

# Success Profile

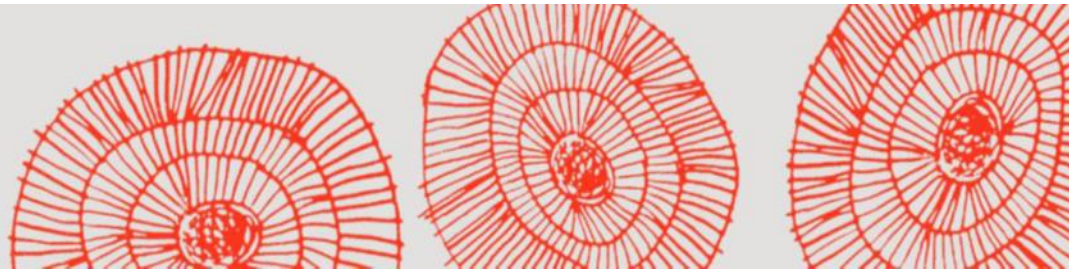
Chief Executive Officer  
NPY Women's Council

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December 2025



Ngaanyatjarra  
Pitjantjatjara  
Yankunytjatjara  
Women's Council

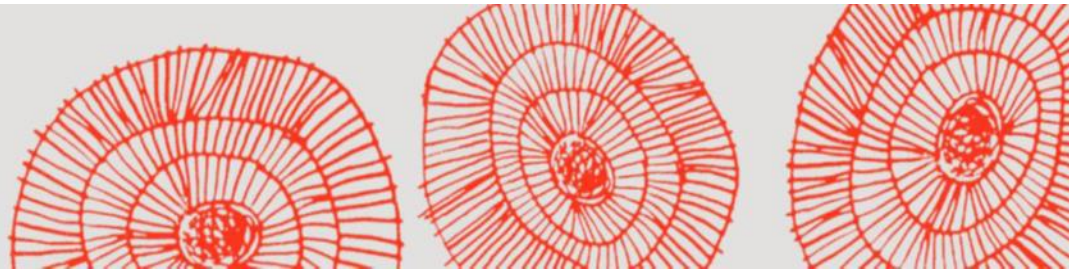


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***“We are eager to welcome a new CEO to lead the organization. She will be a very strong Aboriginal woman who will guide and encourage our members, directors and staff to achieve much and never give up.”***

## Our context, challenges and opportunities

NPY Women’s Council began as an advocacy body based on the need for Anangu women to have a voice and representation in conversations on land rights, policy and cultural affairs of the late 70’s and early 80’s. In 1993 NPYWC received its first funding to provide services, recognizing the strength of supporting women and children for the benefit of the whole community.

NPY Women’s Council revenue is currently sourced predominantly (over 90%) from government grant funding.

There are potential opportunities and identified need to diversify revenue streams through philanthropic support and commercial endeavors.

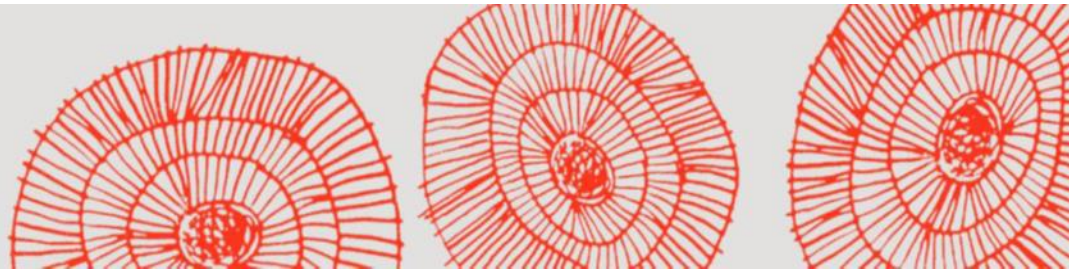
The 2024/2025 audited financial statements show a movement from a surplus of \$723,397 2023/24 to deficit (loss) of \$145,266 in 2024/25. This is despite an overall increase in grant / project funding received.

A range of options are necessary to balance the budget and transition the organisation back to an operating surplus

These include:

- Better oversight and control of administrative costs
- Reviewing and proactively managing employee costs
- Increasing external funding and support

NPYWC continues to review the current organizational structure as part of making the organization more efficient and more effective in our delivery of services and in our general operations. We recognize a need to support an uplift in corporate services provided to the organisation and to support strong governance frameworks while simultaneously managing the broader organizational cost base.



# What does success look like?

## NPY Women's Council - Governance Acumen

Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council is a member led Aboriginal controlled organisation. We believe in the strength of our people, our culture, songlines, the wisdom in our languages and the collective agency of women. We continually look to women's authority, law and culture to deliver on our vision and purpose. Our vision is to see Anangu live well in both worlds and our purpose is to support all Anangu, especially women and children, to have a good life, guided by culture and sound governance, through the collective agency of women.

NPY Women's Council's governance framework and the rights of Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara women exist alongside of, and are connected to, the rights of other Indigenous peoples in Australia and around the world. The rights of Anangu Ngaanyatjarra Pitjantjatjara Yankunytjatjara existed before any formal recognition by any government in Australia. Our sovereignty has always existed and it has never stopped. It is in the land we have walked for thousands of years and it is in the heavens above us. The Lands of Anangu Ngaanyatjarra Pitjantjatjara Yankunytjatjara always was, is and will be Aboriginal land.

