



BREAD Youth Project

Background

Bread Youth Project works in partnership with young people, local organisations and the communities of Greater Bristol. The over arching aim of the organisation is to further develop young people's skills and confidence through informal and social education, so they can fulfil their potential. The key projects are: A young persons juice bar, an African culture and Identity project and a young persons sexual health peer education project.

The project employs 4 full time staff and 7 part time staff. The turnover of the organisation is in the region of £300,000.

Motivations

Bread Youth Project first engaged with the C3 Partnership when the organisation's Chair and Project manager attended the C3 funded 'Improve your Organisation' training course. They had just started to develop a strategic plan and were keen to take the principles of performance improvement back to their organisation and so sought further support from a C3 performance improvement advisor.

The organisation had recently recruited a new manager who was keen to take the organisation to a new level of excellence and was keen to adopt and embed performance improvement principles into the working culture of the organisation. This process was seen to compliment the strategic planning process.

Process

Following their participation on a C3 Improve your Organisation training course, the Chair and the Manager of the project met the C3 advisor to talk about the principles of performance improvement and to plan the process.

All staff members completed C3Quick Perform individually. The results were then used to prioritise the undertaking of two sections of C3Perform which the entire team went through as part of a 'performance improvement away day'.

The away day borrowed certain aspects of the 'Improve your Organisation' training course and participants were encouraged to begin thinking about the key principles of performance improvement.

Following the away day, a smaller group self selected to go through the remaining 7 sections of C3Perform.

The final action planning session involved some new members of staff, some of whom had not experienced any of the performance improvement process.

Rationale for process

The Chair and the manager wanted the rest of the staff team to experience something similar to the 'Improve your Organisation' training. Furthermore, they wanted this to then lead directly into a facilitated performance improvement assessment session.

It was felt that a 'performance improvement away day' would be useful to present the strategic plan and the principles of performance improvement to the rest of the staff team.

C3Quick Perform was primarily used to prioritise two sections of the workbook. However, it also worked well to introduce the key concepts of performance improvement and to involve all of the staff in the process.

The smaller, self-selected group of participants was formed in order to complete all of the workbook in a more focused way.

The decision to involve some newly recruited staff members in the final action planning session was to ensure that every staff member had been 'exposed' to performance improvement. The advisor outlined the rationale of the process at the beginning of each session. Essentially, this was a management decision which reinforced the commitment of the project to performance improvement – and to do this in a democratic and transparent way.

Outcomes

Bread Youth Project achieved both hard and soft outcomes from their engagement.

Softer outcomes of the process were that staff were involved in the process and gained understanding of key PI principles and the team relationship improved.

Significant learning for the organisation overall meant that key PI principles were embedded in the development of the strategic plan and reporting mechanisms have improved.

Improvements implemented include developing user membership to encourage improved ownership by young people and instigate user involvement group, starting the process of writing a business plan, and reviewing the staff induction process.

Significantly, in the exit evaluation the manager reported that BREAD had secured £498,00 from Reaching Communities. During the lengthy telephone interview Perform was

discussed as a way of demonstrating to the funders that the project is an outcomes orientated organisation which is committed to continual improvement.

Experiences

Next Steps