



Message from the CEO

Building the capacity and providing excellent quality human services to Aboriginal and Torres Strait Islander people living on Palm Island is the core of Palm Island Community Company's operations.

This year, we have continued our focus on supporting families, in particular children, via a range of targeted programs strategically designed to deliver improvements to the quality of life for the community of Palm Island.

Through our school tuckshop, early childhood development and school breakfast programs, in collaboration with programs run out of the Children and Family Centre, we are undertaking a comprehensive range of engagement and intervention services aimed at supporting families.

We are proud to say that this integrated approach is translating into real results but there is still much to do.

This year, we have expanded our services to include the management of a number of social enterprises. The Farm Road Bakery, Mechanic, Retail Outlet and Fuel Stop are important components to the lives of local residents. PICC took on the challenges and risks of operating these social enterprises,

as we believe they are imperative to the lifestyle fabric of the community.

As they are not our core services, it was not an easy decision to take on these businesses but we believe it is important for people of Palm Island to have choice and access to basic products and services such as fresh bread and fuel.

We have also expanded our services further to the disability sector via the opportunities provided by the National Disability Insurance Scheme. The NDIS is expected to inject around \$4 billion into the Queensland economy when it is fully implemented in 2019. This represents a huge opportunity for people living with a disability on Palm Island to access a range of services that will enhance and better their lives and thanks to our preparation work this year, PICC will be well equipped to maximise the delivery of these services.

PICC is an Aboriginal and Torres Strait Islander organisation. This is reflected in every aspect of our operations and we proudly boast a staff rate of 85% Aboriginal and Torres Strait Islander who live locally on Palm Island.

Another major focus for PICC this year has been the recruitment and retention of local people. PICC is now the largest employer of local staff on Palm Island thanks to our success and expansion of our human services and social enterprises. This is such



CEO Rachel Atkinson

PICC generated over \$9.5 million in economic output for Palm Island in 2016 and created over 60 full-time jobs

an important component to closing the gap as the benefits of meaningful employment positively impact not only on the employee, but their entire family, their friends and the community at large. Often, simply having employment opportunities and success provide kids with positive role models that have the ability to change lives.

Many of our achievements this year have been made thanks to our growing network of quality partnerships. PICC has strategically identified partners that have the knowledge and capacity to assist with more streamlined service delivery.

We will continue to seek partnerships that will support, enhance and improve the effectiveness of the delivery of programs and services to the people of Palm Island.

PICC has unapologetically set an agenda to continue to build a benchmark model for the building of improved communities for Aboriginal and Torres Strait Islanders. We believe we are well on the way to showing the way on how we can attain generational change though an integrated and empowerment approach that has communities at its core.

We will not tolerate the interference of bureaucracy or politics in our unwavering focus on closing the gap and improving the lives of the people of Palm Island. It is too important to continue to deliver real solutions for the community and we cannot be disrupted from our efforts.

I acknowledge the hard work and determination of our staff, the advice and

PICC proudly boast a staff of 85% that are Aboriginal and Torres Strait Islander and who live locally on Palm Island

mentorship provided by our elders, our service and community partners, PEAKS and our Board, overwhelmingly made up of Aboriginal and Torres Strait Islanders, for all their support and efforts.

In closing, we are excited by what we have achieved over the past seven years and we know there is still a long way to go. Put simply, PICC will continue to work tirelessly to build the capacity and improve the lives of Aboriginal and Torres Strait Islanders on Palm Island.



