



A lasting legacy

Providing a place
& purpose
for young people
in Bermondsey
& Southwark



“I had been in prison for two years and three months when I met Karen who works in the finance department at Salmon. When I got released, she asked me if I wanted to volunteer at Salmon so I started doing two to three nights a week, helping out in the sports hall.

I was volunteering for about eight weeks when I ended up going back inside again and doing nine months in an adult prison. Salmon Youth Centre stood by me the whole time and when I came out they offered me the chance to be on the gapper scheme and since then my life has progressed in ways I never would have believed.”

Luke Sewell, 23



Foreword

I wrote last year's message in the aftermath of the 'disturbances' of August 2011.

This year I am writing as we bask in the reflected glory of the successful London Olympics and Paralympics.

Bermondsey was spared any significant trouble last year, but a year on, the much longed for upturn in the economy remains elusive and concern is mounting about the creation of another 'lost generation' of young people as the total of unemployed 18-24 year olds remains high. The recent joint report of the Church Urban Fund and Frontier Youth Trust, 'I am one in a million', makes for sobering reading.

This year Salmon was able to host some very popular 'big screen' showings of the Olympics for the local community, including the Opening Ceremony and the Men's 100 metres final. This, and our partnership with organisations like Riverside Parents, St. Michael's School and Time & Talents Settlement, demonstrate how we are re-interpreting our 100 years of presence in the midst of the local community.

Observing the interviews with successful athletes at the end of their Olympic events, I was struck by how many expressed their profound thanks to their parents, families, friends and trainers who had supported them in their endeavours over many years. A smaller, more intimate form of community than a youth centre can offer, but nevertheless crucial to their success.

It reminded me of a quote by Lord Sachs: "If you want to survive and thrive as a people, a culture, a civilisation, celebrate the family. Hold it sacred. Eat together. Tell the story of what most matters to you across the generations. Make children the most important people. Put them centre stage. Encourage them to ask questions, the more the better...Freedom begins by consecrating the family and putting children first."

So what will be the legacy of the London Olympics? How will we inspire the next generation? At Salmon we are seeking more funding to bring sport and adventure, art, drama and dance to our young people through our fantastic facilities. The Sports Hall was built with funding from Sport England to celebrate the award of the Olympics, let's now see Salmon funded with the specialist staff that we need to make it a substantial legacy. And let's have funding for programmes to help 18-24 year olds into sustainable and meaningful employment.

But funding isn't everything – underlying our work is a belief that a personal relationship with Jesus, the carpenter of Nazareth and Son of God, offers faith which provides meaning and purpose for life, hope for a better future and love which finds fulfilment in putting the needs of others before our own.

Thank you to everybody – staff, parents, funders, supporters, fellow Trustees and Council of Reference members – for making it all possible and helping us to carry on a lasting legacy.

Adrian Greenwood

Chair of Trustees



About Salmon Youth Centre

The Salmon Youth Centre in Bermondsey has been reaching out to young people in inner city London for over a hundred years.

We are one of the largest youth centres in the UK with unique purpose-built facilities catering for sports, music, art, performing arts, dance, drama, outdoor climbing, adventure and fitness activities across our many sites.

At Salmon we provide personal, social, educational and employment development opportunities for young people, and a place where young people can have fun, feel safe and valued, and discover meaning and direction for their lives.

We are open five days a week, all year round, and we welcome young people from all backgrounds between the ages of 6 to 19, or up to 25 if NEET (not in education, employment or training) or disabled.

Our History

Salmon Youth Centre has a rich legacy in Bermondsey which began in 1906 when Reverend "Pa" Salmon set up the Cambridge Medical Mission Settlement to tackle the abject poverty suffered by London's inner city working classes.

Today our state of the art building (officially opened in March 2010) boasts the largest range of dedicated facilities and floor area of any youth centre in the UK.

Want to know more about our history? Visit:
www.salmonyouthcentre.org/history

Our Mission

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.

In light of this, 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.

