

# Annual Report 2016-2017





**Kim and Vinnie Mammoliti receive Scope services in Bendigo. They were married in 2016 after 15 years together, and have worked hard long term to make their lives work well together and support each other with their goals.**



**Scope's mission is to enable each person we support to live as an empowered and equal citizen.**

## Vision statement

**Scope will inspire and lead change to deliver best practice. We will:**

- Support and listen to each person and their family.
- Provide leadership to influence strategy and policy.
- Deliver person driven, flexible and responsive services to build a sustainable future.
- Build on our foundation for success through our expertise in service delivery, workforce development, quality improvement and research.

We will deliver better outcomes.

## About Scope

- Scope is a disability service provider. Our services support the needs of people with physical, intellectual and multiple disabilities, and their families.
- Scope provides services from 108 service locations and employs 1643 people, including supported employees.
- Scope's total revenue was \$97.6 million in 2016-2017.
- Scope has a membership base of 425.

ABN 63 004 280 871

Scope's 2017 Annual General Meeting will be held on 15 November, 2017.

## Annual Report objective

This document reports on Scope's activities, achievements and financial performance during 2016-2017. The report is written to be easily read by Scope's stakeholders, including members, people we support, their families and carers, staff, volunteers, government, corporate and community organisations and donors. Scope (Aust) Ltd is a public company limited by guarantee and is registered as a company under the Corporations Law of Victoria.

Front cover photo: Kim and Vinnie Mammoliti enjoying local Bendigo spot, the Handle Bar.

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# Scope's divisions

Scope provides individuals with high quality support and services from 108 service locations across Victoria. Scope's operations are divided across four geographical divisions.



# Scope's services for people with a disability

Scope provides a range of service options to enable people to achieve their goals.

**Therapy**  
Occupational therapists, speech pathologists, physiotherapists and psychologists provide individual or group services to both children and adults.

**Community inclusion and education**  
Facilitates inclusion of people with a disability into the community. Includes Scope's Communication and Inclusion Resource Centre, Scope's Education team and Scope's Community Inclusion team.

**Lifestyle Options**  
Scope Lifestyle Options offers group-based activities, as well as individual programs that allow people to pursue their interests and engage with their communities.

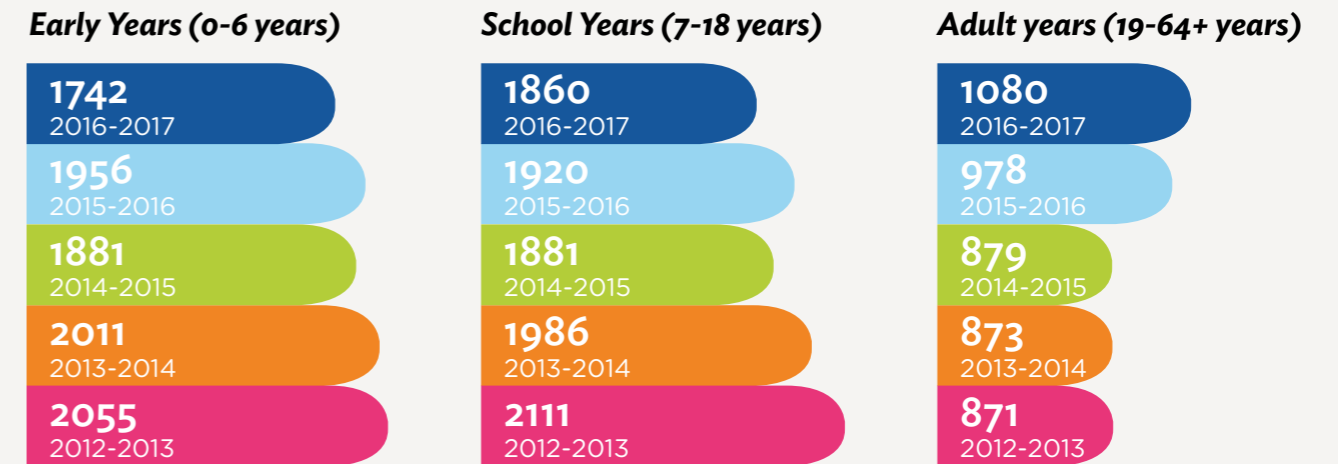
**Supported living**  
Support to live as independently as possible, including in-home support and long-term supported living options for adults with a disability.

**Short term Accommodation services**  
Short term Accommodation services are designed to grow independence and get an individual out and about in the community. Short term Accommodation is also a chance for family and carers to relax and take a short break from their daily routine.

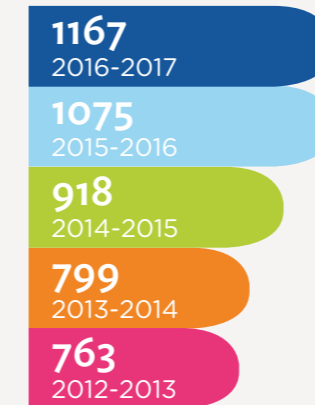
# Services provided to people with a disability

Scope provided services to more than 5500 people with a disability in 2016-17.\* A number of individuals received multiple services from Scope.

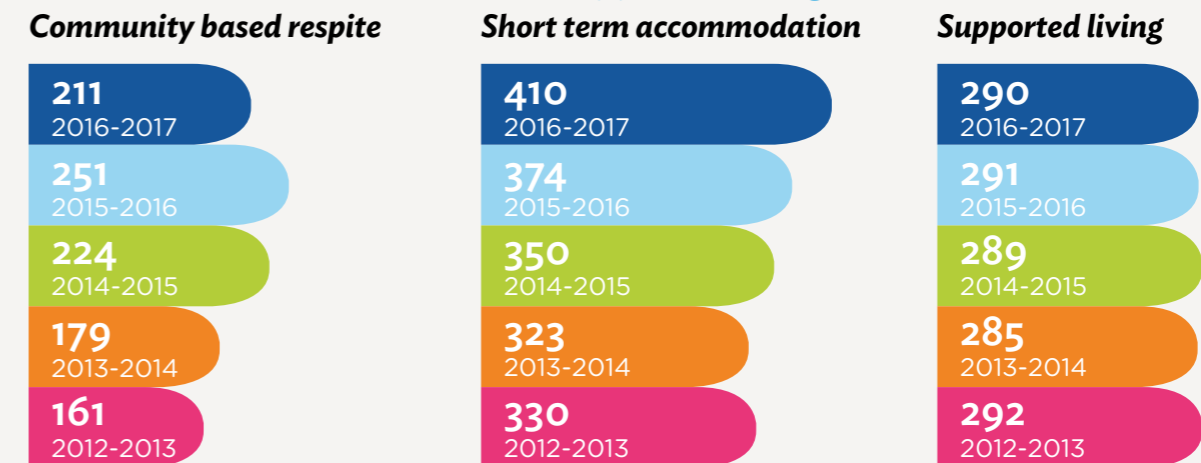
## Therapy and psychology services



## Lifestyle Options and individual support



## Short term accommodation and supported living services



\*The changes in customer numbers reflect a market in transition. NDIS funding for recreation activities is to be released in mid 2019 and the centralisation of school contracts has seen a number of schools appoint their own therapists. Finally a number of State Government contracts have concluded and Scope has chosen not to pursue the Kindergarten in Reach Support Service contract.

# Scope 2016-2017 highlights

Provided services to more than **5000** people with a disability

Completed Knox project

Established Positive Behaviour Support service

Launched Customer Reference Groups

Launched GoKids service

Staff completed **9955** formal learning and development activities

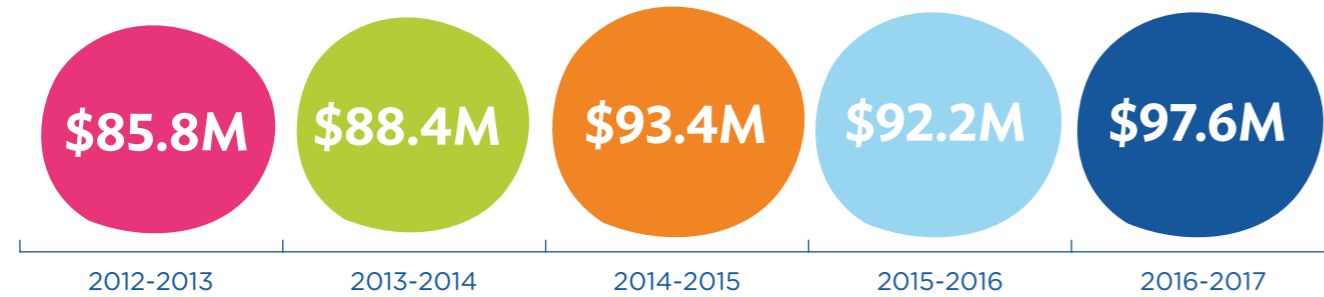
Achieved a customer satisfaction rating of **92%**

Delivered education programs to **3453** individuals

Photo: Gavin Carrick-Ryan enjoying the pool with Scope staff members Michelle Parker and Alan Jones.

# Scope's five year scorecard

## Revenue



## Customer satisfaction ratings

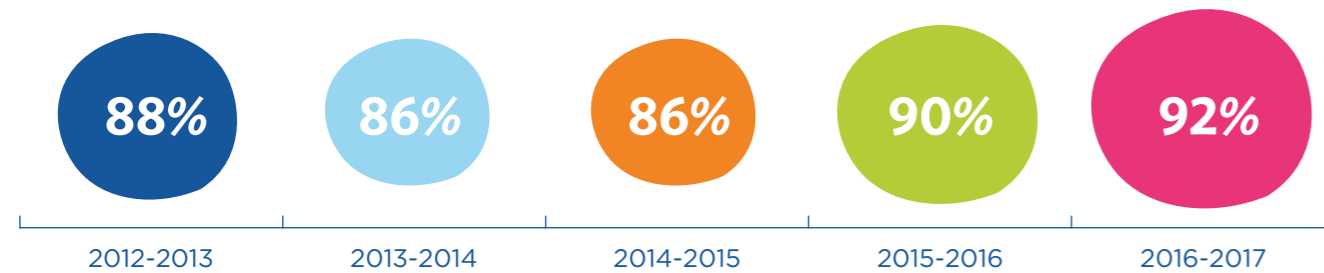
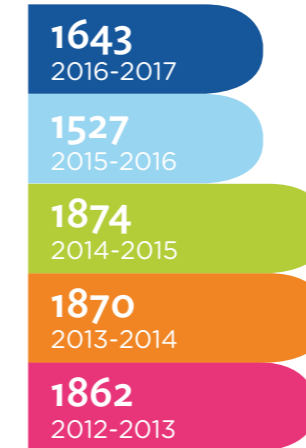
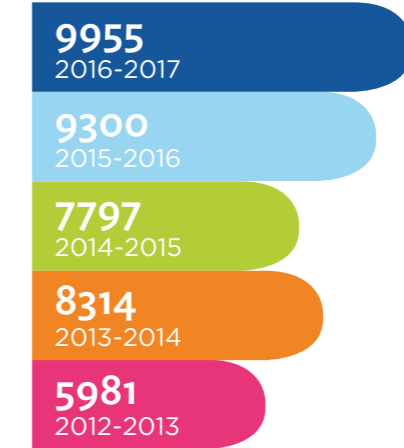


Photo: Archie Sims with WIN News Ballarat journalist Natarjsha Kramer at the GoKids van service launch.

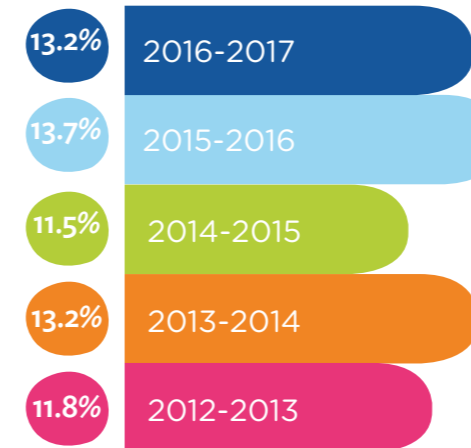
## Number of staff



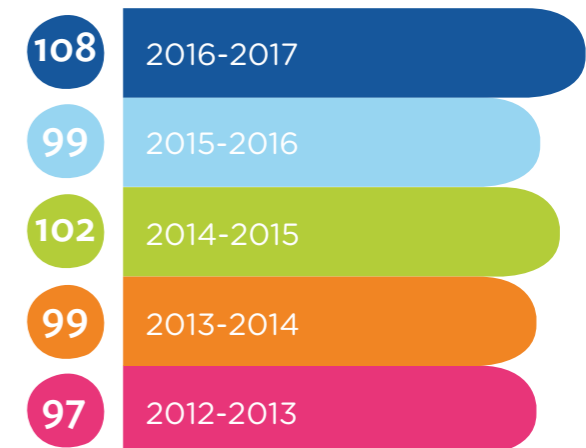
## Attendances by staff at formal learning and development activities



## Employee turnover

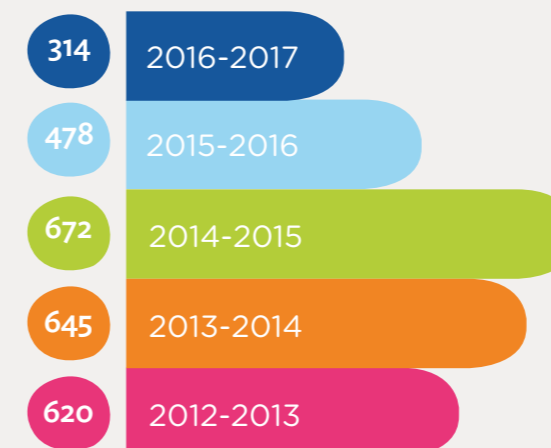


## Number of service locations

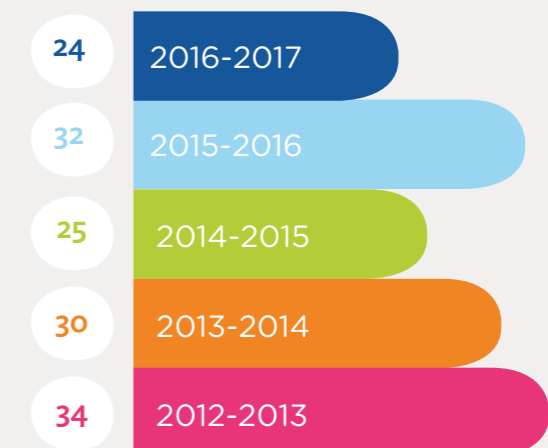


## OHS incidents\* and claims

### Incidents



### Claims



\*Incidents refers to any OHS incidents and/or hazard reported, including near misses, first aid attention and medical treatment.

