

# START360™

ANNUAL REPORT

2015  
2016



**CHAIR MESSAGE** 



# Michele

**This Annual Report sees the end of my three year term as Chair of Start360.**

It has been an immensely enjoyable experience and a privilege to lead Start360 in such a time of change. Not only have we rebranded but we have also expanded!

The funding landscape is shrinking and now Start360 has to rethink and reframe how it continues to deliver innovative and much-needed services to some of the most complex individuals in Northern Ireland.

I have no concerns on this front - I know I am leaving the charity in safe hands. I welcome Alan Ledlie as the new Chair - along with a new, reinvigorated Board - to assist Anne-Marie and her team in circumnavigating the stormy waters ahead.

*It has been an immensely enjoyable experience and a privilege to lead Start360 in such a time of change.*

**A BIG THANKS**  
to Start360's committed  
and passionate staff  
team, and our Board  
who actively support,  
guide and advise us in  
our mission.

**CEO MESSAGE**



# Anne-Marie

**2015/16 has been another great year for Start360.** Maintaining and winning further business has been a wonderful result. It places us firmly as one of Northern Ireland's leading voluntary sector providers.

Innovation has been front and centre again this year, ensuring the organisation resists trading water in an external environment which can often stymie. However, these innovations in ideology and practice, although supported, are often difficult to get beyond the pilot stage. This is despite having outstanding outcomes for clients who are often both complex

and challenging to work with. Although disappointed, we are not discouraged and will continue to strive to carve out potential funding solutions over the next months and years - in the pursuit of innovation to best meet our clients' needs.

The mission to take Start360 from good to great is still ongoing. The ILM Level 7 investment has supported all managers to build on and further develop their skills. The programme also assisted the management team to determine the organisation's direction in a time of growth and constant change.

Our major achievements over the year include:

- 1 Start360 becoming a brand of stature within the voluntary and community sector;
- 2 Using data sources to clearly identify outcomes for the clients we serve;
- 3 Recognised as an organisation that delivers by both clients and funders;
- 4 CEO Awarded CO3 Inspiring Leader of the Year;
- 5 Leading, managing and motivating/energising an amazing group of committed, motivated and expert people;
- 6 Growing and working alongside a committed and active Board;
- 7 Building the organisations profile within the private and public sector;
- 8 Continually seeing opportunity and striving to innovate;

# START360<sup>TM</sup> MANAGEMENT TEAM



**ANNE-MARIE MCCLURE MBE**  
Chief Executive



**ZOE ANDERSON**  
Communications Manager



**CARA MCHUGH**  
Corporate Services Manager



**CLARE O'REILLY**  
Finance Manager



**STEPHEN BARR**  
Service Manager



**CLARE CONNOLLY**  
Service Manager



**KATHLEEN GREGO**  
Service Manager



**RONAN MCGINLEY**  
Service Manager



**MARIE WRIGHT**  
Service Manager

## BOARD MEMBERS

- ▶ Chair: MICHELE MARKEN OBE
- ▶ Vice Chair: ALAN LEDLIE
- ▶ Treasurer: TONY HENNESSEY
- ▶ Secretary: JOHN McCORMICK MBE
- ▶ JOHN McCORRY
- ▶ BRIAN HIGGINS
- ▶ GLYNIS HOBSON
- ▶ JORGE LOPES
- ▶ GARETH WALLS

# Public Benefit Reporting



**Start360 provides a range of interventions to young people, adults and their families - including those who have issues with substance use, who are isolated from their communities, who face barriers to employment or who experience other forms of disadvantage.**

Our activities include one-to-one work, group work, mentoring and counselling. We take young people away on 'time out', we run challenge residentials and creative writing residentials, we arrange diversionary activities, we deliver play therapy and qualifications and crisis support.

Notable recent achievements include that 86% of young offenders working with our ADJUST throughcare service did not reoffend and 82% of those working with our AD:EPT2 throughcare service did not reoffend. Other achievements for our services are detailed in the body of the Annual Report.

Our beneficiaries are disadvantaged young people, adults and families. They have one or more of the following issues in their lives - substance use by themselves or family members, mental ill health, unemployment, being in and/or leaving custody, coming to the attention of the PSNI or social services, or general disengagement from the local community. The communities of our service users and the wider public also benefit as we realise substantial savings to the public purse.

Start360 does not charge any fees. No harm comes from our purposes and no private benefit occurs.

The trustees of Start360 have had due regard to the public benefit statutory guidance.



**10,871**  
**SERVICE USERS**



Number of staff employed at March 2016:

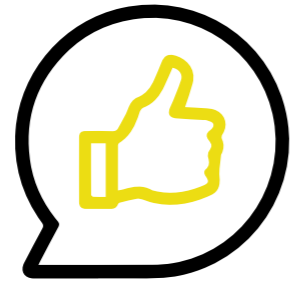
**123**



83% of service users that engaged with Start360 services went on to complete with them.



