Strong young people — strong community
This plan sets out how Yapa and Kardiya will work together to achieve our vision for **Strong young people - strong community.**

We will see great change over the life of this plan - changes in government policy, changes in the community, and changes to lifestyles. To respond to this change over the next three years we will work together to achieve our key priorities.

This plan shows how our philosophy of working with young people proper way long time (Kurdu-kurdu-ku jina-mardarni tarnnga-juku) is part of everything we do to help build strong futures for young Warlpiri people.
Strong young people — Strong community

Kurdu Kurdu Pirrjirdi — Nguru Pirrjirdi

Warlpiri Leadership & Ownership
Warlpiri Patu Kurlangu

1. Youth Development
   - Yuendumu Youth Development
   - Nyirrpi Youth Development
   - Lajamanu Youth Development
   - Willowra Youth Development
   - Yuendumu Pool

2. Client Services
   - Mt Theo Outstation
   - Yuendumu WWK Counselling
   - Outreach Counselling

3. Infrastructure
   - Mechanical Workshop
   - Program Infrastructure
   - Outreach Counselling

4. Management
   - Community Leadership & Involvement
   - Operations
   - Partnerships & Stakeholders
   - Communications & Representations

Positive and meaningful pathways for young people
Kurdu-kurdu jungarni yarinjaku

Support for Warlpiri youth to deal with hard times
Mardarni-njaku kurdu-kurdu jingtangka

Sustainable resources and infrastructure on country
Nguru-ngka taarnga-juku warriki-jarrinjaku manu nyiaa-kantunkanti mampungku mardarni-njaku

Unique and responsible working relationships
Jinta-ngka karlipa warriki-jarrimi manu kalipa nyanu purda-nyanyi

Support for Warlpiri youth to deal with hard times
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Looking back

The Warlpiri Youth Development Aboriginal Corporation is dedicated to developing Warlpiri youth as strong and healthy leaders in their communities. Starting in 1993 as The Mt Theo Program, WYDAC was established by the Yuendumu Community to address chronic petrol sniffing in Yuendumu. Since then our work has broadened to include a comprehensive suite of programs for youth development and leadership, diversion, respite, and rehabilitation throughout the Warlpiri region.

The founding principle underpinning our programs is to ‘looking after young people proper way long time’ (Kurdu-kurdu-ku jina-mardarni tamnga-juku). This approach combines traditional cultural practices with contemporary methods to provide a holistic long term response for young people at-risk and for those seeking opportunities to grow. This approach is the main contributing factor to our well documented success in tackling substance misuse.

Warlpiri Youth Development Aboriginal Corporation (WYDAC) is governed by a Committee of up to 50 Warlpiri people from Yuendumu, Willowra, Nyirripi and Lajamanu and this engagement and partnership approach is the true secret to our success.

Over the past three years WYDAC and the community have worked together to achieve many outcomes including:

- Increased referral of young people to employment and work readiness opportunities.
- Increased range of activities and participation in youth programs across all Warlpiri communities.
- Introduced structured literacy, numeracy and cooking programs in all Warlpiri communities.
- Increased capacity and capability of client services staff.
- Increased support and early intervention for young people facing domestic violence, substance misuse, and suicidal ideation.
- Decreased the costs of infrastructure and vehicle maintenance and improved response times for repairs.
- Increased efficiency in financial operations through paperless invoicing and payment systems.

Key priorities

The goals and strategies set out in this plan respond to our five key priorities which been developed through consultation with community and staff. The key priorities relate to every department, every project, every staff member at every level of WYDAC.

**Key priority 1: Warlpiri leadership and ownership**

The cultural authority of Warlpiri in leading and growing everything we do is paramount to our vision and practice. It should be reflected in the Board and sub-committees, young people participating in the program, and the involvement of community members and Traditional Owners.

**Key priority 2: Positive and meaningful pathways for Warlpiri young people**

Focusing our resources and services to support young people to fulfil their potential as future leaders of the community.
Key priority 3: Support for Warlpiri youth to deal with hard times
Supporting young people in building resilience to face key challenges such as substance misuse, family violence and unemployment.

Key priority 4: Sustainable resources and infrastructure on country
Building security of income, people and infrastructure on country, to ensure safety and excellence in everything we do.

