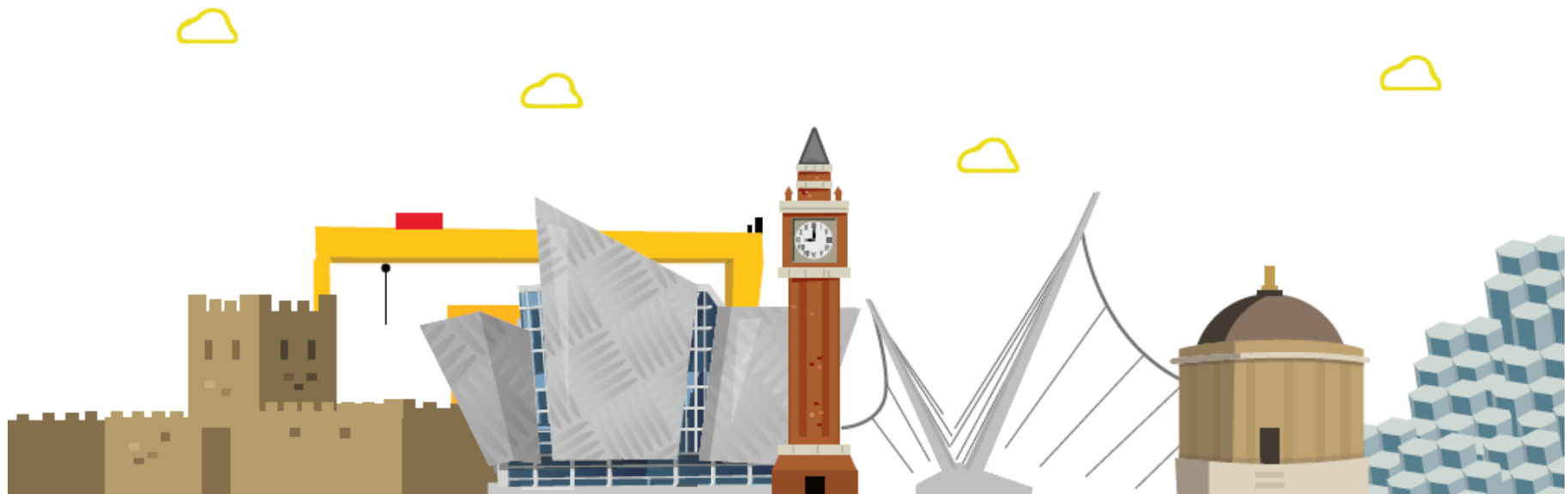




ANNUAL
REPORT
2019/20



CHAIR AND CEO REPORT



**ALAN
LEDLIE**
CHAIR



**ANNE-MARIE
McCLURE**
MBE, CEO

In 2019/20 WE WORKED WITH

20,359 INDIVIDUALS

The year **2019/20** has been, without a doubt, one of the most challenging for Start360. It was defined by an essential **Change Programme** required to stream-line Start360 and make it more sustainable and fit for purpose. This decisive and robust leadership initiative has placed the organisation in a much better place to meet the demands and challenges of the next 10 years.

The Change Programme focused specifically on core. **Necessary adjustments** were made to our management and corporate services structure to ensure we continued to offer the right services, at the right time, in the right place, to our service users. **Quality**, as ever, remained the central tenet. The organisation has only to look at the cash flow situation pre & post this Change Programme to acknowledge its success. Although a difficult time for those affected, it is important to note, at no time was service delivery or direct operational staff impacted upon.

Throughout the year Start360 has continued to **hold fast** to our core vision, mission and values.

Vision : Every Person Stronger

Mission : Change Starts Here

Values : Accept & Respect;
Challenge & Change;
Engage & Empower: and
DELIVER

CHAIR AND CEO REPORT

**START
360™**

Change Starts Here
Every Person Stronger

We **believe** in positive change.
We help people find something
to **believe** in when they need it most.

www.start360.org

Change Starts Here

The commitment, which all staff share, to the belief we make **positive change** for those who need our support, has assisted the organisation to grow its services through challenging times with new partners. This highlights the reputation Start360 continues to have as a quality provider of interventions which result in positive outcomes for both our service users and their families.

