Introduction

Motherwell is dedicated to helping women and girls become role models and future leaders. By creating a community of women, run by women for women, Motherwell is embedded in their community and can adapt to the needs of the women and girls they support.

Motherwell is committed to bridging the gap in services for women and girls. The team of specialists, trustees, staff, and volunteers are united in their mission to provide support, education, and advocacy to women and girls of all ages in Cheshire and beyond. Through courses, group work, and counselling, Motherwell helps women improve their self-advocacy skills, mental health and wellbeing.

The team at Motherwell understands the unique challenges that women and girls face throughout their lives. From physical and sexual abuse, pre-natal and post-natal complications, to mental health issues, the team dedicates itself to providing the necessary support and resources to help women and girls overcome these obstacles. Women living in the most deprived areas often lack access to the correct support from statutory services or within their networks, and Motherwell is committed to providing the necessary resources to help these women and girls break the cycle of deprivation and disadvantage.

The 2023–2026 strategy document is a testament to the organisation’s commitment to growth and development, and to ensure that they 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, in order to fulfil their potential.

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

STRATEGIC GOALS 2023 - 2026

Our mission is an ambitious one, and in order to achieve it we have set out the following Strategic Goals over the next three years:

1. **REBRAND MOTHERWELL**
   
   Taking into consideration the broad range of women and girls we work with and our health and well-being outcomes

2. **DIVERSIFYING INCOME**
   
   With a focus on maximising income from corporate wellbeing programme

3. **DEVELOP OUR ORGANISATIONAL STRUCTURE**
   
   Ensuring we have a strong core support team as a foundation for future growth

4. **EXPANDING SERVICES FOR WOMEN & GIRLS IN CHESHIRE & BEYOND**
   
   Allowing us to reach more people and change more lives

These Strategic Goals are ambitious but achievable. We are confident that by focusing on these goals, we will be able to work towards our mission in the most impactful and sustainable way.
Reflecting On our current position

During the development of these strategic goals the CEO and Trustees reviewed our current situation and reflected that our organisation has many strengths that have enabled us to be successful. We have a good reputation in the sector, which has been earned through our successful delivery of projects and service contracts. Our management team is stable and experienced, which has enabled us to grow safely and respond to the needs of our communities. We are also highly adaptable, which has allowed us to adjust to the challenges within and throughout COVID. Our reputation has been built on our commitment to quality and high levels of service which have helped our beneficiaries to flourish.

However, there have been challenges as the financial climate is difficult for many Voluntary, Community, Faith and Social Enterprise (VCFSE) sector organisations at the moment, and being a small team, individual staff members have a huge impact on the productivity and effectiveness of the organisation. This means that opportunities must be carefully considered before agreeing to them. In order to grow, the organisation needs to develop a senior leadership team and use its strengths to diversify its income streams.
Reflecting On our current position

Celebrating success is also important, particularly the collaboration and co-production that goes into the development of services. There are also many great opportunities for us: investment in Crewe, particularly the Youth Zone, could lead to opportunities to increase our services. The quality of our training is evidenced in the feedback and the uptake, and this income stream could be increased and so will form a key part of this strategy.

Overall, Motherwell has come a long way since it was set up in 2015 and the organisation is excited about the next three years. With the right strategic goals in place, Motherwell can continue to build on its strengths and take advantage of the opportunities available.
Rebrand Motherwell

Taking into consideration the broad range of women and girls we work with and our health and well-being outcomes

We'll know we've achieved this when;

- We have completed an organisational rebrand
- We have launched and embedded our 4 key work strands
- Our branding and communications, including our website is:
  - focused on our 4 key work strands
  - linked in with Government and any other national strategy strategy for Women & Girls

Year 1 Milestones

- Conduct a project exploring rebrand options
  - Including a review of our name
- Agree on rebranding and launch
- Streamline projects and realign remaining under the 4 key work strands
- Review government & other national strategies and integrate into our four key work strands
- Work with a communication expert to ensure branding and communications plan align with this and other strategic goals

Year 2 Milestones

- Embed the 4 work strands, ensuring all future developments fit into these strands
- Continue to review and develop the 4 work strands to ensure they are meeting the mission and vision of the organisation

Year 3 Milestones

- Continue to ensure all future developments fit into these strands
- Continue to review and develop the 4 work strands to ensure they are meeting the mission and vision of the organisation
Diversifying Income
with a focus on maximising income from corporate wellbeing programmes.

