



Palm Island  
COMMUNITY COMPANY

2023 - 2024

# ANNUAL REPORT



## Message from the CEO

In 2018/19 I wrote, “Now that our first decade is behind us, watch this space for what we will achieve in our second.” With PICC more than halfway through our second decade now, our achievements are growing almost by the day.

The pace at which PICC has been evolving is nothing short of remarkable. Our expanded investment in services has significantly strengthened and enhanced them, making them more robust and effective than ever before.

We now employ three times the number of people compared to ten years ago and our turnover has quadrupled. This substantial growth is directly benefiting Palm Islanders, either through the services we provide or the jobs we offer.

One of the changes I am most excited and proud about is the delegated authority, which represents a significant and positive shift for children in care on Palm Island. At last, the community will decide the care arrangements for children who cannot stay at home, a change for which I have been fighting for decades. You can read more about delegated authority later in this annual report.

The number of staff and trainees we employ has increased by a third since last year, with nearly two hundred people now working for PICC. Impressively, three-quarters of our workforce are Palm Islanders. These figures are extraordinarily high compared to other services in remote communities, highlighting our commitment to local employment and development. I continue to be enormously thankful for the strength behind me, the staff of PICC who work tirelessly to make a positive difference in the lives of so many.

One small but significant example of our impact in the community is that among our recent graduating cohort of trainees in Community Services, all of them express their desire to work for “the Company”. This is hugely encouraging to hear, and this sentiment is a testament to how valued and effective PICC is perceived within the community.

Despite our progress, I am acutely aware that we still have a long way to go. Palm Island continues to lag behind mainland communities in many areas of wellbeing. In our efforts to address these disparities, I still encounter racist barriers to change. However, PICC is here to stay and to fight for Palm Islanders to have the services they deserve. Everything we do is for, with, and because of the people of this beautiful community.

**Rachel Atkinson**



## Message from the Chair

In my fifth year as Chair of the Board, my commitment to ensuring that PICC remains the exemplary service provider that Palm Island deserves has only grown stronger.

PICC plays a crucial role in our community, offering essential services that impact the lives of many. I am deeply conscious of the responsibility I hold to the people of Palm Island, ensuring that our company is not only well-managed and sustainable but also progressing in the right direction.

The positive changes we strive for are becoming evident within the community. This is particularly noticeable among our young people, who are beginning to feel a sense of optimism about the future of Palm Island. Their hope and enthusiasm are a testament to the progress we are making.

I am immensely grateful for the unwavering support of my fellow Board members. Their dedication and collaborative efforts have been instrumental in guiding PICC towards achieving our shared goals. Together, we are steering PICC towards a brighter future for Palm Island.

**Luella Bligh**

## Acknowledgement of Country

The Palm Island Community Company acknowledges the Traditional Owners of Palm Island, the Manbarra people. We also acknowledge the many First Nations persons who were forcibly removed to Palm Island, and we recognise these persons and their descendants as the historical Bwgcolman people. We recognise the continued connection of the Manbarra and Bwgcolman peoples to the land and waters of this beautiful island. We pay respect to Manbarra and Bwgcolman Elders, their ancestors, all First Nations peoples, and our ancestors who walk in the Dreamtime.



## Members of the Board

- Luella Bligh, Chair
- Rhonda Phillips, Director
- Allan Palm Island, Director
- Matthew Lindsay, Company Secretary
- Harriet Hulthen, Director
- Raymond W. Palmer Snr, Director
- Cassie Lang, Director

## Services

- Bwgcolman Healing Service
- Community Justice Group
- Digital Service Centre
- Diversionary Service
- Early Childhood Services (CFC)
- Family Care Service
- Family Participation Program
- Family Wellbeing Centre
- NDIS Service
- Safe Haven
- Safe House
- Social and Emotional Wellbeing Service
- Specialist Domestic and Family Violence Service
- Women's Healing Service
- Women's Service
- Youth Service

