

START360™

Strategy 2022 - 2025



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Strategy Map

The Start360 strategy map is presented as an ‘at a glance’ summary (see below). It shows where the focus of attention will fall and provides a balanced view of how the organisation intends to deliver excellent services to those who need them.

Start360 Strategy Map 2022-2025

Vision: Every Person Stronger / Mission: Change Starts Here

| | | | | |
|----------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| Values: | Accept & Respect | Challenge & Change | Engage & Empower | Deliver & Innovate |
|----------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|

Core Strategic Aims:

- 1. Quality Service Delivery - Aim to deliver quality services to those most in need
- 2. Service Development & Innovation - Aim to develop services in response to changing needs
- 3. Influencing Public Policy - Aim to influence public policy through campaigning and lobbying in support of Start360’s mission

| Scorecard: | Core Aims: | | |
|-----------------------------|--------------------------|----------------------------------|---------------------------|
| Service User & Stakeholders | Quality Service Delivery | Service Development & Innovation | Influencing Public Policy |
| Processes & Operations | | | |
| People & Innovation | | | |
| Finances & Resources | | | |

Translating the core aims of this strategy into action is crucial. The Start360 Scorecard will highlight the annually updated series of measures, targets and initiatives which, when acted on, will ensure this plan continues to be delivered and reviewed in the next three years.





Introduction & Background

Start360 is a cutting-edge contributor of support services to young people and adults at risk, including their families, across Northern Ireland. First established in 1993, we are moving towards completing our third decade as a innovatory front-line organisation in meeting the unmet needs of those often invisible and sometimes forgotten in society.

Start360 believe in positive change. We help service-users find something to believe in when they need it most. We offer holistic support to assist and circumnavigate what service-users believe is holding them back while also allowing them to systematically deal with barriers/obstacles in their lives. Examples include substance use, suicidal ideation, depression, anxiety, offending behaviours, lack of access to entry level qualifications including literacy/numeracy, loneliness, isolation, stigma, access to meaningful employment, poor family relationships, inability to communicate/articulate feelings such as joy/anger/frustration, access to estranged members of family, lack of safe and comfortable housing, etc.

Start360 provide a range of services and interventions targeting the health, justice and employability needs of our service users.

These include casework, keywork, solution-focused action-planning, crisis response, therapeutic mentoring, counselling, systemic family therapy, focused family support, CBT, complementary therapies, NLP, groupwork, physical fitness, and outdoor residential experiences. Our holistic approach has one critical component common to all services/interventions - positive challenge. Start360 challenge service-users to take responsibility for their actions and ownership of their issues. Start360 provide support as privileged facilitators in this process. This work occurs in a variety of settings including the home, the community, the prisons, Hydebank College, the juvenile justice centre, residential care, youth clubs and schools.

Start360 will continue to develop new innovative ways of establishing and maintaining services to address the complex and diverse needs of service users in Northern Ireland. Start360 has an excellent track record working in partnership with the statutory, voluntary and community sectors. We have continually developed our services to meet the changing needs of our service users. By holding true to our core mission, we continue to provide a diverse range of innovative services focused on making positive impact. This strategy will see Start360 begin to provide services to the private sector.





Start360 currently employ 90 staff and volunteers, delivering 26 services from 5 locations in the community - Belfast, Ballymena x 2, Derry/Londonderry and Lurgan. We also deliver our services throughout the prison estate in Magilligan, Maghaberry and Hydebank. Start360 services are built on evidence-based practice. We will continue to develop new innovative ways of establishing and maintaining services to address the complex and diverse needs of our service users in Northern Ireland. Start360 continue to work with anyone whose opportunities in life are restricted by their behaviour and/or environment.

Start360 will continue to develop new innovative ways of establishing and maintaining services to address the complex and diverse needs of service users in Northern Ireland.



Our Mission, Vision and Values

Mission

Start360's enduring mission is:

Change Starts Here

Start360 supports and challenges those we work with to change their lives for the better and have the courage to grow and develop in their own way.

Vision

Every Person Stronger

Our vision for society is one where everyone recognises their strengths, supports one another and reaches their potential.

