Palm Island
COMMUNITY COMPANY

PALM ISLAND COMMUNITY COMPANY

ANNUAL REPORT

2017-2018

A MESSAGE FROM THE CEO

Because of her, we can. The 2018 NAIDOC Week theme has resonated throughout the Palm Island community and has been strongly embraced. The role of Indigenous women within our community is vital to the strengthening of our community, culture and the positive development of our youth.

PICC has proudly supported this theme by supporting a series of events and importantly, by empowering women through our variety of family focused capacity building programs and the employment opportunities available to them via our organisations.

2018 also marked a decade of service from PICC in the community. PICC has continued to grow and expand its program offerings in the community. We now deliver important programs in the sectors of human services, health, education, child and family support and social enterprises. The establishment and rollout of these programs are as a result of our close engagement with the community that allows us to understand the services gaps and design programs that meet community needs and expectations.

Importantly, over the past 10 years of operations, we have developed robust governance and operational procedures that have positioned PICC as a leader in Indigenous services delivery. This strong governance means that PICC has matured to become an efficient and sustainable organisation that achieves real outcomes for the community. While we already have well over a rate of 90% Indigenous employment and a majority of Indigenous board membership, we are also committed to making PICC 100% Indigenous community controlled.

PICC's success has been endorsed in a recent independent evaluation of the organisaiton. The report showed that 'PICC played an essential role in the Palm Island community and has made Palm Island a better place to live.'

We owe our success and growth to the many individuals and groups that we work with on a daily basis. Groups such as our Women's Yarning Circle and Elders advise and guide the design and implementation of our programs. Our collaborative approach allows us to be fully immersed in the community to better understand how we can help build their capacity.

2018 has also seen important reforms to child protection, the PICC Safe House has embraced these reforms to ensure it remains fully licensed and able to deliver this vital service. Indigenous children are over-represented in child protection and out-of-home care due to a number of complex factors. The PICC Safe House enables children who are at risk the opportunity to remain in their community and be part of its culture.

One of the most utilised services is our medical centre. Significant health 'gaps' between Indigenous and non-Indigenous start from birth and remain throughout life. PICC is addressing this issue by providing access to holistic health and family services. Our primary health network provides health care that is focused to the issues facing Indigenous people – importantly, we have doctors that specialise in Indigenous health.

Our social enterprises which include a community shop, mechanic, fuel station and bakery are gaining further traction in the community to an extent that they are now self-funding. These enterprises, which have failed in the past, were taken over by PICC because we believed that the community deserved access to basic services such as fresh bread and vehicle repairs without having to leave the island. The success of our social enterprises is a testament to the staff who operate them and the patrons who are increasingly supporting them.

Finally, it is with a sadness and gratitude that we say goodbye to our dedicated and passionate Chair, Jim Petrich. Jim has been a tenacious advocate for Indigenous people and the Palm Island community for many decades. Over the past 10 years, Jim has been the Chair of the PICC board where he has overseen the transition of the organisation from a small organisation of just a few staff to one that employs over 100 people with a budget in excess of $10million. On behalf of the community of Palm Island, the staff of PICC and from a personal level, I thank Jim for his decade of service and wish him well for his future endeavours.

As 2018 and Jim passes the baton to our new Chair, Palm Island local Mislam Sam, I am excited about the future for PICC and the Palm Island community. More and more other Indigenous focused organisations are looking to the operations of PICC for inspiration. We are glad to be able to share our decade of learnings where, we acknowledge there have been mistakes, but overwhelming success.

We look forward to a new and exciting era for PICC. We look forward to more growth and success. We have ambitious plans for the community we are part of, one that has enormous potential and one that deserves to be healthy, safe and prosperous.

Rachel Atkinson
CEO

A MESSAGE FROM THE CHAIR

Recently I had reason to read some of the Company's previous annual reports and they provide a wonderful snapshot of not just our progress, but that of Palm Island itself over the past decade. As the island celebrates its centenary it is also a time to reflect on who and what we were and how far we have come as a community.

From a Board of Directors dominated by non- Indigenous members, $5,000 in the bank and NO employees PICC has accepted and taken responsibility for a range of projects and services that would overwhelm similar sized organisations, almost anywhere on the mainland. It has defied its forecast early demise by many doubters and has grown to be a solid and sustainable company with more than 100 employees and an annual turnover about to pass $10,000,000 of which more than half is delivered in disposable income on the Island.

