

# Annual Report 2017-2018



  
**scope**  
making it happen



***With support from Scope staff, Hannah Brown has been developing her independence by visiting Roaming Ranch Animal Therapy Centre on her own. Says Hannah, "It makes me happy to look after the horses."***

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 to more than 6000 customers from 104 service locations and employs 1712 people, including supported employees.
- Scope's total revenue was \$101.1 million in 2017-2018.
- Scope has a membership base of 350.

ABN 63 004 280 871

Scope's 2018 Annual General Meeting will be held on 8 November, 2018.

## Annual Report objective

This document reports on Scope's activities, achievements and financial performance during 2017-2018. 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.

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| Build community capacity to recognise the human rights and citizenship of people with disabilities.               |           |
|  <b>Customer driven</b>          | <b>20</b> |
| Grow by delivering customer driven supports that people with a disability value and choose.                       |           |
|  <b>High performing</b>         | <b>24</b> |
| Build a high performing, innovative and financially viable organisation.  |           |
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# Scope's divisions

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Scope provides individuals with high quality support and services from 104 service locations across Victoria. Scope's operations are divided across four geographical divisions.



## Scope's services for people with a disability

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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.

### Supported independent living

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

### 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, the Building Advisory Service and Scope's Community Inclusion team.

### 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.

### Lifestyle Options

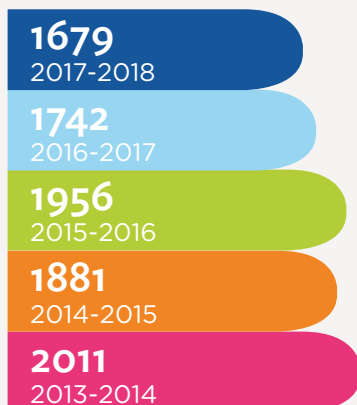
Scope Lifestyle Options offers group-based activities, as well as individual programs that allow people to pursue their interests and engage with their communities.

# Services provided to people with a disability

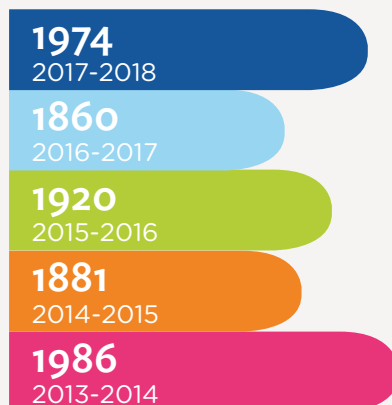
Scope provided services to more than 6000 people with a disability in 2017-18. A number of individuals received multiple services from Scope.

## Therapy and psychology services

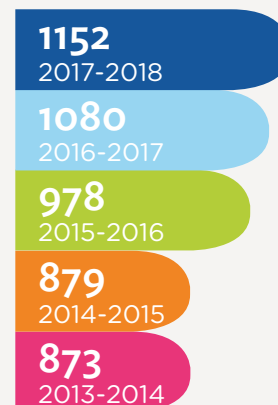
### Early Years (0-6 years)



### School Years (7-18 years)



### Adult years (19-64+ years)



## Lifestyle Options and individual support

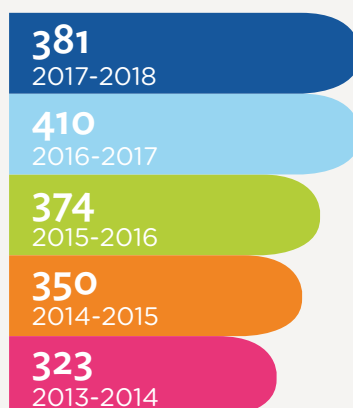


## Short term accommodation and supported living services

### Community based programs



### Short term accommodation



### Supported independent living



# Scope 2017-2018 highlights



**Launched  
first National  
Virtual  
Disability  
Conference**

**Customer  
Enquiry Service  
launched**

**Achieved a  
customer  
satisfaction  
rating of  
90%**



**50%**  
*reduction  
in lost time  
injuries*

*Provided  
services to  
more than*  
**6000**  
*people with  
a disability*

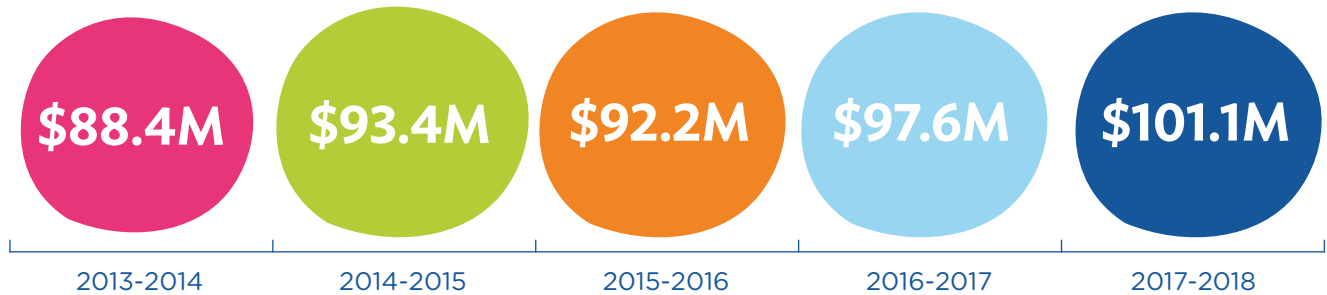
*Staff completed*  
**8300**  
*formal learning  
and development  
activities*

*Launched  
outcomes  
measurement app*

**Photo:** David Baker enjoying the giant swing at Coonawarra Camp.

# Scope's five year scorecard

## Revenue



## Customer satisfaction ratings

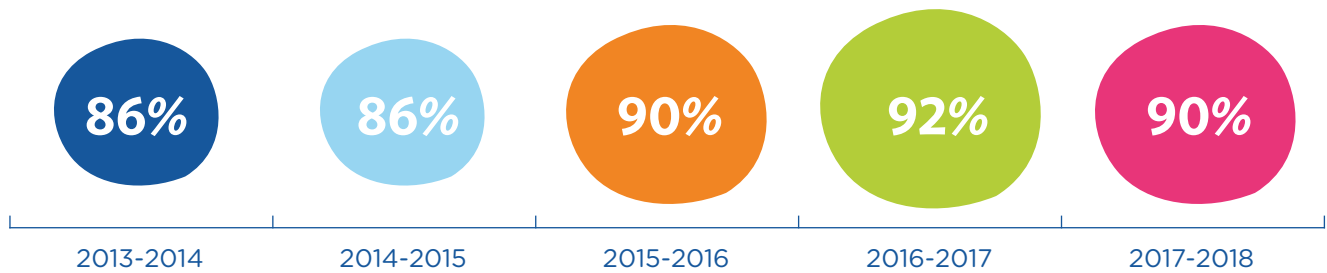
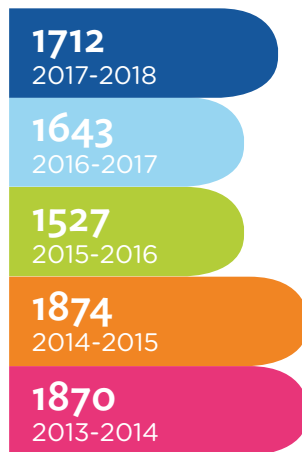


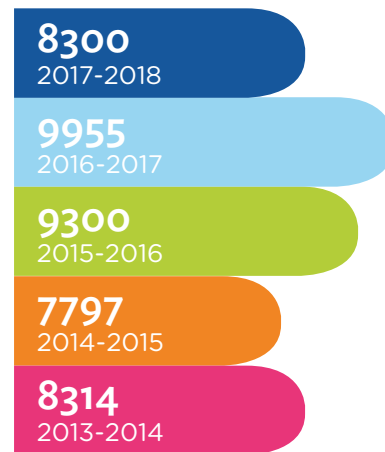
Photo: Jenny O'Keefe enjoys the garden at Scope Wheatley Road.



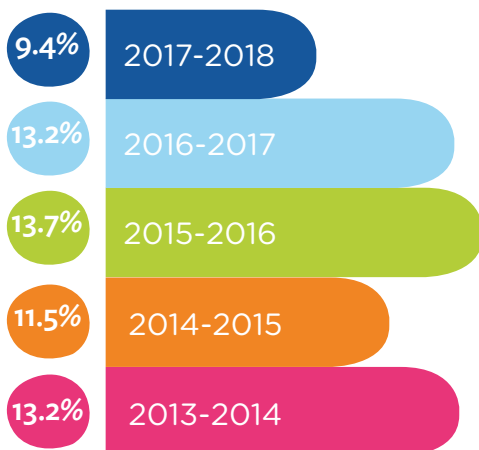
## Number of staff\*\*



## Attendances by staff at formal learning and development activities



## Employee turnover

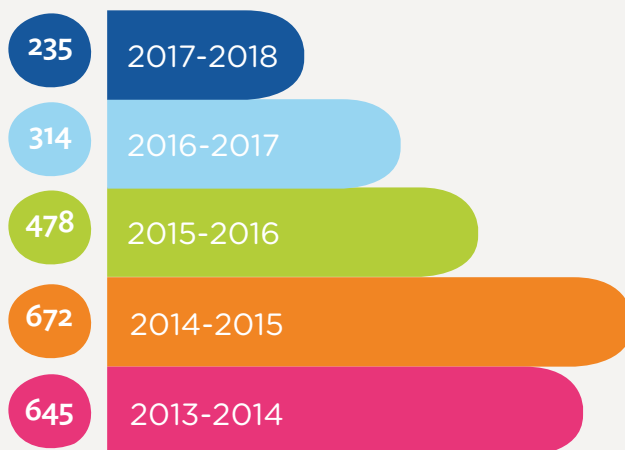


## Number of service locations\*\*

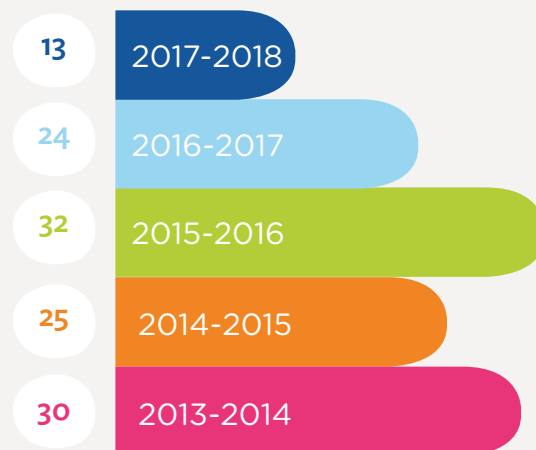


## OHS incidents\* and claims

### Incidents



### Claims



\* Incidents refers to any OHS incidents and/or hazard reported; including near misses, first aid attention and medical treatment.  
 \*\* Changes to the number of services locations and number of staff reflect the transfer of Scope Business Enterprises.

