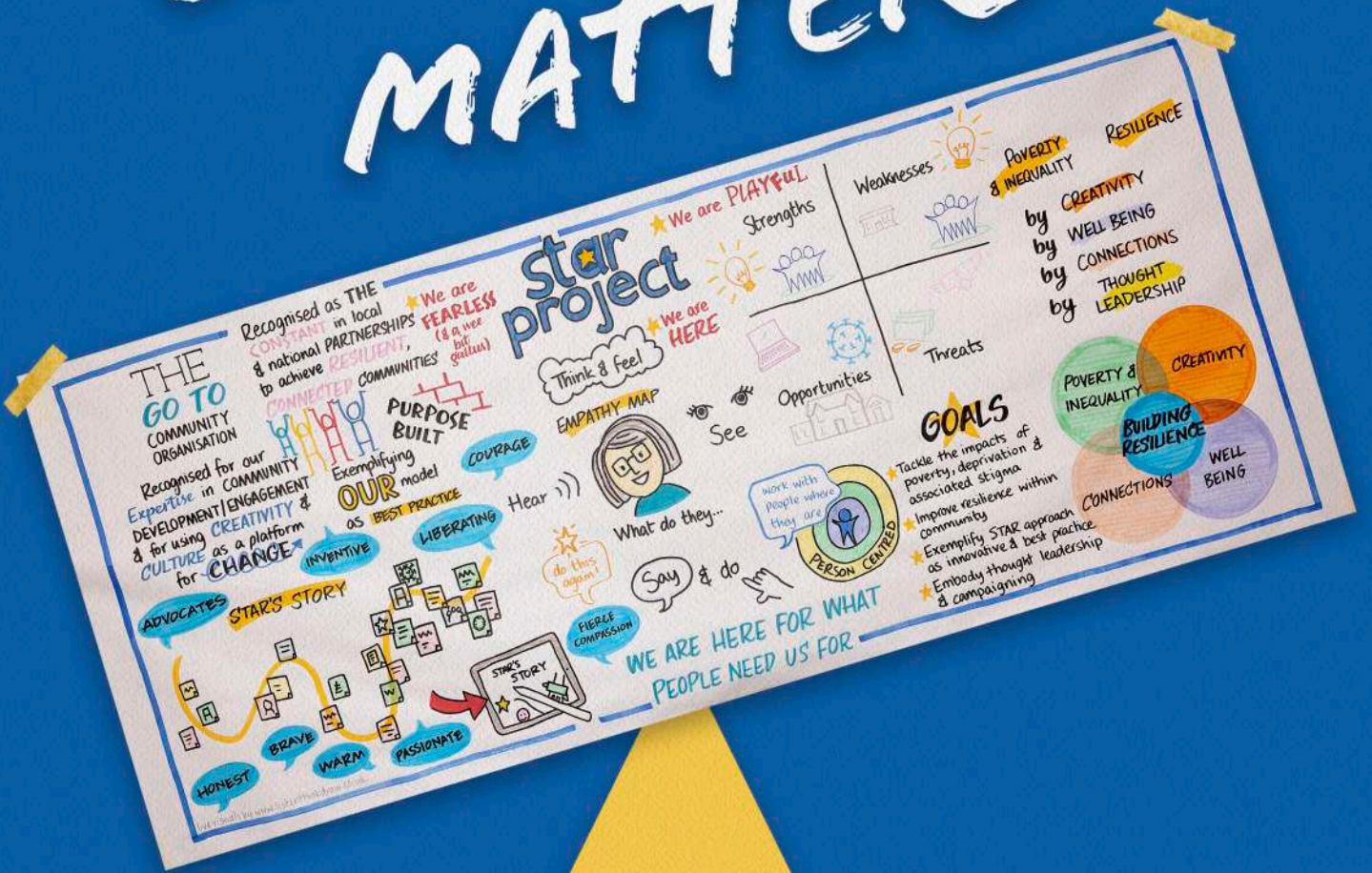


# star project

## Strategic Plan 2021-2024

# COMMUNITY MATTERS



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Alice in Wonderland

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Japanese Proverb



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*"Today you are you, that is truer  
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Dr Seuss

