

START360™



ANNUAL REPORT

2016
2017

Start360's Vision



JUSTICE



HEALTH



EMPLOYABILITY

Start360 WILL BE THE CHANGE WE ALL WANT TO SEE IN THE WORLD.

Start360's Mission



What we intend to do and how we will do this

Deliver Excellent Services

- ✓ Assess and plan for individual needs.
- ✓ Develop and deliver training, counselling, mentoring and support.
 - ✓ Deliver intensive residential.
- ✓ Identify and promote service user needs.
 - ✓ Build a service portfolio.

Inform, Influence and Lead Change

- ✓ Develop our R&D capacity and gather information.
 - ✓ Support knowledge transfer.
- ✓ User research and evaluation internally.
 - ✓ Record and share our approaches.
- ✓ Encourage volunteering and placements.
 - ✓ Explore social enterprise.
 - ✓ Influence policy and practice.
 - ✓ Develop strategic alliances.
 - ✓ Engage with the media.

Maintain High Quality Governance

- ✓ Establish and promote the Start360 brand.
 - ✓ Review our infrastructure.
 - ✓ Ensure we have skilled and trained staff.
- ✓ Ensure we have quality policies and procedures.
 - ✓ Continuously evaluate our services.
 - ✓ Maintain effective financial controls.



ALAN LEDLIE, CHAIR 

Start360 has decided not to be disillusioned but be optimistic and mindful that, within times of challenge, opportunity also exists.



ANNE-MARIE MCCLURE, MBE, CEO 

CHAIR AND CEO REPORT

What an interesting year 2016/17 has proven to be! On a global, European, national and local level we have seen the protest votes of those who feel ignored and threatened within society. The US Presidential election, the Brexit referendum, changes in Westminster politics and lack of stable devolved government in Northern Ireland have been the outcomes of this shift, which in turn have created vacuums of uncertainty, confusion and inertia.

Recognising the challenges this backdrop presents for the charitable sector, Start360 has decided not to be disillusioned but be optimistic and mindful that, within times of challenge, opportunity also exists. As a result, Start360 has continued to plan for the future by fully embracing and living our mission:

Change **Starts** Here



With the £3.8 million available to us in 2016/17, Start360 added to the lives of 20,272 people, 90% of whom were aged 25yrs or under, and their families. Adopting and developing the Outcomes Based Accountability (OBA) approach to measure impact and performance, we have once again demonstrated positive outcomes for our clients across 25 services - those whom Start360 believe must be firmly at the centre of all we do.

Independent evaluations of four of Start360's services were published, clearly demonstrating the significant impact supporting individuals to take positive action has on their lives and futures.

These included:

AD:EPT2

Throughcare alcohol intervention service for individuals leaving custody.

Cool Choices

Digital media skills employability programme targeting NEETS aged 16-24 years, delivered in partnership with CoolFM.

ADJUST

Transition service incorporating Throughcare for young people leaving custody.

GRIT

Intensive residential experience with pre and post mentoring support available to 16-20 year olds at risk of becoming or deemed as NEETdelivered in partnership with the GRIT Trustees.



Planning for Start360's future involved:

- ▶ Consulting with all our important stakeholders to develop our strategic vision up to and including 2020;
- ▶ Preparing for our Headquarters office move in Autumn 2017;
- ▶ Commissioning an independent organisation to benchmark Start360 as an organisation against the private, public and voluntary sectors;
- ▶ Building on our brand by incorporating Picnic360, Conference360 and Quiz360 into the Start360 vocabulary;
- ▶ Developing further collaborative approaches with other organisations to ensure our clients are best served;
- ▶ Delivering on our first focused fundraising campaign, 'The Zambezi Challenge', which generated income of over £57,000;
- ▶ Planning more strategic and proactive fundraising activities, which we prefer to call FUNraising.



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.

'The Zambezi Challenge' generated income of over **£57,000**



THIS WONDERFUL DYNAMIC IS OMNIPRESENT - IT PERMEATES THE ORGANISATION. IT IS THE ORGANISATION. IT IS START360!