Importantly, the governance of PICC is led these days by a majority Indigenous board of Directors, with management led by our longest serving employee, CEO Rachel Atkinson. Additionally, its wide range of social services and enterprises are delivered more than 90 percent by Indigenous people.

The Company has not shied or buckled in its determination to provide those services and the community can be justifiably proud of the way PICC has consolidated its core values to ensure its ongoing value to Islanders and to the large range of departments NGO's and Not-For-Profit bodies that rely on and trust it to deliver on its undertakings.

Our success has come through hard work, determination to adhere to our charter, the wonderful long serving 100 plus people who are the soul of PICC and to our two shareholders, Palm Island Aboriginal Shire Council and the Queensland Government. I and the board thank them all for their resilience and confidence in our journey together.

After a decade of operations, it is time to review PICC's value to its community. What has worked. What hasn't. What shouldn't be changed. What needs to be tweaked. The evaluation is underway and preliminary results should be available by the end of this year.

This will provide focus to the company for the years ahead and perhaps give other communities an insight into what might be possible for them.

Two years ago, I announced my intention to retire as Chairman and this will become effective after the AGM this year. I am delighted that Mr. Mislam Sam who has been one of the two Deputy Chairs has been elected to succeed me as Independent Chair. As the old members progressively step down we are leaving a strong sustainable company that I believe is proudly community owned and led.

PICC's high standard of governance underpins its future and I look forward to following its ongoing success from the sidelines.

To Allan Palm Island, Rhonda Phillips, Mark Johnston and Rachel Atkinson who have been with me since the start, I am both blessed to have had your friendship, loyalty and support over 11 years and I am certainly a better person having been around you all those years.

To Luella, Harriet and Mislam, you are a credit to our organization and I know with Allan, Ian and Rachel's long-term experience and wisdom assisting you the company is in excellent hands.

Jim Petrich AM FAICD
Chairman

PICC EVALUATION REPORT

In late 2017, we initiated an evaluation to mark PICC's 10 year anniversary and assess the effectiveness of the organisation and our service delivery to ensure our future directions are informed by reliable and robust evidence. The evaluation also makes us accountable to stakeholders, especially the Palm Island community. While PICC has been the subject of many internal and external reviews, audits and evaluations of specific aspects of PICC's activities, the organisation has not been subject to a 'big picture' or impact evaluation. The evaluation is also timely in the context of the findings of the Queensland Productivity Commission Inquiry into service delivery in remote Aboriginal and Torres Strait Islander communities (Qld Productivity Commission 2017) and the Closing the Gap Refresh (COAG 2017).

PICC resourced Phase 1 of the evaluation which is now complete. We are grateful to the Department of Child Safety and the Department of Communities for financial assistance to enable us to engage an independent consultants, to undertake the second and final phase which commenced in October 2018.

The overall question to be answered by the evaluation is:

Has the Palm Island Community Company achieved the intended outcome of a well-governed, sustainable vehicle for providing services for Palm Islanders that improve the social and economic well-being of individuals, families and the community?

The specific research questions focus on 'what difference has PICC made' and 'what works and why'. They assess the outcomes achieved, the factors contributing to success as well as areas for improvement or change in key areas such as governance, service delivery and capacity building.

RESEARCH APPROACH

A participatory and mixed method approach and a range of data collection methods are being used. The evaluation will collect the perspectives of diverse stakeholders and seek to build local capacity through the engagement of local employees and community members. To ensure the quality and credibility of the evaluation process, an Advisory Panel of local community members and external experts has been established to provide guidance and oversee the evaluation process.

Considerable work was taken by PICC during Phase 1 in 2017-18, to establish the Evaluation Framework, communicate and consult with key stakeholders, and secure advice, assistance and funding from academics, policy experts and funding agencies. Considerable data collection and analysis has occurred including document reviews, analysis of statistical data and undertaking community and employee surveys.

Independent consultants have been engaged to complete the evaluation and this phase will include further data collection, including stakeholder interviews and focus groups. It is hoped that a final report will finalised by early 2019.

FINDINGS TO DATE

Organisational capacity and growth

PICC has successfully managed ongoing growth and diversification of our business over the past 11 years from start-up to a budget of over $10million and a workforce of over 100 employees supporting a wide range of social services and social enterprises.

Employment

PICC has consistently drawn the overwhelming majority of employees from Palm Island and supported them with training and professional development opportunities. The Employee Survey undertaken in June 2018 demonstrated high levels of commitment to and satisfaction from their work.

