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Annual Report 2021-22

STAR T360



CHAIR & CEO MESSAGE

2021-22 seen Start360 continue to deliver our services across Northern Ireland whilst still in the grip of the global pandemic – COVID. The organisation came together. We supported each other. We supported our service-users. We supported our stakeholders and they in turn supported us through extended funding and fundraising donations. Although COVID continued to present major challenges for us, including the loss of family and friends, Start360 confronted these challenges with the commitment and tenacity we are known and recognised for. By the end of the year our offices were fully opened and remote working an additional option to engage with others as the community staff joined our prison staff in full face to face delivery.

At the heart of Start360 is an active and engaged Board and a fantastic team of 90+ staff and volunteers, who all go above and beyond to make a difference. The organisation is an inclusive workplace, where we work together to be our best and ensure our services remain high quality and fit for purpose.

Our services users are truly what Start360 is all about. However, it is our staff with their skills and capabilities who continue to be the drivers of Start360's success and who have enabled us to deliver for our service users through the challenges of recent times. To acknowledge this the Board made Recognition Awards of one-off payments to thank and recognise the contribution of our staff over the year.

In 2021-22, Start360 developed our new strategy for 2022 to 2025. The Board and staff were fully involved and invested in the process. We concreted our Vision – Every Person Stronger, our Mission – Change Starts Here and our Values – Accept & Respect, Challenge & Change, Engage & Empower and Deliver. These reflect the way we serve our communities, as well as our continued commitment to service users across Northern Ireland. These form the basis of our strategy moving forward. It is these that tell others who we are and what we do.

As we build on our momentum over the coming year Start360 believe it is important to remain focused on championing quality, added value and innovation. We aim to recover and rebuild post-pandemic ensuring we continue to be fit for purpose, flexible and agile in our approach whilst balancing the needs of our service-users with the needs of our staff.

As we all know change is the only constant. This year seen a change in our Board Chair and Treasurer while plans for a new CEO were also announced. The Futures Service, in partnership with Belfast Met and the Housing Executive, ended hopefully to be rolled out across Northern Ireland when further funding opportunities become live. Other successful funding applications sees the development of a new bespoke client information system and the fourth opportunity to deliver a transition throughcare service for our service users on release from Prison into the community. Start360 intend to emerge even stronger from this period of profound change by capitalising on all opportunities presented and staying ahead of the curve.

2021-22 also seen much success for Start360. Our Switch onto Employment Service (SOE) won and accepted several OCNNI and Aontas awards, the innovative Communication Team continued to go from strength to strength and the subletting of our corporate offices to the Electoral Office, sealed an interesting and ongoing strategic partnership.

Key highlights of this extraordinary year include:

- Supporting 20,840 individuals (and their families when appropriate) with 90+ staff and volunteers.
- Delivering 27 services using a range of holistic approaches and utilising technology to support this.
- Continuing to offer full regional cover from 8 offices.
- Providing front line services across the community and the 3 prison sites whilst supporting vital partnership working throughout the pandemic.
- Continuing to recover, rebuild, recalibrate and retain our quality services.

Like every other year before it, this year will hold many challenges for Start360. With challenge there is opportunity – with change there is opportunity. Start360 has a vision for the future and this, alongside holding true to our core values, will see us through.

'Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.'

Joel A. Barker


Tony Clarke


Anne Marie McClure



WHAT DO WE DO?

The objects of the charity are to promote the benefit of the inhabitants of Northern Ireland without distinction of sex, race or of political, religious or other opinions, by associating together the said inhabitants and the local authorities, voluntary and other organisations in a common attempt to relieve poverty, advance education, preserve and protect health and provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the said inhabitants.

Operating with a multi-disciplinary team on a cross-community, regional basis, Start360 has a proven track record as a lead provider of flagship holistic interventions for its service users.



Start360 offers a range of innovative programmes and services, which can be easily adapted to meet specific issues faced by the client group it serves, including drug/alcohol misuse, mental and emotional health, anti-social and offending behaviours, barriers to employment or achievement, and lack of confidence and self-esteem.

Key programmes and services include:

- Mentoring & Group Mentoring - An experienced key worker assists service users to make positive lifestyle choices.
- Counselling - Offered to individuals with more complex emotional or mental health support needs.
- Informal Education and Training - Creating opportunities for individuals to re-engage in Education, Training and Employment.
- Group work - Educating and helping individuals to understand the topic delivered and to engage with each other better.
- Advocacy - Representing and discussing individual's views and helping them vocalise their opinion in a constructive way.
- Diversionary Activities/Residential Experiences - Providing individuals with opportunities to participate and improve their personal, social and life skills.
- Family Support - Providing families with the support and guidance they need to better deal with the issues presented by Start360's service users.
- Therapeutic and Complementary Interventions - Bespoke to individual need.