START360™

SENIOR LEADERSHIP 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

- ▶ ALAN LEDLIE - Chair
- ▶ GLYNIS HOBSON - Vice Chair
- ▶ TONY HENNESSEY - Treasurer
- ▶ MICHELE MARKEN OBE
- ▶ JOHN MCCORRY
- ▶ BRIAN HIGGINS
- ▶ GARETH WALLS
- ▶ JORGE LOPES
- ▶ ALISTAIR HUTCHINSON
- ▶ KATHRYN HIGGINS
- ▶ PAULA LOGUE
- ▶ TONY MORGAN

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.



20,272
SERVICE USERS



11
OFFICES ACROSS
NORTHERN IRELAND

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



99%
of service users
reported satisfaction
with Start360 services.



100%
of service users
achieved.



95%
of stakeholders
reported satisfaction
with Start360 services.

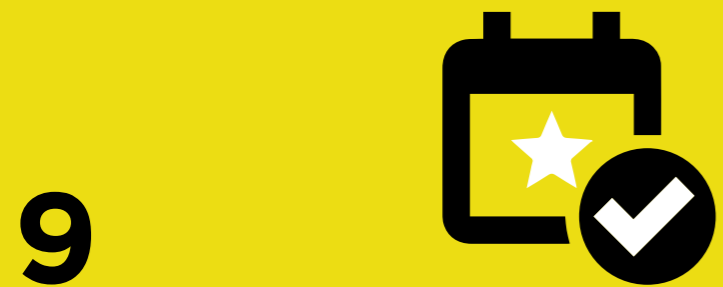
AD:EPT

DRUG & ALCOHOL SERVICE
A START360 SERVICE



reported a direct improvement in their drug use.

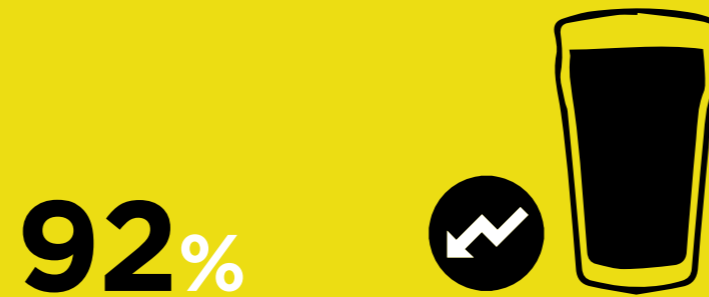
CONNECTIONS (NORTH)



regional and local alcohol events and initiatives supported.

AD:EPT2

IMPACT OF ALCOHOL
A START360 SERVICE



reported a maintenance/improvement in their alcohol use.

CONNECTIONS (SOUTH)



alcohol and drug information/awareness sessions delivered to the community.

100

ADJUST

100% made a positive change in their lives

DAISY East

In partnership with ASCERT

94%



reported improvement/maintenance in their drug use.

DAISY East

(MENTAL HEALTH SUPPORT)

92%



improvement/maintenance in psychiatric health.

DAISY North

In partnership with ASCERT

97%



reported improvement/maintenance in their drug use.

DAISY West

In partnership with ASCERT

91%



reported improvement/maintenance in their drug use.

Coolchoices

77



young people awarded accreditation in Broadcast/Digital Skills and Peer Education/Mentoring.

EDGES Enniskillen

92%

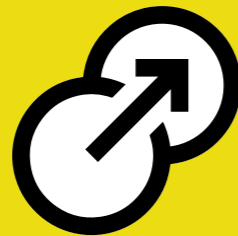


improved their school attendance.

EMPLOYABILITY SERVICE

In partnership with Include Youth

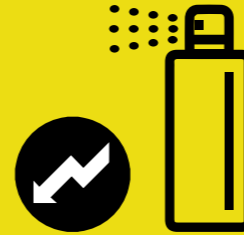
74%



of service users successfully transitioned into ETE.

EDGES Newtownabbey

73%



reduced their offending behaviour.

