Annual Report
2016-2017
Kim and Vinnie Mammoliti receive Scope services in Bendigo. They were married in 2016 after 15 years together, and have worked hard long term to make their lives work well together and support each other with their goals.

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

Vision statement
Scope will inspire and lead change to deliver best practice. We will:
- Support and listen to each person and their family.
- Provide leadership to influence strategy and policy.
- Deliver person driven, flexible and responsive services to build a sustainable future.
- Build on our foundation for success through our expertise in service delivery, workforce development, quality improvement and research.

We will deliver better outcomes.

About Scope
- Scope is a disability service provider. Our services support the needs of people with physical, intellectual and multiple disabilities, and their families.
- Scope provides services from 108 service locations and employs 1643 people, including supported employees.
- Scope’s total revenue was $97.6 million in 2016-2017.
- Scope has a membership base of 425. ABN 63 004 280 871

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

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

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

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

Scope’s services for people with a disability

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

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

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

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

**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.

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

Services provided to people with a disability

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

**Therapy and psychology services**

**School Years (7-18 years)**

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<tr>
<td>Total</td>
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<td>1920</td>
<td>1881</td>
<td>2055</td>
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**Adult years (19-64+ years)**

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<tr>
<td>Total</td>
<td>1080</td>
<td>978</td>
<td>879</td>
<td>873</td>
<td>871</td>
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**Lifestyle Options and individual support**

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<tr>
<td>Total</td>
<td>1167</td>
<td>1075</td>
<td>918</td>
<td>799</td>
<td>763</td>
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**Short term accommodation and supported living services**

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<tr>
<td>Total</td>
<td>211</td>
<td>251</td>
<td>224</td>
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<tr>
<td>Total</td>
<td>410</td>
<td>374</td>
<td>350</td>
<td>323</td>
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<td>290</td>
<td>291</td>
<td>289</td>
<td>285</td>
<td>292</td>
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*The changes in customer numbers reflect a market in transition. NDIS funding for recreation activities is to be released in mid 2019 and the centralisation of school contracts has seen a number of schools appoint their own therapists. Finally a number of State Government contracts have concluded and Scope has chosen not to pursue the Kindergarten in Reach Support Service contract.
Scope 2016-2017 highlights

- Provided services to more than 5000 people with a disability
- Completed Knox project
- Established Positive Behaviour Support service
- Launched Customer Reference Groups
- Launched GoKids service
- Staff completed 9955 formal learning and development activities
- Achieved a customer satisfaction rating of 92%
- Delivered education programs to 3453 individuals

Photo: Gavin Carrick-Ryan swimming in the pool with Scope staff members Michelle Parker and Alan Jones.
Scope’s five year scorecard

Revenue

- 2012-2013: $85.8M
- 2013-2014: $88.4M
- 2014-2015: $93.4M
- 2015-2016: $92.2M
- 2016-2017: $97.6M

Customer satisfaction ratings

- 2012-2013: 88%
- 2013-2014: 86%
- 2014-2015: 86%
- 2015-2016: 90%
- 2016-2017: 92%

Number of staff

- 2012-2013: 1643
- 2013-2014: 1527
- 2014-2015: 1874
- 2015-2016: 1870
- 2016-2017: 1862

Employee turnover

- 2012-2013: 11.5%
- 2013-2014: 11.8%
- 2014-2015: 12.2%
- 2015-2016: 13.2%
- 2016-2017: 13.7%

Number of service locations

- 2012-2013: 97
- 2013-2014: 99
- 2014-2015: 102
- 2015-2016: 108
- 2016-2017: 110

OHS incidents* and claims

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

**Incidents**

- 2012-2013: 645
- 2013-2014: 672
- 2014-2015: 620
- 2015-2016: 5981
- 2016-2017: 7797

**Claims**

- 2012-2013: 30
- 2013-2014: 25
- 2014-2015: 24
- 2015-2016: 34
- 2016-2017: 5955

Employee turnover

- 2012-2013: 13.2%
- 2013-2014: 11.8%
- 2014-2015: 11.5%
- 2015-2016: 13.2%
- 2016-2017: 13.7%

Attendances by staff at formal learning and development activities

- 2012-2013: 314
- 2013-2014: 478
- 2014-2015: 645
- 2015-2016: 672
- 2016-2017: 752

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

Scope Annual Report 2016-2017
President's Report Mark Burrowes

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

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

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

We remain focused and committed to an organisation that is focused on human rights as the scheme evolves.