# President's Report Mark Burrowes



This has been a significant year for Scope with the full rollout of the National Disability Insurance Scheme (NDIS).

To guide the organisation through this critical time, the Board and Executive team developed Scope's new 2016-18 Strategic Plan.

With this roadmap and our experience in the Barwon trial site, Scope has prepared extensively for this milestone and has transitioned well.

We remain mission focused and continue to advocate for human rights as the scheme evolves.

The NDIS is the biggest social reform since Medicare, and the changes to funding and supports will mean significant change for the lives of people with disability in this country.

While we enable people with a disability to participate in their communities, the community must also be willing and ready to embrace and include people – in their businesses, sports clubs and schools.

Scope continues to lead the sector in the way we amplify the voice of people with a disability, through disability awareness education and enabling communication access.

## Human Rights and Self Advocacy

This year we approved a program of activity to further strengthen our zero tolerance approach to abuse and neglect of the people we support.

Following recommendations from our Duty of Care committee, the Board endorsed the development of a human rights framework for Scope, which was finalised.

## Planning for Board Succession

As President, I have been committed to ensuring a best practice approach to governance and to this end; the Board has taken some strategic steps forward.

This includes reviewing the constitution and making changes to ensure Scope can be agile and responsive to the new environment.

Changing our legal name to Scope (Aust) Ltd has also set us up for future success and I'm proud of the inroads we are making in introducing Scope's Communication Access expertise into South Australia and New South Wales via a national grant awarded by the National Disability Insurance Agency as part of the Information, Linkages & Capacity Building priorities for the NDIS.

Another area of focus has been building a 'skills based' board and real diversity of experience, background, education and thinking.

Last year we also welcomed new directors Mark Chittleborough and Serge Sardo, both of whom bring a wealth of experience.

## Occupational Health & Safety

The safety and wellbeing of staff and clients continue to be a focus. This year we are pleased to note excellent performance and significant improvements across various areas.

We are also pleased to see a more holistic and innovative approach to creating a culture of safety and wellbeing where we operate.

## Quality Standards

Scope maintains an excellent quality of service, and continues to successfully conform to the Human Services Standards. This was ratified by a recent surveillance audit by the Department of Health and Human Services.

## Sustainability

To be sustainable includes being relevant to the needs and choices of people we support and their families, being financially sustainable, being an employer of choice and seeking to be environmentally sustainable.

The 2016-17 financial results demonstrate our strong foundations.

The major driver for the bottom line surplus was sale of Scope's Box Hill site to move from an ageing building with increasing maintenance cost to a leased environment that will more closely meet our day to day needs.

Scope's financial position allows us to prepare for a successful transition to the NDIS through investing in transformation.

The Board is committed to providing the governance needed to ensure Scope remains sustainable, effective and mission focused.

# CEO's Report Dr Jennifer Fitzgerald



Scope is focussed on leading change both within our organisation and in the wider sector as the National Disability Insurance Scheme (NDIS) continues its roll out.

We've now transitioned in North East Metropolitan Melbourne, Central Highlands and Loddon and are starting to roll out into Melbourne's east.

## Leading Change

Scope continues to play a leadership role in advocating for the rights of people with a disability in successfully transitioning to the NDIS. Scope has made submissions to the NDIS, Victorian Ministerial Taskforce for NDIS Implementation, Productivity Commission, McKinsey pricing review, Office of the Australian National Audit Office and other key stakeholders. Each submission has been based on sound evidence, data analysis and with the voice of people with a disability and their families clearly front and centre. This is important work, particularly during the transition to full scheme. Scope will continue to use our knowledge and capability to ensure that we provide accurate and timely thought leadership and feedback to key government stakeholders.

Both people we support and staff continue to be recognised as leaders in their own right.

At the Inspire Awards, an annual award by the Funds in Court division of the Supreme Court of Victoria, Greg Muir won the Best Achievements in Arts (Visual) award, while Adam Barry and Cam West won the Best Achievement in Sport and Recreation Team Award for creating the Balloon Football League (BFL).

At the AGOSCI National Conference, communication assessor, Lisa Ho was awarded the *Community Award for ISAAC* for advancing the use of Augmentative and Alternative Communication (AAC).

Denise West (recently appointed as General Manager North Division & Statewide Services) received the Services to AAC in Australia award, for her outstanding contribution to augmentative and alternative communication.

## Our achievements

Our leadership in communication access has been recognised with the NDIA awarding an Information, Linkages and Capacity-Building (ILC) Grant to Scope's Communication and Inclusion Resource Centre (CIRC) to roll out Communication Access accreditation in New South Wales and South Australia.

With a generous donation from the Bowness Family Foundation, we launched Scope GoKids, for children with severe and multiple disabilities, in regional areas to access mobility services and advice with greater ease.

The Knox Services Redevelopment Project was completed with people we support moving into their new purpose built homes.

Combined with learnings from the Barwon trial, this project has been key to developing and refining our process for 'co-designing' services with customers, families and staff.

## Amplifying the customer voice

Customer satisfaction remains high at 92%, an indication that customers continue to see Scope as a trusted provider through this time of transition.

Following the establishment of the Customer Insight Committee, we piloted local customer reference groups in the Barwon and Northern Metropolitan regions.

These groups are pivotal to enabling us to respond quickly to customer feedback.

## Engaged workforce

An engaged workforce remains our most powerful enabler of change.

Our Employee Engagement Survey reveals staff genuinely feel good about their work and their colleagues, are committed to providing a quality service to customers, and "See the person" is one of the strongest features of our culture. Staff have a strong desire to improve the way things work and to deliver on the 'Scope Approach'.

## Future priorities

Next year Scope 2020 will move from design to implementation and scaling up of our capability.

We anticipate substantial growth during the NDIS rollout.

We are tipping our business pyramid to ensure that our services, supports and processes are centred around the goals of people we support.

We have refined brand purpose and value propositions, to deliver what customers value, whilst being authentic to Scope's identity. What will not change is our commitment to our Mission and to the provision of high quality services.

# Financial highlights 2016-2017

## Profit and Loss

The Financial Report outlines Scope's ongoing focus on developing our services to remain sustainable in an NDIS environment. As an organisation, Scope aims to continually improve our efficiency and effectiveness. We do this by maximising our resources in an ethical and sustainable manner.

Statement of Surplus or Deficit for the year ended 30th June 2017		\$'000s
<b>Income</b>		
State Government		74,569
Federal Government		8,195
Rendering of Services		8,161
Donations and Fundraising		3,496
Other		3,129
<b>Total Income</b>		<b>97,550</b>
<b>Expenses</b>		
Staff and Related Expenses		79,467
Depreciation		1,808
Other		16,631
<b>Total Expenses</b>		<b>97,906</b>
<b>Deficit from operating activities</b>		<b>-356</b>
Financial income & gain on sale of assets		16,826
<b>Surplus for the year</b>		<b>16,470</b>

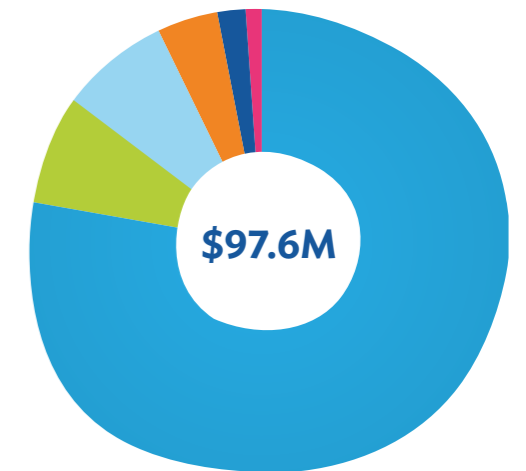
## Balance Sheet

Statement of Financial Position as at 30th June 2017		\$'000s
Cash and Deposits		25,095
Investments		14,449
Receivables and Other		3,312
<b>Total Current Assets</b>		<b>42,856</b>
<b>Non Current Assets</b>		
Property, Plant and Equipment		22,415
Investments		15,505
Other Assets		509
<b>Total Non Current Assets</b>		<b>38,429</b>
<b>Total Assets</b>		<b>81,285</b>
<b>Current Liabilities</b>		
Trade and Other Payables		6,330
Employee Benefits		11,081
Other Liabilities		6,939
<b>Total Current Liabilities</b>		<b>24,350</b>
<b>Non Current Liabilities</b>		
Employee Benefits		2,216
Provisions		72
<b>Total Non Current Liabilities</b>		<b>2,288</b>
<b>Total Liabilities</b>		<b>26,638</b>
<b>Net Assets</b>		<b>54,647</b>
<b>Equity</b>		
Retained Earnings		52,866
Reserves		1,781
<b>Total Equity</b>		<b>54,647</b>

# Financial highlights 2016-2017

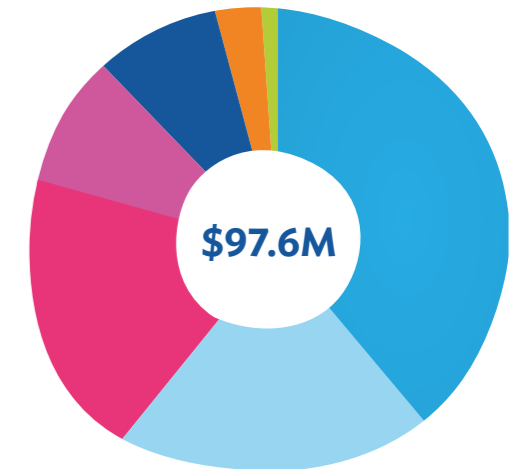
## 2016-2017 Revenue by source

State Government	77%
Federal Government	8%
Rendering of services	8%
Contributions	4%
Sales of goods	2%
Other	1%



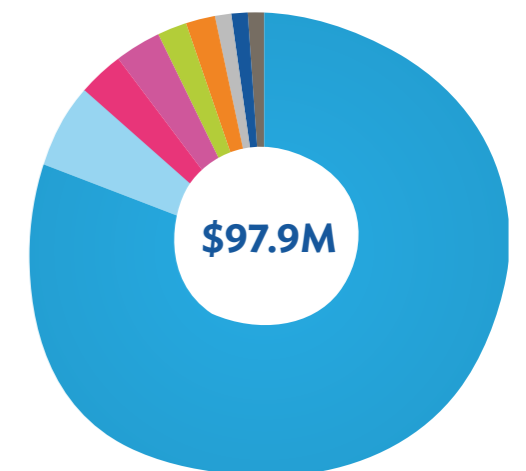
## 2016-2017 Revenue by category

Shared Supported Accommodation	39%
Lifestyle Options	22%
Therapy & Psychology	18%
Other	9%
Short Term Accommodation	8%
Fundraising	3%
Projects	1%



## 2016-2017 Expenditure by type

Employee expenses	81%
Other	6%
Communications	3%
Maintenance & vehicles	3%
Client costs	2%
Depreciation, amortisation & impairment	2%
Occupancy costs	1%
Consultancy & professional fees	1%
Fundraising*	1%



\* The statutory accounting figures report on fundraising revenue raised from prior years, and recognised in this financial year when apportioned to particular projects.


# Reporting against our strategic plan

Scope's Strategic Plan enables us to sustainably grow, diversify and position Scope – through leadership, partnerships and transformational change.

The following overview highlights our objectives, strategies and key outcomes for 2016–2017.



Photo: Archie Sims, right, with school friend at the GoKids van service launch.



**Mission based**  
PAGES 16-19

**Goal**

Build community capacity to recognise the human rights and citizenship of people with disabilities.

**Strategies**

- Support the citizenship and human rights of Australians with a disability.
- Amplify the voice of people with a disability.
- Influence systemic change for people with a disability.

**Outcomes**

- Customer Reference Groups and training delivered in response to Human Rights Framework recommendations.
- Positive Behaviour Support service introduced to provide specialist support for people with behaviours of concern.
- Person-Centred Active Support training delivered to support workers to improve interactions with people with a disability.



**Customer driven**  
PAGES 20-23

**Goal**

Grow by delivering customer driven supports that people with a disability value and choose.

**Strategies**

- Understand what customers value and will buy.
- Transform our services to meet both customers' needs and NDIS pricing.
- Communicate with the market to retain and attract customers.
- Evaluate opportunities for growth.

