

The Salmon Youth Centre in Bermondsey
Trustees' Annual Report and Financial Statements
Year ended 31 March 2023

Charity number 278979
Company number 00958986

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

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THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Legal and administrative information

Board of Trustees

A.D.C. Greenwood (Chair)

C. G Bauer

Dr. H.F. Crowe (resigned 6th September 2023)

R. S. Gleaves RICS

K. Kazim

P. Knight FCA (Honorary Treasurer)

S. Manwell

M. Skelton

Finance Committee:

P. Knight FCA (Chair)

A.D.C Greenwood

R. S. Gleaves RICS

In attendance:

J. Anglesea (Acting Director)

C. Bascom (Finance Director)

Company Secretary

J. Anglesea

Registered office

43 Old Jamaica Road
Bermondsey
London SE16 4TE

Auditors

Jacob Cavenagh and Skeet
5 Robin Hood Lane,
Sutton,
Surrey,
SM1 2SW

Principal bankers

Unity Trust Bank plc
Nine Brindleyplace
Birmingham B1 2HB

Charity number

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THE SALMON YOUTH CENTRE IN BERMONDSEY

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Trustees' Report

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 50 volunteers, we run over 800 sessions a year and log up over 49,000 contact hours with more than 1,200 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. This provides a healthier alternative to fast food restaurants where young people can often be found after school engaging in anti-social behaviour.

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 Vision

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

Our Mission

We seek to:

- 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.

Our Method

- We are open to all: we welcome all young people and their families.
- We provide open-access, targeted and specialised activities which are enjoyable, educational, challenging and safe.
- We 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.

Young people in Southwark

- 50% come from single-parent, non-working homes
- 67% of children suspended from school live in the top 20% of most deprived areas in the country
- 43% of suspensions were of children eligible for free school meals
- 32% do not achieve five GCSEs
- Youth unemployment has risen from 4.1% to 13.1% (ONS, September 2020)
- 1 in 3 under 25s are claiming universal credit.

THE SALMON YOUTH CENTRE IN BERMONDSEY

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Trustees' Report (continued)

Salmon Centre Demographics

Many young people who come to Salmon have behavioural, communication and relationship problems. They tend to lack confidence and exhibit low self-esteem.

Most live on local housing estates ranked among the top 16% most deprived areas in England. Their deprivations include irregular meals, lack of suitable space to do homework or to pursue interests, lack of stimulating reading material, lack of finances for clothing, holidays or social activities. Most have suffered Adverse Childhood Experiences (ACEs) such as bullying, verbal and physical abuse, seeing their parents abusing drink or drugs, and other traumatic experiences such as living with a parent who has mental health problems. Many witness domestic violence or street crime. Children as young as six have recounted seeing knife and gun crime and tell us that these events have made them feel fearful. These traumatic experiences result in poor mental health, behavioural problems, low academic achievement and school absenteeism.

Without successful positive interventions, teenagers can become involved with gangs, anti-social behaviour, drug abuse, drug dealing, crime, and teenage pregnancy. Nearly all our members have talked with staff about stress, anger, depression, bullying, family and relationship issues.

Increasing mental disorders and obesity

We see links between poverty, childhood deprivation, inactivity, obesity, isolation, depression, and other mental health issues such as panic attacks and suicidal thoughts.

The NHS reports that since 2017 rates of mental disorders in 6- to 16-year-olds have increased by 50%. Eating disorders increased by more than 25%. Children with mental disorders were twice as likely to miss more than 15 days of school. (NHS Mental Health of Children and Young People in England (November 2022)).

The demographics of young people attending Clubs	2020-21	2021-22	2022-23
Boys	62%	56%	57%
Girls	38%	44%	43%
Aged 6-10	178	311	350
Aged 11-13	113	254	357
Aged 14-18	240	295	456
Aged 19-25	84	94	129
Total club attendees in year	615	954	1,292

Our performance statistics

The impact of COVID

The Covid pandemic and lockdowns had a major impact on Salmon and its community. All Salmon's staff were furloughed during 2020, and closure of the Youth Centre for nine months meant that some of our young people did not return when we reopened. Lockdowns led to increasing isolation and mental health problems for many.

Since reopening, attendance numbers have been steadily increasing.

Attendance and activity statistics	2020-21	2021-22	2022-23
Total number of club attendees in year	615	954	1,292
Total attendances in year	4,630	15,043	17,893
Total number of contact hours	13,549	40,635	49,938
Total number of sessions	265	665	803
Total number of free hot meals provided	N/A	6,599	9,752
Number of hours of physical activities provided each week	12.5hrs	28hrs	28hrs
Number of young people mentored	51	199	99
Number of young people engaged in Therapy Services at Salmon	N/A	N/A	116

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Trustees' Report (continued)

The total number of young people we worked with during 2022/23 in all aspects of our youth work, including both club sessions and other activities, was 1,764.

Staffing, apprentices, volunteers and young leaders

We can only provide our range of activities thanks to our fantastic team of trained staff, volunteers and others.

All staff and volunteers are DBS-checked and have been trained as mental health first-aiders.

Due to the financial pressures and the effects of the COVID-related lockdown suffered over the last few years, our staffing levels have been allowed to decrease. In particular, we were sad to see our previous Director, Sam Adofo, leave Salmon in March 2023 after more than ten years' service with Salmon.