Key priority 5: Unique and responsible working relationships
Committing to work with honesty and integrity in all our relationships to ensure the best possible outcomes for our young people. Caring for those who place their trust in us.

Managing risk
Through the planning process a range of key risks were identified across four risk dimensions – community, service delivery, operational, and sustainability. This plan positions and aligns our priorities, goals, strategies and risks in an overarching strategic framework.

WYDAC risk dimensions and key risks

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<tr>
<th>Community Risks</th>
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<tr>
<td>Loss of Elders to lead the organisation</td>
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<td>Increased violence and anti-social behavior in the community</td>
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<td>Changing population levels across the community</td>
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<td>Increased substance abuse and mental health issues</td>
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<tr>
<th>Service Delivery Risks</th>
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<tr>
<td>Capacity to respond to increasing and changing community needs</td>
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<td>Insufficient support structures and care coordination for at-risk youth</td>
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<td>Ineffective transition to work pathways</td>
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<td>Ineffective inter-agency coordination</td>
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<th>Sustainability Risks</th>
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<td>Accelerated growth</td>
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<td>Funding security</td>
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<th>Operational Risks</th>
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<td>Maintaining optimal staff levels</td>
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<td>Increasing demand for infrastructure development and maintenance</td>
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Looking to the future
Over the next three years our work with the community to promote positive development of young people will continue with an increased emphasis on reducing harmful behaviours and creating meaningful employment and training pathways for young people.

Key initiatives over the next three years:
> Warlpiri Communities Infrastructure Development Plan
> Facilitate intercommunity youth and committee events
> Training and professional development plan for Yapa and Kardiya
> Expansion of support for Warlpiri youth engagement with schooling, education and training
> Develop Outreach Counselling team as part of Client Services expansion.
When I was young I used to go to youth program like disco or bush trip. Then I became Jaru and it helped make me strong. I was putting on activities for the kids and mentoring people who were having a hard time. Now I’m working for the Police to keep our community safe.
1. Youth Development
WYDAC Youth Development programs provide recreational, diversionary and learning oriented activities for young people in the Yuendumu, Willowra, Nyirrpi and Lajamanu communities. The activities aim to improve physical and mental health and wellbeing and promote a positive sense of self, family, leadership and culture.

**Goals**
- Active and healthy young people
- Positive sense of self, family and community, and culture
- Positive, meaningful and formal life pathways for Warlpiri youth
- Effective and well managed youth development programs across the Yuendumu, Willowra, Nyirrpi and Lajamanu communities

**Key Performance Indicators**
- Youth engagement with the program activities
- Uptake of educational and employment opportunities
- Reduction in the occurrence of negative behaviours by youth in the community
- Youth engagement with cultural events and activity
1.1 Youth Development Programs in Yuendumu, Willowra, Nyirrp and Lajamanu

Our Youth Development Programs aim to create positive and healthy activities for young people and to create pathways to education, employment and leadership.

Program logic

| Youth diversionary activities | Educational and work readiness programs | Graduation to training, employment and positive life pathways |

Program delivery strategies

1. Provide consistent and engaging programs for young people in a positive, healthy and safe environment.
2. Engage young people and Jaru trainees in structured and meaningful work readiness programs.
3. Provide and strengthen structured pathways for young people and Jaru trainees to undertake formal training and education opportunities.
4. Work with partners and stakeholders to create and promote employment opportunities for young people.
5. Create and promote positive pathways for young people to participate in community life.

Program management strategies

6. Build strong support and involvement in the program at the local level through liaison with community stakeholders and external agencies.
7. Ensure effective systems are in place to respond to issues, manage program logistics and infrastructure, and evaluate program outcomes.
8. Ensure program staff are empowered and supported to achieve and excel in their roles.
9. Foster a strategic and innovative approach to the delivery of the WYDAC youth development programs.

