



# Annual Report

2009-2010





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# Introduction

The Palm Island Community Company [PICC] is a not-for-profit organisation providing services and community capacity building in a range of activities on Palm Island.

PICC focuses on developing support programs and services that lead to a better life for individuals, families, community groups and businesses on Palm Island.

The Palm Island Community Company has a structured approach towards the development and implementation of service delivery models, programs and community support that focuses on creating pathways for the effective delivery of services and the building of business and entrepreneurial skills.

The model through which our structure is implemented provides an opportunity to link service delivery across community, government and individuals in a coordinated approach.

PICC acts as a bridge between the government and non-government sectors. It supports existing non-government organisations on the island, attracts funding and expands services where there is a need.

The directors on the board are a representation of the three partners in the company – the Palm Island Community, the Palm Island Aboriginal Shire Council and the Queensland Government.

The purpose of this report is to provide an overview of the Palm Island Community Company activities and actions over the past 12 months to June 30, 2010.

The implementation of a unique organisational structure has allowed us to have demonstrated success in the delivery of programs and services that are specific to the needs of the Palm Island community.

This annual report provides a synopsis of the work we have undertaken during the year in regards to our key priority areas of building capacity, supporting families and improving community safety on Palm Island.

PICC aims to continue to build on the foundations it has created during the first two years of operations. The organisation celebrates the diversity of the Palm Island community while helping to strengthen its social and cultural fabric through relevant and focused programs and services.

# Chairman's report

The second year of operation for Palm Island Community Company resulted in a lot of progress and a number of satisfactory outcomes for the community on Palm.

The expanded delivery of social services combined with major strides being made in building capacity of our most precious resource, our people, gives reason to both reflect and celebrate the company's development as a valuable contributor in addressing some of the well documented disadvantages Palm Islanders suffer when compared to the rest of the country.

As the company has matured so has the need to restructure and modify some areas of governance and the amended shareholders agreement and constitution now allows the company greater flexibility to expand community membership and board representation for Palm Islanders. Welcome news indeed!

During the year PICC underwent the first review of its operations. Michael Limerick's detailed analysis was welcomed by the Company as it will allow the board, staff, shareholders and community members the chance to judge progress to date, and set a report card template for the next two to three years.

PICC sets its standards high and is committed to our management and staff. We have, and will continue to invest in people who share in our vision, and want to grow and succeed with us. Any organisation, particularly one as progressive and trailblazing as PICC is can only achieve its goals with committed, enthusiastic and well trained people to drive it forward.

Over the past 12 months the company has been extremely fortunate to have developed an excellent management team led by the inexhaustible

Rachel Atkinson, and the Department of Community Services has continued to provide wonderful support through Director General Linda Appelt, Wayne Briscoe and day-to-day liaison via a very passionate and capable Steve Polain. Additionally, we continue to explore opportunities to work with Palm Island Council in their quest to improve and enhance the wellbeing of Palm Islanders.

To my colleagues on the board, it has been both an honour and a pleasure to work with such a collaborative and professional group of people. I am indeed blessed.

Our next 12 months will be dedicated to further development of professional social service delivery, an expansion of Palm Island staff, the inclusion of more Island representatives on to the board, and the exploration of the company's investment into the broader opportunities that exist for economic development on Palm.



**Jim Petrich AM**  
*Independent Chair*



# General Manager's Report

The Palm Island Community Company entered its second year of operation with a focus centred on the consolidation of programs and services it delivers on Palm Island and on growing the company's capacity and resource base.

In particular, the company has taken a considered approach to professional development, training and mentoring of staff on Palm in order to build capacity and social capital within the community. I am particularly pleased to report that, through a close working relationship with Bindal Sharks, we have sourced and transitioned a significant number of staff over from CDEP into employment within our Palm Island programs.

Significant social outcomes have been achieved through the establishment of the Palm Island Family Support Hub and the Creating Safe Communities for our kids programs which provide the following essential services:

- Family support
- Night and youth patrols
- Diversion and disability service and supports
- Assistance and counselling for women, men, youth and families
- Youth activities
- Management of a women's crisis centre
- Assistance with the formation of Elder's Advisory, Elder's Women's Reference Group, Playgroup, Youth Council and the reformation of Men's Group.
- Programs for disengaged youth
- Sporting activities
- Learning /earning pathways
- Supporting schools and attendance
- Alcohol reform

During the past year we have been working on the ground to establish premises for the Palm Island Safe House and Family Intervention Service. Immediately after recruitment was finalised mid-year we started accepting placements for children.