Staffing	2020-21	2021-22	2022-23
Staff members (full-time)	8	6	6
Staff members (part-time)	6	9	8
Volunteers	42	40	53
Apprentices	7	22	12
Work experience students	37	30	49
Young leaders	9	23	10

Volunteers

We have a fantastic team of 53 local volunteers, most of whom support at least one session a week. All are DBS-checked and many are trained as mental health first-aiders. Most find themselves acting as mentors to specific children, either occasionally or on a regular basis. They help with homework club, CV preparation, job search and interview rehearsals. They also share their skills in cooking, art, music, boxing, gym instruction and podcast expertise. Most importantly, they vastly increase our capacity to show kindness, patience and a consistent interest in each child individually.

Apprentices

12 apprentices aged 18–25 worked full-time gaining vital work and leadership skills and improving their employability. The highlight in the year was a trip abroad with the Erasmus team. The Hargreaves Foundation also funded two sports trainees. They worked alongside the staff to deliver sport and physical activity in clubs. They have gained a number of coaching qualifications in basketball, gymnastics and football as well as completing a number of work-related training courses in safeguarding, trauma-informed practice, mentoring and first aid. They have been a great addition to the team creating five new sports teams and delivering over 150 sporting accreditations.

Work Experience Volunteers

Our 49 work experience students were aged 14–19. Some were members of City of London School support clubs doing community service for nine months. Some did weekly volunteering as part of their Duke of Edinburgh award for three months. Some volunteered on a weekly basis on school or college work experience placement. All of them engaged with our various activities with enthusiasm and energy.

Young Leaders

Ten 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 3-hour youth club sessions, termly trips and a holiday scheme for over 100 primary school children. They also take part in weekly training learning about youth work. This year's highlights included hosting a German exchange group in the summer and learning to sail a 72ft Challenger yacht on a week-long residential.

THE SALMON YOUTH CENTRE IN BERMONDSEY

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Trustees' Report (continued)

How we support young people

Fitness

The Salmon Youth Centre has facilities for badminton, basketball, boxing, climbing, dance, fitness training, 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. We have had six sports teams take part in competitions this year with our young people achieving over 150 sporting accreditations.

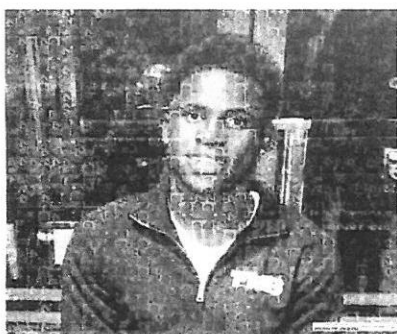
Games and sports are what young people expect to enjoy at a youth centre. The sports hall enables a wide variety of team games to be played, while the well-equipped gym enables people to develop their personal fitness using rowing-, walking- and weight machines. These physical activities help to increase people's sense of wellbeing, and help to reduce obesity.

Diet

In 2022/23, we provided almost 10,000 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.

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 musical 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.



One highlight of this year was the creation of a poignant mural at Salmon's entrance as a memorial to **Folajimi Olubunmi-Adewole (Jimi)**, who was a regular at the Centre. He died aged 20 after jumping into the Thames from London Bridge to save a woman struggling in the water. The centrepiece is an image of Jimi himself, created from hundreds of small pictures of Salmon's young people, flanked by panels on either side saying 'Stand Up and Be Counted' and 'Don't Turn a Blind Eye'. This mural was funded by the Mayor of London.

Salmon's young artists also exhibited in **Southwark Park Gallery**. Their creative piece says 'Thank you' to Alfred and Aida Salter, who were notable social reformers in Bermondsey in the early twentieth century. Eugene (Salmon's Artist in Residence) and the young artists were delighted to receive an encouraging note of thanks from Dame Judi Dench in recognition of their hard work and contribution to the installation.

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Trustees' Report (continued)



Ada and Alfred Salter were social reformers in Bermondsey in the early 20th century. Ada was appalled by the slums of London and devoted her life to the demolition of slum housing and the improvement of the urban environment. She built a model housing estate at Wilson Grove, campaigned against air pollution, and carried out a programme for the improvement of London through the creation of parks, children's playgrounds and tree-lined streets. Alfred, a doctor from Greenwich, was similarly appalled by the slums but from a medical point of view. He treated poor patients for free and imported into Bermondsey all the latest medical clinics and facilities, creating in miniature an 'NHS before the NHS'. In 1922 Alfred was elected as MP for Bermondsey, while Ada in the same year became the first female mayor in London and the first female Labour mayor in Britain

The young people created a podcast series, to engage young people in the debate about environmental issues using examples from indigenous communities from around the world as well as physical interaction with the elements of fire, earth, air and water in their local environment.

We partnered with Wood & Water consultancy and Ravensbourne University Creative Lab, funded by Greener Futures Fund. The first series is entitled 'So Near but So Far' and is themed on young people's views on the environment. All the content including artwork, music and voices is exclusively the young people's own.

Homework support

The After School Club provides tutoring by trained teachers in STEM subjects and provides support through peer-directed learning, alongside mentors who help them with their homework. The club has helped address the difficulties young people have faced as a result of falling behind with their schoolwork. Instead of falling further and further behind, club members have increased their ability and appetite for learning, which has increased their confidence about attending school lessons. This has certainly had an effect on reducing or even eliminating their school truancy.

Mentoring

We provided mentoring to 99 young people through several mentoring schemes:

- school mentoring to support young people who are on the verge of expulsion;
- mentoring to improve educational outcomes at GCSE and A Level;
- special case support for at-risk young people, working with families, social workers, schools and the police to provide the best outcome for the young person;
- mentoring to support next steps in work and education; as well as
- mentoring to support general personal and social development.

We hope to provide more intensive support for our most at-risk young people by recruiting more volunteers. Mentoring helps children and young people develop the tools to learn, grow and evolve in the face of adversity and stress. We take a gendered approach to mentoring, recognising girls' and young women's needs are often different from those of boys and young men.

