

PICC ANNUAL REPORT

2020/21



MESSAGE FROM THE CEO



What a year this has been – as we all continue the efforts to keep Palm Islanders safe from coronavirus.

The vaccination rollout started on Palm Island in May 2020, and PICC prepared to commence vaccinating in the 2021/22 financial year – taking over from the Townsville Hospital and Health Service (THHS).

And it wasn't just COVID-19 vaccinations we were preparing to take over: preparations were underway for the transfer of THHS primary health services to PICC. In the 2021/22 financial year, the former THHS service merged with our medical centre, so that PICC now offers a comprehensive, Aboriginal Community Controlled Healthy Organisation (ACCHO). This ACCHO meets the aspirations of the Palm Island community – as set out in the Palm Island Health Action Plan – and is the first of its kind on Palm Island.

The change to the health service is part of a much bigger change for PICC, as we prepared to transition to a community control model of governance. We spent the 2020/21 financial year laying the groundwork for the transition, and I am very happy to tell you that transition was completed in the 2021/22 financial year.

But while our company structure has changed, PICC has stayed focused on providing quality services to the community. From our maternal and child health service – which takes care of our babies before they're born – to the Elders' Advisory Group – which connects our Elders and draws on their wisdom – PICC has services to support Palm Islanders of any age and need.

And we will continue to add services that the community wants and needs. At PICC, we believe that Palm Islanders are entitled to the range of reliable, high-quality services that are available in many mainland communities. And we are committed to providing these services.

In addition to the new health service, PICC expanded its service suite this year to include foster and kinship services.

We also continued to provide a range of community activities, to bring community together. One of the highlights for me was the Elders' Conferences. We got a lot done and had a lot of laughs doing it. You can read about the Conferences and why they are important for Palm Island in this report.

Stay safe everyone – don't forget your second jab!

RACHEL ATKINSON



MESSAGE FROM THE CHAIR

Recently I realised I have no memory of Palm Island before PICC. It is difficult to believe that until fifteen or even ten years ago Palm did not have most of the services PICC offers.

Now, we have many of the services we need and want—and all of them are run by and for Palm Islanders.

Along with my fellow Palm Islanders, I believe that community control is the way forward for PICC. Distant governments telling Palm Island what to do and how to do it has never worked and will never work.

With community control, we get one step closer to what we have been fighting for for decades: self-determination for Palm Island.

With community control, PICC is officially answerable to the community at every level and every stage. I am looking forward to working closely with the new members of PICC.

The PICC board sees a future where Palm Islanders are empowered to make the changes they want to see. We are more and more in control of our future, and we are showing results. I will make sure PICC stays on the

path to delivering better and better services to Palm Island and fighting for Palm Island against anything in our way.

LUELLA BLIGH



ACKNOWLEDGEMENT OF COUNTRY

PICC ACKNOWLEDGES THE MANBARRA, BWGCOLMAN, BINDAL AND WULGURUKABA PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LANDS ON WHICH WE LIVE AND WORK AND OF THE SURROUNDING SEAS, AND PICC PAYS ITS RESPECTS TO THEIR ELDERS PAST AND PRESENT.

MEMBERS OF THE BOARD

Luella Bligh, Chair

Harriet Hulthen, Director

Mark Johnston, Director

Allan Palm Island, Director

Rhonda Phillips, Director

Company Secretary:

Ian Jessup

Also pictured:

Rachel Atkinson,
CEO



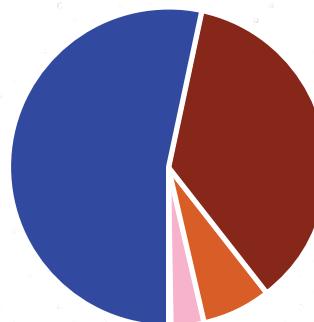
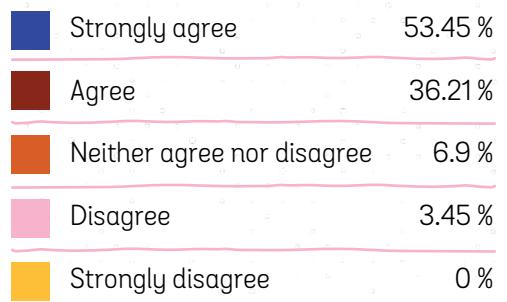
CORPORATE GOVERNANCE

KEY ACHIEVEMENTS

- Got ready for community control by getting the newly incorporated Palm Island New Company Limited (PINCL) ready to take on programs, services, staff and assets.
- Developed a new Strategic Plan 2021–2026 (available electronically on the PICC website, or as a printed copy from the Suncorp Plaza office in Townsville, or the CFC on Palm Island)
- Held the inaugural Elders' Conferences.
- Implemented a new integrated, automated and computerised payroll and human resources system.
- Introduced an annual staff survey.

