

IMPACT REPORT 2025/ 2026

Helping young people to be
happier, healthier and more
hopeful for their future



A MESSAGE FROM OUR DIRECTOR



What an incredible year it has been at Salmon.

Once again, the young people of Bermondsey have amazed and inspired us with their energy, creativity, determination and willingness to throw themselves into everything Salmon has to offer. From our U19 basketball team completing an unbeaten season, to our young artists being recognised on Sky News, our young leaders growing in confidence through volunteering, and our trainees gaining qualifications and building the skills they need for their next steps — there is so much to celebrate.

It is an absolute privilege to walk alongside the incredible young people we work with. Every day, we see the difference that strong, consistent and long-term relationships can make.

At the heart of Salmon is a simple ambition: to create a place where every young person feels known, valued and supported to live a healthier life, grow in confidence, build brighter prospects in education and work, and discover the joy of being an active part of their community.

Together, we are working to break down the inequalities and barriers that too many young people face. Whether that means sharing a warm meal, providing mental health support, creating opportunities for work experience and training, or opening our doors for 28 hours of sport and exercise every week, we are committed to creating opportunities where young people can thrive.

For more than 100 years, Salmon has stood alongside the young people of Bermondsey. This report tells the story of what we have achieved together over the past year, but behind every statistic is a young person, a relationship, a story and a future with greater possibilities.

Thank you to our staff, volunteers, trustees, partners, funders and supporters who make this work possible. Most importantly, thank you to the young people who continue to inspire us every day.



OUR YEAR IN NUMBERS

1,156
young people aged 6-25

14,216
overall attendances

153
young people mentored

38,199
contact hours

700+
sessions delivered

7,202
hot meals provided

28
hours of physical activity delivered each week

“The culture in Salmon is like a family and everybody’s there to support you and make sure that you grow.”

OUR VISION

We aim to inspire young people to fulfil their potential and contribute to their community within a framework of Christian values

"Salmon has a great range of activities and staff are always very friendly and encouraging".

OUR MISSION

WE...

- improve young people's physical and mental health and wellbeing by encouraging healthy diets and active lifestyles;
- prepare young people for further education and work by improving their educational attainment, providing access to training and supporting their transition into further education or employment;
- involve young people in community engagement by encouraging volunteering and by boosting their political and spiritual awareness, so increasing their ability to relate to others.

WE...

- are open to all: we welcome all young people and their families.
- provide open-access, targeted and specialised activities which are enjoyable, educational, challenging and safe.
- build relationships that inspire young people to develop their ambition to achieve a fulfilling life by discovering and developing their talents and increasing their enthusiasm for learning and training.

WHO WE ARE



Salmon Youth Centre is one of the largest youth centres in the UK and is a model of youth work excellence.

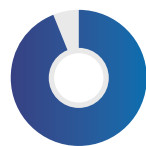
Thanks to the support of our six full time, five part-time and five sessional staff, our apprentices, trainees, and **over 90 volunteers**, we ran over **700 sessions** in 2025/26 and log over **38,000 contact hours** with **1,156 young people**.

Salmon provides an outstanding recreational facility where young people have fun, form healthy friendships and develop their interests and skills. Salmon is a welcoming, safe and encouraging environment where they develop their self-worth, their communication skills and their interpersonal relationships. This transforms their prospects when they transition from primary to secondary education and from there to college or work. Accessible to everyone aged 6-19 for a nominal contribution of just 50p per visit, members enjoy a wide variety of activities, starting with a free hot meal, which is a vital help to many families struggling with the cost-of-living crisis. Healthy food is followed by healthy exercise. Salmon has facilities for badminton, basketball, boxing, climbing, dance, football, gymnastics, trampolining and volleyball. These take place in our four-court sports hall, our well-equipped exercise gym, and on our 30-metre climbing wall.

In everything, we encourage young people to realise and develop their gifts and talents; to develop their sense of self-worth and self-respect; and to develop their interpersonal skills. Our aim is to inspire belief in their own potential and agency. We aim to promote and improve their health and wellbeing; improve their prospects in their education and work; and encourage them to engage positively with their community.



OUR IMPACT



94%

of young people rated the club as Excellent or Good.



84%

of young people said being at Salmon makes them more confident



72%

of young people said they have made new friends.



69%

of young people said they have learnt something new.



64%

of young people said being at Salmon meant they felt safer in their community



47%

of young people said being at Salmon allows them to do better in school

"I come because Salmon genuinely cares for my growth, well-being and my aspirations. The opportunities at Salmon nurture my hopes and make me motivated to keep going."