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Even if you miss, you'll  
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*"A goal without a plan is just a wish" - Antoine de Saint Exupéry*

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*"I like the impossible because there is less competition" - Walt Disney*

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*"You must be the change you wish to see in the world" - Gandhi*

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*"Not knowing when the dawn will come. I open every door" - Emily Dickinson*

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*"Play by the rules but be ferocious" - Phil Knight*

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*"Alone we can do so little; together we can do so much" - Helen Keller*

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*"A little magic can take you a long way" - James and the Giant Peach*

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*"You don't have time to be timid. You must be bold and daring!"  
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*"We are not makers of history, we are made by history"  
Martin Luther King, Jr.*



THE  
GO TO  
COMMUNITY  
ORGANISATION

# 1. Introduction

*"Every adventure requires a first step" - Alice in Wonderland*

**The STAR Project (est. 1999) is an award-winning community organisation that delivers long lasting positive social outcomes, building safer, more connected and resilient communities in Renfrewshire.**

Community members access the Project through agency referral or word of mouth and throughout our Support, Equip, Include strategy (2016-2021), we have worked with a total of 22,296 individuals in more than 300 different ways.

STAR Project has a solid track record of positive impact across vulnerable or disengaged individuals, families facing disadvantage and likely poor outcomes. In the heart of the multiply deprived area, where individuals and families face well documented challenges, we facilitate opportunity and aspiration, boost life chances, engender community ownership and celebrate every success.

Over the last 5 years the project has gone through a period of change in recognition of the need to continually develop to meet emerging needs and increasing demand, move towards greater sustainability, and of course, in response to the pandemic. With recent decisions to remain a company limited by guarantee, renew our Articles of Association, and the appointment of a new Chairperson, the Project is now embarking on an ambitious and exciting plan for 2021-2024.

Our Community Matters strategy focuses on tackling the impacts of poverty, deprivation and associated stigma prevalent in our communities through a systemic approach to building resilience. We aim to apply this across all our group, individual and community services and supports through the themes of **wellbeing, connections, and creativity**, recognising what our people and communities told us helped them through the pandemic, what they need most to recover and move forward and that we all have a right to thrive.

The logo for STAR Project features the word "star" in a blue, rounded font with a yellow star inside the letter 'a', positioned above the word "project" in a larger, blue, rounded font.

We will utilise **creativity**, culture and playfulness as a conduit for expression, exploration and positive change; recognise the importance of our **wellbeing** and emotional health, inspiring confidence, hope and aspiration; Improve **connections**, and recognise the loss or lack of them, to self, others and wider community, thus creating a more sustainable impact and a robust platform for change and growth (see Appendix 8 for Our Rationale).

This plan has been developed over the course of 12 months working with the Project's Board, community, staff team, stakeholders and external facilitators to robustly plan for the future and ensure that STAR Project continues to deliver exceptional services and positive social change for the people of Renfrewshire.