CORPORATE GOVERNANCE REPORT CARD

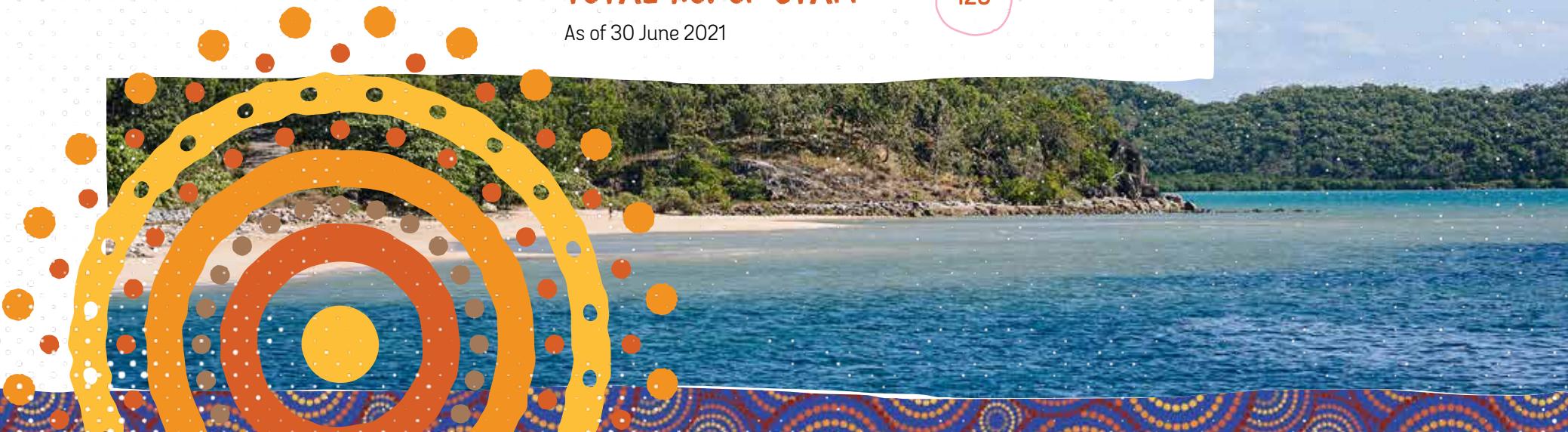
**Sample staff survey question: Working for PICC allows me to contribute to making a positive difference in my community
(58 responses)**



TOTAL NO. OF STAFF

As of 30 June 2021

129



COMMUNITY CONTROL AND PICC

From its beginnings, everyone involved with PICC was determined that it would become community controlled as soon as it could. Now that time has come.

In May of 2019, Ipsos released its *PICC Evaluation Report*, which PICC commissioned in 2018. The Report identified the governance system of the time—whereby the Queensland Government held a shareholding in PICC (along with the Palm Island Aboriginal Shire Council)—was perceived as a “challenge”. This was because the Queensland Government’s partial ownership did not fit with the community’s expectations around local control of, and decision making in, such an important service provider, employer and advocate. It was also felt within PICC that this model of governance had reached the end of its useful life, and that further organisational development could occur only with community control. Importantly, community control brings more self-determination to Palm Island: with it, Palm Islanders have a voice in the running and the direction of a provider of health, community and social services and a major employer on Palm Island.

By the time the *PICC Evaluation Report* was published, PICC had already commenced work around establishing a new model, and in May 2020 a new community-controlled entity was established: the Palm Island New Company Ltd. The plan was for the new company to “take back” the name of Palm Island

Community Company (PICC) once the transition was finalised, in the 2021/22 financial year. In the meantime, the PICC board became the interim board of this new company, and the company prepared itself for transition. On the 1 July 2021, the new company would take on its first funding agreement: the primary health services transitioned from Townsville Hospital and Health Service (THHS).

The new company has its own constitution, which is available on the PICC website. Under this constitution, Manbarra and Bwgcolman people over eighteen years old can apply to become members of PICC. Membership brings the benefits of having, in a way, part-ownership of PICC: each member has a share in PICC and an opportunity to have a say in what PICC does and will do. Members of PICC can also elect members of the Board.