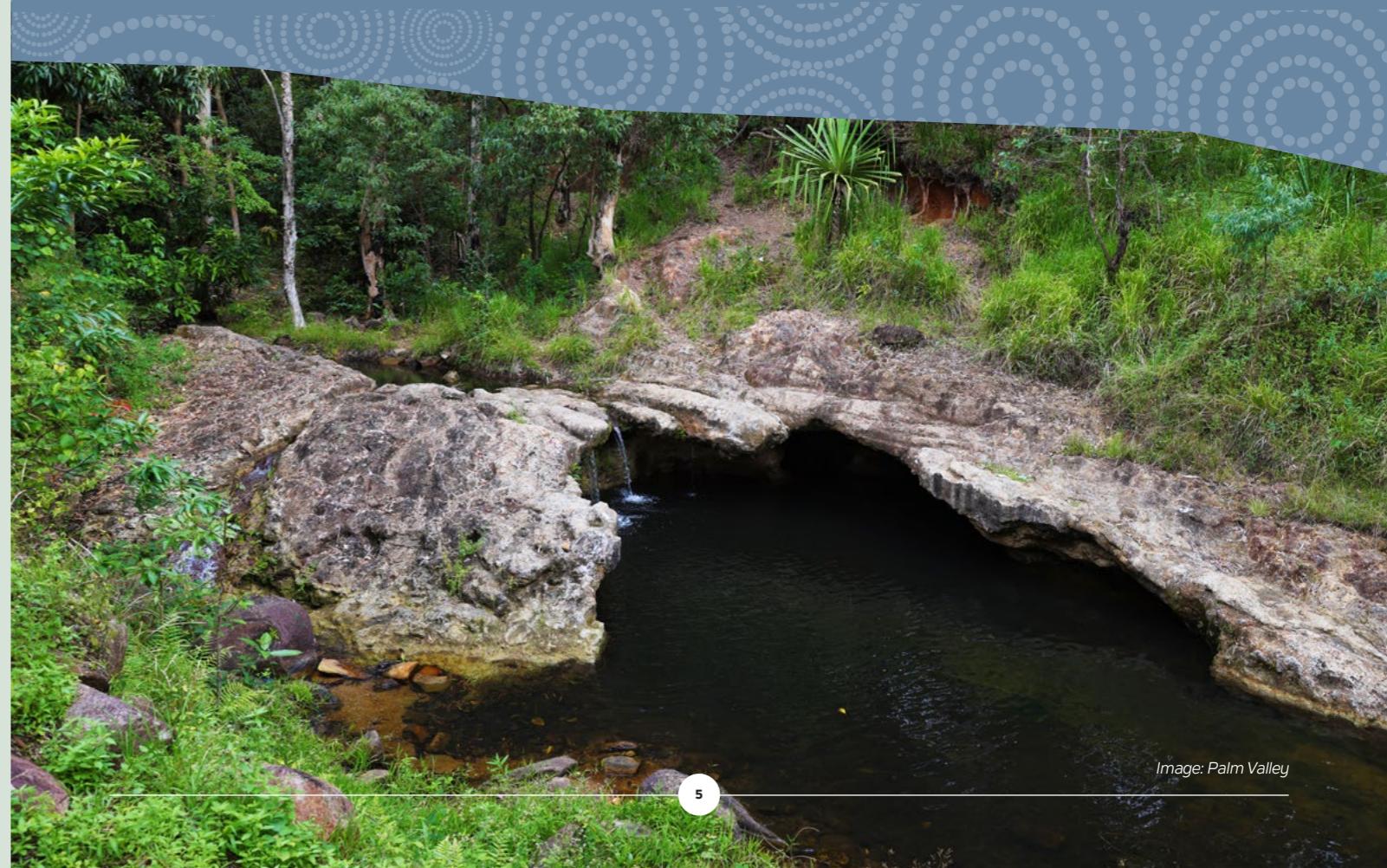
# Corporate Governance

## Key Achievements

- PICC continues to have an average of over 80 per cent of its staff members identifying as Aboriginal, Torres Strait Islander or both. This is key to effective service-delivery by PICC, and a statistic which we always strive to improve. The proportion of staff members living on Palm Island is still above 70 per cent, continuing another long-term average, and being another important characteristic of our staff that makes for our success.
- The Palm Island Holding Company Ltd, the remainder of the “old PICC” and latterly a subsidiary of the “new PICC”, was officially wound up after the completion of its final financial reporting and other administrative requirements.
- In November 2023, PICC passed a Human Services Quality Framework interim audit with flying colours. The next full audit is due in the first half of 2025.

### Report Card

Staff Numbers			
	30 June 2024	30 June 2023	30 June 2022
No. of staff members	197	151	152



# Palm Islanders take calls from across Australia

**Opened in 2023, the Palm Island Digital Service Centre has been a great success for PICC and the community of Palm Island.**

The Centre provides sales and customer service for Telstra landline, mobile and Internet products and services for Aboriginal and Torres Strait Islander customers. The Centre can also connect callers with interpreters for about fifty First Nations languages.

The Centre employed twentyone full-time workers at the end of 2023/24, with a capacity, should caller demand require it, of thirty full-time equivalent workers. It is located in the new Retail Centre on Main Street.

The Centre is a partnership between PICC, Telstra, the Palm Island Aboriginal Shire Council and the state of Queensland. Being operated by PICC, it is another service fully owned by the community.

The Palm Island Digital Service Centre pilot project officially launched on 16 June 2023. The first cohort of trainees started training in July and finished in October, and then, on 23 October, the Centre took its first calls. The second cohort began training in November 2023 and started taking calls in February 2024.

Training for workers begins with an intensive twelve-week course at the Palm Island TAFE, followed by a five-week introduction to call centre and customer service work from Telstra. Throughout their training, all trainees receive a wage to support themselves and their families before they begin formal employment. All training, too, is given at no cost to workers. Once they have completed their training from TAFE and from Telstra, all workers then move on to studying for a Certificate III in Business whilst they work.

The centre is an excellent employment opportunity for people on Palm Island as it is a new industry and has the potential to create another exciting career pathway. There

is a great sense of pride in the people working at the digital service centre which has extended across the broader community, getting the centre up and running was an enormous task.

