Star Throwers
Cancer Support Charity

A Strategy for Star Throwers Cancer Support Charity

A five-year strategic plan (2025 to 2030)



Personalised Support, Continuity of Care, Making a Difference

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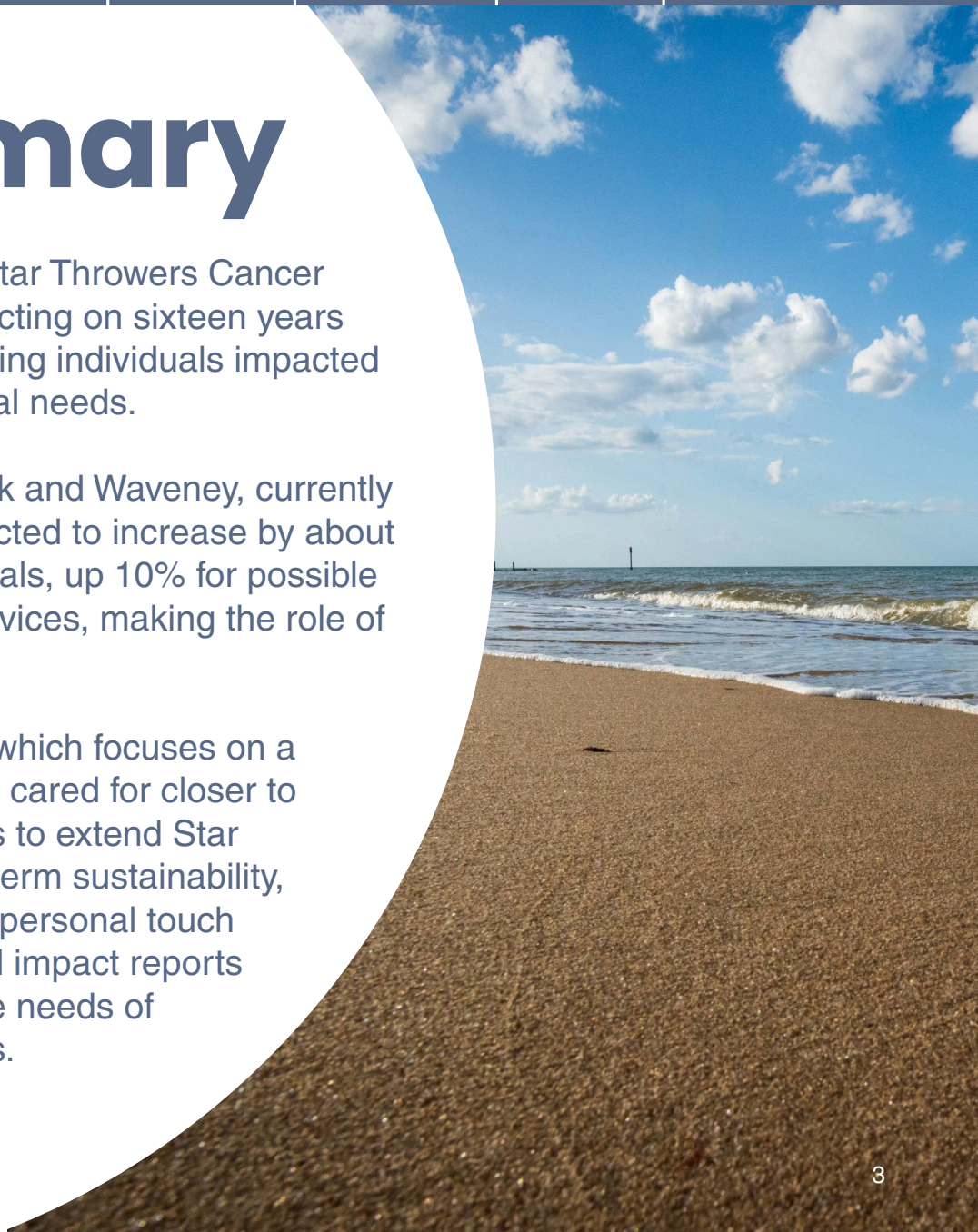
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Executive summary

This strategic plan presents a comprehensive overview of Star Throwers Cancer Support Charity's commitment and strategic direction. Reflecting on sixteen years of service, it underscores the charity's dedication to supporting individuals impacted by cancer, addressing their physical, emotional, and practical needs.

It highlights the rising number of cancer diagnoses in Norfolk and Waveney, currently between 6,500 and 7,400 annually, with national rates expected to increase by about 3% each year as the population ages. Increased NHS referrals, up 10% for possible cancers, have placed significant pressure on healthcare services, making the role of charitable support more crucial than ever.

This refreshed five-year strategy aligns with the NHS Plan, which focuses on a Neighbourhood Health Service to enable more people to be cared for closer to home. This strategy identifies clear goals and core initiatives to extend Star Throwers' reach, enhance service quality, and ensure long-term sustainability, while preserving the community based support, values and personal touch for which the charity is known. Annual operational plans and impact reports will be developed to guide implementation, ensuring that the needs of those affected by cancer remain at the centre of all activities.