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 offend, who face barriers to employment or who experience other forms of disadvantage.

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HEALTH, JUSTICE & EMPLOYABILITY



START360 DELIVERED 27 SERVICES IN 2021/2022:

JUSTICE

- Engage Women's Service
- PBNI Protect Life Service
- Mentoring & Advocacy Service
- PAF Support Hub

HEALTH

- AD:EPT
- Prince's Trust Wellbeing Service
- RDV Veterans D&A Service
- Connections Northern
- Connections Southern
- DAISY East
- DAISY North
- DAISY West
- Lads2Dads
- N-Gage YES Service
- Protect Life - Belfast
- Protect Life - Southern
- Targeted Lifeskills - North
- Targeted Lifeskills - South
- Voices (Hidden Harm) - North
- Voices (Hidden Harm) - West

EMPLOYABILITY

- Employability Scheme
- Switch Onto Employment (SOE)
- Mentoring Service (for Care Experienced Young People)
- Youth Work Training
- Peace4Youth-Futures Project
- NCS

"When I think of Start360 I think of positive change. I am drawn to our values and the support we provide to people. I believe the core of what we do is to support individuals to grow so they are better off than when they came to us. And that is no small thing."

- Tom Bennett

IS ANYBODY BETTER OFF?

A team of **90+** staff and volunteers supported **20,840** individuals and their families when appropriate.

ADDICTION SEVERITY INDEX (ASI) OUTCOMES. START360'S CHOSEN ASSESSMENT AND IMPACT MEASUREMENT TOOL:

92% of service users reported an improvement/maintenance in their Employment/Employability.

93% of service users reported an improvement/maintenance in their Alcohol Use.

93% of service users reported an improvement/maintenance in their Drug Use.

93% of service users reported an improvement/maintenance in their Anti-Social/Offending Behaviours.

92% of service users reported an improvement/maintenance in their Family/Social Relationships.

91% of service users reported an improvement/maintenance in their Mental/Emotional Health.



An average of **45%** of all service users reported an improvement across all **7** ASI domains while an average of **57%** reported maintenance.

SERVICE USER BASELINE (SUB) OUTCOMES. START360'S BESPOKE SERVICE SPECIFIC MEASUREMENT TOOL.

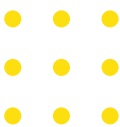


96% of service users in the DAISY East service reported their substance use improved.

99% of service users in the Employability Mentoring service reported a positive effect on their ability to make good decisions and behave positively.

99% of service users in the Protect Life service reported their emotional health and wellbeing improved.

94% of service users in the Switch onto Employability service improved their employability skills.



SERVICE SPECIFIC OUTCOMES

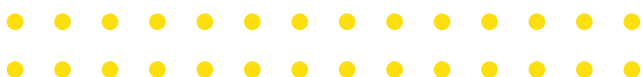
79% of young people leaving the Employability Scheme progressed into employment (19%), education (21%) or training (39%).

6460 items were collected from rapid bins distributed throughout the Southern Connections Areas.

81% of service users in the Voices North service reported an improvement in school attendance/schoolwork completed.

256 referrals were made through the Youth Engagement Service to external support services.

75% of service users in the Lads to Dads service improved in their confidence to engage in positive lifestyle choices.



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SERVICE USER SURVEYS

100% of service users rated the service they received as positive. 75% felt the service was 'Very Good', 22% stated it was "Good" and 3% stated it was 'Average'.

Across all services 97% of service users felt they were able to make a positive change in their lives. 98% would recommend the service they engaged with to others in a similar situation.

Of those services users who were engaged to support drug use 90% felt their drug use had reduced since working with Start360.

Of those services users who were engaged to support alcohol use 91% felt their alcohol use had reduced since working with Start360.

96% reported their emotional health and wellbeing improved at the end of their engagement.

97% reported their confidence improved at the end of their engagement.

"It's really good to be able to be free and talk openly because I never talk about this stuff to anyone."

"It helps a lot to have someone to listen. My confidence has improved, and I haven't had any dark thoughts."

"I was happy I was here. I had a good time and it's a good service. The way you guys care about people means everything mostly us refugees and underage. I am so thankful for all the care, understanding and motivation I had from you all."

"The flexibility of the way VOICES works is really good because they go at my pace and then I can relax more and sort out the stuff I want to. I had worked with services before, but they didn't make the difference that VOICES did."