Ninety-one percent of respondents agree or strongly agree that “Working for PICC allows me to contribute to making a positive difference in my community” and that “PICC is focused on achieving positive outcomes for the Palm Island community “

Most people were positive about the support they received in their jobs with 80% of respondents reporting that their “supervisor is a good leader” and 80% also reported that they had participated over the past year in training or professional development as part of your job.

Service Delivery

Our community survey found that most people were positive about PICC social services, including the way they were treated by staff and how their lives have improved from the support they received.

The overwhelming majority of people agreed that PICC businesses benefit Palm Island.

Most people told us they would recommend PICC services to their family and friends.

The surveys also showed that PICC services are used by lots of people of all ages. For example, two out of every three respondents said they use the PICC doctors and health services.

Outcomes

The same survey found that over two-thirds of respondents agreed or strongly agreed that PICC “plays an essential role in the Palm Island community” and “overall, PICC has contributed to making Palm Island a better place to live”.

Phase 1 Report Author
Rhonda Phillips; Board Member (PICC)

CHILDREN & FAMILY CENTRE

The number of families accessing the Early Childhood services has continued to increase throughout the year, as the range of services and activities has grown.

The Early Childhood team has worked closely with the medical and health professionals to provide a holistic approach to child development. For the first time, Palm Island has a weekly visiting Speech Therapist and Occupational Therapist for children requiring these services. The Early Childhood Health and Well-being team were instrumental in setting up these regular services, and the therapy teams use the CFC as their base, with CFC staff assisting and supporting the therapists and families.

Staff at the Early Childhood Centre have had a number of training opportunities throughout the year, including First 1000 Days, Development of the Brain, and Families as First Teachers. The Ready Together funding will cease at the end of the year, so we are actively planning for how the CFC can continue to provide support to families of young children in the community, to ensure that children are ready for school.

Playgroup is held every day and continues to welcome new families on a regular basis. The outreach/mobile playgroup has also been very popular. Playgroup provides a space for parents and children to come together to have fun, learn and socialise.

We have received funding for a mobile library, which we hope to have up and running by January 2020. We aim to take the library to various locations on this island on a weekly basis, in conjunction with the mobile playgroup.

Our Healthy Eating garden has been rejuvenated, and Dr Annalise is working with the playgroup families on a Growing Healthy Food for Healthy Bodies program. Staff, parents and children all enjoy healthy fresh salads straight from the garden!

"PICC has successfully managed ongoing growth and diversification of our business over the past 11 years from start-up to a budget of over $10million and a workforce of over 100 employees supporting a wide range of social services and social enterprises."

Extract from Phase 1 Evaluation Report

COMMUNITY SHOP

The Community Shop has a mix of second-hand clothing and household items and new products sourced from Townsville and online. Community requests and feedback form the basis of our product selection and we are always looking for new products to stock.

New prepaid phone sales have contributed to almost half the sales for the year while home wares including electrical appliances, Manchester and curtains, is a growing category.

A new pharmacy has opened in the tenancy beside the community store bringing in more patrons. PICC staff purchases through staff payroll deductions is an important contributor to sales and while second-hand furniture sales have declined this year due to a lack of space and the cost of transport to the Island of these items, the community shop continues to be an important retail offering to the people of Palm Island.

BAKERY

A new fresh food “made to order” menu commenced this year that includes stir fries, roast meats, fresh salads, homemade cakes and slices. The shop layout has been redesigned and new food display equipment purchased to promote a fresh food concept and experience.

The bakery has employed and trained over 10 local residents in the past 12 months helping to build their work credentials and provide valuable work experience. The bakery is aiming to bring back fresh bread cooked onsite in the next 12 months.

DIVERSIONARY SERVICES

The introduction of a 10-week Health and Fitness program has seen the Diversion Centre focus on young local men who want to change their lives through healthy eating and exercise. The centre engaged a local organisation to provide meaningful hour-long sessions that were centred on the programs core activities, which are to address issues facing men in our community.

The Joyce Palmer Health program run through ATODS and sexual health were some of the major facilitators to the 10-week program, as well as Ferdy's Haven for an anger management program. The North Qld Domestic Violence Resource Service held sessions and played a crucial role in making the program successful especially as Palm Island has been granted a dedicated Domestic Violence court.

The Diversion Service has been instrumental in making sure staff are at the forefront of discussions about referrals and the 10-week program has been passionately promoted by staff and coordinators of the service. PICC staff made it known that there were other options for local domestic violence referrals other than jail time.

