

#ourNCTstory

a time of rediscovery and renewal

forward agenda
2018-21 strategy



nct

1ST 1,000 DAYS

NEW PARENT SUPPORT

why?

There is no more important job on earth than being a parent.

And the **first 1,000 days** are crucial to later life chances.

But being a parent can be challenging and isolating too.

For six decades NCT has been supporting new and expectant parents:

we share **knowledge**

we **make friends**

we come together to **campaign for change.**

Yet we know that many more people could benefit from NCT than do at present, and we know we can do more to support parents postnatally.





So now, six decades on from our foundation, we are committed to going further.

By building on, not away from our roots.

Building on all the good we do today, thanks to our incredible, inspiring volunteers, practitioners and staff.

So that we're here for all parents.

Across the first 1,000 days.

This requires fundamental renewal and reform.

It is not about 'just' becoming a better version of ourselves.

It is about fundamentally increasing our reach and expanding our scope.

It is a 10-year climb.

With an extraordinary prize.

Because our vision is of a world in which no parent is isolated and all parents are supported to build a strong society.

It is a vision of a boundless network – of parents supporting parents, whoever you are, wherever you're from.

Because we see that as a movement of passionate people, standing on our collective strength – our expertise, our scale and our brand – we have a determination to do more and go further.

Because this is the challenge of our founding spirit.

Because this is what parents need.

And because, if not us, then who?

our common purpose

Our **vision** is of a world in which no parent is isolated and all parents are supported to build a strong society.

So we start at the beginning.

Our **mission** is to support parents through the first 1,000 days, to have the best possible experience of pregnancy, birth and early parenthood.

We do this through three interconnected **aims**:

- Sharing **knowledge** – informing parents' decisions
- Creating **networks** – forging vital friendships
- Harnessing **voices** – changing public policy and attitudes for good.

Since 1956, we have supported millions of women and parents through birth and early parenthood whilst also securing major advances in professional practice and public policy.

Yet we know that many more people could benefit from NCT than do at present.

And we know we can do more to support parents after the birth of their child.

So now, we are committed to going further.
Building on, not away from our roots.

So that we're here for all parents.
Across the first 1,000 days.



And to achieve this and fulfil our full potential, we commit to **five core goals** for the decade ahead:

strengthening our core work in antenatal education and infant feeding

increasing our reach into less affluent communities and to parents at greater risk of isolation

expanding the support we provide to parents postnatally

modernising our public image to ensure we are seen as consistently relevant and trusted in all sections of society

Being the best we can be – **building** a brilliant organisation to support our incredible movement of volunteers, practitioners and staff.

#ourNCTstory– ten year view

In order to fulfil our ambition of supporting all parents across the first 1,000 days...

...we need to create a mass and mainstream movement of parents supporting parents to have the best possible experience of pregnancy, birth and early parenthood.

We have agreed we will do this by:

- **strengthening** our core offer
- **building** a stronger organisation
- **expanding** our scope
- **increasing** our reach
- **modernising** our image.

To truly **increase** reach (work with more parents) and **expand** the scope of our work (work with them for longer) we must:

- build a surplus on our core services
- match this with new, additional investment; and
- deliver at scale through peer support, digital and local partnerships.

Strengthening our core offer and **building** a stronger organisation are not easy, but they are financially feasible within our current model.

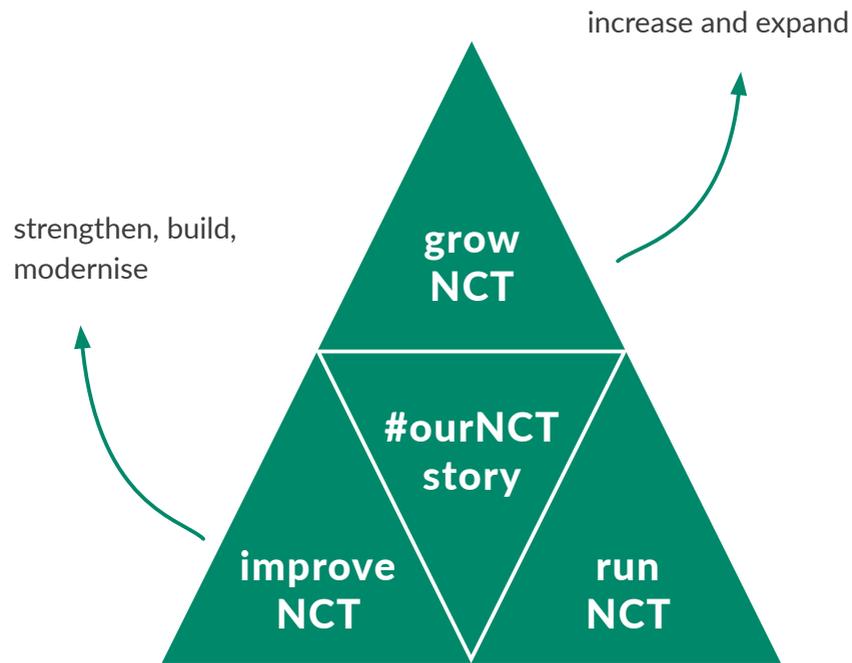
Expanding scope and **increasing** reach are not, and so we must re-engineer our delivery and build a new financial model.

