YOUNG LEADERS COMPLETE THEIR DUKE OF EDINBURGH AWARD

The accreditation asks that young people cover four areas of work within this period – volunteering, physical, skills and an adventure expedition.



### FORMER APPRENTICE REBECCA SALAWU GRADUATES FROM UNIVERSITY

Rebecca enjoyed her experience as a youth worker at Salmon so much so that she went into further education and graduated with a degree in Youth Work and Community Learning and Development!



# SALMON'S DEMOCRATIC SYSTEM

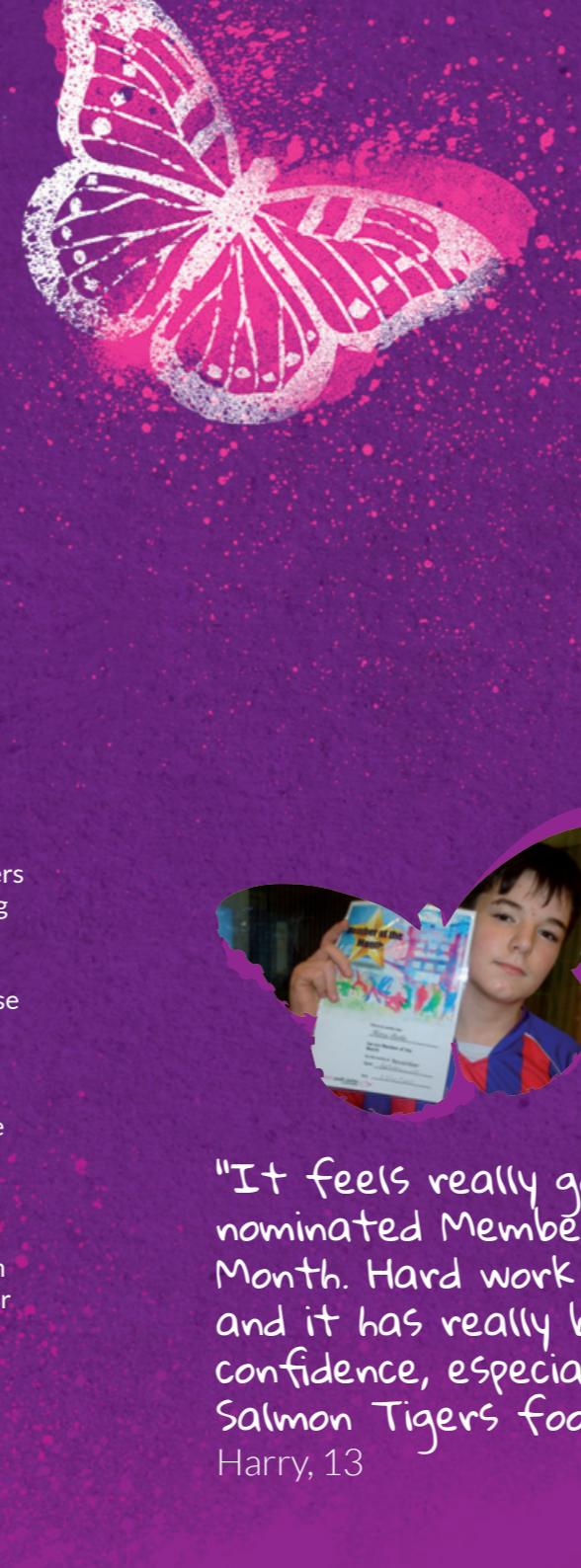
The opinion of young people is very important to us. We aim to give them a voice in everything that goes on at the centre and most importantly, take their views on board!

Each month, young people get to vote for one of their peers to become the Member of the Month. Every year, they get to choose their own Club President and club committee, helping them to understand how the electoral system and process works.

Through this election process, young people are encouraged to enhance their public speaking abilities, take part in positive campaigns and be the spokesperson of their peers to the organisation. They have an input on how clubs are run and plan activities and trips.

Young people are also given opportunities to volunteer in sessions through our Young Leaders programme. Volunteering gives young people self-esteem, confidence, empowerment and a sense of responsibility, as they take a lead in advocating for their peers and help provide the youth service they want to see.

All this contributes to helping young people make decisions not just in their club, but also in their personal lives.



## MEMBER OF THE MONTH

Each month, we look out for young people over the age of 10 who have made exceptional progress in behaviour and achieved great things during clubs and sessions. These individuals are named Salmon's Member of the Month.

