

STRATEGIC PLAN

2024-2029



Ngaanyatjarra
Pitjantjatjara
Yankunytjatjara
Women's Council



ACKNOWLEDGMENTS

Thank you to all the directors, members, staff and critical friends who provided valuable input throughout the strategic planning process. We would also like to thank those that supported this process at our events and consultations:

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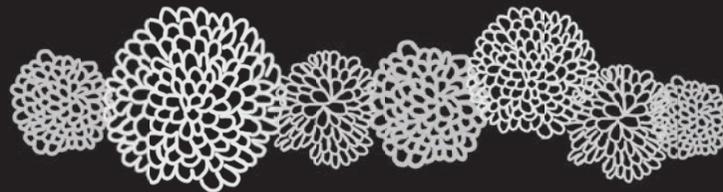


Ngaanyatjarra
Pitjantjatjara
Yankunytjatjara
Women's Council

ACKNOWLEDGMENT OF COUNTRY

"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





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EXECUTIVE SUMMARY

NPY Women's Council is committed to advancing the interests of Anangu women and their families recognising the strength of supporting women and children for the benefit of the whole community.

This Strategy gives a clear focus for NPY Women's Council and identifies where we can create the greatest impact: as a leader in community service innovation, and as an advocate, partner and employer. We commit to listening to our members so that we clearly understand their dreams and aspirations and together shape our community.

With this Strategic Plan, we are building on our strengths and leveraging internal change, so that we can provide Anangu-led community services and resources that help Anangu women and their families. We will build on our role as a conduit between the community and government, generating data and insights. We will represent the lived experience of our members to influence policy, and ensure that we collectively plan for and deliver the skills we need to flourish in the future.



THESE PILLARS WILL BE ENABLED BY ORGANISATIONAL DEVELOPMENT IN THESE AREAS

Our **VISION** is that all Anangu living well in both worlds

.... We know that realising this vision will require the efforts of the whole community. We have identified our role - our Purpose.

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.

OUR GUIDING PRINCIPLES

We are an **Aṅangu-led** organisation.

We believe in the **strengths 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 Aṅangu.**

**Kututu
mukulyangku**
Kind-hearted

Kalypangku
Conciliatory

**Ngapartji ngapartjiku
kulira iwara wananma
tjukururungku**

Respect each other and
follow the law straight

Kunpungku
Strong

Tjungungku
United

Piluntjungku
Peaceful and calm

**Our services were born in the community
and community remains at the heart of
everything we do.**

ABOUT US

We are Anangu women caring for our communities and their wellbeing. We believe in the strength of our culture and our people and work to ensure a good life for all Anangu.

Across 26 desert communities, NPY Women's Council is governed and directed by Anangu women who are led by women's law, authority, and culture to deliver health, social and cultural services for all Anangu.

Founded in 1980, the Council is a leader in the provision of health, social and cultural services in the NPY region, an area covering 350,000 sq km in the cross-border regions of Western Australia, South Australia, and the Northern Territory.