Our new partners include:

Belfast Health and Social Care Trust (**BHSCT**)

Fostering Team;

Probation Board of Northern Ireland (**PBNI**);

and Prisons Art Forum (**PAF**)

During this year we also reviewed, revised, and extended our Strategic Plan up until March 2022. Start360's strategy '**Building on What We Do**' focuses on Growth, Quality, Finance and Networking. The Board and staff at all levels were consulted and spent time improving and revising our 2020/2021 organisational scorecard. The scorecard measures our progress ensuring Start360's Strategy meets its expectations.

START360

KEEPING YOU SAFE & SOUND



Here at Start360 our clients always come first, and we want to thank you for your support as we get ready to return to our offices and begin face to face work again.



We are working hard to make sure our clients are safe and sound whenever we're back in our offices. We take your health and safety seriously and always have your best interests at heart.

SMALL CHANGES TO ENSURE YOUR SAFETY



Social distancing practices will be highlighted in all offices this with helpful floor markings and other signs.



Hand sanitiser stations will be placed at different areas in each office alongside other health and safety guidance/material



We will continue to ensure hygiene and cleanliness are our priority.



Our Staff

All our staff will carry out a Covid-19 risk assessment with you and will also practice social-distancing and new cleaning standards will be introduced. PPE will be provided for yourself and for staff for their safety and yours.



We're all in this together

So here are a few small favours we'd like to ask from you



Sanitiser



Masks



Social Distance

And finally, if you're feeling unwell or are 'at-risk', please stay safe and stick to government guidelines. We look forward to welcoming you again!



Stay Connected



Northern Ireland Alcohol & Drug Alliance (**NIADA**) gained financial support from PHA. As Start360 currently chair the Alliance we are responsible for the management of all resources, including staffing and finance. Start360 is delighted to support the sector in this way and assist in developing and growing its **independent voice**

In March, Start360 closed its offices as part of lockdown, in response to the **COVID-19** threat. A COVID-19 Action Plan, in addition to a robust Business Continuity Plan, ensured services transitioned from face to face to remote working almost seamlessly. At no time were services interrupted. Service user and staff needs were identified, and all possible resources deployed. 15% of the Start360 workforce (13 staff) were redeployed by Trusts to provide front-line services in the Prisons and Children's Homes as part of Trust Surge Plans. All funders, across the board, have been **extremely supportive and flexible** resulting in no staff requiring to be furloughed. This is partnership working at its best – **supporting each other** in times of unprecedented challenge.

Start360 continues to be made up of a **diverse range of people**, skills, abilities and expertise within the leadership, staff team and Board. Moreover, the commitment, loyalty, dedication, drive, flexibility, and enthusiasm they all **invest in Start360** deserves note. This wonderful dynamic is omnipresent – it permeates the organisation. It is the organisation. It is **Start360!** **#ChangeStartsHere**