Every three months, the voting period starts in club sessions where the young people have the opportunity to vote for who they believe deserves to be awarded for their efforts in the respective months.

Through this, we are able to identify and reward those who have shown excellent progress and encourage them to remain consistent with their attitude and behaviour while encouraging others to become high achievers through positive engagement in clubs.

*"It feels really good to be nominated Member of the Month. Hard work pays off and it has really boosted my confidence, especially in the Salmon Tigers football team."*  
Harry, 13

## 2014-2015 HIGHLIGHTS



### 10-13'S CLUB PRESIDENT

This year, 12-year-old Cameron O'Connor was elected Club President and with the assistance of his committee members Andrew, Ella and Amber, he was able to plan trips and events at Salmon – from organising a laser tag trip, to the highly-successful half-term prom, which over 80 young people attended.

# FINANCIAL OVERVIEW

## NET ASSETS

(at 31st March)

	2015	2014
Freehold land and buildings	£7,992,354	£8,174,432
Other fixed assets	£47,799	£54,494
Debtors	£144,488	£123,510
Cash in bank	£350,682	£348,002
Creditors	£-119,176	£-32,555
<b>£8,416,147</b>	<b>£8,667,883</b>	

## TOTAL FUNDS

(at 31st March)

	2015	2014
Restricted funds (youthwork)	£10,000	£76,000
Designated funds (freehold land and buildings)	£7,992,354	£8,174,432
General Funds	£413,793	£417,451
<b>£8,416,147</b>	<b>£8,667,883</b>	

The Trustees' Annual Report and financial statements for the year ended 31st March 2015 are available on request.

We ended the financial year 2014/15 with a small deficit of £3,658 compared with a small surplus of similar amount the previous year.

This was a satisfactory result as a significant deficit was in prospect until two large donations were received at the end of the financial year.

Total income was marginally lower than the previous year. Income from grants was down by 6% but income from donations more than doubled, not only because of the large donations already mentioned, but also from the Matched Giving Challenge. This raised over £20,000 as well as increasing the ongoing level of donations by standing order.

Expenditure for the year was much in line with the budget and the previous year. Slightly higher salary costs and building costs were offset by lower frontline expenditure and support costs.

Cash balances at 31st March 2015 were £350,682 and free reserves (General Funds less other fixed assets) amounted to £365,994.

The Trustees have set a budget for 2015/16 which maintains the current level of activity but which is likely to result in a modest deficit in the absence of increased income.

Fundraising remains a constant challenge. In May 2014, the Trustees set up a Fundraising Development Group to help improve and broaden our fundraising activities.

We are most grateful to all our funders and donors for your generous support in 2014/15 and look forward to your continued support in the coming year.

Peter Knight  
Honorary Treasurer

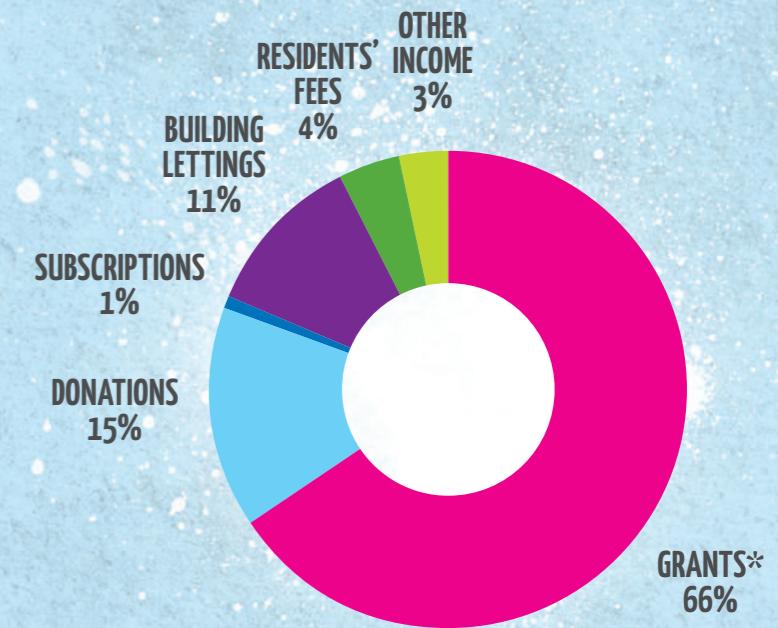
## INCOME

(for the year ended 31st March)

2015 2014

Grants*	£530,719	£563,010
Donations	£121,365	£52,213
Subscriptions	£5,570	£7,379
Building lettings	£89,472	£96,190
Residents' fees	£33,800	£32,700
Other income	£26,617	£66,337
<b>Total income</b>	<b>£807,543</b>	<b>£817,829</b>

\* Adjusted for restricted funds received in the year which relate to expenditure in the following year.