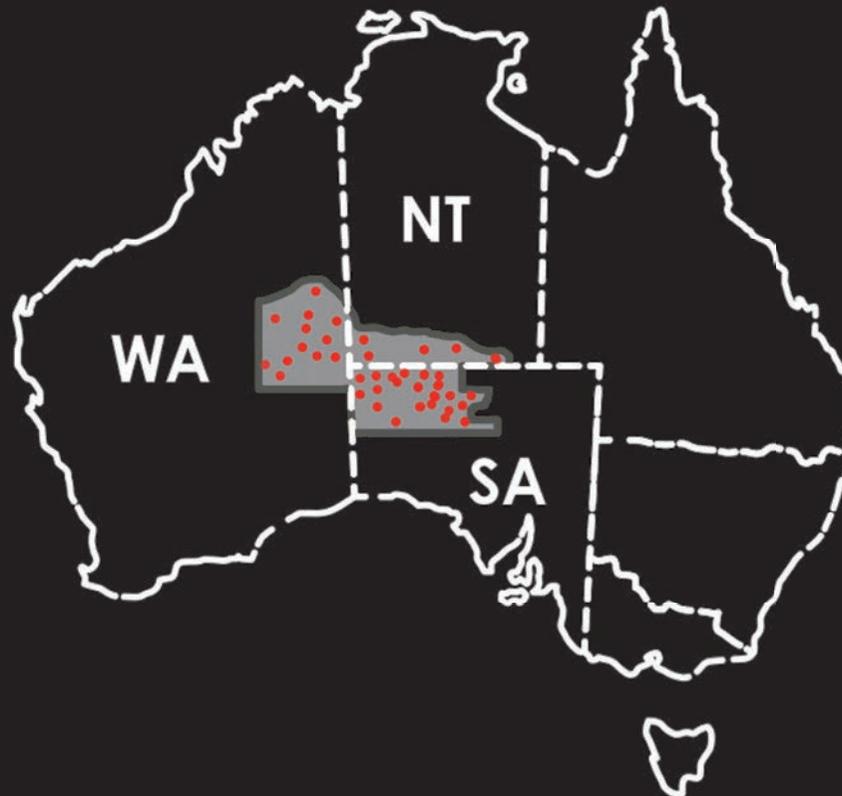
OUR SERVICES

Youth Service

Supporting young people in the NPY lands to thrive through leadership, education, recreation programs, case management, and job path-ways.

Tjanpi Desert Weavers Social Enterprise

Enabling women to generate their own income from fibre art while keeping culture strong.



Tjungu Aged & Disability Care

Ensuring that Anangu with a disability and old people have access to support services so they can stay on country, connected to family and culture.

Child & Family Wellbeing Service

Ensuring children reach their full potential and are safe, happy and protected within their communities through good nutrition, intensive family support, kinship care and advocacy services.

Ngangkari Traditional Healers

Supporting the traditional ngangkari healers to continue their work of looking after people's physical, spiritual and emotional health. Growing community understanding in mental health, trauma & healing.

Domestic & Family Violence Service

Working to eliminate violence in communities by providing a crisis intake service, community programs, legal education and therapeutic casework.

OUR PEOPLE

In 1980, a cassette tape recorded with a message from Mantatjara Wilson was sent from community to community in the NPY lands.

The cassette called for women to come together to meet and form a women's council, so they could stand up and speak about matters important to them.

At the time, many land rights conversations were being led by men, and women wanted to make sure land important to women was also included in these conversations.

The power of these and subsequent women have driven NPY Women's

Council from an advocacy body to a leading and critical human services provider in central Australia.

NPY Women's Council programs align with a deep cultural and practical understanding of remote community life. We know the best solutions come from our own community, that is our power.

Today, Anangu staff, directors and members continue to be a driving force in the organisation, leading holistic solutions for their communities.

SNAPSHOT OF THE NPY LANDS

- There are around 6000 Anangu living in the NPY lands
- Members share language, tjukurpa, 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.



OUR PARTNERS

EMPOWERED COMMUNITIES (NPY)

Empowered Communities (NPY EC) is focussed on supporting and enabling the leadership and agency of Anangu to create transformational change and to drive the long-term development of the NPY region.

Based on Anangu priorities, NPY EC's priority initiatives are:

- Anangu-led decision making and community empowerment
- Education, culture and youth support
- Work financial security and meaningful engagement

JAWUN

Jawun manages secondments from the corporate and public sectors to a range of Aboriginal and Torres Strait Islander partner organisations in urban, regional and remote communities across Australia.

Jawun facilitates corporate, government and philanthropic organisations to come together with Indigenous communities to initiate genuine, practical change.



OUR STRATEGY IN DETAIL

STRATEGIC PILLAR ONE

We will develop a robust leadership structure, ensure seamless succession and empower future Anangu leaders. We will commit to keep Anangu language and culture alive and deeply ingrained in the core of our organization.