**Outcomes**

- Knox Services Redevelopment Project completed with residents from Knox Supported Living moving into new homes in Boronia.
- GoKids mobility van introduced to provide specialist physiotherapy services for children in regional areas.
- Support Coordination offered by Communication and Inclusion Resource Centre to help translate NDIS plans into services.



**High performing**  
PAGES 24-27

**Goal**

Build a high performing, innovative and financially viable organisation.

**Strategies**

- Develop integrated systems, processes and policies that support effective customer service.
- Implement systems, processes and policies that support an agile and productive workforce.
- Build partnerships to minimise direct investment in assets.
- Promote and capture innovation and apply it across our organisation.

**Outcomes**

- Commencement of Innovation project to improve Scope's short term accommodation services.
- Business Intelligence System introduced to improve data analysis for service improvement.
- Voice of Customer program commences to gather customer feedback on ongoing and formalised basis.



**Engaged and productive**  
PAGES 28-33

**Goal**

Cultivate a growing, productive and values driven workforce.

**Strategies**

- Build a culture of customer service across all parts of our organisation.
- Increase the flexibility, mobility and productivity of our workforce.
- Attract and retain quality staff to grow our workforce.

**Outcomes**

- NDIS awareness training provided to frontline staff at all stages of rollout.
- Scope CEO Dr. Jennifer Fitzgerald named 2016 Telstra Victorian Business Woman of the Year.
- Scope SAFE Occupational Health and Safety program launched in East division to reinforce Scope's strong culture of safety.
- Employee Engagement Survey completed to measure and understand Scope's organisational culture.





## Mission Based

**Build community capacity to recognise the human rights and citizenship of people with disabilities.**



### Human Rights

Scope has a strong foundation in human rights. With its mission focused on empowerment and equality for all people with a disability, this approach was formalised in 2016 through a Human Rights Framework.

To develop recommendations for the framework, customers, employees and external stakeholders provided their perspectives in focus groups and workshops. These sessions sought to determine what human rights means to our customers, and to understand how best to support people to exercise these rights.

The Human Rights Project is now implementing key recommendations. One of these is the introduction of Customer Reference Groups. These forums are run by and for people with a disability, providing Scope customers with an avenue to discuss concerns and develop leadership skills.

Another recommendation from the Human Rights Project is training delivery. Run in conjunction with disability advocacy organisation VALID, “Staying Safe” sessions support people with a disability to recognise and speak up about abuse and neglect.

Over 200 Scope customers have attended these sessions. Complementary training for staff and the community has been successfully trialled by the National Disability Service. “Zero Tolerance: Understanding Abuse and Neglect” will be rolled out to all of Scope’s frontline staff between 2017-2018.

### Annual General Meeting

Scope’s 68th Annual General Meeting (AGM) was held on 16 November 2016. Thirty-nine people attended the event, 22 of whom were Scope members.

There were some changes to Scope’s Board. Rod O’Loan retired, having reached his maximum nine-year term, and Mark Burrowes was re-elected for another term. Mark Chittleborough was elected as Director. Mark has a Science degree and had a career working in the oil and resource sector. His consultancy has also involved representing disadvantaged people. Serge Sardo was also elected as Director, and with an MBA qualification and strong commercial experience, Serge brings to the role expertise in marketing, social policy and advocacy.

During the meeting, a panel of speakers provided an update on the rollout of the NDIS. The panel was comprised of

Raelene West, a member of Scope’s Customer Insights Committee; Sarah Fordyce, National Disability Services; Zane McKenzie, a member of Scope’s Education team, who has personal experiences in relation to the transition to the NDIS in the Barwon Region; and Dr Elizabeth Manning, a former director of Scope and also the parent of a child with a disability.

### Scope Members

Scope members are an essential part of our organisation.

Scope has a total of 425 members: 190 Full Members, 82 Life Governors and Life Members and 153 Associate Members.

There has been a drop in overall Scope memberships compared to the same time last year, however notably, the Scope Board approved two new Life Members this financial year.

The current membership base is robust and predominately comprised of members with close associations with Scope. This includes people with a family member supported by Scope, as well as Scope staff and individuals across the disability sector.

Scope would like to thank all of our members for their ongoing support of Scope’s mission to enable each person we support to live as an empowered and equal citizen.

### Positive Behaviour Support

In January 2017, Scope introduced a new Positive Behaviour Support (PBS) service. The program provides specialist support to people with behaviours of concern, building on a behaviour support focus at Scope that was initiated in 2011.

In accordance with Scope’s Human Rights Framework, PBS begins with understanding the will and preferences of the person being supported. This empowers them to make their own choices in collaboration with their care team, reducing reliance on restrictive interventions, while also achieving safe and appropriate clinical care.

The approach is multi-disciplinary, with a team of senior practitioners from the disciplines of Psychology, Speech Pathology and Occupational Therapy. Their work includes direct clinical services, research, resource development and practice leadership.

An exciting initiative this year saw the PBS team collaborate with the British Institute of Learning Disabilities to present a PBS Coaches Program. After successfully completing the intensive four-day program,

participants are equipped with the tools to understand the PBS framework, develop PBS plans and coach colleagues to improve practice standards within their organisations. Across the support services sector, the program expands PBS practice, fostering positive outcomes for both staff and the people they support.

### Person-Centred Active Support Trial

Person-Centred Active Support (PCAS) focuses on enhancing interactions between support workers and people with a disability. This is achieved by training support workers to plan and interact with the people they support through structured activities.

Through this model, it is hoped that individuals with a disability are empowered to engage with activities meaningfully, to develop their skills, and experience greater participation in the community. Scope researchers evaluated these outcomes through trial of PCAS in five group homes, as well as collating information about barriers and enablers to participation.

Professor Keith McVilly, who has extensive experience in PCAS, delivered training to staff in 2016. The program included

a combination of seminar-style education as well as on-site training and mentoring.

Data for the research component was collected before the training, as well as three months after training. A final report is being finalised, however preliminary results show that residents were generally more engaged in household activities than before PCAS was implemented.

Scope will use the research results to inform future iterations of PCAS, with more extensive implementation planned for the future.

### Educating the community

Scope’s Education team raises awareness and understanding about disability in the community. This year, the team delivered three types of education programs to 3453 individuals.

The Scope Young Ambassadors program and See the Person program was presented to 68 primary and secondary schools throughout Victoria, with 1309 students participating across 175 sessions.

**Photo: Scope’s Positive Behaviour Support service team, from left to right: Dr Nick Hagiliassis, Ms Victoria Zainal, Ms Vicky Bablas, Mr Mark Di Marco. Absent: Ms Aoife McCann and Ms Susan Fowler.**



## Mission Based

**Build community capacity to recognise the human rights and citizenship of people with disabilities.**



The Corporate and Community (CAC) program was delivered to 21 organisations, with a total of 575 individuals participating across 34 sessions.

This year Scope's Education team gained contracts for the CAC program with the councils of South Gippsland Shire, Macedon Ranges Shire, Yarra Ranges Shire and Mitchell Shire.

Scope's Education programs give participants lifelong skills, empowering them to create more welcoming and inclusive communities for all people.

### ILC Grant

In 2017, the NDIA awarded Scope an Information, Linkages and Capacity-Building (ILC) Grant to roll out Communication Access accreditation on a national level. This achievement recognises the ongoing work of Scope to ensure that people with a communication difficulty have equal access to mainstream services.

Scope established the Communication Access Symbol in 2011, and since then over 200 Victorian businesses have become Communication Access accredited. The ILC grant will enable Scope to build on work completed in 2016 to award regional public transport provider V/Line with the Communication Access

Symbol. Communication Access accreditation will be extended to selected public transport providers in New South Wales and South Australia.

Victoria's justice system has also been identified as a focus area as part of the ILC strategy. People with a disability are over-represented when accessing the judicial system, whether as a victim, witness or alleged perpetrator. The grant will enable Scope to build the capacity of key institutions by providing training, education and resources. Doing so will help ensure that people with a disability can seek justice without attitudinal or environmental barriers hindering their participation.

As part of this grant Scope will work in partnership with Victoria Police to pilot a project which will focus on improving access for people with communication difficulties in one metropolitan police station.

### Communication Access for the NDIA

The NDIA has recognised the value of communication access since the NDIS was first introduced in July 2013.

In April 2017, Scope awarded the NDIS offices in Geelong and Colac with the Communication

Access Symbol. These were the first NDIS branches to be awarded communication access accreditation.

As part of this process, all staff attended disability awareness training, developed skills to effectively interact with people who have difficulties communicating, and developed two sets of communication boards.

One set of communication boards can be found at reception, which contain messages related to general NDIS enquiries. A second set of boards were created for planning meetings that contain vocabulary related to becoming an NDIS participant. Each set of boards includes a picture board for those with limited literacy, a sentence board and spelling board.

The NDIA recognised a need to expand communication access beyond Geelong and Colac. For this reason, Scope supported the NDIA to roll out their custom communication boards to all NDIA offices across Australia. To inform the public about the availability of these resources, the video "Communicating at the NDIS" was created for the NDIS YouTube channel. Scope will conduct reviews of communication access standards at these offices every three years.

### Speak Up and Be Safe

People with a disability and complex communication needs are more vulnerable to abuse and neglect than other members of the community due to an inability to communicate effectively. The results of abuse can be experienced both physically and emotionally.

Current research suggests that educating and providing relevant resources to staff and the community can help reduce the incidence of abuse. For this reason, the Victorian Department of Health and Human Services provided funding to Scope's Communication and Inclusion Resource Centre to develop a communication toolkit and staff training across 15 locations in Victoria. The communication aids and other resources are available from the Speak Up and Be Safe website.

298 participants attended the statewide training sessions, which were co-facilitated by a person with communication difficulties and strategic partners such as Family Planning Victoria and Centres Against Sexual Assault. 170 toolkits were distributed to staff trained from group homes, leading to increased resources and skills

to support people to identify and report abuse. A research project is underway to evaluate the outcomes of the training and resources.

### Assistive Technology Trial

In 2016, with funding from the Ian Potter Foundation, Scope conducted a research project to explore the impact that assistive technology could have on choice and control for people with a disability. Residents from two of Scope's shared supported accommodations participated in the project and were provided with assistive technology aimed at assisting them to achieve their goals.

Most of the goals identified by residents focused on improving their control over physical spaces and enabling routine tasks to be completed with less staff support. Some of the technology provided to help residents achieve their goals included motorised bedroom doors, remote-operated curtains and blinds, and wireless-linked switches for answering the phone.

Most residents were satisfied with the assistive technologies, as well as the training and support provided to use them.

Outcomes were different for each resident, however some of the positive impacts included improved mood, wellbeing and independence. Scope staff members also reported an overall positive experience with the implementation of the technology.

A final report was produced evaluating the project. Learnings will be applied across other homes at Scope.

Photo: Brett Reynolds hosting the 2016 Scope Annual Awards.

**A renewed sense  
of independence**

## Alan's Story

Alan Barr has been able to turn a hobby into a successful business with the guidance of Scope's James Kinniburgh.

Scope has worked with Alan this year to support him in the way he needs as an individual. James noticed Alan's strengths and passions and has spent time helping him turn his hobby into a successful furniture restoration business.

Following a lifelong passion for woodwork, Alan began work on his business in March 2017. With the help of James he has set up shop in the peaceful surrounds of the backyard of his supported accommodation. Alan repurposes tired and worn pieces of furniture, restoring them lovingly to their former glory. Says Alan, "it makes me happy to do woodwork outside and I like it when I see the job finished."

James assists Alan in finding reclaimed wood and donated furniture - the community in Bendigo has also really got behind Alan's business, and people often ask for commission work, or donate their pre-loved furniture to the business. James also provides Alan with guidance and advice when it comes to business operations.

He has most recently introduced Alan to a new tool - an electric saw. "I get a great sense of achievement when I see the look on Alan's face when he has finished his project," says James.

Alan sands, glues, lacquers, and varnishes the furniture, making them almost new before selling them to eager customers. Under the NDIS, Alan is keen to spend more time working on his business than his current scheduled one day a week.

James has ensured that Alan gets the most out of his time and has acknowledged Alan's preference for one-on-one activity. Giving Alan the opportunity to make his own money, and spend it how he pleases has given him a renewed sense of independence. Up next - continuing to develop his skills in furniture restoration and making the business grow even more under his NDIS plan.



**"It makes me happy to do woodwork outside and I like it when I see the job finished."**



Photos: Alan Barr woodworking.



## Customer Driven

Grow by delivering customer driven supports that people with a disability value and choose.



### Support Coordination

Support Coordination is a service that assists people with complex and multiple disabilities to achieve the goals identified in their NDIS plans. This is accomplished by helping to identify and purchase the supports and services needed to realise these goals.

At Scope, this service is provided by Scope's Communication and Inclusion Resource Centre (CIRC). Support Coordination is structured as independent of Scope's core services, preventing any conflict of interest as required by NDIS policy.

The Support Coordination team works to bring each plan to life by strengthening the participant's ability to co-ordinate and implement supports, find appropriate providers, and set up their account online. The early stages of support coordination require varying levels of involvement: some participants referred to CIRC have required as little as 10 hours of support, with others needing up to 179 hours.

CIRC's Support Coordination service will continue to grow as the NDIS rolls out across the state, with additional support coordinators allocated to geographical regions.

### Positioning Scope's Brand for the Future

In response to an increasingly competitive, customer driven and rapidly changing environment, Scope has commenced work on solidifying its brand positioning and purpose for the future.

A leading brand helps customers avoid complexity and guides a customer's decision making.