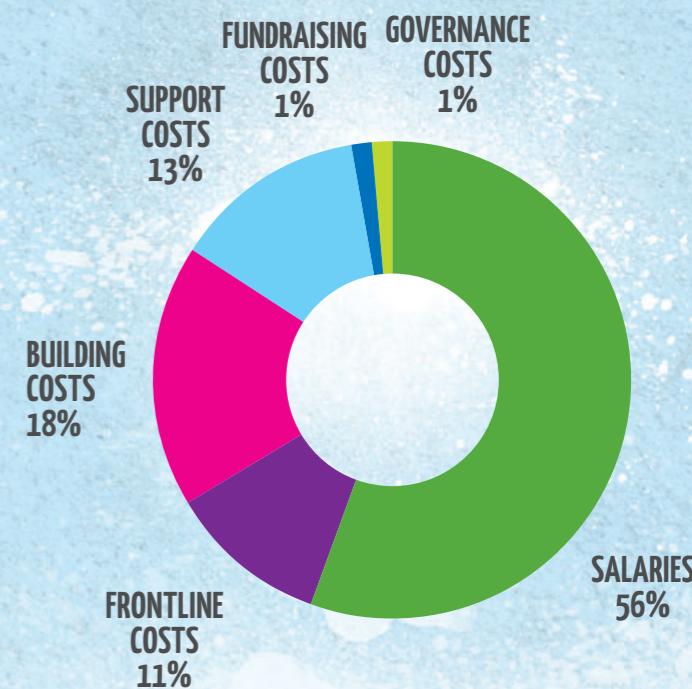
## EXPENDITURE

(for the year ended 31st March)

2015 2014

Salaries	£451,404	£432,961
Frontline costs	£88,365	£102,150
Building costs	£144,100	£134,196
Support costs	£106,917	£124,174
Fundraising costs	£9,240	£10,004
Governance costs	£11,175	£10,755
<b>Total expenditure*</b>	<b>£811,201</b>	<b>£814,240</b>
<b>Surplus/deficit for the year</b>	<b>-£3,658</b>	<b>£3,589</b>

\* Excludes building depreciation.



# A MESSAGE FROM OUR DIRECTOR

For many years, the Salmon Youth Centre has provided a place and purpose for young people and their families and many different generations have benefitted from our work.

Rather than seeing our work as a regular job, we always emphasise the importance of investing in changing the lives of the young people we work with. We have only been able to do this thanks to investment from our many stakeholders, financial supporters and volunteers.

We believe that young people and their families need continuous, long-term investment so the community will continue to benefit in the future.

