

Three Year Strategy 2019 – 2022



Introduction

Motherwell's dedicated team of specialists provide support, education and advocacy to women and girls of all ages in Cheshire and beyond. From Trustees, through to staff and volunteers, the team is united in their commitment to bridging the gap in services for women and girls in need. Through courses, groupwork and counselling we support women to improve their self-advocacy skills, mental health and wellbeing

Women and girls can face many challenges throughout their lives, from physical and sexual abuse, pre- and post-natal complications, to mental health issues. Many of the women who Motherwell work with have experienced chaotic childhoods and have a history of trauma and abuse, which can contribute to ongoing difficulties in adulthood. For women living in the most deprived areas, health and social inequalities can compound these traumatic life experiences, creating a cycle of deprivation and disadvantage. All too often they fail to receive the correct support from statutory services or within their networks.

With the right education, support and skills, these women are able to flourish as role models and future leaders. Motherwell have created a community of women, run by women for women. Motherwell are embedded in their community and our community links allow us to adapt to the needs of the women and girls we support.

This strategy 2019-2022 document is the result of a review by Motherwell Trustees and staff of all aspects of our work. We have updated our Vision and Mission statements, to better reflect the change, growth and development of the organisation since our founding in 2015. We have also revised and developed our strategic goals to ensure that we continue to grow and develop and remain sustainable in order to support women and girls into the future.

Vision

Our vision is that women and girls are able to meet the challenges in their lives and access support, education and advocacy whenever they need it, in order to fulfil their potential.

Mission

Educate, inspire and empower all women and girls to improve their mental health and challenge the associated stigma.

Objectives

In order to achieve our mission, we aim to:

1. Expand our services for women and girls in Cheshire and beyond, allowing us to reach more people and change more lives;
2. Continue to grow as an organisation, developing and delivering new activities and projects and diversifying and maximising our income;
3. Maximise the skills and capacity of staff and volunteers, and create training opportunities for people who want to volunteer to support, develop, and extend our services;
4. Ensure appropriate premises and infrastructure are in place to support our continued development;
5. Ensure the appropriate governance and leadership to improve Motherwell's sustainability, allowing us to be forward looking and continue to provide high quality services that are responsive to the needs of our beneficiaries.

Strategic Goals

1. Expand our existing services for women and girls in Cheshire and beyond, allowing us to reach more people and change more lives;

To achieve this, we will:

- Focus on developing the Ellesmere Port pilot of our service model over the next 12 months
- Undertake careful monitoring and evaluation of the pilot project to measure and demonstrate its impact and to assess the feasibility of future 'franchise' models.
- Carry out a pre-project review of our monitoring and evaluation tools and systems, to ensure they are fit for purpose. We will also complete an evaluation of the pilot after 12 and 24 months, to inform the future expansion of the 'franchise' model.
- Following pilot evaluation, expand the geographic reach of our services, specifically in the North West of England over the next 3 years.
- Develop our existing service offer to include more holistic support for the women and girls we work with.

- Expand our services to diverse and marginalised groups of women and girls over the next 3 years.

YEAR 1	YEAR 2	YEAR 3
<p>Develop the pilot scheme for our franchise model, including full cost recovery budget for resourcing the project. Secure the pledged funding from Major Donor to implement the pilot scheme.</p> <p>Review our monitoring and evaluation tools, in order to best measure the impact of the pilot. Implement the pilot in Ellesmere Port, with an ongoing focus on monitoring and evaluating its impact.</p>	<p>Complete 12-month evaluation of Ellesmere Port pilot, to evaluate and assess the impact of the project and any successes and challenges identified.</p> <p>Develop the franchise model, informed by the findings of the pilot evaluation. This may involve external consultation support to assess the feasibility of the franchise model.</p>	<p>Complete 24-month evaluation of Ellesmere Port pilot, to evaluate and assess the impact of the project and any successes and challenges identified.</p>
<p>Develop the service offer for younger girls. Staff team to review and develop the current service offers across all services, with a focus on expanding the holistic nature of our work, according to need.</p>	<p>Service Manager to develop potential new services, designed to engage unreached marginalised groups of women and girls.</p> <p>CEO to research and explore funding opportunities for new services</p>	<p>Secure funding for new holistic services, as per Year 2.</p>

2. Continue to grow as an organisation; diversifying and maximising our income

To achieve this, we will:

- Agree a clear fundraising strategy, with a focus on maximising earned income opportunities, through i) our franchise model, ii) providing consultancy and training to other organisations, and iii) through paid-for access to our growing resources library
- Consider further developing our individual donor programme
- Develop a full cost recovery budget for the implementation of the pilot model.
- Secure and administer the funding which has been pledged by our major donor to fund the Ellesmere Port pilot, based on the full cost recovery business plan/budget.