Vision, mission and values



Our vision

To provide an individually focused support service for people affected by cancer.



Our mission

We will work together to put the needs of people affected by cancer at the centre of everything we do.



Our values



We treat people with respect and dignity

We will aim to put the needs of each individual at the heart of everything we do and work in a professional manner at all times.

We enhance the lives of people affected by cancer

Using our cancer specialism to enable people affected by cancer to become better informed about their diagnosis and treatment options and improve their well-being.

We have integrity and trust

We will maintain high levels of confidentiality to protect our service users, volunteers, and supporters. We will be transparent and honest in all aspects of our work.

We are collaborative and inclusive

We will aim to achieve more by working together collaboratively to ensure that everyone feels respected, valued, and supported.

We strive for excellence

We will strive to produce support and information of the highest evidence-based quality, continuously improving and reviewing everything we do.

Strategic objectives



Strategic objectives

To achieve our vision and mission, and to remain future-ready, Star Throwers will focus on the following **six strategic** objectives over the next five years:

1. Preserve the ‘essence’ of Star Throwers, always ensuring the cosy, safe and personalised feel remains.
2. Expand reach and accessibility of our cancer support services, increasing numbers of referrals and optimising the use of the facilities available to us.
3. Enhance the quality and breadth of support services offered to those affected by cancer.
4. Strengthen financial sustainability through diversified funding streams and efficiencies.
5. Develop and build strong partnerships to increase impact and advocacy for those affected by cancer, especially for marginalised groups.
6. Foster organisational excellence through robust governance and staff development.

Key strategies and actions



1 Preserving the ‘essence’ of Star Throwers

As Star Throwers grows and adapts, it is vital to retain its hallmark, the quality, welcome, cosiness, safety, and personalised care for which the charity is already known. The charity will:



Maintain small-group and one-to-one personalised support models to foster trust and build meaningful relationships.



Celebrate stories of impact and resilience, inspiring hope within the community and among team members.



Continue and develop the charity shop and retail delivery model.



Maintain the same level of existing cosiness/ homeliness in any refurbishments.



Continuously seeking feedback from those supported and, if appropriate, incorporate this into service design and delivery.



Uphold professional standards while remaining flexible, compassionate, and attentive to the needs of every individual.



Expanding reach and accessibility

To truly serve all people affected by cancer, Star Throwers will actively seek to identify and reach those who may not currently access its services. Key actions include:

- Partner with Norfolk charities and the NHS to assess community cancer care needs.
- Expand the availability of nurse led clinical information support sessions.
- Expand services for lymphoedema, nutrition, and counselling.
- Increase services for hereditary cancer, men's cancers, colorectal and lung cancers, and advanced planning information planning support based on assessment findings.
- Offer a commissionable rehabilitation package to the local NHS.
- Offer extended hours, including evenings and weekends, for better accessibility.
- Partnering with other charities, offer an outreach cancer support package to marginalised groups such as the homeless, those in prison, travellers, and those with learning difficulties.
- Improve centre room utilisation from the existing 40% to 90% and refurbish the centre to increase delivery capacity and improve client experience.
- Run outreach campaigns via digital platforms, local media, and community partners to increase awareness.
- Grow online and remote support options to reach people regardless of location.
- Market Star Thrower's services more with GP surgeries, community centres, and businesses.



Enhancing quality and breadth of support services

Star Throwers' will grow in what its does well and bring on new support services that are needed with the community. Building upon this, the strategy will:

- Regularly review and update support offerings, including clinical information sessions, counselling, workshops, nutritional guidance, complementary therapies, and practical advice.
- Add evidence-based complementary therapies like yoga and mindfulness to boost well-being.
- Expand peer support groups in person and online for greater community connection.
- Create the 'Star Throwers Resource Hub' with professional-curated information, self-help tools, webinars, and FAQs.
- Use a feedback system to continually align services with cancer community needs.

4 Strengthening financial sustainability

Financial sustainability is vital for ongoing service delivery into the future. To secure this Star Throwers will:

- Diversify income through individual giving, commissionable services, and targeted legacy donation campaigns.
- Build partnerships with corporations for sponsorships and cause marketing.
- Seek grants from trusts, foundations, and statutory bodies to fund operations and new services, including multi-year grants for stability.
- Host major fundraising events and encourage community-led initiatives like charity skydives, crowdfunding, and awareness campaigns.
- Create a strong volunteer programme to support fundraising and expand capacity.
- Increase volunteer delivered therapies.
- Improve financial probity, planning, and risk management for long-term stability.



Developing and building strong partnerships and advocacy

No single organisation can address the full spectrum of needs experienced by those affected by cancer. Working together, as a collaborative will increase what is available to people affected by cancer in Norfolk. Star Throwers will:

- Expand and build existing and new partnerships with other local cancer charities, the NHS, oncology, and palliative care teams to coordinate and streamline local support for improved service sign posting.
- Engage and collaborate with the local community, as well as partner with local corporations to source volunteer talent.
- Work with other charities/ healthcare providers to ensure we are not duplicating services and support offers ensuring we work together to ensure gaps in provision are met.
- Collaborate with schools, employers, and councils for cancer awareness and supportive policies.
- Support or lead advocacy campaigns locally and nationally to represent the Star Throwers community.