2016 Highlights at-a-glance



Continued effective delivery of a suite of services and programs designed to meet the needs of Palm Island

85% of PICC staff are local Palm Islanders

Success in obtaining appropriate program accreditation meeting stringent and robust external and internal compliance standards

Delivery of important social enterprises including the bakery, mechanical workshop and fuel sales businesses

Development of strategic partnerships designed to streamline and enhance PICC service delivery

Preparatory work undertaken to establish the NDIS on Palm Island and ensure the community is able to access the opportunities it presents

Meaningful support to the Palm Island Elders Advisory Group

The ongoing success of socially enriching programs including the Women's Yarning Circle and the Men's Gathering

The reform of the Playgroup to a daily early childhood program meeting the needs of all children on Palm Island from birth to school (preprep)

The development of the CFC into a critical one stop service for young children and their families offering three key services (family and child health, parenting and family support and early childhood care and education)

Establishment of a database capturing all children from 0-4 years

Implementation of an important school transition project

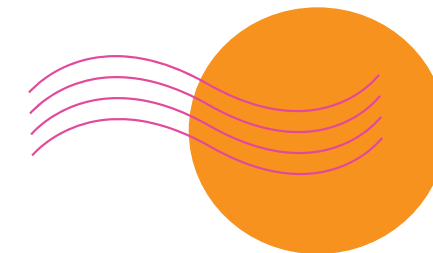
Successful financial audit

Continued implementation of important, but unfunded, projects such as the School Tuckshop and School Breakfast Program

FUTURE FOCUS

- Continued sourcing and development of partnerships that are meaningful and deliver real outcomes for Palm Island
- Consolidation of social enterprises to reduce the financial risk
- Positioning the PICC model of service delivery as the benchmark for Aboriginal and Torres Strait Islander communities with demonstrated success over the past seven years of positive community outcomes
- Recruitment of high-quality political and community advocates for the organisation

Message from the Chair



A recent independent Economic Assessment Report states that the Palm Island Community Company has generated almost \$10 million in economic output, almost \$6 million in wages and salaries and added close to \$8 million in gross regional product for the economy of Palm Island this financial year.

While this has an enormous impact on the community, what is even more important is that PICC employs 92 local Aboriginal and Torres Strait Islander people, representing 85% of our total workforce, who live on Palm Island. This is so significant because of the crippling unemployment rate of over 50% on Palm Island - what PICC is providing are job opportunities for locals where families will have direct benefits.

Not only are these economic benefits, they extend to social and cultural enhancement where children can see and be inspired by their family members participating in real employment. This employment has a generational affect through the creation of mentors, leaders and examples for kids to look up to and emulate.

2017 will see PICC embark on its 10th year of operations. I feel enormously proud of our

achievements, the PICC staff and partners to have achieved what we have on Palm Island.

PICC has become a vital component to the lives of all people living on Palm Island as we expand our staff, services and programs with the aim of building the capacity of the community and close the gap for people who are Aboriginal and Torres Strait Islander.

In addition to delivering a comprehensive suite of human services across all sectors of the community, we are now also ensuring that basic shopping essentials such as fresh bread are available to the community.

The decision to have PICC operate the Farm Road Social Enterprises of the Bakery, Mechanic and Community Retail Shop were not driven by entrepreneurial fundamentals, it was based on our fundamental charter to help make the lives of Palm Islanders better.

The decision was taken with a complete understanding of the inherent and associated risks of operating a business and moreover, operating a business on a remote location where freight and other costs are high and medium family income significantly lower than the National average as is on Palm Island.

As we expected, this is the case with our Farm Road Social Enterprises. There is a real risk that PICC may not be able to continue to operate these businesses due to the cost of doing business on Palm Island though

we believe they are extremely important for the community. The reality is that we will need assistance from Government in the form of subsidies for these operations to remain viable and sustainable and we will work with key stakeholders to progress this on behalf of the community.

As I look back, it is clear that PICC has been a resounding success. I am sure we can all gain an appreciation of the massive and positive change that has taken place on Palm Island during PICC's lifetime. It is important to acknowledge that the Company has not achieved this alone. The support and partnership provided by Palm Island Shire Council, the Queensland State Government and more recently the Australian Government has played a valuable and significant supporting role to PICC as it grew to the substantial organisation that exists today.

I am a lucky man. I enjoy wonderful colleagues on the Board, a great working relationship with our CEO Rachel Atkinson who leads a talented management team that employs, trains and supports Palm Islanders as they deliver services to Palm Islanders. Very satisfying.