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

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

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

CEO's Report Dr Jennifer Fitzgerald

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

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

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

Engaged workforce

An engaged workforce remains one of the most powerful enablers of change.

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

Future priorities

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

We anticipate substantial growth during the NDIS rollout.

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

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

Human Rights and Self Advocacy

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

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

Planning for Board Succession

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

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

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

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

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

Occupational Health & Safety

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

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

Quality Standards

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

Sustainability

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

The 2016-17 financial results demonstrate our strong foundations.

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

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

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

Amplifying the customer voice

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

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

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

Leading Change

Scope continues to play a leadership role in advocating for the rights of people with a disability in successfully transitioning to the NDIS.

Scope has made submissions to the NDIS, Victorian Ministerial Taskforce for NDIS Implementation, Productivity Commission, McKinsey pricing review, Office of the Australian National Audit Office and other key stakeholders. Each submission has been based on sound evidence, data analysis and with the voice of people with a disability and their families clearly front and centre. This is important work, particularly during the transition to full scheme.

Scope will continue to use our knowledge and capability to ensure that we provide accurate and timely thought leadership and feedback to key government stakeholders.

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

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Financial highlights 2016-2017

Profit and Loss

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

Statement of Surplus or Deficit for the year ended 30th June 2017

<table>
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<th>Income</th>
<th>$’000s</th>
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<tbody>
<tr>
<td>State Government</td>
<td>74,569</td>
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<tr>
<td>Federal Government</td>
<td>8,195</td>
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<tr>
<td>Rendering of Services</td>
<td>8,161</td>
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<tr>
<td>Donations and Fundraising</td>
<td>3,496</td>
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<tr>
<td>Other</td>
<td>3,129</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>97,550</strong></td>
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<th>Expenses</th>
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<tbody>
<tr>
<td>Staff and Related Expenses</td>
<td>79,467</td>
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<tr>
<td>Depreciation</td>
<td>1,808</td>
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<tr>
<td>Other</td>
<td>16,631</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>97,906</strong></td>
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**Deficit from operating activities** -356

Financial income & gain on sale of assets 16,826

**Surplus for the year** 16,470

Balance Sheet

Statement of Financial Position as at 30th June 2017

<table>
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<tr>
<th>Cash and Deposits</th>
<th>25,095</th>
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<tbody>
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<td>Investments</td>
<td>14,449</td>
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<tr>
<td>Receivables and Other</td>
<td>3,312</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>42,856</strong></td>
</tr>
</tbody>
</table>

| Property, Plant and Equipment | 22,415 |
| Investments                   | 15,505 |
| Other Assets                  | 509    |
| **Total Non Current Assets**  | **38,429** |
| **Total Assets**              | **81,285** |

| Trade and Other Payables     | 6,330  |
| Employee Benefits            | 11,081 |
| Other Liabilities            | 6,939  |
| **Total Current Liabilities**| **24,350** |

| Employee Benefits            | 2,216  |
| Provisions                   | 72     |
| **Total Non Current Liabilities** | **2,288** |
| **Total Liabilities**        | **26,638** |

| Net Assets                   | 54,647 |
| **Equity**                   |        |
| Retained Earnings            | 52,866 |
| Reserves                     | 1,781  |
| **Total Equity**             | **54,647** |

2016-2017 Revenue by source

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

2016-2017 Revenue by category

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

2016-2017 Expenditure by type

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

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

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

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

Mission based
PAGES 16-19

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

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

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

Customer driven
PAGES 20-23

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

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

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

High performing
PAGES 24-27

Goal
Build a high performing, innovative and financially viable organisation.

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

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

Engaged and productive
PAGES 28-33

Goal
Cultivate a growing, productive and values driven workforce.