## 2. Vision and Mission

*"Vision without action is a daydream" - Japanese Proverb*

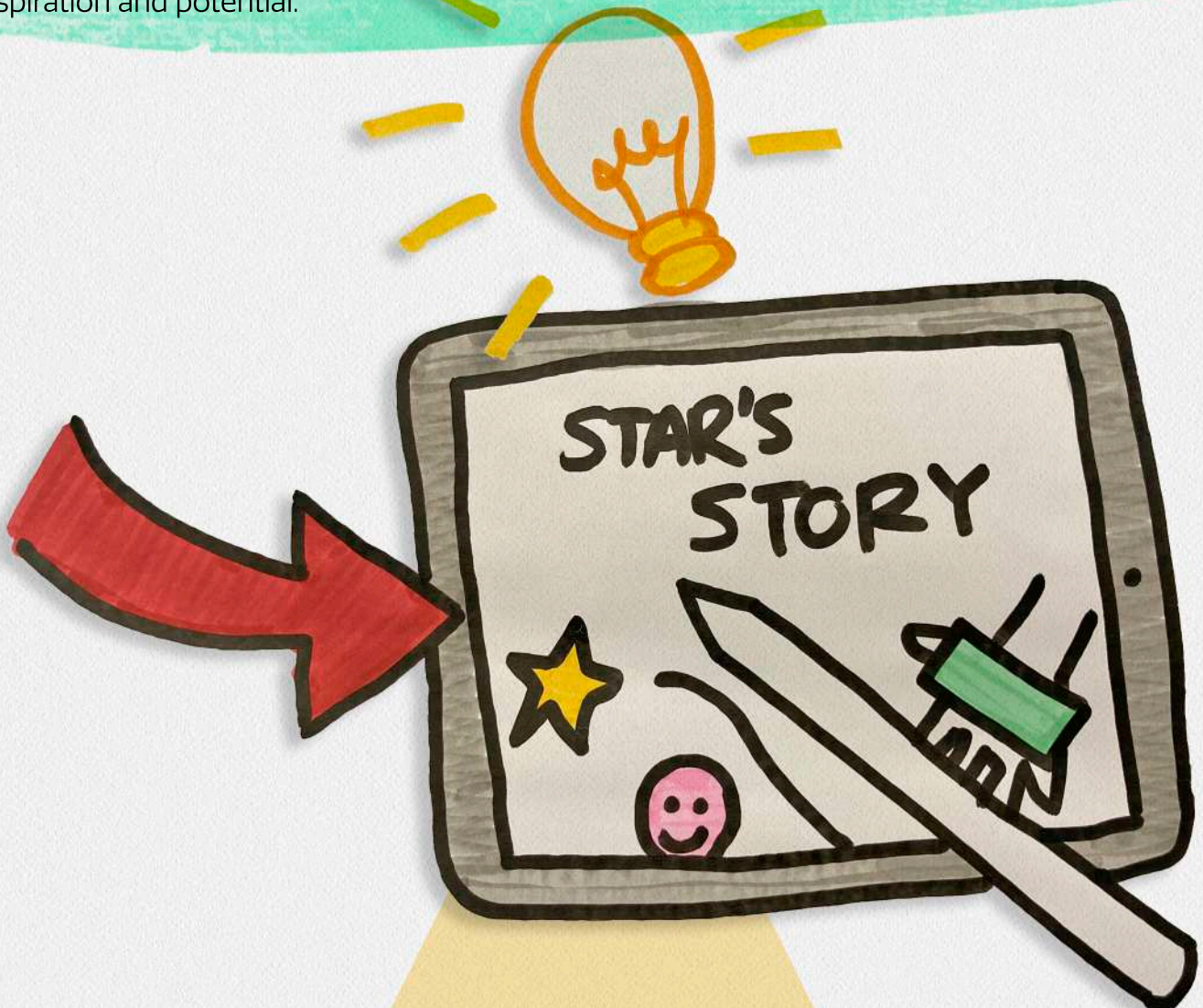
### VISION...

Our vision is safer, more connected and resilient communities where opportunity is equal and diversity is embraced.



### MISSION...

Using a person centred approach to build genuine positive relationships, we will deliver diverse, responsive and creative supports and services which recognise community need, aspiration and potential.



### 3. The essence of STAR

*"Today you are you, that is truer than true,  
there is no one alive who is youer than you" - Dr Seuss*

#### **WE ARE FEARLESS...**

Bold, sometimes brave and often opinionated (and a wee bit gallus), we stand up for what we believe is right. We say it as we see it and we make no apologies for expecting other services, supports and initiatives to be good enough for everyone. We are true to our word and transparent in our actions, trusted by partners and community alike. Social justice is what we're all about.



★ We are  
**FEARLESS**

## WE ARE PLAYFUL...

Play, fun and creativity are good for the soul and it rips right out of us at STAR! It's embedded throughout all our work and are the first qualities we look for when we are recruiting. We also know the extensive benefits of experiencing playfulness and creativity for both individuals and communities, and it's hunnners! Well known for our large scale community art projects, we believe that everyone should be able to access creative and playful experiences. We never run out of googly eyes, glitter or PVA glue and we love a bad pun.