# President's Report Mark Burrowes

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The last five years have been significant for Scope as the National Disability Insurance Scheme (NDIS) rolls out across Australia.

It's unprecedented change - in the depth of reform the scheme seeks to achieve, as well as in its sheer scale.

The rapid commercialisation and competitiveness in the sector, requires providers to refine their approach to service delivery and embrace customer centricity.

Providers who successfully navigate these challenges will have substantial growth opportunities.

Scope's Executive and staff are to be congratulated for tackling the change challenge head on, embracing new ways of thinking while remaining true to the mission and heart of the organisation.

## Future focus

Scope is a vastly different entity since its foundation in the 1940s. Today we are a leading service provider, supporting over 6,000 customers across Victoria.

The next financial year will see us celebrating our 70th birthday.

Building this foundation, we've been strategic in planning for future growth over the last year, focused on the transfer of disability services from the Victorian state government.

We've since been selected for this work and will now support a further 1,600 participants in 226 houses and twelve short term accommodation centres across Victoria. We will also welcome on board 1,634 Government support staff, to ensure continuity of support for residents and their families.

## Quality

Scope is unwavering in its commitment to provide high quality services that meet the needs of our customers.

We have been successfully awarded certification for adherence to both the Human Services Standards and the National Standards for Disability Services.

With the new NDIS Quality and Safeguarding Framework being implemented, our priority will now be to ensure compliance with the NDIS Practice Standards.

## Sustainability

The 2017-18 financial results demonstrate that we are building a strong future for Scope. The Board is committed to ensuring that Scope will continue to focus on being a sustainable, efficient and effective provider under the NDIS.

## A legacy of best practice governance

I've had the privilege of being a Director at Scope for the past nine years, the last four as President.

During this time, we've seen an increasingly complex regulatory landscape, with increased accountability and governance responsibilities.

It's been my passion and vision to play a role in transforming our

governance, to position Scope for success in the present and the future.

I think we've succeeded in doing that, and we've done that in a considered way, consulting with our members, customers, staff and other stakeholders.

We've worked to strengthen director lifecycle management to ensure ongoing robust and strong governance in an increasingly complex NDIS environment.

Last year, we introduced a key change, with members voting in a remuneration strategy for Directors that will enable us to engage and retain Directors with the expertise, knowledge and experience to accelerate our transformation.

We've also completed a Constitution review - the proposed changes allow Scope to be consistent with modern corporate practices, emphasise our commitment to best practice human rights standards, and streamline our governance to maximise our potential for growth and innovation.

As we move into the next era for Scope, I would like to thank the Executive and staff at Scope for their dedication and commitment to excellence.

I'd also like to thank the people we support and families, who remain the centre of everything we do.

It has been my privilege to be part of this journey and I have full confidence that Scope will continue to lead the way in the years to come.

# CEO's Report Dr Jennifer Fitzgerald



The last year has seen Scope mature in its transformation agenda.

We've supported customers to transition into the NDIS in the regions of Inner Gippsland, Ovens Murray, Inner and Outer Eastern Melbourne, Hume Moreland and Bayside Peninsula.

With an agile approach and commitment to continuous improvement, we've adapted and incorporated learnings with each rollout area.

We have deepened our understanding of what the NDIS means for the people we support and their families, and the opportunities that it creates.

## Trusted Advisor

As a leader in the sector, it's always been Scope's priority to elevate the voice of the people we support to influence policy and change in the sector. We continue to do this strategically as the NDIS evolves.

Earlier this year, I had the privilege of joining fellow service providers through Ability First Australia, to provide insights and discuss issues relevant to people we support to a number of government ministers.

We were consulted in the NDIS Independent Pricing Review; and provided feedback on the Productivity Commission Study Report into NDIS Costs and the NDIS Code of Conduct Guidelines.

Additionally, we made multiple submissions to government inquiries and to various government agencies, including the National Disability Insurance Agency.

Scope staff attended consultations on the proposed registration and accreditation scheme for the Victorian disability workforce, and consultations regarding the Victorian State Autism Plan.

Through strategic advocacy, we have been effective in ensuring that issues affecting people with complex support needs are taken into consideration in policy formulation and implementation.

## Our achievements

Central to our business transformation, the Scope 2020 project has now forged ahead into implementation.

The Business Intelligence tool was launched, giving us a sophisticated data analysis system to make informed business decisions and be increasingly proactive in a more competitive environment.

Design of the new Service Delivery System has reached its final stage. This system will enable us to nurture customer relationships in a more strategic way.

We've also introduced new service models to deliver a sustainable service that meets customer needs and goals well into the future.

We launched a Customer Enquiry Service, a dedicated service to streamline customer enquiries and enhance the customer experience.

Scope's Research Department has partnered with software company Socialsuite to launch MiSO (Measuring Impact and Service Outcomes), a powerful tool that enables service providers

to measure the outcomes of their services for people with a disability.

Another highlight of the year was the celebration of International Day of People with a Disability last December. Scope hosted an event for key Victorian organisations, where people with disability shared their stories and led stakeholders in experiencing alternative communication.

This financial year has also seen a dedicated effort towards securing the transfer of disability services from the Victorian government. I'm proud of the high quality of work and collaborative energy that has been invested in the rigorous evaluation process. We are humbled at being selected to provide services to residents and families across Victoria.

This opportunity establishes a pathway to long term sustainability for Scope.

## Voice of customer

Over the last year, we introduced a "voice of customer" program, a systematic continuous listening program that measures our customers' experience.

This program enables us to make customer centric decisions and provides insight for continuous improvement and innovation.

Customer satisfaction remains consistently high at 90%.

The future is looking bright for Scope, our customers and families.

We continue to thrive in the NDIS environment, generate research that influences policy and changes practice across the sector, and most importantly, deliver high quality services.

# Financial highlights 2017-2018

## 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<br>30th June 2018 | \$'000s        |
|--|----------------|
| <b>Income</b>  |                |
| State Government   | 62,731         |
| Federal Government   | 25,775         |
| Rendering of Services  | 8,569          |
| Donations, Bequests & Fundraising                                    | 2,936          |
| Other  | 1,132          |
| <b>Total Income</b>  | <b>101,143</b> |
| <b>Expenses</b>  |                |
| Staff and Related  | 85,898         |
| Depreciation   | 1,805          |
| Other  | 18,928         |
| <b>Total Expenses</b>  | <b>106,631</b> |
| <b>Deficit from operating activities</b>                             | <b>-5,488</b>  |
| Financial income & gain on sale of assets                            | 16,231         |
| <b>Surplus for the year</b>  | <b>10,743</b>  |

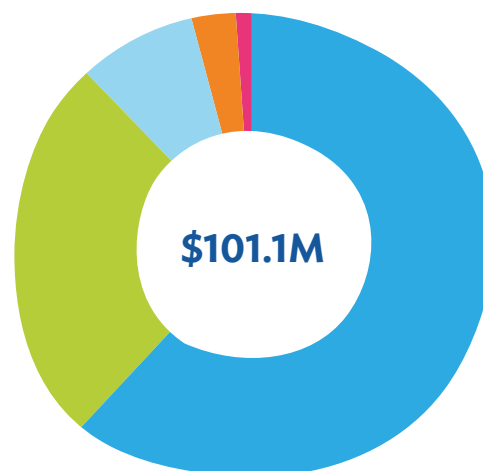
## Balance Sheet

| Statement of Financial Position as at 30th June 2018 | \$'000s       |
|--|---------------|
| Cash and Deposits                                    | 27,795        |
| Investments  | 3,381         |
| Receivables and Other                                | 7,140         |
| <b>Total Current Assets</b>                          | <b>38,316</b> |
| <b>Non Current Assets</b>                            |               |
| Property, Plant and Equipment                        | 22,099        |
| Investments  | 34,315        |
| Other Assets   | 445           |
| <b>Total Non Current Assets</b>                      | <b>56,859</b> |
| <b>Total Assets</b>                                  | <b>95,175</b> |
| Current Liabilities                                  |               |
| Trade and Other Payables                             | 6,997         |
| Employee Benefits                                    | 12,064        |
| Other Liabilities                                    | 6,963         |
| <b>Total Current Liabilities</b>                     | <b>26,024</b> |
| <b>Non Current Liabilities</b>                       |               |
| Employee Benefits                                    | 2,254         |
| Provisions   | 72            |
| <b>Total Non Current Liabilities</b>                 | <b>2,326</b>  |
| <b>Total Liabilities</b>                             | <b>28,350</b> |
| <b>Net Assets</b>                                    | <b>66,825</b> |
| <b>Equity</b>  |               |
| Retained Earnings                                    | 63,609        |
| Reserves   | 3,216         |
| <b>Total Equity</b>                                  | <b>66,825</b> |