Principles

Start360 believe that, although they may not realise it, everyone:

- is unique
- is capable of change
- is responsible for their own decisions and actions
- has motivation within them
- has dreams, hopes and aspirations
- has potential
- has choices
- has strengths, skills and knowledge
- has the ability to create a positive future
- has the ability to bounce back
- has relationships which are important to them
- wants to be trusted, listened to and understood

Start360 in Numbers

19,871 Service Users | 86 Staff | 8 Volunteers | 25 Services | 10 Core Interventions | 9 Board Members | 8 Offices | 5 Managers | 1 Mission

- April 2022



ACED Values

Start360 is a charity that takes its values very seriously. We act in a principled and responsible way in all that we do and have a strong commitment to the following ACED values.

| Start360 Values | What this means for us & our service users... |
|-------------------------------|--|
| <p>Accept & Respect</p> | <p>This means accepting people as we find them, showing respect for all (service users, staff, partners and colleagues). We will do nothing to compromise our reputation as a trusted partner in supporting vulnerable people at their point of need. From the board, through to our staff teams and volunteers we will act in a professional way and always with integrity at our core.</p> |
| <p>Challenge & Change</p> | <p>We will challenge and support in appropriate measure and always seek to support change from where people are at in the moment. We are passionate about challenge and change – for us change starts here, every time. Challenge and change is required at all levels so must include clients, partners and staff.</p> |
| <p>Engage & Empower</p> | <p>We are dedicated to delivering the highest possible standards of support for our service users. To do this we must also offer the same offer to our staff and colleagues. At the core of which is a principled stance which is to engage and empower people so that they can move from being vulnerable to being stronger.</p> |
| <p>Deliver & Innovate</p> | <p>We believe in the right intervention, delivered by the right person, at the right time, in the right place. We commit to delivering at the highest standards. Should our services not meet the needs of a service user, we commit to signposting to the appropriate agency. This we will deliver through warm handover. We will encourage innovation in all we do to meet the unmet needs of our service-users.</p> |

Core Aims

Quality Service Delivery

Aim 1: Deliver quality services to those most in need.

Service Development and Innovation

Aim 2: To develop services in response to changing needs.

Influencing Public Policy

Aim 3: Influence public policy through campaigning and lobbying in support of Start360's mission

Supporting Aims

Research and evaluation

Aim 4: Utilise research and evaluation to ensure Start360 identifies unmet need and evaluates its work.

Communications

Aim 5: Ensure Start360 is effectively promoted and communicates appropriately with all its stakeholders

Human resources

Aim 6: Ensure Start360 has the people to achieve its aims and priorities and staff are effectively supported, managed, trained and given the opportunity to develop.

Technology

Aim 7: Ensure Start360 utilises technology effectively to achieve its aims and priorities

Premises and physical resources

Aim 8: Ensure Start360 has suitable premises, facilities and physical resources required to achieve its aims and priorities and these are effectively utilised and managed.

Finance & Income generation

Aim 9: Ensure Start360 has the financial resources to achieve its aims and priorities and these resources are effectively and efficiently planned, managed and reported on.

Governance

Aim 10: Ensure that the governance and leadership of Start360 complies with the requirements of the law and best practice



Our Aims



Our Strategy 2022-2025

Aims and Priorities

Quality Service delivery

Aim 1: Deliver quality services to those most in need.

Priorities for 2022-25:

- Ensure the consistency of the quality of Start360's programmes through effective quality assurance
- Promote continuous improvement in all Start360 programmes
- Support clients to have a voice at all levels in the organisation
- Manage the Start360 referral pathways and waiting lists in partnership with funders, commissioners and referral agencies
- Create sustainable resources for people to have support when Start360 staff are not available

Service development and innovation

Aim 2: To develop services in response to changing needs.

Priorities for 2022-25:

- Review relevant emerging issues and trends and identify how best to respond to these needs
- Identify appropriate opportunities, including social enterprise and tenders, to expand Start360's work
- Encourage and support staff innovation at all levels
- Improve the geographical coverage of Start360's work

- Develop and avail of programmes that respond to the changing health and social issues of clients
- Develop relevant prevention, early intervention and education programmes

Influencing public policy

Aim 3: Influence public policy through campaigning and lobbying in support of Start360's mission

Priorities for 2022-25:

- Develop and regularly review clear positions on relevant public policy issues
- Enable clients to express their voices in public policy development
- Build strong relationships with decision-makers and those who can influence decision-makers
- Lobby and campaign on key public policy issues relevant to Start360's mission
- Work with other organisations to support relevant change in public policy

Research and evaluation

Aim 4: Utilise research and evaluation to ensure Start360 identifies unmet need and evaluates its work.