The Board itself will, when its current members’ terms of office expire, change its composition. Members of PICC will be able to nominate up to four members of the Board. The traditional owners of Palm Island will still be entitled to nominate one member, and the Board itself will be able to nominate up to two additional members to add to its diversity of skills that are needed to ensure the good governance of PICC.





PALM ISLAND ELDERS CONFERENCES

In this financial year, PICC held its inaugural and follow up Palm Island Elders' Conferences.

The first Conference was held at the Palm Island Motel in September 2020; the second, in Townsville in June 2021.

Primarily, the Conferences were held to formalise the relationship between the Elders' Advisory Group (EAG) and PICC, and to formalise the organisation and role of the Group. They also acted as a way of expressing our gratitude to the Elders of Palm Island for all that they do for PICC and for the community.

The work accomplished by participating Elders over the Conferences was:

- finalising the Terms of Reference and the Memorandum of Understanding between the Elders' Advisory Group and PICC, and the Group's Operational Guidelines;
- discussing a memorandum of understanding between the EAG and the Palm Island Aboriginal Shire Council;
- agreeing to a Statement of Key Priorities for Palm Island;
- agreeing to protocols on those consulting the Elders or seeking their advice or endorsement;
- agreeing to promote the Elders' role and authority in the community;

- agreeing to use the Elders' authority to promote cultural respect from non-local persons and organisations visiting or undertaking work on Palm Island;
- advising on the contents of the draft Palm Island Community Safety Plan; and
- resolving that PICC will organise annual Elders' Conferences from 2022.

The Elders' Conferences were an initiative of, and organised by, PICC. The Department of Seniors, Disability Services, and Aboriginal and Torres Strait Islander Partnerships funded the Conferences as part of its Age-Friendly Grants Program.

COMMUNITY SERVICES

KEY ACHIEVEMENTS

- Took on the new Foster and Kinship Care program (Family Care Services) as part of our suite of community services.
- After a challenging start—with recruitment difficulties and COVID-related restrictions around prison visits—the newly established pilot program at the Townsville Women's Correctional Centre (TWCC) found its momentum. With a full complement of staff in place at the end of 2020, the Women's Healing Service held its first cultural healing group program in early 2021 and began achieving targets.
- Established the Pathway to Healing Men's Behaviour Change Program, a culturally appropriate program that supports men to heal and have healthy relationships. This program was developed by three PICC programs coming together to work collaboratively: the Domestic and Family Violence Service, the Diversionary Service and the Community Justice Group (CJG) Domestic and Family Violence Enhancement Program.
- Achieved recertification against Human Service Quality Standards (HSQF).
- Early Childhood Services reviewed its staffing structure and service model as it prepared for more space (with health moving out in July 2021).



