



# **ANNUAL REPORT**

2010/2011





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# Introduction



The organisation celebrates the diversity of the Palm Island community while helping to strengthen its economic, social and cultural fabric through relevant and focused programs and services.

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

The organisation celebrates the diversity of the Palm Island community while helping to strengthen its economic, social and cultural fabric through relevant and focused programs and services.

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

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

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 implementation of a unique organisational structure has allowed PICC 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 with regard to our key priority areas which are to:

- ⦿ Develop a timely and appropriate resource base
- ⦿ Strength social capital
- ⦿ Develop a strong economic base.

PICC aims to continue to build on the foundations it has created during the first three years of operations.

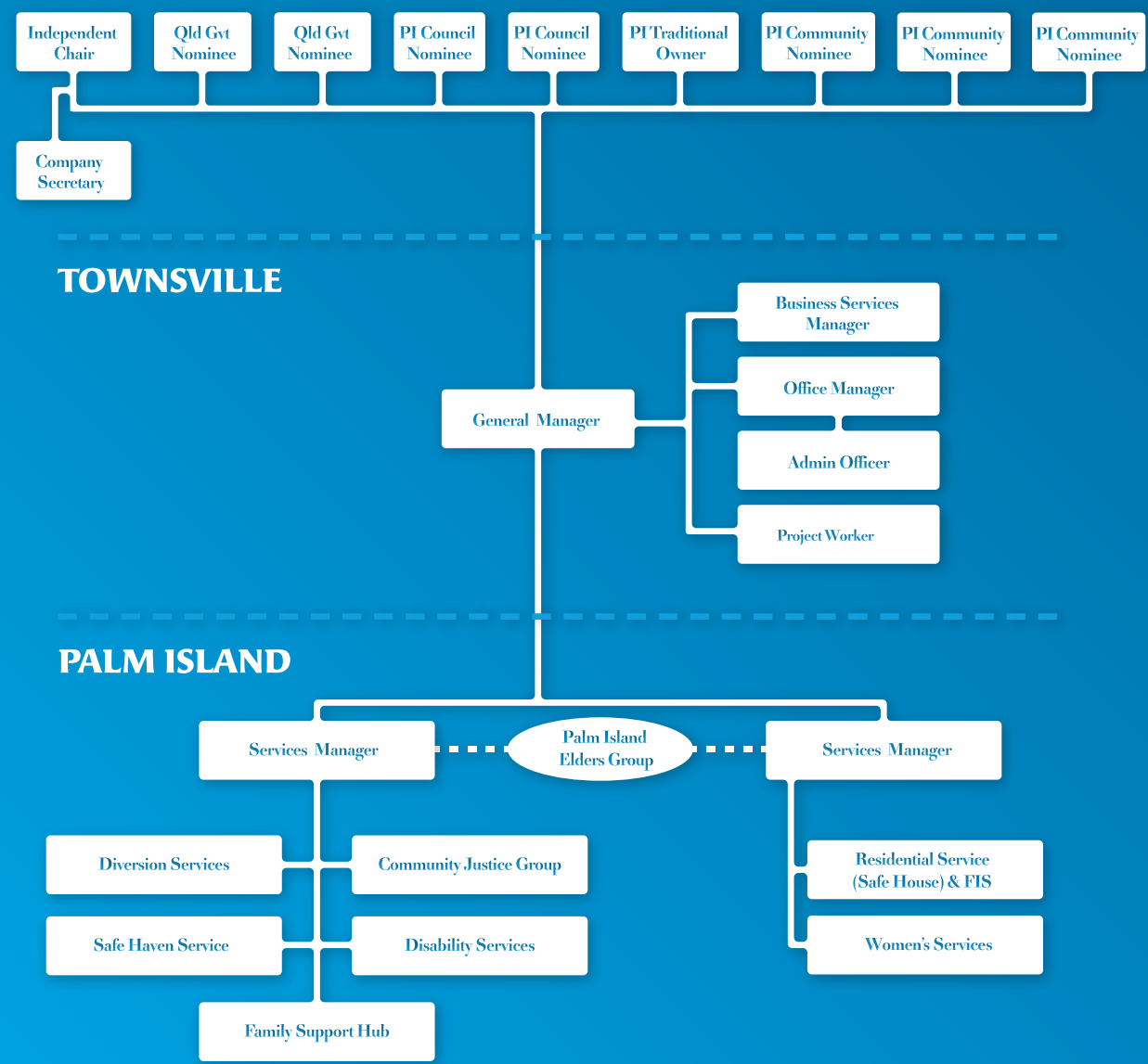
Through its key strategies, PICC focuses on developing support programs and services that lead to a better life for individuals, families, community groups and businesses on Palm Island.

