

the salmon youth centre  
in Bermondsey



# GETTING READY TO LAUNCH

## ANNUAL REPORT 2008/09



## OUR MISSION

THE SALMON YOUTH CENTRE IN BERMONDSEY AIMS TO INSPIRE YOUNG PEOPLE TO REALISE THEIR POTENTIAL, TO CONTRIBUTE POSITIVELY TO THE COMMUNITIES IN WHICH THEY LIVE AND DISCOVER MEANING AND DIRECTION FOR THEIR LIVES.

## VISION

OUR HOPE IS THAT THE YOUNG PEOPLE MAY RECOGNISE AND RESPOND TO THE CHRISTIAN FAITH, WHICH IS THE BASIS OF OUR WORK, AND WHICH WE BELIEVE GIVES TRUE MEANING AND DIRECTION FOR LIFE.

## FOREWORD

I have lost count of the number of introductions I have written to our annual report. Nevertheless, each year I can see that we have overcome some hurdle and moved forward as an organisation. As I write, the centre has an almost-completed building, 31 gifted members of staff, and contact with a rich base of young people and children who are able to access a range of activities and resources the like of which the Salmon has not had for many years.

There remain significant challenges. The changes from this expansion have at times been very stressful and demanding, in particular upon the core staff that has been with the Salmon for years. It takes enormous courage and not a small portion of humility to implement a reorganisation which changes nearly everybody's jobs in one way or another, and to do that whilst welcoming in new characters who may challenge and change previous approaches. So my special thanks go to all those who have made room for and welcomed in our new colleagues.

The coming year will not be easy. Fundraising could be considerably harder; national and local governments may change their views and priorities about youth in ways that could advantage or could limit our work in Bermondsey. I'm sure we all hope and pray that wider society will recognise more and more the positive impact that youth work, in all its varieties, can have. Many of us who give time to the life of the centre do so motivated by our Christian faith; because of that we shall remain committed, whatever the year holds, to welcome all young people unconditionally and to serve them as best we can for as long or as little a time as they are with us. And finally to my fellow trustees and to all those who support us – thank you for all you do.

**Guy Sears, Chair of Trustees**



# SPORTS

The last year has brought significant changes to the sports team at The Salmon Youth Centre: new staff and a new manager combined with a bigger variety of activities are giving young people even more exciting ways to enjoy physical exercise.

Sports work is great for helping young people to enjoy staying fit and healthy, but also serves as a powerful tool for building relationships with individuals and sharing our lives and lifestyles with them. The last few months have given us great encouragement in seeing the changes in the attitudes, language and behaviour of many of the young people we work with.

“There are many incredible physical activities at The Salmon Youth Centre which our coaches run with skill and enthusiasm – boxing, trampolining, football tournaments, basketball, racquet sports and many different sporting qualifications. However, abseiling from the top of the 7th floor with a young person, or encouraging them up our 12.5 metre outdoor climbing wall, is something very special. Going through this physical and mental challenge, not to mention the panoramic view, has given hundreds of teenagers a fresh perspective on themselves and the world they live in.”

Guy Foxell, *Sports Manager*

“I loved playing in the football tournament. I also enjoyed the rock climbing. The youth workers helped me with the climbing. Everyone enjoyed themselves and I would love to do this again.”

Daniel (13)

## JOHN'S STORY:

John (18) is a Young Volunteer at The Salmon Youth Centre.

“Volunteering is one of the best things that has ever happened to me. It is fun, great and I get qualifications for free.

I am mainly involved in sport activities. I got into sports during my early teenage life and found out that it has got a lot to offer. Sports provide a sort of escapism, away from everyday problems.

I work mainly with 6-9's. It is important for me to set a good example as most of the kids look up to me. It is wonderful getting kids into sports. It's not only fun, but most importantly: it puts a smile on their faces. The competitive part equips them for the real world, as each and every one of these kids want to win and be the best.”

John (18), *Young Volunteer*



**EVERY WEEK 650  
YOUNG PEOPLE ARE  
INVOLVED IN OUR  
DIFFERENT SPORT  
PROGRAMMES**





# ARTS

The vision of Arts at The Salmon Youth Centre is to offer every young person using the centre an opportunity to experience the arts, challenging and inspiring each one to learn and create. Two core programmes started this year: SCompany (Salmon's Youth Theatre Company) and S.C.A.D (The Salmon Centre Academy of Dance). Both meet regularly to engage young people in workshops, rehearsals and performances.