An additional practical program was also formed this year with the Bush Tucker and Cultural Walking Tracks reopened to local community members. This program has been driven by Diversion staff in conjunction with Elders in identifying bush tucker and establishing the old timber cutters walking track. This track was used by Elders to cut timber to send to the old sawmill at Mill Bay many years ago.

PICC Diversion Local establishments of BBQ's, sheds and toilets have now been abolished with eight BBQ's, shed and toilets erected in identified local swimming and family gathering areas; including our three Islands. These facilities are for community, family outings and camping usage.

Progress of the centre is based on meaningful programs that attract locals who want to be a part of local programs or alternatively are wanting change. With engagement from local organisations who are passionate about the welfare of our community, an overall community approach is demonstrated where many stakeholders are working towards the benefit of the community.

FUEL STATION

Major investments in plant and equipment have been made in the fuel station to upgrade the facility to become a 24-hour self-service site and will relaunch to better meet the demands of the community.

MECHANIC

The PICC mechanical service boasts a fully qualified A grade mechanic employed and has grown from being open three days a week to a busy service trading five day a week. The mechanical service now employs six local people who have benefited from valuable training over the past 12 months.

The service is planning to engage a local apprentice in the next 12 months as demand continues to grow.

WOMEN'S SERVICE

The Women's service continues to host programs in addition to providing safe temporary accommodation and support services to women and children at risk of or currently experiencing family and domestic violence.

The Aboriginal and Islander Women's Legal Service has an office at the shelter which facilitates access for the women attending or residing at the Shelter. The Women's Service also provides outreach programs and home visits to clients. Women and children's programs are offered including a newly established Ladies Lounge.

91% of employees agreed that..."Working for PICC allows me to contribute to making a positive difference in my community"

SAFE HOUSE

The Palm Island Safe House provides up to six placements to children and young people who are subject to ongoing intervention by the Department of Child Safety, Youth and Women (the department).

Typically these children are on Child Protection Orders and referrals are accepted via the department. The Safe House model is undergoing a review process and the services provided may be expanded to include new target groups. This review coincides with the significant child protection reforms currently being implemented in a staged process across Queensland, in particular the provisions relating to how the department supports the connection of Aboriginal and Torres Strait Islander children with their family, community and culture.

For example, the reforms embed all five elements of the Child Placement Principle – prevention, partnership, placement, participation and connection, which are now mandated to be applied by the department, funded services and the court system.

The Safe House staff have been active in the process of ensuring children in need of placement continue to reside on Palm Island in an appropriate and safe family placement.

The Safe House is working in partnership with the department and the current Recognised Entity in implementing the Aboriginal and Torres Strait Islander Child Placement Principle. Safe House staff are 100% local employees and have expertise in their community traditions and protocols.

FAMILY WELLBEING CENTRE

The Family Wellbeing Centre provides support to children and families through education programs, casework, workshops, referral, information and other individual and group activities.

The centre is relatively new (established 2017) and has continued to transition from services previously offered to a wider target group. However, successful programs such as the Women's Yarning Circle, Parenting Education workshops and Children's Activity Programs have endured for the past 10 years.

Staff of the Centre continue to receive intensive training in areas such as data information systems, domestic and family violence, case management and child development, so that they can provide a high standard of service to families and children who demonstrate vulnerabilities and risk coming into contact with the statutory child safety system.

The service operates within a robust network of partner agencies particularly in relation to collaborative planning and joint service provision. The Family Wellbeing Centre supports the regular meetings of Palm Island Elders, whose role is to provide guidance and advice in the development or reform of all PICC Services.

CHILD AND FAMILY MEDICAL PRACTICE

The Child and Family Medical Practice, hosted by the Children and Family Centre, has continued to grow over the past three years. Dr Vicki Stonehouse and Dr Raymond Blackman have been providing general practitioner services since its opening in 2013.

There are over 2000 patients on file and the practice is well placed to address issues of chronic disease within the community such as diabetes, mental health, heart disease, chronic kidney disease and lung disease.

Whilst there is a focus on maternal and child health, the whole family is cared for by the practice. Through the care coordination and supplementary scheme, patients have a wrap around, door-to-door service when needing to travel to Townsville for allied health or specialist appointments.

Visiting psychology services are provided on a weekly or as needed basis. Other services including visiting podiatry, diatetic services, exercise physiology, cardiac and pulmonary rehabilitation, quit smoking, eye health programs including digital retinal screening with follow up through the IDEAS van, hearing screening and child developmental screening are incorporated in the service.

The centre has close affiliations with the Generalist Medical Training so that training opportunities are available to GP registrars. Students are also offered training opportunities through the CFC and Griffith University. Recently an after hours GP service has been offered through the practice.