The 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, 2011.





# Organisational Structure



# Chairman's Report

**P**ICC has now completed three years of successful operations and its third year saw some significant milestones achieved. Following the modifications to the shareholders agreement and company constitution, PICC has been able to expand its community membership, and early this year we welcomed on board a new Palm Island director, Mr Mislam Sam.

The company has also undertaken responsibility for the rejuvenated Women's Centre and the newly constructed Residential Service (Safe House).

The expansion of services has opened up a wide range of employment opportunities for Palm Islanders with PICC now employing some 60 people, 55 of whom are Island based.

During the year PICC underwent the second phase of the Limerick review into its operations, which has provided both support for the company and its governance structure, and has also provided a number of valuable recommendations to assist with the company's growth. Additionally, PICC has completed its second strategic plan and this time we were able to include staff members into the planning process. It now belongs to the board, management and staff. It is a strategic plan developed by all PICC employees, for all PICC employees.

In October 2010 Allan Palm Island and I, sponsored by PICC, led a fact-finding tour of artists to Aurukun and Yarrabah, and

the resulting enthusiasm has led to the establishment of the Bwgcolman Arts Group.

The company has undertaken to work with this group and, with the generous support from PIASC, to begin work on the establishment of an arts precinct that will see the development of a fully fledged Palm Island arts industry.

The valuable relationship developed with the Department of Communities, through the support of the Director-General Linda Apelt, Wayne Briscoe and Steve Polain, has continued to strengthen over the year.

The next twelve months will see PICC consolidate its operations, maintain its commitment to the ongoing development of its employees and look to continually improve the scope and level of services to our clients, the people of Palm Island.

The year has been a success for the company due primarily to the passion and professionalism of its people and the strength and leadership of its General Manager, Rachel Atkinson. My thanks to my colleagues on the board, particularly our Island based directors, Allan Palm Island, Magdalena Blakely and Mislam Sam, who have represented the board and the company with a commitment and dignity that has impressed all of their fellow board members.

**Jim Petrich AM**  
Independent Chair



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# General Manager's Report

**T**HREE years on from the commencement of service delivery to the community of Palm Island, we, as a company, can be proud of the outcomes that have been achieved.

The Palm Island Community Company has evolved into a more professional and integrated community human service delivery organisation. The workforce on Palm is more settled and exhibiting greater confidence and performance levels, partnerships with key stakeholders have been strengthened, and the company has made progress in gaining wider acceptance within the Palm Island community.

At the instigation of PICC, the Palm Island Elders Group was established in mid-2010 as a way for Palm Island residents to provide input and guidance into PICC services. However, it is interesting to note that the Elders Group has since transitioned into a respected source of community direction that is regularly approached by the Palm Island Aboriginal Shire Council, the police and other agencies for advice.

During 2010-2011, the company also took responsibility for the delivery of programs additional to the four core human services originally identified for delivery by PICC. These included a disability service which provides respite care for clients on Palm, the revitalised women's centre, which opened in December 2010, and a residential service for children at risk.

The successful accreditation against the Disability Service Standards in February

2011 has been a significant achievement for PICC, particularly in light of the perennial difficulties for government in delivering a locally-based respite service on Palm Island.

PICC has progressed well in meeting standards and compliances required for licensing of the Residential Service and it is expected to have this process finalised in early 2012.