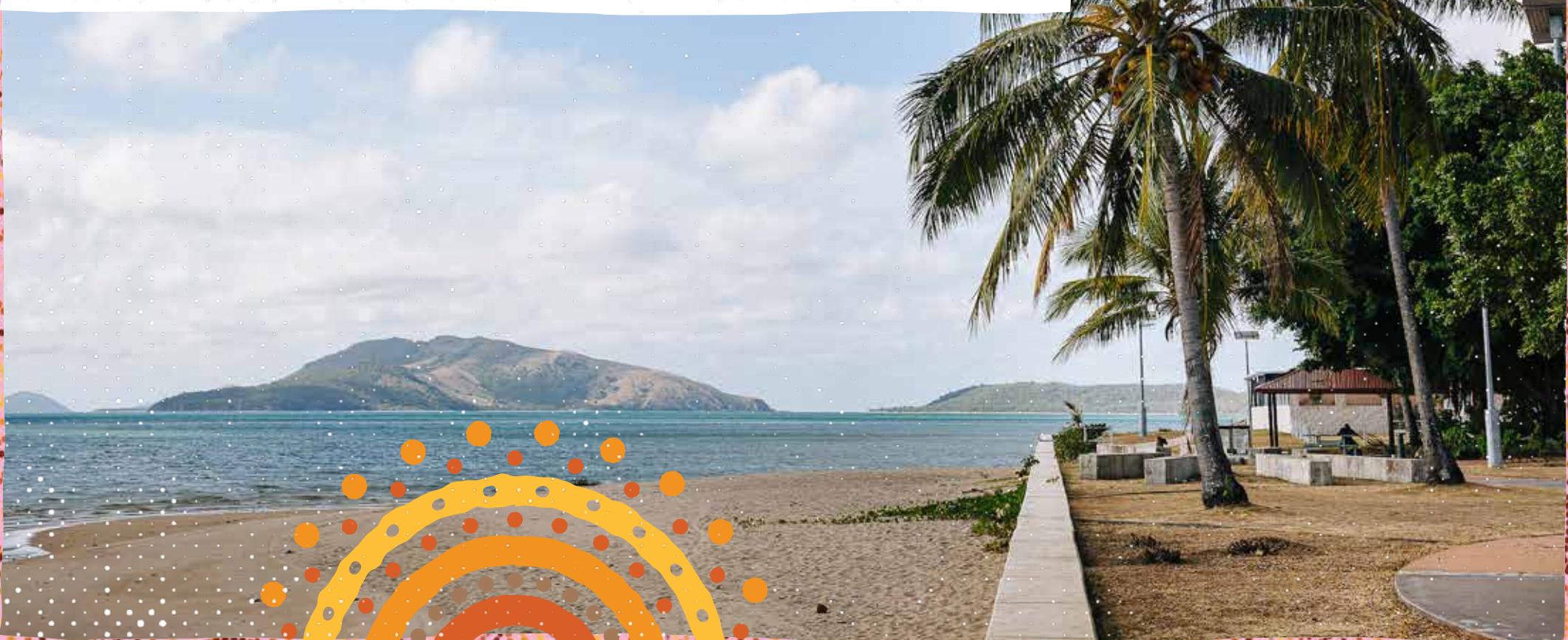
COMMUNITY JUSTICE GROUP

PICC continues to auspice the Community Justice Group (CJG) program, which includes both the general program and the Domestic and Family Violence Enhancement Program.

As part of its auspice agreement, PICC directly employs three parttime staff in this program: a CJG Coordinator, and a male and female DFV Support Workers.

In the financial year 2020/21, the CJG renewed its funding agreement with the Department of Justice and the Attorney General to 30 June 2023.

We were pleased to support the CJG with their ongoing support to community members dealing with the justice system. During the year, the CJG developed a new logo and reviewed its Strategic Plan 2021–2023.



FAMILY CARE SERVICES

The Family Care Service is the newest service PICC provides to Palm Island, but it has more than just a few months' history.

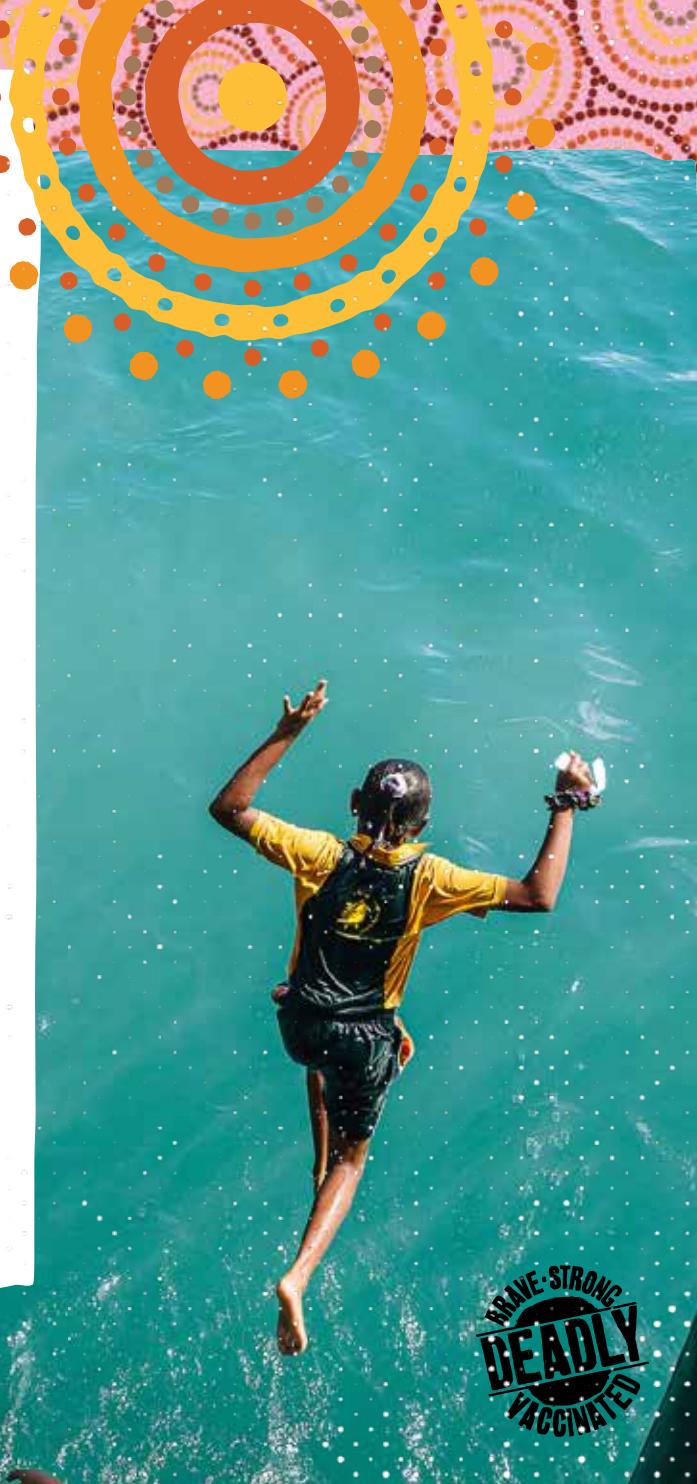
On 1 December 2020, the part of the TAIHS Foster and Kinship Care Service that serviced Palm Island became a PICC service based on Palm Island, renamed the Family Care Service. TAIHS aided us during the transition period so that everything went well for its staff, its carers and the children for whom they care.