At PICC we never forget who we are. We are Palm Island Community Company. Run by the community, for the community.

Jim Petrich AM, FAICD.

PICC Social Enterprises

PICC believes that residents of Palm Island deserve to have a range of commercial services and choice in every aspect of life.

With the collapse of a provider of important retail and commercial services on the island in 2015, PICC management chose to take over these businesses to ensure that residents were not disadvantaged.

The development of these social services is a challenging addition to the PICC suite of human services programs however, PICC believes they are vital to the growth of the economic and social fabric of the community.



PICC has taken over the operations of important commercial services including the Bakery, Service Station and Shop because they believe that the people of Palm Island deserve these basic services – these services were closed and no other organisation was prepared to operate these businesses



COMMUNITY SHOP

Clothes and haberdashery, decorative items and books. These are just some of the products that people now have access to thanks to PICC's operating of the Community Shop.

The operating of these unfunded social enterprises is improving the lives of the people on Palm Island. PICC is aiming to establish these businesses as sustainable elements of their operations model because they are basic components of everyday life that the people of Palm Island deserve to have access to.

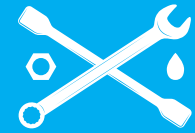


FARM ROAD BAKERY

Many mainstream communities take access to fresh bread daily as a fundamental right. The challenges of Palm Island's remote location means that baking bread, pies and other bakery items each and everyday is difficult.

Over the past year, PICC has operated the Farm Road Bakery as a social enterprise as a service to residents. The bakery stocks all the traditional goods you would find in a bakery and PICC are proud of the quality of the items they are providing to customers.





FARM ROAD SERVICE STATION AND MECHANIC

Transportation on Palm Island is a major factor, particularly amongst people living with mobility issues, to access important services such as medical and support services as well as social and community involvement opportunities.

Offering fuel, windscreen repairs, tyres and boasting an A-Grade mechanic the Farm Road Service Station and Mechanic is an important component to enhancing the lives of people living on Palm Island.

Because PICC has taken over the operations at this business, people can now get the vehicles repaired without incurring the cost of freight to the mainland and many vehicles are now operating rather than being left as landfill.

The fuel service also ensures there is not a monopoly for this on Palm Island – reducing the cost of living for residents by providing choice and competition.



Board of Directors



CJ (JIM) PETRICH – *Independent Chair*

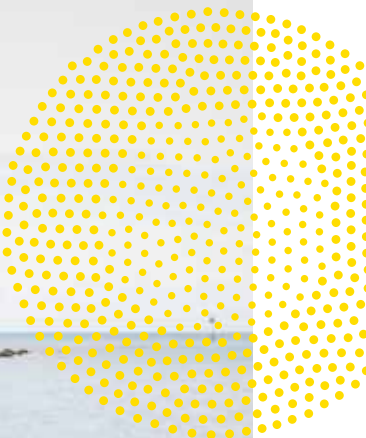
ALLAN PALM ISLAND – *Traditional Owner*

HARRIET HULTHEN – *Palm Island Community Nominee*

RHONDA PHILLIPS – *Queensland Government Nominee*

MARK JOHNSTON – *Queensland Government Nominee*

LUELLA BLIGH – *PIASC Nominee*

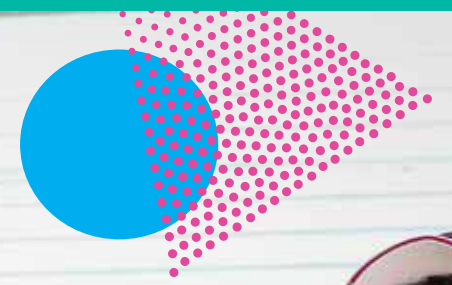
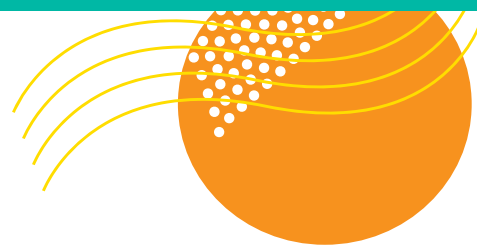


Partnerships

Developing strategic partnerships that add value and effectiveness to PICC's service delivery continues to be a major focus this year.

