

STRONG VOICES

MAKING PLANS FOR
THE
FUTURE



**Mt Theo
Program**
WYDAC

Warlpiri Youth Development
Aboriginal Corporation
Mt Theo Program
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WARLPIRI YOUTH
DEVELOPMENT
ABORIGINAL
CORPORATION

STRATEGIC
PLAN
2012-2014

JARU
PIRRJIRDI
KAMPARRU
NYANI
WANGKAJUKU

STRONG YOUNG PEOPLE

1

- > Meaningful and positive futures for young people
- > Young people with a strong sense of pride, well-being, and identity
- > Young people developed as community leaders and representatives on local Boards
- > Decreased substance misuse by the young people in our communities
- > SEE PAGE 4

2

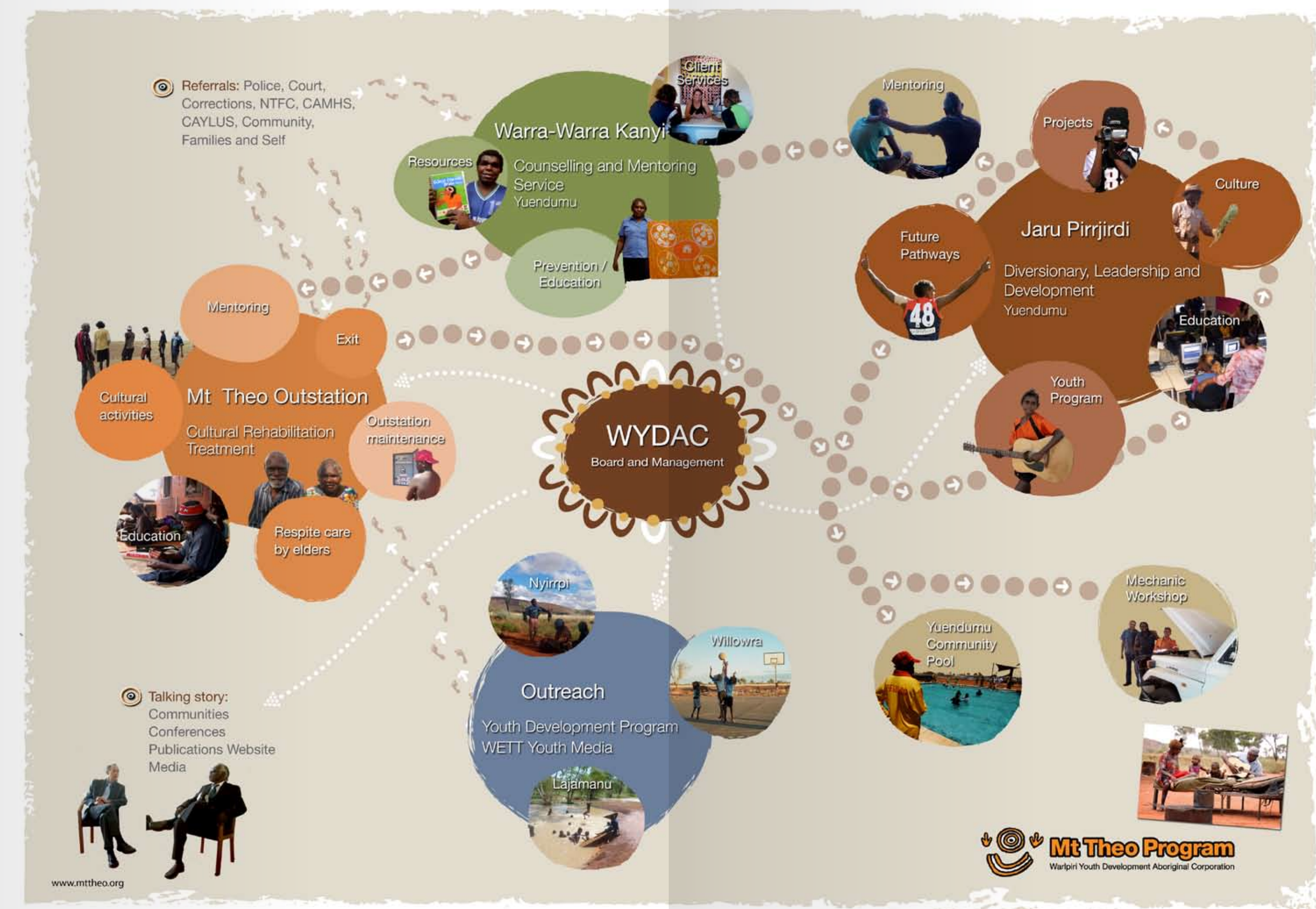
STRONG COMMUNITIES

- > Employment and training opportunities for young people
- > Infrastructure that meet community needs
- > Well maintained facilities owned by Warlpiri Youth Aboriginal Development Corporation
- > Partnerships with stakeholders and other services to benefit Warlpiri communities
- > SEE PAGE 12