Priorities for 2022-25:

- Analyse information provided by Start360's clients
- Access ongoing research on issues relevant to Start360's mission and contribute where relevant



Our Strategy 2022-2025

- Research international literature of evaluation studies on ‘what works’ in relation to issues faced by Start360 clients
- Continue to develop how Start360 measures and reports on the impact of its work
- Measure, review and regularly evaluate all aspects of Start360’s work to support continuous improvement
- Utilise the research and evaluation activities to inform the development of services and the organisation’s lobbying and campaigning activities

Communications

Aim 5: Ensure Start360 is effectively promoted and communicates appropriately with all its stakeholders

Priorities for 2022-25:

- Increase public awareness of the organisation, its work and its impact
- Ensure effective communication with Start360’s external stakeholders
- Strengthen and promote Start360’s brand
- Effectively market Start360’s services
- Maximise the impact of the website and social media
- Ensure consistent, appropriate internal communication and teamworking
- Measure the impact of Start360s communications

Human resources

Aim 6: Ensure Start360 has the people to achieve its aims and priorities and staff are effectively supported, managed, trained and given the opportunity to develop.

Priorities for 2022-25:

- Ensure Start360 has the appropriate staffing complement and structure
- Ensure Start360 has the appropriate terms and conditions and personnel policies to attract and retain staff
- Ensure new staff are effectively inducted and staff learning and development needs are regularly assessed and, where relevant, appropriately addressed
- Ensure the performance of staff is effectively and regularly reviewed, managed and achievements appropriately recognised
- Ensure the organisation effectively supports the health and wellbeing of staff
- Ensure staff have the opportunity to contribute to decisions that may affect them
- Develop, implement and review a volunteering policy

Technology

Aim 7: Ensure Start360 utilises technology effectively to achieve its aims and priorities

Priorities for 2022-25:

- Ensure staff have the skills to make effective use of technology
- Make effective use of technology to manage data on, and contacts with, clients and other stakeholders



Our Strategy 2022-2025

- Make effective use of digital technology with the organisation’s internal systems
- Ensure the organization has the appropriate digital equipment and software to support the achievement of the organisation’s mission
- Ensure effective arrangements are in place for maintaining and upgrading technology and trouble-shooting problems

- Increase income on a full-cost-recovery basis from a range of sources
- Develop sustainable income from one or more profitable social enterprises
- Ensure the organisational structure and staffing complement supports the income generation priorities
- Ensure financial resources are effectively planned, managed, audited, invested and reported on.

Premises and physical resources

Aim 8: Ensure Start360 has suitable premises, facilities and physical resources required to achieve its aims and priorities and these are effectively utilised and managed.

Priorities for 2022-25:

- Ensure Start360 has the premises it requires
- Ensure Start360 premises are effectively and efficiently utilised and managed
- Ensure staff have the physical resources they require to do their jobs
- Ensure Start360 physical resources are effectively and efficiently utilised, managed and, when appropriate serviced/replaced

Governance & Leadership

Aim 10: Ensure that the governance and leadership of Start360 complies with the requirements of the law and best practice

Priorities for 2022-25:

- Develop an appropriate succession plan to ensure the board recruits and selects board members with appropriate skills and experience
- Ensure the board has the induction, information and training to govern effectively
- Ensure there is an appropriate governance structure and office-bearers
- Regularly review the governance of the organisation and develop, implement and review a governance improvement plan
- Effectively manage risk and compliance
- Ensure Start360 has the organisational policies it needs, and these are implemented and regularly reviewed
- Support and manage the Chief Executive
- Implement, and monitor the strategic plan through a balanced scorecard system

Finance & Income generation

Aim 9: Ensure Start360 has the financial resources to achieve its aims and priorities and these resources are effectively and efficiently planned, managed and reported on.

Priorities for 2022-25:

- Develop, implement and review an income generation strategy to increase the sustainability of Start360’s income



Measures of Success

The primary measures of success for Start360 over the period of the strategy will be:

- An increase in the number of people in need who use our services;
- Quality of service provided to service users;
- Increased presence within Northern Ireland;
- Development of a Social Enterprise;
- Improved service-user satisfaction with Start360; and
- Research published and evidence it has influenced change.