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

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

Photo: Archie Sims, right, with school friend at the GoKids van service launch.
Human Rights
Scope has a strong foundation in human rights. With its mission focused on empowerment and equality for all people with a disability, this approach was formalised in 2016 through a Human Rights Framework.
To develop recommendations for the framework, customers, employees and external stakeholders provided their perspectives in focus groups and workshops. These sessions sought to determine what human rights mean to our customers, and to understand how best to support people to exercise these rights.
The Human Rights Project is now implementing key recommendations. One of these is the introduction of Customer Reference Groups. These forums are run by and for people with a disability, providing Scope customers with an avenue to discuss concerns and develop leadership skills.
Another recommendation from the Human Rights Project is training delivery. Run in conjunction with disability advocacy organisation VALID, “Staying Safe” sessions support people with a disability to recognise and speak up about abuse and neglect.

Annual General Meeting
Scope’s 68th Annual General Meeting (AGM) was held on 16 November 2016. Thirty-nine people attended the event, 22 of whom were Scope members.
There were some changes to Scope’s Board. Rod O’Loan retired, having reached his maximum nine-year term, and Mark Burrowes was re-elected for another term. Mark Chittleborough was elected as Director. Mark has a Science degree and had a career working in the oil and resource sector. His consultancy has also involved representing disadvantaged people. Serge Sardo was also elected as Director, and with an MBA qualification and strong commercial experience, Serge brings to the role expertise in marketing, social policy and advocacy.
During the meeting, a panel of speakers provided an update on the rollout of the NDIS. The panel was comprised of Raelene West, a member of Scope’s Customer Insights Committee; Sarah Fordyce, National Disability Services; Zane McKenzie, a member of Scope’s Education team, who has personal experiences in relation to the transition to the NDIS in the Barwon Region; and Dr Elizabeth Manning, a former director of Scope and also the parent of a child with a disability.

Positive Behaviour Support
In January 2017, Scope introduced a new Positive Behaviour Support (PBS) service. The program provides specialist support to people with behaviours of concern, building on a behaviour support focus at Scope that was initiated in 2011.
In accordance with Scope’s Human Rights Framework, PBS begins with understanding the will and preferences of the person being supported. This empowers them to make their own choices in collaboration with their care team, reducing reliance on restrictive interventions, while also achieving safe and appropriate clinical care.
The approach is multi-disciplinary, with a team of senior practitioners from the disciplines of Psychology, Speech Pathology and Occupational Therapy. Their work includes direct clinical services, research, resource development and practice leadership.
An exciting initiative this year saw the PBS team collaborate with the British Institute of Learning Disabilities to present a PBS Coaches Program. After successfully completing the intensive four-day program, participants are equipped with the tools to understand the PBS framework, develop PBS plans and coach colleagues to improve practice standards within their organisations. Across the support services sector, the program expands PBS practice, fostering positive outcomes for both staff and the people they support.

Person-Centred Active Support Trial
Person-Centred Active Support (PCAS) focuses on enhancing interactions between support workers and people with a disability. This is achieved by training support workers to plan and interact with the people they support through structured activities.
Through this model, it is hoped that individuals with a disability are empowered to engage with activities meaningfully, to develop their skills, and experience greater participation in the community. Scope researchers evaluated these outcomes through trial of PCAS in five group homes, as well as collating information about barriers and enablers to participation.
Professor Keith McVilly, who has extensive experience in PCAS, delivered training to staff in 2016. The program included a combination of seminar-style education as well as on-site training and mentoring.
Data for the research component was collected before the training, as well as three months after training. A final report is being finalised, however preliminary results show that residents were generally more engaged in household activities than before PCAS was implemented.
Scope will use the research results to inform future iterations of PCAS, with more extensive implementation planned for the future.

Educating the community
Scope’s Education team raises awareness and understanding about disability in the community. This year, the team delivered three types of education programs to 3453 individuals.
The Scope Young Ambassadors program and See the Person program was presented to 68 primary and secondary schools throughout Victoria, with 1309 students participating across 175 sessions.

Scope Annual Report 2016-2017

Mission Based
Build community capacity to recognise the human rights and citizenship of people with disabilities.
The Corporate and Community (CAC) program was delivered to 21 organisations, with a total of 575 individuals participating across 34 sessions.

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

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

ILC Grant
In 2017, the NDIA awarded Scope an Information, Linkages and Capacity-Building (ILC) Grant to roll out Communication Access accreditation on a national level. This achievement recognises the ongoing work of Scope to ensure that people with a communication difficulty have equal access to mainstream services. Scope established the Communication Access Symbol in 2011, and since then over 200 Victorian businesses have become Communication Access accredited. The ILC grant will enable Scope to build on work completed in 2016 to award regional public transport provider V/Line with the Communication Access Symbol. Communication Access accreditation will be extended to selected public transport providers in New South Wales and South Australia.