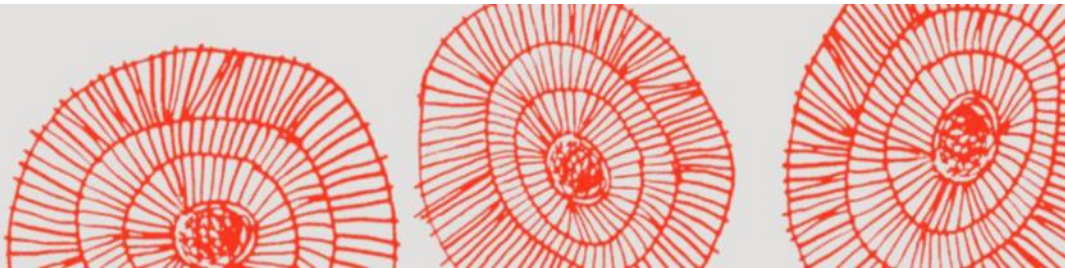
Respectfully, NPY Women's Council acknowledges the United Nations Declaration on the Rights of Indigenous Peoples, adopted in 2007, as a benchmark for communities to embrace in Australia.

NPY Women's Council acknowledges, and draws attention to, the Australian Government's formal statement of support for the Declaration on 3 April 2009. We give particular note to Article 3 as it expresses our rights to our identity and governance:

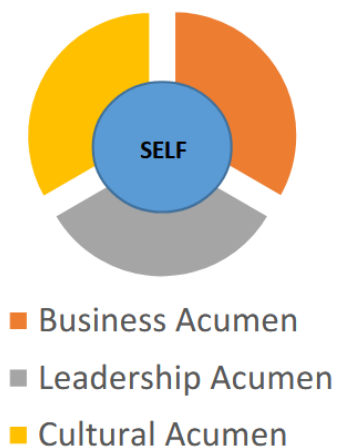
*"Indigenous people have the right to self-determination. By virtue of that right, they freely determine their political status and freely pursue their economic, social and cultural development."*<sup>1</sup>

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<sup>1</sup> United Nations. (2007). United Nations Declaration on the Rights of Indigenous Peoples.  
<https://undocs.org/A/RES/61/295>



## NPYWC Governance Acumen



People looking at NPY Women's Council from the outside, often wonder how our reputation in governance, leadership and women's authority has stayed strong for nearly forty years.

The above diagram, titled "Governance Acumen", explains the three areas that drive the governance of NPY Women's Council and how each staff member, member and director contributes to keep the governance of NPY Women's Council strong.

To understand our Governance Acumen, it is important to understand the word "acumen".

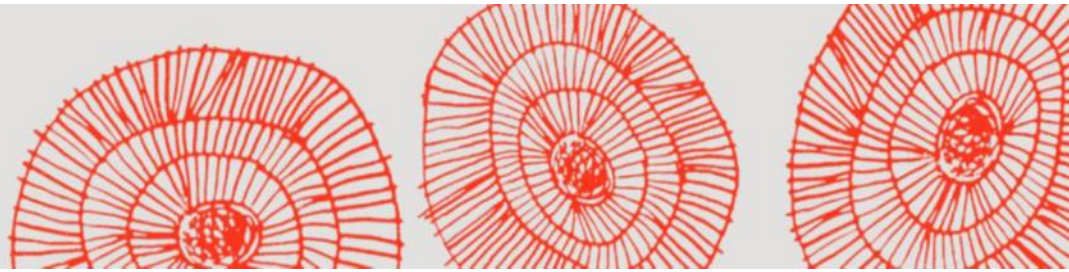
Acumen, is defined as the ability to make good judgements and respond to situations quickly and effectively. A person with good and sound judgement can have a reputation of being clever, wise and thoughtful.

The Council has as an over-arching framework (Governance Acumen) consisting of three parts:

### 1. Business acumen

What knowledge is necessary to provide good business acumen? In our assessment this would include:

- An ability to appreciate and leverage the power of relationships
- A focus on the value of the strategic thinking and planning that informs action
- A client centred way of thinking and acting, that grounds the organisation culture and way of working
- An appreciation of the value of developing and leading a "learning organisation" where data and knowledge are used effectively to inform strategy and action, to understand and manage risk and to support continuous improvement and growth
- An understanding of the needs and challenges of effective resource management
- Outcomes focussed, based on clarity of goals and the informed prioritisation of actions and investment to achieve the goals
- Building a strong team and supporting them to do their best work for the clients and the organisation



At a more detailed operational level understanding of the following is also relevant and important: (i) policies and procedures, (ii) practice frameworks, (iii) technology and areas of laws including the NPY Women's Council Rulebook. These documents and tools are core to the business of NPY Women's Council.

Staff and directors demonstrate their understanding of these documents and tools in their performance of everyday responsibilities and tasks; demonstrating their business acumen by delivering a project on time and within budget, managing conflicts of interest, managing confidentiality, managing compliance and risk or by investing money wisely in projects that support the organisation and the NPY region.

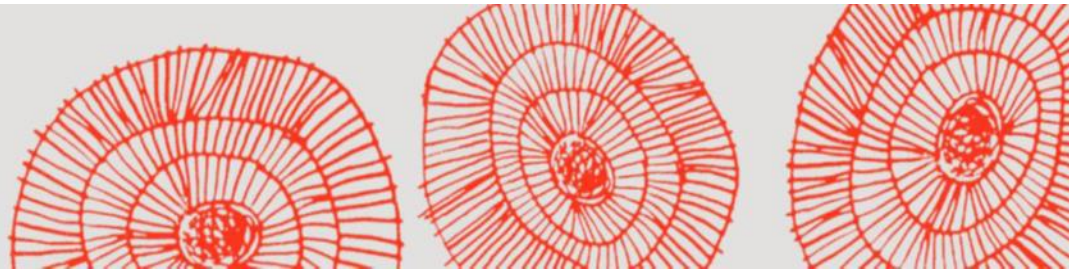
## **2. Cultural acumen**

What knowledge is necessary to provide good cultural acumen? In this instance, the culture being referred to is Anangu Ngaanyatjarra Pitjantjatjara Yankunytjatjara culture; this is the community and peoples we work for, within and alongside. A good understanding of Anangu NPY culture by staff, directors and members is critical if the organisation is to have strong governance.