“I loved working on the art stuff, especially when we did the carnival. I got to make costumes and design umbrellas, and went on the actual Bermondsey carnival parade. It was all great fun; I want to do it again.”  
Alexandrina (10)

“The dance activities provide the young people with an opportunity to express themselves in a positive, fun and creative way. They enjoy the music and the variation of movement within the class. In the long term this will help them to improve their fitness, concentration level and team building skills.”

Godiva Apedo, Youth Worker Dance & Arts

“My child has been practicing the dance routine around our estate during the summer! He's turning into a right Billy Elliot...”

Parent



OVER THE LAST YEAR  
WE HAVE DELIVERED  
154 OPPORTUNITIES  
FOR YOUNG PEOPLE  
TO GET INVOLVED IN  
ARTS ACTIVITIES.

THESE HAVE RANGED  
FROM AFRICAN  
DRUMMING AND  
DJING TO PORTRAIT  
PHOTOGRAPHY AND  
STREET DANCE.



SCompany

SCAD  
Salmon Centre Academy of Dance



# CLUBS & PROJECTS

With our variety of clubs we offer young people a place to meet, enjoy themselves and develop their leisure time interest in a free and easy atmosphere. Young people get the opportunity to socialise and be involved in a variety of art, dance, games and sport activities.



**The Bike Project**

One of the clubs we run is the Bike Project. It was started when the Police donated the recovered bikes to our centre. With the help of trained staff and a bike technician, young people strip the bikes and put them back together. At the end they take the bike home. Young people do not only learn the basic of bike maintenance, in addition they find fulfilment in fixing a bike that they can take home to own.



**WE NOW RUN 33 CLUBS EVERY WEEK.**

**NUMBERS IN EACH CLUB HAVE INCREASED. EVERY WEEK THERE ARE 375 MEMBERS COMING AFTER SCHOOL AND ANOTHER 300 COMING IN SCHOOL CLASSES DURING THE DAY.**





“ Our trip to Little Canada was fun. We got to do abseiling and the high ropes course. I liked making new friends. ”  
Yasmin (10)



# TRIPS & RESIDENTIALS

Residential offer young people the opportunity to discover themselves and explore their norms and beliefs. Horizons are broadened and minds are opened to different cultures. Young people learn to value and respect different cultures, leadership and teamwork.

“ The experience of being away from home, sharing your space with others for the first time and taking part in outdoor adventure activities that test your physical and mental endurance, helps to build character and confidence in a young person. ”

Marcus Senior, *Clubs Development Manager*

“ I went on a trip because I was bored and wanted to hang out with other people. I met a lot of new friends. I really enjoyed the quad biking, the aeroball and the swimming. With the rock climbing I was able to reach the top. That was very important to me. ”  
Paige (11)

These are some of the destinations of the trips & residentials we organised this year:

Beach, Minnis Bay | BODS Heritage & Adventure, Herefordshire | Downing Street, London | Langenhagen, Hannover, Germany (Southwark twin town) | Greenbelt Festival, Cheltenham | PGL Little Canada, Isle of Wight | PGL Osmington Bay | Littlehampton | Clichy, Paris, France (Southwark twin town) | Sister Act the Musical, London | Whipsnade Zoo, London





# VOLUNTEERS & GAPPERS

The Salmon Youth Centre has always relied on the time generously donated by volunteers. Over and above being a place where young people take part in activities, Salmon is a place where young people can help to shape and lead activities and contribute to the organisation as a whole. The diversity of volunteers who come in and work with young people week in and week out, is an integral part of what makes Salmon such a fantastic place.

“I really don't know what would have happened to me if I didn't know Salmon. Now I want to show other young people it is not too late; they can really make something out of their lives...”

Stephane (18), Gapper

“By giving our young people the opportunity to take responsibility and to develop into leaders, we are sending them a powerful message of support that we believe in them. Volunteering is about so much more than 'just helping out'; it allows us to form positive, long-term relationships with young people and to help them to get where they want to go.”

Aivee Chew, Volunteer Coordinator



**WE CURRENTLY HAVE 19 YOUNG VOLUNTEERS AND 5 GAPPERS WHO ARE CONTINUOUSLY DEVELOPING IN CONFIDENCE, PERSONAL AND INTERPERSONAL SKILLS, SELF-BELIEF, AND VARIOUS QUALIFICATIONS AND DUKE OF EDINBURGH AWARDS.**

“Salmon is very important to me. It gave me the facilities I needed to grow as a young person and to excel in football. It also gave me a different outlook on youthwork. Thanks to Salmon I have grown in confidence and I am now even starting up my own sessions.”  
Charlie (18)

## CHARLIE'S STORY:

Charlie has lived in Bermondsey all her life and is a leader amongst young people in her community.