Continuing the company's commitment to building community pride, PICC supported a diverse range of activities over the year, which included:



- Supporting NAIDOC week activities including sponsoring the *Palm Island Rocks* concert.
- Sponsorship of the Palm Island Rodeo.
- Child Protection Week projects that led to the development of an integrated program of activities for young people that addressed safety themes: cyber bullying, 'sexting' and street fighting.
- Support for Palm Island Rugby League Club to play in away from home matches.
- Financial support for Bwngcolman Community School to take Year 7 students on an annual camp to view potential colleges and boarding schools.
- Support for Queensland Police Service to facilitate a motorcycle program on Palm.
- Undertaking an active role in organising NQ Youth Network Conference held in Ingham.
- Sponsorship of 15 students and two teachers to SF4NQ Skills on Show Careers Expo in Townsville in May

A number of promotional activities were also launched to provide a forum for *good news* stories and as a vehicle to raise community awareness of new and expanded services. These included:

- Publication of a PICC newsletter
- Launch of the PICC information website

- Community announcements on Palm Island radio
- Contributions to the Palm Island Voice publication.

During the year, PICC held multilateral discussions to garner support for the establishment of a Palm Island Family Health Care Service. As a consequence, a draft business case was developed for the establishment of a community-based mothers and babies program on Palm. In May, the Australian Government announced that 35 Children and Family Centres will be established across Australia by June 2014 to deliver integrated services, including early learning, child care and family support programs. One of these centres will be on Palm Island.

Another important objective is to support the establishment of a cultural and arts program for a 12 month period as a starting point towards a permanent arts and cultural activities program where pride in Indigenous and Palm Island history and culture will be encouraged.

It has been pleasing to maintain our ongoing cooperative relationship with Palm Island Aboriginal Shire Council over the year. We have also continued to partner with other agencies and stakeholders on Palm in an ongoing endeavour to integrate service planning and reduce service duplication.

I believe that PICC has provided order and structure in its activities that has improved social cohesion and that working with the company has become associated with sound values. As stated in our five year plan, Palm Island Community Company is there for the benefit of the people of Palm Island and we can be successful in improving living, learning, earning and cultural opportunities by working together with the people of Palm Island.

I am excited as we enter another 12 months to see positive markers in the growth towards a stronger and more vibrant community. Much of this has been achieved through the strong relationships we have with stakeholders on Palm Island. We

have always been aware that gaining community confidence and credibility for the objectives, services and capability of PICC would take time and we acknowledge that still there is work to be done. Nevertheless, I am confident that with a continued coordinated approach and with the engagement of the community, we will contribute to a healthy and resilient community on Palm.

I would like to particularly acknowledge the important and effective relationship we have with Department of Communities and to note our appreciation for the support and open dialogue that exists at the central level.

It is timely, too, to take this opportunity to recognise the commitment and endeavours of my managers and staff. This year has come with many challenges and yet multifaceted programs have been established and services delivered on the ground with professionalism, competency and sensitivity to the cultural needs of Palm Island people.

For me, working with this Board of Directors has been a personal and professional pleasure. Directors have been unfailing in their commitment to PICC and to ensuring it operates with integrity and accountability. The company and I have benefitted much from the professionalism, expertise and guidance provided by the Directors and the Chair, Jim Petrich, over the past year.

I do not expect the coming year to be an easy road. However, with a continued collaborative approach, I do believe that we will make some positive steps towards our goals.

**Rachel Atkinson**  
General Manager



# Organisational Profile

Registered in 2007 the Palm Island Community Company was established to link a wide range of services on Palm Island and assist across three key service delivery mechanisms:

1

## **Service Provision:**

The Palm Island Community Company is actively engaged in the delivery of programs that assist in the improvement of lifestyles and options for individuals and families on Palm Island. Delivering on human service programs, our focus is on family, children and young people within the context of safety, community and pride.