In terms of the future, our plan is to continue to grow our footprint and improve our capacity to serve the community. We will continue to support the digital service centre staff and will develop local leadership within the team. There is also potential to expand First Nations digital service centre operations on Palm Island and else-where.

Digital Service Centres are an initiative of the First Nations Connect scheme from Telstra in partnership with Advance Queensland (a division of the Department of Tourism, Innovation and Sport) and its Deadly Innovation Strategy, as well as the State of Queensland and its Digital Economy Strategy. The Palm Island Centre is the second of its kind in Australia, the first having opened in Cherbourg in 2022. These Centres offer career training and local employment, thereby improving local economies and communities at large.

PICC is enormously proud to be involved in this pioneering effort to provide local employment and training in information technology in a remote community, as well as improved support to First Nations customers of Telstra throughout Australia.

The pilot phase of the Digital Service Centre on Palm Island runs to 31 January 2025, by which time PICC intends to renegotiate the service agreement and establish a permanently funded Centre.

# PICC Shares Our Story with National Conference

**In September 2023, PICC presented twice at the biennial SNAICC Conference, which that year was held in Darwin.**

"The Storyline of the Palm Island Children and Family Centre" told the history and the successes of the CFC and early childhood services on Palm Island.

"Proud Bwgcolman Youth", presented by Jeanie Sam and Dee Ann Sailor, told "a hopeful narrative about our young people" and proposed "an alternative approach to tackling the complex issues driving the over-representation of Aboriginal and Torres Strait Islander children in the youth justice system".

Both sessions were very well attended, helping to spread the news nationally about the effective and innovative work that PICC does.

PICC staff members also attended other sessions at the Conference, as well as other conferences and events throughout the year, so as to learn from other companies like ours and to bring the most modern knowledge and best practices to Palm Island.



# New Bwgcolman Way Service brings Delegated Authority

**A major change to caring arrangements for vulnerable children is at last coming to Palm Island: delegated authority.**

Delegated authority is being progressively introduced in communities throughout Queensland by the Department of Child Safety, Seniors and Disability Services.

PICC has chosen to name the delegated authority approach Bwgcolman Way: Empowered and Resilient. "Bwgcolman" meaning "many tribes, one people". Jeanie Sam, Manager of PICC Children and Youth Services reiterates how she and others are empowered by their grandparents, the struggles and hardships they faced, and that they continue to be resilient because they're still here, fighting for a better future for our kids.

The vision for Bwgcolman Way is that all Manbarra and Bwgcolman children are safe and cared for by family, nurtured by strong and enduring connections to their community, culture and Country. Palm Island mob leading and creating change for Palm Island children, young people and families.

PICC and the PICC CEO meet the legislative requirements of prescribed delegates for Aboriginal and Torres Strait Islander children, as outlined in Sections 148BA and 148BB(3) of the *Child Protection Act 1999* (Qld). For Palm Island, there is only one person whom the Director-General has delegated the authority to make decisions concerning children in care: the Chief Executive Officer of PICC.

Bwgcolman Way will focus on family and cultural connection where the CEO of PICC will collaboratively make decisions under the *Child Protection Act* with children and families in partnership with Child Safety Services.

Bwgcolman Way provides opportunity for Elders, traditional owner groups and community to have genuine participation in the implementation and development of service delivery, ensuring it is strongly place based and community led.

PICC has invested its own resources in this exploration phase, growing a network of collaborators and champions who will support PICC as it moves towards a new approach to ensuring children are safe and cared for on Palm Island by family, with strong and enduring connections to their community, culture and Country.

Delegated Authority will complement and enhance the existing system of supports provided by PICC to Palm Island children, young people and families in contact with the child protection system.

PICC is the primary provider of child protection related services and programs on Palm Island including the Family Wellbeing Service, the Safe Haven, the Family Participation Program, Family Care Services and the Safe House.

As described in *Reclaiming Our Storyline: Transforming decisions and practice by making decisions in our way* (State of Queensland, 2023), the Department plans to introduce "routine access to delegated authority across a range of functions and powers" across the state by 2032, with the aim of eliminating the disproportionate number of Aboriginal and Torres Strait Islander children in out-of-home care by 2037.

This goal is also key to achieving target 12 of the National Agreement on Closing the Gap – namely, to reduce the disproportionate rate of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent by 2030.

According to *Reclaiming Our Storyline*, Aboriginal and Torres Strait Islander children made up 45.2 per cent of all children in out-of-home care in Queensland on 30 June 2022, despite their being only 8 per cent of all children in the state at that time.

More information about delegated authority and how it is to operate on Palm Island will be available in future annual reports when the Bwgcolman Way service is operational.

# The Women's Healing Service is Giving Better Help

**PICC has remodelled its Women's Healing Service to provide better services to women resident, or at risk of being resident, in the Townsville Women's Correctional Centre.**

In 2023, funding ended for the women's healing pilot programs in prison across Queensland. Whilst PICC and the state government considered our Women's Healing Service to be a broad success, and its work with incarcerated Aboriginal and Torres Strait Islander women to be valuable, it was clear from our three years' experience in running the Service that there was much more work to be done to help and support its target clients. COVID-19 restrictions hindered the Service by preventing all services from being delivered in the prison for many months during 2020 and 2021.