**100%**  
of service users reported satisfaction with Start360 services.



**100%**  
of stakeholders reported satisfaction with Start360 services.



**99%**  
of service users engaged in accredited training have achieved.

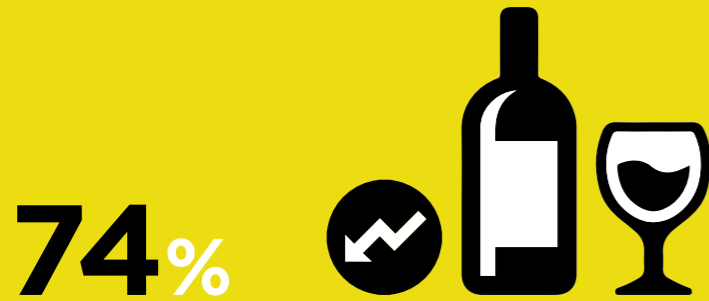
**11** offices across Northern Ireland

- Belfast (x2)
- Hydebank
- Maghaberry
- Magilligan
- Derry
- Ballymena (x2)
- Glengormley
- Enniskillen
- Lurgan



# AD:EPT

DRUG & ALCOHOL SERVICE  
A START360 SERVICE



of service users reported an improvement/  
maintenance in their alcohol use.

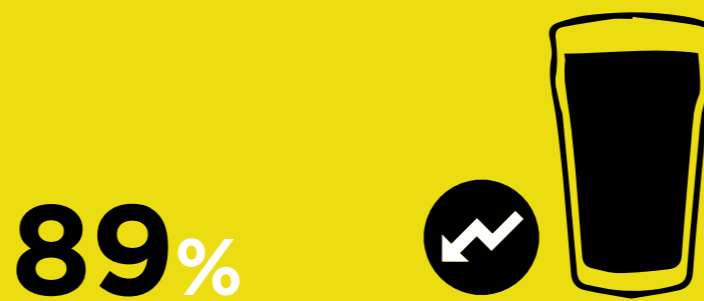
## CONNECTIONS (NORTH)



service users seen over 23 groups, delivering  
awareness raising on drugs and alcohol.

# AD:EPT2

IMPACT OF ALCOHOL  
A START360 SERVICE



of clients in the ADEPT 2 service reported a  
reduction in alcohol use.

## CONNECTIONS (SOUTH)



service users seen over 26 groups, delivering  
awareness raising on drugs and alcohol.

### ADJUST

Adjust evaluation completed examining the 2014-2015 cohort. Out of the 123 young people who engaged, 104 young people did not return to custody .

## DAISY East

In partnership with ASCERT



of service users reported a direct improvement in their drug and alcohol use.

## DAISY East

(MENTAL HEALTH SUPPORT)



of service users reported a direct improvement in their alcohol use.

## DAISY North

In partnership with ASCERT



of service users reported a direct improvement in their drug and alcohol use.

## DAISY West

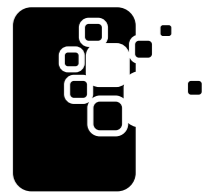
In partnership with ASCERT



of service users reported a direct improvement in their drug use.

## Coolchoices

334



directly improved their digital media confidence after taking part in the Cool Choices Media Bus.

## EDGES

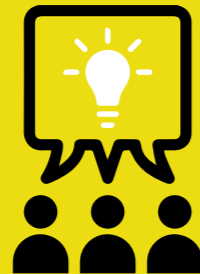
91%



of service users that completed have improved attendance rates at school and 100% are no longer engaged in anti-social behaviour where relevant.

## GRIT REY

230



young people are fully re-engaged as a result of the service.

## EMPLOYABILITY SERVICE

In partnership with Include Youth

75



service users engaged with the service over the year.

## LADS TO DADS

90%



of service users reported improved confidence after taking part in the service and 80% reported having greater power over personal choices.

## MENTORING/ ADVOCACY HYDEBANK

91%



of service users reported that the service had improved their emotional health and wellbeing.

## ONE STOP SHOP



5327



service users availed of the support provided by the N-GAGE service.

## PROTECT LIFE

CRISIS MENTORING SERVICE  
A START360 SERVICE

98%



of service users reported an improvement/maintenance in their psychological health.

## SWITCH ON TO EMPLOYMENT

A START360 SERVICE

88%



of service users reported an improvement/maintenance in their employability status.

## TARGETED LIFESKILLS

In partnership with ASCERT



113



service users seen over 10 pilot groups.

# VOICES

COPING WITH HIDDEN HARM  
A **START360** SERVICE

(NORTH)

**80%**



of service users reported a direct improvement in their family/social lives since engaging with the service.

# VOICES

COPING WITH HIDDEN HARM  
A **START360** SERVICE

(WEST)

**100%**



of service users found their engagement with the service satisfactory, rating it 'good' or 'very good'.