Future directions

10. Identify and document infrastructure needs in outreach communities as part of the Warlpiri Communities Infrastructure Development Plan.
11. Work with schools and other partners to prioritise, develop and implement new activities.
12. Strengthen program design for more integrated and informal learning pathways.
13. Strengthen coordination, training and consistency of employment conditions for program workers across Warlpiri communities.
14. Strengthen planning and promotion of program activities and opportunities for Jaru across all communities.
15. Implement new strategies to better engage and support young people who are not at school and who are too young to take up Jaru opportunities.
16. Strengthen the ‘messaging’ around issues such as sexual health, drug and alcohol use, and domestic violence.
17. Promote and support school attendance.
1.2 Yuendumu Pool
The Yuendumu Swimming Pool provides a venue for both recreational activities for the wider community and for formal learning for young people.

Program logic

Program delivery strategies
1. Promote access to the Yuendumu pool for local and regional community members.
2. Provide employment opportunities for community members.
3. Provide pleasant surroundings to encourage young people and community to swim and exercise.
4. Provide formal and informal training in swimming and related safety and First Aid skills.

Program management strategies
5. Manage and maintain the Yuendumu pool in accordance industry standards.
6. Ensure consistent opening hours.

Future directions
7. Identify opportunities in consultation with local stakeholders to further develop the pool site for additional recreational activities.
8. Secure sustainable operational funding.

We want our young people to go to school during the day and then stay busy with youth program after that and on weekends too. It makes them really happy and keeps them out of trouble. Then the main one is becoming Jaru. They learn about work and how to be young leaders. It’s really important they keep learning. If they are having a hard time they can talk to the counsellors, Yapa and Kartiya, and get support for their life. All those programs help keep our young people and our community strong.
WYDAC Client Services provide a wide range of evidence-based and culturally appropriate activities to promote individual, family and community health and well-being. Professionally qualified staff provide early intervention, counselling and rehabilitation support for Warlpiri at-risk youth.

**Goals**
- Increased sense of wellbeing amongst Warlpiri youth
- Effective programs addressing key issues such as domestic violence, substance abuse and sexual health at an individual and community level
- Increased capacity of Warlpiri community to sustain cultural practices and strengthen skills in dealing with youth issues
- Innovative, effective and sustainable prevention programs evolving from a unique blend of Warlpiri ways and contemporary professional practice

**Key Performance Indicators**
- Youth engagement with Client Services
- Positive outcomes for clients receiving support
- Staff completing formal training and professional development programs
- Availability and responsiveness of services for young people
2.1 Warra-Warra Kanyi Counselling and Mentoring Program

The Warra-Warra Kanyi Counselling and Mentoring Program (WWK) provides support to at-risk youth in Yuendumu through case management, community and agency referrals, on-call services and crisis response, and educational and developmental activities.

Program logic

Program delivery strategies
1. Provide a comprehensive, community-based, culturally appropriate counselling and mentoring service for at-risk Warlpiri youth within the Yuendumu community.
2. Provide an on-call crisis intervention service.
3. Conduct educational and prevention oriented programs relevant and responsive to community needs and interests.
4. Liaise with external agencies to improve coordination and ensure culturally appropriate case management support is provided.
5. Assist clients in their interactions with external agencies and other WYDAC programs.

Program management strategies
6. Improve evaluative practises to ensure systematic organisational learning and development.
7. Ensure client case files and program data are maintained in accordance with professional standards for client confidentiality.
8. Develop program resources relevant to the Warlpiri community.
9. Attract more young people to work as mentors in the program.

Future directions
10. Develop new strategies to address domestic violence in collaboration with relevant agencies that involve and engage with perpetrators and those experiencing abuse.
11. Work with community and agency partners to develop a comprehensive cannabis treatment program framework.
12. Strengthen collaboration with other WYDAC programs to enhance communication and improve client service delivery.
13. Provide formal and informal training and professional development opportunities for WWK Yapa mentors to deliver professional standard client services and support.
14. Strengthen WWK on-call and crisis response services through improved coordination, protocols and guidelines.
2.2 Outreach Counselling Program

The Outreach Counselling Program provides support to at-risk youth in the communities of Willowra, Nyirrpi and Lajamanu through case management, community and agency referrals, and educational and developmental activities.

Program logic

Program delivery strategies
1. Establish outreach counselling and on-call support services to support people in the Nyirrpi, Willowra and Lajamanu communities.
2. Conduct educational and prevention oriented programs relevant and responsive to community needs and interests.
3. Liaise with external agencies to improve coordination and ensure culturally appropriate case management for people in outreach communities.
4. Assist clients in their interactions with external agencies and other WYDAC programs.