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Trustees' Report (continued)

Disability Work

Our trained and experienced staff support the integration of young people with disabilities and offer them mentoring. We work closely with parents, carers and special needs schools to enable young people to develop their communication skills, personal safety tactics, money management, independence and leadership. Our aim is to be an 'in between' space between their home, their school settings and the chaotic world outside. We encourage them to step out of their comfort zones and gain confidence.

Mental health support

We have identified increasing numbers of young people attending Salmon who have experienced four or more Adverse Childhood Experiences (ACEs). We employ a part-time qualified psychotherapist to provide individual support through weekly sessions. The aim is to help young people find coping mechanisms to manage the trauma they have experienced.

Integrated Therapy service

A total of 116 young people (YP) have engaged with our Integrated Therapy Service, either through groups or individual 'self-referral' or invitation while in conversation with our therapist during club sessions or referral via staff members.

A total of 48 young people have engaged with facilitated group sessions such as Anxiety Group (8 YP), Wellbeing Group (28 YP) and Wellbeing and Support Group for basketball players (12 YP). 66 young people have engaged with the Integrated Therapy Service as individuals.

The sessions are designed for those aged 6 to 13 years and those aged 14 and over. They are typically struggling with anger, depression, other mental health issues, eating disorders, or behavioural issues.

Florence (17) I've had one counselling session every week since January and they have helped me drastically. I was in a very dark place and was struggling with my mental health since my relationship with my mum was very poor. Since having counselling I've been able to look at life in a more positive light and I've also been able to improve my relationship with my mum a lot. I don't think it would have been possible without counselling. Not only that but with counselling I've become less pessimistic and my goal is to constantly push myself forward so that I can grow. I think if I haven't had counselling, that I would not have had the energy to continue with sixth form. I'm grateful for the counselling at Salmon because when going through the NHS I had to be on a very long waiting list.

Residentials, Trips, and Holiday Activities

Special activities	2020-21	2021-22	2022-23
Trips	-	9	26
Residential	-	2	3
Trips and Residential participants	-	105	131
Holiday scheme attendees	339	199	295

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

There have been **26 excursions** this year that have been free of charge or at nominal cost. They have included a visit to Gallup in the Shard; paintballing; Go Ape!; five days sailing on a tall ship; a week's camping at Satellites festival; hosting a German exchange group; and trips to London attractions such as the Natural History Museum, the Victoria and Albert Museum, and London Zoo. We believe that trips like these stimulate the young people's wonder and interest in the world. Altogether, **131** young people came on trips in 2022/23.

During the school summer holidays we also delivered several daytime holiday schemes with hundreds of young people taking part in our weekly Centre-based activities.

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Trustees' Report (continued)

Community engagement

Large Youth Events

Salmon has brought together youth leaders from local churches to run joint events featuring food, music, talks and discussion. These are bi-monthly and are attended by around 80-100 young people.

Partnerships and liaison

Where individual young people have social or behavioural problems, we liaise with their parents, their school, social workers, the police, doctor or mental health professionals, Southwark Youth Offending Team, Southwark Works (the family support unit), so multi-agency interventions are joined up. We firmly believe in communication and liaison in order to optimise the beneficial impact on our young people.

Our local corporate partners include Gallup, Inc. and The Thirdway Group provide volunteers, training and work experience for young people, and also fundraise for the Centre

Sharing our facilities

We share our facilities with local schools, churches, partners, charities and youth services. This enables other groups of young people to enjoy the facilities at Salmon at modest cost while providing a small source of income.

Family support

We also support some families whose children are suffering from mental illness, possibly because a parent is involved with the criminal justice system or where the family is facing poverty or family breakdown. This work is intensive and highly individualised to the cases we are addressing. It is fundamental to ensuring positive outcomes for our young people.

Youth advisory board

The young people's own views and experiences are fundamental to how we plan and deliver our youth work. Our youth advisory board helps us to shape the services we provide. We actively engage with the young people and their families in evaluating the impact of our services and discussing how we can best develop them. We also informally gather the views of parents about what their children find most helpful.

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Trustees' Report (continued)

Looking to the future and helping others

Our business plan for 2023-24 set targets for all our regular and annual activities.

During 2023/24, we plan to develop a 'Be Kind to Your Mind' programme specifically designed to monitor and improve teenagers' mental health. We already use a basic self-assessment form, provide counselling and mentoring and liaise with schools, social workers or other professionals if needed, but this will help teenagers recognise unhealthy traits such as masking, binary thinking and thought distortions, and give them the tools and techniques to develop positive attitudes and to manage their thinking, emotions, behaviour and relationships with others.

We plan to develop it in collaboration with experts at the South London and Maudsley NHS Trust and selected members of the Thrive mental health initiative, and pilot it with organisations such as the Complete Works Pupil Referral Unit and XLP. The final version will be made available to other youth centres.

Salmon has a history of creating innovative projects which benefit youth work across the UK. In the 1960s we helped to found the Frontier Youth Trust and in the 1990s the Centre for Youth Ministries based at Ridley Hall, Cambridge.

Thank you!

Finally, we are generously financially supported by individuals, churches, local businesses, Southwark Council and Trust Funds. We say a huge 'thank you' to all these donors who enable Salmon to transform the lives and prospects of the inner-city young people who are part of the Salmon family.

THE SALMON YOUTH CENTRE IN BERMONDSEY

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Trustees' Report (continued)

FINANCIAL REVIEW

Results to 31 March 2023

The results for the year are set out in the attached Financial Statements which have been prepared in accordance with FRS102 and the reporting requirements for charities under the Charities SORP FRS102 (second edition, effective 1 January 2019).