Having cultural acumen is important as it helps us to work with our clients and partners, not for our clients and partners.

Cultural acumen can offer staff and directors a much richer understanding of the world in which we live and work. Some examples of cultural acumen knowledge in the NPY region include: understanding the inherent rights of Indigenous people; understanding how authority and qualifications work in Anangu culture; understanding the foundations of Anangu society and knowing what are offences and how to avoid them. Cultural acumen stretches from staff starting, implementing and finishing a project well, to demonstrating good manners such as displaying the right conduct during funerals or when entering a camp or a person's home for the first time.



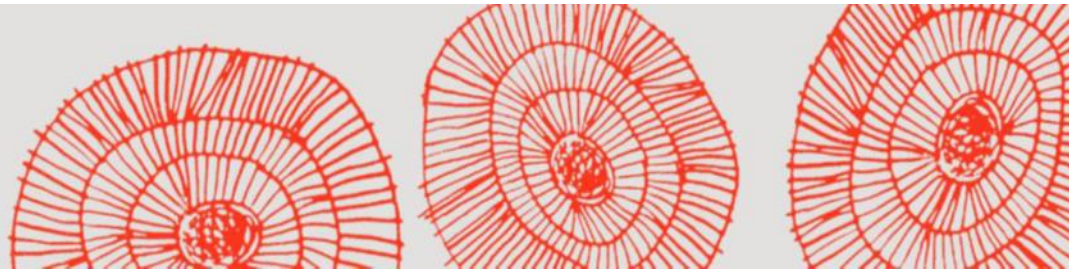


### 3. Leadership acumen

When staff and directors understand and demonstrate business acumen and cultural acumen tjungu (together), this provides a strong foundation for effective leadership to be supported and to flourish. Leadership that:

- embodies respect and compassion for staff and clients,
- engages with the hopes and dreams of our communities, our directors and our staff to develop a strong sustainable vision for a better future for “Anangu tjuta” (all Aboriginal people of the NPY lands)
- demonstrates an ability to influence, to empower and to collaborate when and as needed in achieving the best outcomes in the best way in our region
- operates with integrity and transparency, communicating openly and consistently with everyone inside and outside the organisation to build trust and confidence in the work of NPYWC
- values the ideas, inputs and perspectives of the broadest range of knowledge holders, experts, interested parties and people with lived experience and is able to support bringing all these parts together to create the change that is needed in the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara region

It is the experience of NPY Women’s Council that this style of leadership has the power to deliver life-changing good in our communities. A leader who recognises that they are the steward of a strong tradition of awareness, advocacy and action guided by Anangu and Yarnangu women for over 45 years. We have also found believe that this style of leadership is one that comes from using being able to successfully draw on both your head and your heart.



#### 4. Self

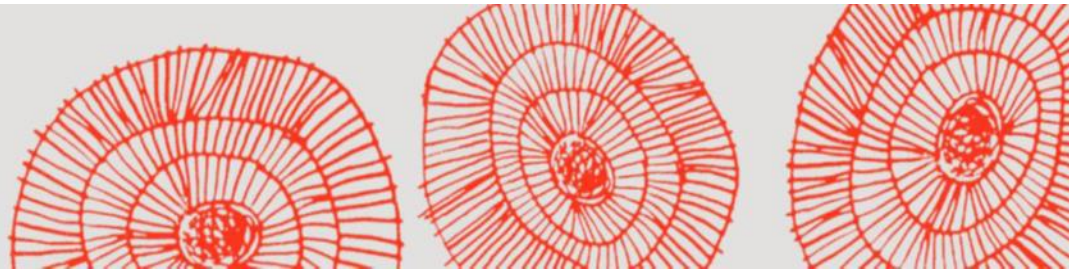
Sitting in the centre of cultural acumen, business acumen and leadership acumen is self. We are seeking a leader who comes into NPY Women's Council with knowledge in all or most of these dimensions. Some staff and directors start with substantive knowledge across all three dimensions. Others start with significant knowledge in one area and little knowledge in others. And some start at the very beginning with small amounts of knowledge across these three areas. Staff and directors are on different learning and development journeys.

We may be at different stages however, the common ground we share is our drive to learn and grow so that we can be effective in our roles and have the opportunity to enable Anangu, especially NPY women, to have greater control in their lives, families and communities.

At NPY Women's Council, we aspire to be a learning organisation built on a supportive, responsive environment where each of these three areas can be understood and then enacted.

We believe in this for our directors and our staff, because we want everyone to appreciate and embody our style of governance acumen and to work well in both worlds. We have this interest for directors and staff, because we want everyone to demonstrate our style of governance acumen and to work well in both worlds.





## Our Vision

All Anangu living well in both worlds.