We also aim to...

- empower all young people to discover meaning and direction for their lives, develop positive relationships with others and to contribute to the communities in which they live;
- make the transforming love of Jesus Christ relevant to the lives of young people.

As we enter into our mission and vision afresh for 2012/3, we look back over the past year at the work and events we have carried out so far so we can continue moving forward towards a lasting legacy.



We Welcome All Young People

The Salmon Youth Centre is open to young people from all backgrounds. Our core age group is six to 19, and we also welcome NEET young people and young people with disabilities and learning difficulties up to the age of 25.

We currently have 1,452 registered members and a total of 20,293 recorded visits to the centre and attendance to programmed activities last year.



21-year-old Ted was diagnosed with moderate to mild learning difficulties at the age of eleven. He tended to shy away from socialising with others and meeting new people, scared of being ridiculed and not accepted by his peers.

Despite his feelings, Ted started attending Mixables club on Friday afternoons (our club for young people with special educational needs) and soon started playing basketball, which helped him to form new friendships with other young people and staff.

Within months, Ted became comfortable to socially interact with others and take part in group activities. He joined other clubs and activities, including sessions in arts, cooking, dance, journalism, music and sports, even going on a four-day residential to Birmingham.

Ted has often mentioned that he feels a sense of belonging whenever he is at Salmon. It is a place where he can do activities in a safe and trouble-free environment.

He has been particularly noticed by staff and his peers for his good character and enthusiasm and was recently nominated for the Member of the Month Award.

We Provide Generic Youthwork

We run over 20 open clubs a week at Salmon which cater for young people of all ages.

Open clubs are the foundation of our work with young people. Split into age groups, they provide a safe place where young people can come to relax, try new things, have a go at lots of different activities and, most importantly, build relationships with caring adults (youth workers).

We continue to operate one of the only provisions for 6-9 year olds in Southwark, entirely run by our fantastic team of volunteers.

You can find our full programme of day-to-day activities here: www.salmonyouthcentre.org/whatson

Salmon is a fun centre where kids can come. THE Staff adores the kids and play with them. My favorite things are dancing - Sports and lots more



"The staff at Salmon inspire me with what they do here – they are amazing, positive with everything they come out with, they are helping young people and on their side. I think that without Salmon these young people would be nothing – not in a horrible way, I'm just being honest. If we didn't have the building and these facilities, where would these young people be? They would be on the streets and committing crime. But here they can come and be connected, they can do activities in school, out of school...they can come and be part of something."

Katie (17)

We Deliver Targeted Youthwork

We deliver targeted and specialised youthwork to accommodate the different needs of the young people that come through the Salmon Youth Centre.

Mixables

Our disability work has gone from strength to strength over the past year. We have seen the club grow to a membership of 76 young people, with around 25-30 attending regularly.

This is due in part to our partnership work with organisations including Southwark Council and Southwark College, who help us to reach disabled young people. Salmon's relationship with Spa School is now in its 10th year and we continue to work closely with them, picking up their pupils on a Friday afternoon to bring them to the Mixables club.

Last year we launched our 'Get Mixables into Sport' project which offered six different sports over twelve weeks. This allowed us to signpost 30 disabled young people into non-disabled specific clubs, 21 of which attend regularly.

Through Salmon, many disabled young people have gone on to achieve greater independence, develop new skills and exceed their own expectations in many areas. Last year, seven of the young people became part of our integrated Young Leaders programme which allows them to volunteer at Salmon, take on leadership roles and serve as role models to other young people.

NEET work

Around 40% of young people attending Salmon are NEET – not in education, employment or training.

Last year, we helped 12 young people back into education, employment or training and took on six gap year students – three of whom have now gained a Level 1 qualification in Youth Work.

Working with the London Youth Support Trust (LYST), we have also been able to secure office space for NEET young people setting up their own creative businesses.