3

STRONG ORGANISATION

- > Continued community leadership in the governance of our organisation
- > Increased number of Yapa taking up employment opportunities
- > Effective management systems to support our operations
- > Promotion of strong organisational values and working 'two-way'
- > A supportive, safe and professional workplace for staff and volunteers
- > Increased awareness of the positive success stories resulting from our work
- > SEE PAGE 16



A strong & positive future

Jaru-pirrjirdi kamparru-nyani wangkajuku (strong voices making plans for the future) reflects our vision for Kardiya and Yapa to work together for a strong and positive future. We will achieve this by working together as a community to look after young people proper way.

Over the next three years we will work to ensure our young people can grow strong, our communities can prosper and our organisation is there to provide support. Our priorities for our work over the next three years are:

- > Strong young people
- > Strong communities
- > Strong organisation

Through these priorities we will ensure that we look after our young people, build and maintain much needed facilities and strengthen the capacity of Warlpiri Youth Development Aboriginal Corporation to continue to provide important programs in the communities we work.


The secret to our success is Yapa and Kardiya working together. This is about Indigenous and non-Indigenous people working together in all aspects of the consultation, development and delivery of appropriate programs for our young people and the wider community.

Over the next three years Warlpiri Youth Development Aboriginal Corporation will strengthen its focus on youth development and continue to provide its successful diversionary programs for young people in need of support in the Yuendumu, Willowra, Nyirripi and Lajamanu communities of the Warlpiri region. We will achieve this through our ongoing work and by implementing the following strategic actions:

- > Strengthen pathways for Yapa to work in management positions
- > Strengthen our governance capability through training for Board members and management staff
- > Create new positions within the Warlpiri Youth Development Aboriginal Corporation in HR and finance to support our growth
- > Further develop the client care model with additional activities and opportunities at the outstation
- > Strengthen and refine the '2-level' model for the Jaru Pirrjirdi program: youth activities (running the day-to-day program) and youth development (pathways to education and training)
- > Finalise leases with CLC for all youth infrastructure sites
- > Construct essential youth development infrastructure in all our communities, such as a recreation hall in Willowra
- > Secure recurrent funding for infrastructure maintenance
- > Relocate the mechanical training workshop managed by Warlpiri Youth Development Aboriginal Corporation to continue a much needed community service and training and employment opportunities
- > Explore the possibility of implementing Warra-Warra Kanyi counselling across more communities
- > Secure operational funding for the Yuendumu pool
- > Explore options for youth activities in new communities such as Mt Allen
- > Build additional staff housing in Yuendumu

We are proud to present this plan to the community and to other important stakeholders and we invite everyone to share our positive vision for the future.

The Board of the Warlpiri Youth Development Aboriginal Corporation



Proud of our past and positive about our future

Warlpiri Youth Development Aboriginal Corporation (formerly the Mt Theo Program) is dedicated to developing Warlpiri youth as strong and healthy leaders in their communities.

The Mt Theo Program was started by Yuendumu Community in 1993 to address chronic petrol sniffing in Yuendumu. Since then the nature of our work has broadened to include a comprehensive program of youth development and leadership, diversion, respite, and rehabilitation throughout the Warlpiri region.

Our well documented success in tackling substance misuse is based on the support, strength and character of Warlpiri youth and their communities, and the outstanding dedication of our staff.

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.

Our programs and proven methodologies have been created by and for Warlpiri people. We have six program streams that encompass the work we do across a number of communities in the region:

1. Mt Theo Outstation Diversion, Cultural Respite and Rehabilitation
2. Jaru Pitjiridj Youth Development Program incorporating Yuendumu Youth Program

3. Warra Warra Kanyl Youth Counselling and Mentoring Service
4. Outreach Youth Development Programs to the Willowra, Lajamanu, and Nyirripi communities
5. Yuendumu Community Swimming Pool
6. Mechanic Training Workshop

Guiding principles

WYDAC has had many successes and has helped many young people from the community get back on track and grow stronger. The guiding principles stated in our constitution and our commitment to these principles underpin our work. These principles are important to us:

- > Yapa and Kardiya working together
- > Respect for Elders and sharing their stories with young people
- > Self respect and respect for others
- > Honesty and truth
- > Looking after land
- > Looking after young people in trouble
- > Listening to each other

Key achievements

Since the launch of our previous strategic plan in 2006 WYDAC has worked in partnership with the community to achieve much positive change. These achievements have come from talking with Elders and sharing ideas and from our belief in the message that young people matter.