The vision of the Palm Island Community Company has always been to encourage local employment and we have invested heavily in training for staff. This has been complemented by ongoing efforts to build a stronger work culture and the provision of hands-on mentoring and staff developmental programs through Bindal Sharks.

The company has also collaborated with Coolgaree Aboriginal Corporation for CDEP and Bindal Sharks to provide a pathway from pre-employment training programs to employment with PICC. Under the Commonwealth Government's Indigenous Employment Program, 15 CDEP participants were provided with four weeks preemployment training in mid-2010 and, of these, 11 were offered employment by PICC.

It is very fulfilling that over 85% of our workforce consists of people of Aboriginal and/or Torres Strait Islander descent and that the majority of staff are residents of Palm Island.

PICC is uniquely placed to tailor services, programs, and community driven initiatives



With a strong team beside me, I am encouraged that, as we enter another 12 months, we will make positive steps towards achieving our vision for strong and successful organisations and services for Palm Island.

to meet the needs of the diverse population on Palm Island.

Additionally, I do believe that the PICC model of integrating several related services is increasing the net community service delivery capacity, and I also see that there is further scope for the company to play a leading role in cross-service coordination and integration of services as we continue to develop.

Looking back over the year, it is clear that the Palm Island Community Company has established a solid foundation for sustainable improvements in the delivery of human services on Palm Island with a subsequent flow-on improvement to the quality of life for Palm Island people.

I would like to take this opportunity to acknowledge the important relationship we have with the Department of Communities, particularly at the central level. I am confident, too, that as we build on existing strong links with the Palm Island Elders Group, the Palm Island Aboriginal Shire Council, and other agencies and stakeholders, we will achieve positive growth that will contribute to a more resilient community on Palm.

The Board of Directors has continued to provide high level, relevant support to me in my role as General Manager. Their professionalism and broad corporate experience ensures that PICC operates with integrity and accountability. The sensitivity of Directors to the cultural and specific needs of the Palm Island community is an overarching and positive influence on decisionmaking around the table.

Given the locational difficulties of Palm Island, It has been no easy task to maintain the delivery of client-focused, multifaceted programs on the ground. However, this has been achieved through the commitment and competency of my managers and staff who have value-added to the company's achievements over the year.

With a strong team beside me, I am encouraged that, as we enter another 12 months, we will make positive steps towards achieving our vision for strong and successful organisations and services for Palm Island.

**Rachel Atkinson**  
General Manager



# Achievements



**A** SNAPSHOT of services, programs and community driven initiatives tailored by PICC to meet the needs of the diverse population of Palm Island during 2010-2011.

- Formation of the Palm Island Youth Council to promote and develop confidence and competencies in young Palm Islanders.
- Support and sponsorship of the Palm Island Under 18s football team.
- Delivery of a lateral violence workshop in conjunction with the Social Justice Commissioner, Mr Mick Gooda.

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The number of Palm Island based staff employed by PICC has increased from less than 30 in 2009 to more than 50 in 2011.

- Facilitating sexual health and bullying awareness workshops.
- Facilitating cultural art classes to help understand past and present Palm Island life.
- Partnership with the Kathy Freeman Foundation to deliver the weekly Palm Island literacy program.
- Reading programs at Bgwcolman and St Michael's schools.
- Establishment of the centre based and mobile playgroups to foster healthy community relationships between parents, children, and social services on Palm. In the early stages, PICC funded

Good Beginnings to regularly travel to the island to provide resources and support to the playgroup.

- Collaboration with the Learning to Earning pre-employment training course.
- Women's Yarning Circle established to provide a forum for women of all ages to come together and talk about community issues and local service delivery.
- PICC, Seconds to Give charity and the PIASC collaborated to provide a positive Giving to the Community day. White ribbons were distributed to symbolise the message of zero tolerance to domestic and family violence.
- PICC partnered with the Townsville Queensland Police Service in a research project to investigate ways to identify, and respond appropriately to road safety issues with particular reference to the impact of drugs and alcohol.
- The introduction of Whichway! a weekly E-card for staff and directors, which is gaining wider recognition as a PICC icon.
- Support and sponsorship of sporting activities and community celebrations such as NAIDOC and the Spring Fair Festival.
- Diversionary and Family Hub staff worked with Queensland Corrections to enlist clients for an arts and craft activity that ran concurrently with the anger management program, Walk Away Don't Look Back.

