

**BREAD – (Bristol education for Action in Development)  
Trustees' Report for the Year ended 31<sup>st</sup> March 2007**

**Reference and Administrative Details of the Charity, its Trustees and Advisers**

Charity Name: Bristol Education for Action in Development Group  
(or Bread Youth Project)

Charity Registration  
Number: 1006554

Principal Office: 20 – 22 Hepburn Road  
Bristol  
BS2 8UD

Management Committee:

Mark Hubbard	Chair	
John Huskins	Vice Chair	
Ben Kushner	Treasurer	
Patsy Burrows	Trustee	
Aidan D'Arcy	Trustee	
John Pendlington	Trustee	(resigned during the year)

Non-trustee members from Bristol City Council:

Les Compton          Advisor

Manager: Jo Stallard (from 23<sup>rd</sup> April 2006)

Auditor: Dick Maule  
Bristol Community Accountants  
12 Picton Street  
Bristol  
BS6 5QA

Bankers: Lloyds TSB  
55 Corn Street  
Bristol  
BS99 7LE

# TRUSTEES' REPORT

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## TRUSTEES' REPORT

### 1. Structure, Governance and Management

#### 1.1 Governing Document

BREAD (Bristol Education for Action in Development) is a charity established in 1986. The registered charity number is 1006554. BREAD is governed by a constitution and is an Unincorporated Association.

BREAD receives funding from Bristol City Council, The Big Lottery, Lloyds TSB Foundation, and the NHS.

#### 1.2 Recruitment and Appointment of Management Committee

Under the requirements of the Memorandum and Articles of Association the members of the Management Committee are elected to serve period of three years after which they must be re-elected at the next Annual General Meeting.

BREAD works with young people aged between 11 and 25 years. The Management Committee seeks to ensure that both the needs of this group are appropriately supported through the diversity of the trustee body.

The more traditional business skills are well presented on the Management Committee. In an effort to maintain this broad skill mix, members of the Management Committee are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirements, resources are applied to seek, recruit and involve individuals with such skills with a view to encouraging election to the Management Committee and active involvement.

#### 1.3 Trustee Induction and Training

BREAD is in the process of updating the Trustee Induction and Training Policy. BREAD currently operates an induction process that aims to give new recruits:

- Information about the organisation, its history and how it operates on a day-to-day basis;
- An invitation to meet young people, staff, other volunteers by visiting the projects;
- Roles and responsibilities of Trustees (National Occupational Standards booklet);
- Policies and procedures relating to Trustees (i.e. claiming for expenses);
- Outline on Training opportunities available through BREAD; and
- Support in their new role.

#### 1.4 Risk Management

The Management Committee has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan which will

allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation for all transactions and projects.

Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, clients, and visitors to the service. The former use of PQASSO (Practical Quality Assurance for Small Organisations) and subsequent adoption of PerFORM during the year ensure a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure they meet the needs of the charity.

The organisation aims to comply with *The National Occupational Standards for Trustees* and *The National Occupational Standards for Youth Work*.

### 1.5 Organisational Structure

BREAD has a Management Committee of up to 6 members who meet at least four times per year and are responsible for the strategic direction and policy of the charity. At present the committee has six members from a variety of professional backgrounds relevant to the work of the charity.

A scheme of delegation is in place and day-to-day responsibility for the organisation rests with the Manager. The Manager is responsible for the following:

- Ensuring that the charity delivers the services specified.
- Ensuring that performance indicators are met.
- Day-to-day operational management.
- Individual supervision of the staff team.
- Team development, ensuring the team continue to develop their skills and working practices in line with good practice.

### 1.6 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both local and national policy. At a national level, services for young people are steered by the Government paper 'Every Child Matters'. The Principal Youth Officer for Young People's Services (Bristol County Council) sits on the BREAD Management Committee as an advisor to ensure a vital link is maintained with the statutory youth service.

## **2. Objectives and Activities**

BREAD Youth Project is a young people centred organisation which empowers them to take increasing responsibility for their activities, learning, themselves and each other and to develop the information and social skills they need to successfully take decisions in their lives and contribute to their communities.

This is expressed through a variety of projects, which use these tools:

- User involvement – where young people are actively involved in all areas of project design, development, delivery and management.

- Peer Education – trains young people to give information and support to their peers (e.g. sexual health education) and help other young people to develop key social skills and take decisions.
- Cross-cultural work – enabling young people from diverse communities to meet and share experiences and develop an understanding of cultural differences.
- Afrikan-centred work – works with black young people using traditional Afrikan principles and ideology to encourage pride in culture, heritage and self.

### **3. Achievement and Performance**

#### **3.1 BREAD Support Team**

A full-time Manager, Jo Stallard, was appointed in April 2006. This is the first time a full-time manager has been appointed within the organisation. The trustees made this positive move to enable the organisation to develop more sustainably so that it continues to develop in line with the needs of young people.

