



STICKING WITH YOUNG PEOPLE

THE POWER OF
LONG-TERM
RELATIONSHIPS

OUR YEAR IN NUMBERS



We worked with
2,000
young people
aged 6-25



160
AQA certificates



Overall
attendance of
22,587



5
Silver Duke of
Edinburgh Awards



6
NVQ's level 2/3
in Youth &
Community Work



16
young
leaders



7
apprentices



400-500
young people attend
Salmon activities
every week



42
sessions for
young people
every week



49
hours of children
and youth work
every week

A MESSAGE FROM OUR CHAIR OF TRUSTEES



'Sticking with young people' is what Salmon Youth Centre has been doing since its foundation in 1906, when Bermondsey was one of the very poorest districts of London.



Most recently, this approach to working with young people in the community has been exemplified by the life and commitment of Jim Guild, who died on his way to work at Salmon on 16th June 2016, aged 66. Jim had worked at the Centre since 1995 and had been a constant presence during the winding down of the old building and the construction of the new.

Amidst all the various administrative and practical tasks that he was responsible for, what gave him the most satisfaction was the club for 6-9 year olds. By 2016, young children were attending who were the offspring of club-members from his earliest days.

The Sports Hall was packed with current and former club members on 7th July for the special service of thanksgiving for his life – a truly fitting tribute for a remarkable life of 'stickability' for the children and

young people of Bermondsey and Southwark. Jim's inspiration was his faith in and relationship with Jesus Christ as his Saviour and Lord – the one who promised to stick with us forever, saying 'I am with you always, to the very end of the age' (Matthew 28:20b TNIV).

Two other special mentions. First to the team who completed the Tough Mudder course and raised over £25,000 in sponsorship – which made a crucial difference to our income in 2015/16. And second to those who invested their time in leading on the renewal of the heating and ventilation plant in the building.

Finally, 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

WHO WE ARE

The Salmon Youth Centre has been reaching out to young people in inner city London for over a hundred years. We inspire young people to reach their potential and contribute positively to the community in which they live.

Most children and young people begin by attending one of our open access clubs. By offering a variety of activities aimed at their age group they get to try new things, develop skills and achieve accreditations & awards.

Many then go on to engage in one of our targeted activities in adventure, arts, dance, drama, music and sports. Our targeted provision also includes:

- Mentoring: young volunteers, befriending and apprenticeship schemes
- Mixables & Mixters: work with young people with disabilities
- Future & Hope Project: employability programme focusing on those who are at high risk of joining or are currently in a gang
- Salmon Express: speaking and listening programme
- Music is Power: youth empowerment programme using music
- Apprentices: offering young people the opportunity to learn and work over 9-12 months

We offer a range of trips, outings and residentials throughout the year, including outdoor adventure activities at our partner outdoor adventure site.

The long-term nature of Salmon's work affords a good understanding of local and social issues affecting children, young people and their families. Salmon is therefore often the best-placed organisation to provide positive early intervention and support for the most vulnerable of children and young people and their families.



OUR YOUTH WORK MODEL



We work to promote positive change in young people and support their transition to adulthood in three key ways:



Preparing Young People 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



Involving Young People in Positive Community Engagement through boosting their volunteering activities, increasing their political and spiritual awareness and their ability to relate to others in the wider society



Improving Young People's Health & Wellbeing and encouraging the development of healthy eating habits and overall lifestyle



"I go to Salmon to meet up with other young people and talk to staff about my anger problems and issues in school. The youth workers have helped me to apply for college, which I am hoping to start in September. People at Salmon actually care and want to help you." LEAH, 16

EVALUATION REPORT

A PHILOSOPHY OF STICKING WITH PEOPLE

The Salmon Youth Centre “implements a philosophy of ‘sticking with people’ encountering a destructive cycle of circumstances and behaviour. This philosophy is critical in helping youngsters develop resilience to challenges, which might otherwise see them overwhelmed by adversity.”

This was the conclusion reached by Dr Richard Slade from the University of Leeds, who completed an external evaluation of our five-year apprentice programme at the end of 2015. The evaluation highlighted some impressive achievements, alongside making recommendations for future development.

Salmon was complimented on its approach to working with young people. A number of cases where young people’s lives had been turned around as a result of the apprentices and young leaders programme were summarised in the report:

- a former looked-after child moved from casual work and homelessness to a university degree and employment in youth offending services.
- a young single parent experiencing mental ill-health moved from a chaotic life style to achieving a first class honours degree and employment with a local authority.
- two individuals caught in a cycle of offending are now engaged as professional staff in youth work and youth offending services.