Through extensive research, interviews, online engagement, focus groups, workshops and other methods, we were able to develop a deeper understanding of what people truly value and will choose in a competitive world full of choice.

These insights have enabled us to develop our brand purpose, with clearly articulated beliefs, strategic pillars and tone of voice.

These have been distilled into a single statement - "See the person and bring possibilities to life".

The brand purpose is anchored to our mission, aligned to our strategic plan and shaped by the voice of the people that matter most to Scope - our customers.

The next phase is to embed the brand across Scope, positioning us for success in a customer driven world.

### Junior BFL

In March 2017, special development school students participated in the inaugural Balloon Football League (BFL) interschool competition. For many participants, this was the first time they had the opportunity to compete against another school in any sport.

The event was made possible by the success of a Junior BFL pilot program delivered by Scope's Community Inclusion team. Held at the Nepean School in Seaford, the program aims to provide children with complex and multiple disabilities with the same opportunities as their

friends who play AFL Auskick. BFL co-founder Cam West was employed as coach and mentor, with AFL Victoria and Nazareth College also providing support.

Due to the pilot's success, Sport and Recreation Victoria committed to three years of funding for a larger BFL program in the state. Announced in 2016, the funding enables the Community Inclusion team to offer the program to up to four special development schools each year.

To support the sustainability of the program, Scope is training new coaches from existing Balloon Football leagues, providing employment opportunities for adults with a disability. Scope also plans to create pathways into the senior leagues so that these young players can continue playing in the future.

### Supporting Customers to Understand the NDIS

Scope is a long-time supporter of the NDIS and what it will do for people with disabilities. Since the scheme was announced we have been working to support our customers to make their transition as smoothly as possible.

In 2015, we partnered with VALID (Victorian Advocacy League for Individuals with Disability) and in 2016 with ACD (Association for Children with Disability) to deliver a series of sessions across the state to educate people about the NDIS.

The objectives of the information sessions were to provide customers with an understanding of the purpose, scope and breadth of the NDIS; clarity about how the NDIS

works; and build excitement about the opportunities that this change will bring.

We also wanted to ensure customers feel supported by Scope as they transition to the NDIS.

The sessions form the first building block in the transition support offered by Scope.

32 sessions were held last year across Victoria with nearly 400 people attending. The sessions were well received and feedback has been overwhelmingly positive, with a majority feeling they understand the NDIS and confident about Scope's support for them.

Moving forward, we will conduct additional sessions in line with the NDIS rollout schedule, and seek to reinforce understanding through other communication channels.

Photo: Students from the Nepean School take part in the Junior Balloon Football League launch.

*transforming  
services to  
better facilitate  
independence*



## Knox Project Homes

In November 2016, residents from Knox Supported Living moved into their new homes in Boronia.

This milestone follows on from the opening of new Lifestyle Options services in Boronia and Mitcham during 2015-2016, marking the conclusion of the Knox Services Redevelopment Project that began in 2013.

The project was developed in response to the changing landscape of disability support, transforming services to better facilitate independence, community participation and social inclusion for the people Scope supports.

For the Knox Supported Living project, residents and families were consulted on an ongoing basis. This ensured that residents could indicate their preferences for their new homes and how they would like to be supported, as well as giving them an opportunity to ask questions and have input throughout the process.

The four new homes have fully accessible bathrooms and kitchens, as well as technology to support independence for residents. Importantly, the accommodation is close to shops, services and public transport – priorities identified in the consultations.

Feedback from the residents since transitioning to their new homes has been overwhelmingly positive. “I love being closer to the community. I didn’t have neighbours at Knox so now I can sit at my window and wave to my new neighbours. I can watch what’s happening in the neighbourhood,” explained resident Gwenda Campbell. Fellow resident Josie Stocco is also enjoying the new environment. “Boronia feels brand new, and nice and bright. I enjoy going to Multisports and doing cooking programs,” she said.

Each individual was provided with a transition plan and supported to decide which house to move in to and who to live with. Regular house meetings focus on supporting the residents to have control and participate in tasks such as menu planning, grocery shopping and understanding bills.

A final report has been completed, listing recommendations with regards to the consultation process, budgets and logistics. These learnings will be implemented when planning similar projects in the future.



*“I love being closer to the community. I didn’t have neighbours at Knox so now I can sit at my window and wave to my new neighbours.”*



Photos, clockwise from top: Geoff Steer and John Babatzikos with Scope staff member Margaret Samuel; Gwenda Campbell; Geoff; residents enjoying a barbeque at one of the new homes.



## High Performing

Build a high performing, innovative and financially viable organisation.



### Using Technology to Improve Customer Experiences

Technology can help make things simpler, quicker and more effective. It provides a platform to enable us to improve our processes and supports our ability to provide better customer experiences.

The Enabling Systems focus area of the Scope 2020 Project is working with the business to ensure we put the right technology systems in place to meet our needs as we move to the NDIS environment.

A robust exploration of a system to manage customer information and relationships is well advanced, and will ultimately result in the implementation of an integrated Customer Relationship (CRM) and Client Management System (CMS).

The approach is collaborative and involves key areas of the business to define and test the information and processes we need to support our customers, our workforce and the organisation.

The foundations are in place to progress with implementation in the coming year. The business requirements to meet our changing business needs have been identified and verified with a group of frontline leaders. An assessment of service providers and systems is taking place. In parallel, an interim CRM system

to manage NDIS enquiries is in place to meet our needs as the NDIS rolls out and learnings will be incorporated.

The benefits of an integrated system will enable Scope to better manage customer information and data regarding the services we provide in an automated way. It will enable us to manage and analyse customer interactions throughout the customer lifecycle - from the point of enquiry to service delivery - with the goal of improving relationships and enhancing the customer's experience.

### Short Term Accommodation Reimagined

In November 2016, Scope embarked on a project to re-imagine its short term accommodation services.

The project applied best-practice processes and tools that constitute Scope's Innovation Framework. During the innovation process, solutions to problems or ideas for improvement are identified, selected, and experimented with before implementation. This structured approach aims to achieve predictable, repeatable and successful innovation at Scope.

Over a three-month period, the project team consulted participants and their families

from across four service areas: Barwon, Ballarat, North-Eastern Melbourne and East Metropolitan Melbourne.

During the consultations, families acknowledged the importance of short term accommodation services and the support of Scope staff. A key area for improvement identified was the need for more meaningful activities and outcomes during a person's stay in short term accommodation services. In response to this concern, the innovation team experimented with alternative service models involving social activities and skill development opportunities.

Further areas for improvement and innovation were identified as part of the consultation process. This project is just one part of meaningful and ongoing engagement with participants and families who access Scope's short term accommodation services as the implications of NDIS planning evolve.

### Toyota Project

Based on the four-year NDIS trial in the Barwon region, Scope identified an opportunity to improve its administrative processes. Key focus areas included billing, customer on-boarding and NDIS contract renewal.

To learn best practices from the commercial sector, Scope partnered with Toyota Motors' Production System Support

Centre (TSSC). In the TSSC program for not-for-profits, Toyota shares its manufacturing experience and know-how to facilitate organisational improvement for companies like Scope.

The project team - Scope Barwon frontline leaders and administration staff - attended four workshops at Toyota over a three-month period. Looking at the key focus areas, the team worked with Toyota to discuss issues and put solutions into practice. Importantly, the team agreed on Key Performance Indicators (KPIs) to measure the success of the solutions.

Scope's working group was very engaged and motivated throughout the project, demonstrating a strong culture of continuous improvement and innovation. Some of the solutions have already been implemented in the region: thus far results are positive, reducing work duplication and ultimately driving a high level of customer service.

### Capturing Customer Feedback

In 2017, Scope established a Voice of Customer (VoC) program. This initiative enables the business to gather customer feedback more formally and strategically.

Former customer satisfaction surveys have been absorbed into this program of work, specifically into one large study called

the Scope Annual Customer Experience (SACX) Survey. The study provides greater detail than was previously available, pinpointing feedback on specific aspects of the customer experience rather than simply general satisfaction.

The first SACX study has been completed with Scope's Early Years customers across Victoria, to be followed in the next financial year by other customer segments, including school-aged children and adults. With further rollout of the SACX survey and growth of the VoC program, it is hoped that Scope's customers will feel empowered to share feedback, leading to the best possible outcomes for the people Scope supports.

### Improving our Business Intelligence

The Enabling Systems focus area of the Scope 2020 Project is working with the business to ensure we put the right technology systems in place to meet our needs as we move to the NDIS environment.

One initiative is the implementation of a Business Intelligence System (BIS) to help consolidate data across multiple sources to improve reporting.

A collaborative approach identified the business requirement, agreed on the

scope of reports for initial implementation, and influenced the design of analytics and visualisation. After evaluating several providers in the market, a solution has been chosen and preparation to implement the system is underway.

The introduction of a BIS enables the retrieval of relevant business data from our existing sources to generate Board approved Key Performance Indicator (KPI) reports in a visual and easy to read format.

The benefits include reduction of manual processes in collating and analysing the relevant data, as well as in producing and formatting the reports and the time this takes.

Importantly, the ability to access real-time reporting enables greater accuracy of relevant information in a timely way. This enables the business to make better informed decisions and take decisive actions to improve how we operate and the services we provide, positively influencing our sustainability and our customers' experience of Scope as a service provider.

Photo: Gavin Carrick-Ryan with Scope staff member Michelle Parker

*enabling children and their families from regional areas to access expert services*



## GoKids Van

Scope GoKids provides specialised physiotherapy services for children with severe and multiple disabilities in their local areas.

The initiative is crucial in enabling children and their families from regional areas to access expert services. This is particularly important in an NDIS environment where there is greater choice provided in terms of disability support providers, assessment services and equipment.

To support this individualised approach, the Bowness Family Foundation provided a generous donation that enabled Scope GoKids to purchase a van in January 2017. Modifications were applied to the vehicle to allow GoKids therapists to move equipment, store tools and use the van as a workspace during consultations.

The GoKids van is hard to miss with its bright orange colour and Scope logos on the outside. The vehicle has been used to visit five regional clinics over a two and a half month period, a number that is expected to grow over the next 12 months.

Archie is one of the many children who have benefited from the GoKids van.

In 2016 he received a David Hart Walker that enables him to interact with and enjoy his surroundings. “It’s allowed him to have independence...it makes him feel like a normal little boy,” explained his mother, Anna. Previously, Archie and his family had to travel from Canadian, near Bacchus Marsh, to Scope’s Glenroy office for reviews of the device twice a year. Now that the GoKids van has been introduced, however, Archie can have appointments at home or in his local clinic.

The van will continue to operate across Victoria for scheduled regional clinics, especially in locations where children are unable to access complex mobility assessments due to a lack of resources or expertise in their local area. Scope is also rolling out training for therapists in regional, remote and unsupported environments. Doing so will not only promote Scope’s GoKids service, but also educate and share knowledge with local therapists and community members.



*“It’s allowed him to have independence... it makes him feel like a normal little boy”*



Photos, clockwise from top: Elise Rizzo and Archie Sims; Archie; from left: Natasha Bowness, Anna Sims, Cam Sims, Archie, Mayor of Ballarat Cr Samantha McIntosh, Scope CEO Dr. Jennifer Fitzgerald.



## Engaged and Productive

Cultivate a growing, productive and values driven workforce.



### Dr. Jennifer Fitzgerald named 2016 Telstra Victorian Business Woman of the Year

In 2016, Scope was delighted with the announcement of Dr. Jennifer Fitzgerald as Telstra Victorian Business Woman of the Year.

Appointed as CEO in 2012, Dr. Fitzgerald is leading Scope through one of the most significant periods the sector has ever faced as it responds to the introduction of the NDIS.

Dr. Fitzgerald was also declared winner of the Purpose and Social Enterprise category at the Telstra Business Women's Awards. This accolade recognises her work in steering Scope from a traditional charity to a sustainable social enterprise that has its purpose – the people Scope supports – at its centre.

The NDIS fundamentally alters the way disability service providers operate, and Dr. Fitzgerald is committed to innovating the organisation in response to this change. Drawing on her 34 years of clinical, research and business experience, she is facilitating the transformation of every aspect of Scope's operations, whether it is streamlining information technology systems, re-imagining recruitment processes or enhancing customer service.

Dr. Fitzgerald's achievement is a great source of pride for Scope. This milestone strengthens the business' ongoing commitment in enabling people with a disability to live as equal and empowered citizens.

### Employee Engagement Survey

In October 2016, Scope conducted an Employee Engagement Survey with the support of Best Practice Australia. The confidential online survey measured elements of Scope's organisational culture, highlighting its successes and identifying areas for improvement.

The majority (58 per cent) of staff surveyed described Scope as "a truly great place to work". This result exceeded the disability sector average. In the main, staff felt positive about their work and colleagues, are committed to providing a quality service to customers, and are proud of their contributions. Scope's core value of "See the person" came through as one of the strongest features of our culture.

The survey identified the need to ensure aligned and visible leadership as the workforce adapts to the challenges and opportunities offered by the NDIS, as well as a need for more recognition and celebration of achievement across the business.

As a result, the Executive Management Team is overseeing several initiatives designed to build an NDIS-ready, customer-focused organisational culture.

### Supporting Staff to Support Our Customers

The Scope 2020 Project is a business transformation project that supports us to transition to the NDIS environment. It has a strong focus on supporting frontline staff at all phases of the NDIS rollout.

Prior to rollout in each area, Customer and Service Delivery staff are provided with the information and tools to effect a smooth transition.