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

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

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

In April 2017, Scope awarded the NDIS offices in Geelong and Colac with the Communication Access Symbol. These were the first NDIS branches to be awarded communication access accreditation.

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

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

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

Scope will conduct reviews of communication access standards at these offices every three years.

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

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

298 participants attended the statewide training sessions, which were co-facilitated by a person with communication difficulties and strategic partners such as Family Planning Victoria and Centres Against Sexual Assault. 170 toolkits were distributed to staff trained from group homes, leading to increased resources and skills to support people to identify and report abuse. A research project is underway to evaluate the outcomes of the training and resources.

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

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

Most residents were satisfied with the assistive technologies, as well as the training and support provided to use them.
A renewed sense of independence

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

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

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

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

He has most recently introduced Alan to a new tool - an electric saw. “I get a great sense of achievement when I see the look on Alan’s face when he has finished his project,” says James. Alan sands, glues, lacquers, and varnishes the furniture, making them almost new before selling them to eager customers. Under the NDIS, Alan is keen to spend more time working on his business than his current scheduled one day a week. James has ensured that Alan gets the most out of his time and has acknowledged Alan’s preference for one-on-one activity. Giving Alan the opportunity to make his own money, and spend it how he pleases has given him a renewed sense of independence. Up next - continuing to develop his skills in furniture restoration and making the business grow even more under his NDIS plan.

“It makes me happy to do woodwork outside and I like it when I see the job finished.”
Support Coordination

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

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

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

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

Positioning Scope’s Brand for the Future

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

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

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

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

Supporting Customers to Understand the NDIS

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

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

The objectives of the information sessions were to provide customers with an understanding of the purpose, scope and breadth of the NDIS; clarity about how the NDIS works; and build excitement about the opportunities that this change will bring.

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

The sessions form the first building block in the transition support offered by Scope. 32 sessions were held last year across Victoria with nearly 400 people attending. The sessions were well received and feedback has been overwhelmingly positive, with a majority feeling they understand the NDIS and confident about Scope’s support for them.

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

Customer Driven

Grow by delivering customer driven supports that people with a disability value and choose.
In November 2016, residents from Knox Supported Living moved into their new homes in Boronia.

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

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

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

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

Feedback from the residents since transitioning to their new homes has been overwhelmingly positive. “I love being closer to the community. I didn’t have neighbours at Knox so now I can sit at my window and wave to my new neighbours. I can watch what’s happening in the neighbourhood,” explained resident Gwenda Campbell.

Fellow resident Josie Stocco is also enjoying the new environment. “Boronia feels brand new, and nice and bright. I enjoy going to Multisports and doing cooking programs,” she said.

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

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

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

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

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

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

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

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

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

Short Term Accommodation Reimagined

In November 2016, Scope embarked on a project to re-imagine its short term accommodation services. The project applied best-practice processes and tools that constitute Scope’s Innovation Framework. During the innovation process, solutions to problems or ideas for improvement are identified, selected, and experimented with before implementation.

This structured approach aims to achieve predictable, repeatable and successful innovation at Scope.

Over a three-month period, the project team consulted participants and their families from across four service areas: Barwon, Ballarat, North-Eastern Melbourne and East Metropolitan Melbourne. During the consultations, families acknowledged the importance of short term accommodation services and the support of Scope staff. A key area for improvement identified was the need for more meaningful activities and outcomes during a person’s stay in short term accommodation services. In response to this concern, the innovation team experimented with alternative service models involving social activities and skill development opportunities.

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

Toyota Project

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

To learn best practices from the commercial sector, Scope partnered with Toyota Motors’ Production System Support Centre (TSSC). In the TSSC program for not-for-profits, Toyota shares its manufacturing experience and know-how to facilitate organisational improvement for companies like Scope.

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

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

Capturing Customer Feedback

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

Former customer satisfaction surveys have been absorbed into this program of work, specifically into one large study called the Scope Annual Customer Experience (SACX) Survey. The study provides greater detail than was previously available, pinpointing feedback on specific aspects of the customer experience rather than simply general satisfaction.