The evaluation report concluded that “Salmon’s interaction with apprentices represents excellent value for money” and that “the model of youth work practice developed by the centre represents important transferable learning for other organisations.”



JAYHUN’S STORY

“I NOW KNOW WHAT I WANT TO DO IN LIFE...”

“When I finished my GCSEs, my tutor referred me to the employment programme at the Salmon Youth Centre. Apart from meeting with a youth worker on a weekly basis, I joined the fitness programme in the gym and got to do work experience with Salmon’s handyman, doing maintenance throughout the building.

It was great to suddenly have something to do and inspiring to shadow the handyman, he can do so much! I’ve really enjoyed fixing things in the building – from toilets to roofs. I’ve learn so much and found out what I enjoy.

Working in the gym has helped me to feel better in myself. I’ve lost weight and gained muscle. After each gym session we would do a Bible Study. This helped me to free my mind. I have become much more open as a result.

The youth workers were always on my case, helping me to apply for jobs. But more importantly, I now know what I want to do in life. I will keep on doing stuff in the gym and want to help others the way I was helped. On top of all this, I am starting a construction apprenticeship in September!”

Jayhun, 17



“Salmon has given me people to talk to about things that I am going through. They have given me the support I needed when I was going through a difficult time in my life. When I am older, I want to work in either a nursery or as youth worker. Being a young leader at Salmon is giving me the skills I need to be able to make this happen. I want to make an impact in young people’s lives the same way Salmon has made an impact on mine.” SOPHIE, 16

2015-2016 HIGHLIGHTS

Prayer in club

Prayer Shack was introduced to the young people in 10-13s Mixed Club. During club, young people were invited to come up to the chapel to talk to some of the youth workers. If they wanted to, the chat would be finished with prayer. Issues we talked about and prayed for included family members or close friends' health issues, school work and pressures, relationships with parents or siblings, social justice issues, being bullied, personal health issues and future careers.



Mentoring vulnerable young people

We provided a mentoring programme for vulnerable young people and their families, some of who were referred to us through Social Services. Those with complex needs were offered weekly support with the aim of avoiding exclusion from mainstream schooling. Our work is preventative, whereby we engage young people at the first sign that they need support. In this way we reduce risk and build resilience by ensuring that the key factors that young people need are available in their lives.



ABOVE: TOSHAWN, TOGETHER WITH HIS MENTOR RAZZ (RIGHT) AND YOUTH WORKER MATT (LEFT), AFTER BEING AWARDED MEMBER OF THE YEAR 2015.

Manual for increasing Speaking & Listening Skills

We launched our new speaking and listening manual called 'Let's talk about'. This highly innovative tool helps youth workers and teachers develop the speaking and listening skills of young people through using the arts inspired by Shakespeare. It includes five different levels for the youth worker and young people to work through, including monitoring and evaluation tools. It has been developed with support from the Paul Hamlyn Foundation and will be distributed to youth providers and schools in both London and the rest of the UK.

Reactions from external youth workers include:

"We are planning to include the manual in our curriculum and ingrain it into our organisation to benefit both staff and young people."

"I am hoping to use the manual within schools and with children within the domestic violence houses."



"The Salmon Youth Centre has helped me so much throughout this past year. My mentor gave me the opportunity to do a youth work course and study English. I joined a trip to Germany, which was amazing. Salmon also helped me to find a job at a bank. I am very grateful!"

MOLLIE, 18





Naod Kahsay, 20

"SALMON CHANGED MY LIFE"

I was born and bred in Bermondsey and live with my mum and younger brother. I studied sport science and have always been into football. I started coming to Salmon from the age of fifteen. I liked the great facilities and mainly came to meet with my friends and play football.



For a long time I was hoping to turn football into my main career, but it didn't work out. This made me very frustrated and angry. Most of my friends were doing really well, but I felt lost and didn't know what the next step was going to be. I brought my frustration to Salmon and used to kick off every week. I only used the football match as a cover up, but deep inside I was just lost and confused.

One of the youth workers started mentoring me. He was like an older brother to me. This is when I realised it was not the end of the world if football didn't work out. Through chatting with staff, I started redefining my goals for the next few years and I was offered an apprenticeship at Salmon. I started in October 2015.

Salmon literally changed my life. Even in my time of trouble and kicking off in club every week, staff at Salmon kept on pushing me and never gave up. They saw the potential in me, constantly checked up on me and took time to come out and meet with me.

I am now leading football sessions at Salmon myself. I meet a lot of boys that want to be professional sportsmen. I know what they feel like; the pressures from school, home and peers. Because I have been there myself, they respect me and listen to me. Even though I don't know all the answers, I know how to help them take that first step and see positivity.