Our financial results for the year to 31 March 2023 continued to be impacted by the additional costs, particularly insurance, arising from the discovery of combustible cladding on part of our site. We reported a deficit on General Funds of £125,262, compared with a small surplus of £3,289 in 2021/22.

Income for 2022/23 totalled £923,610, an increase of £114,099 over the £809,511 reported the previous year. The increase was mainly due to an exceptionally generous one-off donation. Donations from individual supporters, churches and corporate donors amounted to £219,757, a significant increase of 65% over the £132,680 received in 2021/22.

Grants income for 2022/23 comprised grants for general purposes of £100,000, grants for restricted purposes of £261,660 and grants for charitable services of £203,043, a total of £564,703, a 4% increase on the £542,371 reported a year earlier.

We are grateful to our many funders for their continuing support.

Income from other trading activities, which mainly includes letting our facilities to third parties, totalled £139,150, a 3% increase over £134,460 the previous year.

Operating costs (excluding depreciation on freehold buildings) totalled £1,085,652, an increase of £144,478 on the previous year's total of £941,174. Much of the increase was attributable to the significant increase in insurance premiums as a consequence of the discovery of combustible cladding on part of the site. (See Note 19 to the Financial Statements - Combustible Cladding).

At 31 March 2023, our General Fund reserves stood at £156,509, a decrease of £125,262 during the year.

Designated Funds

Unrestricted Designated Funds comprise the Jim Guild Legacy Fund and the Freehold Land and Buildings Fund. During the year, £1,178 (2021/22: £22,976) was released from the Jim Guild Legacy Fund as described in Note 13 to the Financial Statements. Depreciation on freehold buildings of £182,078 (2021/22: £182,078) was charged to the Freehold Land and Buildings Fund.

Cash Balances

Cash balances at the year-end amounted to £304,905 (2021/22: £500,627). Of this total, £81,548 (2021/22: £117,150) was being held to meet our obligations to fulfil the terms of restricted grants in future periods.

Net worth decreased to £7,006,849 (2021/22: £7,350,969) mainly as a consequence of the accounting requirement to charge depreciation, which is a non-cash item, on freehold buildings and also the deficit for the year.

Extraordinary Item

In connection with the removal of combustible cladding from the Phase 2 building, the Government's Building Safety Fund (BSF) has provided grant funding under a Trust Fund arrangement solely for the purpose of defraying eligible pre-tender costs which may be incurred by Salmon. (See Note 20 to the Financial Statements - Combustible Cladding)

Salmon withdrew £138,276 from the Trust Fund in reimbursement of costs incurred during the year. (2021/22: £47,100).

THE SALMON YOUTH CENTRE IN BERMONDSEY

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Trustees' Report (continued)

Reserves Policy

The Trustees, having considered the financial risks, have set a reserves policy which aims to maintain free reserves at a level sufficient to cover a loss of 50% of grant income for a period of up to 12 months while replacement funding is sourced; this equates to approximately £280,000. The level of free reserves at 31 March 2023 on unrestricted funds of £334,337 (General funds of £156,509 and Legacy fund of £233,062, less other fixed assets of £55,234) is therefore sufficient to comply with this policy.

Plans for the Future

We plan to continue to respond to the needs of young people and their families in our community (as highlighted previously). Those needs have been compounded by the Covid-19 pandemic and have become more now urgent in view of the potentially significant, long-term consequences. Our aim is to continue to improve young people's physical and mental health, as well their engagement with education and work, but we are now starting from an adjusted baseline of worse physical and mental health and decreased engagement with education and work that the majority now find themselves at.

Going concern

There remains uncertainty over the timing and the extent, if any, of the eventual liability that may accrue to SYC as a consequence of its obligation as freeholder to replace combustible cladding on the Phase 2 Building, a building which was designed and constructed by the head leaseholder.

The Trustees have reviewed the budgets and cash flow forecasts for a least 12 months beyond the date of signing these financial statements. Taking into account the potential to recover from the head leaseholder any costs not funded by the Building Safety Fund, the Trustees consider that it remains appropriate to prepare the financial statements on the basis that SYC continues as a going concern for the foreseeable future.

Concrete

CONCRETE is a separate youth work project which was hosted by SYC up to 31 July 2023 when the assets and liabilities were transferred to a newly-formed Community Interest Company. Up to that date, Concrete had been accounted for separately as a restricted fund. Concrete works with, and supports, Christian youth workers nationally through a process of mutual development.

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Trustees' Report (continued)

Governing Document

The organisation, founded in 1906, is a charitable company limited by guarantee and governed by its Articles of Association. It changed its name in 1995 to The Salmon Youth Centre in Bermondsey, formerly being known as the Cambridge University Mission (CUM Trust Limited). New Articles of Association were adopted in October 2014. In the event of being wound up, members may be required to contribute an amount not exceeding £1 each.

Organisational Structure

The Trustees normally meet 6 times a year. There is one formal subcommittee, namely the Finance Committee, which aims to meet three times a year to review the financial position in detail. The Finance Committee is chaired by the Honorary Treasurer.

Recruitment, appointment and election of Trustees

Trustees are elected and re-elected at the Annual General Meeting ("AGM"). A third of existing Trustees must retire by rotation at each AGM. New Trustees can be appointed during the year, but they must then be elected at the next AGM.

In searching for new Trustees, the Trustees, whilst recognising diversity issues, look for people who are committed to the Christian ethos of the organisation, who have relevant skills and experience as well as the time to fulfil the duties effectively.

Induction, training and other forms of support are offered to new and existing Trustees, both specific to the organisation and relating to the general duties of charitable trustees.