## Our purpose

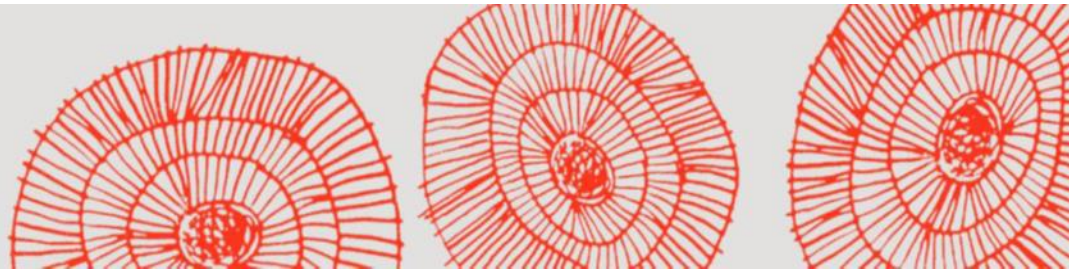
To support all Anangu, especially women and children, to have a good life, guided by culture and sound governance, through the collective agency of women.

## Our values

We are an Anangu-led organisation. We believe in the strength of our people, our culture, and the collective agency of women. We are continually guided by our values, to deliver on our purpose and ensure we deliver for and to our community, more and better choices; a good life for all Anangu.

Our values guide the way we work:

- *Piluntjungku*; Peaceful and calm
- *Ngapartji ngapartjiku kulira iwara wananma tjukarurungku*; Respect each other and follow the law straight
- *Kututu mukulyangku*; Kind-hearted
- *Kunpungku*; Strong
- *Kalypangku*; Conciliatory
- *Tjungungku*; United



# Strategic pillars

## 1. Anangu culture, governance and agency

*Kunpu nyinantjaku.*

Anangu women's leadership, authority, culture and wellbeing is the core of our organisation.

## 2. Operational excellence

*Wirura warkarinytjaku. Tjungungku warkarinytjaku mukuringanyi Women's Council-tu Anangu staff supportamiantjaku, rawa warkarinytjaku.*

We will invest in our people, workplace culture, systems and infrastructure. We strive to always be proud of who we are and continually get better at what we do.

## 3. Evidence-based practice

*Warka wiru tjuta utiringanyi.*

Using an evidence-based approach, design and deliver culturally appropriate and strength-based services. Develop our practice evidence and contribute to research and evaluation.

## 4. Strong relationships

*Women's Council-nya tjunguringu EC munu Jawun munu Anangu organisations tjuta. Warkarinytjikitja wati tjuta kulu, wati tjuta kunpuringkunyitjaku.*

We will find better ways to work with our existing partners and foster new relationships.

## 5. Anangu-led voice

*Nganymanytju nguru nganana wangkangu tjitji malatja tjuta wirungku kunpu kanyintjaku rawa.*

We will create better outcomes for future generations by nurturing strong Anangu women's voices and actioning Anangu solutions for the region.

## 6. Financial sustainability

*Business manitjara nganana wangkakatingi pakaltjinganytjikitjangku.*

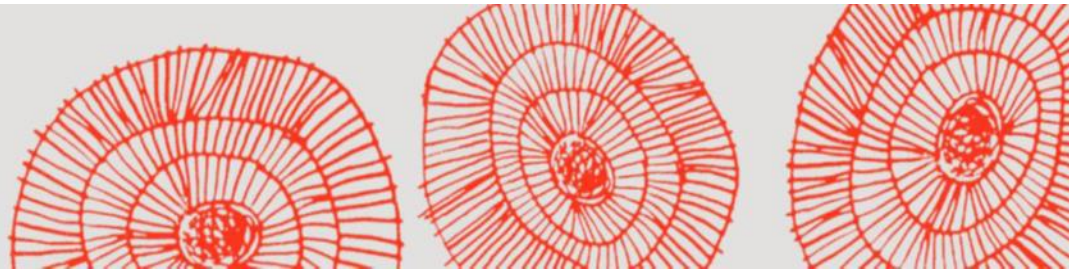
We will continue to develop a financially sustainable organisation through exploring new and innovative revenue streams and business opportunities.

# KUNPUNKGU Palyantja Iriti-nguru

We support health, social and cultural programs in 24 remote desert communities across the tri-state region of South Australia, Northern Territory and Western Australia, an area covering 350,000 km.







## Our Services

NPY Women's Council is led by women's law, authority and culture to deliver critical health, social and cultural services for all Anangu in the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara lands.

### **Tjungu aged and disability care**

We help the aged and people with a disability with services that are not otherwise available in remote communities so they can stay on country with family and culture.

### **Domestic and family violence service**

We work alongside Anangu women experiencing domestic and family violence. We support women to increase their safety, and support communities in their collective efforts to resist violence.

### **Child and family wellbeing service**

We work with families to keep children healthy and safe through child nutrition, intensive family support and kinship care programs.

### **Ngangkari traditional healers**

We are the Ngangkari cultural healers of the NPY lands, we are dedicated to strengthening wellbeing through Anangu knowledge and healing practices. The Uti Kulintjaku Project positively builds understanding of mental health and wellbeing.

### **Youth service**

We help grow powerful young people through culturally aware and targeted programs including recreation, sport, camps, bush trips, boarding school, work ready and social health programs.

### **Tjanpi desert weavers**

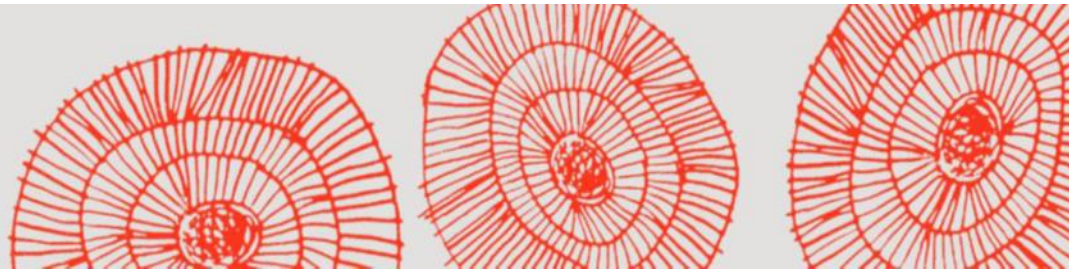
We are a social enterprise providing income for Anangu women through fibre art.

