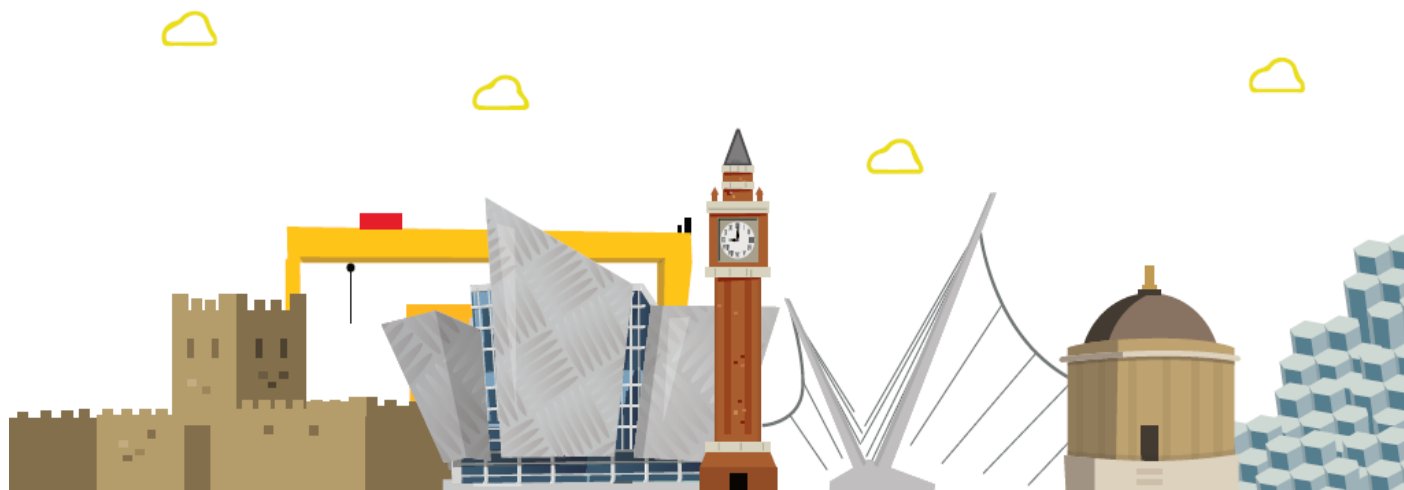




ANNUAL  
REPORT  
2018/19



# CHAIR AND CEO REPORT



ALAN  
LEDLIE  
CHAIR



ANNE-MARIE  
McCLURE  
MBE, CEO

WE WORKED WITH



**19,617**

SERVICE  
USERS

**2018/19** has been defined by the hiatus caused by the lack of a devolved government in Northern Ireland and the shadow of Brexit. It would be naive to suggest this does not impact on the charitable sector. Start360, just like our colleagues and competitors across the sector, has been scanning the external environment and making the necessary adjustments to ensure we continue to offer the right services, at the right time, in the right place, to our service users. Quality has always been and remains our central tenet while we continue to hold fast to our core vision, mission and values.

- Every Person Stronger
- Change Start Here
- Accept & Respect; Challenge; Engage & Empower and **DELIVER**

Working collaboratively together in an authentic and meaningful way provides the best possible services for our service users. Start360 champion this approach and continue to build '**real**' **partnerships** with our public, private and CVS colleagues. During 2018/19 we have spent time building and expanding these partnerships while also creating new ones. BITC, PAF and PBNI are examples of new partnership working.

Conditions of collaborative working need to be paramount to any partnership and fully understood by all. Here in Start360 the service user is central to all we do – so partnership working has to underpin this fundamental premise. Partnership is about problem solving together, agreeing shared outcomes and strengthening the services we provide. Partnership has to be about adding **value**.

*Change Starts Here*

Start360 continue to develop new and different models to deal with the more diverse and complex behaviours presented by our service users. EDGES, ADJUST and AD:EPT2 are prime examples of this (See our Website for Learning Reviews and Evaluation). These successful and transformational delivery models are tinged with disappointment as the funding models, Earliest Intervention Transformational Programme (EITP) and National Lottery Community Fund, are not picked up centrally after piloting, despite the success and learning that occurs. This is a fundamental and reoccurring issue which needs new and different thinking if we are to best serve the vulnerable and needy in Northern Ireland during the coming years of likely austerity. It is cultural change that is required both in the external and internal contexts. We all know culture eats strategy for breakfast – Start360 is focusing on our **culture** as we continue to deliver on our strategy.