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

Improving our Business Intelligence

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

One initiative is the implementation of a Business Intelligence System (BIS) to help consolidate data across multiple sources to improve reporting. A collaborative approach identified the business requirement, agreed on the scope of reports for initial implementation, and influenced the design of analytics and visualisation. After evaluating several providers in the market, a solution has been chosen and preparation to implement the system is underway.

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

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

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

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

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

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

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

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

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

"It’s allowed him to have independence… it makes him feel like a normal little boy"
Engaged and Productive

Cultivate a growing, productive and values driven workforce.

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

In 2016, Scope was delighted with the announcement of Dr. Jennifer Fitzgerald as Telstra Victorian Business Woman of the Year. Appointed as CEO in 2012, Dr. Fitzgerald is leading Scope through one of the most significant periods the sector has ever faced as it responds to the introduction of the NDIS. Dr. Fitzgerald was also declared winner of the Purpose and Social Enterprise category at the Telstra Business Women’s Awards. This accolade recognises her work in steering Scope from a traditional charity to a sustainable social enterprise that has its purpose – the people Scope supports – at its centre. The NDIS fundamentally alters the way disability service providers operate, and Dr. Fitzgerald is committed to innovating the organisation in response to this change. Drawing on her 34 years of clinical, research and business experience, she is facilitating the transformation of every aspect of Scope’s operations, whether it is streamlining information technology systems, re-imaging recruitment processes or enhancing customer service.

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

Supporting Staff to Support Our Customers

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

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

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

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

Scope SAFE

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

As part of the program, in addition to increasing local engagement around safe work practices, every Scope staff member receives a pack. This includes an OHS handbook with key information on staying safe at work, our “Take 5” hazard booklet, assisting the prompt reporting and assessing of hazards, and health-related items including a Scope SAFE drink bottle and pedometer. As Scope transitions into the NDIS, increased worker flexibility and mobility is required. In that context, Scope SAFE will assist employees to access and understand OHS policies, procedures and advice, provide key contact details in case of any emergency, and link into the Heart Foundation’s resources to help improve their health and wellbeing.

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

Learning and Development

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

Once again our Learning and Development program has grown. In 2016-17 there were 9,955 staff attendances at 1,122 Learning and Development events for a total of 34,300 hours invested in staff development. This includes participation by 108 therapists at 163 different seminars or conferences to develop expertise in their field.

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

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

People and Culture has worked extensively across the organisation to identify areas for development.

In 2016, Scope was delighted with the announcement of Dr. Jennifer Fitzgerald as Telstra Victorian Business Woman of the Year.
We are also very excited about the recent implementation of Scope’s new Leadership Development Programs. These are called ‘Achieving through others’ for our frontline leaders and ‘Breakthrough Leadership’ for our senior and middle managers. These programs will span a couple of years and will ensure that Scope Leaders have common tools, language and leadership strategies to ensure they lead their teams effectively.

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

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

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

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

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

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

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

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

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

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

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

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

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

1643 Total staff
- 1503 Customer and service delivery
- 140 Business support services

The Scope Approach

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

See the person
We listen to understand.
- We see the potential.
- We recognise how you do things and what you achieve.
- We take personal responsibility.
- We build excellent relationships with our clients and customers.
- We understand the balance between risks and rights.

Do it together
We lead in line with the Scope Approach.
- We work together to achieve shared goals.
- We build sustainable and ethical partnerships.
- We support each other.
- We communicate early and honestly.
- We share responsibility for safety.

Do it right
We use systems and processes in our work.
- We deliver quality outcomes safely and on time.
- We understand risks and opportunities.
- We are a financially sustainable organisation.
- We own the consequences of our actions.
- We take pride in the delivery of our mission.

Do it better
We seek creative solutions.
- We review and continually improve.
- We understand what is working and what is not.
- We seek and respond to feedback.
- We build capacity in all that we do.
- We are a leader in safety.