Most young people struggle to open up straight away. A lot of the relationships they have might not be consistent: a dad who is in and out of their lives, a mum who is busy with younger siblings. That's why long-term relationships with young people are so important. After a while, the young people start being comfortable with you. They care of what you think about them and their actions change because they respect you.

In the future, I would love to start my own football academy. I also want to progress here at Salmon and keep bettering myself. The lessons that I have learnt at Salmon will always stick with me: to always care about people and be a good, loyal and loving young man.

"Salmon has a friendly atmosphere and has helped me to make friends. The youth workers are nice and make everything fun. They are always around to listen and very supportive. I feel comfortable talking to them." ISLA, 13



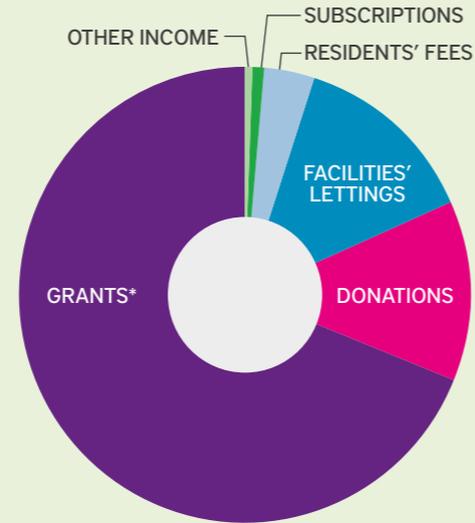
FINANCIAL OVERVIEW



THE UNDERLYING PERFORMANCE FOR 2015/16 WAS SATISFACTORY ALTHOUGH THE REPORTED DEFICIT WAS £13,331.

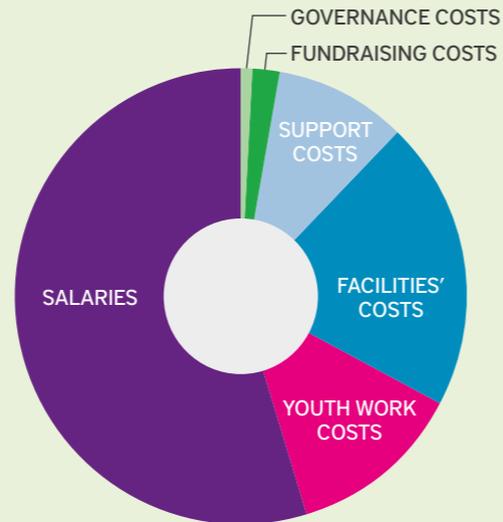
INCOME

For the year ended 31 March	2016	2015
Grants*	£533,186	£520,719
Donations	£99,883	£131,365
Facilities' lettings	£102,736	£89,472
Residents' fees	£28,850	£33,800
Subscriptions	£6,058	£5,570
Other income	£4,875	£26,617
Total Income	£775,588	£807,543



EXPENDITURE

For the year ended 31 March	2016	2015
Salaries	£430,862	£451,404
Youth work costs	£98,991	£88,365
Facilities' costs	£161,354	£144,100
Support costs	£74,606	£106,917
Fundraising costs	£14,946	£9,240
Governance costs	£8,160	£11,175
Total Expenditure**	£788,919	£811,201
Surplus / Deficit for the year	-£13,331	-£3,658



NET ASSETS

At 31 March	2016	2015
Freehold land and buildings	£7,810,276	£7,992,354
Other fixed assets	£89,844	£47,799
Debtors	£178,203	£144,488
Cash in Bank	£220,183	£350,682
Creditors	£-57,768	£-119,176
Total	£8,240,738	£8,416,147

TOTAL FUNDS

At 31 March	2016	2015
Restricted funds (Youth Work)	£30,000	£10,000
Designated funds (Freehold land and buildings)	£7,810,276	£7,992,354
General funds	£400,462	£413,793
Total	£8,240,738	£8,416,147

Total income was slightly lower than the previous year, which included several one-off items. Greater use of our facilities by various other groups resulted in higher letting income. More than £25,000 was raised by a team from Salmon participating in the 'Tough Mudder' challenge, for which we are most grateful.

Total expenditure was also lower as cost savings in some areas were offset by higher repair and maintenance costs connected with the £125,000 upgrade of the Centre's heating and ventilation systems.

More efficient boilers and better controls will reduce future running costs and ensure the building remains compliant with the many regulations. About half the total cost has been covered by grants with the balance coming from reserves.