As we **strengthen** our current offer and then **expand** scope and **increase** reach we will **modernise** our image – our image will only truly shift when it is authentically rooted in what we do.



#ourNCTstory- pace and focus 2018-21

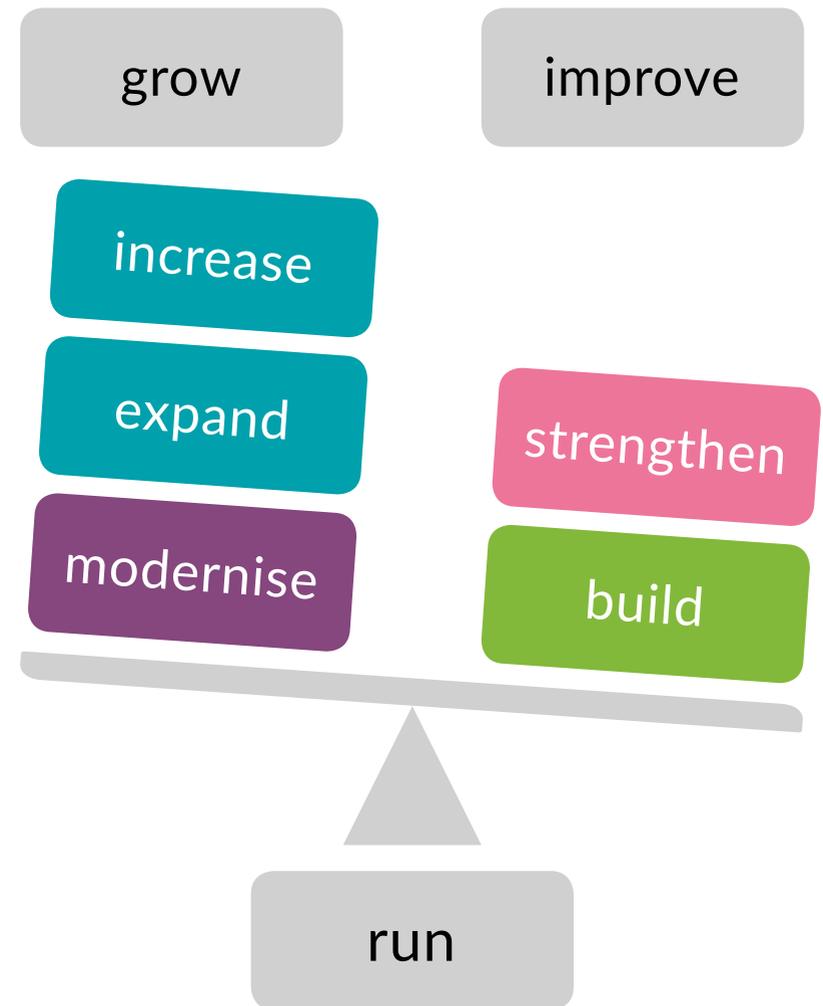
Our ambition means we are, of necessity, trying to do three things at once:



core business:
100,000 attending classes
332 branches
5,800 volunteers, 1,200 practitioners
and 240 staff
£15m turnover

#ourNCTstory- balance of work

...and the balance of our work is focused towards **strengthen** and **build** in this period...



#ourNCTstory – story so far...