Some achievements over the past five years include:

- > The elimination of petrol sniffing in the community
- > Increased employment opportunities leading to more Yapa with regular salaries – 52% of WYDAC employees are Yapa
- > Re-engagement of youth in school
- > The Order of Australia Medal awarded to Peggy Brown and Johnny Miller, program founders, and Andrew Stojanovski, first program manager.
- > A changed 'skyline' in Yuendumu through the opening of new facilities such as the Youth Centre in 2010, and the Yuendumu Community Pool in 2009
- > Expanding our programs into the Willowra, Nyirippi and Lajamanu communities, including major infrastructure
- > Ongoing and effective working partnerships between Kardiya and Yapa
- > The development of the Warra-Warra Kanyu counselling and mentoring program
- > The 400% increase to our funding base demonstrating the confidence of our stakeholders in the work we do
- > New program offices constructed in Yuendumu
- > Public recognition of the success and quality of our programs demonstrated by the numerous approaches from the media and other agencies for interviews with our founders and staff and the recognition by the Royal Life Saving Society Australia of the Yuendumu Pool as a best practice model
- > Participation in local, regional and national strategies, including the development of national clinical guidelines for VSU
- > The introduction of the Southern Ngala Karnte dance camps
- > The establishment a Mechanical Workshop to provide training and employment opportunities
- > The achievement of certification against the ISO 9001:2008 Quality Management Systems standard in 2010

We are proud of these successes and proud of the young people in the community who have stood up and worked hard to improve their lives.

We have worked with the community to prepare this strategic plan so we can all share a common vision for the future and be clear about the direction for the organisation. The planning process has helped us to reflect on our strengths and weaknesses and to set out what we should keep doing and how we can improve. Having clear strategies for the next three years will help us to work with funding bodies and other partners to achieve our goals and contribute to positive futures for Warlpiri communities.

Risks and challenges in the future

While many great things have been achieved in the past 18 years, there are also many great challenges before us. The greatest risk to our ongoing success would be a breakdown in the Yapa-Kardiya partnership that drives our work. While the likelihood of this happening is low, it is critical and all staff and Board members, current and future, stay focused on the importance of Yapa and Kardiya working together.

Over the next three years we will work with our partners and funding bodies to address the following risks and challenges:

- > Meeting increasing demand to extend our programs into new communities
- > Securing funding to maintain and improve capital facilities
- > Ensuring adequate accommodation for staff
- > Strengthening our operations to maintain compliance with the ISO 9001 quality standard
- > Provide a supportive environment for our Yapa and Kardiya staff to excel and achieve their personal goals
- > Managing growth
- > Ensuring positive messages about the community and our achievements are promoted through the media

Things to do better

In developing this strategic plan we have identified a range of areas for improvement. Over the next three years we will implement strategies to address these areas:

- > More and regular management visits to outreach communities
- > More formal structures for staff communication, planning and review
- > Ensure more manageable workloads
- > Succession planning
- > Recognising that we can't do everything! - better use of other services and partnerships
- > Look for new ways to ensure greater consistency of staffing
- > Further embed quality management processes across all staff teams
- > Improve our use of information communications technology to support our work
- > Promote stronger teamwork and staff professional development



**STRONG
YOUNG PEOPLE**



Goals

- > Meaningful and positive futures for young people
- > Young people with a strong sense of pride, well-being, and identity
- > Young people developed as community leaders and representatives on local Boards
- > Decreased substance misuse by the young people in our communities

Strategies

- > Provide culturally relevant activities to promote health, well-being, youth development and leadership
- > Support Warlpiri youth suffering from substance misuse and at-risk behaviour at Mt Theo Outstation by providing cultural rehabilitation and care in a healing country
- > Provide mentoring and counselling to support young people to re-engage with Jaru Pirijirdi and positive life pathways
- > Ensure cultural mentoring and education about Warlpiri culture is built into the programs
- > Provide sport, recreation and social activities for youth in the community
- > Engage young people in learning about healthy life choices
- > Create opportunities for employment, training and skills development for Jaru by working in our programs
- > Explore options for youth activities in new communities such as Mt Allen

Key measures of success

- > Number of young people engaged in our programs and activities
- > Number of reported incidents of petrol or other inhalant abuse in our communities
- > Number of program participants taking up paid employment
- > Number of program participants taking up training or further education
- > Number and percentage of past clients involved in youth activities



Jaru Pirrjirdi

The Jaru Pirrjirdi (strong voices) Program is a youth development and leadership program, as well as an aftercare program for 'at risk' youth. Jaru Pirrjirdi creates meaningful and positive futures for young adults aged 16-25. Jaru Pirrjirdi operates on a six level structure representing growing degrees of capacity and responsibility for Jaru (participants) to work towards future careers and pathways to training and employment.