We'll know we've achieved this when:
- 50% of our annual income from trading.
- We have a core list of trading services, including but not limited to:
  - Counselling services
  - Such as our Believe Ambassador Programme
  - Work placed Training Programme

Year 1 Milestones
- Increasing staff team to enable CEO to focus on developing trading services
- Actively develop partnerships:
  - to increase relationships within the sector
  - to increase fundraising opportunities
- Be open to new opportunities
- Project to explore setting up a trading subsidiary:
  - Report to be created and shared with Trustees

Year 2 Milestones
- To have a list of possible trading services
- To create a business plan to fully realise the trading services opportunities
- Work to deepen partnerships:
  - to increase relationships within the sector
  - to increase fundraising opportunities
  - Agree a route for trading subsidiaries and start to action

Year 3 Milestones
- Business Plan and development work in Years 1 & 2 working towards 50% of income derived from trading
Develop our Org Structure
ensuring we have a strong core support team as a foundation for future growth.

We'll know we've achieved this when;
- We have a senior leadership team providing core support to all elements of the organisation
  - including and not limited to HR, Finance, Service Management, Business Development and Operations management
- The Hub (and any further sites) have full-time office/facilitation manager to oversee and ensure continuity of service for our use service-users.
- The organisation has the skills and knowledge to support expansion and growth.

Year 1 Milestones
- Embed the new Business Development Role into the organisation
  - Business Development to support with year 1 Goal 2 milestones (Diversifying Income)
- Embed our external PR / Communications contractor into the organisation
  - Business Development to support with Year 1 Goal 1 milestones (Rebrand Motherwell)
- Work with the skills and knowledge of the current staff team to prepare the organisation for growth
- Create job descriptions and secure funding for a [Buildings / Office / Hub Coordinator] post

Year 2 Milestones
- Alongside Trustees, review the current organisational structure and outline an ideal organisation to start working towards
- Review leadership options for transitioning the current team towards the new structure
- Identify gaps we need to recruit into
- Identify possible funding opportunities to recruit for any new roles needed

Year 3 Milestones
- We have a senior leadership team providing core support to all elements of the organisation
  - including and not limited to HR, Finance, Service Management, Business Development and Operations management.
Exanding Services...

Expanding Services for Women & Girls in Cheshire & Beyond; allowing us to reach more people and change more lives.

We'll know we've achieved this when;
- We have embedded collaboration and lived experience into the development and expansion of all our services
- We have expanded into at least 1 new location
- All expansion opportunities are well-informed and well-executed. With research included but not limited to:
  - market analysis, risk management, financing, income potential, resources, staffing

Year 1 Milestones
- Embedded collaboration into the development and expansion of all our services
  - Explore models for lived experience advisory boards
  - Implement a lived experience advisory board
- Expansion to Move to Ellesmere Port by refreshing the proposal and applying for funding.

Year 2 Milestones
- Embedded collaboration into the development and expansion of all our services
  - Embed the advisory board into the development of all services
  - Create and develop processes for this work
- Expansion to Move to Ellesmere Port
  - Secure funding for expansion, then start / embed delivery of this service
- Explore the expansion of Believe Project into other locations
  - Explore the impact of expansion, ensuring it can develop in a way that does not dilute the service
  - Create a proposal for expansion to Macclesfield
  - Explore opportunities for expansions into possible locations such as, Barrow & Chester
- Review other expansion opportunities and prioritise which should be fully researched

Year 3 Milestones
- Develop a strategic plan for long-term growth
  - once Goal 3 milestones are complete and a senior leadership team providing core support to all elements of the organisation.
Thank You

Motherwell CIO Strategy 2023 – 2026
Charity No: 1173554
Prepared by
CVS Cheshire East
February 2023