2

## **Capacity Building:**

The Palm Island Community Company provides support and assistance to community organisations delivering funded programs on Palm Island. This is achieved through supporting governance, management, leadership and service delivery mechanisms. This ensures services have the resources and capacity required in order to deliver targeted programs that meet the diverse needs of community members. Support can be provided in a practical, strategic or financial context.

3

**3. Business and Entrepreneurial Skills:** The Palm Island Community Company works on a commercial context to assist businesses in developing a sustainable structure that leads to ongoing opportunities on Palm Island. This also focuses on potential businesses under development, including Island based business activities that possess a community focus.

Within the context of the above mechanisms the Palm Island Community Company embeds the following key priorities:

- Capacity building
- Family support
- Pride in community

# Palm Island Family Support Hub

Palm Island Support Hub is an innovative model of service-enhanced integration and collaboration of service delivery, in addressing individuals, children and young people. The purpose of FSH is to provide early intervention services and programs for individuals such as children, youth and community that can easily be accessible to all.

Enlisting the growing support from respected community members has been a highlight from the first year of operations. The formation of PICC Elders Advisory group has meant that the Family Support Hub can generate programs and adjust service delivery according to essential feedback from this strong link with the community.

In order to deliver effective services 18 staff members have had to undertake Certificate IV in Community Services training with Barrier Reef Institute of TAFE (BRIT). Having commenced unaccredited studies in October 2009, staff committed themselves to accredited training in March 2010. It is anticipated that they will graduate in December 2010. BRIT staff have commented on the eagerness and application of staff to their studies.

Apart from individuals and families, sporting groups (ie Palm Island Boxing, Rugby league, Netball) have benefited from support given through funding for uniforms, attending carnivals (regional, state and national) and upgrades to equipment.



# Disability Services

- PICC'S Disability Services program aims to directly provide flexible respite options and community access to service users and the family/carers. The target group are people with disabilities aged between 18-65 yrs.
- The short breaks are a support strategy for carers, whilst assisting the individual with a disability to have a positive and enjoyable experience within the respite services.

The first year of operations has necessitated:

- Identifying gaps in client service currently being provided by Sandy Boyd Aged Care Facility, New Way Agencies, HACC, Disability Services Queensland, local churches along with family members and other organisations
- Identifying potential clients in the Palm community and their needs, including transportation requirements
- Sourcing Support Workers within the community and the provision of Certified Training and Mentoring for them.

Through negotiations with Disability Services Queensland and the formalisation of an MOU with New Way Agencies, three support workers have been identified to commence training with New Way's in October 2010. It is forecast that they will be provided with 20 hours of supervised work per week.

An important initiative that has sought funding approval from DSQ is the formation of a Reference group for community consultation and engagement on Palm Island. This group will actively engage with:

- Families of people with disabilities
- The wider community to educate it on issues relating to people with disabilities
- Access and inclusion issues for people with disabilities
- Communication strategies for people with disabilities



# Community Justice Group

Objectives of PICC include assisting in creating a safe community on Palm Island by reducing incidents of violence and crime, reducing the numbers of people entering the judicial system, and seeing Palm Islanders as proud and confident.

The purpose of the Community Justice Program is to:

- Provide support to community people who have come to the attention of Police and have been charged with a criminal offence
- Provide support to community members in jail
- Link individuals with programs which will prevent recidivism

The aim of this service up to June 2010 was to:

- Identify and establish procedures for managing the service agreement between the Department of Justice & Attorney-General, PICC and the Justice Group
- Develop training programs and community information sessions with a view to building the numbers of people who are trained to deliver various roles in the justice area
- Identify what is working with the program, and what requires further input to make it more effective within the community



# Creating Safe Communities



CSC (Palm Island Safe Haven Initiative) provides a culturally responsive service on Palm Island to respond to the safety needs of Aboriginal and Torres Strait Islander children, young people and their families experiencing family and domestic violence. We support them to strengthen their capacity to deal with issues that might impact on their safety, well-being and resilience. These services are integrated into the functions of Palm Island Hub.

Daily Youth Patrols are carried out between 8:30am-10am and 6pm-11pm. On average, 20 youths access this service every night.

