

star project

Strategic Plan 2025-2028

COMMUNITY MATTERS 2



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"Every adventure requires a first step"
Alice in Wonderland

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Japanese Proverb



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

★ We are
FEARLESS
★ We are **PLAYFUL**
★ We are
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*"Shoot for the moon.
Even if you miss, you'll
land among the stars"*
Les Brown

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*"Extraordinary claims require
extraordinary evidence"*
Carl Sagan



Appendices

1. Operational Plan

"A goal without a plan is just a wish" – Antoine de Saint Exupéry

2. Future Strategy Options Appraisal

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

3. SWOT

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

4. Our Business Approach

"Play by the rules but be ferocious" – Phil Knight

5. Our Partners

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

6. Our History, Approach, and Working in Renfrewshire

"A little magic can take you a long way" – James And The Giant Peach

7. Our Rationale

"You don't have time to be timid. You must be bold and daring!"

Lumiere, Beauty And The Beast

8. Our Achievements

"If you think you are too small to make a difference, try sleeping with a mosquito" – Dalai Lama

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 Community Matters strategy (2021-2024), we worked with a total of 26,398 individuals in more than 300¹ different ways.

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

Over the last 3 years STAR Project has gone through a rapid period of growth, some planned, and some a legacy of the pandemic and subsequent cost of living crisis; both resulting in unprecedented demand on our services. The staff team has therefore doubled by necessity and we continue to work on the renovation of the adjoining building to expand on our physical space.

Being cognisant of the need to continually develop to meet emerging and increasing demands, while driving for greater sustainability, STAR Project has decided to extend our current strategy and its themes, with slight revisions, for a further 3 year period. This decision was taken following extensive evaluations with our community and other stakeholders, as well as a thorough review of our Community Matters strategy 2021-24 as a whole (see Appendix 7 for Our Rationale).

The onset of Community Matters 2 will see STAR Project embark on an ambitious period of development for 2025-2028, allowing us to consolidate, reflect and evolve, while continuing to deliver impactful supports and services to those who need it most.

Our Community Matters 2 strategy focuses on tackling the impacts, and the associated stigma, of poverty and deprivation prevalent in our communities through a systemic approach to building resilience. We aim to apply this across all aspects of the organisation and our work through the themes of **wellbeing, connections, and creativity**, recognising what our people and communities told us helped them through the post pandemic period and cost of living crisis, what they need most to recover and move forward, and that we all have a right to thrive.

Our Resilience Model



Building resilience underpins our work within the themes, and encompasses all aspects of the wider organisation. Activity within our themes contributes to tackling the impacts of poverty and inequalities.

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We will continue to utilise **creativity**, culture and playfulness as a conduit for expression, exploration and positive change; recognise the importance of our **wellbeing**, emotional health and our human rights, 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.

This plan has been developed over the course of nine months working with the Project's Board of Trustees, community, staff team, and stakeholders to robustly plan for the future, ensuring 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 the best they can be 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 hunnors! 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.



Say & do

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 goals and strategic aims derive from extensive evaluations and analysis, evidencing a need for continued focus on tackling the scourge of poverty and deprivation, the post pandemic landscape and its impact on us and our community, and of our ambitions to be the best we can be, for our community, each other and ourselves.

We aim to:

GOAL 1.

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

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.

Utilising creativity, culture and playfulness as a conduit for expression, exploration and positive change

Strategy 3.

Recognising the importance of our wellbeing, emotional health, and our human rights, 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.

Promote the STAR approach and our values through thought leadership, influencing and campaigning

We will achieve this by:

Strategy 1.

Developing our training portfolio to increase income generation, showcase our expertise, and widen learning opportunities for the community

Strategy 2.

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

Strategy 3.

Leading the way by speaking truth to power and being fearless and radical in our approach

Strategy 4.

Championing social justice by using an evidence based challenge to structural inequalities and stigma



GOALS

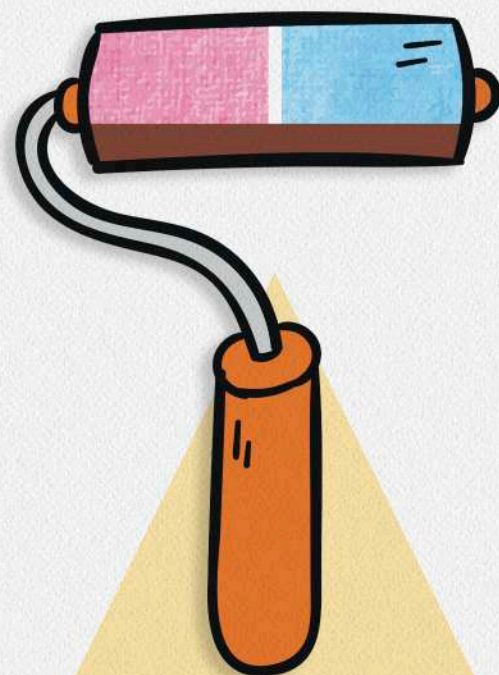
PERFORMANCE MEASURES

How much are we doing?

- Footfall
- Engagement numbers
- Number of outputs
- Media coverage
- Social media outputs
- Policy/research contributions
- Team CPD/Training
- Partnership numbers
- Funding/Funder tracker
- Budgets/Expenditure
- Income generated

How well did we do?

- Internal M&E – qualitative/quantitative
- External impact evaluations
- Evaluations/feedback
- Referral analysis
- Team wellbeing
- Performance reviews/supervision
- Reflective debriefs
- Reports on outcomes
- Income tracker
- Social media statistics
- Reviews/testimonials



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