Start360 want to be recognised as an excellent, professional service delivery organisation which supports service-users with tailored solutions that meet their needs, in the moment. We want to provide the right service by the right people, at the right time, in the right place.



Our Services

Start360 currently delivers 25 services, under the key areas of health, justice and employability, with 86 staff and an annual budget of approximately £3,500,000.

Health

| | |
|-------------------|--|
| AD:EPT | Substance misuse intervention service for individuals across the Prison Estate in Northern Ireland |
| Connections North | Community Alcohol and Drugs Information and Networking Service responsible for the development and delivery of an integrated education and prevention plan in the Northern Trust area to raise awareness of the impact of drugs and alcohol locally, under the direction of the PHA and the Northern Drug & Alcohol Co-Ordination Team (NDACT) |
| Connections South | Community Alcohol and Drugs Information and Networking Service responsible for the development and delivery of an integrated education and prevention plan in the Southern Trust area to raise awareness of the impact of drugs and alcohol locally, under the direction of the PHA and the Southern Drug & Alcohol Co-Ordination Team (SDACT) |
| DAISY East | Substance misuse service for young people aged 8-25 years Delivered in partnership with ASCERT across the Belfast and South Eastern Health and Social Care Trusts (BHSCT & SETrust) with Start360 as lead organisation |
| DAISY North | Substance misuse service for young people aged 8-25 years. Delivered in partnership with ASCERT across the Northern Health and Social Care Trust (NHSCT) with ASCERT as lead organisation |
| DAISY West | Substance misuse service for young people aged 8-25 years. Delivered in partnership with ASCERT across the Western Health and Social Care Trust (NHSCT) with ASCERT as lead organisation |

| | |
|--------------------------------|--|
| Dual Diagnosis Service | Dual Diagnosis Service for Young People within the Belfast & SE Trusts – Specialised therapeutic support for those with mental health issues who also misuse alcohol |
| Lads2Dads | Accredited group work programmes available to young fathers aged 16 – 25 years across the Belfast Health and Social Care Trust area |
| YES One Stop Shop | Collaborative approach to dealing with the issues of young people aged 16 – 25 years in the Northern Trust (North) area |
| Prince’s Trust Support Service | Mentoring & support service for young people undertaking Prince’s Trust programmes |
| Protect Life – Belfast Trust | Mentoring services available to young people aged 8 – 21 years who are experiencing mental health issues, including self-harm and suicide, across the Belfast Health and Social Care Trust area |
| Protect Life – Southern Trust | Mentoring services available to young people aged 8 – 21 years who are experiencing mental health issues, including self-harm and suicide, across the Southern Health and Social Care Trust area |
| Targeted Lifeskills – North | Life Skills and Harm Reduction programmes to vulnerable young people aged 11-21 years who are using or at risk of using substances. Delivering in partnership with ASCERT as lead organisation |



Our Services



Our Services

| | |
|------------------------------|--|
| Targeted Lifeskills – South | Life Skills and Harm Reduction programmes to vulnerable young people aged 11-21 years who are using or at risk of using substances |
| Voices (Hidden Harm) – North | Therapeutic services for children, young people and families affected by parental substance misuse in Northern Trust area |
| Voices (Hidden Harm) – West | Therapeutic services for children, young people and families affected by parental substance misuse in Western Trust area |

Justice

| | |
|------------------------------|--|
| RDV | Transition service incorporating Throughcare for Veterans leaving custody |
| PAF Support Hub | Support service aimed at returning citizens on release to improve opportunities for education, training and employment |
| Mentoring & Advocacy Service | Holistic support service available to every individual within the Hydebank College and Women’s Prison |
| Engage Women’s Service | Mentoring & support service for female returning citizens on probation |

Employability

| | |
|-----------------------|--|
| Employability Service | Support offered to care experienced young people and staff throughout the Belfast Health and Social Care Trust dealing with employability needs. Delivered in partnership with Include Youth |
|-----------------------|--|

Mentoring Service
for Care
Experienced Young
People

Intensive employability mentoring support for care experienced young people within the Belfast Health and Social Care Trust

National Citizen's
Service (NCS)

Social action initiative for young people aged 15- 17 yrs. Consortium delivery – lead organisation: Co-Operation Ireland

Switch onto
Employment (SOE)

ESF project designed to meet the literacy and numeracy needs of young people aged 16 – 25 years who are unable to access education, training or employment



Our Services



External Landscape and Gaps

We are definitely living through interesting times. The world as we know it is changing before our eyes and for many, it is not for the better. Economic statistics demonstrate that we are a more equal society, however the marginal gains quoted for those less well-off are not enough to provide them with a decent life. Covid-19 has magnified these issues.