# Stakeholders





# Organisational Profile

**R**EGISTERED in 2007, the Palm Island Community Company was established to link a wide range of services on Palm Island.

The company's continued reinforcement of its three key strategies has resulted in a workforce that exhibits greater confidence and performance levels and substantial growth in programs and service delivery.

**1: Develop a timely, appropriate resource base:** Is focussed internally to ensure that appropriate people, skills, funding and resources are available at the right time to achieve success of the various services and initiatives.

**2: Strengthen social capital:** Addresses two of the COAG priority outcomes for safe and supportive communities and cultural identity, and positive child development and prevention of violence.

**3: Develop a strong economic base:** Addresses the third COAG priority outcome for improved wealth creation and economic sustainability. Action includes working with existing organisations to support common initiatives, as well as developing a business incubator to support and mentor people as they start businesses to provide services to the community.



# Programs/Community Involvement

Palm Island Boxing

Learning to Earn Sexual health

Cultural art classes Bwlgolman Arts Group

Community (youth) patrol

Palm Island Rugby League

School holiday programs



Palm Island Elders Group

Early reading

Bullying awareness

Palm Island Youth Council

Palm Island Police Citizens Youth Club

Playgroup

Healthy living

Giving to the Community Day

Walk Away Don't Look Back Anger Management

Sporting sponsorships

Spring Fair Festival

NAIDOC

Adult patrol

Palm Island Netball

Domestic and Family violence

Whichway!

Substance misuse

Women's Yarning Circle

Palm Island Literacy program

Palm Island Under 18s

Healthy relationships

Community information stalls

Vacation care

Arts and crafts

Sporting events

Lateral violence

# Services

Women's Services

Disability Services  
Community Justice Group  
Residential Service (Safe House)



Family Support Hub  
Diversion Services

Family Intervention Service  
Alcohol Reforms Project  
Safe Haven Service



Queensland  
Government

Palm Island Community  
Company Limited is  
funded by the Queensland  
Government





# Palm Island Family Support Hub

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Service statistics indicate a growing level of activity and contact with clients over the last 12 months.

**T**HE Palm Island Family Support Hub (FSH) provides a range of prevention and early intervention services and programs for individuals (children, youth or adults), families and community.

The service is easily accessible to the community and is fully integrated with the Creating Safe Communities/Safe Haven service.

While the Hub is accessible to all families seeking general family support, at times clients may be accessing the service as a result of witnessing or experiencing domestic violence.

Support is provided in a range of settings, including on-site at the Hub, other community venues such as the pre-school, and also in the family home.

Service statistics indicate a growing level of activity and contact with clients over the last 12 months.

Services include:

- Prevention and early intervention: healthy living education programs, supported playgroups, early reading programs, community information stalls that promote the safety and wellbeing of children, young people and families.

- Support/self-help group activities such as the Yarning Circle for Women.
- Access to general support such as information, advice and referrals.
- Counselling and case management for parents and families.
- Supported referrals to other appropriate agencies, such as the child health nurse and other services on Palm Island.
- Practical support such as in-home visiting, parenting support, access to such resources as telephone and internet, and the distribution of donated items.
- Case coordinated services.

In late 2010 the Hub commenced a centre-based and mobile playgroup program. This was introduced as a practical measure to support parents and children and to broaden PICC's involvement with families in the community. It has provided a tangible focus and structure for family support workers to engage with this client group.

# Palm Island Safe Haven Service

**T**HE Palm Island Safe Haven Service provides a culturally responsive service that is designed to address the safety needs of Aboriginal and Torres Strait Islanders experiencing domestic violence on Palm Island.

The service is co-located with the Family Support Hub and both services work collaboratively towards creating supportive environments for children, young people and their families. A key service delivery aim is to strengthen the capacity of those affected to deal with issues that might impact on their safety, wellbeing and resilience.