Key actions

- > Develop and provide projects to strengthen connection between the individual and community to assist well-being
- > Provide and facilitate training, volunteering and employment opportunities for Jaru Pirrjirdi program participants
- > Recruit new Jaru Pirrjirdi members and support participants to be active decision makers and leaders
- > Establish and maintain facilities such as the Jaru Pirrjirdi 'office', kitchen, multi-function training room and a homework centre
- > Work with Jaru Pirrjirdi members and the Youth Committee to document projects and design new projects
- > Engage local and visiting artists and trainers to deliver a wide range of activities to motivate and interest young people
- > Provide educational, vocational, recreational and life-skills educational sessions to re-engage young people in education and learning
- > Training and education facilitation by the Outreach Coordinator, WETT Youth Trainer and WETT Advanced Media Trainer and Employment Coordinator
- > Conduct bush trips focusing on cultural training, youth forums and leadership and record these trips using different forms of media
- > Support Jaru Pirrjirdi to be involved in ceremonial business
- > Provide outreach activities to promote positive stories from projects and support Jaru Pirrjirdi to represent Yuendumu youth in other communities
- > Ensure program activities are appropriately documented and recorded

Future focus

- > Strengthen and refine a '2-level' model for the Jaru Pirrjirdi program: youth activities (running the day-to-day program) and youth development (pathways to education and training)
- > Develop and strengthen Jaru Pirrjirdi in outreach communities
- > Facilitate childcare so young mums can participate in Jaru Pirrjirdi
- > Strengthen Jaru steering committees
- > Facilitate cultural exchange programs for young people
- > Biennial Youth Camps - forums out bush for young people from all Warlpiri communities



Mt Theo Outstation

Established in 1994, the flagship of the Warlpiri Youth Development Aboriginal Corporation is the original Mt Theo Program – the provision of cultural rehabilitation and strengthening of young people through the care of Warlpiri mentors and elders. This rehabilitation occurs at the remote Outstation, 160km northwest of Yuendumu.

The Outstation focuses on young Warlpiri people suffering from the effects of a wide range of personal problems such as alcohol and cannabis misuse, self-harm, domestic/family violence and other criminal or anti-social behaviour.

Key actions

- > Using traditional, family, and government authority, take young people to Mt Theo to provide care in a healing country
- > Provide a wide range of activities to promote health and well-being, including cultural based healing activities such as hunting, story-telling, spear and boomerang building and throwing, cooking, and painting
- > Ensure an adequate number of carers is maintained to support clients
- > Provide mentors and training opportunities for current clients
- > Engage past clients as leaders and mentors in youth diversionary and development activities
- > Develop aftercare plans and maintain up-to-date case files
- > Further develop the client care model with additional activities and opportunities at the outstation
- > Ensure program activities are appropriately documented and recorded

Future focus

- > Improve staff development and training to support carers
- > Improve client referral processes and data collection technologies
- > Expand the model to cater for younger clients, opportunistic substance misuse and first offenders with shorter client/family 'camps'
- > Develop further opportunities and support for families to visit clients at the Outstation



Warra-Warra Kanyi Counselling and Mentoring Program

Warra-Warra Kanyi is a community-based youth counselling and mentoring service operating from the remote Warlpiri community of Yuendumu.

This service was developed and delivered in and for Warlpiri communities to address ongoing risk issues. It delivers its services in partnership with the Mt Theo Outstation and Jaru Pirjirdi and provides regular counselling and mentoring support to the clients of the Outstation to complement cultural rehabilitation objectives.

Key actions

- > Provide daily counselling and mentoring services for identified clients within Yuendumu community
- > Provide appropriate and community-sanctioned early intervention services for clients at-risk of developing serious issues
- > Provide 24-hour on-call crisis intervention/emergency relief for youth experiencing crisis situations within Yuendumu community
- > Assist, support and advocate for clients in their interactions with police and the justice system
- > Maintain professional and confidential client case notes through the client database
- > Work with external support agencies to consult on youth issues
- > Strengthen and provide continued professional development for staff
- > Conduct Bush Trips with Warra-Warra Kanyi mentors
- > Develop relevant Warlpiri-specific resources for dealing with youth issues
- > Ensure program activities are appropriately documented and recorded

Future focus

- > Provide training to staff and senior Jaru Pirjirdi to strengthen skills in dealing with substance misuse, counselling, suicide prevention, mental health, and referral services
- > Explore feasibility of expanding the Warra-Warra Kanyi model to more communities
- > Formalise community information gathering process
- > Formalise system for referral and sharing of early intervention information with other services, for any young person at risk
- > Review feasibility of 24 hour/on call model
- > Strengthen reporting, evaluation and operating procedures





Outreach Programs

The Outreach Program provides diversionary and youth development activities to the Warlpiri communities of Willowra, Nyirripi and Lajamanu.