Council of Reference

This is the informal name given to the members of the charitable company. They are admitted into membership by the Trustees. They have the right to attend and vote at the AGM. There are twelve members of the Council of Reference, in addition to those eight who are Trustees. The Articles of Association restrict the maximum number of members of the company to 30 (or such greater number as the Trustees may resolve). Members of the company must support and continue to support the objects of the company.

Employee remuneration

The pay of the Charity's staff including the Director is reviewed annually and linked to National Joint Council (NJC) and Joint Negotiating Committee (JNC) pay scales. All increases are directly linked to the NJC and JNC pay awards. In view of the nature of the Charity, the Trustees consider that this is appropriate.

Fundraising

Salmon does not receive a significant proportion of its income from public fundraising. However, the Trustees aim to follow best practice.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Trustees' Report (continued)

Risk management

In line with best practice, the Trustees review the major risks to which the organisation is exposed at least once a year and keep the risk register under regular review. The major risks facing Salmon that could affect its ability to maintain its operations at the current level are:

- Buildings risk – financial loss arising from the obligation to replace combustible cladding (referred to above)
- Financial risk – loss of funding from grants (many of which are of short-term duration) without replacement;
- Human Resources risk – shortages of appropriately qualified staff and volunteers
- Reputational risk – failure of child protection and safeguarding policies.

We seek to mitigate the financial risk by implementing agreed quality controls with regular reporting to funders. Regular staff appraisals and targeted training mitigate the human resources risk and strict procedures on safeguarding, including DBS checks for all Trustees, staff and volunteers, mitigate the reputational risk.

Code of Governance

The Trustees aim to comply, as appropriate, with the principles set out in the Charity Governance Code. A comprehensive set of policies and procedures is maintained and reviewed on a cyclical basis.

THE SALMON YOUTH CENTRE IN BERMONDSEY

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Trustees' Report (continued)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the Directors of The Salmon Youth Centre for the purposes of company law) are responsible for preparing this report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable activities for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles of the Charities SORP, make judgements and estimates that are reasonable and prudent,
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Directors is aware at the time the report is approved:

- there is no relevant audit information of which the company's auditors are unaware; and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Small Companies Provisions

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

By order of the Board



A.D.C. Greenwood
Chair – on behalf of the Trustees

25 September 2023

THE SALMON YOUTH CENTRE IN BERMONDSEY

Independent auditor's report to the members of The Salmon Youth Centre in Bermondsey

Opinion

We have audited the financial statements of The Salmon Youth Centre in Bermondsey (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Independent auditor's report to the members of The Salmon Youth Centre in Bermondsey (continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Independent auditor's report to the members of The Salmon Youth Centre in Bermondsey (continued)

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment, financial reporting legislation and safeguarding regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to: recognition of income in the correct accounting period, management bias in accounting estimates, presentation of separately disclosed items and management override of controls.

In response to the risks identified we designed procedures which included, but were not limited to, reviewing grant documentation, agreeing financial statement disclosures to underlying supporting documentation, identifying and testing journal entries, reviewing Board and sub-committee meeting minutes, and evaluating the company's internal controls.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Miriam Hickson FCA (Senior Statutory Auditor)
for and on behalf of Jacob Cavenagh & Skeet
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 25 September 2023

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Statement of Financial Activities for the year ended 31 March 2023

(incorporating an income and expenditure account)

		Unrestricted funds			Total	Total
	Notes	General Funds	Designated Funds	Restricted Funds	2023	2022
		£	£	£	£	£
Income from:						
Donations and legacies	2	319,757	-	261,660	581,417	132,680
Charitable activities	3	3,640	-	199,403	203,043	542,371
Other trading activities	4	139,150	-	-	139,150	134,460
Total income		462,547	-	461,063	923,610	809,511
Expended on:						
Raising Funds		15,800	-	-	15,800	78,477
Charitable activities		573,187	-	496,665	1,069,852	862,697
Other		-	182,078	-	182,078	182,078
Total expenditure	8	588,987	182,078	496,665	1,267,730	1,123,252
Net income/(expenditure) before extraordinary items		(126,440)	(182,078)	(35,602)	(344,120)	(313,741)
Extraordinary items:	9					
Building Safety Fund:						
Income		-	-	138,276	138,276	47,100
Expenditure		-	-	(138,276)	(138,276)	(47,100)
Net income/(expenditure)		(126,440)	(182,078)	(35,602)	(344,120)	(313,741)
Transfers between funds	13	1,178	(1,178)	-	-	-
Net movement in funds		(125,262)	(183,256)	(35,602)	(344,120)	(313,741)
Reconciliation of funds:						
Fund balances brought forward at 1 April 2022		281,771	6,952,048	117,150	7,350,969	7,664,710
Fund balances carried forward at 31 March 2023		156,509	6,768,792	81,548	7,006,849	7,350,969

All transactions are derived from continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

The accompanying notes form part of these financial statements.