# Financial highlights 2017-2018

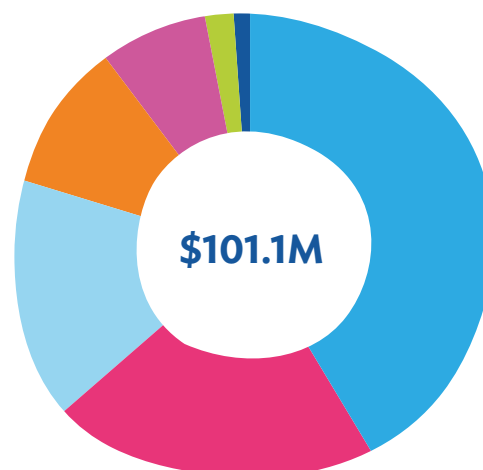
## 2017-2018 Revenue by source

|                                     |     |
|-------------------------------------|-----|
| ● State Government                  | 62% |
| ● Federal Government                | 26% |
| ● Rendering of services             | 8%  |
| ● Donations, Bequests & Fundraising | 3%  |
| ● Other                             | 1%  |



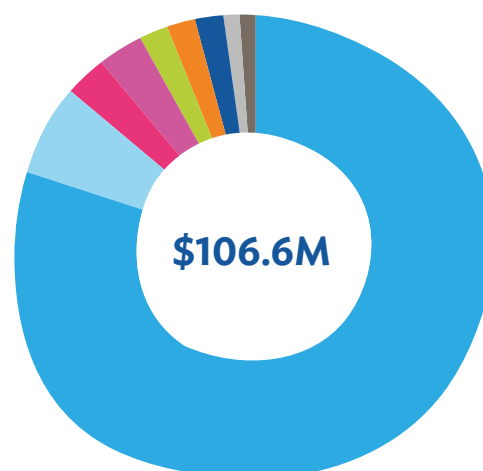
## 2017-2018 Revenue by category

|                                  |     |
|----------------------------------|-----|
| ● Shared Supported Accommodation | 41% |
| ● Lifestyle Options              | 22% |
| ● Therapy & Psychology           | 16% |
| ● Other                          | 10% |
| ● Short Term Accommodation       | 7%  |
| ● Fundraising                    | 2%  |
| ● Projects                       | 1%  |



## 2017-2018 Expenditure by type

|   |     |
|---|-----|
| ● Employee expenses                       | 81% |
| ● Other                                   | 6%  |
| ● Communications                          | 3%  |
| ● Consultancy & professional fees         | 3%  |
| ● Maintenance & vehicles                  | 2%  |
| ● Depreciation, amortisation & impairment | 2%  |
| ● Client costs                            | 2%  |
| ● Occupancy costs                         | 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 and key outcomes for 2017–2018.



**Photo:** Ben Hill takes part in the 2017 Melbourne Marathon with family and friends.



## Mission based

PAGES 14-19

### 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

- Communication Access rolled out to New South Wales and South Australia, through NDIS grant.
- Scope-University of Melbourne partnership advances research, and introduces Masters and Breadth subjects.
- Research team launches MiSO app, pioneering outcomes measurement for disability services.



## 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

- New service models introduced for Supported Independent Living and Integrated Therapy.
- Customer Enquiry Service launched.
- Kids Chat 2 You supports customers to access communication aids under NDIS.



## 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

- Disability Awareness E-learning program launched.
- Scope achieved recertification to the Human Service Standards (HSS), National Standards for Disability Services (NSDS) and review of the Early Childhood Intervention (ECI) Standards.
- New business intelligence system implemented.



## Engaged and productive

PAGES 28-31

### 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

- Scope SAFE program delivers significant OHS improvements.
- Karen Bloomberg inducted into the Lifetime Achievement Honour Roll at the 2017 Victorian Disability Awards.
- Leadership Development Program introduced for frontline and back office leaders.

# Mission Based



## Scope Members

Scope's members are an essential part of the organisation, playing a vital role in helping us achieve our mission to enable each person we support to live as an empowered and equal citizen.

Scope has a total of 350 members, including 168 Full Members, 57 Life Governors, 18 Life Members, and 107 Associate Members. The Scope Board approved one new Life Member this financial year.

Scope's members have allowed the organisation to have a powerful voice in the disability sector. With the support of members, Scope has actively driven change in the community and has been an influential advocate for the rights of people with a disability.

The Scope Board continues to seek opportunities to engage with members and keep members informed of key developments. In the lead up to the 2017 AGM, Scope members were invited to attend a series of Member Information Sessions held at Scope sites around Victoria. This gave members the opportunity to consult directly with the Scope President and Vice-President regarding the proposed changes to the Scope Constitution.

Scope is grateful to all of our members for their continued support in enabling all people to live as empowered and equal citizens.

## Annual General Meeting 2017

Scope's 69th Annual General Meeting (AGM) was held on 15 November 2017. It was attended by 60 people, 29 of whom were Scope voting members. Scope members approved the re-appointment of two Elected Directors, Marcell Judkins and Tricia Malowney.

Following consultation with members leading up to the AGM, a special resolution to amend the Scope Constitution to lower the minimum number of Directors from seven to six and lower the maximum number of Directors from 14 to 10; and to provide remuneration for Scope Directors from 1 July 2018 was carried with 93% of votes in support of the motion. Scope members also approved the proposed annual remuneration pool for Scope Directors. This resolution was carried with 94% of votes in support of the motion.

The Scope Board welcomed special guests Colleen Pearce, Public Advocate, from the Office

of the Public Advocate, and David Moody, Victoria State Manager for National Disability Services, as well as company representatives from Scope's auditors, bankers, legal advisors and other consultants.

The Public Advocate commended Scope on our service to individuals with a disability and their families, noting that the Office of the Public Advocate would be presenting Scope with the 2017 Public Advocate's award for our work in Communication Access at our Annual Awards held later that day, acknowledging Scope's impact and position as a leader in the disability sector.

## Communication Access: Where everyone gets their message across

In 2017, Scope's Communication and Inclusion Resource Centre was awarded a National Disability Insurance Scheme National Readiness Grant. The focus of the Grant is to build the capacity of mainstream services. This two year project, scheduled to be completed in June 2019 aims to:

- Commence the establishment of the Communication Access Symbol National Network

**Photo:** Discussions at our International Day of People with a Disability event.



# 350 Members

helping us achieve our mission

.....

## Communication Access

rolled out to NSW and SA through NDIS grant

- Implement Communication Access within the Victorian Justice system with Victoria Police
- Implement Communication Access within the public transport sector in New South Wales (NSW) and mainstream services within South Australia (SA).

Key milestones to date include the development of an e-learning module focused on Communication Access, recruitment of our state project partners in NSW and SA, appointment of an additional 12 Communication Access Assessors, and the completion of the pre-intervention phases of the Victoria Police component, which includes a survey, role plays, interviews and focus groups to develop resources and relevant training.

### International Day of People with a Disability Event

Scope celebrated International Day of People with a Disability (IDPwD) in 2017 with an engaging stakeholder event for key Victorian organisations to raise understanding about what they can do to become more inclusive towards people with disabilities.

Our Communication Access Assessors led discussions, inviting guests to reflect on the importance of being able to 'get your message' across.

In addition, a survey was conducted to explore the experiences of Australians with disability when communicating in the community and the attitudes they encounter.

The survey found Australians feel too self-conscious and anxious to talk to people that use alternative methods of communication, like spelling boards or sign and gesture, leaving those with a disability feeling frustrated, worried and lonely.

With one in seven Australians experiencing communication disability in their lifetime, the findings highlight the need for increasing public awareness and understanding in this area.

Scope leveraged the research to call on organisations to undertake disability awareness education as well as get accredited in communication accessibility to ensure their businesses are ready to welcome people with a communication disability.

The survey results achieved national media coverage, reaching an estimated 1.4 million people across the country.

### Outcomes Research

Outcomes refer to the impact or the effect that a service or support has on customers. There are many outcomes surveys available however very few focus on the outcomes of service provision, and fewer still capture the views of customers.

Scope researchers have addressed these issues by developing and testing two outcomes surveys. The surveys have been specifically developed to obtain information directly from customers. The results of this research have been published in international peer-reviewed journals.

To encourage uptake of outcomes measurement in services, our researchers partnered with Socialsuite, a technology firm, to create MiSO (Measuring Impact and Service Outcomes), an online application through which the outcomes surveys can be used. MiSO enables service providers to collect, compile and analyse outcomes data in one single, easy-to-access location. The outcomes data collected through MiSO can be used to inform service delivery and improvement, and provide evidence of outcomes to customers and funding bodies, such as the National Disability Insurance Agency.

# Mission Based



## Pain Research

Identifying and managing pain effectively in people with severe or profound intellectual disability can be challenging. Often there are difficulties with assessment, and staff may lack knowledge about how pain can be identified in people who do not communicate in ways that are easily understood by others. This means that people with severe or profound intellectual disability can experience pain without anyone knowing.

The aim of the research was to explore the experiences of pain in adults with severe or profound intellectual disability who live in shared supported accommodation, and to evaluate the effectiveness of a pain education session in changing knowledge, attitudes and confidence in support workers.

Scope developed and delivered an education session and found that there was a significant improvement in support worker knowledge about pain in adults with severe or profound intellectual disability and in their confidence in identifying pain, even three months after the session. There were also positive changes in confidence to use strategies to reduce pain, and in attitudes, but these were not

sustained long-term. It may be that attitudes are harder to change than knowledge, and may require more than a one-off education session. The implementation of strategies to reduce pain is likely to be more complex than identifying pain, as it requires knowledge of how to negotiate and access medical and allied health professionals.