The most vulnerable are still in poverty of wealth, health and social worth. As a result, our analysis is there will be an increase in demand for the services offered by Start360.

The following external analysis, was undertaken to inform the new strategy. We have identified the following key challenges to be considered and addressed in the 2022-25 strategy.

Gearing up for increased and new demand for services

- Increase in need and demand for support from vulnerable people of all ages in the areas of: health, justice and employability
- Impact of welfare reform
- Changing, more complex needs emerging
- Remodelling of central and local government towards local, community-based, population models

Levels of funding

- Less public expenditure and over time, loss of EU subsidies
- EU programme opportunities
- More emphasis on earlier interventions, prevention and promotion from governments (North and South)
- Improved public finances in RoI and presence there would retain EU options
- Competing for contracts and limited resources

Public perception

- Lack of awareness and sometimes support for organisations assisting the most vulnerable in the criminal justice arena

Political changes within and across governments in Ireland

- Aligning strategy to the new NI Programme for Government (PfG) and the outcomes-based framework
- Structural changes in government, with reduced departments and reconfiguration of decision-making networks
- HSC and HSE reorganisation
- Local government reform and community planning



Funder demands: more for less

- Procurement policy focusing on VFM and low cost
- Acknowledgement public sector has less access to resource

Keeping pace with new technologies

- Use of social media, especially young people
- New models of practice with technological elements e.g. Apps

Mobile work technologies

Potential for new Collaboration and Partnerships

Increased competition from other charities seeking expansion and resources

Aligning Start360's work to the Executive's performance indicators 2021-26 as public money will follow PfG commitments.

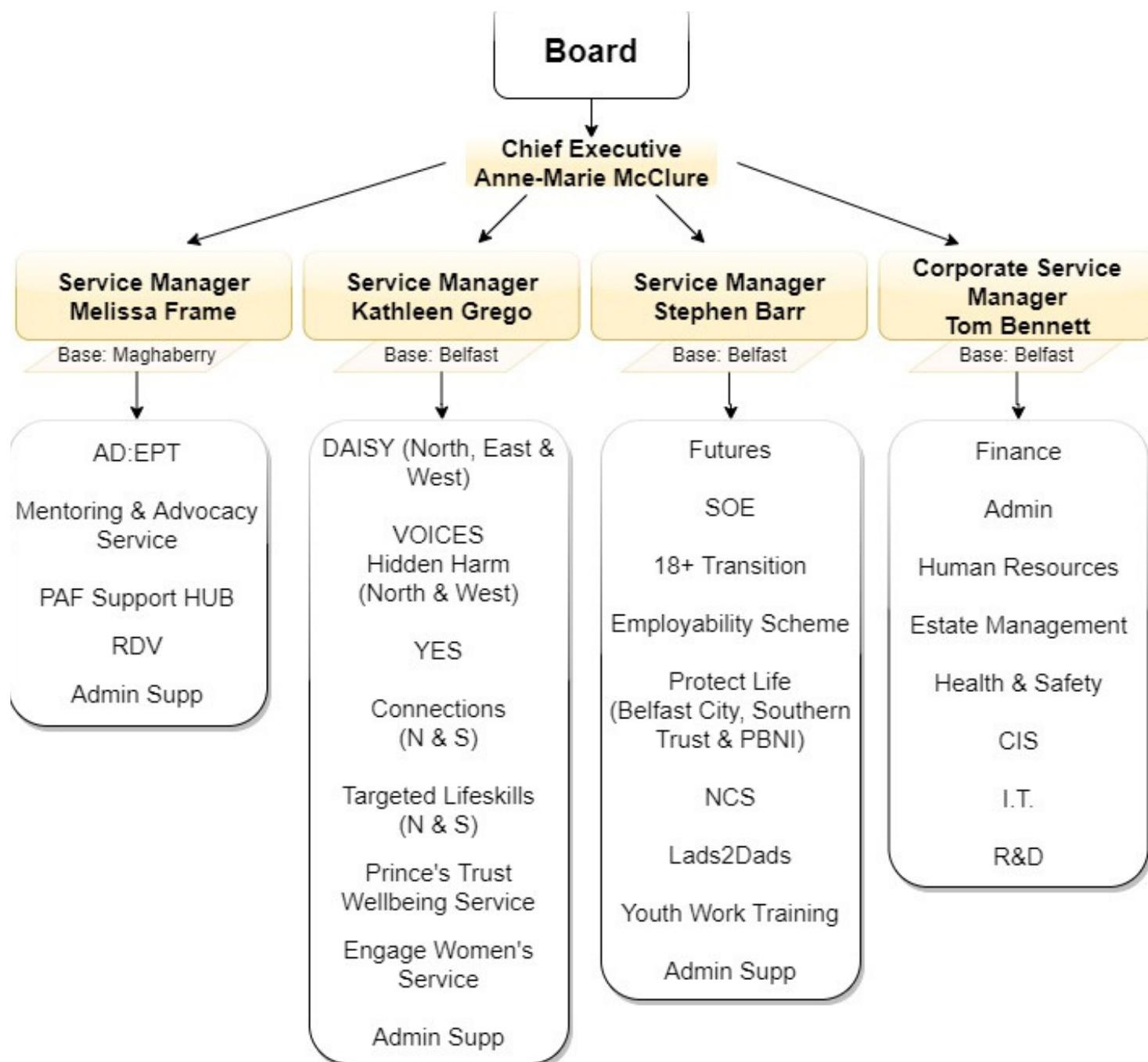
What does this mean for Start360?