Six NEET young people completed short term work experience last year to build their motivation and develop employability skills. We also partnered with city bank Standard Chartered to help young people gain CV writing and interview skills – one young person impressed the staff so much so that they offered him an apprenticeship as a chef and later on a paid job. He still works there today.



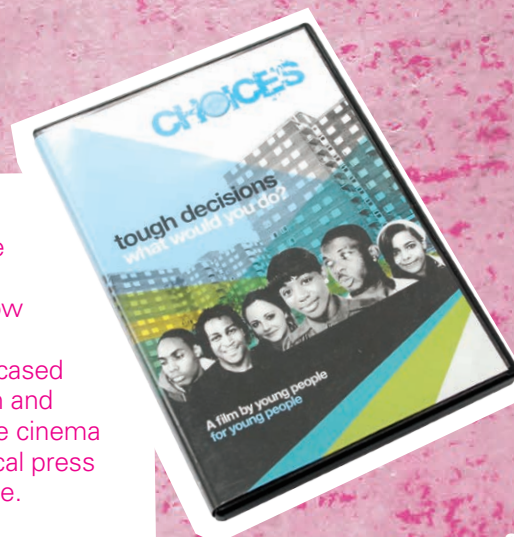
"Before I was accepted on to Salmon's gapper scheme, I went to several colleges but never finished so I didn't really come out with any grades. If I think about where I was last year to where I am now, I feel good because I've done so much and accomplished so much. It's like I'm going somewhere now with my life – Salmon has made me want to carry on with youth work and not give up"

Jade (24)



Special projects

We strive to create new and innovative projects within clubs. Last year we produced a 30-minute short film, called Choices, which explored the themes of sex, relationships and religion, and how peer pressure can influence the choices young people make in these areas. The film was showcased at the BAFTA Awards in Piccadilly Circus London and officially launched in June 2011 at the Shortwave cinema in Bermondsey Square, where young people, local press and other youth organisations were in attendance.



We build long-term relationships with young people

Our work is based around building long-term relationships with young people through regular social interaction.

Many of the young people that come to us as 6-9 year olds will remain with us until their mid-twenties, and many will bring their own children and grandchildren to us in due course.

Our youth workers get to know the young people as individuals and work with them over a long period of time. We have found this to be the most efficient way of working, as changes made to young people's lives are more likely to be long-term.

"I first started coming to Salmon when I was ten years old but I stopped coming at 14, when I had my daughter, Gracie. Growing up, Salmon was the most amazing place – it gave me so many opportunities, new experiences and just generally a place to have fun with my friends.

I came back to Salmon in December 2011 to do the 'gapper' scheme to be trained as a youth worker and gain a qualification in youth work. My role was to do youth communication work and support with the media projects in open and specialised clubs. I really enjoyed speaking with the young people and hearing their opinions through leading group discussions which helped to build my own confidence.

I have never really been confident in my writing either, however I have been blogging about my time at Salmon which has really increased my confidence and shown me other ways of communicating with the world. It has encouraged me to set up my own blog when I go to university later this year.

Being at Salmon has helped me recognise my strengths and the areas I need to improve in. It gave me the opportunity to meet other people from different walks of life and made me very enthusiastic about going to university."

"My daughter Gracie now goes to the 6-9s club at Salmon so it's her turn to fall in love with this place!"

Morgan (20)

Read Morgan's blog:
www.salmonyouthcentre.org/your-stories



We inspire young people to develop ambition for learning & work

For some young people, getting a certificate at Salmon will be the first time they have ever been told they did something well, or that they are good at something – this has a huge impact on their self-esteem.

We have over 27 different tailored awards that our young people can work towards, including trampolining, bicycle maintenance, live performance skills, introduction to sexual health, healthy eating, dance and drama.

Over the past year 126 accreditations were gained by young people:

- 113 AQAs in music, drama, sports and project work
- 11 Arts awards in music production (5 Bronze, 4 Silver, 2 Gold)
- 2 CSLA awards (Community Sports Leaders Award)

In addition, 60 certificates were gained by young people:

- 47 Achievement awards for learning new skills in climbing, trampoline and other recreational activities;
- 12 Member of the Month awards given to young people for outstanding effort or work produced in sessions (voted by their peers during clubs)
- 1 Member of the Year award for outstanding contribution to Salmon through volunteering and commitment to developing projects.