The research and results will be published in a journal, as well as in summary format and shared with the sector. The education session booklet will be made available to Scope services.

## University of Melbourne Partnership

In August 2014, Scope formalised a partnership with the University of Melbourne to drive and produce research and other activities that influence disability policy and practice, as well as develop solutions for the challenges faced by people with a disability.

Scope's partnership with the University of Melbourne further establishes Scope as a trusted leader in developing long-term practical benefits for people with a disability.

## Joint Teaching and Learning Program

The joint Teaching and Learning Program addresses a range of issues of importance to people with disabilities, their families, policy makers and service providers, and those seeking tertiary qualifications across a range of disciplines.

The Program looks to employ people with a disability and family members, together with experienced industry personnel as lecturers and tutors.

The Breadth Subject Disability, Diversity, Equity and Inclusion was developed and delivered for the first time in 2018.

The Masters elective subject Contemporary Practice in Social Policy Development will be offered for the second time in 2018.

Two Masters of Public Policy and Administration students have completed a Work Integrated Learning (WIL) placement with Scope's multi-disciplinary Positive Behaviour Support Team.

## Joint Research

Scope, in collaboration with researchers from the University of Melbourne, the University of Sydney and Western

Photo: Professor Keith McVilly at the University of Melbourne open day.

# Introduced Masters and Breadth subjects

through University of Melbourne partnership

In collaboration



## First National Virtual Disability Conference

Sydney University, conducted research about making written information accessible to people with intellectual disability. The researchers focused specifically on Easy English, and how a document needs to be prepared for it to be accessible. They also reviewed the research to determine if there was evidence to support the recommendations about how documents should be prepared.

The research was funded by a seeding grant from the University of Melbourne. The researchers also received funding from National Disability Services' Centre for Applied Disability Research to write a Research to Action Guide (Good Practice Summary) and a Rapid Review of the evidence.

These documents can be accessed online from the Centre for Applied Disability Research website.

The researchers are now seeking funding to test whether preparing a document using the recommendations identified in the literature makes information more understandable for people with intellectual disability.

Another innovative project has been piloting Customised Employment, which aims to support people with disability to find meaningful occupations.

This project was supported by a grant from the National Disability Insurance Scheme (NDIS) Workforce Innovation Fund.

The collaboration with the British Institute of Learning Disabilities continues, enabling Scope to offer leadership training supporting the implementation of Positive Behaviour Support and the reduction of restrictive practices in disability services.

### National Virtual Disability Conference

The National Virtual Disability Conference, held on March 21, 2018, was the first of its kind for the disability sector in Australia by being held entirely online. Delivering a conference online increases accessibility by breaking down barriers that can prevent people from attending (for example, travel and accommodation costs).

The conference was an initiative of the Scope and University of Melbourne partnership in collaboration with National Disability Services and the Centre for Applied Disability Research.

Led by Professor Keith McVilly, Scope's Professorial Fellow of Disability and Inclusion, and coordinated by Dr Meredith Prain, the conference focused on four key streams: Health

and Wellbeing; Community Living; Lifelong Education; and Meaningful Occupation, and included presentations from Scope researchers Dr Stella Koritsas and Dr Nick Hagiliassis.

◆ THE ◆  
HAMPTONS  
BAKERY



*Linda Willson enjoying a coffee with Scope staff member Yvonne Williams.*

*more than  
just a home*

## Linda's Story

### Linda Willson has found more than just a home with Scope.

Linda grew up on a farm with her family near the rural town of Dimbula.

An independent and determined soul, her early years were spent helping out on the farm and playing tricks on her brothers. Everyone was expected to pitch in to help, Linda figuring out how to knit, churn butter, and change cloth nappies all with one hand.

Growing up on a farm meant Linda had some interesting support when learning to walk, hanging onto the wool of 'Billy Boy' the sheep! She also had some help from her favourite pig who used to escape from the pen and knew to come to Linda's right side to steady her while she walked.

Linda and her siblings were close, and "Me and mum were like two peas in a pod" she says, but when Linda was just 21 years old her mother passed away and she found herself without a steady place to live.

By the 1960s, Linda had found a new home with Scope. Forty-three years later, she's made a life and a home full of memories. The staff and her housemates have become like family. Linda's favourite chore is collecting the mail and she looks forward to her daily chats with the postman at the gate.

Three years ago, the staff at Linda's home helped her celebrate a major milestone - her 90th birthday. The local community got together for a fabulous party in the park next door to Linda's home. Scope staff made her an amazing life story book full of photos and precious memories, and over 100 of Linda's family and friends made the trip from all around Australia.

Through her relationship with Scope, Linda has made lifelong friends and unbreakable bonds with staff, the local community and housemates. Linda has always been fiercely independent, resilient, and adaptable but when she was at her most vulnerable, Scope was there for her.



**"...Linda has made lifelong friends and unbreakable bonds"**

Photo: Linda at home.

# Customer Driven



## Preparing Customers and Staff for the NDIS

Scope has been working with VALID (Victorian Advocacy League for Individuals with Disability) and ACD (Association for Children with a Disability) to deliver information sessions regarding transition to the National Disability Insurance Scheme (NDIS). The information sessions were conducted in line with the NDIS rollout schedule and were attended by 1,632 people.

Scope developed a 'My Journey' folder for customers. It is a purpose-designed resource folder with specific sections for customers to keep relevant information about their services and supports to help them plan and prepare for the NDIS. The folder is designed to be owned by the customer and is used to collate all their information about the NDIS, the supports they require and their weekly activities and routines. The folder is broken down into sections such as 'My Documents' and 'My NDIS plan' so customers can easily find what they need. 750 folders have been distributed to Scope clients so far.

We also held tailored information sessions for Scope staff. The primary objective has been to increase staff NDIS knowledge and enable them to support customers and their families and carers on their NDIS journeys.

To ensure our existing customers and their families and carers are prepared for NDIS planning, we held Family NDIS Plan Ready sessions. Scope also ran targeted one-on-one sessions for identified customers transitioning to NDIS earlier than anticipated. Scope has also supported coordinators in meetings with customers and families with complex issues to provide tailored information as required.

## Customer Enquiry Service

Scope's Customer Enquiry Service ensures customers receive the information and support they need throughout their journey with Scope. The service equips existing and future customers, their families and representatives with the information they need to make decisions and to gain access to Scope's services in a timely manner.

The Service provides a high-quality service experience for all inbound enquiries using all of Scope's customer service channels, including phone, email and Facebook. The Customer Support Officers who make up the Customer Enquiry Service have been chosen for their superior communication and interpersonal skills, and their ability to listen with patience and empathy.

In addition to providing a positive service experience, the Customer Enquiry Service acts as a 'finger on the pulse', providing Scope with valuable customer insights for ongoing service improvements.

Consistent, reliable and prompt customer service is a proven factor in customer retention and a crucial element of a high quality service experience for all of Scope's customers. It is also an essential part of establishing and maintaining Scope's reputation as an industry leader.

**Photo:** Heather Barcham at a Balloon Football League game.

# 1632 People

attended our NDIS information sessions

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## Customer Enquiry Service

launched to ensure customers receive the information and support they need

### Integrated Therapy Services

Integrated Therapy Services (ITS) is Scope's endorsed service model for delivering therapy services for children aged 0-14 years in metropolitan areas.

ITS, a strengths-based, family-centred practice, introduces a more collaborative approach to supporting children with a disability and their families. It allows children and their families timely access to a broader range of supports within their own community, in conjunction with Scope's core therapy services.

Scope is preparing to prototype the service model to best understand the value it provides to customers, Scope's adaptability as an organisation, and our preparedness to meet and evaluate demand and expectations for the service. It is a 'test and learn' approach to introducing a more centre-based focused Integrated Therapy Service at Scope for customers.

The ITS prototype will be delivered from multiple business-ready suitable sites in the Hume Moreland area.

Scope is committed to delivering its mission and continuing therapy services to children and their families. By offering greater access to therapy supports and services, and continuing to focus on positive outcomes, the ITS model will ensure we continue to deliver a positive customer and workforce experience while remaining sustainable in the long term.

### Supported Independent Living

Supported Independent Living (SIL) aims to increase choice, independence and the feeling that a customer's residence is a home rather than a house. Customers are supported to explore their own meaning of home and to work with their support staff to co-design their supports for their everyday life within the home.

In 2017, Scope committed to understanding the customer and employee value proposition as the foundation for designing our SIL service model. This was done by working together with customers and staff of two houses in the East Division.

The co-design process informed the development of our SIL service model and identified the key components required to transition our service to the new model.

A set of value propositions and an operational model were defined and endorsed by the Scope Board. The development of an SIL practice framework and a learning and development program to support the SIL workforce to support our customers is underway, along with planning for our transition to the SIL service model.



***Speech pathologist Marion, Emelia and Olivia using Emelia's PODD book to chat.***



# providing non-electronic communication aids

## Kids Chat 2 You

### Kids Chat is a service that provides non-electronic communication aids to children.

In 2015 Scope's Communication and Inclusion Resource Centre reviewed its pilot program 'Kids Chat'. The research identified two key issues:

- There is currently no funding for children to access non-electronic communication aids through government funding
- A lack of understanding about the National Disability Insurance Scheme (NDIS) and the readiness required by families.

To address these concerns, Scope took the project on the road with a series of workshops known as 'Kids Chat 2 You'. The objective of Kids Chat 2 You was to deliver a series of workshops across 15 NDIS rollout regions in Victoria. Individual consultations with children with complex communication needs and their families and carers, therapists and teachers would form an important part of the program, allowing for the provision of non-electronic communication aids to those children. Kids Chat continues to provide communication aids to children unable to attend individual consultations.

23 Kids Chat 2 You workshops have been held to date. The workshops were held across 11 regions in Victoria with a total of 214 attendees. 50% of attendees attended workshops in regional areas. 155 consultations were completed and 254 communication aids were provided to children, in person or over Skype, with a further 119 provided through the Kids Chat application.