PICC took over the service from TAIHS because Palm Island workers and PICC and our Palm Island staff understand Palm Island and Palm Islanders best. It is also important for the self-determination of Palm Island that Palm Island people work with Palm Island families and Palm Island carers to keep Palm Island children on Palm Island. Our local staff members are already using their local knowledge in a number of ways to help carers and children—knowledge which Townsville-based fly-in-fly-out workers simply do not have.

The FCS finds homes in the community for Palm Island children who cannot stay at their current homes. These homes are with other family members on Palm Island or with a carer in the Palm Island community who is not a family member. The FCS finds these homes with the aim of children returning to their original homes as soon as it is possible and safe to do so; the FCS does not organise permanent custodial arrangements such as adoptions. The FCS can help up to forty children at a time, including young people under eighteen years old who do not live independently.

For these children who cannot stay at home, the FCS finds a home for them in the following order of preference: first, with another member of the child's family; secondly, with another member of the Palm Island community; thirdly, with a carer who is member of the Palm Island community and lives in the Townsville area, or with an Aboriginal or Torres Strait Islander carer who lives in the Townsville area and who knows the Palm Island community well. The FCS matches children and carers to ensure that carers can meet every child's unique needs whilst in their care.

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FAMILY CARE SERVICES CONT.

If the FCS cannot find a matching carer, or if there is a gap between a child needing out-of-home care and a carer being found, the child will have a place to stay at the PICC Safe House. The FCS never places children with non-Indigenous carers, and, unless it is unavoidable, the FCS will always place siblings and members of the same family together.

The addition of the FCS into the PICC range of services has meant change for our Safe House. Because of the increased number of family-based and community-based carers, the Safe House now has four beds regularly available for children who need them instead of six. This, however, does not mean that the Safe House has any less of a role for children who need care, nor does it mean any reduction of the quality of care it provides: if a child ever needs a home, the Safe House can easily care for more than four children using provisional funding from the Department. By providing such care, the Safe House and the FCS complement each other through offering range of options for the care for Palm Island children who cannot stay at home.

The aims of the FCS are to find safe homes for children and to ensure their physical, emotional, social and cultural needs are met whilst they are in these homes. To achieve these aims, much of the work that the FCS undertakes is related to finding, training, assessing and supporting carers for children in out-of-home care.

The FCS does all this to prevent Palm Island children who cannot stay at home from entering the care of state-run child protection services, which too often take children off Palm Island and place them with families and carers who do not maintain their connections to country. Sadly, the community and PICC often lose our connections with children taken off Palm, but we know that many do not return. The breaking of a child's connection to their culture, their community and their family is deeply destructive to all—in fact, it is a violation of the Child Protection Act and a violation of the child's, the family's and Indigenous peoples' human rights—yet, incredibly, it still happens, perpetrated by those who ought to know better and who are meant to act in children's best interests.

It is the hope of the FCS and of PICC that no child is ever again taken off Palm Island into care by state-run services, and we will do everything we can to make sure of it. The FCS is a major step in achieving this goal by allowing PICC every opportunity to find a loving home for every Palm Island child in need.



COMMUNITY SERVICES REPORT CARDS

2020/2021

FAMILY CARE SERVICES

No. of service users

1 January to 31 March 2021	13
1 April to 30 June 2021	19



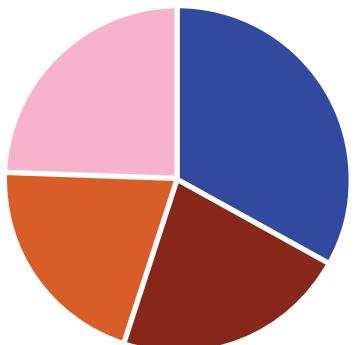
Total no. of placement nights
2,339

Note: Family Care Services began service delivery at PICC on 1 December 2020, and therefore data from reporting periods before 1 January 2021 are unrepresentative of its performance as a PICC delivered service.