"I have made real friendships and I'm now drug free and on the path to fulfilling my goals my child being returned to my care & I have Start360 to thank for planting the seeds and helping me grow to become the woman I am today"

"I think if it wasn't for my keyworker helping me I don't think I could have got through my emotional state of mind so thank you so much."

STAKEHOLDER SURVEYS

100% of stakeholders reported the service was 'Extremely', 'Substantially' or 'Largely' effective in addressing the needs of the client(s) they referred.

100% of stakeholders rated the change in the clients from taking part in the service as 'Extremely', 'Substantially' or 'Largely' effective.

91% of stakeholders rated the benefit to their organisation from the referral as 'Extremely', 'Substantially', 'Largely' or 'Noticeably' effective.



"I liked how approachable and friendly the mentor was and how she treated my child as an individual and with respect and dignity. Thank you for all the support for my daughter." - Parent

"My son completed two sessions with mentor. I honestly can notice a difference with him, and it has helped him." - Parent

"It is the only service that has helped so far. Extremely relaxed setting and has helped my daughter to start going out in public again. she has gained a wee bit of confidence back" - Parent

"I liked the informality of the service. I like that it was goal focused. The caseworker was extremely friendly and supportive, and I appreciated their compassionate manner and attitude as well as their professionalism." - Referral agent

"I believe that clients have thoroughly benefited from an alternative to formal mental health support which has been tailored to their individual needs at the time. The service has been provided in a timely manner and intervention has greatly benefit the clients I have referred." - Referral agent

"I liked the genuine care shown by staff and I loved the excellent connections made with the young people." - Referral agent

"The service was helpful for my daughter. My daughter enjoyed going for the walk and talk because it got her out of the house and somewhere to go with someone." - Parent

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SCORECARD PROGRESS

GROWTH

Investing in work to sustain Start360 and identify core opportunities to ensure the organisation continues to operate and be recognised as one of the leading providers of emotional and practical support services for young people and adults left at high risk due to complex and/or chaotic lifestyles/suicide/leaving custody.

Achievements and performance toward 'Growth' in 2021-22 were as follows:

- Completed the development and implementation of groundwork in respect of a new Client Information System to be operationalised in 2022-23. The new system will allow for a much greater breadth of data capture and improved outcome recording.
- Communications team embedded and a focus on universal branding promoted across services, website, social media, and promotional materials.
- Developed an application to secure funding for a Research and Development Officer post to lead on several key areas including impact and outcome measurement, research, development, training and stakeholder consultation.
- Applied to the Mental Health Fund for a Throughcare service.



QUALITY

To ensure our core values are implemented and to use impact measurement, a functional scorecard and quality improvement to provide an evidence base to drive continuous improvement across Start360's services.

Achievements and performance toward 'Quality' in 2021-22 were as follows:

- Start360 Journey to Modern Management commenced with a migration of the Data Structure to a cloud-based system.
- Quality Improvement Cycle reviewed as part of a larger planned scoping exercise to review the entire Quality Management System aligning to the focus on quality in the strategic plan.
- Developed and implemented a staff led model for the creation of new work-related policies ensuring consultation and inclusion were at the forefront of the policy framework.
- Developing a new Strategic Plan for 2022-25 and organisational scorecard for 2022-23.

SCORECARD PROGRESS CONT.

FINANCE

Implement good governance and reporting mechanisms around financial processes to ensure sustainability, financial independence, and efficiency; ultimately contributing to financial security.

Achievements and performance toward 'Finance' in 2021-22 were as follows:

- Successfully explored and engaged with cash management solutions to increase security and sustainability of current financial profile.
- Increased ethical reserves.
- Delivered training on the new financial software package (QuickBooks) to all levels of Senior and Assistant Management.

- Analysis and review completed of where increased use of ICT due to COVID has successfully resulted in cost saving measures and evidenced the long-term implementation of these measures.

NETWORKS

Start360 will continue to drive forward effective and efficient collaborations and partnerships whilst identifying, maintaining and advocating our own unique selling point.

Achievements and performance toward 'Networks' in 2021-22 were as follows:

- Full staff meetings held on a 6 monthly basis to provide opportunities for information sharing, network expansion, employee engagement, and brand alignment.
- Start360 Training Room initiative revisited to explore networking opportunities and income generation possibilities across the sector.
- Board development plan completed around networking externally and generating opportunities. Reported quarterly at Board meetings to register progress.
- All staff, particularly SLT, were very visible in an external context and brand-new partnerships were formed.



ACCOUNTS

2021-2022

Total Income – £3,199,606

- Restricted – £2,946,757
- Unrestricted – £252,849

Total Expenditure – £2,893,627

- Restricted – £2,674,579
- Unrestricted – £219,048



Restricted
 Unrestricted