1. Every member of the staff and Board of Start360 has their part to play;
2. The need to continue to innovate by developing services and blended interventions which meet the diverse and complex needs of our service users and their families (particularly post-COVID);
3. Exploration of the potential to expand into the rest of UK and Ireland;
3. Remain ahead of the curve in terms of measuring what we do;
4. Create opportunities to manage tighter and reduced public expenditure;
5. Put in place a cogent plan to become financially independent to include the development of a social enterprise;
6. Raise our profile by improving the public perception of those we work with;
7. Use technology to our best advantage; and
8. Actively pursue collaborative and partnership approaches which put our service users' needs front and centre.

Resourcing & Managing the Strategy

Organisational Structure

The organisational structure associated with delivery of the strategy is agreed as follows:



Annual Budget

The forecast budget for 2022-23 is attached as Appendix I. A summary is listed below along with a comparative figures.

| Annual Budget | 2020-21 | 2021-22 | Forecast 2022-23 |
|----------------------------|-------------------|-------------------|-------------------|
| Income | £3,285,919 | £3,089,211 | £2,511,996 |
| Less Operating Expenditure | £2,929,673 | £2,903,711 | £2,510,396 |
| Net Surplus | £356,246 | £185,500 | £1,600 |



Resourcing and Managing the Strategy

Risk Management

We will continue to maintain a risk register and review this quarterly or as risks arise. Reporting on risk management will be a regular agenda item.

Current areas at risk and to be regularly monitored are:

- Rapid and unexpected drops in funding
- Reputational damage due to poor practice or reported failings, even if by others in the field
- Reduced staffing levels due to lower income and therefore inability to deliver full services or to the agreed quality standards
- Expected increases in overhead costs, especially utility costs.

Monitoring, Reviewing and Reporting on Performance

Reporting on performance will be based on the strategy and scorecard commitments agreed and approved by the Board. This will form the largest part of the Board and Senior Leadership Team meeting agendas.

The Chief Executive Officer will provide monthly performance reports. This will facilitate a culture and system of scrutiny, accountability and continuous improvement.

In summary, our planning, monitoring and review cycle is as follows:

| Planning & Review Level | Expectation |
|-------------------------|--|
| Board | A full annual review of the Strategy. Quarterly operational report based on scorecard measures and agreed action plan. |
| Senior Leadership Team | Monthly review of performance against scorecard measures and agreed action plan Six-monthly review of the strategy Six weekly formal review of senior managers' performance. |
| Staff | Six monthly review of strategy and staff involvement in setting specific scorecard measures and action plan. Six weekly formal review of staff performance |