Program management strategies
5. Collaborate with other WYDAC programs to develop effective communication protocols and coordinated client services for people in outreach communities.
6. Ensure client case files and program data are maintained in accordance with professional standards for client confidentiality.
7. Develop program resources relevant to the Warlpiri outreach communities.

Future directions
8. Develop a robust evidence-based program model for outreach counselling through systematic evaluation and improvement.
2.3 Mt Theo Outstation

The Mt Theo Outstation provides cultural respite, rehabilitation, and professional case management in a healing country. Through direct care and education by Warlpiri Elders the Mt Theo Outstation offers at risk Warlpiri youth a stable, supportive and positive environment to re-engage with culture, health, education and family relationships.

Program logic

Program delivery strategies

1. Provide cultural rehabilitation and respite at the Mt Theo Outstation for young Warlpiri people suffering from substance misuse and youth at-risk behaviour.
2. Ensure the ‘healing country’ model of traditional and family methods is embedded into the support provided to Outstation clients.
3. Provide a wide range of professional, cultural and evidence-based activities to promote health and well-being.
4. Facilitate access to culturally appropriate case management support for Outstation clients from WYDAC program staff and external agencies.
5. Assist clients in their interactions with external agencies and other WYDAC programs.

Program management strategies

6. Review and refine approach to providing staff training and professional development and supporting team structures and cross-program communication.
7. Ensure client case files and program data are maintained in accordance with professional standards for client confidentiality.
8. Develop relevant Warlpiri resources supporting and promoting the ‘healing country’ model.

Future directions

9. Develop and implement a strengthened model for providing pre-court diversionary activities for young people in collaboration with community stakeholders and external agencies.
10. Strengthen the coordination and provision of case management for young people transitioning back to community.
11. Develop and implement WYDAC programs and activities for young people to undertake that meet the requirements of Community Work Orders.
12. Continue to strengthen the management and delivery of the Mt Theo Outstation program including a focus on promoting outcomes and data collection and analysis.
3. INFRASTRUCTURE
Sustainable resources and infrastructure on country

Nguru-ngka Tarnnga-Juku
Warrki-Jarrinjaku Manu
Nyiya-Kanti-Kanti Mampu-
Ngku Mardarni-Njaku

WYDAC Infrastructure programs support the development of economic and social enterprise through the operation of a mechanical services workshop and the provision of maintenance services for WYDAC housing and public facilities such as the Youth Centre, Training Centre and the Yuendumu Pool.

Goals
- Safe and well maintained infrastructure on country supporting the social and physical needs of the community
- Social enterprise and increased economic independence
- Self-sustaining programs

Key Performance Indicators
- Employment, apprenticeship and training outcomes for young people
- Commercially viable mechanical services
- Quality and consistency of infrastructure maintenance
3.1 Mechanical Workshop
The WYDAC Mechanical Workshop provides professional standard and commercial mechanical services for WYDAC program vehicles and to the wider community. A dual role for the Workshop is to provide training and employment pathways for young Warlpiri people in the community.

Program logic

Program delivery strategies
1. Ensure a safe and reliable fleet of WYDAC vehicles to support program operations across all Warlpiri communities.
2. Provide professional standard commercial mechanical services to community members and agencies.
3. Work in conjunction with WYDAC program staff and community stakeholders to identify and provide diversionary activities to engage young people.
4. Provide formal and informal training and employment opportunities in mechanical services for young people.

Program management strategies
5. Develop and implement appropriate asset management systems to manage the WYDAC program vehicle fleet and ensure effective use.
6. Ensure appropriate financial, inventory, and compliance management systems are established and maintained.
7. Develop and maintain comprehensive servicing and repair documentation.
8. Ensure sound administrative processes including regular reporting.

Future directions
9. Develop and implement commercially viable new services such as emergency response, spare parts and tyres, and wheel alignment.
10. Grow the customer base for existing and new services through increased promotion of services.
11. Identify options through government employment initiatives to create new opportunities for young people.
12. Identify options for increasing capacity through additional mechanics and apprentices.
3.2 Program infrastructure

WYDAC Program Infrastructure team supports the needs of the Warlpiri communities through the design, development and maintenance of capital infrastructure. The program also provides training and employment pathways for young Warlpiri people in the community.