Emelia has a Pragmatic Organisation Dynamic Display (PODD) Communication Book through Kids Chat and attended a Kids Chat 2 You workshop with her mother Olivia. "It's given her to the confidence to be able to talk to other kids, rather than giving up and playing on her own," says Olivia. "The world got a lot bigger once she got access to this amazing tool."

Over the coming months, Kids Chat 2 You aims to deliver an additional 16 workshops, 357 consultations and 438 communication aids to children and their families ahead of the NDIS rollout.

Kids Chat 2 You partnered with La Trobe University to undertake the Kids Chat research. Scope acknowledges the support of the Bowness Family Foundation, Westfield and the Scope Board. The project is being formally evaluated with a research project underway.



**"The world got a lot bigger once she got access to this amazing tool."**

Photo: Emelia and Marion.

# High Performing



## Business Intelligence Tool

Scope has implemented a Business Intelligence (BI) tool to enable more efficient and effective reporting and analysis of our business information.

Access to this information enables us to be proactive and smart about our choices to improve both workforce and customer experiences.

The BI tool brings together a consolidated view of the data we collect from the various sources and systems used at Scope. It presents information succinctly using common and consistent measures enabling Scope to benchmark services and monitor and analyse trends to inform day to day business decisions.

A collaborative approach was taken to design and develop the key BI dashboards around key business themes – Customer, Customer Safeguarding, Workforce, Productivity, Finance, Benefit Realisation, and Occupational Health and Safety.

Subject matter experts in the business and the Executive of key business areas played key roles in the design and development. All identified super users of the new tool have

received training and support on how to use it and how to get the best out of the information now available.

The new tool enables Scope to access real-time information from across the organisation and provides leaders at Scope the opportunity to analyse the data and make timely business decisions and complete required actions.

## Innovation Hub

In July 2017, the ‘Do it Better’ Innovation fund was established to provide micro-funding for selected frontline ideas. The fund is a way for staff to turn ideas into reality to improve outcomes for people we support.

An online Innovation Hub was then envisaged as a channel for staff to find out about the Innovation team, the team’s activities and the fund itself, as well as make it very easy for staff to submit ideas. Detailed planning started in October 2017 and the Innovation Hub went live on Scope’s Intranet in February 2018.

The Innovation Hub is easily found on the Intranet homepage. It offers Scope staff easy to understand content that explains the innovation

function, profiles the team and highlights innovation activity across the organisation through photographs and stories. Most importantly it also gives everyone the opportunity to innovate through simple and quick online submission of employee ideas.

Just this year, more than 90 frontline ideas have been generated by Scope staff and captured in the Innovation Hub. Twelve ideas have been selected for Innovation Team support or for ‘Do It Better’ micro-funding.

Looking to the future, we will continue to encourage innovation across the organisation. As we test selected ideas, we will share the stories of success and the learnings. As priority themes emerge for our customers or employees, we will use the Innovation Hub to appeal to staff for ideas that address the particular challenge or opportunity.

## Continuous Quality Improvement

On 1 June 2018, Scope achieved recertification to the Human Service Standards (HSS), National Standards for Disability Services (NSDS) and review of the Early Childhood Intervention

**Photo:** Andrea Milner at the TOM: Melbourne Makeathon, where Scope was a community partner.

## Business Intelligence tool

implemented to enable more efficient and effective reporting and analysis

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## Recertification achieved

to the Human Service Standards, National Standards for Disability Services and review of the Early Childhood Intervention Standards

(ECI) Standards. This is significant because Scope is committed to providing the best quality services and supports to our customers, and we always seek to build our understanding of what more we can do to improve.

The recertification audit was conducted by Quantum Certification Services Pty Ltd. The Quantum audit team conducted executive and staff interviews, carer interviews, reviewed files and system records and visited 22 services to determine conformance to the requirements of the Standards.

Scope's management and staff demonstrated a very strong commitment to providing programs and supports that enhance customer wellbeing and build customers' capacity and ability to participate in the community. Our customers are supported to understand and exercise their rights and responsibilities, and information is provided in accessible formats in the form of posters and Easy English literature. All sites were found to be accessible and suitable for non-ambulant customers.

Our access and engagement processes and strategies were found to be transparent and equitably applied. Intake

and assessment processes are consistently applied with eligibility for service assessed according to funding body and service guidelines. The review of files and interview feedback indicated that Scope has adopted a strengths-based approach to identifying individual needs through the planning process.

### New Service Delivery System

Scope has completed a robust exploration for a system to manage our customer information and relationships in the NDIS environment. This system needs to integrate with other applications to help provide a good customer experience, streamline administration and meet NDIS requirements.

It has been a collaborative approach involving key areas of the business to define and test the information and processes we need to support our customers, our workforce and the organisation.

A Process Reference Group with members representing different business perspectives provides a well-rounded view of the customer journey, from enquiry to service renewal. They have been working together to

agree business requirements for the system and will continue to provide guidance.

The next phase will see the rollout of the scheduling and messaging functionality of the system for our Integrated Therapy Service model. Planning for the phased rollout of the full system is underway, initially to support our Supported Independent Living service.



***Zane McKenzie and Renee Paarman, Community Educators.***

*assisting  
organisations to  
improve and enhance  
inclusive practices*

## Disability Awareness E-Learning Launch

**The Disability Awareness E-Learning program provides organisations with a convenient online learning tool.**

The idea for a Scope e-learning program was first discussed about five years ago. In early 2017 the project became a reality. Scope partnered with e-learning professionals Learning Seat to develop the module, which was completed in November 2017.

The project was initiated as an alternative to classroom style training. Many corporate organisations cannot afford the time or the cost involved to train staff at workshops. By providing educational opportunities such as the E-Learning module, Scope is committed to assisting organisations to improve and enhance inclusive practices within their workplaces.

Scope has created a product of which we are very proud. It actively includes people with disabilities throughout the module. People with disabilities were involved in the planning, creation and implementation of the product. Participants hear directly from people with disabilities throughout the module.

Based around storytelling and real-life scenarios, the Disability Awareness E-Learning module mirrors the primary values and philosophies of our training. This approach aligns with Scope's values and our fundamental commitment to support people with a disability to achieve their potential.

"This is to help people to understand about disability. It's important to see how inclusion works in the community", explained Carmen De Bono, one of the Community Educators involved in the project and featured in the training. "It's great to be a part of this project. Being filmed was like being a movie star!" she jokes.



**"This is to help people to understand about disability."**

**Photo:** Carmen De Bono and Annie Loughens, Community Educators.

# Engaged and Productive



## Leadership Development Program

The primary objective of the Scope Leadership Development Program is to invest in the careers and capabilities of all frontline leaders. The structure is based on two programs, 'Achieving Through Others' for our frontline leaders and 'Breakthrough Leadership' for our middle and senior managers.

As part of the 'Achieving Through Others' program, two workshops were delivered - 'Communication for Leadership Success' and 'Coaching for Peak Performance'. Each of these courses was held 11 times, with 73 of Scope's leaders participating in both courses and a further 26 participating in one or the other. The participant feedback data indicates strong relevance, personal motivation and environmental support for the program.

The training for frontline leaders resulted in significant improvement in leadership capability, including participant and observer (line manager) perceptions, as well as the impact of the program on the leaders themselves, their teams and the business as a whole.

Two courses were also delivered for Breakthrough Leadership - 'Leadership Impact and Interaction Essentials' and 'Translating Strategy Into Results'. Each course was held four times. A total of 27 of Scope's leaders participated in both courses and a further 11 participated in one or the other.

The data from Breakthrough Leadership participants also demonstrates improvement, however at a less significant level than that measured for frontline leaders. The data also indicates that the program participants, as well as their managers, believe that they already display the critical leadership behaviours, therefore leaving less room for improvement.

## Five Star Rating System and the Scope SAFE Program

To enable Scope to continuously improve our safety performance, the Scope SAFE program was developed in consultation with employees, and incorporating WorkSAFE Victoria guidelines and all OHS recommendations from the 2016 Scope Employee Engagement Survey. By the end of 2017, Scope SAFE was

launched throughout all Divisions.

Scope SAFE has been extremely well received, with every staff member getting the OHS handbook, pocket sized and packed with vital OHS information; our 'Take 5' hazard booklet for prompt reporting and assessing of hazards, and health-related items including a Scope SAFE drink bottle and pedometer.

Scope SAFE includes a 'Five Star Rating System', Scope's user-friendly OHS audit. This system benchmarks how services are performing, and develops plans for ongoing continuous improvement recognising best practice.

Working together, the Divisions have implemented Scope SAFE, improved incident investigations, undertaken corrective actions, and shared learnings and achieved the ambitious OHS Plan objective of "Towards Zero Harm" by reducing the frequency and severity of Lost Time Injuries by 50% within just two years.

**Photo:** Members of the Scope Contract Services team, which provides employment opportunities for people with a disability.

## 73 Scope leaders

participated in frontline leadership development program

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## 50% reduction

of frequency and severity of Lost Time Injuries within two years

### Employee Engagement Survey

The Employee Engagement Survey conducted in October 2016 revealed that Scope's employees are proud of their contributions and see Scope's core value of "See the person" as central to the culture.

The results also revealed opportunities to increase the visibility of senior leaders and the effectiveness of internal communications, as well as improve processes and ways of working in certain areas.

The Executive initiated a number of initiatives and investments to address the feedback. A schedule of senior leader visits to services was put in place to increase dialogue and build understanding.

Evidence of enhanced collaboration across Scope is everywhere. Service delivery staff have participated in key projects including the redesign of services and the approach to implementing change.

Investments have been made to improve systems, which are being progressively implemented to enable greater customer focus and efficiency under the NDIS.