We are proud to boast some fantastic partnerships including:

- ADITS Computer Consultants
- Allied Health
- Australian College of Rural and Remote Medicine
- Australian Government
- Australian Hearing
- Bwgcolman Community School
- Campbell Page Remote School Attendance Scheme
- Cathy Freeman Foundation
- Checkup
- Child Development Services
- Child Youth Mental Health Services
- Clarity Hearing Solutions
- Deadly Ears
- Empower Economics
- Encompass Family and Community Services
- Generalist Medical Training (GMT)
- Griffith University
- IDEAS Diamond Jubilee Partnerships LTD
- Ingham Rotary
- James Cook University (JCU)
- Medicare
- Mercy Community Services
- National Disability Insurance Scheme (NDIS)
- Onesight
- QML Pathology
- Queensland Aboriginal and Islander Health Council (QAIHC)
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP)
- Queensland Government
- Royal Australian College of General Practitioners (RACGP)
- Sensory Group
- SNAICC
- St Mary Macillop Goodoo
- St Michael's School Palm Island
- Synergy Health Centre



National Disability Insurance Scheme

PICC is helping people living with a disability to access services more easily through the rollout of the National Disability Insurance Scheme (NDIS) on Palm Island.

The NDIS will provide people with the opportunity to maximize their independence and have real increased participation in their community. For the first time, Palm Islanders with disability will have access to supports that are based upon their actual needs.

Thanks to PICC's work this year, Palm Island will be the first place in Queensland to experience the full rollout of NDIS, which will include both adult and children's services.

PICC's holistic approach is to work with people with a disability, their families, and other stakeholders to promote and inform them about how the NDIS can improve their, and their family's lives.

PICC has also commenced trialing an early assessment tool when working with families with children with undiagnosed disability to identify skill deficit and commence an evidence base of need. The aim is to assist those families to access the support they need under the NDIS structure.

Under the NDIS, PICC is strategically diversifying its disability program to provide a far broader suite of disability services to include, in-home support, house and yard maintenance, community access, skill development, recreation opportunities, as well as non-traditional supports such as therapeutic supports where funds are allocated.

Early modeling has indicated that this will be a significant area of business growth for PICC over the next three years. PICC is welcoming this initiative and is working closely with the NDIA and other associated disability stakeholders to ensure that Palm Islanders with disability have access to a support model that works and improves the lives of Palm Islanders with disability.

PICC is delivering a revolutionary closing-the-gap model that integrates programs to holistically build the capacity of the community and improve quality of life



Early Childhood Development, Parenting Health and Wellbeing

Identifying behavioural and learning issues early is a key priority of PICC's Early Childhood programs.

PICC is delivering support and intervention services from early childhood to pre-school level facilitated by experts. The program is designed to assist families identify behavioural and learning issues early in a child's life so that appropriate programs can be implemented to assist their growth and development.

This program is incorporated into a more holistic approach that includes the full-range of the PICC service and program offerings.

For example, the early intervention program allows PICC to engage with families and inform them of the other support services offered such as the Children and Family Centre (CFC) where they are encouraged to access things like the medical and parenting support service.

By encouraging families to access other PICC services, they are being exposed to healthy eating, active play and reading programs that are in turn, supporting the development of the whole family unit.

PICC's focus on youth extends to the self-funded school breakfast program and PICC run tuck shop that work to attract and keep

kids at school for the entire school day. In addition, it is teaching healthier eating and allowing kids to be able to focus on learning.

This early childhood program is integrating effectively with other PICC youth services and their broader services such as the CFC, Family Support Hub and Medical Centre to help deliver generational change. It is a new model for the closing the gap strategy that is working.