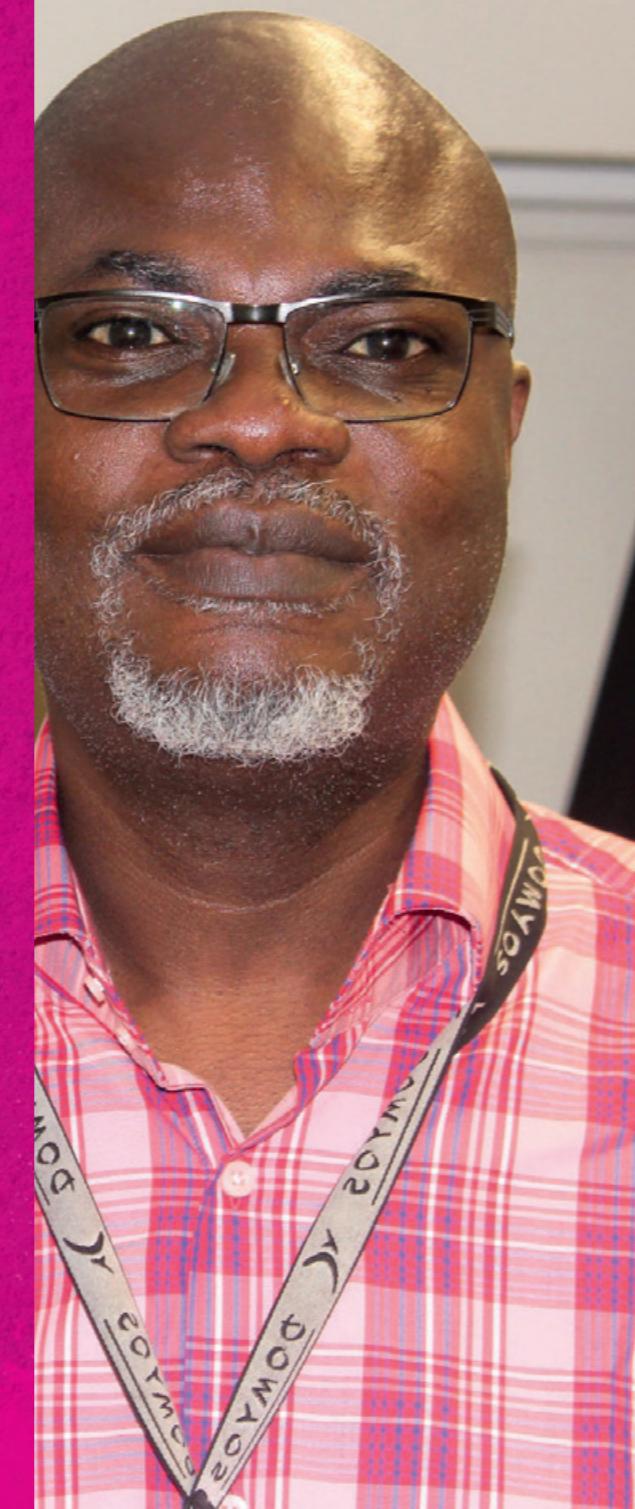
The many encouraging and inspiring stories from the families across different generations whose lives

have been positively influenced by Salmon (or CUM as we were formerly known) are a witness of the change your investment can bring.

As I look forward, I urge you to continue to invest in change for the young people and their families by giving financially and know that in doing so you are volunteering to help bring about the needed investment now for a positive impact in the future.

**Sam Adofo**  
Director

For more details on how you can support our work, please contact Jim Guild on 020 7394 2444 or email [jim.guild@salmonyouthcentre.org](mailto:jim.guild@salmonyouthcentre.org)



# OUR TEAM

## TRUSTEES

Adrian Greenwood  
*Chair*  
Michael Askwith  
Carl Bauer  
Bob Gleaves  
Peter Knight  
*Honorary Treasurer*  
Sara Manwell  
Bob Mayo  
Dean Pusey  
Marie Skelton

## STAFF TEAM

Sam Adofo  
*Director*  
Colin Bascom  
*Finance Director (P/T)*  
Jim Guild  
*Administration Manager*  
Karen Burnett  
*Finance Assistant (P/T)*  
Alan Chadborn  
*Handyman (P/T)*  
Brenda Yearwood  
*Administration Assistant / Receptionist*  
Jamie Anglesea  
*Youth Work Manager, Sports & Arts*  
Miranda Haslem  
*Youth Work Manager, Clubs Development*  
Eugene Ankomah  
*Art Tutor (P/T)*  
James Davis  
*Youth Worker, Inclusion*  
Jos Downey  
*Chaplin (P/T)*  
Godiva Marshall  
*Youth Worker, Performing Arts (P/T)*  
Mirjam Ngoy-Verhage  
*Youth Worker, Communications (P/T)*  
Matt Perkins  
*Youth Worker, Clubs Development*  
Robert Razz  
*Youth Worker, Adventure (P/T)*  
Peter Saba  
*Music Tutor (P/T)*  
Mildred Talabi  
*Youth Worker, Communications & Enterprise (P/T)*  
Jide Amao  
*Trainee Communications Assistant*  
Amma Appiah  
*Youth Participation Trainee*

## THANK YOU

To our Council of Reference, apprentices, volunteers, residents and placement students for your great help and contribution during 2014/15.

**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**

the salmon youth centre  
in Bermondsey 

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Fund

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Rotherhithe Community  
Council

The Botches Trust

Department for  
Work and Pensions  
Gordon Izatt

The Joseph Rank  
Foundation  
Hyde Housing



London Youth  
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United St Saviours