Full comparative figures for the year ended 31 March 2022 are shown in Note 20.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Balance Sheet at 31 March 2023

Company No. 00958986

	Notes	2023		2022	
		£	£	£	£
FIXED ASSETS					
Freehold land and buildings	10		6,535,730		6,717,808
Other fixed assets	10		<u>55,234</u>		<u>36,963</u>
			6,590,964		6,754,771
CURRENT ASSETS					
Debtors	11	182,499		157,396	
Cash at bank and in hand		<u>304,905</u>		<u>500,627</u>	
		487,404		658,023	
CREDITORS: amounts falling due within one year	12	<u>(71,519)</u>		<u>(61,825)</u>	
Net Current Assets			415,885		596,198
NET ASSETS			<u><u>7,006,849</u></u>		<u><u>7,350,969</u></u>
FUNDS					
Restricted funds	14		81,548		117,150
Unrestricted funds:	13				
Land and Buildings fund		6,535,730		6,717,808	
Jim Guild Legacy fund		233,062		234,240	
General funds		<u>156,509</u>	6,925,301	<u>281,771</u>	7,233,819
			<u><u>7,006,849</u></u>		<u><u>7,350,969</u></u>

Approved and authorised for issue by the Trustees on 25 September 2023 and signed on its behalf:

A.D.C. Greenwood

A.D.C. Greenwood
Chair of Board of Trustees

Peter Knight

Peter Knight
Honorary Treasurer

The accompanying notes form part of these financial statements.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Cash Flow Statement for the year ended 31st March 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net cash (used in)/provided by operating activities	(161,233)	(63,696)
Cash flows from investing activities:		
Purchase of fixed assets	(34,489)	(11,983)
Change in cash and cash equivalents in the reporting period	(195,722)	(75,679)
Cash and cash equivalents at the beginning of the reporting period	500,627	576,306
Cash and cash equivalents at the end of the reporting period	304,905	500,627

Notes to the Cash flow Statement

	2023 £	2022 £
Reconciliation of net income to net cash flow from operating activities		
Net expenditure for the reporting period	(344,120)	(313,741)
Adjustments for:		
(Increase)/decrease in debtors	(25,103)	63,569
Increase/(decrease) in creditors	9,694	(13,637)
Interest income	-	-
Depreciation charges	198,296	200,113
Net cash (used in)/provided by operating activities	(161,233)	(63,696)
Analysis of cash and cash equivalents		
Cash at bank and in hand	304,905	500,627

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements

1. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Statement of Recommended Practice for Charities (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Salmon Youth Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in sterling and monetary amounts are rounded to the nearest £.

Preparation of financial statements on a going concern basis

The Trustees have reviewed the budgets and cash flow forecasts for at least 12 months beyond the date of signing these financial statements. Having reviewed the cash flow forecasts and budgets for the year to 31 March 2025, and for the reasons given in the Trustees' Report on pages 12 and 13, the Trustees consider it appropriate to prepare these financial statements on the basis that the Charity continues as a going concern for the foreseeable future.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits and are available for use at the discretion of the Trustees in furtherance of the general charitable objectives.

Restricted funds comprise grants received for, and their use restricted to, specific purposes, as specified by the donor.

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

Donations and legacies

Donations and gifts are recognised in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Grants

Grants are recognised in full in the Statement of Financial Activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods or services are provided.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

1. Accounting policies (continued)

Expenditure

Expenditure is accounted for on an accruals basis and includes irrecoverable VAT which is reported as part of the expenditure to which it relates. Costs of raising funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds.

Charitable expenditure relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements of the charity.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from inception.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Depreciation

Depreciation is calculated to write off the cost of fixed assets over their estimated useful lives using the following rates:

Freehold buildings	- 2% straight line basis
Fixtures and fittings	- 15% to 33 1/3% straight line basis
Motor vehicles	- 25% straight line basis

Freehold land is not depreciated.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Employee benefits:

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

2 Donations and legacies	2023	2022
	£	£
Consists of donations from:		
Individuals	187,485	96,757
Churches	5,000	8,167
Corporate and Events	25,699	-
Legacies	1,573	27,756
Grants for general purposes:		
Bernard Sunley Charitable Trust	10,000	-
The Childhood Trust	50,000	-
United St Saviours Charitable Trust	40,000	-
	319,757	
Grants for restricted purposes:		
Hargreaves Foundation - for apprentices and young leaders programme	50,000	-
Gallup - for provision of hot meals for local young people	16,800	-
Greener Futures - for a leadership programme for BAME youth	25,249	-
Bernard Sunley Charitable Trust - for building improvements and fixed asset acquisitions	110,000	-
Other restricted grants under £10,000	11,765	-
Metropolitan Police - donation in kind for replacement security doors	18,000	-
Southwark Council - contribution towards legal fees in connection with cladding issues.	29,846	-
	581,417	132,680
3 Charitable activities	2023	2022
	£	£
Restricted income:		
Big Lottery - funding for the Young Leaders' Programme, Apprentices and Clubs Development Manager	52,240	100,734
Mayor's Young Londoners Fund - funding for an arts project	39,460	-
Southwark Aiming High - funding for clubs and activities including clubs for young girls	77,373	82,687
Sport England - funding for 'Active for Life' project	6,330	-
Small grants	-	21,156
London Diocese - funding for 'Concrete' project	24,000	63,165
Jerusalem Trust	-	50,000
Southwark Council Commissioning	-	38,704
BBC children in Need	-	54,371
Sainsbury Charitable Fund	-	18,000
Jack Petchey	-	21,200
	199,403	450,017
Unrestricted income:		
Small grants	3,640	-
HMRC Job Retention Scheme	-	92,354
	203,043	542,371

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

4 Other trading activities	2023	2022
	£	£
Lettings	100,675	94,668
Resident volunteers' accommodation	34,938	34,617
Club subscriptions	3,537	5,175
	139,150	134,460
5 Staff costs and numbers	2023	2022
The weekly average number of employees was:	Number	Number
Full-time	6	6
Part-time	8	9
	14	15
	2023	2022
	£	£
Staff costs were as follows:		
Wages and salaries	361,410	281,453
Social security costs	35,624	34,730
Pension contributions	15,899	16,439
	412,933	332,622

One employee received emoluments exceeding £60,000 in the range £70,000 to £80,000 in the year (2022: none).

The Charity's key management are considered to be the Trustees, the Director, the Assistant Director and the Clubs Development Manager. The total employee benefits of the key management personnel of the Charity were £174,825 (2022: £135,392).