Start360 believe in earliest intervention and providing support to family members/ relevant others too, if at all possible. No individual should be expected to change in isolation – **everyone needs support**. We deliver a needs-based approach, addressing the underlying causes of presenting issues, whilst always aware a lot of our service users can be both victims and perpetrators. This takes time. Start360 believe time is our most important resource.

# Every **Person** Stronger

Measuring outcomes and learning as we go provides Start360 with the evidence base we need to provide flexible and adaptable services. Ensuring our staff are equipped with the **skills and tools** to deliver these services in this way is also key.

There are difficult times ahead of us in Northern Ireland – without question. Start360 is committed to protecting its front-line services while retaining quality and competitiveness. This will require a programme of substantial change which we will deliver predicated on the understandings that **change** is the only constant, success breeds success and the hope for a better future for all.

The Board and staff remain very **ambitious** for Start360. The organisation 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**.

**Hope** is 'not just optimism – hope is something that is there to be worked for, is worth working for, and can work'

Seamus Heaney Interview, The Independent, 31 October 2002

## SENIOR LEADERSHIP TEAM



**ANNE-MARIE  
McCLURE**  
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
- ▶ **PAULA LOGUE**  
Secretary
- ▶ **BRIAN HIGGINS**
- ▶ **GARETH WALLS**
- ▶ **KATHRYN HIGGINS**
- ▶ **ALISTAIR HUTCHINSON**
- ▶ **TONY MORGAN**
- ▶ **JOHN ROGAN**

Change **Starts** Here



# 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.

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  
2018/19





**115**  
STAFF



**26**  
SERVICES  
ACROSS  
HEALTH,  
EMPLOYABILITY  
AND JUSTICE



**1**  
EXTERNAL  
RESEARCH  
REPORT  
COMPLETED



MOST COMMON AGE FOR  
STARTING TO USE  
SUBSTANCES



**85%**  
OF SERVICE USERS  
AGED 25 OR UNDER



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

WE WORKED WITH



**19,617**  
SERVICE  
USERS



**86%**  
OF SUPPORTED OFFENDERS  
WITH AN ALCOHOL ISSUE  
IN AD:EPT2 DID NOT  
RETURN TO CUSTODY



**520**  
YOUNG PEOPLE  
TOOK PART IN LIFE  
SKILLS AND HARM  
REDUCTION GROUPS



**123**  
OCN  
QUALIFICATIONS  
OBTAINED



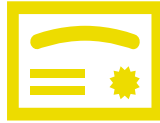
**31%**  
IDENTIFIED CANNABIS  
AS THEIR MAIN DRUG  
USED



**82%**

OF YOUNG FATHERS  
FELT MORE CONFIDENT  
AFTER RECEIVING  
PARENTING SUPPORT

**ETI**



INSPECTION OF SOE  
FOUND THE SERVICE  
PLANNED EFFECTIVELY  
FOR SUSTAINED  
IMPROVEMENT

**45**



YOUNG PEOPLE  
ATTENDED THE NCS  
PROGRAMME  
DELIVERED BY  
START360



**INNOVATIVE**

PILOT IN PARTNERSHIP WITH NIPS  
COMMENCED IN HYDEBANK  
COLLEGE FOCUSED ON  
CONSTRUCTIVE ACTIVITY AND  
POSITIVE ROLE MODELLING



**86%**

IMPROVED IN THEIR  
MENTAL HEALTH AFTER  
ENGAGING WITH  
PROTECT LIFE



**SERVICE**

SUPPORT FORUMS SET  
UP IN EACH DACT  
AREA THROUGH  
CONNECTIONS  
SERVICE

**88%**



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

**138**



SMART RECOVERY  
GROUPS FACILITATED  
WITH OVER 1000  
ATTENDEES



# “ FEEDBACK ”

***“I’m more aware of the consequences of my drug taking and thinking more about my life choices”***

*Service User 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.”***

*Service User Feedback*

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

*Parent Feedback*

***“My anxiety is much under control now that I was even confident enough to start a wee part time job.”***

*Service User Feedback*

***“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.”***

*Service User Feedback*

***“Start360 helped me get my Maths and English. One on one classes helped me because it wasn't as stressful as school and helped me become more confident. Everyone was really friendly and I knew I could trust them all.”***