Two of our young leaders being interviewed at BBC London



HIGHLIGHTS 2025/26

HEALTHY EATING

In 2025/26 we provided 7,202 nutritious hot meals to children in the after-school sessions. These healthy meals, which always include fruit and vegetables, are much appreciated by parents, many of whom are struggling to provide regular cooked meals due to the escalating cost of food and the overall cost-of-living crisis.

MENTAL HEALTH SUPPORT

Well-being remains central to Salmon's work, particularly as we continue to see growing numbers of young people experiencing significant mental health challenges and the impact of multiple Adverse Childhood Experiences (ACEs). In response, we appointed part-time a qualified clinical psychologist to provide weekly one-to-one therapeutic support, helping young people develop coping strategies and resilience in the face of trauma, anxiety and instability. Alongside our universal well-being provision, we provided crisis support for around 30 young people facing acute challenges.

We have continued to invest in strengthening our well-being offer through staff training in CAMHS-informed practice, neuro-inclusivity and trauma-informed approaches, alongside expanding our specialist support team. Three mental health professionals regularly worked with young people this year, including clinical psychologist Blessing Bakare, who delivered therapy programmes for 10 individuals

and supported a further 20 young people through group and one-off sessions. Young people also benefitted from workshops and partnership work with organisations including Groundwork London, Thrive LDN, Mental Health Foundation and CAMHS wellbeing practitioners.

A key development this year was the creation of our "Chill Out Room", designed by one of our mental health-qualified volunteers. The space provides a calm environment for therapy sessions, sensory support and quiet reflection during busy club activities. We were also delighted to secure a further three years of funding from Maudsley Charity for our Be Kind to Your Mind project, enabling us to sustain and strengthen this work while developing new partnerships and refining our wider well-being strategy through a Theory of Change process.

"Salmon's been a big factor in helping my child with autism come out of her shell, it's the only time she comes out of our house and it would impact her mental health if she couldn't come to the club."

MENTORING

This year, we provided mentoring to 153 young people through a range of tailored programmes designed to meet diverse needs. These included:

- school-based mentoring for students at risk of exclusion;
- academic mentoring to support improved outcomes at GCSE and A Level;
- intensive support for at-risk young people, delivered in collaboration with families, schools, social workers and police to achieve the best possible outcomes;
- guidance on next steps in education, training, and employment; and
- mentoring to promote personal and social development.

Our mentoring programmes equip young people with the resilience and skills needed to navigate adversity and stress. We are committed to expanding our capacity to offer more intensive one-to-one support by recruiting additional volunteers. We also take a gender-informed approach, recognising and responding to the distinct needs of girls and young women as well as boys and young men.

TRAINEES

This year, seven trainees aged 18–25 joined the staff team, gaining valuable work experience, leadership skills and improving their overall employability. They successfully completed Level 2 and Level 3 Youth Work qualifications, along with a range of job-related training courses. Working directly alongside young people, they made a meaningful contribution to programme delivery.

In addition, with generous support from The Hargreaves Foundation, four sports trainees were funded to support the delivery of physical activity sessions in our clubs. These trainees obtained coaching qualifications in basketball, gymnastics and football and completed additional training in safeguarding, trauma-informed practice, mentoring and first aid.

YOUNG LEADERS

Eleven young leaders aged 14–19 took part in the programme this year. The aim is to provide them with vital skills to raise their aspirations and improve their employability whilst contributing positively to their community through volunteering. The young leaders help support the primary age club sessions, termly trips and a holiday scheme for over 100 primary school children. As an integral part in weekly training learning about youth work. They are an integral part of the team, they led with great maturity and were able to use their training to solve problems and manage issues that arise.

WORK EXPERIENCE VOLUNTEERS

69 young people aged 14–19 took part in work experience placements, volunteering alongside our staff and engaging directly with children and young people in our clubs. These young people gained valuable insights into youth work by learning on the job and supporting a wide range of activities. Participants included City of London School students completing nine months of community service, as well as others undertaking weekly volunteering as part of their Duke of Edinburgh Award or school and college work experience placements.

Across the board, they demonstrated enthusiasm, energy and a strong commitment to making a positive impact.

“At Salmon, you can just sit. You can eat. You can play basketball. If you want to make music, art, anything you want, you can do it. It's like home away from home.”

RESIDENTIALS, TRIPS AND HOLIDAY ACTIVITIES

Salmon outings and holidays are usually the highlight of the year for many young people, especially if their family cannot afford holidays.