### **Women's law and culture**

We support hundreds of Anangu women to come together to ensure the continuation of women's culture, law, dance and ceremonial cycles.

### **Research & policy**

We advocate and elevate Anangu voices through research, submissions to government and enquiries and commissions. We create organisational policy that ensures an Anangu led, cohesive place of work.



# Role Overview

<b>Position</b>	Chief Executive Officer
<b>Reports to</b>	NPY Women's Council Directors
<b>Location</b>	Mparntwe (Alice Springs)
<b>Occupational qualifications</b>	<i>This is an identified position for Aboriginal and Torres Strait Islander applicants</i>
<b>Pre-employment qualifications</b>	Working with Children Clearances and Police Checks

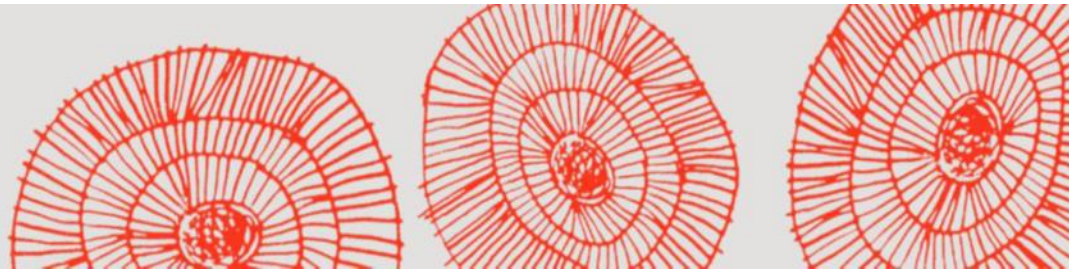
Aboriginal women applicants are strongly encouraged to apply for this position, and it is an equal opportunity measure *under s8 of the Racial Discrimination Act 1975 (Cth) and s57 of the Anti-Discrimination Act 1996 (NT)*.

## Position Summary

The Chief Executive Officer (CEO) of the NPY Women's Council provides strategic leadership and direction for the organization, ensuring the delivery of programs and services that empower Anangu women and communities in the NPY region. The CEO will foster relationships with stakeholders, manage resources effectively, and advocate for the needs and rights of Anangu women.

## Key Responsibilities

- **Strategic Leadership:** Develop and implement the strategic vision of NPY Women's Council, aligning organisational goals with community needs.
- **Communication and Promotion:** Developing a national level profile for the organisation in support of the work that NPYWC does, the impacts that are achieved and the strong voice for Anangu that it provides. With the goal of enabling a better and broader understanding of the value of the work that we undertake on behalf of our directors, our members and our communities
- **Program Oversight:** Oversee the design, implementation, and evaluation of programs aimed at improving the lives of Aboriginal women and their families.
- **Stakeholder Engagement:** Build and maintain strong relationships with government bodies, funding organizations, and community leaders to secure support and resources.



- **Financial Management and Sustainability:** Ensure the organization's financial health through effective budgeting, fundraising, and resource allocation.
- **Advocacy:** Represent the interests and rights of Aboriginal women at local, regional, and national levels, influencing policy and decision-making.
- **Team Leadership:** Lead, mentor, and develop a diverse team, fostering an inclusive and supportive workplace culture.

### Qualifications

- **Education:** A degree in social sciences, public administration, or a related field; postgraduate qualifications preferred.
- **Experience:** Proven experience in a leadership role within a non-profit or community organization, preferably with a focus on women's issues and Aboriginal communities.
- **Skills:** Excellent communication, negotiation, and networking skills; strong understanding of the challenges faced by Anangu communities; ability to manage multiple projects simultaneously.

### Personal Attributes

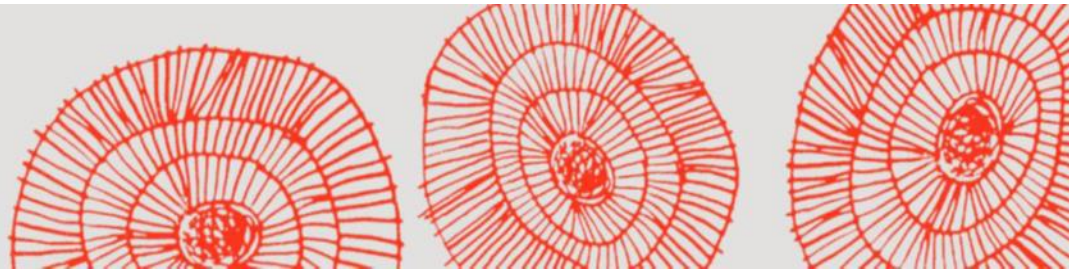
- A commitment to social justice and advocacy for Anangu women and communities.
- Strong cultural awareness and respect for Aboriginal traditions and values.
- Innovative thinker with the ability to inspire and motivate others.

