

Ngaanyatjarra
Pitjantjatjara
Yankunytjatjara
Women's Council

STRATEGIC PLAN 2019-2023

*We never give up. We stand strong.
Wantiku-kulun tirtu ngarama
Wiya kutu.
Putu wantipai.*

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Thank you to all directors, members and staff and critical friends who provided valuable input throughout the strategic planning process, as well as all those who provided valuable input and contribution at the 2018 NPY Women's Council Annual General Meeting.

NPY Women's Council would also like to acknowledge the critical work of the following individuals who provided translations at our events and consultations:
Linda Rive, Ina Scales, Maimie Butler and Margaret Smith



*“... so I said to the women, ‘We should become separate.’
I suggested this because we had been told to be quiet and leave.
We all had something to say, about caring for our children and
families, about our aspirations to have good lives...
We wanted to talk about issues to the government.
We wanted to talk together to give a strong message.
That’s why we formed the Women’s Council...”*

Nganyinytja OAM (dec).

*Anangu readers are warned that this publication may contain images of deceased persons and
images of people that could open sorrowful memories.*

During 2009-2018 when I was Patron of the Council, I saw first-hand the power it has to deliver many extraordinary gains for women and their families in the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) region. These developments and impacts were in areas such as women's safety, women's leadership and culturally based social enterprises and services.

A visionary organisation, its reputation as a place comfortable with leading big ideas, is well deserved.

The Council's 2018-2023 Strategic Plan signals a broadening of the Council's leadership to help deepen its impact in the NPY region as well as to deliver more opportunities and better outcomes for its members. I believe a key to the Council's success will be to gather hard data on what works, as well as having a critical eye on areas that underperform. Partnerships with research institutions such as universities to capture this data will be critical. The Council has a strong track record of collaborating, and using an evidence-based approach, to elevate Anangu led solutions in areas of social, emotional and physical wellbeing, while at the same time, pursuing sensible economic opportunities for the NPY region. Balancing all of these interests is challenging, however the Council has time and time again demonstrated its capability to do just that. So I am confident they have the knowledge and commitment to continue this leadership in coming years.

I am pleased the Council is signalling its interest to build and deepen business partnerships, which I hope will create more cross-sector collaboration around areas of common interest. Such collaborations are now the standard way to build strong business relationships and partnerships across different sectors. Partnerships with companies and NGOs to build the Council's business and strategic thinking as well as financial security will hold it in good stead. Aboriginal organisations working in human services such as NPY Women's Council, are as worthy of pursuing this agenda as much as Australia's major for purpose organisations, so I would like to wish them every success in these areas.

In closing, I would like to take this opportunity to commend NPY Women's Council to Australian leaders in business, government and enterprise. The Council is good soil to invest in and grow benefits that have the potential to transform the communities of the NPY region, as well as communities and organisations beyond its borders. As a former Patron of the Council, having stepped down from the role in July 2018, I would like to take this opportunity to say that for the time I was Patron, I counted it an honour and privilege and a responsibility of high honour, and that supporting the women of the NPY region and their ambitions, was a joy and pleasure.

Yours sincerely

Professor Marcia Langton AM

A visionary organisation, its reputation as a place comfortable with leading big ideas, is well deserved.

OUR STRATEGIC PLAN

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...