GRIT REY

374



young people felt more prepared for employment at the end of their engagement.

LADS TO DADS

83%



demonstrated an improvement in their skills and experience

ONE STOP SHOP



1042



external appointments with agencies providing support within the community.

PROTECT LIFE

CRISIS MENTORING SERVICE
A **START360** SERVICE

95%



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

SWITCH ON TO EMPLOYMENT

A **START360** SERVICE

39%

progressed to further training.



12%

moved to careers/other support services

TARGETED LIFESKILLS

(NORTH)



80

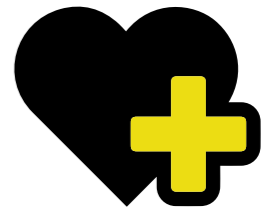
Lifeskills and harm reduction courses were delivered.



MENTORING/ ADVOCACY HYDEBANK

94%

improved their emotional health and wellbeing



TARGETED LIFESKILLS
(SOUTH)



64%



responded that sessions on health had a positive effect for them

VOICES
COPING WITH HIDDEN HARM
A **START360** SERVICE

(NORTH)

10



children have been removed from the child protection register whilst engaging with the service.

VOICES
COPING WITH HIDDEN HARM
A **START360** SERVICE

(WEST)

100%



reported a maintenance/improvement in their family situation at the end of treatment.

16+ TRANSITION TEAM

100%



of stakeholders rated the service as having a positive impact for their client.