Workshops and coaching support staff development, building capability and developing capacity to deliver services in the NDIS environment. Identified activities are tailored and flexible to meet Divisional needs as the NDIS rolls out in each area.

Activities include tailored NDIS staff information sessions, support for taking NDIS Plan enquiries, the breakdown of supports of our current customers, the development of employee profiles and additional support for our customers, their families and carers. As a result of Scope 2020 Project transition support to date, staff have

reported greater awareness and engagement with the rollout. They have felt supported to respond to customer enquiries, to transform NDIS plans into Scope services, and understand the changes required to ways of working.

As Charlotte Stockwell, General Manager of Customer and Service Delivery in the East Division explains, "The NDIS is the single biggest challenge facing each division. As we progressively learn, the 2020 team has been instrumental in providing us with the tools, resources and support we need to ensure that our rollout will be smooth and effective".

### Scope SAFE

The Scope SAFE program was launched following an Occupational Health and Safety (OHS) audit across the organisation, consultation with WorkSafe Victoria, and listening to staff feedback from Scope's Employee Engagement Survey. Launched in the East Division in June 2017, the project will be rolled out across the entire organisation between July-September 2017.

As part of the program, in addition to increasing local engagement around safe work practices, every Scope staff member receives a pack. This includes an OHS handbook with key information on staying safe at work, our "Take 5" hazard

booklet, assisting the prompt reporting and assessing of hazards, and health-related items including a Scope SAFE drink bottle and pedometer.

As Scope transitions into the NDIS, increased worker flexibility and mobility is required. In that context, Scope SAFE will assist employees to access and understand OHS policies, procedures and advice, provide key contact details in case of any emergency, and link into the Heart Foundation's resources to help improve their health and wellbeing.

To ensure that Scope SAFE is maintained and developed beyond the initial launch, we have built in a "Five Star Rating System" to benchmark how Scope's services are performing, and develop plans for ongoing continuous improvement.

### Learning and Development

Scope and the disability sector are undergoing unprecedented change. One of the best ways for us to support staff through this change is to provide targeted and responsive learning and development opportunities.

Once again our Learning and Development program has grown. In 2016-17 there were 9,955 staff attendances at 1122 Learning and Development events for a total of 34,300 hours invested in staff

development. This includes participation by 108 therapists at 163 different seminars or conferences to develop expertise in their field.

We recruited 25% more staff than the previous year, with an even greater increase in Disability Support Workers recruitment. We responded to this with 31 Group Recruitment events and 35 Pre-Employment Training Programs, as well as a diverse range of ongoing development programs. We are also implementing more efficient ways to recruit, induct and train staff, increasing our capability to support people with a range of needs.

Our capability to deliver 'anytime/anywhere' remote learning has expanded. For example, we delivered a number of webinars on Duty of Care and Responding to Allegations of Crime, Abuse and Neglect for staff working with children. 706 e-learning modules were completed in our e-learning system, as well as an additional 300 in external systems. This will be enhanced in future, as our People and Culture team now have the tools and capability to create online learning.

Photo: Carl Momsen with Scope staff member Jenny Leveque in the music therapy program at Scope Chelsea Lifestyle Options.





## Engaged and Productive

Cultivate a growing, productive and values driven workforce.

We are also very excited about the recent implementation of Scope's new Leadership Development Programs. These are called 'Achieving through others' for our frontline leaders and 'Breakthrough Leadership' for our senior and middle managers. These programs will span a couple of years and will ensure that Scope Leaders have common tools, language and leadership strategies to ensure they lead their teams effectively.

Over 120 frontline leaders and managers attended a one day forum (Getting ready for the NDIS) where they experienced a comprehensive program, including lessons from our Barwon and North East Melbourne teams about their recent change in workforce structure to support a better customer experience in the NDIS environment. Another important development has been the number of timely service-based workshops our Scope 2020 team has provided to equip our frontline staff in their transition to NDIS.

The challenge for 2017-18 is to respond to our growing immersion in the NDIS with further refinement of our recruitment, pre-employment and on-boarding processes.

In particular, this will involve developing our capability to deliver effective and well-targeted learning programs using a range of formal, online and on-the-job development strategies and to become smarter and more efficient in how we develop staff competence.

### Scope Volunteers

Neville Stone first became a Scope volunteer in 2015 out of a desire to serve the greater community. He began assisting various supported accommodation sites with odd jobs such as setting up vegetable gardens and hanging pictures for residents.

In July 2015, Neville met Ben Hill, a resident at Balwyn Road supported accommodation. Their friendship grew over a love of sport, when eventually Neville offered to support Ben with the big task of completing the Melbourne Marathon.

The sessions began with walks to the letterbox, until Ben had the confidence to travel further. The pair continued to improve on each session, eventually walking at least 10 kilometres each time.

In October 2016, Ben successfully completed the Melbourne Marathon, achieving his goal to walk around the final lap of the Melbourne Cricket Ground without the use of his wheelchair. By accomplishing what had once seemed impossible, Ben developed confidence in his own abilities and renewed purpose in life.

This positive impact on Ben's life would not have been possible without Neville's generosity and persistence. He will continue to support Ben for future marathons, and extends this opportunity to as many people with a disability as possible. By challenging people with a disability to achieve their goals, he is eager to demonstrate that they can achieve more than what may seem possible if given the chance to do so.



Photo: Neville Stone with Ben Hill and his mother Mary at the finish line of the 2016 Melbourne Marathon.

*putting the needs  
of the child and  
family first*



## Kerrin's Story

In her 13 years at Scope, Kerrin Braithwaite has built a reputation for herself as an exemplary leader and practitioner of Psychology and Early Years services.

Kerrin was presented with the Debbie Otto Award at Scope's 2016 Annual Awards. The accolade recognises her work as an outstanding role model through her commitment to empowering people with a disability, her personal growth, and her investment in the talent of fellow staff members.

With great passion, Kerrin has led the West Metropolitan ECIS team since 2007. Her commitment to the professional development of her carefully-selected staff has resulted in consistently high levels of satisfaction reported by families. She also regularly shares her wisdom and support with ECIS leaders in other regions, and has taken leadership roles in the Early Years networks across the state.

To ensure that Scope could meet increased demand during the Barwon NDIS trial, Kerrin offered her services as a Psychologist. Undeterred by the long commutes and additional work hours, Kerrin was an invaluable support to the Barwon Therapy Team as they negotiated the challenges associated with transitioning to the NDIS.

Kerrin has gained the respect of both staff and families for her insight, patience, and sense of humour. She is known for always putting the needs of the child and family first, helping shift their perception of disability to have a positive outlook for the future. Her enthusiasm and desire to deliver over and above what is expected of her has made her a true champion of Scope values and a great asset to the organisation.

"There are so many highlights that have made my career so special," she says. "I have had the opportunity to lead a team of fabulous, skilled and dedicated therapists and to share in their stories of families' successes. I have been welcomed into so many homes where I have had rich and practical conversations around making change and celebrating success. All of this while working for an organisation that truly practices its Mission and Approach every day in all that it does."



**Kerrin has gained the respect of both staff and families for her insight, patience, and sense of humour.**



Photos, clockwise from top: Kerrin with team member Nyssa; at the 2016 Annual Awards with President Mark Burrowes and CEO Dr. Jennifer Fitzgerald; with her Debbie Otto Award.

# Staff distribution



**1643 Total staff**

- **1503** Customer and service delivery
- **140** Business support services

# The Scope Approach

The Scope Approach is Scope’s ‘way of life’. It sets the standard for the way we work every day. To achieve our mission, we must always ‘See the person, Do it together, Do it right and Do it better’.



## See the person

We listen to understand.

We see the potential.

We recognise how you do things and what you achieve.

We take personal responsibility.

We build excellent relationships with our clients and customers.

We understand the balance between risks and rights.



## Do it together

We lead in line with the Scope Approach.

We work together to achieve shared goals.

We build sustainable and ethical partnerships.

We support each other.

We communicate early and honestly.

We share responsibility for safety.



## Do it right

We use systems and processes in our work.

We deliver quality outcomes safely and on time.

We understand risks and opportunities.

We are a financially sustainable organisation.

We own the consequences of our actions.

We take pride in the delivery of our mission.



## Do it better

We seek creative solutions.

We review and continually improve.

We understand what is working and what is not.

We seek and respond to feedback.

We build capacity in all that we do.

We are a leader in safety.

# Occupational Health and Safety

Scope is committed to providing a safe work environment for its employees, people we support, volunteers, visitors and family members. Scope has a specialist Occupational Health and Safety (OHS) team that works in partnership with management and staff to review and continuously improve OHS practices and outcomes.

This year Scope’s highlights include:

- The development and implementation of the Scope 3 Year OHS Plan (2016-18).
- Launched Scope SAFE, a comprehensive program of engaging operational teams around OHS.
- 33% reduction in the total number of new workers’ compensation claims.
- 43% reduction in manual handling injury claims.
- 32% reduction in motor vehicle incidents with no injury claims.
- 24% reduction in slip, trip, fall incidents and 29% reduction in slip, trip, fall injury claims.
- 50% increase in successful claim closures.

Occupational violence and manual handling have been identified by WorkSafe Victoria as the two main risks to employee health and safety across the Disability Sector.

In consultation with WorkSafe, Scope has developed and implemented the Occupational Violence Prevention Policy and Guidelines, including Ethical Response Safety training in higher-risk services. Scope has further embedded the Scope tailored manual handling activities of the O’Shea No lift/ Minimal lift System, with positive results as highlighted above.

## OHS Worksafe incidents\* and claims

A five-year overview of Scope’s reported OHS incidents and claims.

### Manual handling



### Motor vehicle related



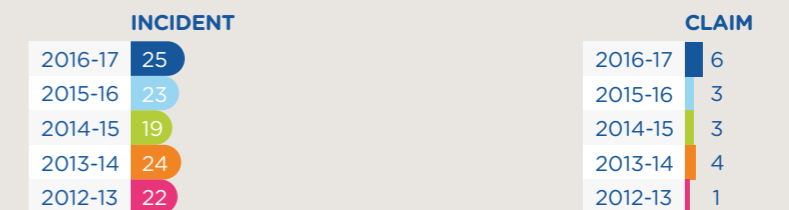
### Slips, trips and falls



### Impact against an object

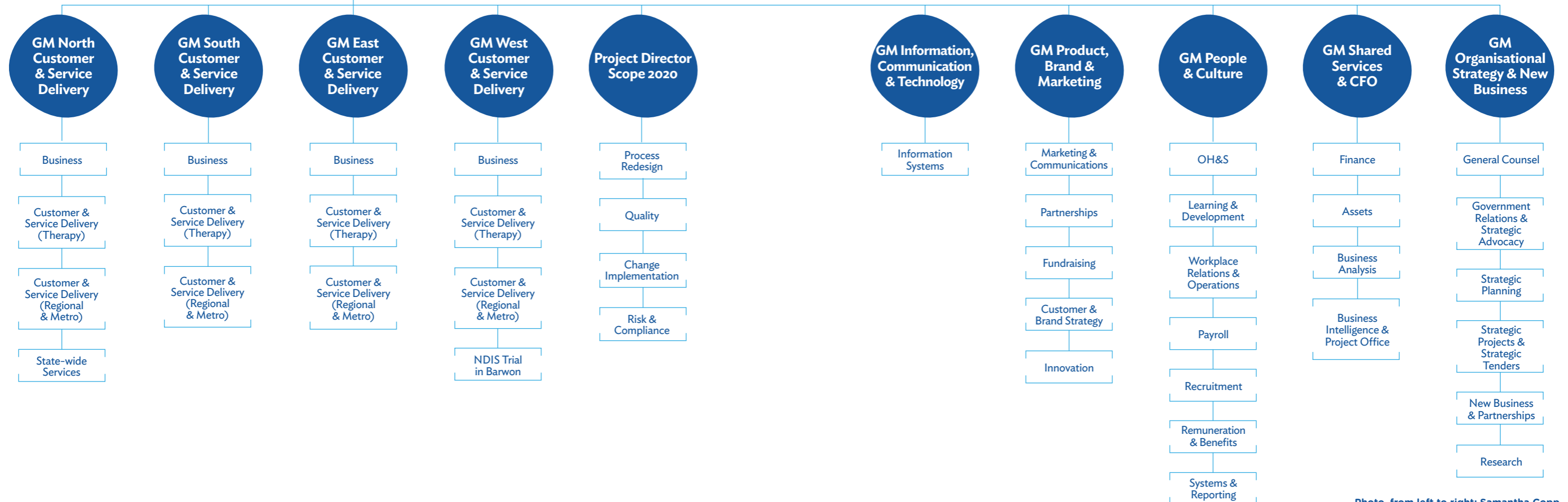
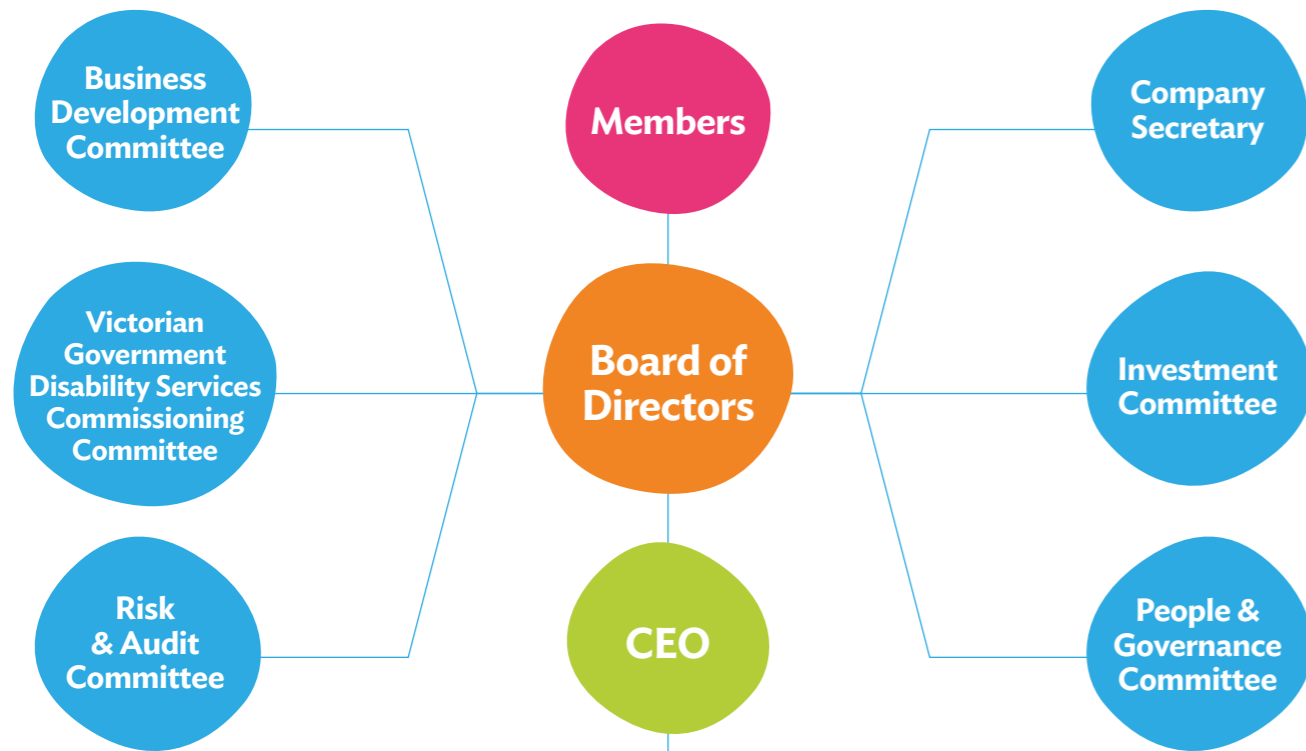


