



# *Strategic Plan*

2019 • 2024

*We believe that every child  
deserves the opportunity to be  
their best, and that raising  
children should be a joyful  
and rewarding experience.*





## Message from the CEO

In 2019, Ngala launched a three-year Strategic Plan as well as unveiled a new logo and tagline. We also introduced a new Why statement to complement the three existing organisational statements - Our Way, Our Purpose and Our Impact, which collectively illustrate who Ngala is and what we do.

Now in our 130th year, Ngala has gone through many changes; however, our commitment to supporting children and parents has remained constant. By using the latest research and feedback from the families, we engage with, Ngala has been able to develop and deliver evidence informed services that continue to respond to the changing needs of families.

Flexibility and a willingness to evolve is at the core of what makes Ngala distinct as we saw recently during the first wave of COVID-19 at the start of 2020. The Ngala team's commitment to keep supporting families during a period of uncertainty was evident across the business as new services and different ways of working were rapidly introduced.

The Ngala Board, in recognition of this commitment and agility, also recognised the need to re-evaluate our goals, objectives and targets in response to the changing environment we find ourselves in. As such, the Ngala Strategic Plan has been extended to 2024 with a greater emphasis on strengthening Ngala against external pressures.

It is important to remember that COVID-19 is not the first worldwide pandemic that Ngala has had to navigate. By 1920, one third of the world's population had been infected with Spanish Flu, yet Ngala and the WA community found a way to come through it. In 2020, faced with another deadly virus and the economic strain it will likely cause for many years to follow, we will again find a way to come through, because whatever the circumstances, at Ngala we believe every child deserves the opportunity to be their best, and that raising children should be a joyful and rewarding experience.



**Fiona Beermier**  
Chief Executive Officer



## *Raising happiness.*

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The story of Ngala is a community story. It's the future of Western Australian families guided by 130 years of experience in parenting and child development. This guidance has the power to give parents and carers a sigh of relief, a feeling that they are in safe hands with our team. But this is just the beginning of the journey.

Every child has a different path to take in life as they explore the world around them, seeking out opportunities, facing challenges and triumphing over hurdles. From conception to adulthood, Ngala services, underpinned by research, evidence, and shared experiences, will be there as a steadying hand on the journey parents take with their child.

In the same way that a child's world is made up of a collection of experiences and encounters, our story includes all the people we work with. Community is at the heart of the Ngala story and together, we will work towards *Raising happiness.*





## *Purpose* • WHY WE EXIST

Ngala supports parents, families and communities to enhance the wellbeing and development of children and young people.



## *Way* • OUR UNIQUE WAY

Ngala listens and responds to parents and the changing needs of families and communities, to meet the challenges of raising children and young people, by offering a range of inclusive, evidence based support services.



## *Impact* • WHAT WILL IT LOOK LIKE

Ngala believes when parents and families are confident and communities are strong, safe and healthy, children and young people will achieve their full potential.

## Key result areas

- **FOUR KEY RESULT AREAS UNDERPIN OUR STRATEGIC PLAN:**



**PEOPLE &  
CULTURE**



**PRESENCE  
& PROFILE**



**SUSTAINABILITY**

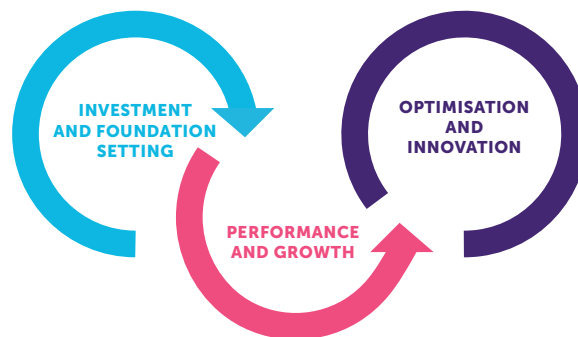


**SERVICE  
IMPACT**

By 2024, we will be delivering twenty-one (21) targeted strategies across three phases:

- Investment and foundation setting
- Performance and growth
- Optimisation and innovation

This will allow us to expand our reach, positively influence child development outcomes, and enhance the experience of parenting.



 **ngala.**  
*Raising happiness*

# *Our business model*

**Ngala operates as a universal provider that influences positive child development and enhances the experience of parenting.** Our approach is to use targeted interventions through a combination of direct service delivery and selective strategic partnerships.

## NGALA BUSINESS MODEL

**01**

Ngala provides a gateway to universal childhood development services.

**02**

We utilise a combination of quality staff, resources, processes and systems, across front and back office, to meet our strategic targets.

**03**

We work with parents, children and young people across the life-cycle of child development (0-18), providing services and supports where there is a demonstrable child development benefit.

**04**

Ngala targets a sustainable and well balanced portfolio of revenue to protect against uncontrolled external factors.

**05**

Ngala will utilise a combination of experience, research, training, and feedback from families; to develop and deliver evidence informed services that meet the needs of today's parents and children.





# Strategic goals, objectives and measures

At Ngala, we believe every child deserves the opportunity to be their best, and that raising children should be a joyful and rewarding experience. Our Strategic Plan is underpinned by this belief and guided by four Key Result Areas.

From now until 2024, we will deliver targeted strategies across three phases, which will allow us to expand our reach and influence on positive child development as we continue to enhance the experience of parenting.

## Key Result Area 1 - People and Culture

Goal	Objective	Measures
To be recognised as an employer of choice.	To attract and retain staff with the skills and values, which our customers deserve and expect; To be an organisation where people enjoy coming to work and feel part of a unified team.	<ol style="list-style-type: none"> <li>1. Staff turnover</li> <li>2. Employee NPS</li> <li>3. Average time to recruit</li> <li>4. Quality of recruitment</li> </ol>

## Key Result Area 2 - Presence and Profile

Goal	Objective	Measures
To be the go-to organisation for information on parenting and child development services in WA.	To reframe what people think they know about Ngala and be an organisation seen as contemporary, accessible and relevant to their needs.	<ol style="list-style-type: none"> <li>1. Net Promoter Score</li> <li>2. Unique telephone support users</li> <li>3. Social media followers</li> <li>4. Unique website visitors</li> </ol>

## Key Result Area 3 - Sustainability

Goal	Objective	Measures
To be a financially sustainable organisation and continue to build financial reserves.	To be around for another 130 years by returning positive revenue and margin results annually.	<ol style="list-style-type: none"> <li>1. Revenue</li> <li>2. Expense Coverage Days</li> <li>3. Current ratio</li> <li>4. Overhead ratio</li> </ol>

## Key Result Area 4 - Service Impact

Goal	Objective	Measures
To be an organisation underpinned by data, (evidence informed) research and customer outcomes.	To demonstrate our contribution to positive development & wellbeing of children & parents.	<ol style="list-style-type: none"> <li>1. Social impact measurement tools</li> </ol>