*Service User Feedback*

***“I have not got off drugs yet but my thinking has started to change about my future.***

***I don't want to be taking drugs the rest of life.”***

*Service User Feedback*

***“I got a lot of issues in my head resolved and learned a better way to deal with things.”***

*Service User Feedback*

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

*Service User Feedback*

***“My daughter was initially apprehensive about the residentials but she thoroughly enjoyed both of them! She made so many friends and learned so much from the skills courses. She now says she would like to do youth work in the future. Maybe she should have a chat with you sometime!***

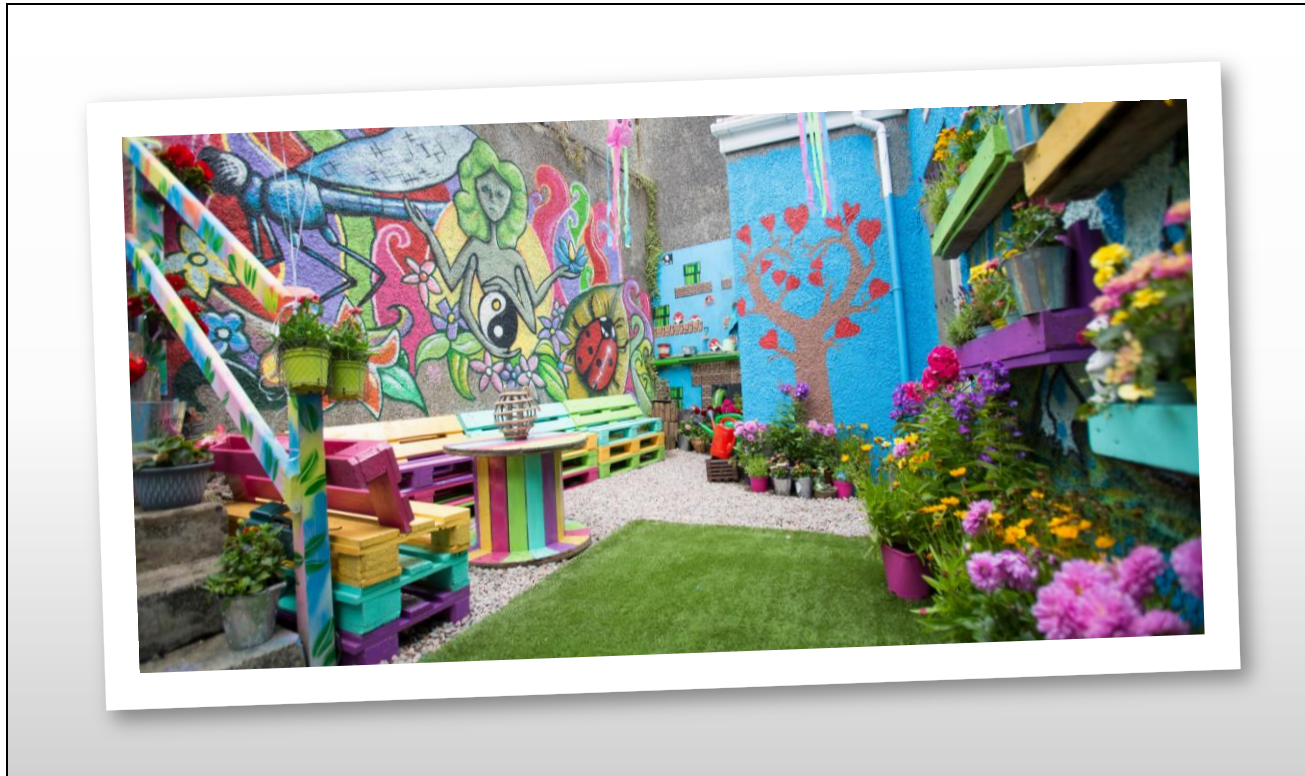
***Your input with all the young people is invaluable.”***

*Parent Feedback*

***“I don't think I'd have ever got over my anger if I hadn't come here. I understand it more now but didn't before.”***

*Service User Feedback*

Start360 in photos...



YES Garden - Ballymena Office

360

[How can we help you?](#)

[Get Involved](#)

[What's New](#)

[Contact](#)

# Change **starts** here

We deliver **person-centred support services** for people with a wide variety of needs

[How can we help you?](#)



## Putting **YOU** at the centre

A range of person-centred services to young people, adults, families and communities across M...



National Children's Service (NCS) Residential - Ballintoy







Enniskillen Edges Team celebrate success with donation





Start360 staff with one of our volunteers



Young people celebrate completing their training...





Some Start360 staff at team building event held at  
Lough Neagh Discovery Centre Oxford Island

Why not call in or contact us on the details below...