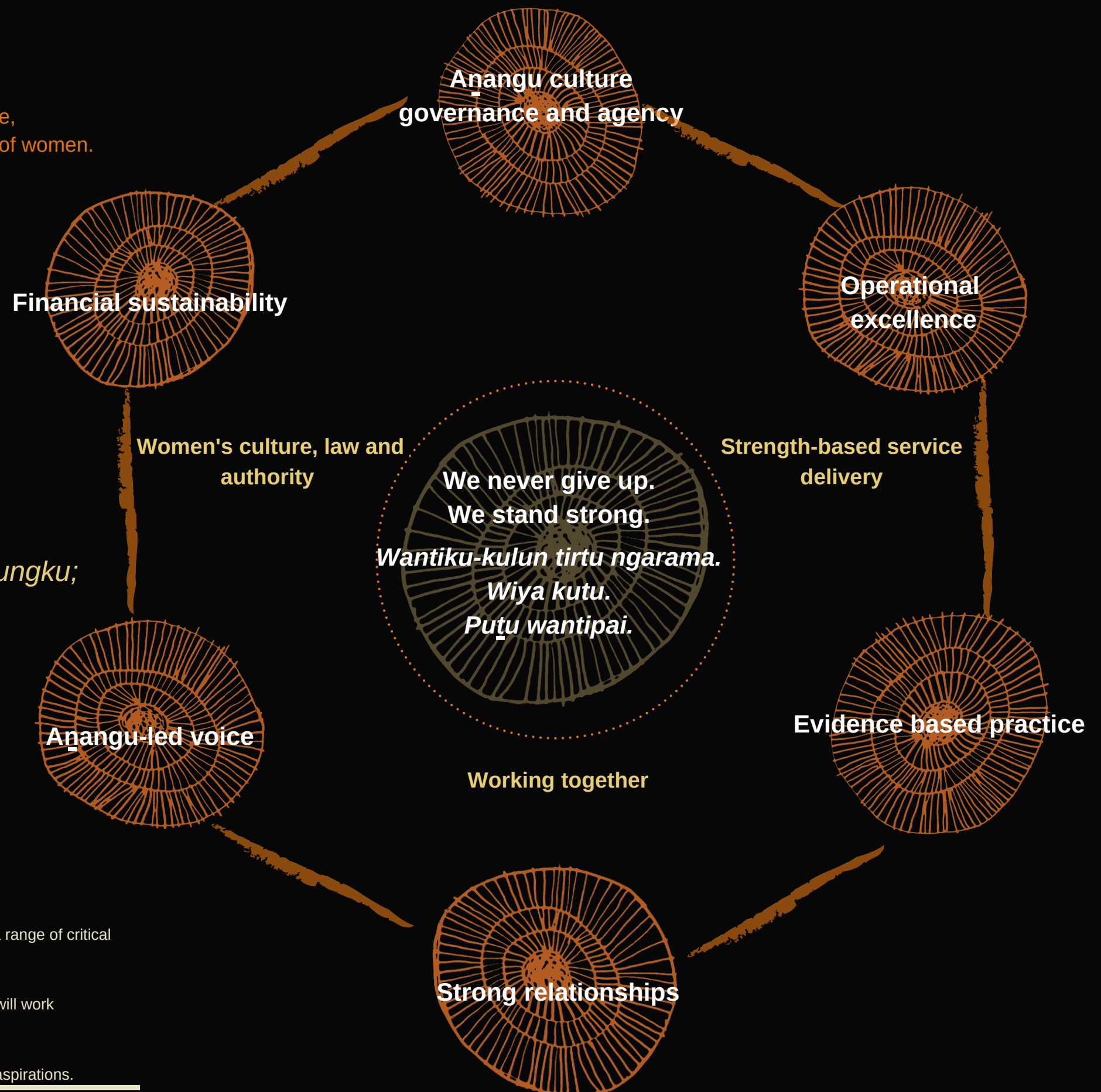
- *Piluntjungku*; Peaceful and calm
- *Ngapartji ngapartjiku kulira iwara wananma tjukarurungku*; Respect each other and follow the law straight
- *Kututu mukulyangku*; Kind-hearted
- *Kunpungku*; Strong
- *Kalypangku*; Conciliatory
- *Tjungungku*; United

This strategy has been developed alongside our directors, members and staff, with input from a range of critical friends and influencers from across the region and social sector.

This strategy provides:

- A foundation for our stakeholders to understand what we are looking to achieve and how we will work towards our vision and purpose;
- A framework to inform our priorities, annual business planning and resourcing; and
- A tool for our directors and members to communicate our priority advocacy areas and future aspirations.

OUR OBJECTIVES



OUR OBJECTIVES AND PRIORITIES

Over the next five years, we will seek to achieve and prioritise the following areas in our pursuit of all Anangu living a good life.

1. Anangu culture, governance and agency

Kunpu nyinantjaku

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

OUR PRIORITIES

- Develop NPY Women's Council leadership, ensuring succession within its governance and, in turn, empowering the future leaders of the region.
- Remain a member-led, Anangu controlled and governed organisation that puts the voice and agency of Anangu first in understanding community needs, ideas and strengths.
- Preserve Anangu culture and language throughout everything we do, and facilitate its teaching and sharing with children in our region.
- Provide opportunities to bring leaders from both worlds together to share knowledge to tackle significant issues.