NEW FUNDING

Recently, PICC has been successful in attracting new funding. These new programs are in the process of being developed, established and implemented.

- **North Queensland Primary Health Network** – ICT Patient Transport Support funding (vehicle) $20,234.97.
- **NQPHN – Mental Health Stepped Care Place Based Psychological Services** $500,000.
- **NQPHN – Active Healthy North Queensland** $150, 000.
- **NQPHN – Disadvantaged Rural and Remote Communities** - After Hours GP Services $524,118.40.
- **CHECKUP – Medical Outreach Indigenous Chronic Disease Program** – Eye Health Coordinator $100,000.
- **National Disability Insurance Scheme** – Community Connector service - $99,000

Over two-thirds of employees agreed that PICC.. “plays an essential role in the Palm Island community” and “overall, PICC has contributed to making Palm Island a better place to live”.

THE COMMUNITY JUSTICE GROUP (CJG)

PICC continues to provide administrative service to the Community Justice Group on Palm Island.

Staff and the member volunteers group have received training in relation to their role in the development, establishment and implementation of the Domestic Violence Court on Palm Island. The CJG is an essential service to Palm Island and provides support to access clerk of the court services, document storage, mediation and of course services to both the court and parties to the court process.

Recently the Department of Justice and Attorney General has provided funding to the Palm Island Community Justice Group Domestic and Family Violence Enhancement Program for$150,000. This program is currently being established.

SAFE HAVEN SERVICE

The Safe Haven is a program designed to respond to domestic and family violence issues within the community of Palm Island.

The primary target group is children aged 0-18 years and families caring for children who have experienced witnessed violence.

The safe Haven delivers many activities however the main programs are Night Café for young people, Youth Patrol, family support and counselling.

PICC BOARD 2017-2018

CJ (JIM) PETRICH
Independent Chair

ALLAN PALM ISLAND
Traditional Owner

HARRIET HULTHEN
Palm Island Community Nominee

MISLAM SAM
PIASC Nominee

RHONDA PHILLIPS
Queensland Government Nominee

MARK JOHNSTON
Queensland Government Nominee

LUELLA BLIGH
PIASC Nominee

STRATEGIC PLAN 2017–2019

OUR PRIORITIES

PICC values its investment in Palm Island with specific focus upon implementing Closing the Gap strategies via:

- Strong governance and growth strategies that promote sustainability, transparency and enable effective programs to enhance the capacity of Palm Island
- A diversity of social service programs that meet the physical, emotional, and wellbeing needs of the people of Palm Island
- The development of social enterprises that promote the economic development and employment opportunity for the people of Palm Island
- The formalisation of existing and new partnerships and collaborative opportunity to consolidate PICC's commitment to furthering the economic enhancement of Palm Islanders

OUR VISION

A healthy, resilient, and productive Palm Island

OUR MISSION

Quality integrated and responsive services that meet community needs and are delivered by Palm Islanders.

OUR PURPOSE

PICC is an Aboriginal Organisation committed to community control principles and protocols of self-determination through the provision of whole-of life services for people of the Island that reach across generations.

RESPONSIVENESS	EMPOWERMENT AND EMPATHY	LEADERSHIP AND RESPONSIBILITY
Working with people when they need it in a timely manner	PICC is welcoming to all Palm Islanders	Strong, consistent and accountable Board and management
Adaptation to changing needs and policy or program requirements	PICC commits to self-determination and independence	Clear vision of the future
INTEGRITY AND PRODUCTIVITY	**ENGAGEMENT**	**TRANSPARENCY AND ACCOUNTABILITY**
Staff are of high quality and trained accordingly	PICC does what it promises	PICC meets financial, management and quality Standards
PICC provides quality, transparency and value for money	PICC seeks feedback and provides a variety of opportunities for community input	PICC performance is held accountable to the people of Palm Island.