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

Manual handling

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Motor vehicle related

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Slips, trips and falls

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Impact against an object

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Stress and anxiety

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

This year Scope’s highlights include:

- The development and implementation of the Scope 3 Year OHS Plan (2016-18).
- Launched Scope SAFE, a comprehensive program of engaging operational teams around OHS.
- 33% reduction in the total number of new workers’ compensation claims.
- 43% reduction in manual handling injury claims.
- 32% reduction in motor vehicle incidents with no injury claims.
- 24% reduction in slip, trip, fall incidents and 29% reduction in slip, trip, fall injury claims.
- 50% increase in successful claim closures.
- 32% reduction in motor vehicle related injury claims.
- 43% reduction in manual handling injury claims.
- 32% reduction in motor vehicle incidents with no injury claims.
- 24% reduction in slip, trip, fall incidents and 29% reduction in slip, trip, fall injury claims.
- 50% increase in successful claim closures.
- Occupational violence and manual handling have been identified by WorkSafe Victoria as the two main risks to employee health and safety across the Disability Sector.
- In consultation with WorkSafe, Scope has developed and implemented the Occupational Violence Prevention Policy and Guidelines, including Ethical Response Safety training in higher-risk services. Scope has further embedded the Scope tailored manual handling activities of the O’Shea No lift/ Minimal lift System, with positive results as highlighted above.

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

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

Photo, from left to right: Samantha Copp, Marcus Knapple, Sarah Donehue and Bernie Goulding at Scope’s 2016 Annual Awards.
Executive leadership team in profile

Dr Jennifer Fitzgerald  
**Chief Executive Officer**

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

David Branch  
**General Manager Information, Communication and Technology**

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

Anne Cox  
**General Manager, Customer & Service Delivery – West**

Anne joined Scope in November 2016. She is an experienced executive leader, with a strong background in 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. He 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.

Sam McOrie  
**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. He 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, Customer & Service Delivery – East**

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

Neil Farr  
**General Manager, People & Culture**

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

Peter Hartnett  
**General Manager, Strategy & Business Development**

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

Jenni Hendy  
**General Manager, Customer & Service Delivery – South**

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

Julie Ware  
**Project Director, Scope 2020**

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

Denise West  
**General Manager, Customer & Service Delivery – North and State-wide**

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

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

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

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

Serge Sardo  
Vice President  
Elected to the Board in 2012. Serge has accumulated nearly 10 years experience as a CEO for not-for-profit or government organisations. Current is the CEO of a Victorian statutory authority responsible for administering community services to over 100 locations in Victoria. As a psychologist with nearly 20 years experience, Serge has managed rehabilitation and employment programs for people with disabilities, and for four years was a Member of the federal government’s Disability Employment Services Advisory Council. With an MBA qualification and strong commercial experience, Serge also brings to the role expertise in marketing, social policy and advocacy.

Joanne Stubbs  
Appointed to the Board in 2015. Joanne is the Chief Information Officer at Bakers Delight Holdings Limited with global responsibility for Information Technology. Previously Joanne has held IT executive roles in retail and financial services industry sectors at The Good Guys and General Motors Acceptance Corporation. She has spent over 25 years in information technology management positions. Joanne holds a Bachelor of Education, a Graduate Diploma in Computer Science and Masters in Management Technology from Caulfield Institute of Technology and participated in an overseas Graduate Program – General Motors Institute Michigan, USA. His exposure to Scope through the Risk & Audit Committee led to his interest in working with Scope in a broader role.

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

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

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

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

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

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Corporate governance statement

This statement outlines the current corporate governance practices within Scope (Aust) Ltd (Scope). The information in this corporate governance statement is current as at June 2017. Scope is a public company limited by guarantee. The corporate governance framework of the organisation is set out in its Constitution and in the Scope Board Charter.

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

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

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

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

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

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

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

New Directors undergo an induction process including mentoring by another Board member. All Directors are encouraged to undertake ongoing professional development and training where relevant. The Board is committed to regular assessment of Board performance. Formal external Board evaluations are typically undertaken every two years.

Board Committees
The Board has four main Advisory Committees: the Risk and Audit Committee; the Business Development Committee; the People and Governance Committee; and the Investment Committee. This year an additional Advisory Committee has been established: the Victorian Government Disability Services Commissioning Committee. This Committee was established towards the end of this financial year in order to advise the Board in relation to the Victorian Government Disability Services Commissioning.

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

Committee membership is reviewed annually as part of the Board’s internal performance review process. A number of changes were made to Committee membership in 2017, detailed later in this document.