The program model focuses on diversionary activities for young people through the use of new media and the development of related training opportunities.

Key actions

- > Provide a 5-6 day per week program of activities
- > Recruit new Jaru members and support participants to be active decision makers and leaders
- > Focus on culture/Warlpiri learning as a basis for all personal development
- > Conduct bush trips focusing on cultural training, youth forums and leadership and record these trips using different forms of media
- > Provide drug and alcohol education sessions to young people as part of youth activities
- > Provide media activities and training to young people in the communities
- > Develop and provide projects to strengthen connection between the individual and community to assist well-being
- > Provide and facilitate training, volunteering and employment opportunities for Jaru Pirijirdi program participants
- > Provide educational, vocational, recreational and life-skills educational sessions to re-engage young people in education and learning, facilitated by the Outreach Coordinator, WETT Youth Trainer and WETT Advanced Media Trainer and Employment Coordinator
- > Work with Jaru Pirijirdi members and the Youth Committee to document projects and design new projects
- > Engage local and visiting artists and trainers to deliver a wide range of activities to motivate and interest young people
- > Support Jaru Pirijirdi to be involved in ceremonial business
- > Ensure program activities are appropriately documented and recorded
- > Professional development for staff in working with young people at risk
- > Maintain Sub-Committees in each community to ensure local direction

Future focus

- > Strengthen and refine a '2-level' model for the Jaru Pirjirdi program: youth activities (running the day-to-day program) and youth development (pathways to education and training)
- > Develop and strengthen Jaru Pirjirdi in outreach communities
- > Facilitate childcare so young mums can participate in Jaru Pirjirdi and training
- > Strengthen Jaru Sub-Committees in each community
- > Facilitate cultural exchange programs for young people
- > Biennial forums out bush for young people from all Warlpiri communities
- > Contribute to the development of the Infrastructure Development and Maintenance Master Plan to ensure youth facilities needs across the communities are represented
- > Develop stronger links with other agencies, programs and groups
- > Expand programs to cover sexual health and nutrition
- > Strengthen staff communication processes



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STRONG COMMUNITIES





Goals

- > Employment and training opportunities for young people
- > Infrastructure that meet community needs
- > Well maintained facilities owned by Warlpiri Youth Aboriginal Development Corporation
- > Partnerships with stakeholders and other services to benefit Warlpiri communities

Strategies

- > Develop pathways for people to access accredited training, employment and apprenticeship opportunities
- > Ensure effective long term planning for community youth infrastructure needs for the Yuendumu, Willowra, Nyirrpipi and Lajamanu communities
- > Establish funding to ensure facilities can be maintained to meet required legal standards
- > Provide a community swimming pool in Yuendumu and coordinate swimming and exercise programs
- > Liaise with other organisations to secure opportunities for partnerships and good working relationships

Key measures of success

- > Number of Yapa employment opportunities taken up
- > Number of Yapa participants in accredited training
- > Number of people accessing the pool
- > Number of people participating in structures pool programs
- > Number of formal partnerships/agreements with other agencies
- > Appropriate youth infrastructure in all communities
- > Recurrent operational funding for the pool



Yuendumu Swimming Pool

The Yuendumu Swimming Pool has established itself as a major feature in our program and is the source of considerable community pride.

The swimming pool was officially opened on 27 October, 2008 by Federal Minister for Indigenous Affairs Jenny Macklin, Member for Stuart Karl Hampton, Thomas Jangala Rice (Chairperson), Jean Napanangka Brown (Chairperson), members of the Kantor family and the Jaru Pirjirdi Lifeguards.