There are eight elements to the Safe Haven Service:

- ⦿ Coordination – integrated service delivery responsive to the needs of children.
- ⦿ Capacity building – build and strengthen networks and service capacities.
- ⦿ Family support – family functioning, capacity, parenting.
- ⦿ Counselling – individuals, couples, families.
- ⦿ Youth work – social and emotional wellbeing, support services.
- ⦿ Community patrol – escort for children to ensure child safety on the island.

- ⦿ Brokerage – enhance support, services, resources for family support plans.
- ⦿ Emergency care funding – vouchers and assistance to meet immediate safety needs.

Under the Safe Haven Service, PICC established the Palm Island Youth Council to promote and develop confidence and competencies in young Palm Islanders which will foster their future leadership roles in the community.

The Council provides a voice for young people to address stakeholders and community services and to provide input into programs and community needs for their age groups. The Palm Island Youth Council was established in partnership with the Palm Island Aboriginal Shire Council, Palm Island Senior Campus, and Bwgcolman State School.

Community patrol statistics were used to develop the current Big Feat back to school program established by basketballer Andre Moore to minimise truancy on Palm Island. This was successful in attracting an average of 25 youths daily.



# Palm Island Diversion Services

**T**HE Palm Island Diversion Services aims 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.

Providing flexible and responsive care 24 hours a day, seven days a week, the Diversion Service incorporates a facility that can accommodate up to four males and four females at any one time.

The service operates a Diversion Centre (sobering up support centre) and an adult patrol which diverts people who are intoxicated and/or at risk of police custody. Clients are provided with the opportunity to recover in a welcoming, non-threatening, culturally safe environment with supervision and support provided by fully-trained staff.

Operating within a case management/shared care model, its elements include:

- ⦿ Diversion centre available overnight as required.
- ⦿ Activities program during office hours.
- ⦿ Adult patrol operating every night except Monday.

The adult patrol service acts to prevent harm and arrest by transporting people to safer places and provides support services to ensure that the complex needs of clients are catered for. The patrol also takes referrals from other services, including the police, hospital and community (youth) patrol.

The service operates a highly successful art and crafts program for clients through a dedicated art room at the Diversion Centre. In 2011, the service delivered the Walk Away, Don't Look Back anger management program.

To assist clients to improve their health, safety and well-being, the Diversionary Service partners with other key stakeholders:

- ⦿ Queensland Police
- ⦿ Queensland Ambulance
- ⦿ Queensland Health Services including Joyce Palmer Health Service
- ⦿ ATODS
- ⦿ Centrelink
- ⦿ Queensland Probation and Parole.

# Alcohol Reforms Project

**T**HE Palm Island Alcohol Reforms Project provides brokerage funding to coordinate and run projects and programs that help people on Palm Island to live sober.

The service promotes activities and programs that encourage people to address the issues that cause problem drinking, and to build the skills and personal qualities that people need to lead a sober life.

Activities funded under this program include:

- ⦿ Traditional Knowledge
- ⦿ NAIDOC events, including arts and crafts
- ⦿ Sporting events, including the Under 18s football and Palm Island Boxing.



# Disability Services

**N**OW in its second year of service, the PICC Disability Service has grown to be fully operational with a client group of 21 people living on Palm Island.

The service provides flexible respite care, education and life skills development to people with a disability and their carers who reside on Palm Island and are eligible for the service under the Department of Communities (Disability Services) guidelines.

The principal objectives of the service are to ensure that people with disabilities are assisted to access their community for social activities and day outings, to be supported in the development of life skills, and to have access to quality, flexible respite care.

Primary caregivers are also supported in their role through flexible respite services provided by PICC Disability Services staff.

In February 2011, the service achieved certification against the Queensland Disability Service Standards. This was a significant achievement for PICC, particularly in light of the difficulties for government in delivering a locally-based respite service on Palm Island.

Under a Memorandum of Understanding [MoU], New Way Agencies has continued the provision of specialist training to PICC disability support workers.