DIVERSIONARY SERVICES

No. of service users supported

1 July to 30 September 2020	462
1 October to 31 December 2020	307
1 January to 31 March 2021	286
1 April to 30 June 2021	338



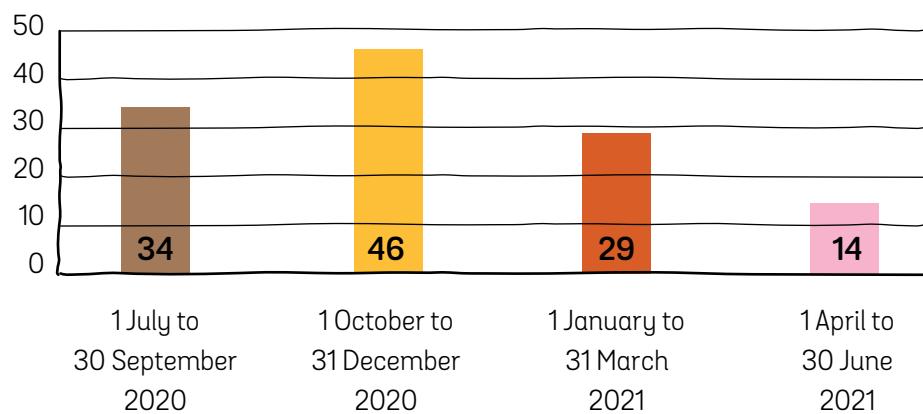
EARLY CHILDHOOD SERVICES

No. of individual children attending Children and Family Centre (All programs)