PURPOSE

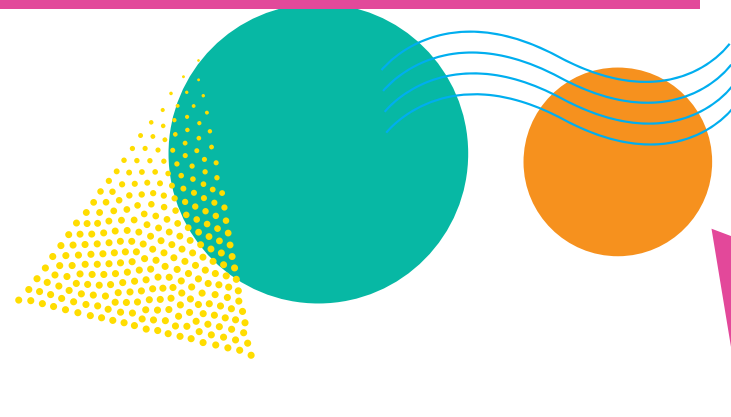
To provide service responses at every stage of a child's early childhood development pathway from birth through to their transition to school aimed to improve the rate of Aboriginal and Torres Strait Islander children reaching age-appropriate developmental milestones and getting the best possible foundation for learning and life.

OBJECTIVE

Ensure that all babies and children from birth to three years have regular health and developmental checks including immunisations. To provide support for parents to ensure that all children before the age of three are being engaged in structured early childhood developmental programs and play-based activities. Additionally, early literacy and numeracy education is offered to support the transition of all children aged 3-5 into pre-Prep and school.