The employee engagement survey will be held again in October 2018. Our aim is to assess progress and pursue continuous improvement in our culture and employee experience, which in turn strongly influences our customers' experiences of Scope.

### Scope Recognition Program

The 'Scope Recognition Program' proved to be a fantastic opportunity to recognise achievement across the entire organisation and the community it serves. Again in 2017-18, individuals, teams and community organisations were recognised for their commitment to the values underpinning Scope's mission.

Throughout the year, quarterly awards were presented in each of the four Divisions, and Head Office, to maximise the opportunities to recognise achievement. Quarterly award winners went into the running for annual awards presented at the Scope Annual Awards in November involving 450 attendees from across the Scope community: customers, family members, employees, Scope Board members and community

organisations. The MC for the 2017 Annual Awards was Lisa Ho from Scope's Communication Access team.

A special award called the Debbie Otto Award - in memory of a Scope DSW and Coordinator whose leadership was recognised for empowering people with a disability - is also awarded annually. The 2017 Debbie Otto Award was presented to Karen Bloomberg, who retired recently from Scope after a long career as an international leader in the area of Augmentative and Alternative Communication (AAC) and has been involved in pioneering various initiatives to support adults and children with complex communication needs.





**supporting  
communication  
access for people  
who have no speech  
or speech that  
is difficult to  
understand**

## **Karen's Story**

**A speech pathologist with more than 35 years experience, Karen received the Debbie Otto Award at Scope's 2017 Annual Awards.**

The Award recognises Karen's work as an outstanding role model and achievements in empowering people with a disability.

An international leader in the area of Augmentative and Alternative Communication (AAC), Karen has helped pioneer various initiatives to support people with complex communication needs. In addition, she built an international network of people who use augmentative communication, support workers and professionals.

After 30 years of service to Scope, Karen retired in 2017. Her knowledge and passion was evident in her work with children and adults with little or no speech. Karen was inducted into the Lifetime Achievement Honour Roll at the 2017 Victorian Disability Awards.

Karen's achievements include playing a key role in establishing Key Word Sign Australia, co-authoring a number of books and having works published in 13 journals. Karen also showcased her world-first research to produce a demographic profile of people with little or no speech in Victoria at the 2002 ISAAC Biennial Conference in Denmark.

Through Karen's hard work, dedication and commitment, individuals with little or no speech today have more opportunities to ensure their voice is heard.

"Because I have a disability, I am interested in making the community more accessible - whether that is physical access or communication access," she says. "As a speech pathologist it means supporting communication access for people who have no speech or speech that is difficult to understand. This includes developing communication aids but primarily it's helping community members be open to interacting with people who communicate differently.

This means nurturing attitudes in line with Scope's message of 'see the person, not the disability'.

The creation of the National Disability Insurance Scheme is an incredible milestone for enabling people with disabilities to be equal members of the community. Such a radical change to funding inevitably creates teething problems but I believe eventually there will be very positive outcomes for people with disabilities, their families and their friends."



**"...primarily it's helping community members be open to interacting with people who communicate differently."**

**Photos:** Some images from the past 30 years of Karen Bloomberg's time at Scope.

# Staff distribution

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## 1712 Total staff

- 1558 Customer and service delivery
- 154 Business support services

# The Scope Approach

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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's specialised Occupational Health and Safety (OHS) team has focused on partnering with management, employees and WorkSafe Victoria and contributing to the National Disability Services OHS Advisory Group, to continuously improve our own OHS practices and outcomes and share our learnings across the disability sector.

This year Scope's highlights include:

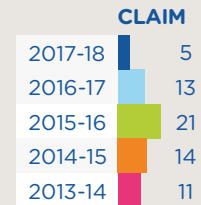
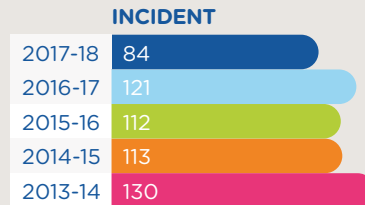
- Rollout of Scope SAFE program, including resource packs for all employees
- Five services achieved five stars in their first OHS "Five Star Rating System" audits
- All Scope-wide OHS targets were achieved
- 35% reduction in the total number of new workers' compensation claims
- 62% reduction in manual handling injury claims
- 17% reduction in slip, trip, fall incidents
- 55% increase in successful claim closures.

Throughout the year, OHS and Customer & Service Delivery teams have continued to work with WorkSafe Victoria, as part of their Disability Sector Safety Projects, with significant improvement noted in their focus areas of manual handling and occupational violence.

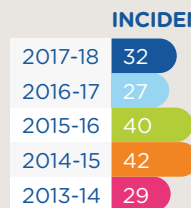
## OHS Worksafe incidents\* and claims

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

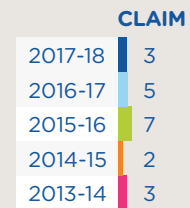
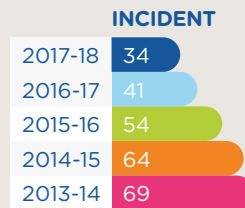
### Manual handling



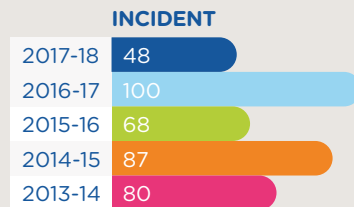
### Motor vehicle related



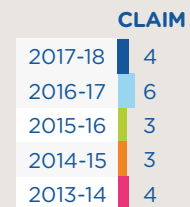
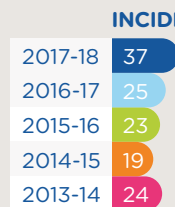
### Slips, trips and falls



### Impact against an object

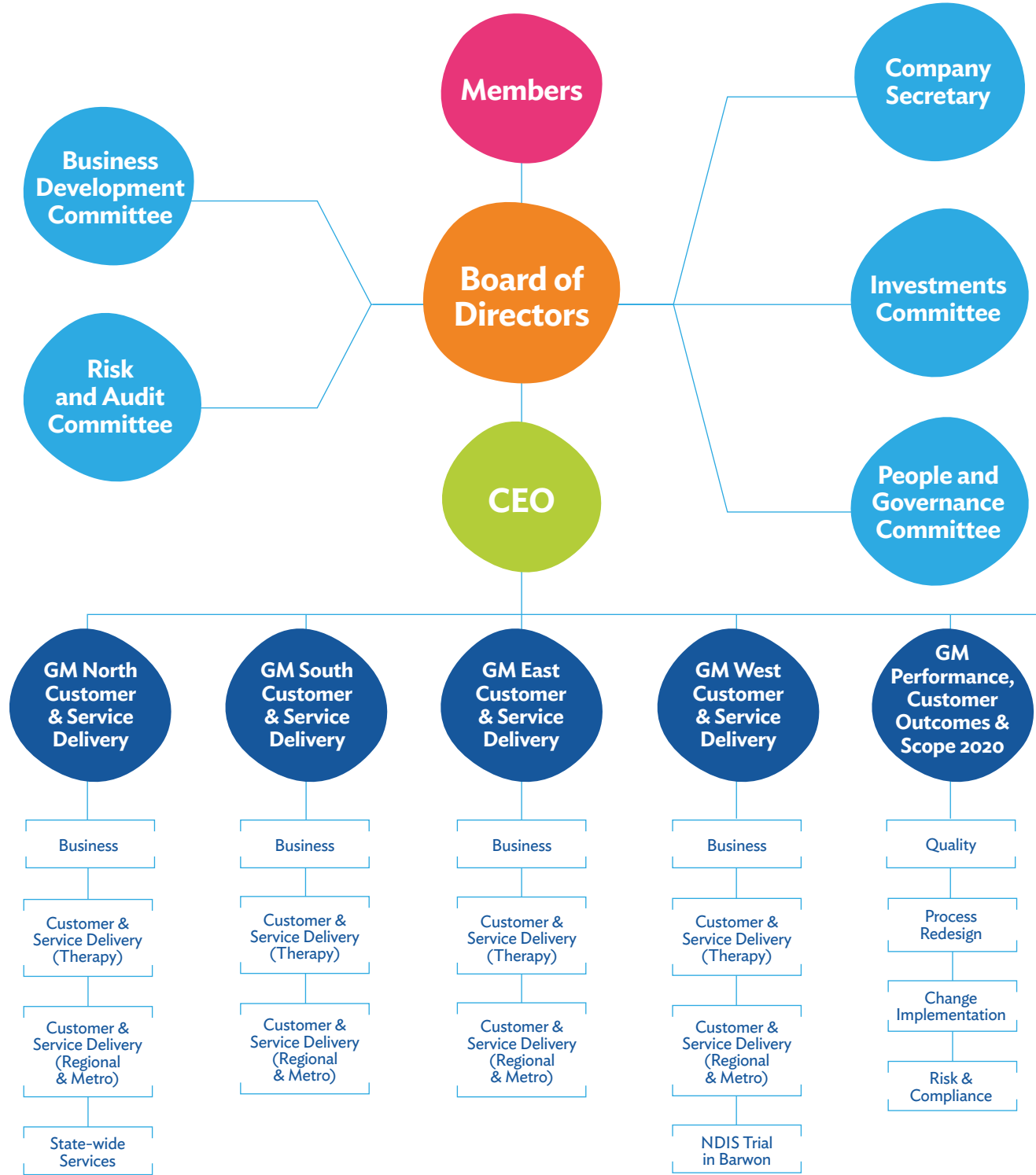


### Stress and anxiety



\*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:** Jessica Radford, Fiona Kiffin, Erin Ford, Megan Chuter, Sam McOrist and Khin Win training for the Melbourne Marathon as part of Scope's Team Ability.

# Executive leadership team in profile

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**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.