2. Operational excellence

Wirura 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.

Tjungungku warkarinytjaku mukuringanyi Women's Council-tu Anangu staff supportamilantjaku, rawa warkarinytjaku

OUR PRIORITIES

- Integrated service delivery: Work better together, increasing collaboration, knowledge and skill sharing across the organisation.
- Employer of choice: utilise best practice human resource approaches to get the right staff in the right roles with the right skills and support; be an employer of choice for Anangu; maintain a safe work environment; implement succession planning at all levels.
- Continuous improvement: implement continuous quality improvements relevant to remote community contexts; explore innovative approaches through action learning and targeted research.
- Build profile: Be strategic in our promotion and marketing activities to develop our brand recognition and showcase our successes.
- High quality work environments: Build a multi-purpose office facility to accommodate current and future growth of the organisation; invest in advanced technological infrastructure to enable efficient and effective operations in a changing environment.

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.

OUR PRIORITIES

- Invest in a culture of evidence-based practice and evaluation and allocate resources according to what we know is most effective.
- Use a strength-based and trauma informed approach in the delivery of services, through the implementation of the Strengthening Communities Framework.
- Design and implement an impact framework to improve the way we tell the story of our impact in the region and beyond.
- Use a wellbeing framework consistent with an Anangu perspective, that reflects the priorities of our directors, members and communities and includes an articulation of an Anangu governance operating rhythm.
- Identify our research priorities and proactively seek opportunities to invest, through greater collaboration, in more formal research activity, including action research.
- Utilize the Uti Kulintjaku (UK) model to inform service delivery, resource development and evaluation across the organisation. Uti Kulintjaku works at the interface of knowledge systems and languages to better understand mental health and wellbeing, and develop resources to promote this shared bi-cultural understanding more broadly.

4. Strong relationships

Women’s Council-nya tjunguringu EC munu Jawun munu Anangu organisations tjuta. Warkarinytjikitja wati tjuta kulu, wati tjuta kunpuringkunytkaku

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

OUR PRIORITIES

- Nurture and support relationships that build capability and capacity in the region and strengthen external stakeholders’ understanding of this region.
- Invest in Empowered Communities, using the regional development roadmap as our guide.
- Explore and create new partnerships and relationships that will assist in leveraging appropriate services for our communities.
- Work better with men throughout the community, exploring and better defining their role in supporting our outcomes.

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.

OUR PRIORITIES

- Continue to be a representative voice, advocating alongside and on behalf of Anangu women.
- Push for Anangu-led decision-making and control within any regional transformation or reform.
- Continue to be a key Anangu partner and lead for the region's Empowered Communities initiatives to create a genuine and balanced partnership between Indigenous organisations, government and corporate Australia, where everybody is working together to reform how Indigenous policies and programs are designed and delivered

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

OUR PRIORITIES

- Establish a commercial arm to the organisation to explore business ventures, through partnerships or new initiative opportunities, to generate additional and profitable revenue streams for the organisation.
- Expand current, and explore emerging social enterprise opportunities.
- Maximise government and corporate funding opportunities by maintaining current, and developing new, partnerships.
- Through strategic marketing, increase fundraising activities and actively pursue philanthropic and corporate support.
- Maintain and protect our current income streams, and ensure our resources and investments are best aligned to maximise impact through financial and strategic planning.

DEFINING OUR SUCCESS

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In delivering this strategy, over the next five years, we will:

- **Continue to be recognised as an influential voice with and on behalf of our community**, ensuring that Anangu women in our region are heard. This is their right as traditional owners; they speak for country, family, culture.
- **Support the continued development of future leaders in the region**, especially young people, and be a pathway for the collective agency of women.
- **Ensure our services have a clear and demonstrable evidence base**. We will learn from, and contribute to, building the evidence base through research and evaluation.
- **Position ourselves as a key partner in the region** to leverage the greatest impact for Anangu.
- Be focused on providing **Anangu-centred services that have deep regard and respect for Anangu women's law and culture**.
- **Inform and be informed by the 5-year Empowered Communities regional development plan** that seeks to activate and mobilise all Anangu across the region for impactful change.
- **Diversify and grow our income streams**, including through the establishment of a commercial arm.
- **Invest in our people**. Continue building a professional and highly skilled workforce. We will become an Anangu employer of choice. We will have relocated to new, purpose built office accommodation.