Extracts from a letter to PICC



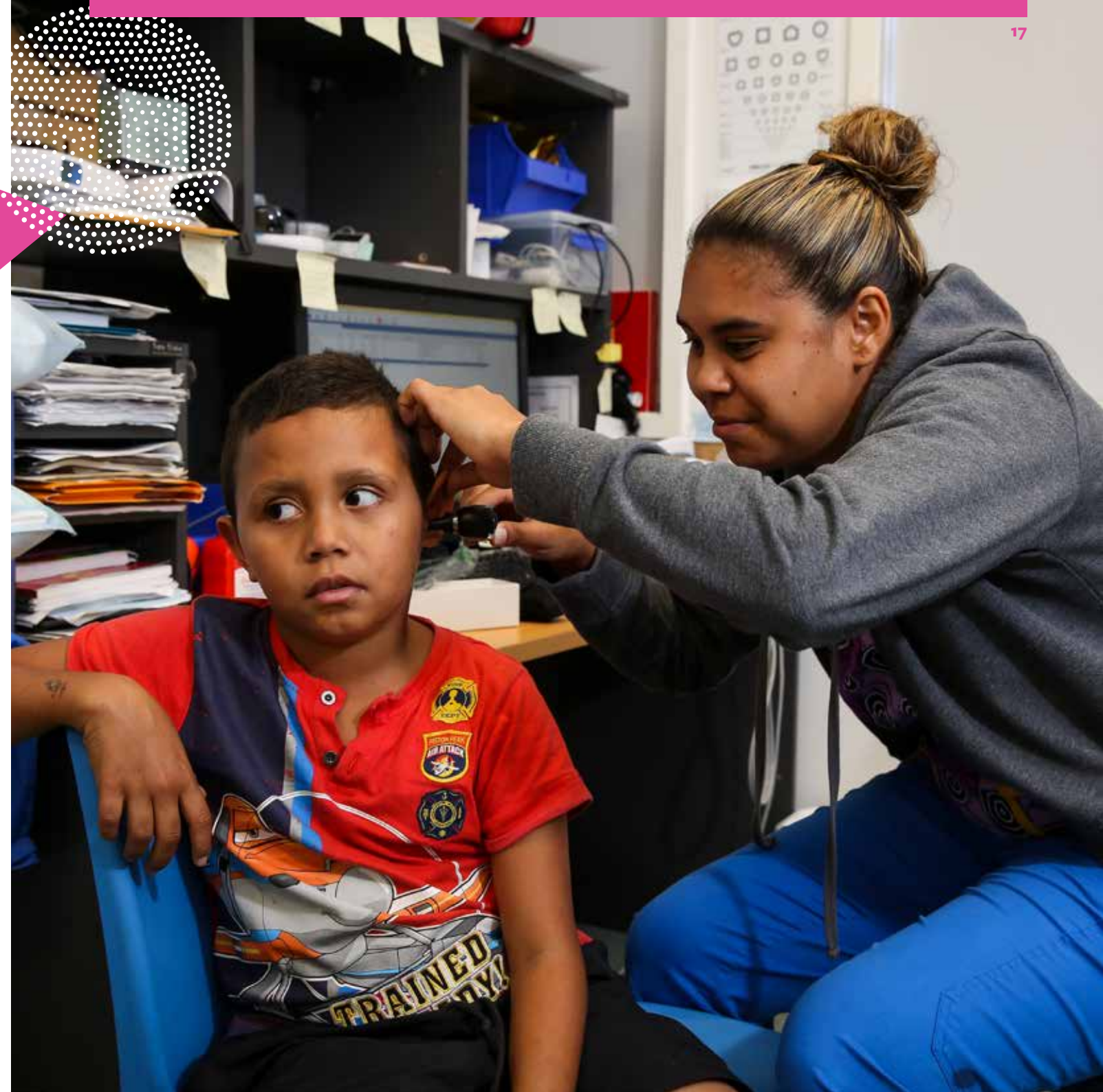
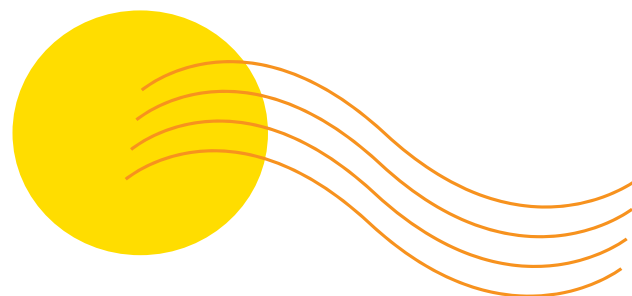
A medical student from Griffith University undertaking General Practice placement at the Children and Family Centre on Palm Island for a period of seven weeks wrote...

"I feel enormous gratitude for the attitude of the staff and patients towards me during the time I spent at the practice on Palm. I was welcomed as a colleague from day one and enjoyed the challenge and responsibility of participating as an active member of the team..."

"I feel a warm glow when I recall the time I spent on Palm. This is thanks to the wonderful people I met who made my stay such a pleasure and so worthwhile."

James Dando

Final year medical student at Griffith University



PICC services

FAMILY SUPPORT HUB

The Hub serves as a precinct of service activity that links customers with appropriate PICC services. The profile of the hub has grown to become a place that the community knows has the capacity and willingness to provide them with the support and advice they require.

The services of the Family Support Hub extend to the provision of critical emergency relief right through to the coordination of programs such as the Women's Yarning Circle.

The hub provides a diverse and comprehensive platform for easy access and the effective delivery of human services to the Palm Island community.

COMMUNITY JUSTICE GROUP

The Community Justice Group (CJG) program develops strategies within the community for dealing with justice-related issues aimed at decreasing Aboriginal and Torres Strait Islanders' contact with the justice system.

The CJG supports Aboriginal and Torres Strait Islander victims and offenders at all stages of the legal process including the provision of sentencing submissions to court, attendance at court, and visits to prisons and detention centres. It is a valued resource on the Island and provides a platform for the Palm Island Aboriginal Shire Council and other relevant agencies to consult on law and order matters.

SAFE HAVEN

The Palm Island Safe Haven Service provides a culturally responsive service and support to Palm Island children, young people and their families who have experienced or witnessed domestic violence. The service is easily accessible and fully integrated with the Palm Island Family Support Hub.