**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.



**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.



**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

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**Mark Burrowes**  
**BEc, FAICD**  
*President*

Mark makes vision a reality through well-developed strategic planning skills from his experience across different sectors. Having a son with cerebral palsy, Mark is passionate about disability support services and is an advocate for inclusion. Mark is a former Director of several Boards, including the Reach Foundation, the Starlight Children's Foundation, as well as Managing Director of Medibank Private.



**David Lloyd Jones**  
**BBus, CPA, GAICD**  
*Vice President*

David is a strategic thinker with the ability to develop and implement innovative successful long-term business solutions. A strong advocate for the empowerment of people with a disability, David uses his skill and experience in the business world to make a difference in the lives of others. He has a reputation as a talented and accomplished Company Director with a knack for enhancing productivity and efficiency.



**Marcell Judkins**  
**FCPA, MBA, GAICD**  
*Treasurer*

Marcell combines her passion for finance with her love of people to excel in her position as Treasurer. As Chief Financial Officer at the Victorian International Container Terminal, Marcell has a wealth of knowledge in financial management, risk mitigation and management, corporate governance and social responsibility. She is a past President of the Kalparrin Early Childhood Intervention Program.



**Mark Chittleborough**  
**BA, MAICD**

Mark is passionate about achieving tangible outcomes for people with a disability. His areas of expertise include financial analysis, strategic planning and general management skills that ensure the smooth operation of organisations. As a former senior executive at Shell Australia and a consultant, Mark implemented highly complex projects and helped establish an Aboriginal business organisation that returns benefits directly to the people of the Kimberley region.



**Karen Cleave**  
**BEc, GAICD**

Karen strongly advocates for accountability, financial security, high ethical standards and a strategic approach to policy and framework. Karen is the former Director of Disability Services for Victoria and brings to the Board an understanding of the government service system to the not-for-profit sector. Karen is a member of the Deaf Children Australia's Board of Directors and volunteers with FareShare Victoria, which distributes meals for people in need using food that would usually be wasted.



**Tricia Malowney**  
**OAM, BA, DLI, MAICD**

As a person with a disability, Tricia provides insight and perspective to decisions made by the Scope Board. She is Chair of Independent Disability Services and Women with Disabilities Family Violence Working Group, Director at Western Health and Australian Orthotics and Prosthetics Association, and member of the Ministerial Voluntary Assisted Dying Implementation Taskforce. She was awarded the Order of Australia Medal for services to people with disabilities.





**Philip Oswald**  
**GradDipBus**

Philip brings senior management understanding from his roles at four large corporations. He has extensive experience in risk and compliance activities as well as dispute resolution, procurement and strategic planning. Philip is a member of the Financial Ombudsman Service Australia's Industry Panel and Chair of Plan Partners, a joint venture participating in the National Disability Insurance Scheme.



**Lea Pope**  
**MBA, GAICD**

Driven by her core values of honesty, integrity and fairness, Lea has established a career in health and human services both in the public and not-for-profit sectors. In her former role as Chief Executive of Bass Coast Health, Lea integrated community services with the hospital. Lea is a member of the Eastern Victoria General Practice Training Board of Directors and a Director for South Port Day Links.



**Serge Sardo**  
**GradDipPsych, MBA, MAICD**

Serge lives by the value that all people should be treated equally. As Chief Executive Officer of FMC Mediation and Counselling, and formerly leading organisations including the Australian Human Resources Institute and the Victorian Responsible Gambling Foundation, Serge has developed a thorough understanding of policy, advocacy and government relations. He is a member of the Family and Relationships Services Australia Board of Directors and the Victorian Partnerships of Family Relationship Centres.



**Joanne Stubbs**  
**MTM, GAICD**

Joanne believes in always challenging the norms and never accepting mediocrity. Previously, Joanne was the Chief Information Officer at Bakers Delight Holdings Limited with global responsibility for Information Technology, and 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.

# Corporate governance statement

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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 2018.

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. Scope's governance framework and practices comply with the *Corporations Act 2001* (Cth), *the Australian Charities and Not-for-Profits Commission Act 2012* (Cth) and the *Australian Charities and Not-for-Profits Commission Regulation 2013* (Cth), and other relevant legislation. In performing its role, the Scope Board aspires to best practice governance standards and endorses the Australian Institute of Company Directors *Good Governance Principles and Guidance for Not-for-Profit Organisations*, and meets the ACNC Governance Standards.

## The Board

The Scope 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 Board appoints the Chief Executive Officer and Company Secretary. The Chief Executive Officer is responsible for executing Scope's strategic plan and the day-to-day management of the organisation and its people, in line with Scope's Delegations of Authority. The Company Secretary manages corporate governance, statutory and compliance obligations, supporting the effectiveness of the Board and its Committees.

The Board consists of Elected and Appointed Directors. Elected Directors are nominated by Scope

Members. Appointed Directors are nominated by the Board of Directors. Directors must meet the eligibility requirements under the Constitution, which includes being a Full Member of the organisation. Directors serve three-year terms before being eligible for re-election or re-appointment. The maximum term for a Scope Director to serve on the Board is nine years.

## Board meetings

The Board holds monthly meetings throughout the year (excluding January and July) that are scheduled against a governance reporting calendar, determined as the year commences. The number of meetings held in 2017 - 18, and the attendance of Directors and Committee members at those meetings, are detailed in Scope's Financial Report.

## Code of Conduct

Scope Directors must observe the highest standards of ethical behaviour, including avoiding conflicts with the best interests of Scope. The Board has adopted a Code of Conduct and a Conflict of Interests Policy that is reviewed annually.

## Board performance

Scope Board and Committee roles will be remunerated from 1 July 2018, with the aggregate annual remuneration amount approved by Full Members.

The Board utilises a Governance Capability Framework, which sets out the capabilities and outcomes expected of Directors and Office Bearers. This is used to review the performance of the Board, the Committees, and individual Directors annually, with an independent external performance evaluation completed every three years.

The Scope Board runs a robust and rolling succession planning process, ensuring a nominations pool of experienced and expert Directors are available for consideration for upcoming Board and Committee member roles.

New Directors and Committee members undergo a detailed induction process, including mentoring by a nominated Committee Chair. All Directors undertake ongoing professional development and training during the course of their terms.

## Board Committees

The Board has four Committees that meet quarterly, or more often as required: Risk and Audit; Business Development; People and Governance, and Investments.

Each Committee is composed of majority Director members, with subject matter experts appointed by the Board as Independent members on Committees. Scope Directors serve on one to three Committees each, and composition is reviewed annually according to the organisation's needs.

All Committees have formal Charters approved by the Board annually that outline each Committee's purpose, requirements and delegations of authority. Committees report to the Board following each respective Committee meeting.

## Risk and Audit Committee

This Committee supports the Board with 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.

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## Committee Members

Lea Pope (Chair)  
Mark Burrowes  
Marcell Judkins  
Serge Sardo  
Sackville Kempton  
(Independent member)  
Raelene West  
(Independent member)  
Philip Oswald (Chair and member  
until December 2017)

## People and Governance Committee

This Committee supports the Board in matters of corporate governance and personnel management, including succession planning for the Board and senior management.

### Committee members

Mark Burrowes (Chair)  
David Lloyd Jones  
Tricia Malowney  
Philip Oswald  
Lea Pope  
Serge Sardo

## Business Development Committee

This Committee supports the Board in 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.

### Committee members

David Lloyd Jones (Chair)  
Mark Burrowes  
Mark Chittleborough  
Karen Cleave  
Tricia Malowney  
Joanne Stubbs  
Rod O'Loan (Independent  
member until December 2017)

## Investments Committee

This Committee supports the Board 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.

### Committee members

Marcell Judkins (Chair)  
David Lloyd Jones  
(Chair until December 2017)  
Mark Chittleborough  
Sackville Kempton  
(Independent member)  
Alasdair Norton  
(Independent member)  
Lou Lachal (Independent  
member until December 2017)

## 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 Investments 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

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## Publications

Bigby, C., Johnson, H., O'Halloran, R., Douglas, J., West, D., & Bould, E. (2017). Communication access on trains: a qualitative exploration of the perspectives of passengers with communication disabilities. *Disability and Rehabilitation*, 1-8.

Carragher, M., O'Halloran, R., Johnson, H., Taylor, N., Torabi, T., & Rose, M. (2018). People with aphasia and health professionals report difficulty communicating with one another: can a novel eHealth intervention help? *Aphasiology*, 32 (sup1), 34-36.

Koritsas, S., & Hagiliassis, N. (2018). Outcomes measurement in disability services. *IDA Magazine*, 40, 36-38.

Rezzani, N., Weston, E., & Johnson, H. (2018). Speak up and be safe from abuse. *Intellectual disability Australasia*, 39 (2), 12-13.

## Conferences

Devlin, A., Koritsas, K., Hagiliassis, N., McDonald, R., & Hogg, M. (2018). *A Pain Awareness Intervention for Adults with Severe or Profound Intellectual Disability*. Paper presented at the First National Virtual Disability Conference, 21 March 2018, online.

Fowler, S. (2018). *The role of an Occupational Therapist in Positive Behaviour Support - reflections on evidence to practice*. Paper presented at the Vic-Tas Regional Conference, 29-30 June 2018, Melbourne, Australia.

Hagiliassis, N., Di Marco, M., Fowler, S., McCann, A., & Zainal, Z. (2018). *Positive Behaviour Support: How do we know we are making a difference?* Paper presented at the First National Virtual Disability Conference, 21 March 2018, online.

Hagiliassis, N., Koritsas, S., & Cuzzillo, C. (2017). *Measuring Goal Realisation associated with Disability Services and Supports: Initial Evidence for a new tool*. Paper presented at the 2017 IASSIDD 4th Asia-Pacific Regional Congress, 13-16 November 2017, Bangkok, Thailand.