YEAR 1	YEAR 2	YEAR 3
<p>Trustees to develop a clear fundraising strategy, to move away from reliance on Trusts and Foundations and to diversify income streams. Maximising earned income has been identified as a priority.</p>	<p>The existing priority of developing earned income, through the franchise model and paid-for services such as training, consultancy and resources will be a key focus. CEO and staff to develop the resources library and our training packages.</p>	<p>The aim is to have a transferrable, duplicable franchise model by end of Year 3. This which can then be rolled out as a service/product offering to local authority commissioners.</p>
<p>Consider other fundraising approaches – e.g. developing our individual donor, major donor, corporate partnership programmes - should also be considered. Decisions should take into account our current capabilities, the costs of developing these programmes, and the risks and timescales of each approach.</p>	<p>We will focus energy and resources on developing those income activities identified in the Year 1 fundraising strategy. In doing so, we must ensure that all fundraising activities are fully costed and adequately resourced, to maximise their income potential.</p>	
	<p>Trustees to agree a marketing and communications strategy. Forecasted expansion of services will require focused and consistent messaging to be designed, implemented and embedded in all of our work – including the website, promotional materials and all external communications with supporters and funders.</p>	<p>Before the pilot is scaled up to a deliverable franchise model, it is crucial that our branding strategy is embedded throughout all aspects of the charity.</p>

3. Maximise the skills and capacity of staff and volunteers, and create training opportunities for people who want to volunteer to support, develop, and extend our services

To achieve this, we will:

- Develop clear development pathways for staff and volunteers.
- Maximise the skills and efficiency of staff and volunteers by undertaking regular staff training updates, and annual appraisals.
- Ensure high quality of volunteer services by continuous auditing and providing feedback to volunteers, as well as six monthly training updates.
- Recruit service manager for oversight of additional services (such as young girls’ service and pilot scheme), in order to relieve capacity pressures on CEO and trustee team.

YEAR 1	YEAR 2	YEAR 3
<p>Recruitment of a Service Manager, to be delegated responsibility for the coordination, development and monitoring of current and future services.</p> <p>Service Manager duties may be recruited externally or delegated within the existing team.</p>	<p>Develop clear processes for staff development, including the upskilling and training of existing staff and volunteers. Regular appraisals and reviews of staff and volunteer performance and responsibilities</p>	<p>Continued embedding of a culture of ongoing learning and development for all staff and volunteers.</p>
<p>Creation of the Service Manager role should allow CEO to dedicate more time to outward-facing activities, such as liaising with Major Donors, researching significant potential grant funders and developing statutory relationships for future projects.</p>	<p>CEO to develop potential local authorities and charity-sector partner relationships, to whom the franchise model can be offered.</p>	

4. Ensure appropriate premises and infrastructure are in place to support our continued development

To achieve this, we will:

- Secure new premises, with sufficient space and facilities to house our current team and to accommodate our projected expansion.
- Fully cost the resources required for the premises move and include in our 12-month business plan.
- Ensure that we have allocated sufficient resources – whether from reserves or from income generation - to facilitate a move to new premises (see below), taking into account the forecasted 6 months of additional ground rent and renovation/adaptation of premises during the move.
- Invest in IT infrastructure, including a suitable database and/or CRM system, which allows the tracking and monitoring of our casework and supporter data.

YEAR 1	YEAR 2	YEAR 3
Trustees to research and acquire suitable new premises for Cheshire projects. New site to have sufficient space for current team and to accommodate expansion over the mid-long term.	CEO and staff team to move to new premises. CEO to oversee the move and to aim to minimise disruption to service delivery during move period.	
Trustees to fully cost the moving process, to include: potential period of rent on two premises; renovation and adaptation of new premises; any other related costs. Trustees to sign off a risk management plan for the premises move, including a plan to minimise disruption to project operational activities.	Moving process and budget to be reviewed regularly until completed. Consider creating a subcommittee/working group for the project.	
Audit of IT systems and hardware needs, taking into account planned expansion of services.	Database/CRM software will be needed for long-term efficiency of services and sustainability of projects.	Implement and embed fit-for-purpose recording systems for casework and supporter/donor management.

5. Ensure the appropriate governance and leadership to improve Motherwell’s sustainability, allowing us to be forward looking and continue to provide high quality services that are responsive to the needs of our beneficiaries.

To achieve this, we will:

- Revise the roles and responsibilities of key leadership positions in the organisation, with an acknowledgement that the long term sustainability of Motherwell requires the CEO and Trustees to be focused on strategic decision-making.
- Consider revising the organisational structure, to allow effective delegation of operational activities, in order to free capacity for senior leadership team.
- Draw up a succession plan which will reduce the reliance on the skills, knowledge and input of Kate, or any other key members of the trustee or staff team, in order to future-proof the smooth operation of the organisation.

YEAR 1	YEAR 2	YEAR 3
<p>Recruit a Service Manager to relieve capacity pressures on CEO. The aim of this appointment is to allow CEO to step away from managing the day to day operations of services and concentrate on monitoring progress against the strategic goals of the organisation.</p>	<p>CEO to assess performance of services against KPIs and overall strategic goals. Performance data to be communicated to the Board</p>	<p>Board to begin the process of updating organisational strategy.</p>
<p>Trustee Board to develop a succession plan for CEO and Trustees. This plan should include a skills audit of the leadership team; identification of any key skills or knowledge that could be lost if any one member of the team were to require replacing; a risk management process for losing key members</p>	<p>Implement succession plan, including clear, structured induction and development plan for new trustees.</p> <p>Implement schedule of regular self-appraisal for the Board.</p> <p>Implement systems to extract, capture and share critical operational knowledge from key members. This may include updating policies, handbooks, induction processes.</p>	<p>Recruit new trustees, according to the organisational need and Board appraisal.</p>

Board to begin reviewing policies, with timetable and equal delegation throughout the board.	Board to ensure all policies are up to date and fit for purpose by end of Year 2.	
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Monitoring and Review

Like most strategies, this does document not address detailed tactics, implementation or budgeting. The staff team will develop an aligned business plan which covers these areas. When the business plan has been produced, we will review the strategy to take account of any potential challenges or barriers to implementation.

The strategy will continue to be a living document and will be reviewed annually by Trustees and staff as part of our annual planning cycle. The implementation of the strategy will be monitored via CEO reports against progress in the business plan.