**Program logic**

- Professional infrastructure management services
- Formal and information training opportunities
- Increased services for the community. Employment and training pathways for young people

**Program delivery strategies**

1. Maintain WYDAC program infrastructure and housing stock to a safe and appropriate standard.
2. Identify and provide training and employment opportunities in infrastructure related activities to young people across all Warlpiri communities.

**Program management strategies**

3. Develop and maintain a three-year WYDAC infrastructure maintenance plan covering housing stock and capital infrastructure.
4. Maintain a responsive maintenance and repairs issues tracking system.
5. Maintain appropriate systems for managing leases for WYDAC infrastructure.

**Future directions**

6. Work with community and external stakeholders to develop a Warlpiri Communities Infrastructure Development Plan.
7. Increase capacity to undertake new projects.
8. Identify and facilitate opportunities for accredited training in partnership with external agencies.
9. Continue to strengthen relationships across WYDAC Departments through regular meetings and an increased presence at the Mt Theo Outstation.
10. Develop new ways to attract and retain trainees and employees in the program.
4. MANAGEMENT
The WYDAC management team facilitates the Warlpiri community governance model and ensures effective management systems and structures are implemented in all areas of operation.

**Goals**
- Effective community leadership and involvement in the governance of WYDAC
- Strong organisational values in line with community and a commitment to working ‘two-way’
- Supportive, innovative, and professional workplace for staff and volunteers
- Strong managerial leadership and effective systems for continuous improvement, risk management and compliance
- Improved coordination of services for the community
- Wider awareness of Warlpiri success stories and community views and aspirations

**KPIs**
- Community members stepping up and taking leadership positions on the Board
- Proportion of Yapa on staff and in Jaru trainee positions in each community
- Financial resources to maintain and strengthen WYDAC programs and ensure staff remuneration is commensurate with conditions
- High levels of staff satisfaction with their roles and working conditions
- ISO 9001 certification and demonstrated continuous improvement
- Formalised arrangements with external agencies that enhance services to Warlpiri communities
- Positive representation of WYDAC program outcomes and Warlpiri community views in the media and in presentations to external agencies
4.1 Community Leadership and Involvement

1. Ensure effective and stable governance processes and systems.
2. Assist Warlpiri from all communities to attend Board meetings and ensure regular and relevant induction and governance training for all Board members.
3. Maintain strong community engagement with WYDAC’s programs and services.
4. Ensure the effective communication of relevant WYDAC information is regularly provided to Warlpiri community members.

4.2 Operations

Management systems

1. Ensure effective management structures and systems are in place to support innovation, collaboration, information sharing and effective performance monitoring.
2. Maintain and continually improve systems to ensure high standards of compliance with legislative and contractual requirements.
3. Introduce ‘risk-based thinking’ as a new methodology to underpin operational planning and the management of quality and safety.
4. Ensure the effective use of information technologies to support communication, information management and other operational needs.
5. Maintain WYDAC’s commitment to quality management and ISO 9001 certification and ensure all staff contribute to maintaining compliance and driving improvement.

Staff development and support

6. Ensure appropriate HR processes and policies are in place to promote teamwork and innovation and support staff to achieve and excel in their roles.
7. Maintain effective HR processes and systems to attract, recruit, induct, retain and support staff in line with WYDAC business objectives.
8. Actively encourage and provide appropriate pathways for Yapa to take up employment opportunities.
9. Promote staff social and emotional wellbeing through providing appropriate supports and flexibility in the workplace.
10. Develop and implement a training and professional development plan for staff in consultation with each program area.

Finance

11. Maintain financial management systems ensuring compliance and accurate reporting to the Board and external stakeholders.
12. Regularly review financial procedures and monitor program activity and budgets against resources and community needs.
13. Identify and pursue opportunities for increased funding and other sources of revenue to ensure WYDAC is adequately resourced to deliver and grow its programs and services.
Planning and evaluation

14. Implement the 2016-2019 Strategic Plan and regularly review and report on progress against stated goals, strategies and KPIs.
15. Ensure a comprehensive operational plan is maintained and regularly monitored for achievement against performance targets.
16. Evaluate program structures and operational processes on a regular basis to identify opportunities for improvement.