We have already achieved so much. Now is the time to imagine what is possible in the next five years, for all Anangu, especially women and children.

This strategic plan informs and guides our priorities, actions and operational planning for the next five years. We are committed to implementing and monitoring the plan in partnership with directors, members, staff and critical stakeholders.

To monitor and evaluate the implementation of this strategy, we commit to:

- Embedding this strategy and outcome measures into our annual business plans, to monitor its progress and evaluate what has been achieved against organisational objectives;
- Undertaking ongoing consultation and engagement with directors, members and staff to continually review objectives and outcome measures and ensure they remain relevant and enable the delivery of the strategy: and
- Work closely with existing and prospective funding bodies to ensure that they understand and support our strategies and approaches, and build relationships that will promote investment in the outcomes of NPY Women's Council.

We were born on this land, we birthed on this land, our blood and the blood of our mothers and grandmothers is in this land. We are in this land and the land is in us. We will fight to keep this land for our grandchildren to grow up in!

Mantatjara Wilson, 1980

NPY LANDS

- Around 5,000-6,000 Anangu live in the NPY lands.
- The NPY Women's Council membership and service delivery area includes twenty-six communities and homelands spread over a vast, remote, semi arid expanse over 350,000 km sq.
- Members share language, historical, cultural and familial connections.
- The remoteness of the NPY Lands, combined with the vast geographical distances between communities, creates a unique set of challenges and complexities

ABOUT US

Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council (Aboriginal Corporation) was formed in 1980 in response to the land rights struggle of the 1970s, when Ngaanyatjarra Pitjantjatjara Yankunytjatjara women felt their voices were not being heard on an equal footing with men. As owners and carers of country, women were required to be heard on land rights but they were equally passionate about all the compelling social issues of the era. Once the idea of a separate women's council was proposed, the men of the region were in full support as it reflected the way men's and women's business has always been conducted.

Our region has a long and proud history of Anangu (Aboriginal) activism and action. Some of the first Anangu organisations in Australia were formed here. NPY Women's Council has built on this legacy. From the very beginning, we have been speaking with, for, and through the voices of women. It defines our world-view; it is what sets us apart. It is within this core principle that we have grown and evolved, providing important and valued services that support Anangu women across the NPY region. We are now one of the most recognised and influential Anangu-led organisations in the region and beyond. We take on innovative reform solutions to solve systemic problems. We are advocates, capacity builders, service providers, and highly regarded. We find a way forward in our complex environment, and strive to provide a better life for all Anangu in our region, especially women and children

OUR WORK TODAY

We have sought to evolve and adapt to meet the needs of our community. We have always been led by the voices of Anangu, through our directors, members and direct community feedback. Concerns for our families and communities have taken precedence over state and territory borders. We are about empowering our community through the collective agency of women; developing and strengthening our region through building capacity; and being ambitious in the delivery of effective regional services. We continuously tailor and innovate our approaches to tackle developing and deep-rooted issues. This includes addressing the health and wellbeing of communities: through an increased understanding of the impact of trauma; by increasing families' capacity to care for children; by supporting women who have experienced violence and those who want to see change; by creating job opportunities; and by supporting work that helps improve education outcomes for our young people.

NPYWC is serious about our vision to see all Anangu live well in both worlds. It is why we prioritise the teaching of women's law and culture, and proactively seek to embed Anangu knowledge and management protocols into our workplace governance and practice systems.

The benefits of being bilingual are well known, including improved multitasking and problem solving skills. We have an ambition to be a bi-governance organisation: we are purposefully open to acknowledging Anangu and non-Anangu governance and management systems, and willing to introduce new approaches from either to strengthen our workplace.

Data gathered through the NPY Empowered Communities Secretariat from the 2017 census, show the current employment and education profile of this region:

- 18% of Anangu are in the workforce – this is one of the lowest rates of employment in Australia
- 18% of 17-24 year olds complete year 12
- 13% of young people are working or studying.