2016-17 was a foundational year in which:

- We focused on developing and agreeing our **common purpose** and **#ourNCTstory** across our movement – one clear vision and goals for the decade ahead
- We chose to change the way we sell membership and to make it more transparent to parents
- We reduced our costs, bringing teams together into three rather than six departments supported by a new executive team
- We updated our reserves policy to provide greater clarity and balance prudence with investment in strategy
- We developed a new Safeguarding policy and procedure to ensure the safeguarding of parents and their babies is central to our work
- We created a new complaints procedure so that complaints are dealt with systematically and we can identify trends to improve parents' experience of NCT
- We developed and implemented a new approach to managing risk.

In **2017-18** we set a brisk pace for an ambitious agenda across our five core goals.

Together we have achieved a great deal in a year. We have:

Strengthen

- Launched ourNCTservices to determine the shape of our future services, taking parent insight across four nations and 70 separate meetings with practitioners and volunteers to hear their views
- Reduced Feedback of Immediate Concern from parents (FOIC) by half
- Run four pilots to reduce the number of NCT Signature antenatal courses that we cancel. Two of the four showed promising results and are being tested more widely
- Refreshed and re-shared our Infant Feeding Message Framework
- Set up a volunteer co-production crew to ensure our volunteers help shape the decisions that affect them
- Attracted the largest ever cohort of students to the University of Worcester course where they have begun their journey towards becoming an NCT practitioner
- Worked in partnership with practitioners to develop a plan for improved resources which are in budget for 2018-19.

Expand + Increase

- Launched the #HiddenHalf campaign to improve support for mothers with perinatal mental health concerns – with over 6,000 sign-ups, 2,360 campaigners writing to their MP and 25 active branch campaign champions
- Seen measures introduced by the Health Secretary so that one in five women see the same midwife through pregnancy by March 2019 – something NCT have been championing for over 25 years
- Delivered Parents in Mind across three sites – with women showing a statistically significant reduction in anxiety and depression scores where they have received peer support for at least eight weeks
- Partnered with The Baby Show – with exposure to 42,000 expectant and new parents through two shows, 4,850 Gift Bags distributed, 550 course enquiries generated and 412 taking part in taster sessions at the events
- Secured Nesta funding to take our Birth and Beyond Community Supporters (BBCS) programme to five new sites and build a plan for scaling further.

Modernise

- Doubled our media reach over the summer months and appeared in media we haven't previously been seen in across the year.

Build

- Brought together a new Leadership Team and launched our Catalyst leadership programme
- Conducted engagement surveys across our three stakeholder groups to inform our work in 2018-19
- Established staff SquareTables to improve communications with staff whether working in London, Bristol or at home
- Introduced successful Regional Practitioner Forums and run 26 #ourNCTstory events across regions
- Improved the way we work with a refreshed Practitioners' Representative Body (PRB)
- Hired a Chief Technology Officer and begun the work of transforming our digital platform.

And all this while...

- Supporting **95,662 parents** through our courses and classes
- Supporting **5,791 NCT volunteers** across **332 branches** to support thousands more mums and dads
- Delivering a total of **3,101 pieces of media coverage** reaching 496,189,781 readers, listeners and viewers
- Attracting nearly **60,000 Facebook page likes**, a 20% increase on the last year
- Supporting more than **6.5 million visits** to the NCT website with over 12.6 million page views
- Holding more than **35 engagement events**, with over 1,100 attendees, in 25 different locations across the UK.

#ourNCTstory– our 13 development priorities for 2018-21

For 2017-20, we identified 20 developmental workstreams, in addition to our core business. During 2017-18 we have: completed some; understood others better; learnt that we need to focus further.

So now, for 2018-21 we have named **13 development priorities** which include four “big-ticket” cross-team items.

the four “big tickets”

1. ProjectLego – transforming our technology through migration to Salesforce

- Replacing our existing platforms, Intrabiz and CARE
- Transforming our course booking journey and customer experience
- Migrating, over time, all core systems into Salesforce
- Achieving GDPR compliance.

2. Delivering our new website including redesign of our:

- Information Centre
- Branch pages
- Course booking journey.

3. ourNCTservices – truly putting parents at the heart of our service

We want NCT’s services to be accessible to new and expectant parents now and in the future. We want to ensure our services help parents have the best possible experience of pregnancy, birth and early parenthood.

We are asking, within our current portfolio, what should we consider continuing, stopping or adapting, and what new services should we consider starting?

To answer this question, we are gathering data to understand:

- **Parents** – What are the new, relevant and unmet needs of parents today? Who are the primary and future core audiences of NCT?
- **Market** – What are the latest trends? Where do our services fit? What is affordable? What are the competition doing?
- **Portfolio** – What services do we currently deliver? What are the delivery models and how much does each cost? What social, user and/or commercial value does each service hold? What is NCT’s relevant institutional capacity to support it, now and in the future?