### Stress and anxiety



\*Incidents refers to any OHS incidents reported, including near misses, first aid (FAI), medical treatment (MTI) and lost time injuries (LTI).

# Organisational chart



\*Organisational chart represents functions within Scope as opposed to individual positions.

Photo, from left to right: Samantha Copp, Marcus Knapple, Sarah Donehue and Bernie Goulding at Scope's 2016 Annual Awards.

# Executive leadership team in profile



## Dr Jennifer Fitzgerald

### Chief Executive Officer

Jennifer became the Chief Executive Officer of Scope in January 2012. Jennifer's value driven approach has led her to work in the disability, health, aged care and community sectors for 35 years. Jennifer has a Bachelor of Applied Sciences (Physiotherapy), a Graduate Diploma of Physiotherapy (Neurology), a Masters in Business Administration and a Doctor of Physiotherapy and is a Fellow of the Australian Institute of Company Directors. Jennifer is a Director of the National Disability Services, Victorian State Committee Chair of National Disability Services. She is a Director of Ability First Australia and Chair of Cerebral Palsy Australia.



## David Branch

### General Manager Information, Communication and Technology

David commenced with Scope in 2007 and in his previous role as Manager, Information and Systems he has been pivotal in delivering several major ICT initiatives. David has a breadth of experience across a range of sectors and industries including wholesale, retail, automotive, government and healthcare in both the UK and Australia. Managing the development of Ford Australia's first Customer Relationship Management system (CRM) along with several other large scale ICT transformations, David has the skills and experience to take Scope into this next critical phase.



## Anne Cox

### General Manager, Customer & Service Delivery – West

Anne joined Scope in November 2016. She is an experienced executive leader, with a strong background in health and community service sectors. She has a Graduate Diploma of Business (Health Services Stream) and a Master of Business Leadership. Most recently she was the Director Community Health Services of ISIS Primary Care, leading a range of services including allied health and disability services. Anne is passionate about building positive and participative culture and has steered teams through times of transformation and challenge.



## Sam McOrist

### General Manager, Product, Brand & Marketing

Sam joined Scope in 2015 having held senior marketing roles across a variety of industries including healthcare, aged care, human services, sports, advertising and retail. Sam has an entrepreneurial spirit with a passion for marketing and brand experience in a services environment. Sam holds a Bachelor of Business (Marketing) from Monash University is an Associate Fellow of the Australian Marketing Institute with Certified Practising Marketer (CPM) status. Sam is committed to delivering a brand experience that Scope's customers will value and choose in a competitive market.



## Ian Morgan

### General Manager, Shared Services & CFO

Ian has led Shared Services at Scope since 2011. He is a Chartered Accountant with a BSc (Hons) in Physics and has 20 years experience in CEO and CFO roles within public and private organisations. Ian is a member of the Institute of Chartered Accountants Australia and the Institute of Chartered Accountants in England and Wales. Ian's experience helps to position Scope as a leader in delivering services in a sustainable and competitive marketplace.



## Charlotte Stockwell

### General Manager, Customer & Service Delivery – East

Charlotte joined Scope in December 2015. She was previously the CEO of DASSI (Disability Attendant Support Services Inc.) where she led the successful merger of DASSI and Independence Australia. Prior to that, Charlotte was the Chief Executive Officer of the Magistrate's Court of Victoria between 2007 and 2012, following a stint as Executive Director, Operations with the Federal Magistrates Court. Charlotte describes herself as a New Zealand born Australian, cat and dog lover, and tennis tragic with a passion for human rights and social justice.



## Neil Farr

### General Manager, People & Culture

Neil joined Scope in November 2014. He has more than 20 years commercial and human resources management experience in the Medical Technology sector, in national and regional (Asia Pacific) roles. He holds an MBA and a Masters Degree in Applied Science and Adult Education. Neil identifies strongly with Scope's mission and is committed to ensuring Scope's workforce is well placed to meet the emerging challenges of a competitive marketplace for disability support services.



## Peter Hartnett

### General Manager, Strategy & Business Development

Peter joined Scope in July 2013 with over 20 years' experience in corporate development at a number of leading Australian companies, multi-nationals and investment banks. Peter is committed to ensuring Scope's growth, and the delivery of services that delight our customers, under the National Disability Insurance Scheme. He holds a Master of Commerce (Honours) from the University of Melbourne.



## Jenni Hendy

### General Manager, Customer & Service Delivery – South

Jenni joined Scope in 1993, and has worked in a range of management roles covering all areas of service delivery. She has a Diploma of Primary Teaching, Graduate Diploma of Special Education, Diploma of Business – Disability and is a member of Disability Professionals Victoria. Jenni places a high value on the Scope Approach principles and takes a proactive approach to health and safety for Scope staff and the people we support.



## Julie Ware

### Project Director, Scope 2020

Julie joined Scope in October 2016. She was previously the National Manager of Quality & Risk at Headspace, where she led a range of quality and risk projects and programs across 80 centres. Julie has guided organisations, sectors or whole-of-government through large scale complex change management programs in response to changes in government policy or market conditions. Julie is driven by a passion for creating outcomes for people in vulnerable circumstances, well aligned to Scope's mission and values.



## Denise West

### General Manager, Customer & Service Delivery – North and State-wide Services, Communication & Inclusion Resource Centre

Denise joined Scope in 1986. She is a qualified speech pathologist with over 32 years' experience working with adults who have complex communication needs. She pioneered the development Communication Access Symbol and accreditation, and the establishment of the Non-Electronic Communication Aid Scheme (NECAS). Denise's vision is for people with communication difficulties is to be "heard" and have the same opportunities in life as everyone.

# Board in profile



## Mark Burrowes

### President

Elected to the Board in 2009. Mark is the parent of a young man with cerebral palsy, and his son accesses Scope services along with other disability services. Mark is a former Director of several Boards, including the Reach Foundation and The Starlight Children's Foundation, as well as Managing Director of Medibank Private and Chairman of Harding's Hardware. He has had a 35 year career in corporate leadership.



## David Lloyd Jones

### Vice President

Appointed to the Board in 2011. He holds a Bachelor of Business from Swinburne University and is a qualified CPA. David has an extensive background in managing small to medium sized businesses. He is currently a Director of a number of private companies in the food, industrial equipment and engineering industries.



## Marcell Judkins

### Treasurer

Elected to the Board in 2015. Marcell is a Finance executive with corporate experience within medium and large global corporates across industry as diverse as retail, manufacturing, financial services, telecommunications, insurance and digital media. She is an FCPA, and a graduate of the Australian Institute of Company Directors, who holds an MBA and a degree in Finance and Accounting. Marcell previously held the role of President for Kalparrin Early Intervention for Children during her seven year association with this not-for-profit organisation.



## Philip Oswald

Appointed to the Board in 2012. Philip has had a career working in Australia, Japan and the USA within the automotive, general insurance and now currently the financial services industry. Philip has a Diploma of Business Studies from Caulfield Institute of Technology and participated in an overseas Graduate Program - General Motors Institute Michigan, USA. His exposure to Scope through the Risk & Audit Committee led to his interest in working with Scope in a broader role.



## Lea Pope

Appointed to the Board in 2015. Lea is currently a director of two not-for-profit companies in medical education and community care sectors. Lea's career has been substantially in the public healthcare system, initially as a physiotherapist and over the last 25 years in executive management roles. She was most recently Chief Executive of Bass Coast Health, located in south Gippsland.



## Mark Chittleborough

Appointed to the Board in 2016. Mark has a Science degree and had a career working in the oil and resource sector. Most of this time was spent with Shell working in management roles in Australia and overseas. Post Shell, his consultancy has worked on new LNG projects both here and overseas. His consultancy has also involved representing disadvantaged people. Mark has negotiated over many years on behalf of the Kimberley Aboriginal people with resource companies wanting to exploit Kimberley resources. This has included the establishment of Aboriginal companies to manage rewards from these resource contracts.



## Karen Cleave

Appointed to the Board in 2009. Karen worked for many years within the Departments of Health, Education and in Community Services. Karen has a Bachelor of Economics and participated in the Senior Executive Program at London Business School. Karen is a fellow of the Institute of Public Administration Australia and a member of the Defence Reserves Support Council. Karen became involved in Scope as her goal mirrored Scope: to create more choice, empowerment and acceptance within the community for people with a disability.



## Tricia Malowney

Elected to the Board in 2012. Tricia is a consultant and has developed policies and procedures for government, not-for-profit and for-profit sectors. She is also a Board member of Women's Health East and chair of Independent Disability Services. Tricia has a Bachelor of Arts majoring in Anthropology/Criminology. Tricia uses her own disability as a tool to create better outcomes for Victorians with disabilities, through ensuring inclusive practices to enable access to equitable services, including justice, health, housing, employment and full citizenship rights.



## Serge Sardo

Appointed to the Board in 2016. Serge has accumulated nearly 10 years experience as a CEO for not-for-profit or government organisations. Currently he is the CEO of a Victorian statutory authority responsible for administering community services to over 100 locations in Victoria. As a psychologist with nearly 20 years experience, Serge has managed rehabilitation and employment programs for people with disabilities, and for four years was a Member of the federal government's Disability Employment Services Advisory Council. With an MBA qualification and strong commercial experience, Serge also brings to the role expertise in marketing, social policy and advocacy.



## Joanne Stubbs

Appointed to the Board in 2015. Joanne is the Chief Information Officer at Bakers Delight Holdings Limited with global responsibility for Information Technology. Previously Joanne has held IT executive roles in retail and financial services industry sectors at The Good Guys and General Motors Acceptance Corporation. She has spent over 25 years in information technology management positions. Joanne holds a Bachelor of Education, a Graduate Diploma in Computer Science and Masters in Management Technology from Melbourne Business School and is a Graduate of the Australian Institute of Company Directors.

# Corporate governance statement

This statement outlines the current corporate governance practices within Scope (Aust) Ltd (Scope). The information in this corporate governance statement is current as at June 2017.

Scope is a public company limited by guarantee. The corporate governance framework of the organisation is set out in its Constitution and in the Scope Board Charter.

## The Board

The Board is responsible for the overall governance of the organisation, including its strategic direction, establishing goals for the organisation, and monitoring the achievement of these goals. The Chief Executive Officer is responsible for the day-to-day management of the organisation.

The Board is made up of elected and appointed Directors. Directors are elected by Full Members, Life Members and Life Governors. The Board appoints the other Directors.

Directors must meet the eligibility requirements under the Constitution, which includes being a Full Member of the organisation. At least one Director must be a person with a disability. Directors can serve a maximum nine years on the Board.

The Board currently comprises 10 Directors, five elected and five appointed by the Board.

## Board Meetings

The Board holds regular meetings throughout the year. At least one meeting includes a formal review of and update against the strategic plan. The number of meetings held in 2016-17 and the attendance of Board members at those meetings are detailed in the tables in Scope's financial report.

## Code of Conduct

Directors are expected to observe the highest standards of ethical behaviour. Directors are also expected to avoid conflicts with the best interests of Scope. The Board has adopted a Code of Conduct and a Conflict of Interests Policy to provide further guidance to Directors on their obligations.

## Board Performance

The Board has adopted a Governance Capability Framework which sets out the capabilities and outcomes expected of individual Directors and Board office bearers. This is used to review the performance of the Board and Directors. It is also used to inform Board succession planning requirements.