Nonetheless, PICC negotiated for a new Women's Healing Service contract in view of the learnings from the previous pilot iteration of the service; the success of this Service compared to others in the pilot program across Queensland; the necessity of such a service for women in, or at risk of being in, the Townsville Women's Correctional Centre; and the lack of an alternative service for such women in north Queensland.

Now, for 2024, PICC has restructured the Women's Healing Service to strengthen its critical goal of preventing women from entering prison, and to give better assistance to women before and after their stays at the Townsville Women's Correctional Centre, in addition to its ongoing work with women currently incarcerated.

The Service now operates three regular programs: the Re-entry Program, for women soon to leave custody; the Women on Remand Program, for women in custody awaiting trial; and, on Palm Island, the Early Intervention Program, for women at risk of entering prison.

The Service also now has an office in Aitkenvale, Townsville, as a service centre for its clients in the community, which is conveniently close to other services with which the Women's Healing Service collaborates and which many of its clients use. This office is collocated with the PICC NDIS team.

The restructured Women's Healing Service is funded by the Department of Justice and the Attorney-General.





# Community Services

## Key Achievements

- Our success in the grant application to the National Indigenous Affairs Agency (NIAA) for the 200 Jobs Program has allowed us to make a significant impact in the community. Fifteen community job seekers participated in a ten-week bootcamp in work readiness, and upon completion, they will embark on a journey to obtain their Certificate III in Community Services over the next twelve months. During this time, they will also be working in our program areas, gaining valuable hands-on experience and contributing to the betterment of the community. This program not only provides employment opportunities but also equips individuals with the necessary skills and qualifications to thrive in the field of community services.
- In June 2024, PICC created a Blue Card Liaison Officer position to support organisations and community members with all matters relating to Blue Cards. The role also offers education and support to community

members getting work in child-related positions, which includes receiving referrals from jobseekers from Rainbow Gateway, and building the capacity of staff members at PICC. This role is funded by the Department of Justice and the Attorney General to increase engagement with the Blue Card system in remote communities.

- The PICC NDIS services continue to grow, with the majority of services focused on support coordination, community connection and access. In February 2024, the NDIS moved to a new office in Aitkenvale, Townsville, to offer better service to its clients in the Townsville region. The NDIS service centre is collocated with the Women's Healing Service office. On Palm Island, the NDIS team is based upstairs in the new Retail Centre, although it services most of its clients in the community.

# Community Services

## Report Cards

### Family Care Services

#### No. of service users

	2023/24	2022/23	2021/22
1 July to 30 September	16	14	17
1 October to 31 December	23	17	13
1 January to 31 March	21	17	19
1 April to 30 June	21	15	21
 Total no. of placement nights:	6,698	5,656	5,390

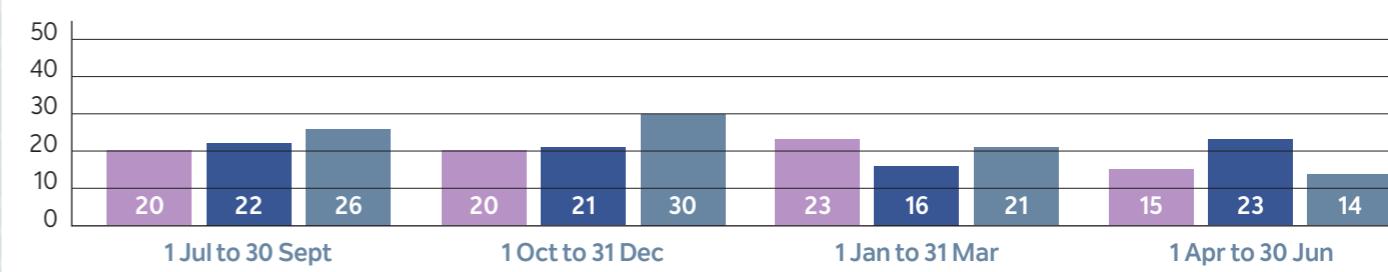
### Safe House

#### No. of service users

	2023/24	2022/23	2021/22
1 July to 30 September	5	12	15
1 October to 31 December	4	15	8
1 January to 31 March	6	14	9
1 April to 30 June	9	9	11
 Total no. of placement nights:	1,439	1,069	1,387