Included in the above staff costs are termination payments of £29,258 (2022: £nil).

6 Trustees' remuneration and related party transactions

No Trustee received any remuneration for their services nor any reimbursed expenses during the year. Trustees donated £44,280 to Salmon during the year (2022: £26,520). T Bauer, the spouse of Trustee Carl Bauer, was employed as a cook and earned £15,402 during the year (2022: £13,233). J Skelton, the spouse of Trustee M Skelton provided electrical services during the year amounting to £11,045 (2022: £6,145). There were no other related party transactions in either year.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

7 Analysis of expenditure	Staff costs	Other costs	Total costs 2023
	£	£	£
Raising funds	10,016	5,784	15,800
Charitable activities	402,917	666,935	1,069,852
Building depreciation	-	182,078	182,078
	412,933	854,797	1,267,730

Comparative analysis	Staff costs	Other costs	Total costs 2022
	£	£	£
Raising funds	42,927	35,550	78,477
Charitable activities	289,695	573,002	862,697
Building depreciation	-	182,078	182,078
	332,622	790,630	1,123,252

8 Analysis of expenditure	Direct costs	Allocated costs	Total costs 2023
Direct and allocated costs	£	£	£
Raising funds	15,800	-	15,800
Charitable activities	413,490	656,362	1,069,852
Building depreciation	-	182,078	182,078
	429,290	838,440	1,267,730

Comparative analysis	Direct costs	Allocated costs	Total costs 2022
Direct and allocated costs	£	£	£
Raising funds	55,531	22,946	78,477
Charitable activities	411,545	451,152	862,697
Building depreciation	-	182,078	182,078
	467,076	656,176	1,123,252

8b Analysis of allocated costs	Management	Governance	Premises	Total costs 2023
	£	£	£	£
Raising funds	-	-	-	-
Charitable activities	287,920	24,580	343,862	656,362
Building depreciation	-	-	182,078	182,078
	287,920	24,580	525,940	838,440

Comparative analysis	Management	Governance	Premises	Total costs 2022
	£	£	£	£
Raising funds	-	-	-	-
Charitable activities	9,809	1,141	11,996	22,946
Building depreciation	210,008	22,439	218,705	451,152
	219,817	23,580	412,779	656,176

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

8c Governance cost	2023	2022
	£	£
Governance costs include:		
Staff costs	11,380	5,460
Auditor's remuneration:		
Audit fee	13,200	18,120
	24,580	23,580

9 Extraordinary item

As described more fully in Note 19 Combustible Cladding, the Government's Building Safety Fund has provided funding under a Trust fund arrangement for the purpose of defraying eligible costs in connection with the removal and replacement of combustible cladding.

During the year, SYC withdrew £138,276 (2022: £47,100) from the Trust Fund in reimbursement of previously incurred costs of £138,276 (2022: £47,100).

10 Tangible assets	Freehold land	Freehold Buildings	Fixtures & fittings	Total
Cost	£	£	£	£
01 April 2022	119,838	9,103,894	243,104	9,466,836
Additions	-	-	34,489	34,489
Disposals	-	-	-	-
31 March 2023	<u>119,838</u>	<u>9,103,894</u>	<u>277,593</u>	<u>9,501,325</u>
Depreciation				
01 April 2022	-	2,505,924	206,141	2,712,065
Charge for the year	-	182,078	16,218	198,296
Disposals	-	-	-	-
31 March 2023	<u>-</u>	<u>2,688,002</u>	<u>222,359</u>	<u>2,910,361</u>
Net book value				
31 March 2023	<u>119,838</u>	<u>6,415,892</u>	<u>55,234</u>	<u>6,590,964</u>
31 March 2022	<u>119,838</u>	<u>6,597,970</u>	<u>36,963</u>	<u>6,754,771</u>

Sport England, the Big Lottery Fund and the London Borough of Southwark, hold legal charges over the freehold building at 43 Old Jamaica Road, London SE16 4TE.

11 Debtors	2023	2022
	£	£
Grants receivable	97,373	88,623
Gift aid tax recoverable	4,075	4,450
Accrued income	61,800	40,945
Sundry debtors and prepayments	19,251	23,378
	182,499	157,396

12 Creditors: amounts falling due within one year	2023	2022
	£	£
Accrued expenses and other creditors	65,375	51,631
Tax and social security	6,144	10,194
	71,519	61,825

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

13 Unrestricted Funds	Balance at 01-Apr 2022	Income	Expenditure	Transfers between Funds	Balance at 31-Mar 2023
	£	£	£	£	£
Designated funds					
Land and Buildings (a)	6,717,808	-	(182,078)	-	6,535,730
Jim Guild Legacy (b)	234,240	-	-	(1,178)	233,062
General funds	281,771	462,547	(588,987)	1,178	156,509
	7,233,819	462,547	(771,065)	(0)	6,925,301
Comparative movement	Balance at 01-Apr 2021	Income	Expenditure	Transfers between Funds	Balance at 31-Mar 2022
	£	£	£	£	£
Designated funds					
Land and Buildings (a)	6,899,886	-	(182,078)	-	6,717,808
Jim Guild Legacy (b)	257,216	-	-	(22,976)	234,240
General funds	278,482	359,494	(94,675)	(261,530)	281,771
	7,435,584	359,494	(276,753)	(284,506)	7,233,819

Note (a). Represents the extent to which funds are invested in freehold land and buildings for use by the Charity and therefore are not available for any other purpose.