1 July to 31 December 2020	108
1 January to 30 June 2021	78

FAMILY WELLBEING SERVICES

No. of families receiving a service



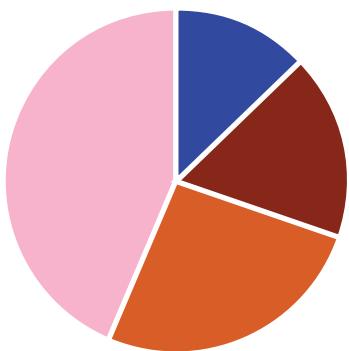
SAFE HOUSE

No. of service users

1 July to 30 September 2020	6
1 October to 31 December 2020	8
1 January to 31 March 2021	12
1 April to 30 June 2021	20



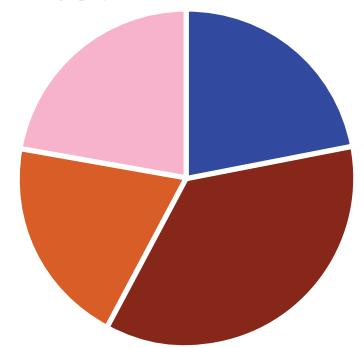
Total no. of placement nights
1,789



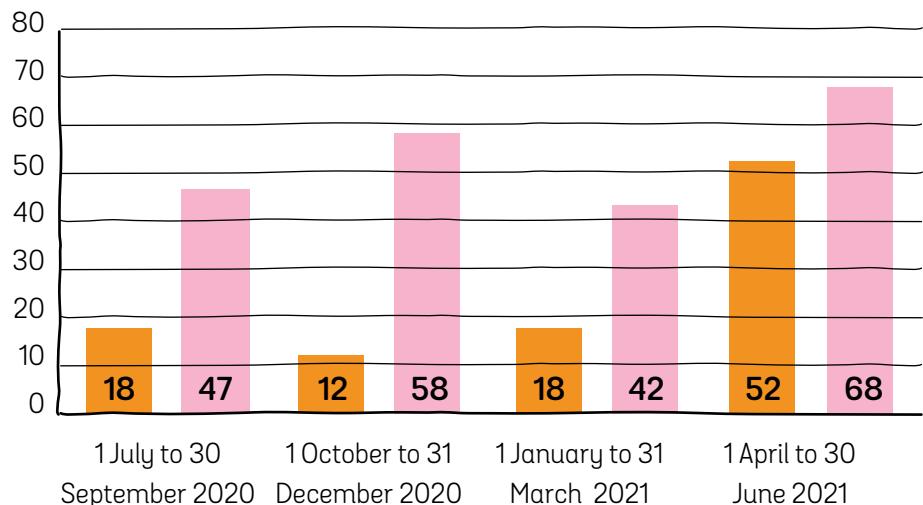
FAMILY PARTICIPATION PROGRAM

No. of families supported

1 July to 30 September 2020	11
1 October to 31 December 2020	18
1 January to 31 March 2021	10
1 April to 30 June 2021	11

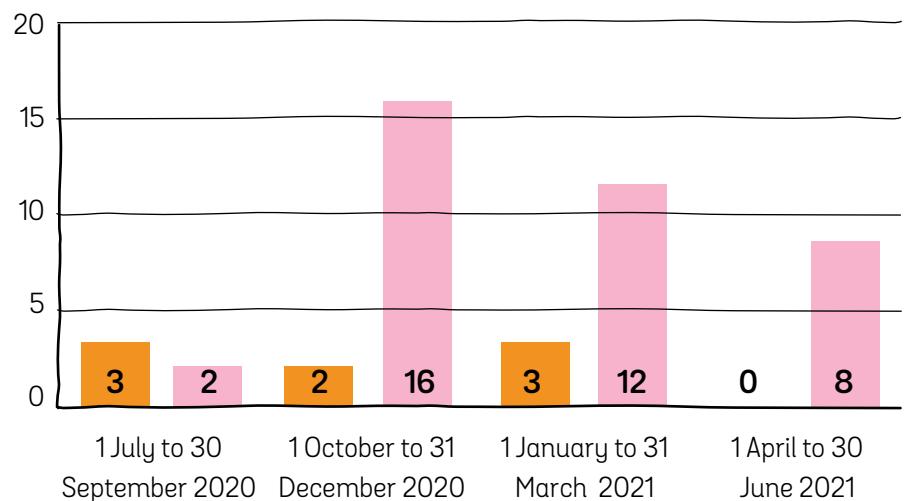


WOMEN'S SERVICES



- Orange square: No. of women and children staying at the Service
- Pink square: No. of women and children receiving support and not staying at the Service

NDIS COMMUNITY CONNECTOR PROGRAM

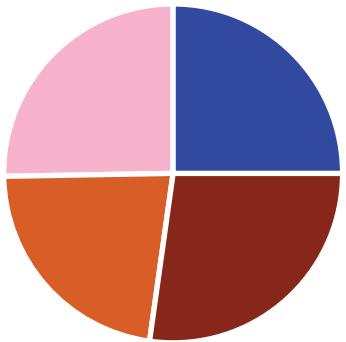


- Orange square: No. of community members supported to access NDIS services
- Pink square: No. of planning meetings supported

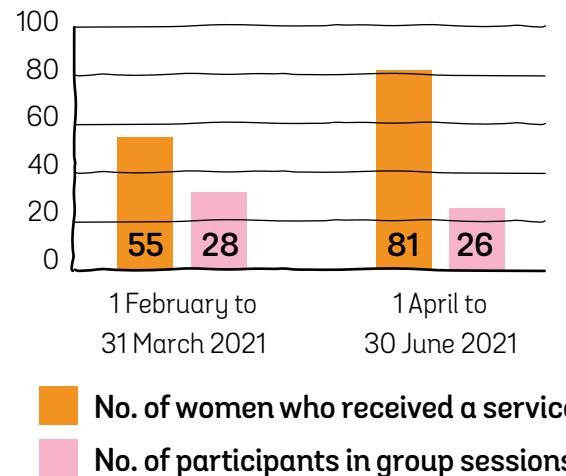
SAFE HAVEN

No. of children and young people supported by the Service (All programs)

1 July to 30 September 2020	241
1 October to 31 December 2020	260
1 January to 31 March 2021	214
1 April to 30 June 2021	240



WOMEN'S HEALING SERVICE



Total no. of group sessions
34



Total no. of individual sessions
166

Note: the Women's Healing Service recommenced service delivery on 1 February 2021; before this date, interruptions to service delivery make data unrepresentative.