4.3 Partnerships and Stakeholders

1. Work in conjunction with external agencies to strengthen the coordination of services provided to Warlpiri communities.
2. Actively pursue partnerships and collaborations that enhance the responsiveness and relevance of services provided to Warlpiri communities.
3. Identify opportunities to better align WYDAC programs with government policy initiatives such as the Community Development Program and the NDIS.

4.4 Representation and Communication

1. Promote Warlpiri stories and WYDAC program outcomes through multiple platforms and media.
2. Facilitate the representation of Warlpiri community views in regional and national strategies and policy discussions.
3. Ensure WYDAC program information is regularly provided to all Warlpiri communities using conventional and online media.

“When I was young I went to play at pool table every night after school and it kept me out of trouble. We had lots of fun together then. Later I went to Alice Springs and had a bit of a hard time. I went out to Mt Theo Outstation to get back to my culture and I got healthy. Now I am back working again and happy with my little family.”
AT A GLANCE
GOALS PROGRAMS KEY PERFORMANCE INDICATORS

**Area 1: Youth Development**

1. Active and healthy young people
2. Positive sense of self, family and community, and culture
3. Positive, meaningful and formal life pathways for Warlpiri youth
4. Effective and well managed youth development programs across the Yuendumu, Willowra, Nyirripi and Lajamanu communities

Youth Development Programs in Yuendumu, Willowra, Nyirripi and Lajamanu
> Yuendumu Pool
> Youth engagement with the program activities
> Uptake of educational and employment opportunities
> Reduction in the occurrence of negative behaviours by youth in the community
> Youth engagement with cultural events and activity

**Youth Development Programs in Yuendumu, Willowra, Nyirripi and Lajamanu**
- Youth engagement with program activities
- Uptake of educational and employment opportunities
- Reduction in the occurrence of negative behaviours by youth in the community
- Youth engagement with cultural events and activity

**Area 2: Client Services**

1. Increased sense of wellbeing amongst Warlpiri youth
2. Effective programs addressing key issues such as domestic violence, substance abuse and sexual health at an individual and community level
3. Increased capacity of Warlpiri community to sustain cultural practices and strengthen skills in dealing with youth issues
4. Innovative, effective and sustainable prevention programs evolving from a unique blend of Warlpiri ways and contemporary professional practice

Warra-Warri Kanyi Counselling and Mentoring Program
> Outreach Counselling Program
> Mt Theo Outstation
> Youth engagement with Client Services
> Positive outcomes for clients receiving support
> Staff completing formal training and professional development programs
> Availability and responsiveness of services for young people

**Warra-Warri Kanyi Counselling and Mentoring Program**
- Outreach Counselling Program
- Mt Theo Outstation
- Youth engagement with Client Services
- Positive outcomes for clients receiving support
- Staff completing formal training and professional development programs
- Availability and responsiveness of services for young people

**Area 3: Infrastructure**

1. Safe and well maintained infrastructure on country supporting the social and physical needs of the community
2. Social enterprise and increased economic independence
3. Self-sustaining programs

Mechanical Workshop
> Program Infrastructure
> Employment, apprenticeship and training outcomes for young people
> Commercially viable mechanical services
> Quality and consistency of infrastructure maintenance

**Mechanical Workshop**
- Program Infrastructure
- Employment, apprenticeship and training outcomes for young people
- Commercially viable mechanical services
- Quality and consistency of infrastructure maintenance

**Area 4: Management**

1. Effective community leadership and involvement in the governance of WYDAC
2. Strong organisational values in line with community and a commitment to working ‘two-way’
3. Supportive, innovative, and professional workplace for staff and volunteers
4. Strong managerial leadership and effective systems for continuous improvement, risk management and compliance
5. Improved coordination of services for the community
6. Wider awareness of Warlpiri success stories and community views and aspirations

Community Leadership and Involvement
> Operations
> Partnerships and Stakeholders
> Representation and Communication
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KURDU KURDU PIRRIRJIRDI -NGURU PIRRIRJIRDI