We are also supporting 13 young people through the Duke of Edinburgh Awards, due for completion in 2012/13.

"People give me respect here, which didn't happen when I was at school. They encourage me to do my best. I've got friends here."

Vicky (26)



We encourage healthy lifestyles in young people

At Salmon we offer sport for all, regardless of ability, and we pride ourselves on being fully inclusive.

Last year we launched the Salmon Fit and Active Community project with the aim of dramatically increasing sports participation of young people across the communities of Southwark, through a comprehensive programme of sports.

Once young people had been attracted by our exciting sports and active leisure activities (with a programme of up to 20 sessions of sport per week), we

then placed an emphasis on improving their health and fitness and making them more informed on how to live healthily.

Our sports activities include trampolining, tennis, climbing and adventure, football, basketball, badminton, volleyball, boxing, rugby, dodgeball, handball and the fitness gym.

During 2011/12, we helped 1,188 young people to enjoy and participate in sports and fitness activities, including 215 young people who were previously inactive.

40% of young people said they would not take part in sport if they did not come to Salmon Institute of Education, 2011

"Salmon Fit and Active Community has been a great success and I am proud to have supported the hard work of Salmon Youth Centre, it is an important hub for local residents, and I hope it will remain so for many years to come."

Boris Johnson, Mayor of London

"Salmon is very important to me. It gave me the facilities I needed to grow as a young person and excel in football. My experience and confidence have grown in many areas due to the activities and trips run by Salmon, and I am even starting up my own sessions!"

Charlie (18)



We empower young people to contribute to their local communities

While many organisations only take on motivated young people as volunteers, our young volunteers are from a wide range of backgrounds, including many young people who wouldn't usually be expected to volunteer.

We currently have 26 adult volunteers in clubs and projects, 10 young volunteers, eight placement students, and eight residents ("resis") who volunteer. A total of 102 people have volunteered at Salmon over the past year.

"I've been volunteering at Salmon for about five months now. I first got involved because my kids go to the 6-9s club and they used to come home buzzing every week and say how much they loved it. One day I thought I'd like to work there and spend a bit of that enjoyment with everyone else's kids too – it's nice to see them all smiling and happy."

I absolutely love volunteering at Salmon – I like the whole Salmon vibe, what they do for the kids and everything. I feel like I'm a different person since I started volunteering here – it's not like going to work, it's like an extended family."

Beverley, Adult Volunteer

Gabs was referred to Salmon by Catch 22 as he was looking for experience in youth work.

When Gabs first started coming to Salmon he lacked confidence and would rarely speak to people. He was assigned to the Wednesday evening sessions as a volunteer and would be happy to help with practical tasks such as putting the bibs out for the football teams but was reluctant to engage with the young people.

Gabs joined the Young Leaders programme in October 2011 and although he insisted that he wanted to be a youth worker, he was very quiet in group sessions and displayed negative body language.

Gabs gradually grew in confidence as he spent time at Salmon, which led to him being nominated for the 'Young Leader of the Month' award. He now engages with young people and staff a lot more and feels able to contribute to debrief sessions after club.

He has also expressed that he didn't want to learn anything when he was at school and college, but he now feels able to learn things and is keen to become a gapper.

"I love helping out with the kids and being with the workers here; it's much more exciting than being at home."

Gabs (23)



We make the transforming love of Jesus Christ relevant

As a Christian organisation, we know that our strength comes from God therefore we strive to make the transforming love of Jesus Christ real and relevant to all young people.

Throughout our regular clubs, we seize all opportunities to be present and to give our time and energy to our young people – in other words, opportunities to make real the love of Jesus.