Staff have been instrumental in working toward developing a Palm Island Youth Council so that young people can have a voice into service delivery in their community and access leadership development opportunities. In May 2009, a CSC program led the way to hosting "Seconds To Give"- a charitable organisation based in Victoria, which spent a day in the Diversionary yard handing out parcels of clothing, shoes and other essential items to families at risk.

Data collected by Youth Patrol has been used to develop the current "Big Feat" back to school program established by well-respected basketballer Andre Moore to minimize truancy on Palm Island. This has been successful in attracting an average of 25 youths daily.

Success for this service has been based on a coordinated effort between PICC and key service providers such as Bgwcolman School, St Michaels, Kirwan Senior Campus, and PCYC.

# Diversionary Centre



The purpose of Diversionary Service is to reduce the number of adult men and women with drug or alcohol issues coming into contact, or at risk of coming into contact, with the Justice system.

The Diversionary Centre originally operated in restricted form from Palm Island PCYC, in July 2009, until the establishment of the accommodation facility in December 2009, at the previous TAFE campus in Reid Lane. This facility is able to accommodate up to four males and four females at any one time.

Relationships with existing key organisations such as Police, ATODS and Community Justice have been developing quite well along with the community's understanding of the role of this vital service.

Some 1235 clients have benefited from this service in the first year of operations, via assistance from night patrol staff or day shift workers who have attended to their needs or provided referrals to other services.

In keeping with PICC's vision to build community capacity, a new Arts and Craft diversion program commenced in May 2009. Workers and participants have commented that it has provided an avenue for positive community engagement and a deterrent from unhealthy activities such as drinking and gambling. Participants were able to showcase their works at NAIDOC celebrations.

# Alcohol Management Program:

PICC services on Palm Island have worked in collaboration with sporting bodies (ie rugby league, netball and boxing), Palm Island Council and other key service providers to support the promotion of healthy and sober living. By assisting in key cultural events such as NAIDOC and recognized sporting events locally and regionally, PICC is ensuring that Palm Islanders have access and opportunities to engage in meaningful activities that bring people together whether it be for celebrations, learning, testing of skills or competing.





# PICC Residential Service (Safe House)

Palm Island Safe House provides a short term residential placement for children and young people, aged up to 17 years, who are referred from Department of Communities (Child Safety Services). This service ensures children and young people who require out-of-home care can remain in the community connected to family, culture, language and country. The residential placement service is delivered in conjunction with Family Intervention Service (FIS) which is located on the Palm Island Safe House premises.

The program's achievements and future directions include:

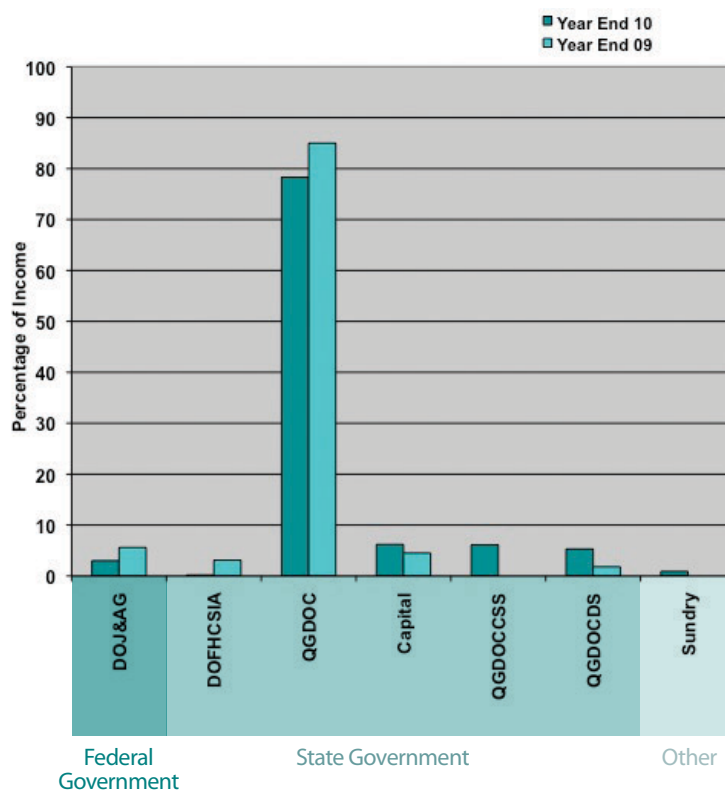
- Engaged a full-time Program Manager to set up the service, establish the model of service delivery and recruit staff
- The Safe House was fully-furnished ready to start receiving referrals at commencement of service in the first week of July 2010.
- In June 2010 we initiated the recruitment process, including development of position descriptions and advertisements of upcoming vacancies within the community. The recruitment and induction of staff continued throughout July and August 2010. We anticipate employing all Palm Island staff to the various positions available within the service
- The Safe House will enable children and young people who have entered the child protection system to remain in the Palm Island community while their longer term needs are being assessed. Prior to the Safe House children and young people were removed from the community if family or foster care alternatives were not identified. The intended outcome is to maintain the child or young person's relationship with their family, community and culture and to achieve a sense of belonging either through family reunification or through the provision of stable, quality care.
- Family Intervention Service (FIS) will be a first for the Palm Island Community Company by providing practical support and assistance for children and families who are referred from Child Safety. The service will provide the opportunity to address child protection concerns, supporting families through the process to build their capacity so that children can remain living in their home or return to their family home. The FIS worker will offer a range of support including counselling, mentoring, modelling and teaching to families in their homes or at the Safe House.