The Night Cafe, Children's Playgroup and School Breakfast programs are the key activities run by the service. The Safe Haven service is helping to build a safer and more vibrant community for Palm Island.

SAFE HOUSE

The Safe House provides short-term residential placements from birth to 17 years, who have been referred from the Department of Communities, Child Safety and Disability Services.

The service provides a place for children and young people on Palm Island that require out-of-home care to remain in their community allowing them to stay connected to their family, culture, language and country.

PICC is proud to be an Aboriginal and Torres Strait Islander organisation and an essential component to the economic, social and cultural fabric of Palm Island and its people



Children and Family Centre (CFC)

The CFC delivers important education and health services for Palm Island families.

The CFC offers the PI community access to a wide array of antenatal, postnatal and parenting support services under the one roof. Services include General Practitioners, Aboriginal health workers, child educators, and family support workers.

Broader CFC programs include early childhood education and care, parenting and family support services, and child and maternal health services which will help to build capacity in the community through the provision of specialist support services and advice.

The building includes a large open plan central hub, consultation rooms, an adjunct childcare room, dedicated rooms for parents, a toy library and offices.

DIVERSIONARY SERVICE

Palm Island Diversion Services work with people on Palm Island who are vulnerable, with complex needs, and particularly people who are intoxicated, or at risk of misusing substances in public spaces and/or at risk of entering police custody.

Operating the Diversion Centre and Community (Adult) Patrol, this service helps to reduce the incidence of deaths in custody by providing a safe, monitored

environment for people to sober up as an alternative to police custody.

WOMEN'S SERVICES

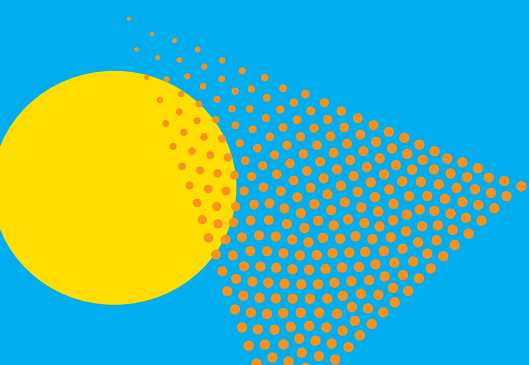
The Palm Island Women's Services provides short-term crisis accommodation and support networks for women and children experiencing domestic and family violence.

It also provides associated services such as general counselling, information and assistance in applying for Domestic Violence Orders.

The focus of the service is to ensure that a safe and caring environment is maintained and the immediate needs of clients are identified and met appropriately.

The centre collaborates with the Family Support Hub to host a weekly women's yarnning circle. The circle has evolved to provide a popular, safe and social space where women can share stories and discuss the issues that affect them and their families. Its popularity continues to increase as it extends to include clients across other PICC services such as clients of NDIS and the CFC.

Referral pathways exist with the police and the Joyce Palmer Health Service.