★ We are **PLAYFUL**

# ★ We are HERE

## WE ARE HERE...

Our universal approach means we are here for everyone, whatever they might need. We don't target our services, we don't like labels and we tackle stigma wherever it raises its head. We work with compassion and empathy, at the persons pace, and tailor supports to fit the individual or community. We value and accept people for who they are and what they aspire to be, offering a safe platform for change, exploration and growth. We don't just meet people's needs, we meet them in their need.



WE ARE HERE FOR WHAT  
PEOPLE NEED US FOR



# 4. Goals and Strategic Aims

*"Shoot for the moon. Even if you miss, you'll land among the stars." - Les Brown*

Our forthcoming goals and aims derive from our extensive monitoring and evaluation findings evidencing the need for wider community engagement, in considering the impact of Covid-19 on us and our community, of our ambitions to continue contributing to local and national strategic outcomes, and of the most appropriate application of the STAR Project model.

*We aim to:*

## GOAL 1.

**Tackle the impacts of poverty, deprivation, and associated stigma**

*We will achieve this by:*

**Strategy 1.**

Delivering a dignified and tailored response to all who engage

**Strategy 2.**

Facilitating supports and services that maximise income, resources, and equality of opportunity and access

**Strategy 3.**

Prioritising psychological, emotional and physical safety in all our engagements and interventions; Ensuring our practice continues to be trauma informed and 'safe' from the point of access

*We aim to:*

## GOAL 2.

**Improve resilience within our community**

*We will achieve this by:*

**Strategy 1.**

Ensuring capacity building is embedded throughout our organisation, services and programmes, creating a more sustainable impact and a robust platform for change and growth

**Strategy 2.**

Facilitating supports and services that maximise income, resources, and equality of opportunity and access

**Strategy 3.**

Recognising the importance of our wellbeing and emotional health and inspiring confidence, hope and aspiration

**Strategy 4.**

Improving connections, and recognising the loss or lack of them, to self, others and wider community

*We aim to:*

## GOAL 3.

**Exemplify the STAR Approach as innovative and best practice**

*We will achieve this by:*

**Strategy 1.**

Developing our training portfolio to increase income generation and showcase our expertise

**Strategy 2.**

Increasing our presence within, and contribution to, the areas of policy, research and innovation

*We aim to:*

## GOAL 4.

**Embody thought leadership and campaigning**

*We will achieve this by:*

**Strategy 1.**

Leading the way in putting our opinions out there and being opinionated and radical in our approach

# PERFORMANCE MEASURES

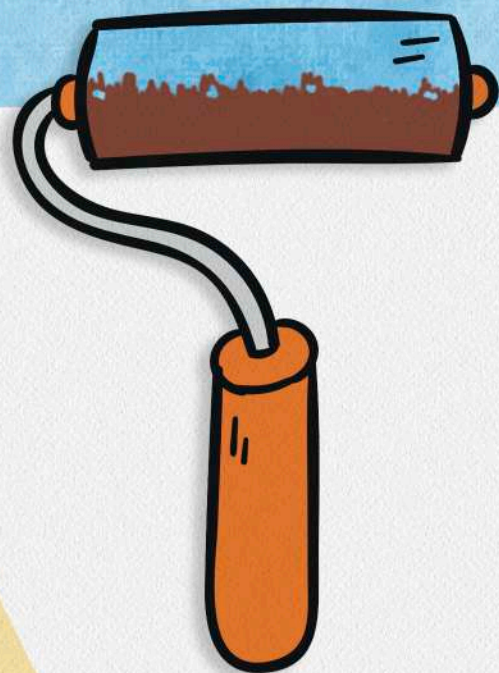
## How much are we doing?

- Overall footfall
- Engagement numbers per area of work
- Number of interventions/activities/events
- Media coverage
- Social media statistics
- Policy and research contributions
- Training/services delivered
- Income generated

## How well did we do?

- Internal M&E - qualitative/quantitative
- External impact evaluation
- Partner evaluations/feedback
- Referral analysis
- Case studies
- Performance reviews
- Supervision
- Reflective de-briefs

# GOALS



# star project

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