New Directors undergo an induction process including mentoring by another Board member. All Directors are encouraged to undertake ongoing professional development and training where relevant.

The Board is committed to regular assessment of Board performance. Formal external Board evaluations are typically undertaken every two years.

## Board Committees

The Board has four main Advisory Committees: the Risk and Audit Committee; the Business Development Committee; the People and Governance Committee, and the Investment Committee.

This year an additional Advisory Committee has been established; the Victorian Government Disability Services Commissioning Committee. This Committee was established towards the end of this financial year in order to advise the Board in relation to the Victorian Government Disability Services Commissioning.

All Committees have formal terms of reference that are reviewed on an annual basis. Committees report to the Board following each respective Committee meeting. No Committee has any delegated powers from the Board and can only make recommendations to the Board for approval.

Committee membership is reviewed annually as part of the Board's internal performance review process. A number of changes were made to Committee membership in 2017, as detailed further below.

Non-Director members may be appointed to Board Advisory Committees in accordance with the terms of reference of each Committee.

## Risk and Audit Committee

The role of the Risk and Audit Committee is to assist the Board in its oversight of risk management, internal controls and integrity of financial reporting for the organisation, including by providing oversight of the organisation's internal and external audit processes. The Risk and Audit Committee is chaired by Philip Oswald. The other Directors on the Committee (from January 2017) are Mark Burrowes, Marcell Judkins, Lea Pope, and Serge Sardo. Sackville Kempton is an independent member of the Committee.

## People and Governance Committee

The role of the People and Governance Committee is to assist the Board in matters relating to corporate governance and personnel management, including succession planning for the Board and senior management.

The Committee is chaired by the President, Mark Burrowes. The other Directors on the Committee (from January 2017) are David Lloyd Jones, Lea Pope, Tricia Malowney, Philip Oswald and Serge Sardo.

## Business Development Committee

The role of the Business Development Committee is to assist the Board in its oversight of matters pertaining to business development transactions and projects outside the ordinary course of Scope's business, including major capital projects, transformation projects, business development or reorientation projects, strategic alliances, partnerships, mergers, acquisitions and divestments. The Committee is chaired by the Vice President, David Lloyd Jones. The other Directors on the Committee (from January 2017) are the President, Mark Burrowes, Joanne Stubbs, Karen Cleave, Tricia Malowney and Mark Chittleborough. Rod O'Loan is an independent member of the Committee.

## Investment Committee

The role of the Investment Committee is to assist the Board to fulfil its responsibilities in relation to the effective management and optimisation of Scope's balance sheet and total portfolio of investments (including property, capital assets, cash, and managed investments), having regard to Scope's mission, strategic plan and risk management framework. The Investment Committee is chaired by the Vice President, David Lloyd Jones. The other Directors on the Committee (from January 2017) are Marcell Judkins, Treasurer and Mark Chittleborough. Lou Lachal, Sackville Kempton and Alasdair Norton are also non-Director (independent) members of the Committee.

## Risk Management and Internal Control

The Board is responsible for the overall risk management and internal control framework of the organisation. To assist in the discharge of this responsibility the Board has approved the following risk management and internal control framework:

### Strategic and Business Planning

The performance of the organisation in the delivery of the corporate objectives is monitored by the Board through detailed monthly, quarterly and annual reporting processes.

### Financial Reporting - Risk Management

The organisation undertakes a comprehensive budgeting process with approval of annual budgets by the Board in June. Monthly actual results are reported against Budget and revised forecasts for the year are prepared regularly.

### Internal Audit

The Board has approved a three year internal audit program including Board, financial, operations, systems, processes and controls.

### Investment Appraisal

The Board, through the Investment Committee, regularly appraises and reviews the investment policy for the organisation. Additionally, the organisation has clear guidelines for capital expenditure. These include measurement against corporate objectives, annual budgets, business case procedures and levels of delegated authority.

## Corporate Policies and Compliance

The Board undertakes regular and annual reviews of the policies, levels of authority for approval and the implementation of an organisational compliance schedule.

### Risk Management

The organisation has implemented a strategic and operational risk framework. The Board, through the Risk and Audit Committee, receives reports on the status of risks recorded on the Scope risk register.

### Quality Reference Group

The organisation has established a reference group to regularly review Customer and Service Delivery policies, procedures and processes to ensure that they meet business and compliance requirements.

# Representation in publications and conferences

## Publications

Crook, A., Kenny, J., Johnson, H., & Davidson, B. (2017). Perspectives of a mobile application for people with communication disabilities in the community. *Disability and Rehabilitation: Assistive Technology*, 12 (2), 184-196.

Duffield, L., Koritsas, S., Watson, J., & Hagiliassis, N. (2016). Decision-making support for people with cognitive disability: A guide for disability workers. Melbourne: Scope (Aust).

Gooding, P., Fleming, L., Watson, J., Koritsas, S., Cuzzillo, C., & Hagiliassis, N. (2016). Decision-making support: An educational resource for legal professionals working with people with cognitive disability. Melbourne: Scope (Aust).

Gooding, P., Koritsas, S., Duffield, L., Watson, J., & Hagiliassis, N. (2016). Sean's decision. Decision-making support for people with cognitive disability: Guidelines for families and carers. Melbourne: Scope (Aust).

Hagiliassis, N. & Di Marco, M. (2017). Improving access to focused psychological interventions for people with intellectual disability. *InPsych*, 39 (2) <https://www.psychology.org.au/inpsych/2017/april/hagiliassis>

Iacono, T. & Johnson, H. (2016). The role of AAC in fostering the inclusion of adults with Angelman's syndrome in post-school, home and community settings. In Calculator, S. (Ed.), *Angelman Syndrome: Communication, educational and related considerations*. Bentham Publishers.

Johnson, H., Bigby, C., Iacono, T., Douglas, J., Katthagen, S., & Bould, E. (2016). Increasing day service staff capacity to facilitate positive relationships with people with severe intellectual disability: Evaluation of a new intervention using multiple baseline design. *Journal of Intellectual & Developmental Disability*, 1-12.

Johnson, H., Burn, G., Lyon, K., & Navaretti, C. (2017). Investigating the outcomes of a non-electronic communication aid scheme for children.

Johnson, H., Solarsh, B., West, D., & Bloomberg, K. (2016). Supporting people with complex communication needs through community capacity building. *Tizard Learning Disability Review*, 21(3), 130-139.

Johnson, H. & West, D. (2016). Meeting the planning needs of people with complex communication needs. *Journal of Clinical Practice and Speech and Language Pathology*, 18(2), 62-66.

Koritsas, S., Hagiliassis, N., & Cuzzillo, C. (2017). The Outcomes and Impact Scale - Revised: the psychometric properties of a scale assessing the impact of service provision. *Journal of Intellectual Disability Research*, 61, 450-460.

Solarsh, B., & Johnson, H. (2017). Developing Communication Access Standards to maximize community inclusion for people with communication support needs. *Topics in Language Disorders* January/March, 37(1), 52-66.

Solarsh, B., & Johnson, H. (2017). Talking about communication and social inclusion.

Watson, J., Wilson, E., & Hagiliassis, N. (In Press) Supporting end of life decision-making: Case studies of relational closeness in supported decision-making for people with severe or profound intellectual disability. *Journal of Applied Research in Intellectual Disabilities*.

## Conferences

Bloomberg, K., & Lyon, K. Key Word Sign App. AGOSCI, May 2017, Melbourne, Australia.

Bloomberg, K. (2016). To demonstrate the flexible use of the Key Word Sign Australia App to develop resources and support the creation of a Key Word Sign environment. IASSID Conference, 15-18 August, Melbourne, Australia.

Bracken, T., & Brownlie, E. (2017). Get Set for some AACtion with KWS, AGOSCI, May 2017, Melbourne, Australia.

Carragher, M., O'Halloran, R., Johnson H., Taylor, N., & Miranda Rose, M. (2017). "You do sort of panic for a moment, do you have the time?": Healthcare professionals' views on talking to a patient with aphasia. *Australian Society for the Study of Brain Injury*, May 2017, Melbourne, Australia.

Decision-making support guidelines for families and carers of people with cognitive disability: Creating Sean's decision, Celeste Cuzzillo (Scope Aust) and Anne Muldowney (Carers Victoria), AGAC Conference 2016.

Decision-making support guidelines for disability workers, families and carers of people with cognitive disability: Creation of two resources, Stella Koritsas (Scope Aust) and Rachel Vanstone (Carers Victoria), Melbourne Disability Research to Action Forum 2017.

Eglitsky, A., & Lang, S. (2016). Supporting adults with developmental disabilities to access written information. IASSID Conference, 15-18 August, Melbourne, Australia.

Forster, S., Johnson, H., & Prain, M. (2017). Beyond the personal communication dictionary: Supporting people who communicate without symbols. Preconference Workshop AGOSCI, May 2017, Melbourne, Australia.

Helpful tips to improve toileting skills for people with intellectual disabilities; a positive behavioural approach, Vicky Bablas, Continence Nurses Society Australia Vic Tas (CoNSAVT) branch and the Victorian Urological Nurses Society (VUNS) Education Day 2017.

Holleran, G., & Greene, L (2017). Team approach to successful AAC implementation. AGOSCI, May 2017, Melbourne, Australia.

Holleran, G. (2017). Using picture story books in AAC. AGOSCI, May 2017, Melbourne, Australia.

Johnson, H., Bigby, C., Douglas, J., & Bould, E. (2017). How good is that? The process of developing positive communication interactions for train travellers. AGOSCI, May 2017, Melbourne, Australia.

Johnson, H., Solarsh, B., Bould, E., & Bigby, C. (2016). Supporting train travel for people with communication disabilities. Paper presented at IASSID Conference, 15-18 August, Melbourne, Australia.

Johnson, H. (2017). Accessing your Community. Keynote address at Intensive Interaction 'Down Under' International Conference, May 2017, Melbourne, Australia.

Johnson, H., Burn, G., Navaretti, C., & Lyon, K. (2017). KidsChat: What children say about non-electronic communication aids. AGOSCI, May 2017, Melbourne, Australia.

Johnson, H., Burn, G., Lyon, K., & Navaretti, C. (2017). Investigating the outcomes of a non-electronic communication aids scheme for children in Victoria, Australia. Speech Pathology Australia conference, May 2017, Sydney, Australia.

Lyon, K., & Bloomberg, K. (2017). To demonstrate the flexible use of the Key Word Sign Australia App to develop resources and support the creation of a Key Word Sign environment. Speech Pathology Australia conference, May 2017, Sydney, Australia.

Lyon, K., & Burn, G. (2017). What do I do now? AAC is NOT a last resort. Continuing Professional Development webinar Speech Pathology Australia, March 2017, Melbourne, Australia.

Rezzani, N. (2017). Taking AACtion on poor health outcomes due to health literacy barriers. AGOSCI, May 2017, Melbourne, Australia.

Rezzani, N., Kusnadi, A., & West, D. (2017). Enough "talk" about abuse. Ready Set Action (Speak Up and be Safe from Abuse project). AGOSCI, May 2017, Melbourne, Australia.

Solarsh, B., Johnson, H., & West, D. (2017). Communication access is at the heart of inclusive communities. Poster presented at IASSID Conference, 15-18 August, Melbourne, Australia.

Solarsh, B., Johnson, H., & West, D. (2017). Communication access is at the heart of inclusive communities. Poster presented at AGOSCI, May 2017, Melbourne, Australia.

Solarsh, B., Lyon, K., West, D. (2017). Future innovations: Communication accessible inclusive communities. Poster presented at Speech Pathology Australia conference, May 2017, Sydney, Australia.



# Thank you

The following pages highlight the individuals and organisations that have supported and partnered with Scope in 2016-2017. Their support is essential for us to achieve our mission of enabling each person we support to live as an empowered and equal citizen.

## Major Gifts

Dr Vera Bowen  
Mr Norm Geschke  
Mr Brian Goddard  
Mr David Lloyd Jones  
Mr Joseph Melvin  
Miss Ann Sprague  
Mr Bruce Teele  
Dr James Tulloch  
Mrs Jean M Williamson

The Stuart Leslie Foundation  
Lord Mayor's Charitable Foundation  
The McKern Foundation  
Perpetual Philanthropic Services  
The Ian Potter Foundation  
The Lynne Quayle Charitable Trust Fund (Equity Trustees)  
The Ron and Rosaleen Raitman Family  
State Trustees Australia Foundation  
The Trust Company

Howard, Daryl Giles  
Lissauer, Hermann  
McNee, Hilda Emily  
Mearns, James Francis  
Mitchell, Audrey  
Murdoch, Alexander Evett  
Nicholls, Gladys Violet  
Nicol, John  
Peck, Ronald Victor  
Rimmington, Bertha Lucy E  
Sharp, Alice Martha  
Shipperlee, William Arthur  
Shuttleworth, Joyce Mary  
Simpson, Phyllis  
Tilson, Violet Alice  
Turner, Phyllis Nerelle  
Tuohey, Eileen  
Joe White Bequest  
Winstanley, Elizabeth  
Scope would like to also thank the families who have chosen to remain anonymous.