Key actions

- > Secure operational funding for the Yuendumu pool
- > Promote the pool and its programs to young people, the wider community and regional groups
- > Review and strengthen the Yes School, Yes Pool program
- > Ensure the pool, its surrounds and related equipment is well maintained and available for use
- > Provide swimming lessons and promote lifeguard training opportunities for young people and the wider community

Future focus

- > Work with the community, the Shire and relevant partners to develop a strategic plan for the pool site and other fitness/sporting facilities
- > Facilitate and strengthen pathways to sports academies
- > Implement sustainability measures such as recycling backwash water to water lawns and using solar power
- > Explore the feasibility of a lifeguard exchange program at the Yuendumu pool
- > Build a Yapa workforce of pool workers including Yapa lifeguards and swim teachers
- > Establish a Warlpiri swim squad
- > Become an approved RLSSA Swim and Survive Centre



Community and infrastructure development

Walipiri Youth Aboriginal Development Corporation is increasingly responding to the needs of the community to support and provide social and economic development opportunities. In addition, we play a strong role in the design and development of capital infrastructure, such as the Youth Centre and staff accommodation, and have responsibilities for an ongoing maintenance program in Yuendumu and our outreach communities.

Key actions

- > Develop and implement a Youth Infrastructure Development and Maintenance Master Plan for the Yuendumu, Willowra, Nyirripi and Lajamanu communities
- > Facilitate and promote training and employment opportunities for young people and the wider community
- > Relocate the mechanical training workshop managed by Walipiri Youth Development Aboriginal Corporation to continue a much needed community service and training and employment opportunities
- > Build additional staff housing in Yuendumu
- > Strengthen infrastructure maintenance planning, delivery and monitoring systems
- > Secure appropriate leases for land where youth infrastructure is placed

Future focus

- > Work with the youth of the community and relevant training partners to develop Yapa business enterprises such as hairdressing, catering, jewellery making, construction, carpentry, and plumbing
- > Explore opportunities for men's cultural projects such as trips to country
- > Secure recurrent funding for infrastructure and asset maintenance including vehicles

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**STRONG
ORGANISATION**





Goals

- > Continued community leadership in the governance of our organisation
- > Increased number of Yapa taking up employment opportunities
- > Effective management systems to support our operations
- > Promotion of strong organisational values and working 'two-way'
- > A supportive, safe and professional workplace for staff and volunteers
- > Increased awareness of the positive success stories resulting from our work

Strategies

- > Maintain representation on the Board from the Yuendumu, Willowra, Nyirripi, and Lajamanu communities
- > Provide ongoing workshops for staff and Board members to strengthen governance, planning, and decision making
- > Promote strong organisational values and working 'two-way'
- > Strengthen financial management systems and processes
- > Maintain certification against the ISO 9001 Quality Management Systems standard and further embed quality systems across all areas
- > Support staff to undertake relevant training and professional development
- > Strengthen pathways for Yapa to work in management positions
- > Implement ICT systems to support our operations and staff communication
- > Communicate and promote the outcomes of programs to Warlpiri communities and external stakeholders
- > Secure funding for delivering programs into new communities

Key measures of success

- > Percentage of representation on the Board from the Yuendumu, Willowra, Nyirripi, and Lajamanu communities
- > Positive representation in the media and presentations to external forums and meetings
- > Maintaining ISO 9001 certification
- > Staff satisfaction and retention
- > Number of Yapa employment opportunities taken up in all program areas



Organisational development

Warlpiri Youth Development Aboriginal Corporation has sustained considerable growth over the past five years through the support of our funding partners. This is testimony of the positive results we and the community continue to achieve.

In managing this growth we must be mindful of the stresses and strains it can place on staff and our management systems. To ensure we can continue to achieve positive results we must redouble our efforts to strengthen our systems and support our staff.

Key actions

Governance, leadership and quality systems

- > Conduct four Committee/Board meetings each year and ensure representation from all participating Warlpiri communities
- > Provide strong representation on behalf of the program's core principles to funding bodies and partners
- > Facilitate training in governance, financial management and the organisation's quality systems for all board members
- > Maintain certification against the ISO 9001 Quality Management Systems standard and further embed quality systems across all areas
- > Provide leadership and professional support to all staff

Financial management

- > Maintain high level budgeting, monitoring and reporting systems ensuring access to information by the Board, management and staff
- > Establish offsite accounting processes
- > Develop comprehensive procedures including flowcharts for all areas of financial management

Operational Management

- > Ensure appropriate management structures and systems are in place to support participatory decision-making, information sharing and effective project monitoring
- > Ensure systems are implemented and monitored to achieve high standards of compliance with the requirements of funding bodies and other partners
- > Ensure systems are implemented and monitored to achieve high standards of compliance with the requirements of workplace health and safety legislation

Human Resource Management

- > Create and promote employment opportunities for Yapa
- > Support Yapa to take up management positions
- > Strengthen the organisation's capacity to manage growth through the establishment of new positions in HR and finance
- > Strengthen systems for the planning and implementation of staff training and performance improvement