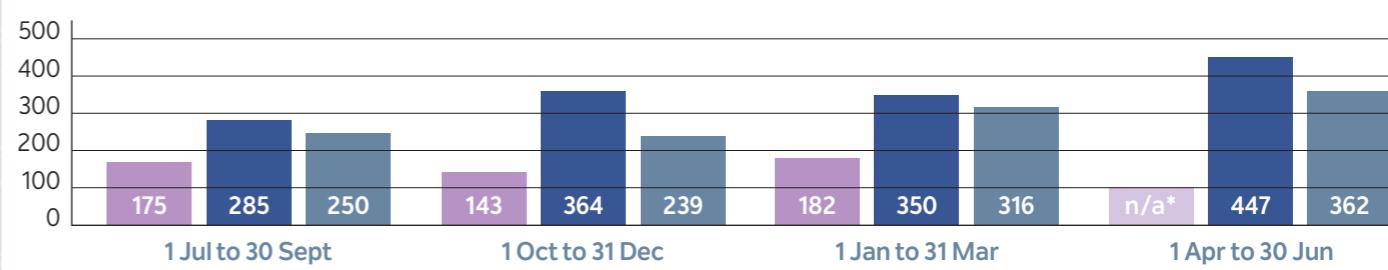
### Family Wellbeing Services

#### No. of families receiving a service



### Diversionary Services

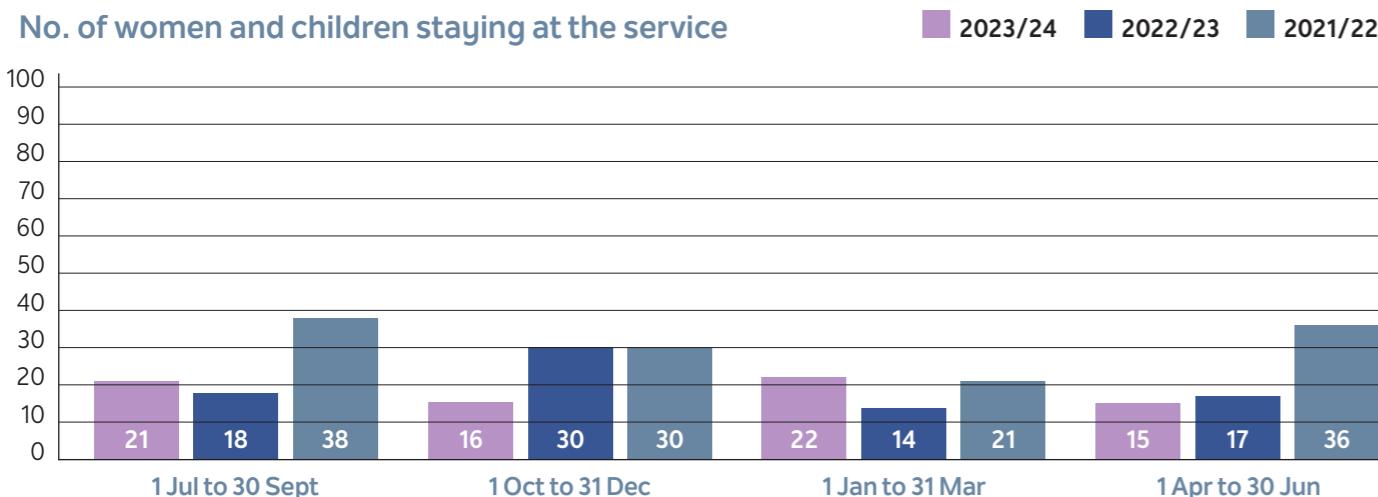
#### No. of service users



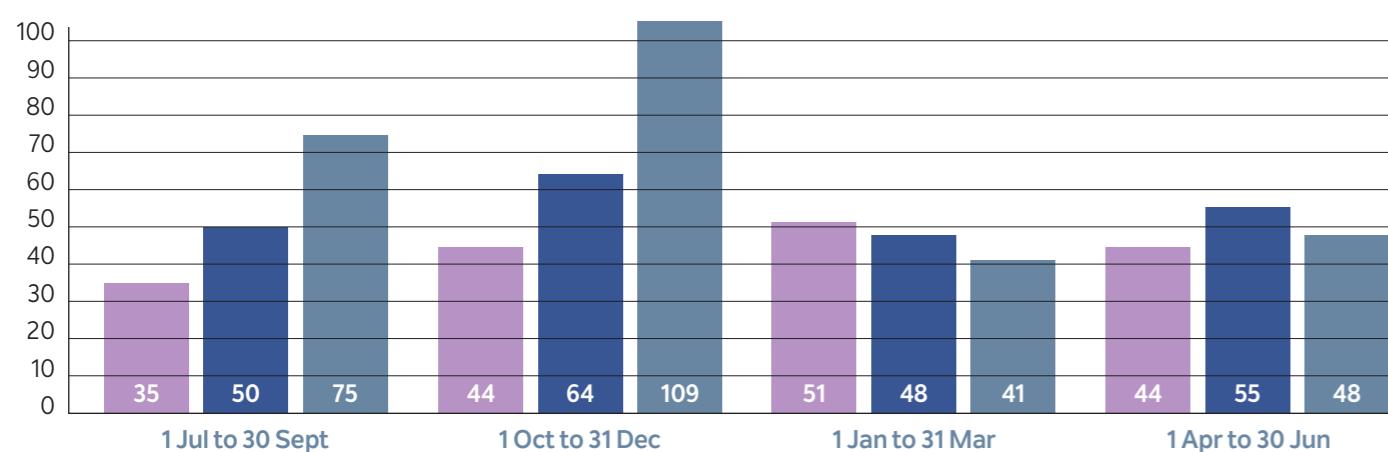
\* Data for the period 1 April to 30 June 2024 were not available at the time of printing this annual report.