Note (b). The Jim Guild Legacy Fund is being / will be applied towards:

- (i) youth work, by funding a youth worker for the 6-9's club and providing for the cost of trips and residentials for young people;
- (ii) fundraising, by funding additional fundraising support to secure additional sources of grant funding, and
- (iii) upgrading the facilities at the Salmon Youth Centre on capital projects that will reduce running costs in future years.

The transfer from General Funds to Restricted Funds represents Salmon's financial contribution to project expenditure to the extent that such expenditure is not covered by restricted grant income.

14 Restricted Funds	Balance at 01-Apr 2022	Income	Expenditure	Transfers between Funds	Balance at 31-Mar 2023
	£	£	£	£	£
Youthwork projects	58,103	407,577	(398,345)	-	67,335
Cladding project	-	29,486	(29,486)	-	-
Concrete' project	59,047	24,000	(68,834)	-	14,213
	117,150	461,063	(496,665)	-	81,548
Comparative movement	Balance at 01-Apr 2021	Income	Expenditure	Transfers between Funds	Balance at 31-Mar 2022
	£	£	£	£	£
Youthwork projects	164,807	386,852	(812,863)	319,306	58,103
Concrete' project	64,319	63,165	(68,436)	-	59,047
	229,126	450,017	(881,299)	319,306	117,150

Restricted Funds represent amounts received and expended for various youthwork projects as described in Note 3. The balance carried forward of £81,548 represents funding received before 31 March 2023 but which will be expended in 2023-24 and later years.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

15 Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total 2023 £
Freehold land and buildings	-	6,535,730	-	6,535,730
Other fixed assets	55,234	-	-	55,234
Net current assets	101,275	233,062	81,548	415,885
	156,510	6,768,792	81,548	7,006,849

Comparative movement	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Freehold land and buildings	-	6,717,808	-	6,717,808
Other fixed assets	36,963	-	-	36,963
Net current assets	244,808	234,240	117,150	596,198
Net assets	281,771	6,952,048	117,150	7,350,969

16 Taxation

The Salmon Youth Centre is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

17 Liability of members

The Salmon Youth Centre is constituted as a company limited by guarantee and has no share capital. The liability of each member is limited to the sum of £1 per member. It is incorporated in England and its registered office is 43 old Jamiaca Road, Bermondsey SE16 4TE.

18 Operating leases

	2023 £	2022 £
Future minimum lease payments commitments under non-cancellable operating leases:		
Operating leases which expire:		
Within one year	6,955	10,051
Between two to five years	1,113	8,068
	8,068	18,119

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

19 Combustible Cladding

In 2008, as part of the redevelopment of the SYC freehold site, SYC granted Hyde Housing Association Limited (Hyde) a 127-year lease in consideration for the development of the 'Phase 2' building. Hyde procured the design and construction of the 'Phase 2' building which comprises three lower floors for SYC's occupation above which there is a block of 26 flats.

In summer 2020, Hyde, as head leaseholder, informed SYC that the 'Phase 2' building was covered with combustible cladding and that it was SYC's legal responsibility, as freeholder, to arrange removal and replacement of the combustible cladding.

In November 2022, the BSF awarded SYC a total grant of £5,786,241, inclusive of a pre-tender support award of £243,181 previously paid in December 2021.

The BSF grant is provided under a Trust Fund arrangement solely for the purposes of defraying eligible costs incurred in connection with the removal and replacement of combustible cladding. The whole of the Trust Fund is held upon bare trust for the beneficiaries (who are the leaseholders of the 26 flats) and accordingly the outstanding balance is not included within SYC's cash balances. Only amounts withdrawn from the Trust Fund to defray eligible costs are included within SYC's income.

Post Balance Sheet Events

On 6th April 2023, SYC signed a major works building contract for the removal and replacement of the combustible cladding in the sum of £4,150,797. The major works started in June 2023 and are expected to take 12 months.

Following signing of the major works contract, 80% of the BSF grant (£4,385,812) was paid to the Trust Fund on 11th May 2023.

Contingent Liability

To the extent that the remedial costs are not fully covered by funding from the BSF, or other parties, SYC may be required to settle the unfunded obligation. The Trustees are unable to measure that obligation with sufficient reliability as the contract works are not expected to end until June 2024. Further, once the cladding has been removed, other building defects may be identified which may need to be remedied under current building regulations.

THE SALMON YOUTH CENTRE IN BERMONDSEY

Trustees' Annual Report and Financial Statements for the year ended 31st March 2023

Notes forming part of the Financial Statements (continued)

20 Comparative Statement of Financial Activities

For the year ended 31 March 2022

	General Funds	Designated Funds	Restricted Funds	Total 2022
	£	£	£	£
Income and endowments from:				
Donations and legacies	132,680	-	-	132,680
Charitable activities	92,354	-	450,017	542,371
Other trading activities	134,460	-	-	134,460
Total income	359,494	-	450,017	809,511
Expended on:				
Raising Funds	78,477	-	-	78,477
Charitable activities	16,198	-	846,499	862,697
Other	-	182,078	-	182,078
Total expenditure	94,675	182,078	846,499	1,123,252
Net income/(expenditure) before extraordinary items	264,819	(182,078)	(396,482)	(313,741)
Extraordinary items:				
Building Safety Fund:				
Income	-	-	47,100	47,100
Expenditure	-	-	(47,100)	(47,100)
Net income/(expenditure)	264,819	(182,078)	(396,482)	(313,741)
Transfers between funds	(261,530)	(22,976)	284,506	-
Net movement in funds	3,289	(205,054)	(111,976)	(313,741)
Reconciliation of funds:				
Fund balances brought forward at 1 April 2021	278,482	7,157,102	229,126	7,664,710
Fund balances carried forward at 31 March 2022	281,771	6,952,048	117,150	7,350,969