# Financial Report

## Income 2009/2010

	YEAR END 10	YEAR END 09
<b>Federal Government</b>		
Department of Families, Housing, Community Services and Indigenous Affairs (DOFHCSIA)	(0.2%) 5,632	(3.1%) 50,688
<b>State Government</b>		
Queensland Government Department of Justice & Attorney-General (DOJ&AG)	(3.0%) 104,117	(5.6%) 90,720
Queensland Government Department of Communities (QGDOC)	(78.3%) 2,715,636	(85.0%) 1,381,500
Capital	(6.2%) 211,969	(4.5%) 72,396
Queensland Government Department of Communities - Child Safety Services (QGDOCCSS)	(6.1%) 210,387	(%) 0
Queensland Government Department of Communities - Disability Services (QGDODCS)	(5.3%) 183,717	(1.8%) 30,000
<b>Other</b>		
Sundry	(0.9%) 32,963	(0%) 0
<b>TOTAL</b>	<b>3,464,421</b>	<b>1,625,304</b>

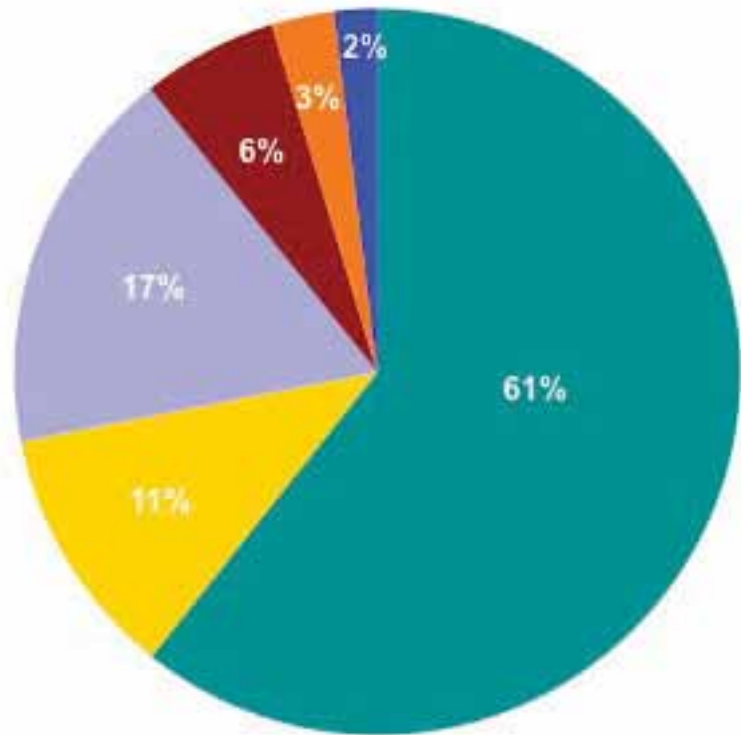




## Expenditure 2009/2010

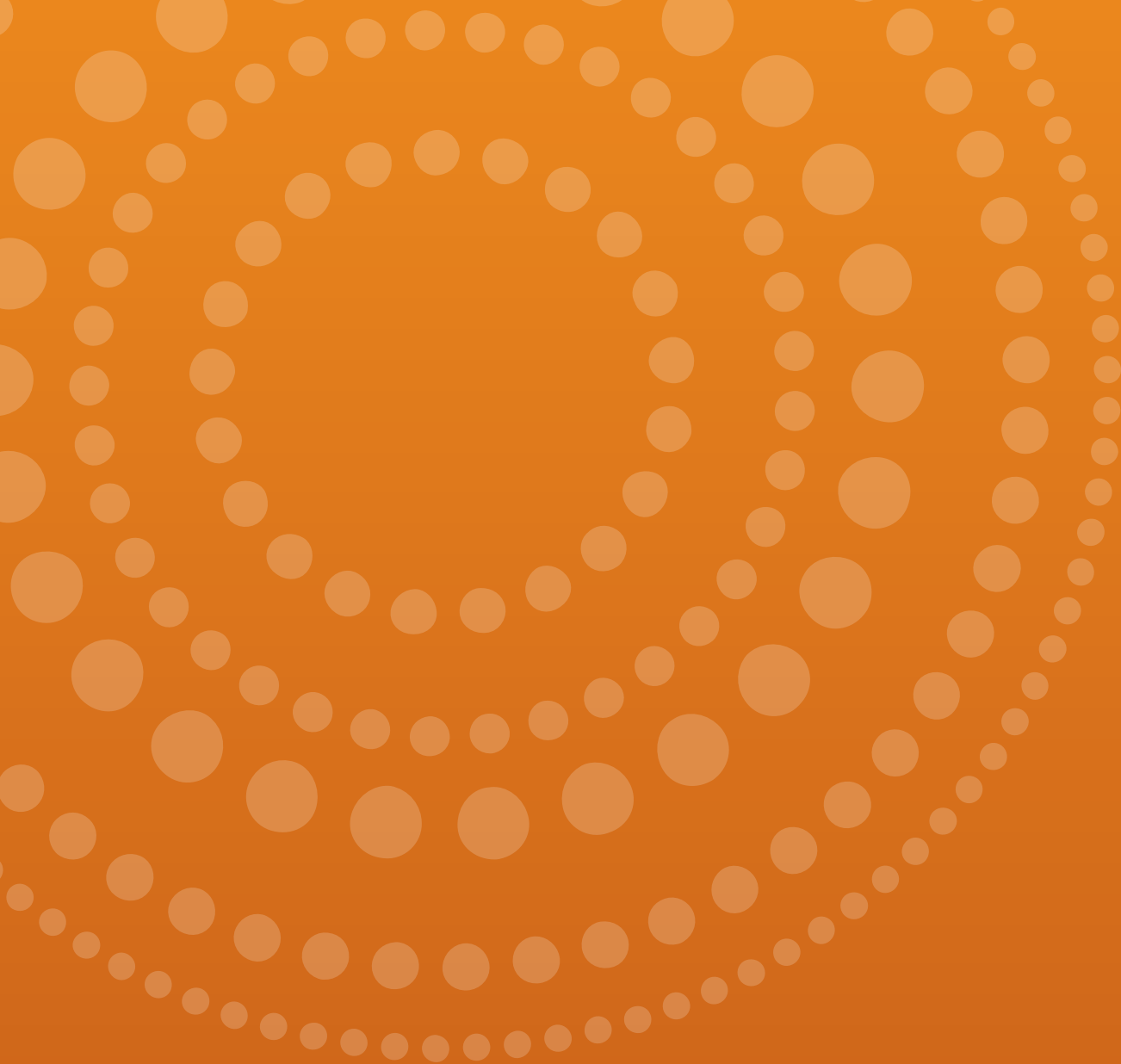
### Total Agency Expenditure

- Employment Costs
- Travel & Training
- Administrative Expenses
- Client-Related Costs
- Property Costs
- Motor Vehicle Expenses



## Palm Island Community Company is funded by

- Department of Justice & Attorney-General
- Department of Families, Housing, Community Services & Indigenous Affairs
- Queensland Government Department of Communities
- Queensland Government Department of Communities – Child Safety Services
- Queensland Government Department of Communities – Disabilities Services



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