In 2025/26, we organised 37 trips for young people, all offered free of charge or at a nominal cost. These included educational visits to BBC Radio and BBC TV, theatres, art galleries, music studios, the Tower Bridge tour and an employability-focused trip with Gallup. Our sports teams also travelled to various basketball and football tournaments. For recreation and fun, young people enjoyed outings to Thorpe Park, ice skating, the cinema, bowling, Air Thrill, swimming, Flip Out, and our much-loved annual pantomime trip.

Residential highlights of the year included an international youth exchange to Germany, an outward-bound adventure residential and a week-long camping trip to the Satellites Festival. These experiences play a vital role in broadening horizons, building confidence and sparking curiosity in the world around them. In total, 365 young people participated in trips and residentials this year. In addition, during the school summer holidays, we ran several daytime holiday schemes, with 378 young people engaging in our vibrant programme of weekly centre-based activities.



CREATIVE ARTS

Our young people can express themselves artistically in our music studio, dance studio and visual arts studio. The music studio is equipped with keyboards, guitars, drums and other instruments and a recording suite where demos and podcasts can be made. Each week we delivered 22 hours of facilitated sessions in music, art and dance. The young people have continued creating podcasts, all the content including artwork, music and voices is exclusively the young people's own.

In February 2026, the Salmon Youth Centre hosted the launch of Re-claim: The Runway (Rest & Recuperation), a powerful multimedia art exhibition led by acclaimed contemporary artist, mentor and activist Eugene Ankomah. First presented at Salmon in 2019, the project returned seven years later in a renewed and expanded form, shaped by the voices and lived experiences of young people affected by knife crime. Through a collaborative and therapeutic creative process, participants explored themes of fear, vulnerability, resilience and hope, transforming discarded materials into striking artistic expressions of renewal and reclamation. The exhibition launch brought together the local community, supporters and young people for an immersive evening of installation, performance and reflection, reinforcing Salmon's long-standing commitment to creating safe, inclusive spaces where young people can heal, express themselves creatively and drive positive social change. This was covered by many media outlets including Sky News.



DISABILITY WORK

Our trained and experienced staff play a vital role in supporting the integration of 85 young people with disabilities into our mainstream clubs. This year we launched a brand-new Neurodiverse club, "Sparks Club", which aims to help build the confidence, skills and independence of young people with disabilities and to increase their access to opportunities. We work in close partnership with parents, carers, and special educational needs schools to help these young people build key life skills, including communication, personal safety, money management, independence and leadership. Our clubs serve as a vital 'in-between' space—bridging the gap between home, school, and the often-overwhelming wider world. We encourage the young people to step beyond their comfort zones and grow in confidence. Their presence also enriches the wider club community, fostering greater understanding, empathy and inclusion around neurodiversity and disability.

SAM'S JOURNEY

Working as a sports trainee at the Salmon Youth Centre over the past year has been an incredible experience.

I've learned so much, not only about fitness but also about working with young people. I was given the opportunity to complete both Level 2 and Level 3 Fitness Instructor courses, which helped me develop a wide range of new skills and teaching approaches. I've learned how to adapt my coaching for clients of different ages and backgrounds, and I've gained valuable experience in personal training. My future goal is to become a personal trainer and eventually own my own gym. This role also taught me important life skills, such as recognising young people's emotions, understanding their moods, and knowing how to respond to different situations. I've learned patience, emotional control, and how to support others in a positive way. One of the most rewarding parts was seeing young people grow and develop—both socially and physically. I also really valued being part of a staff team that felt like a family and always supported one another. Alongside my training, I mentored young children in the gym, delivering one-to-one sessions and group classes to help them build confidence and learn about fitness.



SPOTLIGHT IAN HILEY YOUTH WORK MANAGER

Ian has been working in youth work for around 25 years, with most of his career spent supporting young people across South East London.

Ian first joined Salmon as maternity cover and, after enjoying his time with the team and the young people so much, has recently joined us on a permanent basis.

He is passionate about helping young people realise their potential, overcome barriers and discover what they are capable of. For Ian, one of the best parts of youth work is creating opportunities for young people to try something new, step outside their comfort zone and experience memorable, life-changing experiences.

Ian is also someone who enjoys a challenge himself! Whether it's running

across countries, rafting down rapids, trekking across deserts or cycling from London to Copenhagen, he is always up for an adventure. His passion for adventure is something he brings into his work too, encouraging young people to take on challenges, try new things and discover what they are capable of.