Start360 Leadership Team



Anne-Marie McClure
CEO



Marie Wright
Resigned 18.10.2019



Ronan McGinley
Resigned 31.01.2020



Tom Bennett
Corporate Services
Manager



Clare Connolly
Resigned 30.08.2019



Kathleen Grego
Services Manager



Stephen Barr
Services Manager



Michele Marken OBE
Ambassador

Brian Higgins
Ambassador



Colin Jess
Ambassador



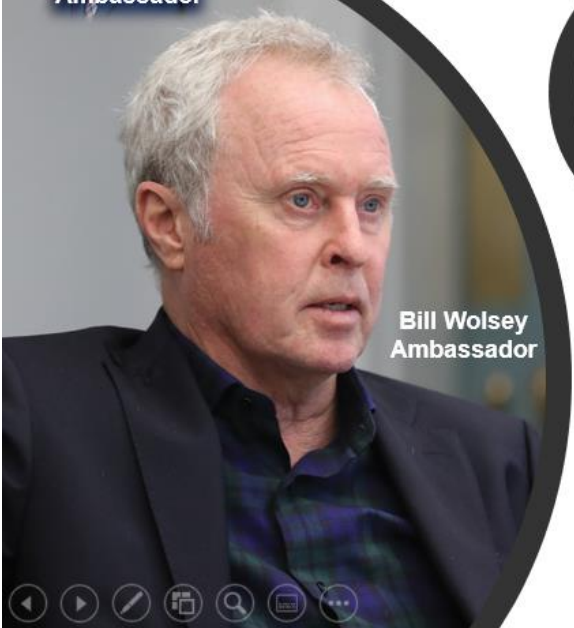
Alan Ledlie
Chair



Tony Clarke
Treasurer
Joined Oct 2019



Kris Nairns
Ambassador



Bill Wolsey
Ambassador



Paula Logue
Secretary



Glynis Hobson
Vice-Chair

Start360 Board Members & Ambassadors

Alistair Hutchinson
Gareth Walls
Dr. Kathryn Higgins
Dr. Tony Morgan
John Rogan

Patricia Brown – Joined Oct 2019
Maura Muldoon – Joined Dec 2019
Tony Hennessey – Resigned Oct 2019
Brian Higgins – Resigned Oct 2019



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 residential and creative writing residential, we arrange diversionary activities, we deliver play therapy and qualifications and crisis support.

The achievements of 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.



START360™
SNAPSHOT
2019/20





86
STAFF



26
SERVICES ACROSS
KEY AREAS
HEALTH,
EMPLOYABILITY
AND JUSTICE



1 (AD:EPT 2)
EXTERNAL
RESEARCH REPORT
COMPLETED



Average **AGE** FOR
COMMENCING START360
SERVICES



83%
OF SERVICE USERS
AGED 25 OR UNDER



98% OF
START360
SERVICE USERS
SATISFIED
WITH THEIR
ENGAGEMENT
ACROSS ALL
SERVICES

WE WORKED WITH



20,359
SERVICE
USERS



86%
OF **AD:EPT** SERVICE
USERS' EMOTIONAL
HEALTH IMPROVED AS A
RESULT OF TAKING PART IN
INTERVENTIONS



464
YOUNG PEOPLE TOOK PART IN
**LIFE SKILLS AND
HARM REDUCTION**
GROUPS



297
OBTAINED
OCNNI
QUALIFICATIONS



35%
IDENTIFIED
CANNABIS AS
THEIR MAIN DRUG
USED



82%
OF **YOUNG FATHERS**
FELT MORE CONFIDENT
AFTER RECEIVING
PARENTING SUPPORT



86%
IMPROVED IN THEIR
MENTAL HEALTH AFTER
ENGAGING WITH
PROTECT LIFE

ETI



INSPECTION OF **SOE** IN
NOV 2019 FOUND ONCE
AGAIN THE SERVICE
PLANNED EFFECTIVELY
FOR SUSTAINED
IMPROVEMENT



SERVICE
SUPPORT FORUMS SET
UP IN EACH DACT
AREA THROUGH
CONNECTIONS
SERVICE

45



YOUNG PEOPLE
ATTENDED THE **NCS**
PROGRAMME
DELIVERED BY
START360



88%
MADE A POSITIVE MOVE
INTO **EDUCATION,**
TRAINING OR
EMPLOYMENT
THROUGH THE 16+
MENTORING SERVICE



INNOVATION
PILOT IN PARTNERSHIP WITH
BELFAST FOSTERING
TEAM COMMENCED TO
SUPPORT CARE EXPERIENCED
CHILDREN & FOSTER PARENTS



138
FACILITATED
SMART RECOVERY
GROUPS WITH OVER 1000
ATTENDEES

“ FEEDBACK ”

“This programme taught me how to be a better father and it was very good to have 1-1 mentoring support. Helped me feel better about myself.”

Lads2Dads Service User

“Thank you so much - my life and family wouldn't have been able to move on and get better without you.”

Parent Feedback

“I was in a really bad place 3-4 weeks ago smoking lots and feeling low and I just wanted to say thanks because you were the only support I got. I have finally given it up. I am positive I can keep it up and do well at tech.”

DAISY Service User

“It has been very enjoyable but has also helped me learn from my mistakes and change at the same time. I have learnt the consequences of my actions and realised what I did was wrong.”

AD:EPT Service User

Services like Start360, especially the VOICES project, complimented our work so much. Working with Voices key workers, counsellors and family worker has been positive and resulted in positive outcomes for families. Sharing of information was stellar and I hope the good working relationships developed between our services continue.”