## Women's Service

No. of women and children staying at the service

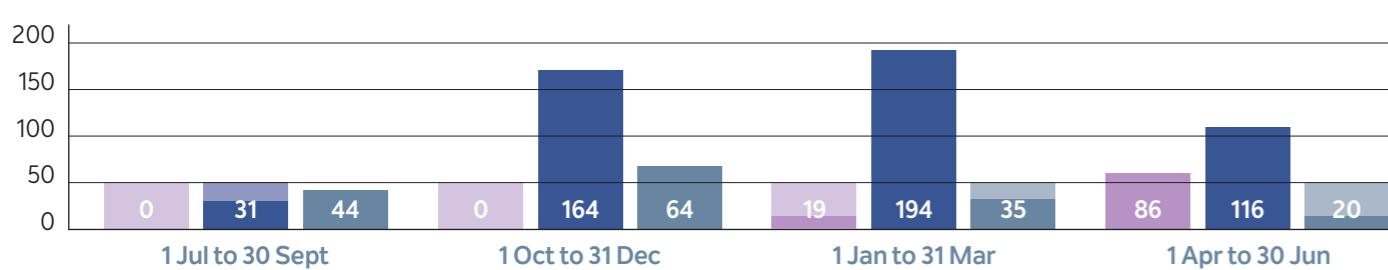


No. of women and children receiving support and not staying at the service



## Women's Healing Service

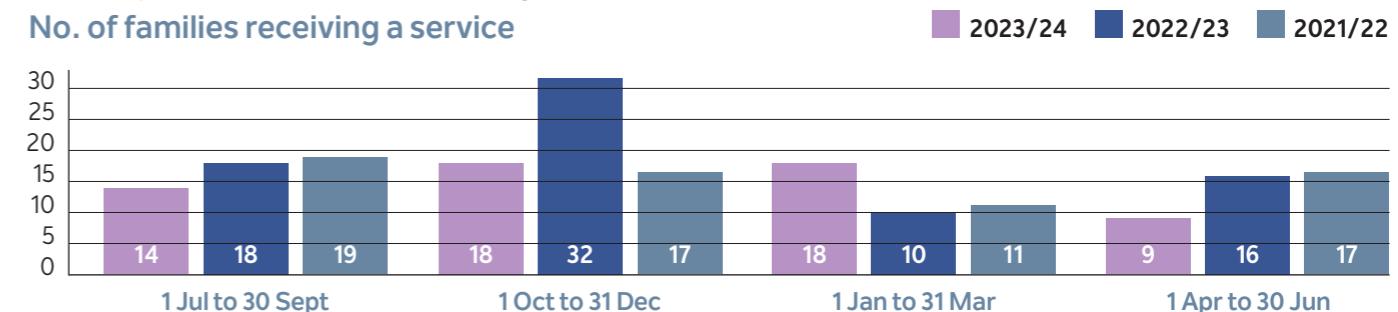
No. of women who received a service



\* The Women's Healing Service did not deliver services in the period from 1 July 2023 to 1 February 2024 whilst it was being remodelled – see the story earlier in this annual report – and therefore data for prior years cannot be directly compared to those for 2023/24.

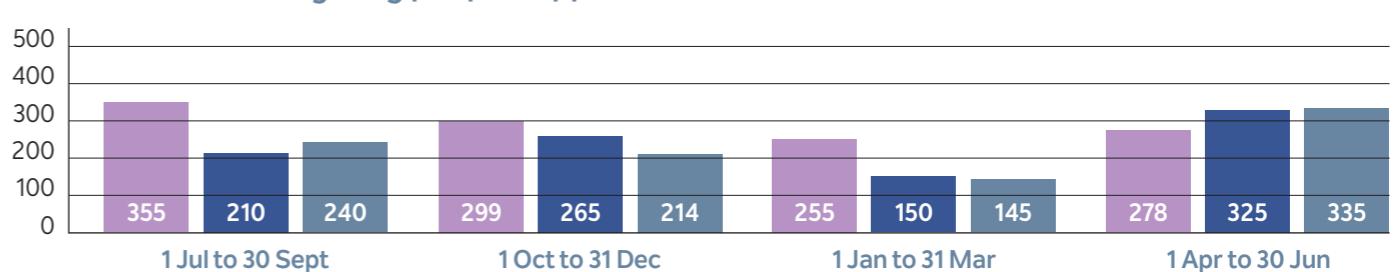
## Family Participation Program

No. of families receiving a service



## Safe Haven

No. of children and young people supported



## NDIS Community Connector Program

No. of occasions persons supported to access NDIS services

	2023/24	2022/23
1 July to 30 September	116	63
1 October to 31 December	70	235
1 January to 31 March	209	18
1 April to 30 June	173	218

No. of initial planning meetings supported

	2023/24	2022/23
1 July to 30 September	3	3
1 October to 31 December	8	3
1 January to 31 March	3	2
1 April to 30 June	12	6

## Early Childhood Services

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

	2023/24	2022/23	2021/22
1 July to 30 September	405	288	108
1 October to 31 December	306	337	133

# Community Justice Group

Since 2008, PICC has continued to auspice the Community Justice Group, which includes both the general program and the Domestic and Family Violence Enhancement Program. As part of its auspicing agreement, PICC directly employs four part-time staff members: the Coordinator, an Administration Assistant, and two Domestic and Family Violence Support Workers.