4. Focusing on Income

We do not see opportunity for major growth before we complete ProjectLego, ourNCTservices, review of education and quality development priorities.

However, we will:

- Ensure our Forward Agenda does not crowd out clear focus on selling our core paid-for services
- Transform our course booking journey
- Coordinate existing work on:
 - Driving up demand
 - Improving supply-demand matching
 - Pricing
 - Quality of service delivery
- Develop a new model to better understand our current and potential course output.



to strengthen our core

5. Reviewing our model of education

In 2017 we recruited more students than ever before and yet we still have systemic concerns about the supply of practitioners as a whole and in specific areas. So we need a fundamental review of our approach to training practitioners. This work will follow and dovetail with findings from ourNCTservices.

6. Doubling-down on quality

Irrespective of the findings of ourNCTservices, we know now we need to:

- Keep on focusing on quality within our service delivery
- Improve the quality of our venues
- Improve the quality of course-related resources.

foundations of increasing reach and expanding scope at scale

7. Supporting our volunteers

We know that we will only achieve our ambition through a network of parents supporting parents and that this means building our branches. So we will:

- Improve the support we provide to branches including better: Registration; Induction; Training; Information and guidance
- Create services and campaigns in a box – creating the templates and funding model to enable branches to deliver proven services and powerful campaigns
- Strengthen the Regional Volunteer Support Network (RVSN) and create truly strong local leadership
- Better articulate the central, long-term value of volunteers.

8. Building brand awareness

Reach a wider audience through:

- Continuing to diversify and increase our media reach
- Continuing to build brand awareness digitally and through our partnerships
- Developing the breadth of our campaign audience.

increasing reach and expanding scope now

9. Investing in online content

Website sessions rose from 4.5 million to 5.5 million and visitors from 6.5 million to 8 million from 2015 to 2016. By the end of Q2 2018-19 we will have a new website. We intend now to maximise this opportunity with more and better content.

- We are investing now to secure better and more content right away
- And then careful consideration of medium-term content structure and strategy.

10. Continuing to reinvigorate our campaigning voice

We know that when we get campaigns right, this is a powerful way of increasing impact well beyond those parents who attend our courses. Having focused limited campaign resource well, we need to capitalise on this by:

- Sustaining our focus on #HiddenHalf
- Undertaking robust policy development prior to launching a new campaign focused on postnatal care
- Fully enlisting branches in support of national campaigns
- Launching local campaign tools, supporting our volunteers to campaign on issues relevant to them.



11. Strengthening our partnerships further

We will ensure our Partnerships Team are fully supported to:

- Deliver and learn from our Nesta investment to scale-up Birth and Beyond Community Supporters (BBCS)
- Sell Parents in Mind from September 2018
- Engage commissioners and donors beyond just responding to tenders and adapt existing services to fit partners' needs.

building a better organisation



12. Improving the quality of our internal communications

We have reshaped our approach to internal engagement so that:

- We can develop better ways of listening and speaking to volunteers, practitioners and staff now
- Over the three years, in the second or third stages of ProjectLego, we use new technology to better give colleagues the tools and information to do their jobs – including replacing babble, and reliance on Yahoo and closed Facebook groups.

13. Prioritising people

We know our strength lies in our people and our brand and we will:

- Continue to invest in our Leadership Team's skills (in particular related to change management) and unity
- Invest in Board relationships and development
- Build wider management capability across financial management, people management, and tech know-how
- Revisit remuneration
- Be absolutely realistic about how much change an organisation can absorb at once.

#ourNCTstory– 2018-21 impact

We believe the impact of our 2018-21 development priorities will be genuinely transformative.

We will be confident that what we deliver face-to-face for parents is set up for the future.

We will transform the way we interact with parents online, with a completely updated window onto the world, and the ability to genuinely engage parents in a journey across their first 1,000 days.

And we will ensure we have the right financial footing to take forward all the rest.

As we get started on year two of a 10-year climb we know we may face challenges and need to adapt along the way.

But pausing, just briefly, to focus and consider what we've achieved so far, we are confident we're prepared for the journey.



All parents, first 1,000 days.

A 10-year climb.

Supported by NCT practitioners,
volunteers and staff.

If not us, then who?