Social Services Referral

“I felt safe to talk about my life, took me a few times to trust the worker, other mental health workers didn't listen in the same way, didn't make me feel like my life was wrong and I was broken. Helped me see that I was worth something, my childhood hadn't been great, and I've made some bad decisions but was made to feel I was still a good person

ENGAGE Service User

“Learn to be your own best friend, we got to do the stuff that we don't want to do but it's the stuff that we know once we do it, we will be better off.”

Targeted Skills Service User

“It's hard to describe the impact our Daisy worker has had on our lives. When she first came to see us we were desperate and our son was in a downward spiral of self-destruction. Through Daisy our son is now in recovery and we are re-building our lives as a family. My son has really opened up and can really express his feelings and his emotions at home now, it has been really good for him”

DAISY Parent Feedback

“Great professional service which provides excellent and invaluable support to vulnerable young people and families.”

Referral Agency

“I can now springboard into developing a realistic career for myself in working and supporting people.”

SOE Service User



Connections Northern - make their mark



Protect Life
Mental Health
Service Training

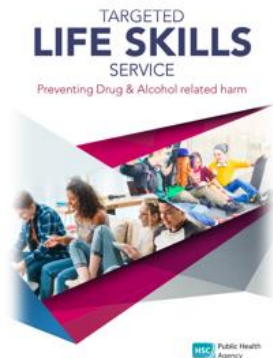


We desperately need to tackle the idea that someone has to hit 'rock bottom' in order to receive mental health support.

I cannot reiterate enough how vital early-intervention is.

You wouldn't wait for every bone in a persons body to break before you treated their broken arm.

Start360 Mental Health Services are built on early intervention



Take time to Understand Yourself



AD:EPT remove more than chains...

IN PICTURES
2019/20



Start360 take PRIDE in all they do!



Achievement is the Key



Connections Southern – Dry January



The Blue Mile (a service-users journey starts here!)

If I could start from scratch, I'd change some things,
I'd avoid f***in drugs and all the s**t it brings.

I've got my own vendetta and it's about to get real,
I'm gonna take you to a world of concrete and steel.

A jungle were only the strongest survive,
at the bottom of the food chain it's hard to stay alive.
Don't get me wrong it's not all doom and gloom,
but the joke wears thin as you're locked in a room.

An unbalanced talent in an abnormal place,
my soul got bruised when I fell from grace.
Still, I rise once again because my skin is thick,
I'm like a candle in the wind, my life is the wick.

I've got good reason to be mad sometimes,
I'm a little bit crazy which comes out in my rhymes.
I try to avoid some people and the s**t they talk,
I don't speak their lingo and I don't walk their walk.

That's why to the s****s I stand out from the rest,
every day for me is one big test.

It's a constant battle between good and bad,
my conscience dictates whether I'm happy or sad.

I see fake smiles and masked faces every day of the week,
I go blind so I find its normality I seek.
So when my cell door closes and I'm alone for the night,
I find strength within and I find insight.

The walls and bars don't exist anymore,
I'm in my own little universe so I begin to explore.
My strength is my weapon; it's my truth so I smile,
tomorrow I will get up and walk the blue mile.

My life is a song the truth at last we found,
my days are like a record that goes round and round and round.
They say the greatest poetry comes from a wounded soul,
well my soul has been wounded and its left a gaping hole.

I'm like a tap, drip, drip and my feelings come out like a flood,
my pen is my blade, my words are my blood.

To die isn't an option so I bleed out onto this page,
it puts a colour to my anger, it points a finger to my rage.

I'm gonna spill the beans and pull my life through the dirt,
You wanna know about anger, you wanna know about hurt?
Ok then I will tell you, but you might not like what you see,
I'm gonna skip round the bulls**t and tell you all about me.

From the moment I could walk, I was always wild,
them bastards locked me up and I was only a child.
In a world full of lies I write only the truth,
behind f***ing bars is where I spent by youth.

I've been beaten up, locked up, thrown naked into cell,
the world I lived in often felt like hell.

I fell to my knees and screamed into the night,
but the survivor in me will never give up the fight.

Because just when I think I can't take much more,
I'm reminded of my mother and daughter, angels in their glory,
and I know it's just a chapter of my lifelong story.

If they think they can break me, trust me they're wrong,
Shush can you hear the music, **my life is a song!**

Change **Starts** Here

START360

6-10 William Street
Belfast
BT1 1PR

www.start360.org
info@start360.org
028 9043 5810



Designed by PepperCollective.com