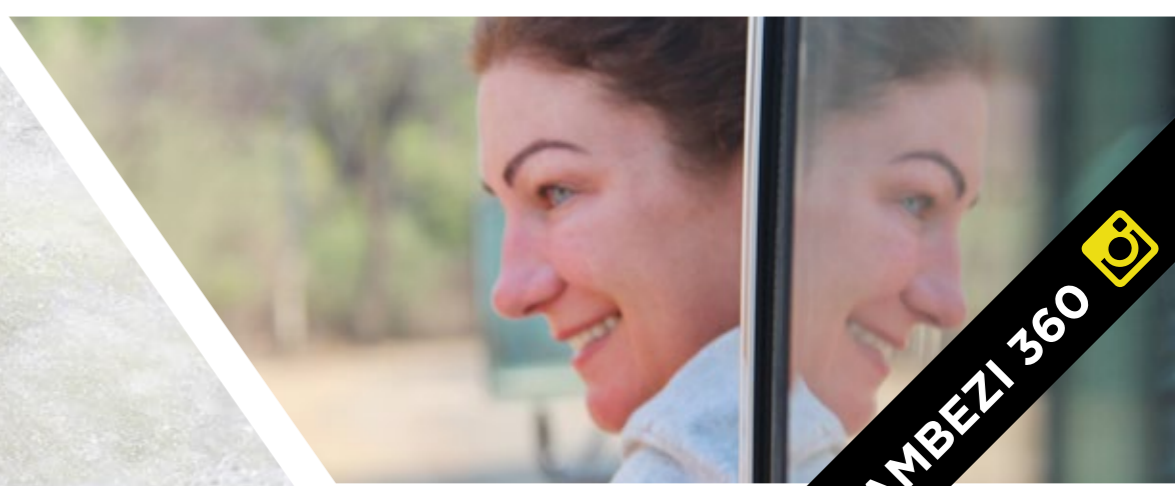
IN PICTURES 

2016
2017



CONFERENCE 360 





ZAMBEZI 360 



SOE CELEBRATION



COOL CHOICES

SOE



2016-17 IN PICTURES 





N-GAGE BIRTHDAY



STRICTLY



CHRISTMAS

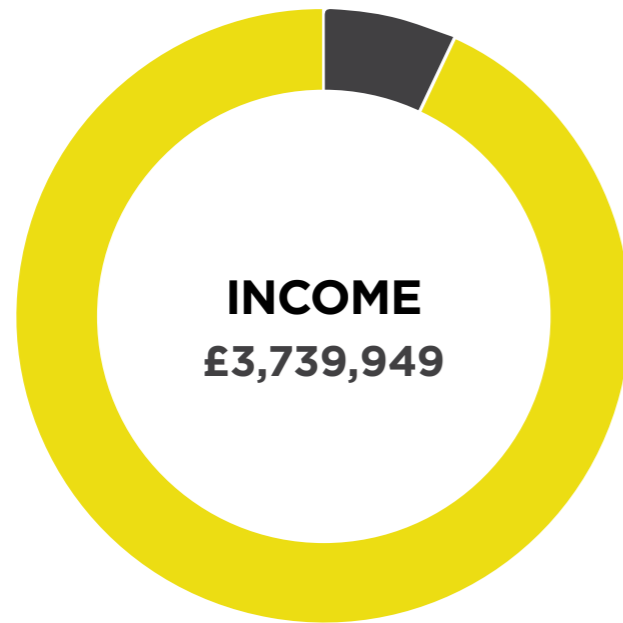
AD:EPT2 REPORT



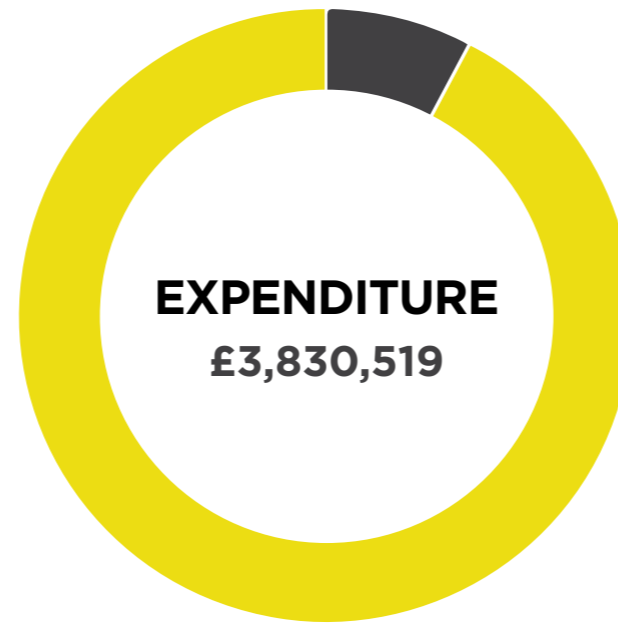
2016-17 IN PICTURES 



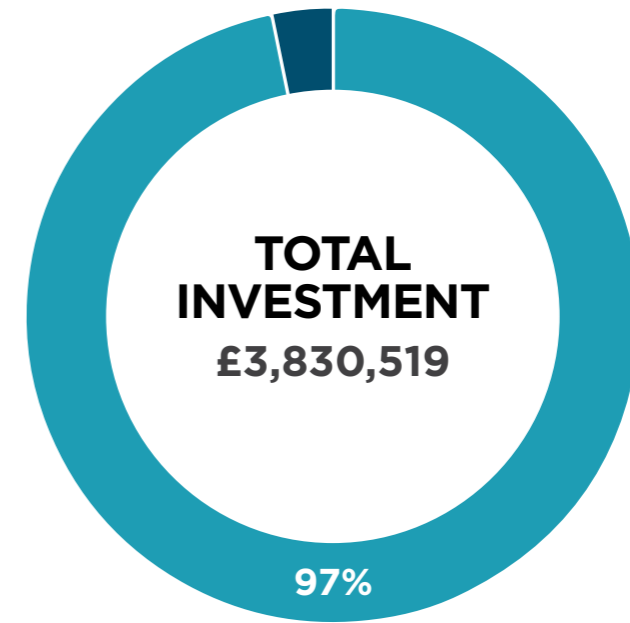
Accounts



- UNRESTRICTED **£263,828**
- RESTRICTED **£3,476,121**



- UNRESTRICTED **£297,852**
- RESTRICTED **£3,532,667**



- CORE, MANAGEMENT & ADMINISTRATION **£122,929**
- DIRECT SERVICES **£3,707,590**



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