## VALUES, BEHAVIOURS AND CAPABILITIES

### Job Specific Capabilities

- Visionary strategic thinker with exceptional analytical and problem-solving skills
- Collaborative and inclusive leader who values diverse perspectives
- Strong attention to detail with ability to see the bigger picture
- Authentic, transparent, and culturally safe communicator
- Results-driven with strong accountability and integrity, including effective / structured measurement and evaluation of both progress and outcomes
- Resilient under pressure and adaptable in dynamic environments
- Innovative approach to complex social challenges





### **Cultural Acumen**

Ability to demonstrate advanced cultural knowledge and embed culturally safe practices, with deep commitment to the principles of self-determination, truth-telling and community-control.

### **Leadership**

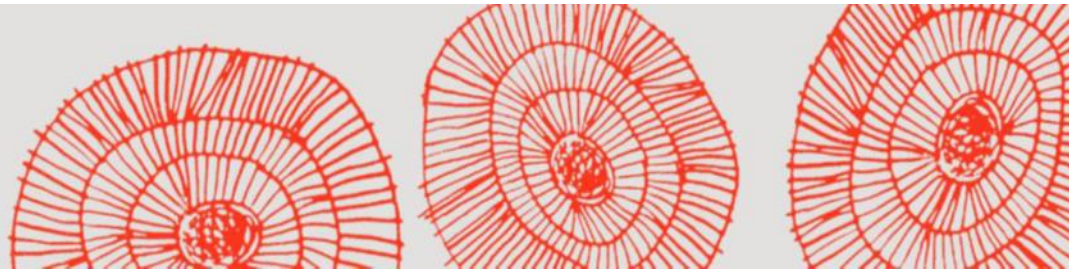
The CEO is expected to demonstrate exceptional leadership through their behaviours, decisions and relationship and champion the shared vision for a future led by Aboriginal and Torres Strait Islander people, in partnership with governments.

## **Role Accountabilities**

The main duties include, but are not limited to:

### **Organisational Leadership and Governance**

- Lead the NPYWC to carry out its functions in accordance with its rule book, values and goals, complying with all legislative obligations.
- Work to the direction and in support of the Board and their vision for the organisation, both in spirit and in action
- In consultation with Directors, develop and implement strategic and operational plans to promote the NPYWC's aims and objectives, including regular reviewing and reporting on performance.
- Make sure governance frameworks and success measures provide a contemporary, relevant and effective basis for organisational success.
- Provide strategic advice to the Directors on implications and options of decisions under consideration and make recommendations where necessary. When required, gather evidence through research to support considerations.
- Support women's law and culture



### **External Relations and Influence**

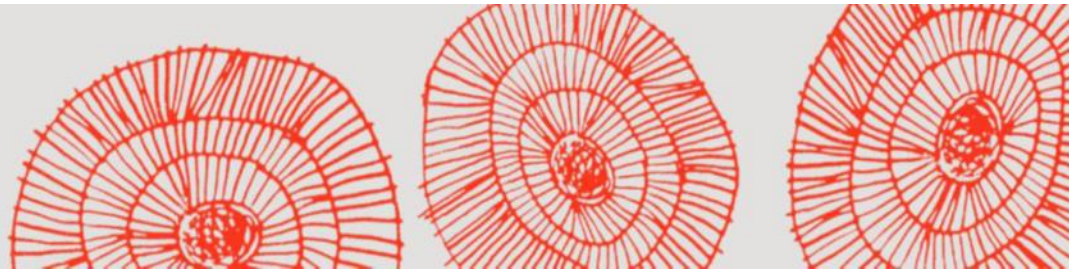
- Build strong executive relationships with government, members, the community and other NGOs including non-Indigenous agencies.
- Strongly influence governments to develop and implement laws, policies and practices that are respectful of Aboriginal and Torres Strait Islander cultures and strengthen communities
- Position the NPYWC to lead in the delivery of services across NPY Lands related to:
  - aged and disability care
  - domestic and family violence services
  - child and family wellbeing services
  - youth services
- Develop the social enterprises and knowledge sharing forums of:
  - Tjanpi desert weavers
  - Ngangkari traditional healers
- Promote the positive reputation of the NPYWC by representing the organisation in traditional and social media and other public forums.

### **Resource Development and Financial Management**

- Secure funding to drive growth and impact, enabling critical programs and project delivery.
- Support and build the resource base of the organisation in a way that contributes to the short and long term sustainability of the organisation
- Ensure the delivery of the NPYWC's activities within budget and in compliance with contractual obligations.

### **Team Leadership and Culture**

- Lead and direct a high-performing, well-supported team by instilling and role-modelling a positive and respectful workplace culture.
- Build and lead a diverse leadership team committed to the organisation's vision and purpose.
- Foster an environment of continuous learning and professional development.
- Align implementation of operations under each of our strategic pillars.



### Sector Strengthening and Community Services

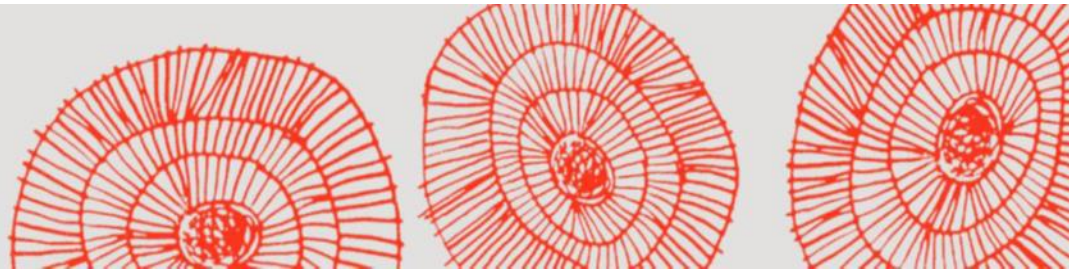
- Foster strong community services, enabling and supporting programs to develop and implement strategies that strengthen their services in a culturally safe and responsive manner.
- Lead the design and delivery of innovative programs that strengthen the each of the broader sectors working across the tri-state environment we operate in.
- Lead the development and delivery of community strengthening activities such as workshops, resources, and training across relevant topics.