Additionally, going away on residential during the school holidays helps the young people to experience Jesus' love for a longer single time period. Over 100 young people went on residential last year, including a five-day spiritual retreat to the Soul Survivor Christian festival.

We have regular prayer times through the week and on Wednesday afternoons, and Salmon Sunday every fortnight to give young people a chance to encounter God. Each Salmon Sunday session includes worship music and a time for prayer and to ask questions of God.

As we look into the future, bringing young people to a place to encounter God is the gateway for our "making the transforming love of Jesus Christ relevant" for them, which remains the core aspect of our work.



Looking forward

Salmon Youth Centre has a legacy of over a hundred years and I am convinced that what drives most of the people here, whether paid staff or volunteers, is the need to serve our community. This is a very humble experience which we all share.

The past year has been financially challenging for Salmon. This is mainly due to the fact that most of the funding that we secured were short-term funding. This brings its own challenges, including the challenge to broaden our funding mix and generate income from our assets, which we are already doing and would like to be better at.

The need to raise funds is more prominent now than before because young people and our community have an expectation that we continue to deliver good quality programmes. We have responded by scaling down the staff team and building up our skills and competence to continue to deliver the best quality in sports, arts and projects for young people.

Why is this need so prominent? The answer lies in what we do. At Salmon we offer **a place and purpose for young people**. A place being this fantastic facility, offering young people stories and memories you have read on the pages of this annual report. It is also a place for young people to belong; to meet new people, explore and engage in new sports and adventure activities, dance, drama and arts, and a place to stay off the streets.

For purpose, young people learn to take responsibility by volunteering and taking a lead in the various programmes and projects on offer. By choosing to help their peers, they also get accreditations and the opportunity to be seen as role models in the process. This is why we need to keep going – to continue to provide a place and purpose for young people.

We have been through the time of breaking down and looking forward, I believe this coming year and beyond is the time to build up. We need to be sustainable, and to do this we need more funding and to promote rental of our building space and our services when the opportunity arises.

We also need to increase our volunteer base further, and to work out partnerships and collaborations. We are looking to build on the competence of our staff team to deal with the speed of change in the sector in order to anticipate and improve organisational learning and the impact of our work. In short, we are looking forward to a better future and a lasting legacy for many more years to come.



Sam Adofo, Director

Finances

The overall income and expenditure was down this financial year. This is partly due to the completion of the redevelopment and the subsequent end of redevelopment income from 2010/11.

Revenue income was also down compared with 2010/11 due to the end of YSDF funding for the staff team. As an organisation we responded thoughtfully to the reduction in revenue income by reducing our expenditure accordingly, particularly during this period of austerity.

This move supports our commitment to providing high quality activities and a place and a purpose for all young people in Bermondsey and Southwark.

Net Assets

From the Balance Sheet

2010	£8,911,024
2011	£9,292,474
2012	£9,172,876

Income & Expenditure History

INCOME

Year Ending	Income Total	Income Redevelopment	Income Excluding Redevelopment
31-Mar-2010	£2,316,545	£766,304	£1,550,241
31-Mar-2011	£1,823,788	£590,292	£1,233,496
31-Mar-2012	£1,136,800	£0	£1,136,800

EXPENDITURE

Year Ending	Expenditure Total	Expenditure Redevelopment	Expenditure Excluding Redevelopment
31-Mar-2010	£1,490,287	£168,363	£1,321,924
31-Mar-2011	£1,441,904	£202,547	£1,239,357
31-Mar-2012	£1,259,203	£182,126	£1,077,077