**ANANGU
CULTURE,
GOVERNANCE
AND AGENCY
KUNPU
NYINANTJAKU**

Develop NPY Women's Council leadership, ensuring succession within its governance and in turn empowering the future leaders of the region.

We will increase the number of Anangu leaders engaged with the organisation by identifying young women for succession through youth and emerging leaders' programs, and increase the number of Anangu women in leadership.

Keep Anangu language and culture alive and at the heart of everything we do.

We will ensure that 80% of our resources are in language and accessible and useful for the community, and that the Women's Law and Culture meeting continues to run annually.

STRATEGY IN DETAIL

STRATEGIC PILLAR TWO

We will work towards achieving a transformative level of collaboration, fostering a united organizational culture marked by improved communication, shared knowledge, and collaborative skills. We will strive to achieve the status of an employer of choice through the strategic implementation of best human resources practices, ensuring that the right skilled staff occupy the right roles. We will embrace a commitment to continuously improve quality, prioritise innovation, targeted research and action learning tailored to remote community contexts.

Work as one by increasing collaboration between teams and sharing knowledge and skills across the organisation.

Our teams will have a shared understanding and expectation on the ways of working within the organisation.

- We will do this by improving communication within the organisation, reporting success stories, sharing databases, increasing cross team collaborations and offering service clustering to improve efficiencies and outcomes for Anangu families.

Become the employer of choice in the NPY lands by utilising the best human resources practices to employ skilled staff in the right roles, prioritise our people and build capability in the NPY region.

Our goals are to be close to fully-staffed and to see an increase in retention.

We will focus on recruitment and retention and invest in Anangu staff at all levels.

Implement continuous quality improvement relevant to remote community contexts, explore innovative approaches through action learning and targeted research, focus on recruitment and retention.

We will do this by achieving Australian Service Excellence Standards (ASES) accreditation, implementing the capability framework and investing in Anangu staff.

**OPERATIONAL
EXCELLENCE
WIRURA
WARKARINYTJAKU**

OUR STRATEGY IN DETAIL

STRATEGIC PILLAR THREE

We will successfully implement a wellbeing and thriving framework consistent with Anangu perspective. We will be successful in researching and understanding what thriving and wellbeing means for Anangu, guided by the Uti Kulintjaku (UK) framework. We will design and implement a framework that effectively measures our outcomes and progress. We will be successful in utilising the Uti Kulintjaku (UK) model to inform service delivery, resource development, and evaluation across the organization.

A wellbeing framework consistent with an Anangu perspective that reflects the priorities of our directors, members and communities.

We will report on the impact we are having and collect feedback to assess the level of alignment between the wellbeing framework and the priorities of Anangu, and metrics-tracking the physical, mental, and social wellbeing of community members.

Research and consult to understand what thriving and wellbeing means for Anangu by:

Creating a framework working with our Uti Kulintjaku (UK) team to develop a shared understanding of what thriving and wellbeing means.

Design and implement an impact framework.

We will develop a tool that will allow us to report against the impact measurement framework. We will offer transparency in promoting outcomes and progress.

Utilise our Uti Kulintjaku (UK) model to inform service delivery, resource development and evaluation across the organisation.

This model 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.

**EVIDENCE-
BASED
PRACTICE
WARKA
WIRU TJUTA
UTIRINGANYI**

OUR STRATEGY IN DETAIL

STRATEGIC PILLAR FOUR

We will remain committed to maintaining and nurturing existing and new internal and external stakeholder relationships.