Johnson, H., Yee, R., Rezzani, N., West, D. & Weston, E. (2018). Frontline staff views of resources to support people with communication support needs to speak up about abuse. *Speech Pathology Australia 2018 National Conference*, 27-30 May 2018, Adelaide, Australia.

Johnson, H., Rezzani, N., West, D. & Lyon, K. (2017). *Speak Up and be Safe from Abuse*. ASID 2017 Conference, 8-10 November 2017, Hobart, Australia.

Koritsas, S., Hagiliassis, N., & Cuzzillo, C. (2017). *Measuring outcomes of service provision: The development of an outcomes measure*. Paper presented at the 2017 IASSID Asia-Pacific Congress, 13-16 November 2017, Bangkok, Thailand.

Livanos, C., Gallo, R. & Anderson, J. (2018). Accessible written information: research to action. *National Disability Practitioners Virtual Conference - Working with the NDIS*, 27 June 2018, online.

Van Nierop, M., Lyon, K. & Curtis, J. (2018). *Kids Chat 2 You: A mobile AAC support service reaching local Victorian communities*. *Speech Pathology Australia 2018 National Conference*, 27-30 May 2018, Adelaide, Australia.

# Thank you

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The following pages highlight the individuals and organisations that have supported and partnered with Scope in 2017-2018. 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 Brian Goddard  
Mr David Lloyd Jones  
Dr James Tulloch  
Mrs Jean M Williamson

## Trusts, Foundations and Partners

William Angliss (Vic) Charitable Fund  
Bowness Family Foundation  
Carroll-Marsh Investments Pty Ltd  
Collier Charitable Fund  
Commonwealth Bank Mordialloc Branch  
Commonwealth Bank Chelsea Branch  
Dimmick Charitable Trust  
Geelong Community Foundation  
Jack Hogan Family Foundation  
JBWere Charitable Endowment Fund  
The Stuart Leslie Foundation  
Lord Mayor's Charitable Foundation  
The McKern Foundation  
The Yorke Family Foundation

## Bequests and Endowments

Adams, Dudley Barton  
Ashley-Brown, Doreen  
Baldy, Lindsay James  
Beggs, Edith Jean  
LW & LI Bett Trust  
Blunt, Maude Fanny  
Burden, Robert Walter  
Charles K Edwards & Keith & Mary Edwards Trust  
Favaloro, Josephine Monica  
Foulkes, Grace & Herbert  
Gammon, Marie Florenza  
Garvey, Phillip  
Grant  
Holt, James  
Horton, N J & Grace  
Maurice, Gwendoline Constance  
McCull, Ian & Marilyn Charitable Trustees  
McNee, Hilda Emily  
McQueen, John Henry  
Mearns, James Francis  
Murdoch, Alexander Evett  
Nicol, John  
Rimington, Bertha Lucy E  
Ross, Donald Isaac  
Rudolph, Phyllis Ivy  
Sharp, Alice Martha  
Shipperlee, William Arthur  
Toomey, E M  
Turner, Phyllis Nerelle  
Winstanley, Elizabeth  
Hirsch, Lizica

Scope would like to also thank the families who have chosen to remain anonymous.

## 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  
University of Melbourne  
Socialsuite  
Swinburne University

## Independent Members of Scope Board Committees

Sackville Kempton (Risk and Audit, Investments)  
Lou Lachal (Investments, member to December 2017)  
Alasdair Norton (Investments)  
Rod O'Loan (Business Development, member to December 2017)  
Raelene West (Risk and Audit, member from December 2017)

# Thank you

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## Community Development Partners

Access All Abilities Program  
AFL Victoria  
AGOSCI  
Baseball Victoria  
Banyule City Council  
Baw Baw Council  
Bostock House  
- Geelong Grammar  
Box Hill Community Arts Centre  
Bowls Victoria  
Brimbank City Council  
Buckley Park Secondary College  
Cardina Shire Council  
Catherine McAuley College  
Cheltenham Community Centre  
City of Casey  
City of Glen Eira  
City of Greater Bendigo  
City of Greater Dandenong  
City of Greater Geelong  
City of Knox  
City of Maroondah  
City of Melbourne  
City of Port Phillip  
City of Stonnington  
City of Whitehorse  
City of Whittlesea  
Courthouse Youth Arts  
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  
Hampton Community Centre  
Human Rights Commission  
Ice Sports Victoria  
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 Library Service  
Milparinka  
Moreland and Coburg Bowls  
Club  
Moreland City Council  
Nazareth College  
Netball Victoria  
No Vacancy Gallery  
Padua College  
Parks Victoria  
Regional Communication  
Services  
Robert Bowen and Jane  
McLaughlin  
Royal Melbourne Institute  
of Technology  
Sailability  
Shire of Yarra Ranges  
Solve Disability Solutions  
Sport and Recreation Victoria  
Springers Leisure Centre  
St Albans Sports Club

Surf Coast Shire  
The University of Melbourne  
Victorian Equal Opportunity  
V/Line  
Wellington Shire Council

## Scope Human Research Ethics Committee

Dr Philomena Horsley (Chair)  
Dr Stella Koritsas (Deputy Chair)  
Dr Anna Arstein-Kerslake  
Nic Cozens  
Mike Debinski  
Reverend Barry Fernley  
Brian Hardy  
Shane Kelly  
Cathy Lengyel  
Rose Martinez  
Associate Professor Jennifer  
McGinley  
Jasmine Ozge  
Megan Thompson  
(HREC Officer)  
Amanda Tremellen  
Yvette Woodward

## Scope Customer Insight Committee

Raelene West (Chair)  
Christian Astourian  
Shane Kelly  
Zane McKenzie  
Mark Nicklen  
Julie Ware

## Legal and Audit Services

Ashurst  
Deloitte  
Herbert Smith Freehills  
Justitia Lawyers and Consultants

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Kelly Hazell Quill

Moores 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 Australian and Victorian Governments.



*Josie Stocco creating an artwork at Scope Boronia Lifestyle Options.*





# 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).

## 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 by emailing [membership@scopeaust.org.au](mailto:membership@scopeaust.org.au) or calling 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.
- First supported employment site opens in Moorabbin.

### 1980s

- Spastic Children's Society of Victoria becomes Spastic Society of Victoria.
- Supported employment is offered at High Point Industries and South East Industries.

### 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 and Scope Henry Street.
- Scope launches new Therapy and Disability Support Services Centre in Geelong.

# Acronyms

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|              |  |
|--------------|--|
| <b>AAC</b>   | Augmentative and Alternative Communication                           |
| <b>ABN</b>   | Australian Business Number   |
| <b>ACD</b>   | Association for Children with a Disability                           |
| <b>AGM</b>   | Annual General Meeting   |
| <b>BFL</b>   | Balloon Football League  |
| <b>BI</b>    | Business Intelligence  |
| <b>CEO</b>   | Chief Executive Officer  |
| <b>CFO</b>   | Chief Financial Officer  |
| <b>CIRC</b>  | Communication and Inclusion Resource Centre                          |
| <b>CPA</b>   | Certified Public Accountant  |
| <b>CRM</b>   | Customer Relationship Management                                     |
| <b>DHHS</b>  | Department of Health and Human Services                              |
| <b>ECI</b>   | Early Childhood Intervention   |
| <b>FCPA</b>  | Fellow of CPA Australia  |
| <b>HSS</b>   | Human Service Standards  |
| <b>ICT</b>   | Information, Communication and Technology                            |
| <b>ISAAC</b> | International Society for Augmentative and Alternative Communication |
| <b>ITS</b>   | Integrated Therapy Services  |
| <b>MBA</b>   | Master of Business Administration                                    |
| <b>MISO</b>  | Measuring Impact and Services Outcomes                               |
| <b>NECAS</b> | Non-Electronic Communication Aid Scheme                              |
| <b>NDIS</b>  | National Disability Insurance Scheme                                 |
| <b>NDS</b>   | National Disability Services   |
| <b>NSDS</b>  | National Standards for Disability Services                           |
| <b>OHS</b>   | Occupational Health and Safety                                       |
| <b>SIL</b>   | Supported Independent Living   |
| <b>VALID</b> | Victorian Advocacy League for Individuals with Disability            |
| <b>WIL</b>   | Work Integrated Learning   |



## Looking to the future

### Scope selected to deliver accommodation support services by Victorian Government

In August 2018, we had the wonderful news that Scope was selected by the Victorian Government to deliver disability support services to residents living in Government specialist disability accommodation and short term accommodation centres.

The Victorian Government has taken a positive step forward to ensure the ongoing delivery of high quality disability services to residents in specialist disability accommodation and respite.

This enables us to extend our mission to support more people

and their families, as we will be delivering services to a further 1,600 participants in 226 houses and twelve short term accommodation centres across Victoria.

1,634 existing Government support staff will also transfer to Scope, making sure the residents and their families continue to be supported in a seamless way.

Scope was chosen based on a history of delivering high-quality and safe supports, strong leadership teams who support a positive culture of excellence, and for our approach to working in close partnership with people with disability, their family and the wider community.

Over the next year, Scope will be working closely with the Victorian Government to gradually transfer the services, introduce new systems and provide training to the new staff.

We will also be working with each resident and their family to help them transition to the National Disability Insurance Scheme (NDIS).

Scope teams are already on the road meeting with families and staff.

This opportunity establishes a pathway to long term sustainability for Scope in an NDIS environment.

It also builds on our credentials as a sector leader providing services of excellence.

The future is looking bright for Scope customers, staff and our wider community.

**Photo:** Special Minister of State Gavin Jennings, Scope CEO Dr Jennifer Fitzgerald, VALID CEO Kevin Stone, and Martin Foley, Minister for Housing, Disability and Ageing.

## Central Office

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**scopeaust.org.au**



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