- > Ensure staff commitment and performance is appropriately recognised and rewarded
- > Support and facilitate appropriate training, professional development and cultural mentoring for staff and supervisors
- > Review succession plan in collaboration with staff and the Board

Information management

- > Finalise the implementation of IT systems including quality management, Jaru, accounts, assets, and SIRITUS
- > Develop a disaster management and business continuity plan
- > Maintain strong data collection systems and ensure staff are trained in their use
- > Implement broadband and video conferencing services across program locations in all communities
- > Continually review and update technologies to improve staff communication across the communities

Planning, monitoring, review and evaluation

- > Ensure ongoing triennial strategic planning and annual operational planning
- > Maintain an internal review committee to monitor the results of internal audits and evaluations and the effectiveness of the organisation's quality management systems
- > Ensure quality systems are monitored at program team level
- > Maintain six-monthly whole-of-program reporting against goals, measures and strategies

Promotion, partnerships and advocacy

- > Ensure ongoing and regular updating of the organisation's website
- > Develop electronic newsletter
- > Develop video to promote the vision, goals and our successes
- > Conduct presentations and media interviews to share knowledge and promote the outcomes of our programs
- > Participate in local, regional, national and international strategies, meetings and forums
- > Monitor agreements with external agencies and partners and review opportunities for new partnerships





**STRATEGIC
PLAN**

**AT A
GLANCE**



Strong young people

Goals	Measures	Strategies
<ul style="list-style-type: none"> > Meaningful and positive futures for young people > Young people with a strong sense of pride, well-being, and identity > Young people developed as community leaders and representatives on local Boards > Decreased substance misuse by the young people in our communities 	<ul style="list-style-type: none"> > Number of young people engaged in our programs and activities > Number of reported incidents of petrol or other inhalant abuse in our communities > Number of program participants taking up paid employment > Number of program participants taking up training or further education > Number and percentage of past clients involved in youth activities 	<ul style="list-style-type: none"> > Provide culturally relevant activities to promote health, well-being, youth development and leadership > Support Warlpiri youth suffering from substance misuse and at-risk behaviour at Mt Theo Outstation by providing cultural rehabilitation and care in a healing country > Provide mentoring and counselling to support young people to re-engage with Jaru Pitjirjidi and positive life pathways > Ensure cultural mentoring and education about Warlpiri culture is built into the programs > Provide sport, recreation and social activities for youth in the community > Engage young people in learning about healthy life choices > Create opportunities for employment, training and skills development for Jaru by working in our programs > Explore options for youth activities in new communities such as Mt Allen

Strong communities

Goals	Measures	Strategies
<ul style="list-style-type: none"> > Employment and training opportunities for young people > Infrastructure that meet community needs > Well maintained facilities owned by Warlpiri Youth Aboriginal Development Corporation > Partnerships with stakeholders and other services to benefit Warlpiri communities 	<ul style="list-style-type: none"> > Number of Yapa employment opportunities taken up > Number of Yapa participants in accredited training > Number of people accessing the pool > Number of people participating in structures pool programs > Number of formal partnerships/agreements with other agencies > Appropriate youth infrastructure in all communities > Recurrent operational funding for the pool 	<ul style="list-style-type: none"> > Develop pathways for people to access accredited training, employment and apprenticeship opportunities > Ensure effective long term planning for community youth infrastructure needs for the Yuendumu, Willowra, Nyirrpji and Lajamanu communities > Establish funding to ensure facilities can be maintained to meet required legal standards > Provide a community swimming pool in Yuendumu and coordinate swimming and exercise programs > Liaise with other organisations to secure opportunities for partnerships and good working relationships

Strong organisation

Goals	Measures	Strategies
<ul style="list-style-type: none"> > Continued community leadership in the governance of our organisation > Increased number of Yapa taking up employment opportunities > Effective management systems to support our operations > Promotion of strong organisational values and working 'two-way' > A supportive, safe and professional workplace for staff and volunteers > Increased awareness of the positive success stories resulting from our work 	<ul style="list-style-type: none"> > Percentage of representation on the Board from the Yuendumu, Willowra, Nyirrpji, and Lajamanu communities > Positive representation in the media and presentations to external forums and meetings > Maintaining ISO 9001 certification > Staff satisfaction and retention > Number of Yapa employment opportunities taken up in all program areas 	<ul style="list-style-type: none"> > Maintain representation on the Board from the Yuendumu, Willowra, Nyirrpji, and Lajamanu communities > Provide ongoing workshops for staff and Board members to strengthen governance, planning, and decision making > Promote strong organisational values and working 'two-way' > Strengthen financial management systems and processes > Maintain certification against the ISO 9001 Quality Management Systems standard and further embed quality systems across all areas > Support staff to undertake relevant training and professional development > Strengthen pathways for Yapa to work in management positions > Implement ICT systems to support our operations and staff communication > Communicate and promote the outcomes of programs to Warlpiri communities and external stakeholders > Secure funding for delivering programs into new communities