Fostering charity excellence

- Regularly assess governance to maintain a diverse, experienced Trustee Board.
- Recruit additional specialised staff such as for lymphoedema, nutrition and counselling.
- Prioritise staff and volunteer wellbeing, offering training, recognition, and progression opportunities to retain talent and nurture leadership.
- Developing a strong and reliable delivery model through ensuring no single point of dependency and implementing succession planning.
- Support ongoing staff and volunteer development, with an emphasis on communication and good organisational culture.
- Enforce strong safeguarding and quality standards throughout the charity.
- Promote openness, learning, and well-being.
- Seek environmental sustainability opportunities.
- Leverage technology (such as online booking system and power BI) to streamline operations, improve service delivery, offer alternative support solutions and reduce costs.

Measuring success: KPIs



Measuring success: key performance indicators (KPIs)

The effectiveness of this strategy will be monitored by the Board of Trustees and measured through clear, transparent metrics and regular review. Key performance indicators may include:

1. Count of individuals and families assisted, including referral routes, tumour groups, and new clients (measured annually).
2. Client satisfaction and outcomes aligned to the National Cancer Patient Experience Survey and Quality of Life will be tracked quarterly through surveys and case studies, with specific focus areas such as patient experience, emotional support and follow up care.
3. Annual increase of 30% in the number of skilled/practical volunteers and a 15% increase in supporter engagement.
4. Annual income growth of 50% and a 15% increase in financial reserves.
5. Number of individuals from marginalised groups supported.
6. Number of strategic partnerships formed, and joint initiatives started.

Regular annual reviews will ensure the strategy remains responsive to emerging needs, opportunities, and challenges.

Implementation timeline



Year 1



- Complete needs assessment, undertake refurbishment, extensively promote the charity, strengthen operational and financial governance, develop partnership with local cancer charities and the NHS, and submit bid for a multi year grant to expand lymphoedema, nutritional and counselling services.
- Optimise the charity retail delivery model.
- Increase fundraising activities.
- Develop volunteer strategy and recruit new volunteers.

Year 2



- Expand existing services, clinical information support, nutrition, and counselling.
- Enhance the portfolio of services, focussing on colorectal and lung cancer, hereditary cancer, men's cancers and advanced planning information support and virtual support services and the roll out additional associated support groups.
- Launch outreach services to marginalised groups. Maintain retail and increase fundraising activities year on year.

Year 3



- Expand, deepen community engagement and strategic partnerships, and increase legacy giving.
- Expand outreach services to marginalised groups.
- Maintain retail and fundraising activities year on year.
- Submit bid for a multi year grant for continuation of established services.

Year 4–5



- Evaluate impact, refine services based on feedback, and strengthen organisational capacity to ensure sustainability.
- Maintain retail and fundraising activities year on year.



Strategic risk management



Strategic risk management

Risk Type	Mitigation Strategies
Financial risks	Finance Sub Committee regular financial reviews, scenario planning, income diversification strategies.
Reputational risks	Transparent communication, robust safeguarding, clear policies on confidentiality.
Operational risks	Investment in staff retention, training and development, digital infrastructure, contingency plans for service continuity (e.g., in the event of another pandemic. Implement a Volunteer Strategy.
Statutory funding risks	Regular communication with local NHS commissioners to assess priorities, timelines, and funding available.
Legislation risks	Keep abreast with future legislation changes through regular communication with NVCO.

Communication & stakeholder engagement



Communication and stakeholder engagement



Updates

Ensure transparent, regular updates to volunteers, beneficiaries, supporters, funders, and the community.



Promotion

Promote and market Star Throwers services widely, particularly in NHS oncology departments and primary care settings.



Impact report

Release an annual impact report covering results, challenges, and finances.



Feedback

Gather feedback via surveys, forums, and events.



Media and digital

Use media and digital channels to promote Star Throwers' mission and impact.

Conclusion

Star Throwers Cancer Support Charity stands at a pivotal moment in its journey to optimise its impact and reach.

By implementing this strategy, we aim to strengthen our already much valued foundation, innovate in our support services, and ensure that every individual facing cancer within our community feels empowered, informed, supported, and cared for.

With collaboration, compassion, and determination, progress can be made towards a continued and sustainable future for the charity.



Acknowledgements

The Trustees sincerely thank all staff, volunteers, and community members for their valuable input during the development of our five year strategic plan. Your feedback has been essential in shaping our vision and priorities.

This collective effort has ensured a robust and future-focused strategy grounded in our shared values. We appreciate your ongoing support and look forward to continuing our partnership for the benefit of our community.

Thank you,
The Trustees of Star Throwers

Star Throwers
Cancer Support Charity



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