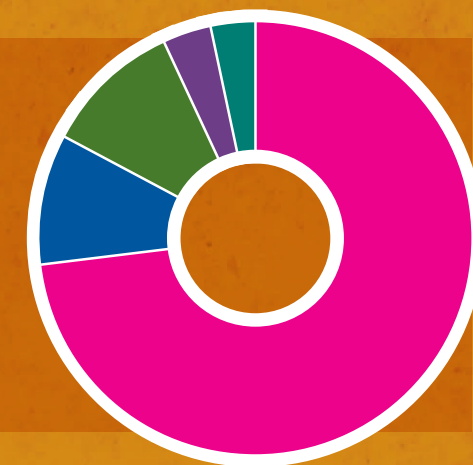
Income 2011/12

Excluding Redevelopment

Youth Work including Arts & Sports	£832,702	73%
Donations	£108,756	10%
Lettings	£117,329	10%
Residents Fees	£42,270	4%
Subscriptions, Investment Income & Other Income	£35,743	3%

TOTAL INCOME

Income excluding Redevelopment Income	£1,136,800	100%
Redevelopment Income	£0	0%
Total Income	£1,136,800	100%



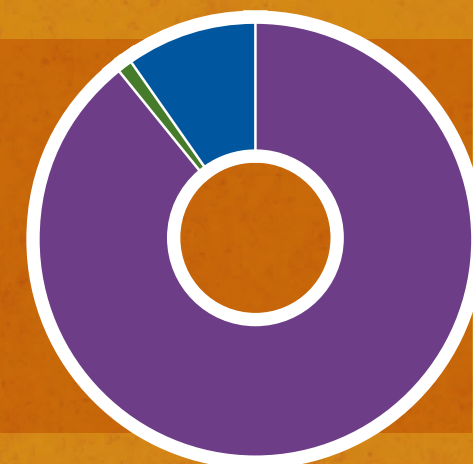
Expenditure 2011/12

Excluding Redevelopment

Youth Work including Arts & Sports	£960,652	89%
Governance Costs	£14,220	1%
Fundraising	£102,205	9%

TOTAL EXPENDITURE

Expenditure excluding Redevelopment Expenditure	£1,077,077	86%
Redevelopment Expenditure	£182,126	14%
Total Expenditure	£1,259,203	100%



Our Trustees' Annual Report and Audited Accounts for the year to 31st March 2012 will be available on request.

How can you help?

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

If you are in agreement with our work, please consider supporting us by doing one or more of the following:

Regular updates

We update our supporters regularly to show how your support is making a difference to the lives of young people in Bermondsey and Southwark.

As a supporter you will receive:

- A copy of our quarterly newsletter
- Monthly email updates through the 'Prayer Diary'
- Invitations to special events

We are grateful to our current supporters for all your help in making 2011/12 possible. Please continue to support us as we enter into the new financial year, we cannot continue to build a lasting legacy here without you.

Donate Today

Text SALM43 £10 / £20 / £50 to 70070

Please contact Jim for more details on how to get involved as a supporter email jim.guild@salmonyouthcentre.org or telephone **020 7394 2444**

Give your prayers

As a Christian organisation, we believe in the power of prayer therefore we would be grateful if you could pray for us and our work here with the young people. We have a monthly prayer diary that goes out to our prayer supporters with a specific prayer agenda for the month.

Give your time

If you are able, please consider volunteering your time to help out in generic youth club sessions or share your specialist knowledge and skills in specific sessions with the young people.

Give your money

We gratefully accept donations from individuals or organisations. You can make a donation by telephone or mobile, by post, online, or through gift aid. If you would like to do fundraising on our behalf, please contact us.

People

A BIG THANK YOU to our Council of Reference, adult and young volunteers, residents, and student and work experience placements for all your help during 2011/12 – we really couldn't have done it without you and of course, this place would not be the same without your presence and contribution!

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Youth Worker, Performing Arts
Administration Assistant / Receptionist
Finance Assistant (P/T)
Art Tutor (P/T)
Music Tutor (P/T)
Handyman (P/T)

Gappers

Jade Rochester
Lais Aitcheson
Luke Sewell

As of 1st September 2012



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info@salmonyouthcentre.org

Patron: Lord George Carey
former Archbishop of Canterbury

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**“Coming to Salmon
changed my life a lot and
really makes me feel
happy. Every time I come
into Salmon I feel warmly
welcomed and I always
want to come back.”**

Ted (21)

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