



Building on What We Do

Strategy 2017-2022

Reviewed February 2020

1. Introduction and Background

Start360 is a cutting-edge provider of support services to young people, adult offenders and families. We provide a range of services and interventions targeting the health, justice and employability needs of our service users.

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.

These include:

- Family support
- Mentoring
- Counselling
- Advocacy
- Family Systemic therapy
- Group work
- Play therapy
- Auricular acupuncture
- Heart Math
- Intensive residential experiences.

Start360 services provide the support, facilitation and encouragement required to assist service users and their families overcome the challenges associated with:

- Mental health
- Suicide and Self-Harm
- Substance use
- Employability
- Offending behaviour and
- Other risk-taking activities.

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 services are built on evidence-based practice. With support from our partners 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 those whose opportunities in life are restricted by their behaviour and/or environment.

Start360 currently employs 86 staff and has offices in Belfast, Derry, Ballymena (2), and Lurgan. In addition, we have teams located in Hydebank College, Maghaberry and Magilligan Prisons. The organisation delivers 26 services in total.

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.

2. Start360’s Strategy at a Glance

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 2020-2022 (reviewed 2020)

Vision: <u>Every Person Stronger</u>		Mission: <u>Change Starts Here</u>		
Values:	Accept	Challenge	Engage	Deliver
Strategic Aim:				
To increase the positive impact on the lives of the most vulnerable in society by: <ul style="list-style-type: none"> - providing leading edge support that works for them; - improving the range of services offered to people who choose to engage with us; - expanding our reach through partnership and networking; and - becoming more financially secure. 				
Scorecard:	Strategic Priorities:			
Service User & Stakeholders	Growth	Quality	Finance	Networks
Processes & Operations				
People & Innovation				
Finances & Resources				
HEALTH				
JUSTICE				
EMPLOYABILITY				

Translating these priorities into action is crucial. Start360’s use of the Scorecard, a renowned strategy performance management tool, highlights the continually reviewed series of measures, targets and initiatives which, if acted on, will ensure the plan will be delivered.

3. Our Mission, Vision and Values

Start360's enduring **Mission** is:

Change Starts Here...

Vision

Every person stronger...

We want to create and contribute to a society that can provide support for those who are at risk of becoming vulnerable and need some help to get back on track and reach their full potential.

We want to see a world in which:

- Everyone has a real chance to thrive;
- Individuals are respected for their potential and are not judged solely on their current circumstances;
- People are allowed time to find their way of developing and growing into the person they aspire to be;
- Need is dealt with by the right people, at the right time, in the right place.

Start360 in Numbers

19,871 Service Users

86 Staff

8 Volunteers

27 Services

10 Core Interventions

11 Board Members

8 Offices

5 Managers

1 Mission

April 2020

ACED Values

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

Start360 Values	What this means for us and our service users...
Accept and Respect	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.
Challenge and Change	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.

Start360 Values	What this means for us and our service users...
Engage and Empower	<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.</p> <p>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>
Deliver	<p>We believe in the right intervention, delivered by the right person, at the right time, in the right place.</p> <p>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.</p>

Start360's Strategic Aim

Our aim for the period 2017-22 is:

To increase the positive impact on the lives of the most vulnerable in society by:

- providing leading edge support that works for them;
- improving the range of services offered to people who choose to engage with us;
- expanding our reach through partnership and networking; and
- becoming more financially secure.

Our Strategy 2017-2022

In order to achieve this, we have developed a five-year strategy and scorecard which includes a programme of work that 'builds on what we do' to support our service users in a way which leaves them more resilient and ready for change. It is our intention that the strategy will:

- Expand our service reach to more people, in more places;
- Create opportunities for our services to be developed and delivered across Ireland and in Great Britain;
- Make us stronger and more resilient by becoming more financially secure;
- Position ourselves to work collaboratively with a range of stakeholders and potential partners across sectors;
- Have modern, integrated technologies that allow us to work efficiently and effectively, regardless of location; and
- Have an active and engaged board, workforce and volunteers.

We want Start360 to be recognised as an excellent, professional service organisation which supports service users with tailored solutions that meet their needs, in the moment.

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;
- Improved service user satisfaction with Start360; and
- Research published and evidence it has influenced change.

4. Start360's Services

Start360 currently delivers **26 services/programmes**, under the key areas of **health, justice and employability**, with **86 staff** and an annual budget of approximately **£3,500,000**.

Our services:

Health		
1	AD:EPT	Substance misuse intervention service for individuals across the Prison Estate in Northern Ireland
2	Connections Northern	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)
3	Connections Southern	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)
4	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
5	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
6	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 (WHST) with ASCERT as lead organisation
7	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

8	Lads2Dads	Accredited group work programmes available to young fathers aged 16 - 25 years across the Belfast Health and Social Care Trust area
9	YES One Stop Shop	Collaborative approach to dealing with the issues of young people aged 11 – 25 years in the Northern Trust (North) area
10	Prince's Trust Support Service	Mentoring & support service for young people undertaking Prince's Trust programmes
11	Protect Life	Mentoring services available to young people aged 8 - 21 years who are experiencing mental health issues, including self-harm and suicide, across the Belfast and Southern Health and Social Care Trust areas
12	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
13	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
14	Voices (Hidden Harm) – North	Therapeutic services for children, young people and families affected by parental substance misuse in Northern Trust area
15	Voices (Hidden Harm) – West	Therapeutic services for children, young people and families affected by parental substance misuse in Western Trust area
16	Foster Care Support Service (Pilot)	Mentoring & support service for Foster carers available in the Belfast Trust Area
17	LAC Support Service (Pilot)	Mentoring & support service available to Looked After Children in the Belfast Trust.