### SELECTION CRITERIA

#### Essential Requirements

- It is a genuine occupational qualification of the position that it be filled by an Aboriginal person or a Torres Strait Islander person *under s8 of the Racial Discrimination Act 1975 (Cth) and s57 of the Anti-Discrimination Act 1996 (NT)*.
- Significant demonstrated experience leading an Aboriginal and Torres Strait Islander community-controlled organisation, including extensive experience leading cultural uplift in organisations that have been successful.
- Demonstrated understanding of the current policy and political landscape in relation to aged and disability care; domestic and family violence services; child and family wellbeing services; and youth services.
- Excellent communication, media and public speaking skills and experience, with demonstrated advocacy skills, including the ability to engage and influence government.
- Ability to build coalitions and strategic alliances, establish effective partnerships with a broad range of stakeholders, including demonstrated capacity to work and liaise with federal and state/territory ministers and high-level bureaucrats and Aboriginal and Torres Strait Islander people, organisations and communities
- Ability to provide strategic direction, embody organisational values, promote and initiate change, encourage new learning and develop a distinct organisational culture.
- Analytical skills with deep knowledge of the social and economic policy environment in Australia and its impact on Aboriginal and Torres Strait Islander peoples.





- Understanding of governance and accountabilities relevant to a complex membership-based, non-government organisation, with experience in supporting a Directors, council or executive committee.

#### **Desirable Requirements**

- Previous experience as a CEO or senior executive in a peak body or membership organisation.
- Demonstrated experience in organisational governance and growth of social enterprises.
- Experience in fundraising and diversifying funding sources.
- Qualifications in relevant fields such as business administration, public policy or social work.
- Local knowledge and networks.

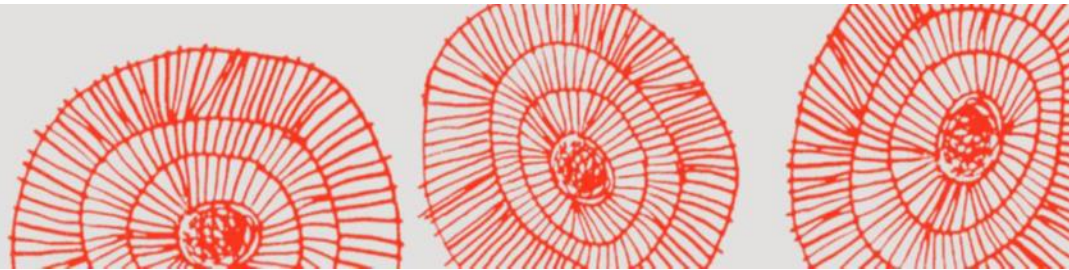
## **Culture in action**

Our Workforce Development and Capability Framework supports ongoing continuous improvement through action-research, evaluation, continuous improvement and the application of our Malparara Way principles throughout.

The NPY Women's Council Aboriginal Employment Strategy will support recruitment and retention of Anangu staff across the NPY region. It will develop partnerships that will help and enable Anangu to access employment and training opportunities through NPYWC and other service providers. Our Aboriginal Employment Strategy will seek to improve internal processes that will allow for the expansion and retention of Anangu employment in the region. The 6 key objective are:

1. Fair equitable employment conditions
2. Recruitment
3. Working Malparara way
4. Induction
5. Professional development and mentoring
6. Trauma informed support

Outcomes are better for Aboriginal and Torres Strait Islander people when we are empowered to have a say in government decisions affecting their lives, and we hope that most Australians would agree.



We will not be divided by the blatant attacks on our humanity and our collectivity, and we will continue to stand shoulder to shoulder as a united community, wherever we may live. We remain committed to ensuring the safety of our communities and the health of our Country. We are committed to working towards a future where Aboriginal and Torres Strait Islander children can, once again, live long healthy lives in this abundant land we now share.

Through our Director's, CEO and Leadership Team, NPY Women's Council seeks to ensure we consulted and lead decision making in how we deliver our services, and we are pleased to be able to continue to work together to ensure a better future for our whole nation, strongly grounded in over 65,000 years of Aboriginal and Torres Strait Islander culture. We continue to advocate for the Voice to Parliament.

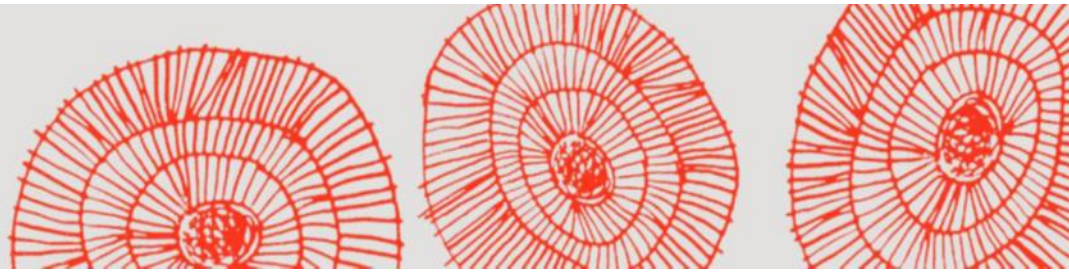
## Key relationships

### Internal

- Executive, Leadership team and associated committees
- Directors and committees
- Communities and members