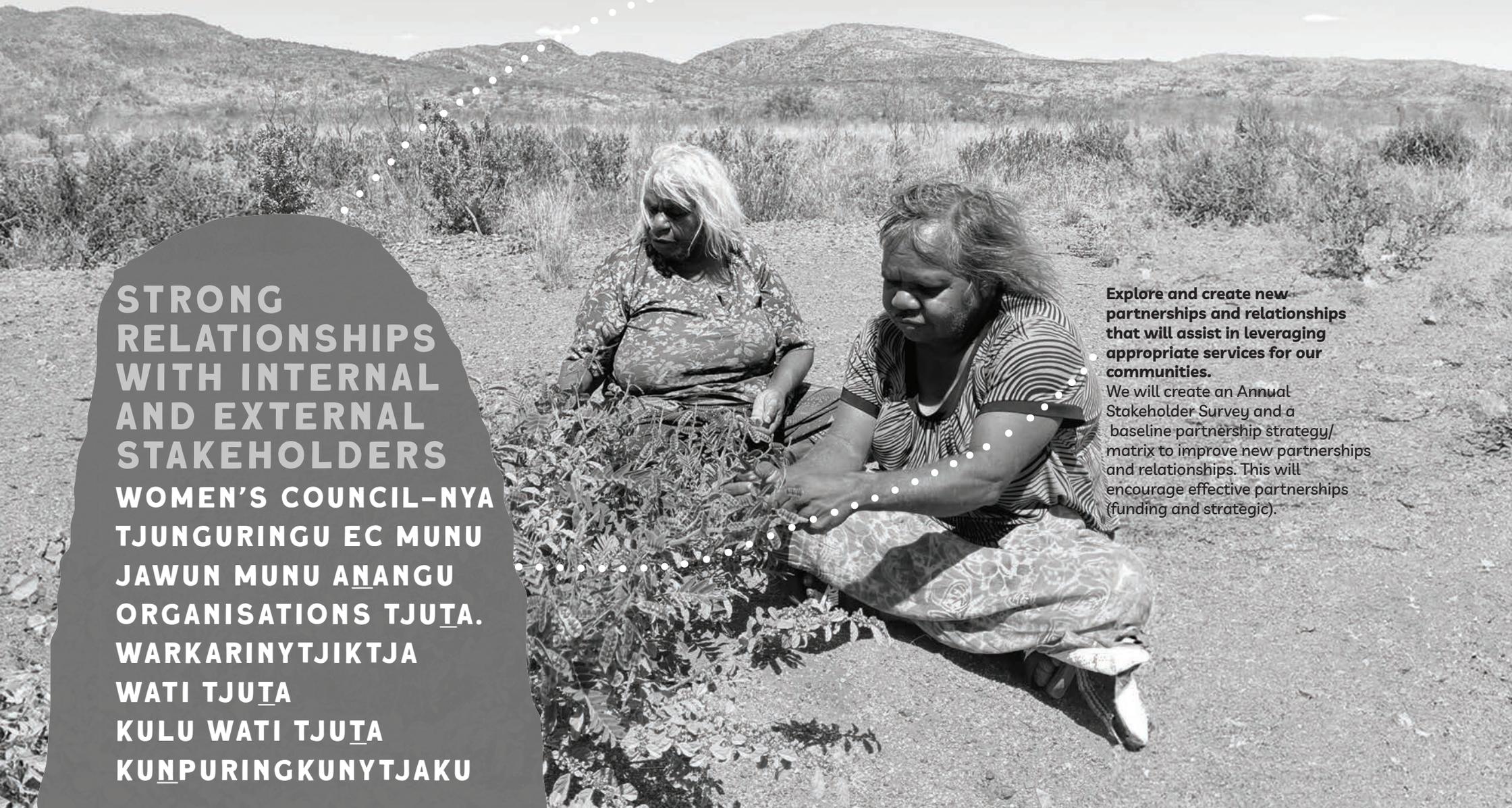
Nurture and support existing relationships that build capabilities and capacity in the region and strengthen external stakeholders' understanding of this region.

We will increase Anangu-informed capabilities and capacity in the region.