Justice		
18	RDV	Transition service incorporating Throughcare for Veterans leaving custody
19	PAF Support Hub	Support service aimed at returning citizens on release to improve opportunities for education, training and employment
20	Protect Life Service	Mentoring & support services available to individuals on Probation across Northern Ireland
21	Mentoring & Advocacy Service	Holistic support service available to every individual within the Hydebank College and Women's Prison
22	Engage Women's Service	Mentoring & support service for female returning citizens on probation

Employability		
23	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
24	Mentoring Service for Care Experienced Young People	Intensive employability mentoring support for care experienced young people within the Belfast Health and Social Care Trust

25	National Citizen's Service (NCS)	Social action initiative for young people aged 15- 17 yrs. Consortium delivery – lead organisation: Co-Operation Ireland
26	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
27	Futures – Peace4Youth	Collaboration between BMET and NIHE to deliver peace capacity building and community relations training/capacity to young people aged 16-25 years deemed NEET or at risk of becoming NEET

5. Landscape and Gaps

We surely live in 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 but 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 further.

The most vulnerable are still in poverty of wealth, health and social worth. As a result, our analysis is that 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 up and until 2022.

- 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 NI Programme for Government (PfG) and the new 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 2016-21 as public money will follow PfG commitments.

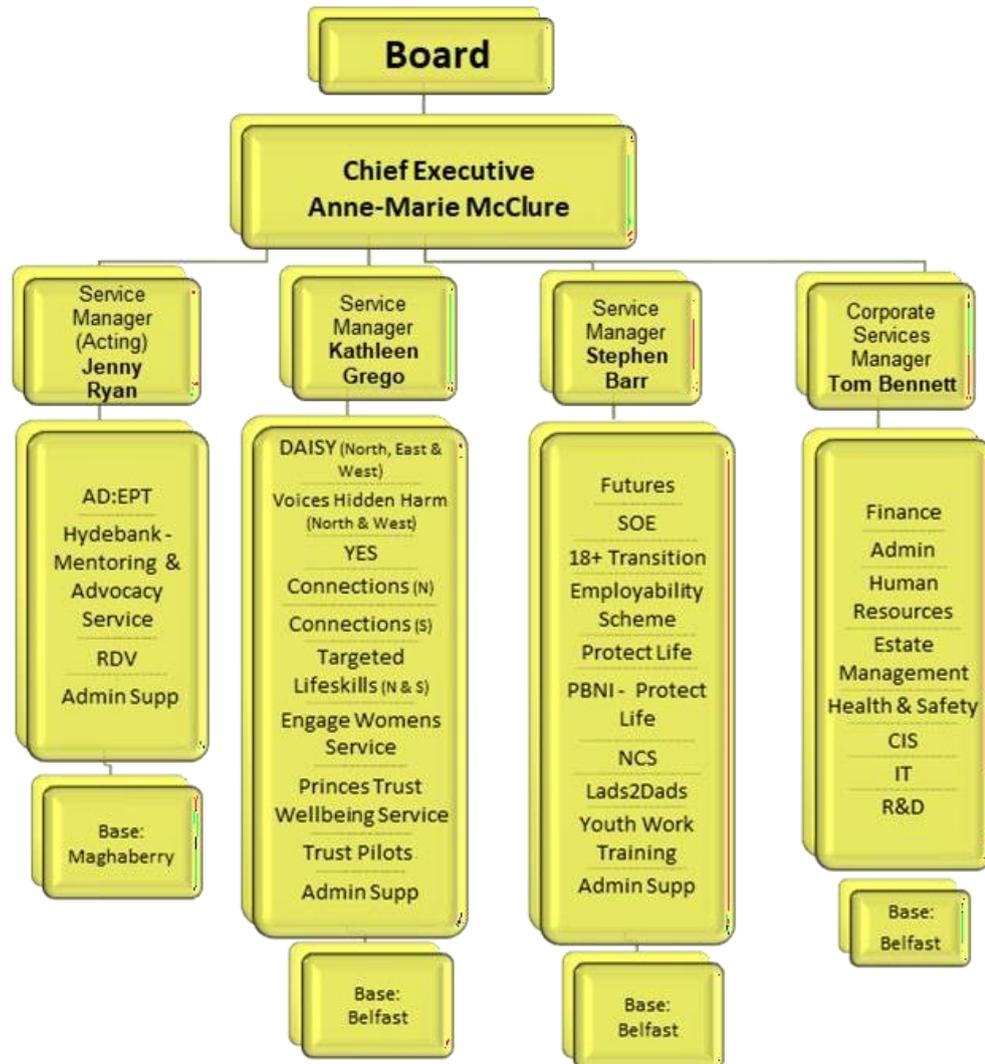
What does this mean for Start360?

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-19);
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;
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.

6. Resourcing and Managing the Strategy

Organisation Structure

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



Annual Budget

The forecast budgets for the period 2020-22 are based on the likelihood income will remain constant at approximately £3,500,00 per annum

Start360 intend to manage our annual budget by:

- Monthly ARC meetings
- Transferring financial systems to Quick Books by March/April 2020;
- Reviewing our financial reporting mechanisms to ensure level of expenditure is monitored closely;

- Identifying the funding gaps in core and implement strategies to reduce overheads where possible;
- Ensuring each department reviews spend and makes all potential savings possible; and
- Incorporating all staff in a renewed and targeted fundraising strategy.

Financial 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:

- Covid-19 related issues for staffing and delivery of services;
- 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;
- 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 meeting agenda.

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 and Review Level	Expectation
Board	Six-month review of performance against strategy and a full annual review. 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 Four/Six weekly formal review of senior leaders' performance.
Staff	Six monthly team review of strategy and staff involvement in setting specific scorecard measures and action plan.