“I have been a resident of Bermondsey all my life and first came to Salmon when I was five years old. I heard a lot of good things about the centre and the staff. Going there myself obviously met my expectations, as I am still a consistent member. My experience and confidence have grown in many areas due to activities and trips run by Salmon.

For ten years I came to Salmon as a young person. I tended to take a back seat and follow the crowd. However, I enjoyed seeing the positive effect that the Salmon staff had on the young people. For this reason I decided to complete my Year 10 work experience at Salmon. This time opened my eyes as to how much I enjoyed working with young people in a youth club setting. When my work experience came to an end, I became a young volunteer. This is now four years ago! Being a young volunteer has given me access to the training and experience I needed and helped me to grow on a personal and professional level.”





# ACCOUNTS

Once again it has been a very successful year for The Salmon Youth Centre. Over the last three years our turnover has been dominated by the redevelopment of our building, but there is a steady increase in the revenue income as work increases in the new building. Revenue

income has closely matched expenditure. The reason redevelopment income looks higher than expenditure is because most of the construction work is capitalised and added to our net assets (see graph below). We expect the building to be finished in mid 2010.

## INCOME AND EXPENDITURE HISTORY

### INCOME

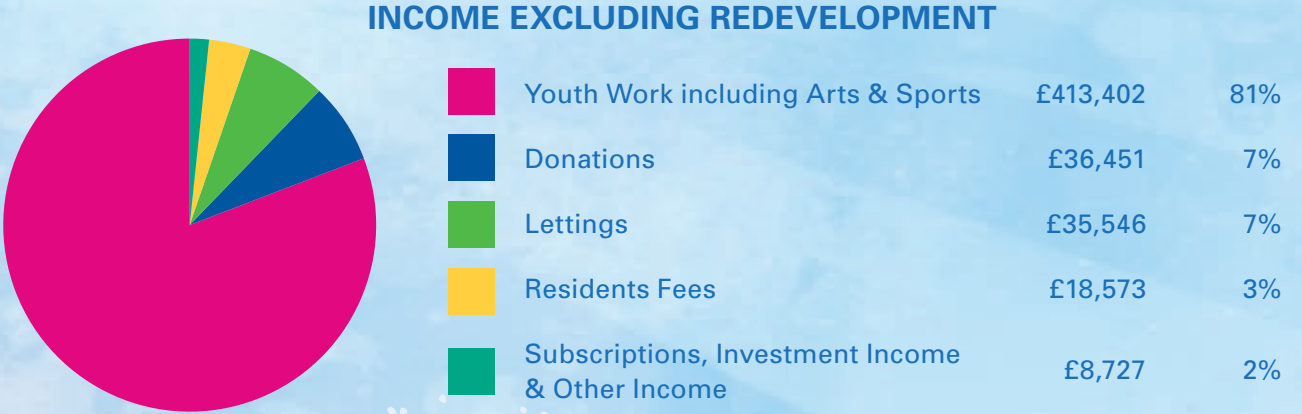
Year Ending	Income Total	Income Redevelopment	Income Excluding Redevelopment
31-Mar-2007	£1,887,551	£1,522,473	£365,078
31-Mar-2008	£1,593,792	£1,181,891	£411,901
31-Mar-2009	£1,321,758	£809,059	£512,699

### EXPENDITURE

Year Ending	Expenditure Total	Expenditure Redevelopment	Expenditure Excluding Redevelopment
31-Mar-2007	£595,098	£207,966	£387,132
31-Mar-2008	£541,209	£134,549	£406,660
31-Mar-2009	£752,836	£257,710	£495,126

## NET ASSETS FROM THE BALANCE SHEET

2007	£5,921,651
2008	£6,973,528
2009	£7,541,315



### TOTAL INCOME

Income excluding Redevelopment Income	£512,699	39%
Redevelopment Income	£809,059	61%
<b>Total Income</b>	<b>£1,321,758</b>	<b>100%</b>



### TOTAL EXPENDITURE

Expenditure excluding Redevelopment Expenditure	£495,126	66%
Redevelopment expenditure	£257,710	34%
<b>Total Expenditure</b>	<b>£752,836</b>	<b>100%</b>

Our trustees' annual report and audited accounts are available on request.