#### **3.2 SHPEP (Sexual Health Peer Education Project)**

It has been a year of uncertainty for SHPEP. Between March 05 and June 06 the project had to close down due to no funding being secured. However, after securing some short term funding from Bristol County Council the project was granted funding from the Tudor Trust. SHPEP worked under very limited conditions up to November 05 when the project received 2 years funding from the Big Lottery, Young People's Fund.

The financial difficulties for the project meant reduced capacity in terms of staff hours, transport costs and recruitment of young people as well as losing continuance from the break early in the year.

Over the past year the following has been achieved:

- 4 young people trained as peer educators with another 11 young people starting peer education training from April 06.
- One peer educator has been elected to represent young people on the Teenage Pregnancy Board a national advisory board working for the government.
- 26 young people led workshops
- Young people completed two mystery-shopping projects for Bristol Teenage Pregnancy Partnership visiting pharmacists and sexual health clinics/projects offering pregnancy testing for young people.
- Approximately 317 young people received sexual health/relationship information from SHPEP.
- SHPEP was granted matched funding from the Bristol Teenage Pregnancy Partnership to fund a full-time male youth worker post.
- SHPEP has started training 15 young parents in sexual health/relationship awareness.

- SHPEP appointed a full-time male youth worker, Paul Jefferson, in June 06.

### 3.3 ACI (Afrikan Culture and Identity project)

The Afrikan Culture and Identity Project (ACI) works with black young people of Afrikan descent. ACI has developed a range of projects which provides supported learning. This is achieved by exploring topics relating to Afrikan countries through language, traditions, customs, fashion, history, education, and politics using tools such as music, dance, story telling etc. The specific programmes of work around Caribbean and African countries have continued, with Sierra Leone and Jamaica being covered. Afrikan music workshops in the past year used the Balafone and the Mbira, two West African instruments that the young people enjoyed. There was also an Afrikan dance workshop by a tutor from Sierra Leone.

The youth work approach is based on the following:

- Empowering the young people to take control of their lives;
- Encourage an understanding of their history and the impact that institutional racism has on Black young people; and
- Enable young people to develop positive ways in which they can play a constructive part in their communities.

During 2006/7 three groups were developed under ACI, each group meeting one session per week. The young people in each group have chosen the Afrikan names of the groups. They are:

#### **Kumani** (meaning 'Destiny') – Seniors (15-25 years)

- Now in its third year, and working with a core group of 20 young people. Sessions run for 2 to 2.5 hours and operate in the Pierian Centre in St Paul's, on Monday, Tuesday and Friday evenings.

#### **Hazika-Kijani** (meaning 'Intelligent Youth') – Juniors (11-14 years)

- A newly developed group targeting the younger age range. The sessions are full of fun educational activities aiming to improve young people's self-confidence and cultural awareness. Ultimately the young people will be encouraged to progress into peer led work.

#### **Adisa** (meaning 'Each One Teach One') – Peer Educators (15-25 years)

- An exciting new development where experienced young people who have attended Kumani train to become Peer Educators aiming to deliver workshops in schools and youth centres focusing on Positive Identity and Race Awareness.

Adisa has been developed through a partnership between Bristol City Museum Services, Bread Youth Project, The Mill Youth Centre (Youth and Play Services, Bristol City Council) and Full Circle Family Centre. The partnership was successful in securing funds from The Heritage Lottery to enable a group of young people of Afrikan descent, living in Bristol, to attend a

cultural visit to Ghana in 2007 as part of the Abolition of Slavery commemorations.

To date the Adisa project has required substantial commitment from the young people. They have attended a variety of workshops including: research techniques, public speaking, making presentations, video production, history of slavery, study of Ghana, and producing a museum display. The research involved a two-week visit to Ghana in March 2007, where the young people collected artefacts, interviewed local people, and visited the caves where slaves were held before commencing a transatlantic journey.

The research gathered on this visit will contribute to a Museum Exhibition by young people, titled 'Bristol Faces, Afrikan Footsteps' at Bristol City Museum and Art Gallery in May 2007

In addition to the visit to Ghana, ACI young people have participated in two residential over the past year: one in Wales where video workshops were accomplished; and one with UK Youth, which was activity based and enabled young people to meet and share their experiences with groups from around Great Britain.

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### 3.4 Lawrence Weston Involvement Project / Juicy Blitz

BREAD opened up the Juice and Smoothie Bar in 2002 as a focus for young people's health work, youth forum work and multi-media work. The main areas for success at the Juicy Blitz project included the following:

- Involving young people in designing and developing their own services in a Neighborhood Renewal Area;
- Providing workshops aimed at improving young people's knowledge of health, particularly sexual health, relations and drugs;
- Developing youth forum work to enable young people to have their voices heard about issues that affected them;
- Multi-media work;
- This project aimed to develop a community café, run by young people for the local community.
- Juicy Blitz received requests to run a mobile juice bar at community events.

This project had been in abeyance awaiting future funding for a period. At the very end of this financial year, came news of a successful funding application to the Big Lottery, Reaching Communities Fund. The new 5-year project started during 2007.