Cash balances held at 31 March 2016 of £220,183 were lower than a year earlier, mainly because of the heating upgrade; also some grants were not received until after the year-end. Free reserves (General Funds less other fixed assets) amounted to £310,618.

Fundraising remains a constant challenge. The 2016/17 budget maintains current activity levels although another deficit is in prospect in the absence of increased income.

We are most grateful to all our funders and donors for your generous support in 2015/16 and look forward to your continued support in the coming year.

Peter Knight
Honorary Treasurer

The Trustees' Annual Report and Financial Statements for the year ended 31 March 2016 are available on request.

*Adjusted for grants received in the year which relate to expenditure in the following year.

** Excludes building depreciation.



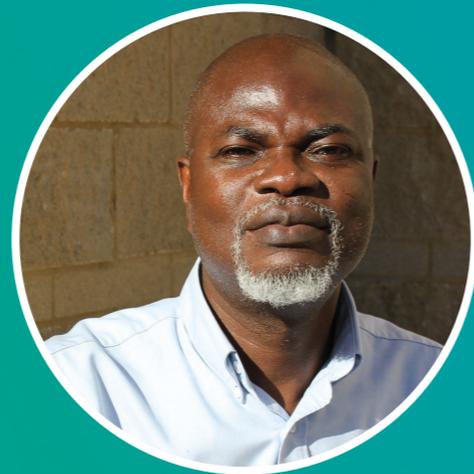
A MESSAGE FROM OUR DIRECTOR

I might be stating the obvious when I say that central to our ethos at Salmon is establishing long-term, meaningful relationships with young people and their families. Embedded in this philosophy is the importance of creating a positive culture and environment where young people have a sense of acceptance and belonging.

There are no shortcuts or quick fixes to young people improving their health and wellbeing, becoming involved in positive community engagement and being prepared for education or work. What we have learned over the years is how to turn the meaningful relationships that we build with young people (through the various activities that we offer) into helping these young people develop "want to" attitudes. Through our work, we go through a series of processes of transformation. These processes are as important as the final goals. Getting young people to a "want to" attitude means that we are no longer working for them but we are working with them.

It is the 'sticking with' that gives young people a sense of being accepted and belonging, instead of just tolerated. They bring their energy, abilities and determination and we decide to walk alongside them; encouraging them to fulfil their potential. We are looking forward to doing more of this 'sticking with' during the coming year with the help of our volunteers, staff, funders and supporters.

Sam Adofo



There are many opportunities to get involved with or support our work.

For more information, visit www.salmonyouthcentre.org/opportunities

or contact us on **020 7237 3788** or info@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*

Karen Burnett
Finance Assistant*

Alan Chadborn
Handyman*

Brenda Yearwood
Administration Assistant /
Receptionist

Jamie Anglesea
Youth Work Manager,
Sports & Arts

Miranda Haslem
Youth Work Manager,
Clubs Development*

Matt Perkins
Youth Work Manager,
Club Development

Eugene Ankomah
Art Tutor*

Emma Beckford
Dance Tutor*

James Davis
Youth Worker, Inclusion

Jos Downey
Chaplain*

Amy Glover
Youth Worker, Clubs Development

Mirjam Ngoy-Verhage
Youth Worker,
Learning & Development*

Mildred Talabi
Youth Worker,
Communications & Enterprise*

Leslie Abrokwa
Trainee Youth Worker

Jide Amao
Trainee Communications Worker

Amma Appiah
Trainee Participation Youth Worker

Staff as of September 2016

*Part time



THANK YOU!

To our Council of Reference, apprentices, placement students, residents, volunteers and young leaders for your great help and contribution during 2015/16.



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.

the salmon youth centre
in Bermondsey 



WITH GRATEFUL THANKS TO ALL OUR SUPPORTERS & FUNDERS IN 2015/16



LOTTERY FUNDED

nyplace

phf Paul Hamlyn
Foundation



Age Unlimited
Angus Lawson
Memorial Trust
Basom Trust
Botches Trust

Bermondsey
& Rotherhithe
Community Council
Gordon and
Louise Izatt

Hyde Housing
Jerusalem Trust
Newcomen Collett
Foundation

St Olave &
St Thomas Charities
The Alan & Babette
Sainsbury Charitable
Fund

The Austin & Hope
Pilkington Trust
The Rank Foundation
United St Saviours

Salmon Youth Centre
43 Old Jamaica Road
London SE16 4TE

020 7237 3788
www.salmonyouthcentre.org
info@salmonyouthcentre.org

Patrons:
Lord George Carey, Gordon Izatt, John White