PICC is pleased to support the Community Justice Group with its ongoing assistance to community members dealing with the criminal justice system.

# Youth Services

For 2023/24, PICC Youth Services offers three programs: the Young Offenders Support Service, the Indigenous Youth Connection to Culture Program and the Tackling Indigenous Smoking program.

These programs work together and with other services on Palm Island to address the needs of young people, particularly in preventing interactions with the criminal

justice system and promoting healthy lifestyles.

Additionally, there is a fourth subprogram, the Digital Footprint Program, to encourage young people to use various forms of social media constructively, in order to capture and promote the culture, the people and the activities of the community of Palm Island.



# Primary Health Services (Bwgcolman Healing Service)

## Key Achievements

- PICC officially changed the name of the Primary Health Centre to the Bwgcolman Healing Service, with new signage installed in early 2024. This name change occurred after extensive consultation with the Palm Island community, and the Elders' Advisory Group.
- In early 2024, the Bwgcolman Healing Service passed the Quality Practice Accreditation assessment by the Royal Australian College of General Practitioners to renew its accreditation as a generalpractice medical clinic. The assessors made special mention of the outstanding cleanliness of the clinic, the high standards of documentation and record-keeping, and the excellent professional standards and friendliness of its staff members. PICC is enormously proud of the staff of the Bwgcolman Healing Service and grateful for all the work they do to earn such praise. The next full accreditation assessment will take place in 2027.
- PICC has a wide range of health services available at the medical service, we can cater to almost all of your healthcare needs locally, this includes specialist and allied health services.
- PICC also delivers a range of specialised services to meet particular healthcare needs, including:
  - Integrated Team Care (ITC) – this service can help patients access equipment to manage chronic conditions.
  - Communicable Infections Program – this service supports timely access to treatment and through education and contact tracing aims to prevent transmissible infections.
  - ARF/RHD Program – this service provides tailored support to people diagnosed with ARF/RHD, with the aim of enhancing quality of life and improving healthcare outcomes.
  - Eldercare Connector Program – this service supports Elders to register with My Aged Care and to access homecare packages (watch this space in 2025, PICC will be providing in-home nursing services which we anticipate will support Elders to remain living at home).
  - Growing Deadly Families (GDF) – this program supports access for women and children to timely healthcare, immunisation, psychosocial support, paediatricians, paediatric cardiology, obstetric care and gynaecological care.
  - GP After Hours – the after-hours service operates Monday to Thursday from 5pm to 9pm (the after-hours clinic helps to reduce and prevent avoidable JPHS ED presentation and hospital admissions).

## Report Card

### Number of Clients at the Bwgcolman Healing Medical Service

Over the years there has been a steady increase in the number of patients attending the medical practice, this is a testament to the high quality of care being provided by the Bwgcolman Healing team and demonstrates the community are feeling well supported by their medical service.

	2023/24	2022/23	2021/22
Aboriginal, Torres Strait Islander, or both Aboriginal and Torres Strait Islander	1,935	1,897	1,814
Neither Aboriginal nor Torres Strait Islander	108	120	112
Indigenous identity unknown or unspecified	30	33	39
Total no. of clients seen	2,283	2,050	1,965

### Episodes of Care

While the episodes of care are tracking well, our team must do more to increase the number of patients receiving routine healthcare, ultimately reducing the number of occasions of service. Our aim is to increase health promotion and preventive education to improve individuals' health status and to support the early identification of health-related problems which will enable early intervention wherever possible.

The medical team encourages all Palm Islanders to have an Annual 715, this will help to improve and maintain the health of all people on Palm Island. Our team also encourages people diagnosed chronic condition/s to book regular appointments with their Doctor in order to, monitor their health and wellbeing and to update care plans as one's health changes (Doctors recommend updating care plans every 3 to 6 months and/or as changes occur).

	2023/24	2022/23	2021/22
No. of "715" Health Checks	779	610	873
No. of Child Health Checks	128	345	167
No. of Team Care Arrangements	308	390	117
No. of GP Management Plans	293	411	124

### Occasions of service by Indigenous Status

It's evident that the number of occasions of service are enormous compared to the number of patients seen at the medical service. Together, we can reduce the number of contacts by patients taking better control over their healthcare (i.e. book in to have your 715 every year, if you have a chronic condition book your appointments with your Doctor in advance and come to every appointment). If patients book to see their Doctor and come to their appointments, this will allow enough time for your Doctor to thoroughly assess and inform your healthcare needs and will enable enough time to allow for thorough healthcare monitoring and planning.

	2023/24	2022/23	2021/22
Aboriginal, Torres Strait Islander, or both Aboriginal and Torres Strait Islander	16,675	17,170	17,453
Neither Aboriginal nor Torres Strait Islander	627	612	1,005
Indigenous status unknown or unspecified	186	239	52
Total no. of episodes of care	17,488	18,021	18,510

**In 2025, make your healthcare your priority!**

PLEASE make an appointment with a PICC Doctor to have your 715.