## **4. Financial Review**

### 4.1 Overview

BREAD continued to maintain tight control over its expenditure and ended the financial year with a small surplus within its unrestricted and undesignated core funds for the year of £4,863, increasing the Year End balance on general unrestricted funds to £21,036.

The financial year ended on a bright note with the news that five year funding was to be received from the Big Lottery to reinstate one of BREAD's major projects in Lawrence Weston, and the project duly commenced during 2007.

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Bristol City Council confirmed that they would continue to part fund the central resources of BREAD (Manager, Finance Officer and Administrator) at the enhanced levels seen in 2005/2006 for 2006/2007 and for a further three year period. This has helped create a stable environment to help drive BREAD forwards, without the level of uncertainty often witnessed in the past.

#### 4.2 Reserves Policy

BREAD has a reserves policy that seeks to establish reserves to cover potential calls on BREAD's resources equivalent to between 3 and 6 months of resources expended. This policy was developed after considering the risks associated with maintaining income and expenditure levels. Reserves are defined for this purpose as the unrestricted funds not committed or invested in tangible fixed assets. Reserves are to be established to cover the following potential calls on BREAD's resources:

- To bridge cash flow problems arising from funding received in arrears or paid late
- To ensure the continuity of BREAD in the event of a large variation in income
- To cover redundancy
- To cover maternity leave
- To spend in emergencies
- Potential liability claims not covered by insurance

At 31<sup>st</sup> March 2007 a £5,000 maternity and redundancy reserve and general funds of £21,036 have been established. This represents an increase of £4,863 since 31<sup>st</sup> March 2006. This level of reserves represents 1.7 months of the total expenditure incurred during 2006/2007. The trustees recognise that BREAD's current reserves do not yet reach the target level and, that they are constrained in their ability to meet this target because much of BREAD's funding is received through restricted funds, designated for a specific purpose. The reserves policy details how the trustees will seek to build reserves over a number of years.

#### 4.3 Principal Funding Sources

The principal funding source for BREAD is through grant income given on a restricted basis for specific projects that are in line with the objectives of BREAD. A list of funders providing restricted funds is given on page 16 of the accounts. In 2006/2007 BREAD also received about 1.2% of its income from services offered to other bodies, bank interest and activities generating funds.

#### 4.4 Investment Policy

Apart from funds set aside for reserves, BREAD's funds are spent in the short term and so no long-term investments are held.

## **5. Plans for Future Periods**

The charity plans to continue the activities outlined above in the forthcoming year subject to funding arrangement. The Management Committee intend to develop a Fundraising Sub-Committee to ensure that the organisation can take full advantage of potential funding opportunities during 2006/7.

BREAD is currently undergoing Strategic Development. Trustees and Senior Staff intend to produce a business plan for the next three years that will support funding applications and help to shape marketing the work of BREAD. Currently a shift in the focus of the organisation is being explored, i.e. moving from a focus on project work and moving towards a focus on youth work methodology. BREAD aims to celebrate its achievements and expertise by celebrating the following youth work methods:

### 5.1 Participation - User Involvement

Young people are actively involved throughout the organisation in terms of making decisions that shape the development of the organisation. BREAD will aim to celebrate the UN Rights of the Child, Article 12, which states that:

*'Children and young people have the right to have their voices heard on any issue that affects them'.*

### 5.2 Peer Education

BREAD will continue its innovative work with young people, training them to give information and support to their peers on relevant issues that affect young people's lives in Bristol.

### 5.3 Cross-cultural work

BREAD is aiming to develop its work throughout the city by making links with community leaders and organisations with an interest in developing the skills and aspirations of local young people. BREAD aims to have projects developing work with young people across the city with a view to invite them to attend residential weekends away, training events and celebrations to encourage them to meet others, build relationships and help to break down barriers.

### 5.4 Afrikan-centred work

BREAD aims to continue its work with young people of Afrikan descent through Afrikan Culture Identity (ACI).

### 5.5 Accreditation

BREAD aims to offer accredited opportunities (e.g. Youth Achievement Awards) to all the young people involved in the projects as a way of recognising their development and achievement whilst being a part of the organisation.

### 5.6 Resources for Youth Work

BREAD is considering the option of updating and re-printing its resources for youth work activities (i.e. Equalizer 1 and 2: Anti-oppressive work with young

people relating to sex and race). BREAD is also looking at the possibility of creating further resources that will continue to promote the work of the organisation throughout the country and create an income.

**6. Responsibilities of the Management Committee**

Charity regulations require the trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period. In preparing those accounts the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Follow applicable accounting policies, subject to any material departures disclosed and explained in the accounts;
- Prepare accounts on the going concern basis unless it is inappropriate to presume the charity will keep operating.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and, to enable them to ensure that the accounts comply with the Statement of Recommended Practice: Accounting and Reporting by Charities. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**7. Auditor**

A resolution to re-appoint Dick Maule as auditor for the forthcoming year will be proposed at the annual meeting to be held on March 27<sup>th</sup> 2008.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (2005).

Approved by the Management Committee on ..... and signed on its behalf by:

Signed by order of the Trustees

Date

.....

.....

(Chair)

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