### External

- Minister's Offices and key government departments and regulators
- Philanthropic supporters
- Other service sector organisations and not-for-profit partners
- Other services providers in each of NPY Lands communities
- Local, state and federal government representatives
- Community groups
- Banks, auditors, financial advisors and insurance providers
- Industry associations and advocacy groups
- Third party vendors, service providers and delivery partners

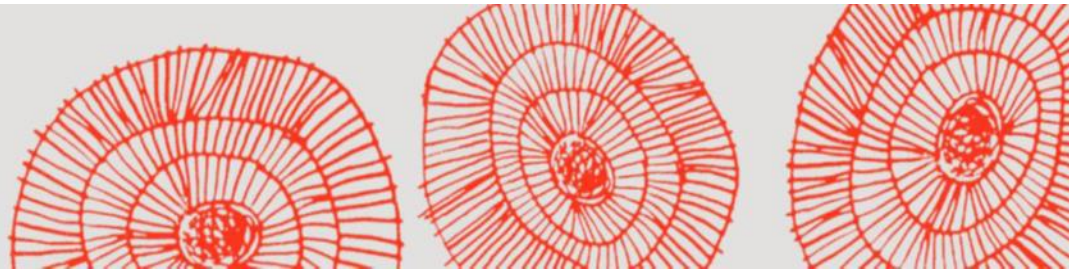


# Competency framework

**The behaviours and skills which help you to thrive:**

- Plan and prioritise
- Change and adapt
- Ensure excellence
- Make decisions
- Communicate with influence
- Capacity to collaborate





## NPY Women's Council Directors



**Kunmanara Smith**

CHAIRPERSON

Imanpa, NT



**Maimie Butler**

DEPUTY CHAIR

Papulankutja, WA



**Alison Milyika Carroll**

DIRECTOR

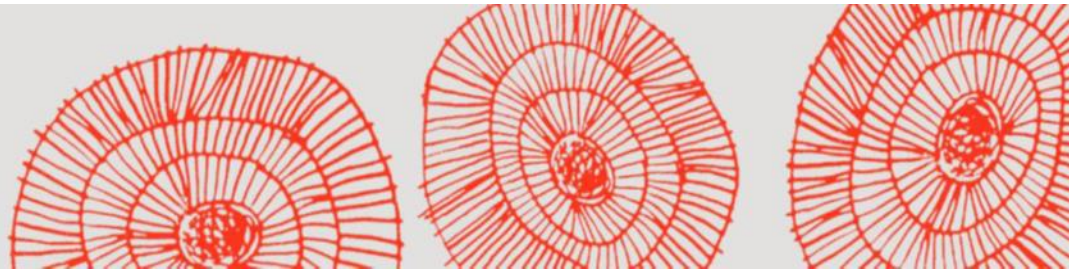
Pukatja, SA



**Maureen Baker**

DIRECTOR

Warakurna, WA



**Wanatjura Lewis**

DIRECTOR

Amata, SA



**Peggy Naylor**

DIRECTOR

Mutitjulu, NT



**Janet Forbes**

DIRECTOR

Papulankutja, WA

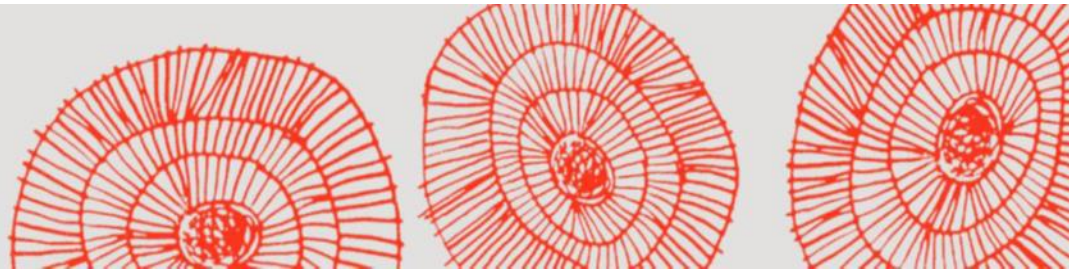


**Azaria Foster**

DIRECTOR

Irrunytju, WA





**Inawantji Scales**

DIRECTOR

Mutitjulu, NT



**Anyupa Stevens**

DIRECTOR

Kaltjiti, SA



**Tjulyata Tjilya**

DIRECTOR

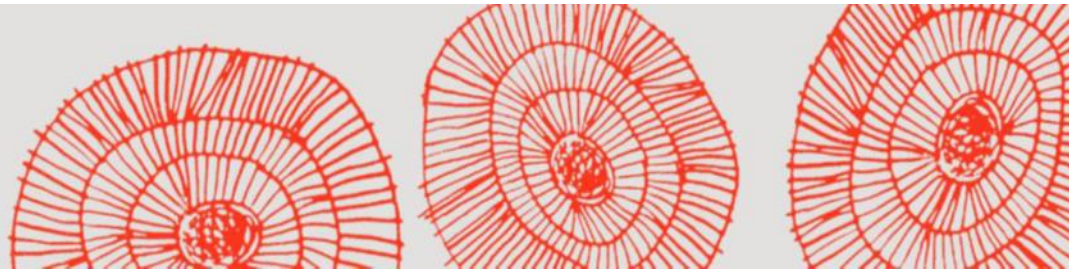
Amata, SA



**Lilly Tjiweri**

DIRECTOR

Kaltukatjara, NT



For initial enquiries about the role, please contact People & Workplace Services on 08 8958 2329. For a confidential discussion, please contact:



**Andrea Mason OAM**  
ACTING CEO



**Andrea Mason OAM**  
**Ngaanyatjarra and Pitjantjatjara (southern)**  
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