SUMMARY FINANCIAL REPORT

30 JUNE 2021

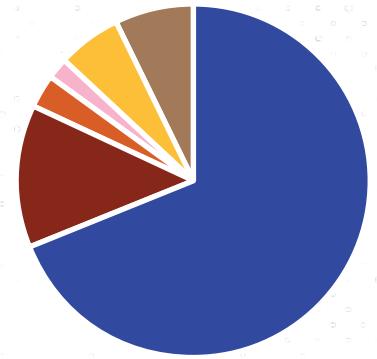
	\$	\$
	2021	2020
BALANCE SHEET		
Current Assets	\$2,477,909	\$1,594,124
Non Current Assets	\$909,387	\$927,454
TOTAL Assets	\$3,387,296	\$2,521,578
Current Liabilities	\$1,501,640	\$1,376,349
Non Current Liabilities	\$523,145	\$586,502
TOTAL Liabilities	\$2,024,785	\$1,962,851
 NET ASSETS	 \$1,362,511	 \$558,727
 TOTAL Equity	 \$1,362,511	 \$558,727

INCOME AND EXPENDITURE STATEMENT		
INCOME	\$12,965,924	\$11,751,305
 EXPENDITURE		
Total Labour Costs	\$8,420,526	\$8,236,189
Administration Expenses	\$1,582,714	\$1,598,276
Property & Energy Expenses	\$416,322	\$521,607
Motor Vehicle Expenses	\$236,530	\$208,477
Travel & Training Expenses	\$662,101	\$460,806
Client Related Costs	\$843,947	\$866,024
Total Expenditure	\$12,162,140	\$11,891,379
 NET SURPLUS (DEFICIT)	 \$803,784	 -\$140,074

DISSECTION OF EXPENDITURE

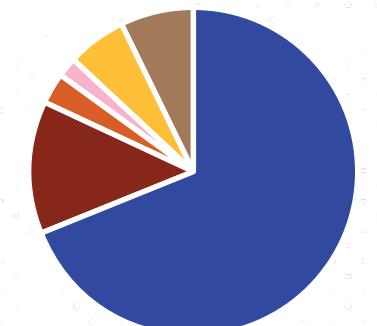
2021

■ Total Labour Costs	69%
■ Administration Expenses	13%
■ Property & Energy Expenses	3%
■ Motor Vehicle Expenses	2%
■ Travel & Training Expenses	6%
■ Client Related Costs	7%



2020

■ Total Labour Costs	69%
■ Administration Expenses	14%
■ Property & Energy Expenses	4%
■ Motor Vehicle Expenses	2%
■ Travel & Training Expenses	4%
■ Client Related Costs	7%



PRIMARY HEALTH SERVICES

KEY ACHIEVEMENTS

- Prepared for the transition of health services from THHS by developing a clinical governance framework, model of care, and related plans and procedures for the new service.
- Negotiated with THHS for the continuation of visiting specialist and allied health services post-transition.
- Continued to deliver primary health services at the Children and Family Medical Centre up to 30 June 2021.
- Social and Emotional Wellbeing team relocated to the new primary health clinic in November 2020 (ahead of the wider relocation planned for July 2021).

EPISODES OF CARE

	MALE	FEMALE	UNSPECIFIED	UNKNOWN	TOTAL
Aboriginal or Torres Strait Islander	4,494	8,443	9	13	12,959
Non Aboriginal or Torres Strait Islander	395	265	7	0	667
Unknown Indigenous status	10	26	0	0	36
Total Episodes of health care	4,899	8,734	16	13	13,662

CLIENTS SEEN BY PICC HEALTH SERVICE

	TOTAL
Aboriginal or Torres Strait Islander clients	1,656
Non Aboriginal or Torres Strait Islander clients	131
Unknown Indigenous status of clients	16
Total Clients	1,803

REPORT CARD

	No. of "715" Health Checks
	285
	No. of Child Health Checks
	67
	No. of Team Care Arrangements
	119
	No. GP Management Plans
	129



SOCIAL ENTERPRISES

KEY ACHIEVEMENTS

- Added a new business activity, Project Services. Project Services provides a range of business functions, including transportation, cleaning and maintenance.
- Completed major upgrade to the fuel service in October 2020, with the installation of a new fuel system that allows for 24/7 fuel supply.
- Increased the range of products available at the Community Shop, including barista-made coffee and fresh sandwiches and cakes.



OUR PARTNERS

PICC could not do what we do without the help of our partners. Those partnering with us in 2020 and 2021 include:

- Palm Island Aboriginal Shire Council
- Townsville Aboriginal and Islander Corporation for Health Services
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak
- Secretariat of National Aboriginal and Islander Child Care
- Queensland Aboriginal and Islander Health Council
- North Queensland Primary Health Network
- Wakai Waian Healing
- Bwgcomlan Community School
- Queensland and Commonwealth governments
- Child Safety Services, Department of Children, Youth Justice and Multicultural Affairs
- Allens Linkaters
- Sensory Group
- Jon and Jon Consultants
- Encompass Family and Community
- National Disability Insurance Agency
- Townsville Hospital and Health Service and Queensland Health
- Joyce Palmer Health Service
- Griffith and James Cook Universities





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