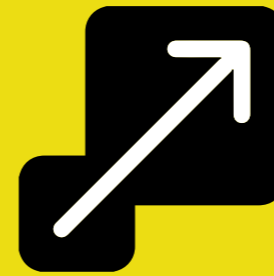
## YOUTH ADVICE CLINIC

**355**



service users took advantage of the sexual health and wellbeing support provided by the service.

## 16+ TRANSITION TEAM



Service exceeded the target number of service users to be seen by 30%.




QUARTER BY QUARTER 

# OUR YEAR





JULY, AUG, SEPT 

**It was a 'Cool summer' as we held our first Cool Choices celebration event in the Fitzwilliam hotel - and there was a great party atmosphere when we celebrated the N-GAGE first birthday in Ballymena.**

In September, we were joined by a wide range of stakeholders at Hydebank Wood

College, to learn about and discuss what it's like to be 'Raised in Belfast' - attendees heard from key speakers and then broke into smaller groups to share their own experiences.

There was a lot of pizza about, as we worked with our NCS groups on their social action project





JULY, AUG, SEPT






OCT, NOV, DEC 

**In October we held our first ever Celebration360 event - a way of learning more about each other, meeting new staff, taking on new skills and celebrating what it is to work for Start360.**

We held our Employability Celebration in the Black Box in November and we were delighted to welcome Claire Seppings, all the way from 'down under', as part of her Churchill Fellowship research.

December meant only one thing... the filming of our traditional Christmas video!



OCT, NOV, DEC 



JAN, FEB, MARCH




January 2016 was a big month for Start360 - we launched our first ever major fundraising campaign - Zambezi360. We started as we meant to go, with a wide range of events including supermarket bag packs and our St Patrick's Day BBQ.

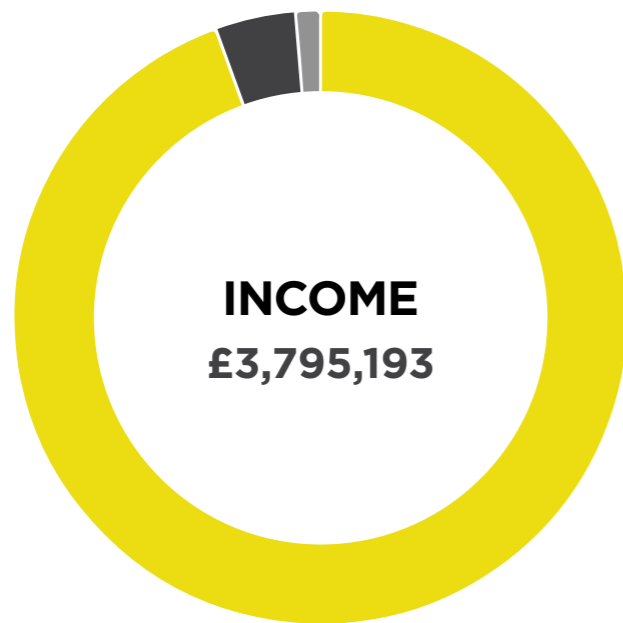
Anne-Marie had a big month herself in February, collecting both our Black Santa donation and the CO3 award for Inspiring Leader of the Year.

We finished the year by attending the Justice in the Community Awards at Stormont and by being filmed for a promotional video for our IT providers.

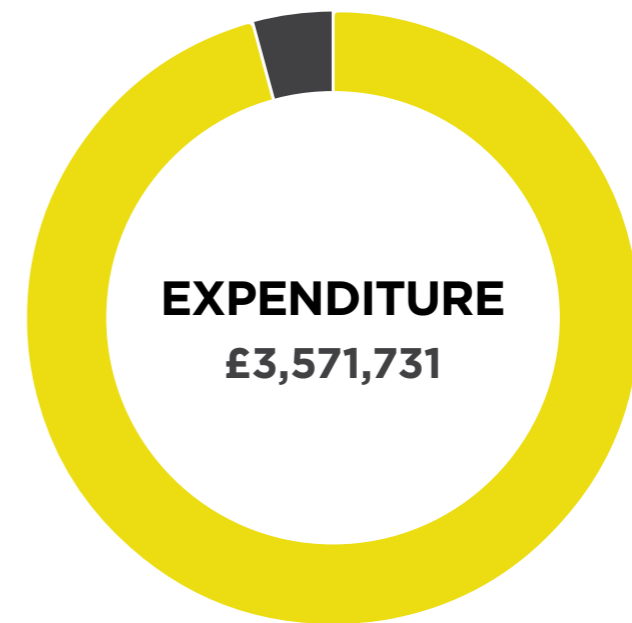


JAN, FEB, MARCH 

# Accounts



● VOLUNTARY	<b>£49,997</b>
● UNRESTRICTED	<b>£160,059</b>
● RESTRICTED	<b>£3,585,137</b>



● UNRESTRICTED	<b>£150,986</b>
● RESTRICTED	<b>£3,420,745</b>



# START360™

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