## Social Enterprises

### Key Achievements

- The PICC Community Coffee Shop and Variety Store provides Palm Islanders with the option to purchase a wide range of products on Palm Island. Our product range includes food and coffee, clothing, household goods, phones, televisions, electronics and a whole lot more. In 2023 its services expanded to include Community Member Purchasing, procuring items for special order that are not sold on Palm Island, such as furniture and home appliances. This service removes the need for community members to travel to the mainland and organise delivery of their large household goods themselves.
- On 30 June 2024, Social Enterprises had 44 staff members, a record high and comprising almost one-quarter of all PICC staff members.

# Our Partners

PICC could not do all that we do without the help of our partners. Some of the organisations with which we worked and collaborated in 2023 and 2024 are:

- BSocial Media
- Bwgcolman Community School
- CheckUp Australia
- Chit Chat Speech Pathology
- Commonwealth Department of Health and Aged Care
- Commonwealth Department of Social Services
- Commonwealth and Queensland governments
- Encompass Family and Community
- Fred Hallows Foundation
- Gr8Feet
- Heartkids
- Heart of Australia
- HR Law
- James Cook University
- Joyce Palmer Health Service
- JLS Dietetics and Diabetic Education Townsville
- Institute for Urban Indigenous Health IUIH (Deadly Choices)
- National Aboriginal Community Controlled Health Organisation
- National Disability Insurance Agency
- National Indigenous Australians Agency
- Optimise Health and Wellness
- Palm Island Aboriginal Shire Council
- Queensland Aboriginal and Islander Health Council
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak
- Queensland Department of Child Safety, Seniors and Disability Services
- Queensland Department of Communities, Housing and Digital Economy
- Queensland Department of Education
- Queensland Department of Justice and Attorney-General
- Queensland Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- Queensland Department of Youth Justice
- Queensland Health
- Secretariat of National Aboriginal and Islander Child Care
- Sensory Group
- TAFE Queensland
- Talk HQ
- Telstra
- Townsville Hospital and Health Service
- Townsville Sports Injury and Physiotherapy Clinic
- North Queensland Primary Health Network
- Wakai Waian Healing



# Summary Financial Report

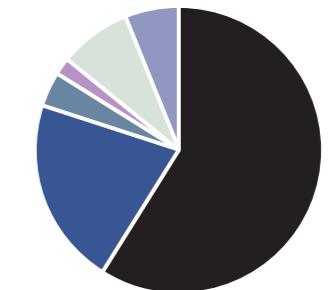
30 June 2024

	\$	\$
	2024	2023
<b>Balance Sheet</b>		
Current Assets	\$8,156,480	\$5,428,897
Non Current Assets	\$2,702,284	\$1,633,389
<b>TOTAL Assets</b>	<b>\$10,858,764</b>	<b>\$7,062,286</b>
Current Liabilities	\$5,969,264	\$3,025,785
Non Current Liabilities	\$1,351,259	\$220,537
<b>TOTAL Liabilities</b>	<b>\$7,320,523</b>	<b>\$3,246,322</b>
<b>NET ASSETS</b>	<b>\$3,538,241</b>	<b>\$3,815,964</b>
<b>TOTAL Equity</b>	<b>\$3,538,241</b>	<b>\$3,815,964</b>

<b>Income and Expenditure Statement</b>		
INCOME	\$23,400,335	\$20,103,686

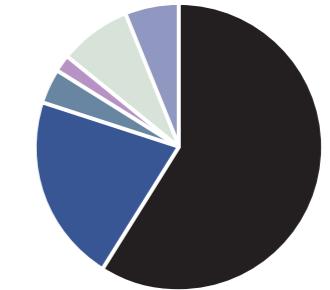
<b>EXPENDITURE</b>		
Total Labour Costs	\$14,282,962	\$11,477,036
Administration Expenses	\$5,000,820	\$4,133,848
Property & Energy Expenses	\$1,058,084	\$710,794
Motor Vehicle Expenses	\$401,112	\$360,093
Travel & Training Expenses	\$1,778,367	\$1,611,707
Client Related Costs	\$1,156,713	\$1,094,877
<b>Total Expenditure</b>	<b>\$23,678,058</b>	<b>\$19,388,354</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>-\$277,723</b>	<b>\$715,332</b>

## Dissection of Expenditure 2024



Total Labour Costs	60%
Administration Expenses	21%
Property & Energy Expenses	4%
Motor Vehicle Expenses	2%
Travel & Training Expenses	8%
Client Related Costs	5%

## 2023



Total Labour Costs	59%
Administration Expenses	21%
Property & Energy Expenses	4%
Motor Vehicle Expenses	2%
Travel & Training Expenses	8%
Client Related Costs	6%



## PALM ISLAND COMMUNITY COMPANY

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The Palm Island Community Company is deeply committed to the principles of community control and self-determination.

We uphold the spirit of community control by consistently adhering to these principles, ensuring that our actions reflect our dedication to empowering Palm Islanders.