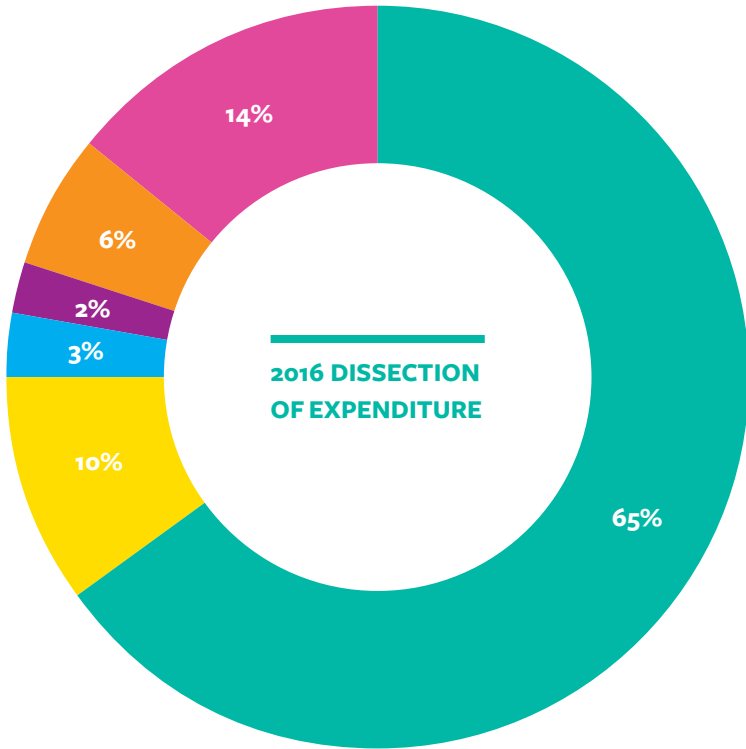
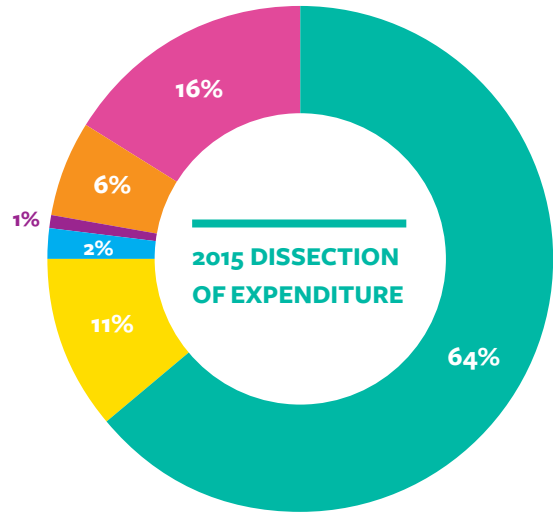


PICC is delivering non-funded programs such as the School Breakfast and Tuck Shop program to keep kids at school longer and encourage a healthy and active lifestyle



2015 – 2016 Financial Report

- TOTAL LABOUR COSTS
- ADMINISTRATION EXPENSES
- PROPERTY & ENERGY EXPENSES
- MOTOR VEHICLE EXPENSES
- TRAVEL AND TRAINING EXPENSES
- CLIENT RELATED COSTS



| BALANCE SHEET | (\$) 2016 | (\$) 2015 |
|-------------------------|-------------|-------------|
| Current Assets | \$739,460 | \$988,076 |
| Non Current Assets | \$352,104 | \$404,539 |
| TOTAL Assets | \$1,091,563 | \$1,392,615 |
| Current Liabilities | \$551,486 | \$561,108 |
| Non Current Liabilities | - | - |
| TOTAL Liabilities | \$551,486 | \$561,108 |
| NET ASSETS | \$540,078 | \$831,507 |
| TOTAL Equity | \$540,078 | \$831,507 |

| | | |
|-----------------------------|-------------|-------------|
| Operating Surplus (Deficit) | -\$291,429 | -\$274,263 |
| Other Income | \$1,201,338 | \$1,205,721 |
| Other Expenditure | \$1,201,338 | \$1,205,721 |
| NET SURPLUS (DEFICIT) | -\$291,429 | -\$274,263 |

| INCOME/ EXPENDITURE | (\$) 2016 | (\$) 2015 |
|----------------------------|-------------|-------------|
| INCOME | \$7,498,063 | \$6,940,763 |
| EXPENDITURE | | |
| Total Labour Costs | \$5,063,833 | \$4,627,864 |
| Administration Expenses | \$751,561 | \$766,812 |
| Property & Energy Expenses | \$239,475 | \$188,925 |
| Motor Vehicle Expenses | \$114,391 | \$69,790 |
| Travel & Training Expenses | \$497,992 | \$431,913 |
| Client Related Costs | \$1,122,240 | \$1,129,722 |
| Total Expenditure | \$7,789,492 | \$7,215,026 |



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