NPY Women's Council believes a key factor to improving this data is a genuine acknowledgement by mainstream funding bodies of the contribution Anangu cultural practices make to individual and community wellness and strength. Such a shift would influence employment and education outcomes, and enable Anangu to make a greater contribution to the local and regional economy. We believe a greater commitment to this perspective will offer Anangu the opportunity to live well in both worlds.

NPY Women's Council believes more could be done by the SA, WA, NT and Commonwealth Governments to support and elevate Anangu governance systems, and to create education environments that more effectively transition young Anangu people into employment. The strengths of such approaches are evident through the following:

- the most popular and sustainable employment opportunities for Anangu include working as artists and arts administrators, Ngangkari and cultural educators, as translators and interpreters, in land management roles such as rangers, and cultural tourism and businesses including those focusing on bush foods;
- increased use of local languages in schools helps teach and repeat the basics of reading, writing and numeracy;
- strong local governance relies on cultural governance and acumen; acknowledging the critical roles Anangu/minyma directors and *mayatjas* (leaders) play in their organisations and in the community;
- strong cultural knowledge often enhances community safety strategies. For instance, at a local level women and men are aware of *minymaku nura* or women's safe place on country; where women can go to, stay for periods of time, and feel safe.
- workplaces that demonstrate strategies to action bi-governance systems and practices become employers of choice for Anangu.

OUR SERVICES

NGANGKARI (TRADITIONAL HEALERS)

The Ngangkari Program is a dynamic group of Ngangkari (traditional healers) who are also highly respected artists, teachers, and health workers. As well as applying their traditional skills as healers in their communities, they provide advice to Indigenous and non-Indigenous people outside their communities, using their extensive knowledge of culture and family.

The Ngangkari program includes the Uti Kulintjaku initiative, an Anangu -led social innovation for systems change that strengthens Anangu wellbeing. Uti Kulintjaku works at the interface of knowledge systems and languages to better understand mental health and wellbeing, and develops resources to promote this shared bi-cultural understanding more broadly.

TJANPI WEAVERS SOCIAL ENTERPRISE

Tjanpi Desert Weavers is a social enterprise supporting 400+ women from the NPY region to earn their own income from fibre art. Tjanpi travels across 26 communities to purchase artworks for up-front income, supply affordable art materials, hold skills development workshops and supports grass collecting trips in country. Tjanpi facilitates special projects and commissions from public institutions, exhibits in commercial galleries, wholesales work to retail outlets across Australia and sells directly at a Gallery in Alice Springs and through its website. Tjanpi supports the economic empowerment of women based on the NPY region, an area of extreme economic disadvantage. Tjanpi also supports cultural maintenance, reduces social isolation and has changed forever the contemporary Australian arts landscape, with the creation of artwork of national significance.

YOUTH SERVICES

Youth Services is led by Anangu to support young people aged 10 to 25 years in the NPY region, to lead safe and healthy lives. Our key focus areas are: recreation and diversion; case management and advocacy; education and leadership. Specific programs include: remote community youth program; boarding school program; Kulintja Palyaringkunytyaku (KP) Program; and the law and culture program.

CHILD AND FAMILY WELLBEING SERVICES


Child and Family Wellbeing Services includes both the Nutrition and Walytjapiti (Intensive Family Support) programs. These services work with children and families to address barriers that affect child, family and community wellbeing. A key objective is to increase families' capacity to care for children. It is an early intervention and prevention service focused on families with children aged 0-5 years and who are considered to be 'at risk'.

DOMESTIC AND FAMILY VIOLENCE SERVICES

The Domestic and Family Violence Service works from a holistic and relational standpoint, according to Anangu values. We accept referrals from women in our catchment area who have experienced the impacts of intimate partner, family or other forms of lateral violence. We understand that violence does not occur in a vacuum, and that there is no simple or leading explanation as to why violence occurs. Our work ranges from working with individuals in crisis and short-medium term follow-up (including supporting clients through the legal system), to working with women and their families in recovery and with longer term goals, through to a variety of community-level and other group activities driven by community members. Our clients are encouraged to share their strong stories and their stories of resistance to violence and to continue individual and collective healing journeys to build sustainable networks of support.