**STRONG
RELATIONSHIPS
WITH INTERNAL
AND EXTERNAL
STAKEHOLDERS
WOMEN'S COUNCIL-NYA
TJUNGURINGU EC MUNU
JAWUN MUNU ANANGU
ORGANISATIONS TJUTA.
WARKARINYTJIKTJA
WATI TJUTA
KULU WATI TJUTA
KUNPURINGKUNYTJAKU**

Explore and create new partnerships and relationships that will assist in leveraging appropriate services for our communities.

We will create an Annual Stakeholder Survey and a baseline partnership strategy/matrix to improve new partnerships and relationships. This will encourage effective partnerships (funding and strategic).



OUR STRATEGY IN DETAIL

STRATEGIC PILLAR FIVE

Continue to be a representative voice, advocating for self-determination alongside, with and on behalf of Anangu women and their families.

We will ensure we remain active with our advocacy campaigns and measure engagement of women (directors, clients, members) at the local, regional and national level of matters important to them.

We will become thought leaders on key issues impacting Anangu women and their families. We will develop relationships with local, state, and federal governments, and peak bodies to influence and deliver systemic change for our community.

Put forward Anangu-led representation at a national level in the current political environment.

We will increase Anangu-led representation including submissions and participation in national consultations.

**ANANGU-LED
VOICE
NGANMANYTJU
NGURU NGANANA
WANGKANGU TJITJI
MALATJA TJUTA
WIRUNGKU KUNPU
KANYINTJAKU RAWA**



OUR STRATEGY IN DETAIL

STRATEGIC PILLAR SIX

We will increase our financial sustainability by building our current, new and untied income streams. We will build a strong donor and funding profile.

Build our profile by being strategic in promotions and marketing activities to develop brand recognition and showcase our successes.

We will increase our promotions and marketing activities in line with brand strategy leading to an increase in donations, and stronger recognition, profile and success in funding by government, philanthropic organisations and the corporate sector.

Generate new untied income streams.

We will develop a new Annual Stakeholder Survey and a baseline partnership strategy/matrix to improve new partnerships and relationships to grow untied income including self-generated income.

Maintain current and increase new income streams.

We will build a system to receive feedback from funding bodies and map existing stakeholder relationships in the region.

**FINANCIAL
SUSTAINABILITY
BUSINESS MANITJARA
NGANANA
WANGKATINGI
PAKALTJINGANYTJANGKU**

STRATEGIC ENABLERS

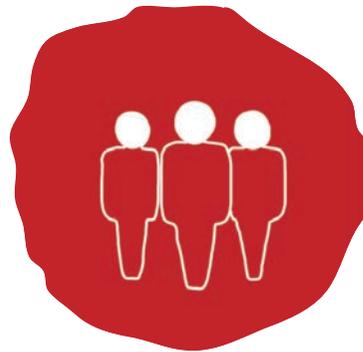
Our Enablers underpin all that we do.

We will assess our current work against these Enablers and every new activity, project or initiative we contemplate must consider:

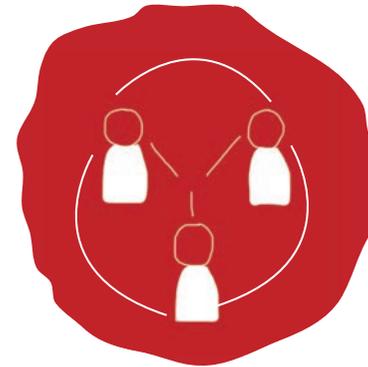
1. How it delivers to one or more of these Enablers
2. How one or more of these Enablers can support the project or initiative to deliver better outcomes.



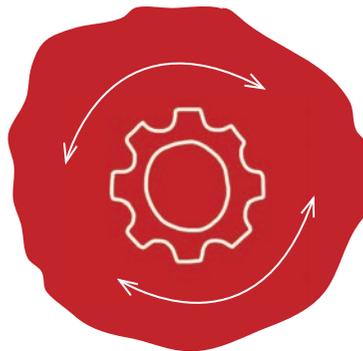
COMMUNITY OUTCOMES



STAFF



COMMUNITY EXPERIENCE



EFFICIENCY



FUNDING



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