Ian believes that change is possible, no matter what our current circumstances are. He understands the hard work, commitment and perseverance needed to keep trying to improve ourselves – as young people, as staff and as a team. He has brought his

experience, ideas and expertise to Salmon with a real determination to help us continue moving forward.

One of Ian's mottos is: "Can we be 1% better today than we were yesterday?"

Salmon's long history in Bermondsey, incredible facilities and dedicated team give us huge potential to create positive change in the lives of young people. Ian's organisation, ideas and contacts have helped us make the most of that potential and achieve more together this year and we hope to keep improving together going forward.

Since joining Salmon, Ian has helped develop four new partnerships supporting residential opportunities, as well as a new partnership with Under Armour and access to almost 100 free or heavily discounted West End tickets for our young people.

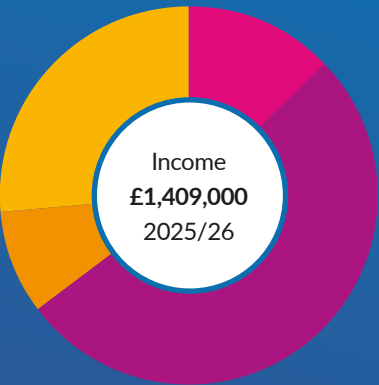
We are delighted that Ian has now joined the Salmon team permanently and look forward to seeing what we can achieve together in the years ahead.



FINANCIAL OVERVIEW

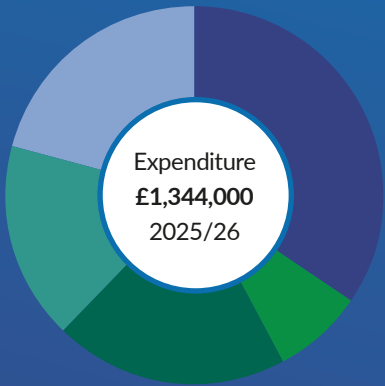
We are very grateful to all our donors and grant funders for their contributions during 2025/26.

The figures are extracted from the audited Annual Financial Statements to 31 March 2026 which have been lodged with Companies House and the Charity Commission and are available on request.



- Donations from individuals £184k
- Grants and corporate donations £741k
- Income from facilities £126k
- Other income** £357K

- Salaries £466k
- Youthwork £103k
- Building costs £270k
- Support costs £225k
- Movement on Designated Funds** £279k



** Hyde Housing Insurance Settlement – 2021/22, 2022/23 and 2023/24

HOW YOU CAN GET INVOLVED

VOLUNTEER

- once a week or once a month
- in after school or evening sessions
- share your skills in cooking, computers, music, dance...
- become one of our trustees

“One of the most rewarding parts of being a trainee is seeing young people grow and develop—both socially and physically”

GIVE

Help Salmon to continue serving young people

- A regular gift of any amount is really valuable to us
- Become an SYC ambassador or patron at your church or workplace
- Consider leaving a legacy to Salmon

WITH GRATEFUL THANKS TO ALL OUR SUPPORTERS AND FUNDERS

Alan & Babette Sainsbury Charitable Trust

Angus Lawson Memorial Trust

Bailly Thomas Charitable Trust

Barratt Foundation

Bernard Sunley Foundation

Better Youth Spaces
Department for Culture
Media and Sport

Big Give Christmas Campaign

Buzzacott - Stuart Defries Memorial Trust

Charles Hayward Foundation

Charterhouse in Southwark

Childhood Trust

Children in Need

David Riddell Memorial CIO

Drapers Company

Gallup

Garfield Weston Foundation

Gordon and Louise Izatt

The Hargreaves Foundation

Jack Petchey Foundation

Jacobs Trust

London Faith and Belief

Maudsley Charity

Maurice and Hilda Laing Charitable Trust

Merriman Charitable Trust

National Lottery Awards for All

Peabody Community Foundation

Peter Stebbings Memorial Trust

Souter Charitable Trust

Southwark Council

Thirdway Group Ltd

Tom ap Rhys Pryce Memorial Trust

William Allen Young Charitable Trust

'A full list of Major Donors & Funders is given in the Trustees Annual Report & Financial Statements to 31 March 2026'.

PARENTS' FEEDBACK

the salmon youth centre
in Bermondsey



"Salmon is a godsend not just to special needs children but to all children. It is a safe space for everyone to enjoy. To learn new things and to interact socially. I think Salmon is doing a wonderful job and I appreciate everything they are doing."

"The staff there are brilliant, they care about the children and really are making a difference in the kids' lives. To be honest, I'm so thankful for this club as they have made a massive difference in my girls' lives."

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