TJUNGU SERVICES (AGED CARE AND DISABILITY)

Tjungu team works with all levels of government and service providers about the needs of elderly and disabled people and their carers in the NPY Lands. Tjungu services supports people to maintain their social and emotional wellbeing by remaining on the NPY Lands with family, language and culture for as long as possible. Our key services include advocacy, case management, coordination of supports and community connector support for the National Disability Insurance Scheme (NDIS), provision of respite and equipment under the Commonwealth Home Support Programme, aged care support in SA and disability workforce development. We also conduct home support assessments for My Aged Care.



*We work hard and we
are still working today!
We have no intention of
stopping.*

Nyinku Kulitja (Kaltukatjara, NT)

OUR PEOPLE

In 1980, we started only with the aspirations and voice of women from across our region. The members are the driving force of our organisation; they bring our purpose, values and culture to life every day. We would not and could not exist without these women.

Our directors and members want to give all women in the region, young and mature, the chance to have agency, to find and deliver solutions for a better life. We know that the best solutions come from our own community; that is our power.

Critical to our success to date, has been the passion of our workforce both Anangu and non-Aboriginal. It is through a shared purpose, empathy and belief in the community that NPY Women's Council has grown to over 150 staff and is delivering its current range of services. This strategic plan recognises all of those who contribute to our impact, from every member of the operational team and management, through to all our staff working in the community every day.

Since the beginning, we have all sought to understand and respond to the needs of the community, we have always listened to and engaged the value of cultural and corporate governance. We have invested in employing, training and nurturing Anangu and non-Aboriginal employees. Our people are critical to the success of the organisation.

STRENGTHENING OUR REGION

We strive for transformation throughout our region and beyond. We seek stronger communities, greater control, ownership, and ultimately, opportunities for a better life. In support of this, we both auspice programs and partner with others to build capacity and support Anangu led solutions. Key programs and partnerships we are currently involved in include:

EMPOWERED COMMUNITIES (EC): This program is a reform initiative creating new and better ways for Aboriginal and Torres Strait Islander organisations and communities to work with each other and with government agencies. We have taken on a leadership role by auspicings the NPY EC secretariat during the establishment phase in Central Australia. We recognise the importance of EC as a model for partnership and collaboration, a model to mobilise and activate Anangu leadership across the region. The focus of this initiative is to: help Anangu have more opportunities for employment and to secure jobs; access good education and support for young people to move from school into work more easily; put in place stronger governance and have greater local control of what happens in communities; and address inadequate housing.

STRENGTHENING COMMUNITIES FRAMEWORK: NPY Women's Council has developed 'The Strengthening Communities Framework' as an alternative way of thinking about violence prevention in the NPY communities. This Framework adopts a series of eleven steps with a focus on trauma informed practice, in order to replace cycles of family and community violence with cycles of care and resilience. This Framework demonstrates that violence prevention should not be viewed as isolated projects or information and education, but adopted as a whole of organisation approach to identifying, supporting and amplifying stories of strength and resistance to violence that already exists within communities. By collecting, validating and honouring stories of strength and resistance we are sowing the seeds of strengthened communities.

UTI KULINTJAKU: Internally we have adopted innovative approaches to mental health and healing such as through the Uti Kulintjaku (UK) project. The UK project works at the interface of knowledge systems and languages to better understand mental health and wellbeing, and develop resources to promote this shared bi-cultural understanding more broadly. As an organisation we use the UK model to inform service delivery, resource development and evaluation across the organisation.

JAWUN: Jawun means Malpa (friend) or Waltja (family). It is an innovative not-for-profit organisation that aims to build the capacity of Indigenous people and organisations. Jawun places skilled people from Australia's leading companies and government agencies into Indigenous organisations for 6-12 weeks, to share their expertise and support. It is a ngapartji ngapartji arrangement, as the secondees also learn a great deal from their hosts about working in a not-for-profit environment, working in remote Australia. They leave with a greater understanding and appreciation on Anangu life. Since 2013, NPY Women's Council has been the lead Indigenous partner for Jawun in the NPY region. NPY Women's Council aims to nurture and support this relationship to assist build capability and capacity, and to strengthen external stakeholders' understanding of this region.