# PICC Residential Service (Safe House)

**T**HE Safe House provides short term residential placement for children and young people aged up to 17 years, who are referred from the Department of Communities (Child Safety Services). The service ensures that 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 co-located and delivered in conjunction with the Family Intervention Service (FIS). FIS provides practical support and assistance for children and families to address child protection concerns. The program supports families by assisting them to build their capacity to allow children to remain living in the family home.

A range of support is provided via the initiative, including counselling, mentoring, modelling and educating families. These support services can occur either in the family home or at the residential service facility.

The aim of the program is to maintain and improve the child or young person's relationship with their family, community and culture. It aspires to achieve a sense of belonging, either through family reunification or via the provision of stable, quality care.

The service has applied to the Department of Communities (Child Safety Services) for a licence to operate the residential care service. The outcome will be known in early 2012.





# Palm Island Women's Services

**I**N 2010, PICC undertook responsibility for the newly refurbished Women's Centre and opened its doors to clients in December. The facility consists of one administration building and four onsite crisis accommodation units which can accommodate up to five families or 15 people at any one time.

The Women's Service provides crisis short-term accommodation and support networks for women and children experiencing domestic and family violence on Palm Island. A safe and caring environment is provided with the key priority being to meet the immediate needs of the clients.

The crisis accommodation service is available at times of greatest need. Staff are trained to ensure that clients are accommodated quickly and at short notice and that they are provided with support, assistance and appropriate referrals.



# Community Justice Group

**P**ICC is the auspicing body for the Community Justice Group (CJG) program, which gives it a role in managing and supporting the CJG Coordinator, but the program is directed by the members of the CJG itself.

The CJG supports Aboriginal and Torres Strait Islander victims and offenders at all stages of the legal process. Networks with other government agencies are developed to ensure that justice-related issues impacting on the Palm Island community are addressed and have a particular focus on the development and support of prevention programs.

The Community Justice Group encourages diversionary processes such as Murri Court, civil and criminal mediation, youth justice conferencing, community service orders and supervised orders. It also monitors, regulates and advises agencies on issues relating to the possession and consumption of alcohol on Palm Island.

The Elders were vocal in their desire to have more input in relation to the high levels of youth crimes committed on Palm Island in 2010. As a result, and with the assistance of PICC, the Palm Island Elders Group was formed which, over time, has grown to be a well-respected and influential source of community direction.





# Board Meetings

During the financial year, attendances at meetings of the Board and the Finance Compliance and Risk Sub-Committee by each director were as follows:

	Board			Finance Compliance & Risk	
	Appointed	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Mark Johnston	11/10/2007	13	13	N/A	N/A
Jim Petrich	11/10/2007	13	13	4	3
Rhonda Phillips	11/10/2007	13	11	N/A	N/A
Paul Travis	11/10/2007	13	12	N/A	N/A
Allan Palm Island	5/11/2007	13	12	4	2
Magdalena Blackley	7/08/2008 Resigned 7/08/2011	13	13	N/A	N/A
Mislam Sam	1/2/2011	4	4	3	2
Yolanda Coutts	1/2/2011	0	0	N/A	N/A

# Directors

## Cosmo James Petrich

BA, Grad Dip Marketing, AM  
FAICD  
Independent Chair

## Magdalena Blackley

Director  
PIASC Nominee

## Mark Johnston

LLB (Hons), Grad Cert Court  
Practice, JP  
Director  
Qld Gvt Nominee

## Rhonda Phillips

BA (Soc Sc), Grad Dip Comm.  
Educ, M Phil.  
Director  
Qld Gvt Nominee

## Paul Travis

MEd, BSc, GradCertHigherEd,  
DipT, JP (Qual), MAICD, MloD  
Director  
PIASC Nominee

## Mislam Sam

Director  
PI Community  
Nominee

## Allan Palm Island

BA, MA, Dip Fine Arts  
Director  
Traditional Owner

## Yolanda Coutts

Alternate Director for  
R Phillips

## Company Secretary

### Michael Gilmour

Dip Accounting, MBA, FCPA,  
FAICD  
Held the position of entity  
secretary and Chair of the  
Finance Compliance and  
Risk Committee





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