## Trusts and Foundations

William Angliss (Vic) Charitable Fund  
Bell Charitable Fund  
Jack Brockhoff Foundation  
Bowness Family Foundation  
Collier Charitable Fund  
Estate of John Saville Eastwood (Equity Trustees)  
Empowering Eaglehawk Inc Foundation  
The Marian & E H Flack Trust  
Freeman-Dann Trust  
The Walter & Eliza Hall Trust  
Estate of Elisabeth Mae Hughes (Perpetual Trustee)  
Jack Hogan Family Foundation  
JBWere Charitable Endowment Fund  
Estate of Lily Kilpatric (State Trustees)

## Bequests and Endowments

Adams, Dudley Barton  
Baldy, Lindsay James  
Beattie, Marjorie Lawrence  
Beggs, Edith J  
Biencourt, Ralph John  
LW & LI Bett Trust  
Brown, Beverley  
Charles K Edwards & Keith & Mary Edwards Trust  
Crawford, Ryan  
Erickson, Maude Ethel  
Fitzpatrick, James  
Foulkes, Grace & Herbert  
Holt, James  
Horton, Grace  
Horton, N J

## Corporate Partners

Melbourne Renegades  
Westfield Airport West  
Westfield Doncaster  
Westfield Head Office  
Westfield Knox  
Westfield Plenty Valley

## Auxiliaries and Centre Associations

We would like to thank Scope centre associations, auxiliaries, mothers' clubs and other committees for their outstanding and ongoing contributions to Scope.

## Research Partners and Supporters

Ability First Australia  
Legal Services Board Victoria  
University of Melbourne  
Monash University, The Centre for Developmental Disability Health Victoria  
Swinburne University  
The Trust Company

## Members of Board Advisory Committees

Sackville Kempton (Risk and Audit, Investment)  
Lou Lachal (Investment)  
Alasdair Norton (Investment)  
Rod O'Loan (Business Development, independent member as of AGM November 2016)  
Mark Chittleborough (Business Development, independent member to AGM November 2016, Director member post AGM)  
Rob Bowen (Investment)

## Community Development Partners

Access All Abilities Program  
AFL Victoria  
AGOSCI  
Banyule City Council  
Baw Baw Council  
Bostock House - Geelong Grammar  
Bowls Victoria  
Brimbank City Council  
Cardina Shire Council  
City of Casey  
City of Glen Eira  
City of Greater Bendigo  
City of Greater Dandenong  
City of Knox  
City of Maroondah  
City of Port Phillip  
City of Stonnington  
City of Whitehorse  
City of Whittlesea  
Disability Sport and Recreation Victoria  
East Gippsland Shire Council  
Empowering Eaglehawk  
Football Federation of Victoria  
Geelong East Men's Shed  
Gippsport  
Glen Eira Sports & Aquatic Centre  
Golden Plains Shire  
Grinter Garden  
G21  
Human Rights Commission

Key Word Sign Victoria  
Kingston City Council  
Knox City Council  
La Trobe City Council  
La Trobe University  
Leisuretime Centre - City of Greater Geelong  
Lemans Go karts  
Liberator  
McKern Foundation  
Melba Support Services  
Melbourne City Library  
Milparinka  
Moreland and Coburg Bowls Club  
Moreland City Council  
Nazareth College  
Netball Victoria  
Parks Victoria  
Regional Communication Services  
Rotary Club of Casey  
Royal Melbourne Institute of Technology  
Sailability  
Shire of Yarra Ranges  
Solve Disability Solutions  
Sport and Recreation Victoria  
Springers Leisure Centre  
St Albans Sports Club  
St Bernards College  
Surf Coast Shire  
The University of Melbourne  
Victorian Equal Opportunity V/Line  
Wellington Shire Council

# Thank you

## Scope Human Research Ethics Committee

Dr Anna Arstein-Kerslake

Nic Cozens

Mike Debinski

Kordula Dunscombe

Reverend Barry Fernley

Brian Hardy

Dr Philomena Horsley  
(Chair as of February 2017)

Rodney Joffe

Shane Kelly

Dr Stella Koritsas (Chair until  
February 2017, Deputy Chair  
as of February 2017)

Associate Professor  
Jennifer McGuinley

Jasmine Ozge

Megan Thompson  
(HREC Officer)

## Scope Customer Insight Committee

Christian Astourian

Geoff Crawford  
(resigned December 2016)

Maree Ireland

Shane Kelly

Tricia Malowney (Chair until  
December 2016, resigned  
December 2016)

Raelene West (Chair as  
of January 2017)

## Legal and Audit Services

Ashurst

Deloitte

Herbert Smith Freehills

Justitia Lawyers and Consultants

Kelly Hazell Quill

Moore's Legal

Norton Rose Fulbright

Creative Agencies and Talent

Our special thanks to Leo  
Burnett ad agency for their  
long-term pro bono creative  
services to Scope.

## Credits

Design - Paoli Smith

Photography - Paoli Smith

Printing - Paoli Smith

Text - Scope's Product  
Brand & Marketing team

## Government

Scope has a long history of successful partnerships with the Victorian and Australian Governments to provide innovative services for people with a disability. We take this opportunity to thank all our government supporters, particularly the Victorian Department of Health and Human Services and Department of Education and Training, the Australian Department of Social Services, and the National Disability Insurance Agency. Scope acknowledges the support of the Victorian Government.



# Acronyms

**ABN** Australian Business Number

**AGM** Annual General Meeting

**BFL** Balloon Football League

**CAC** Corporate and Community Program

**CEO** Chief Executive Officer

**CFO** Chief Financial Officer

**CIRC** Communication and Inclusion  
Resource Centre

**DHHS** Department of Health and Human Services

**NDIS** National Disability Insurance Scheme

**NDS** National Disability Services

**OHS** Occupational Health and Safety

**SPP** See the Person Program



*The Sugar Bells band is made up of young adults who attend Scope Ballarat Lifestyle Options, who enjoy performing original songs about summer and Mexican food, as well as covers of popular songs.*



## Support Scope

There are many ways you can support us so we can continue to enable each person we support to live as an empowered and equal citizen.

### Donate Today

We need your help to continue to provide exceptional service and support to people with a disability. Each donation we receive is important. Every single dollar provides equipment, services and therapy to the people who need it most.

You can set up monthly contributions to Scope, allowing you to support Scope's services now and in the future. Donate securely online at [www.scopeaust.org.au](http://www.scopeaust.org.au) or contact our fundraising team on 1300 4 Scope (1300 472 673).

A donation of \$2 or more is tax deductible.

### Leave a Bequest

Leaving a gift to Scope in your Will, no matter how large or small, contributes significantly to our ongoing work. A gift in your Will is a tangible lasting gift and a very special way of securing the future work of Scope. Speak with your solicitor or Scope's fundraising team on 1300 4 Scope (1300 472 673) to arrange this.

### Volunteer

Scope volunteers are dedicated to supporting people with a disability to live the lives they choose. If you are interested in volunteering for Scope call 1300 4 Scope (1300 472 673).

### Become a Scope Member

Members strengthen our ability to offer a powerful and representative voice in the disability sector. An active and vibrant membership is essential in helping Scope influence and shape models of service delivery, funding, policy and legislative change.

Visit [www.scopeaust.org.au](http://www.scopeaust.org.au) or contact our membership team on 1300 4 Scope (1300 472 673).

## Scope's History

### 1940s

- Spastic Children's Society of Victoria founded to support children with cerebral palsy in Victoria.
- First service opens in the Toorak mansion Marathon.

### 1950s

- Services open in Glen Waverley and Bendigo.

### 1960s

- Services open in Geelong and Malvern.

### 1970s

- Services open in Warragul, Keilor, Bayswater and Knox.

### 1980s

- Spastic Children's Society of Victoria becomes Spastic Society of Victoria.

### 1990s

- We provide opportunities for people to access the community from their home and day service.

### 2000s

- Spastic Society of Victoria becomes Scope.
- Scope introduces mantra, 'See the Person, Not the Disability'.

### 2010s

- Scope opens regional office in the Grampians Region.
- Scope becomes an approved provider for services funded by helping Children with Autism Initiative and Better Start for Children with a Disability Initiative.
- Scope launches Scope James Street, Scope Shannon Park, Scope Vincent Drive and Scope Henry Street.
- Scope launches new Therapy and Disability Support Services Centre in Geelong.

# Our offices

## Hawthorn Office

Level 2, 302 Burwood Road  
Hawthorn Victoria 3122  
PO Box 5094  
Glenferrie South Victoria 3122  
Phone: 1300 472 673  
Facsimile: (03) 9843 2030  
Email: [contact@scopeaust.org.au](mailto:contact@scopeaust.org.au)  
Scope (Aust) Ltd  
ABN 63 004 280 871  
[www.scopeaust.org.au](http://www.scopeaust.org.au)

## North

### North Division Office

177 Glenroy Rd  
Glenroy Vic 3046  
Phone: (03) 8311 4000

### Loddon Mallee Office

31-45 Bennett St  
Bendigo Vic 3550  
Phone: (03) 5442 2000

## South

### South Division Office

6b Henry St  
Pakenham Vic 3810  
Phone: (03) 5940 3280

### Gippsland Office

12 George St  
Warragul Vic 3820  
Phone: (03) 5623 1033

### Aspendale Office

Cnr Station St & Nepean Hwy  
Aspendale Vic 3195  
Phone: (03) 9587 8225

## East

### East Division Office

7 Allen St  
Glen Waverley Vic 3150  
Phone: (03) 9902 1070

### Ovens Murray and Goulburn Office

158-160 Bridge St  
Benalla Vic 3672  
Phone: (03) 5762 7121

## West

### West Division Office

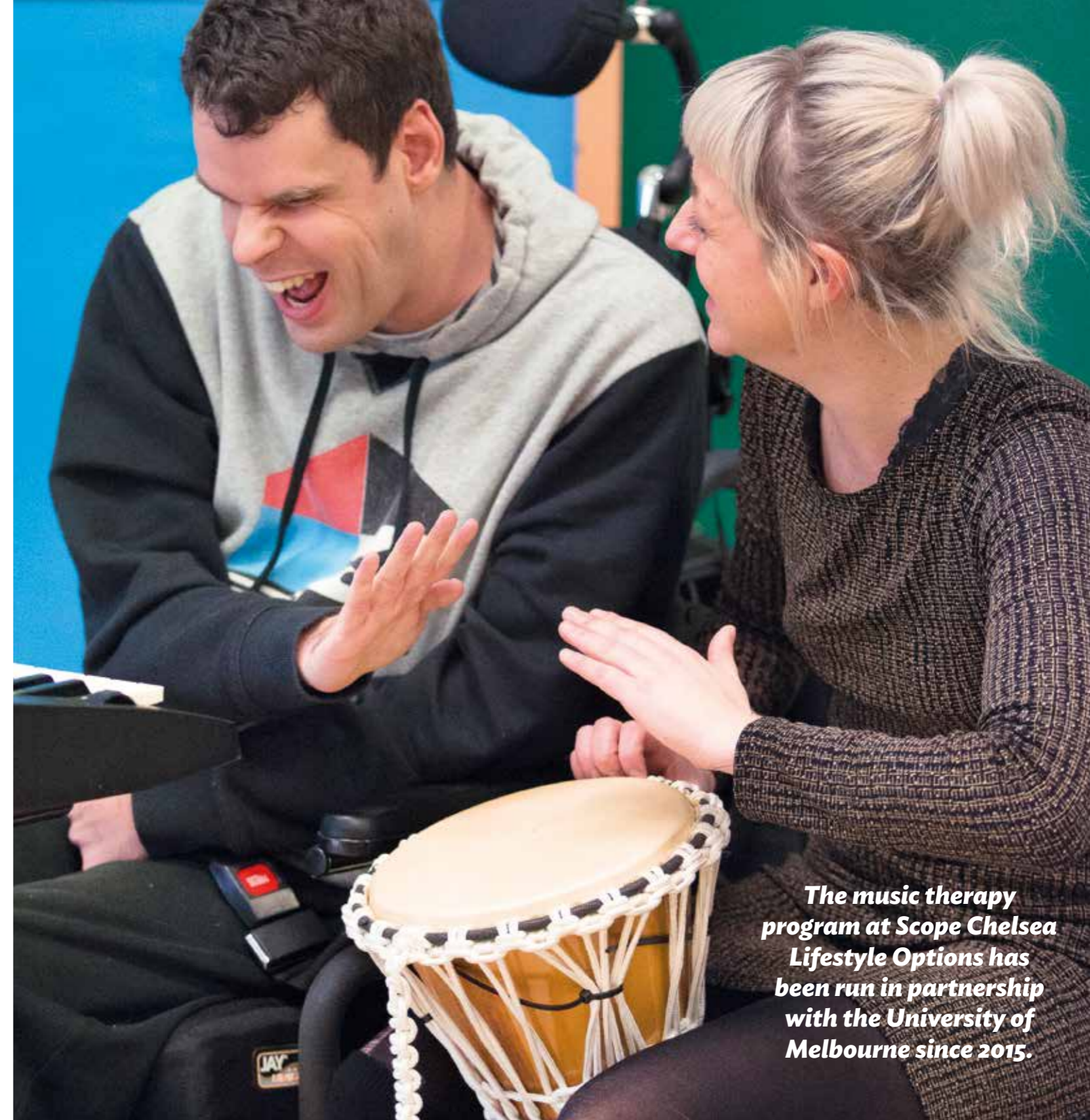
47 Adelaide St  
St Albans Vic 3021  
Phone: (03) 9366 7066

### Barwon Office

2-10 Balcombe Rd  
Newtown Vic 3220  
Phone: (03) 5221 5444

### Central Highlands Office

21 Main Rd  
Ballarat Vic 3350  
Phone: (03) 5331 3599



*The music therapy program at Scope Chelsea Lifestyle Options has been run in partnership with the University of Melbourne since 2015.*





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