# FUTURE PLANS

## CORPORATES & BUSINESSES

“Organisations such as Nike, Euroclear and Adam Cole have built new and long standing relationships with The Salmon Youth Centre – whether by offering long term voluntary support, sponsorship, or short term projects. Salmon is committed to building and developing lasting partnerships with companies across the UK. We are able to cater to their corporate and social responsibility needs. As a charity it is essential that we increase our short and long term volunteering schemes with businesses, as we need in the region of £1.8 million each year to stay open.”

**Michael Smith**  
*Development Manager*

## TRAINING & ENTERPRISE

“The Training and Enterprise Team are the newest team in The Salmon Youth Centre. Over the next year we hope to develop a daytime provision of alternative educational opportunities for young people, working in partnership with local education institutions. Another big aim of the team is to help young people to develop their own business ventures. In the near future we will have business suites where budding young entrepreneurs will be able to develop their business plans with the support and guidance of our team.”

**Anthea Davis**  
*Training & Enterprise Manager*

## YOUNG PEOPLE'S PARTICIPATION

“One of our goals for the future is to engage more young people in the design and delivery of our clubs and programmes. We find it very important that young people are involved in making policy through participation in strategy meetings. It is our aim to encourage them to take responsibility for their actions and develop decision-making skills. We will also ask them to work on a more democratic system of selecting forum members and the election of the Member of the Year Award for young people.”

**Sam Adofo**  
*Deputy Director*



# TO REFLECT

At The Salmon Youth Centre we seek to work together in partnership with groups and organisations that share the desire for all young people to realise their potential and find purpose in their lives, and so be able to contribute positively to their local community. At the same time we take inspiration from our Christian tradition. In the Bible we read:

*I'm not saying that I have this all together, that I have it made. But I am well on my way, reaching out for Christ, who has so wondrously reached out for me. Friends, don't get me wrong: By no means do I count myself an expert in all of this, but I've got my eye on the goal, where God is beckoning us onward—to Jesus. I'm off and running, and I'm not turning back.*

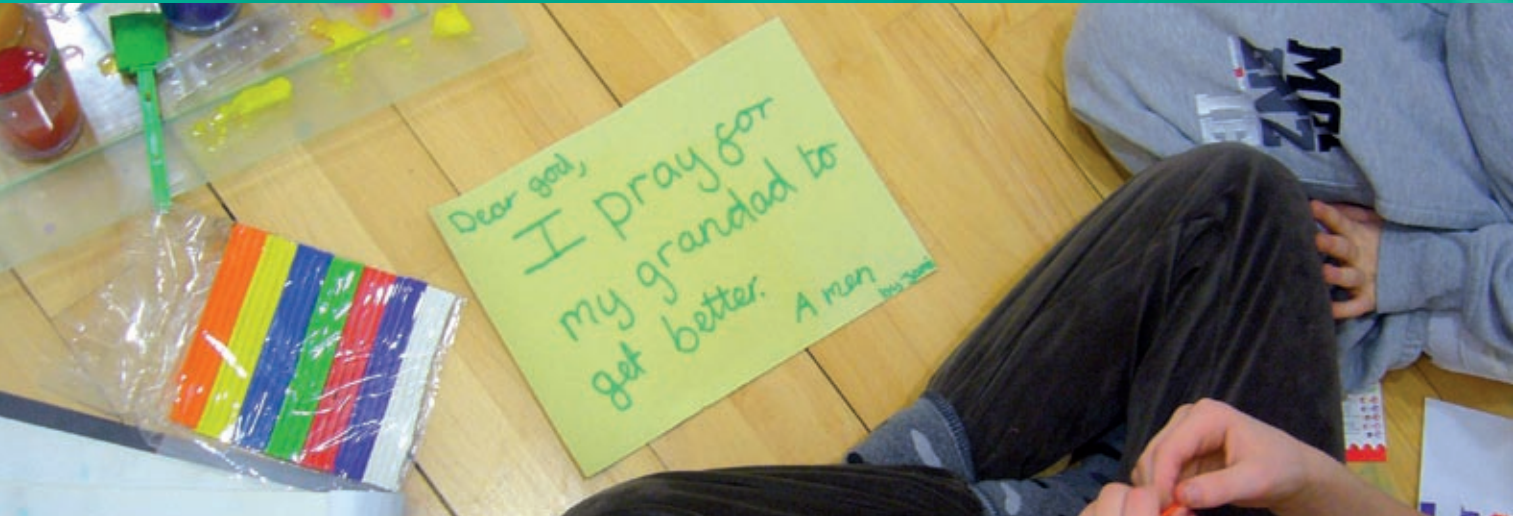
**Philippians 3.12-13 (The Message)**

These words challenge us to not rest in our current success. Here at Salmon we have a rich history. There are numerous stories declaring the good