How we will achieve our Vision and Measure our Progress:

PRIORITY AREAS	GOALS	RESULTS
Strong and Effective Governance	• A comprehensive Business Plan outlining the operational outputs of the Priority Areas and managed growth • Effective operational and financial management • Comprehensively reviewed policy suites	• PICC has a managed and staged process for assessing output effectiveness and growth strategies that are achievable and responsible. • PICC meets quality targets and the broader community expectations of Palm Island. • Staff and Management has the appropriate tools to do their job
Provision of Effective Social Services	• Enhanced services to Youth and Elders • Enhanced data collection and reporting processes • Identify service gaps, particularly changes in funding scope for programs	• Unmet need areas are identified and enhanced • Meaningful data to be used as a tool in reporting, planning and gap analysis • Fully comprehensive, whole-of-life services that are intergenerational
Development of Social Enterprise Opportunities	• Employment and apprenticeship/ trainee opportunities • Business opportunities that are selfsustainable and can fund the Responsible Corporate Citizenship function of PICC. • Enhancing the community wealth of Palm Island	• Increased employment and skills for Palm Islanders • PICC can self-fund identified important unfunded services on Palm Island and embeds PICC within the Palm Island community. • Increased prosperity & social and community living standards for staff & their family
Partnership and Collaboration	• Develop a formal Partnership Implementation and Management Strategy • Development of commercial partnerships, particularly retail partnerships • Establish formal partnerships with larger mainstream services • Effective relationship management with stakeholders on Palm Island	• Partnerships are mutually beneficial to PICC and Palm Island • PICC is competitive and provides improved or new business services locally • PICC provides a broader suite of services partnering complimentary organisations • Improved relationships and provision capacity on Palm Island

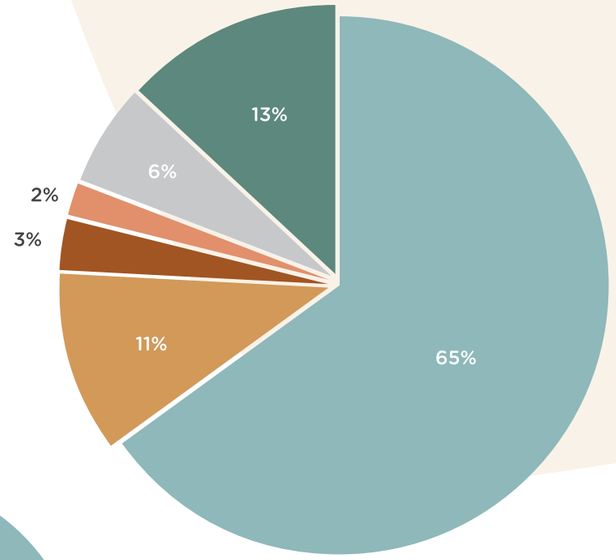
FINANCIAL REPORT 2017-2018

BALANCE SHEET	2018	2017
Current Assets	$1,080,403	$795,492
Non Current Assets	$476,461	$380,280
Total Assets	**$1,556,864**	**$1,175,772**
Current Liabilities	$1,041,902	$619,603
Non Current Liabilities	$54,362	$36,723
Total Liabilities	**$1,096,264**	**$656,326**
Net Assets	**$460,600**	**$519,446**
TOTAL EQUITY	**$460,600**	**$519,446**

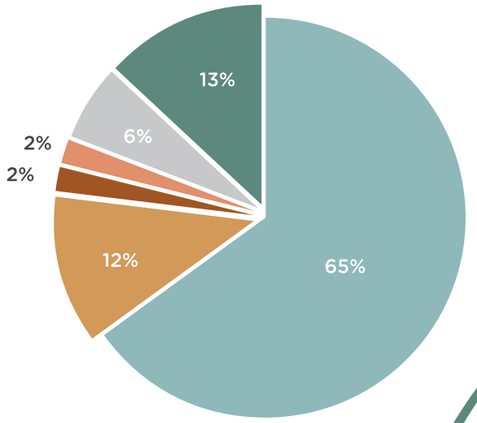
INCOME/EXPENDITURE	2018	2017
INCOME	**$8,974,803**	**$8,419,153**
EXPENDITURE		
Total Labour Costs	$5,880,548	$5,517,438
Administration Expenses	$1,001,357	$1,027,111
Property & Energy Expenses	$229,019	$205,898
Motor Vehicle Expenses	$138,666	$138,026
Travel & Training Expenses	$567,725	$463,057
Client Related Costs	$1,216,333	$1,097,255
TOTAL EXPENDITURE	**$9,033,649**	**$8,448,785**
Operating Surplus (Deficit)	**-$58,846**	**-$29,632**
Other Income	$1,503,774	$1,388,748
Other Expenditure	$1,503,774	$1,388,748
NET SURPLUS (DEFICIT)	**-$58,846**	**-$29,632**

DISSECTION OF EXPENDITURE

- Total Labour Costs
- Administration Expenses
- Property & Energy Expenses
- Motor Vehicle Expenses
- Travel & Training Expenses
- Client Related Costs



2018



2017

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