HISTORY OF THE MT. THEO PROGRAM



Elders of the Yuendumu Community initiated the Mt Theo Program (now known as Warlpiri Youth Development Aboriginal Corporation) with support from local organisations. The program and community successfully fought petrol sniffing through a dual approach. The first step was the movement of those sniffing petrol to Mt Theo Outstation, some 160km from Yuendumu community where elders would care for the youth as part of a cultural rehabilitation program. The second step was the introduction of a comprehensive 7-day Youth Diversionary Program in Yuendumu so that the youth would be engaged, interested and challenged by activities outside of school hours.

In 2003 and the advent of no-petrol sniffing in Yuendumu (before Opal fuel) the Jaru Pirjirdi (Strong Voices) Project was also started to extend on the basic services of the youth program. As distinct from the 'sport, recreation and entertainment' focus of the Yuendumu Youth Program, the Jaru Pirjirdi project broadened its focus towards a full youth leadership and development service. It is primarily concerned with the development of meaningful pathways and leadership through strong project focuses on education, training, culture and career pathways for Yuendumu youth aged 16-25.

In 2004-5 the Mt Theo Program began working closely with the Willowra Community and its Elders, after an outbreak of petrol sniffing. As with Yuendumu, this involved sending 'at risk' youth to Mt Theo Outstation and the development of a comprehensive youth program in Willowra. This approach managed to end petrol sniffing in Willowra, and the youth program not only continues successfully but has broadened to incorporate more of a development, training and education focus.

In 2007 the Warlpiri elders of Kurra Aboriginal Corporation requested that the Mt Theo Program initiate youth programs in Nyirripi and Lajamanu communities, through the Warlpiri Education Training Trust (WETT). This began in Nyirripi in late 2007 and Lajamanu in mid 2008. These programs have been providing consistent, engaging and successful diversionary youth program since that time. The WETT project also provided additional funds for the Yuendumu and Willowra youth programs. As with the Yuendumu programs, these programs were necessarily initially focused on a youth program service but this has now grown towards a broader and more comprehensive youth development and leadership approach. Most notably these outreach youth programs incorporate a partnership with PAW Media with a particular focus on youth media training.

As of 2011, Mt Theo Outstation has taken over 650 young Warlpiri clients from over 14 different communities, including Alice Springs. These clients are all Warlpiri youth and predominantly from Warlpiri home communities. These clients pass through the cultural rehabilitation program and ideally return to active community youth programs or the Jaru Pirjirdi project. Clients may present with any 'youth at risk' issue, not just petrol sniffing or substance misuse, and are referred by Community Elders, Police and Corrections agencies.

The expansion of the Program into other Warlpiri communities, and a strong focus on court diversion and youth development activities, led to a decision by the Board to rename the Corporation. To better reflect the scope of our work today, Mt Theo-Yuendumu Substance Misuse Aboriginal Corporation formally became the Warlpiri Youth Development Aboriginal Corporation, WYDAC in 2008.

In 2009 the client service was augmented by the creation of the Warra Warra Kany! Counselling and Mentoring service. This service is based in Yuendumu and grew out of the strength and care consistently shown by Jaru Pirjirdi mentors in Yuendumu to at-risk Warlpiri youth. Their knowledge and care for at-risk Warlpiri youth has now been harnessed by a professionally qualified team. This ensures a skilled prevention and client care program in Yuendumu and a crucial aftercare link between Mt Theo Outstation and the Jaru Pirjirdi program. This service is currently only available in Yuendumu but as with other programs it is hoped that it too can be extended to the entire Warlpiri region.

WYDAC has challenged a generation destroying itself through substance misuse. Strong community action created an environment for healthy change and that same generation now accepts that it is totally uncool to sniff petrol. This work has broadened greatly over the last decade beyond the initial crisis of petrol to the crucial underlying demands and motivations of Warlpiri youth.

The work will never be over and new challenges, risks and opportunities have arisen for youth in Warlpiri communities. WYDAC works to facilitate the profound strength and capacity of Warlpiri youth to meet these challenges. The key aim of this partnership between the Mt Theo Program, Warlpiri youth and their communities is the facilitation of positive and meaningful futures for them as individuals and their families, community and culture at large.