work that has been done through the last 100 years. Alongside this, we are actually coming towards the completion of the building, which will be one of the best dedicated youth centres in the country. Of course, we must learn from and be shaped by all that has been. However, we should not forget to look ahead. In the looking ahead there will be a reaching out called from each and everyone involved in our work. We must give our creativity, give our energy, give ourselves in relationship to the point of cost as we press on to the goal before us – to help the young people discover the fullness of life that they are called to.

Our hope and prayer is that we will keep on telling new stories. Stories in which young people share how their lives have moved into new places. How through their involvement with Salmon they have been inspired and able to build new relationships.

**Andy Wilson**  
*Director of Mission & Pastoral Support*



# PEOPLE

As of 1<sup>st</sup> September 2009

**Trustees**

Adrian Greenwood  
Bob Mayo  
Don Sanderson  
Guy Sears (Chair)  
Jane Keefe  
John White  
Michael Askwith  
Sara Manwell

**Council of Reference**

Bobby Gleaves  
Chris Caroe  
Kate Caroe  
Simon Hughes MP  
Stan Catton

**Staff**

Aivee Chew  
Volunteer Coordinator  
Alan Chadborn  
Part-time Handyman  
Amy Kranz  
Teacher  
Andy Wilson  
Director of Mission & Pastoral Support (Resident)  
Anthea Davis  
Training & Enterprise Manager  
Claire Sexton  
Part-time Arts Worker

David Mellis  
Senior Development Manager  
Dawn Anderson  
Youth Worker, Inclusion (16-19's)  
Debraham Anoma  
Community Coach  
Donna Wallace  
Part-time Youth Worker  
Eugene Ankomah  
Artist-in-Residence  
Godiva Apedo  
Youth Worker, Dance & Arts  
Guy Foxell  
Sports Manager  
Heather Coley  
Finance Manager  
James Davis  
Youth Worker, Inclusion

Jamie Anglesea  
Community Coach  
Jessica Bell  
Health Worker  
Jim Guild  
Administration & HR Manager  
Kathy Brock  
Receptionist  
Laura Fawcett  
Arts Manager  
Lucy Frankenburg  
Development Manager  
Marcus Senior  
Clubs Development Manager

Mark Blundell  
Executive Director  
Matt Perkins  
Youth Worker, Outreach  
Michael Smith  
Development Manager  
Miranda Baxter  
Youth Worker, Disability (Resident)  
Mirjam Verhage  
External Relations Manager (Resident)  
Paul Ayul  
Community Coach (Resident)  
Reny Jaiyeoba  
Community Coach  
Robert Razz  
Adventure Worker  
Sam Adofu  
Deputy Director  
SJ McIntosh  
Girls & Young Women's Worker

**College Placements**

Katie Roe (Resident)  
Paula Phipps (Resident)

**Gappers & Volunteers (under 25's)**

Alfie Hall  
Amy Glover  
Charlie Pelling  
Clayton Dixon  
David Elson

Derek Ballo  
Emma Tierney  
Funmi Ohiosumah  
Gabriel Kingston  
Ibrahim Koroma  
Isaac Peprah  
Jason Neufville  
Jason Terry  
John Sesay  
Kai Taliana  
Kong Wako  
Michael Emberson  
Nanci Dhell  
Rowan Bolashodun  
Sophie Cosgrove  
Stephane Irie  
Tanya Biyani  
Tom Newby (Resident)  
Tresor Kimbien  
Tu-anh Nguyen  
Victoria Razzell  
Zara Kelly

**Volunteers (over 25's)**

Claire Bates  
Claire Mcload  
Geoffrey Charles  
Jeremiah Harris (Resident)  
Kafaya Bakare  
Mary Cosgrove  
Mary Wilson (Resident)  
Michael Whelan  
Reginald Thompson-Addo



# the salmon youth centre

in Bermondsey



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Patron: Lord George Carey  
former Archbishop of Canterbury

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