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

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

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

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

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.

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

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

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

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

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

Publications


e


Conferences

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

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


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


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


Thank you

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

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

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

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

Bequests and Endowments
Adams, Dudley Barton
Baldy, Lindsay James
Beattie, Marjorie Lawrence
Beggs, Edith J
Biencourto, Ralph John
Brown, Beverley
Charles K Edwards & Keith & Mary Edwards Trust
Crawford, Ryan
Erickson, Maude Ethel
Fitzpatrick, James
Foulkes, Grace & Herbert
Holt, James
Horton, Grace
Horton, N J
Howard, Daryl Giles
Lissauer, Hermann
Mcnee, Hilda Emily
Mearns, James Francis
Mitchell, Audrey
Munroth, Alexander Evett
Nicholls, Gladys Violet
Nicol, John
Peck, Ronald Victor
Rimmington, Bertha Lucy E
Sharp, Alice Martha
Shipperlee, William Arthur
Shuttleworth, Joyce Mary
Simpson, Phyllis
Tilson, Violet Alice
Turner, Phyllis Nellene Tuohy, Eileen
Joe White Bequest
Winstanley, Elizabeth
Scope would like to also thank the families who have chosen to remain anonymous.

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

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

Research Partners and Supporters
Ability First Australia
Legal Services Board Victoria
University of Melbourne
Monash University. The Centre for Developmental Disability Health Victoria
Swinburne University
The Trust Company

Members of Board Advisory Committees
Sackville Kempton (Risk and Audit, Investment)
Lou Lachal (Investment)
Alasdair Norton (Investment)
Rod O’Loan (Business Development, independent member as of AGM November 2016)

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

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

Scope Human Research Ethics Committee
Dr Anna Arstein-Kerslake
Nic Cozens
Mike Debinski
Kordula Dunscombe
Reverend Barry Fernley
Brian Hardy
Dr Philomena Horsley (Chair as of February 2017)
Rodney Joffe
Shane Kelly
Dr Stella Koritsas (Chair until February 2017, Deputy Chair as of February 2017)
Associate Professor Jennifer McGuinley
Jasmine Ozge
Megan Thompson (HREC Officer)

Legal and Audit Services
Ashurst
Deloitte
Herbert Smith Freehills
Justice Lawyers and Consultants
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 Victorian Government.

Scope Customer Insight Committee
Christian Astourian
Geoff Crawford (resigned December 2016)
Maree Ireland
Shane Kelly
Tricia Malowney (Chair until December 2016, resigned December 2016)
Raelene West (Chair as of January 2017)

Acronyms

| ABN | Australian Business Number |
| AGM | Annual General Meeting |
| BFL | Balloon Football League |
| CAC | Corporate and Community Program |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| CIRC | Communication and Inclusion Resource Centre |
| DHHS | Department of Health and Human Services |
| NDIS | National Disability Insurance Scheme |
| NDS | National Disability Services |
| OHS | Occupational Health and Safety |
| SPP | See the Person Program |
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 or contact our fundraising team on 1300 4 Scope (1300 472 673).

A donation of $2 or more is tax deductible.

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

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

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

Visit www.scopeaust.org.au or contact our membership team on 1300 4 Scope (1300 472 673).

Scope’s History

1940s
• Spastic Children’s Society of Victoria founded to support children with cerebral palsy in Victoria.
• First service opens in the Toorak mansion Marathon.

1950s
• Services open in Glen Waverley and Bendigo.

1960s
• Services open in Geelong and Warralyn.

1970s
• Services open in Warragul, Keilor, Bayswater and Knox.

1980s
• Spastic Children’s Society of Victoria becomes Spastic Society of Victoria.

1990s
• We provide opportunities for people to access the community from their home and day service.

2000s
• Spastic Society of Victoria becomes Scope.
• Scope introduces mantra, ‘See the Person, Not the Disability’.

2010s
• Scope opens regional office in the Grampians Region.
• Scope becomes an approved provider for services funded by helping Children with Autism Initiative and Better Start for Children with a Disability Initiative.
• Scope launches Scope James Street, Scope Shannon Park, Scope Vincent Drive and Scope Henry Street.
• Scope launches new Therapy and Disability Support Services Centre in Geelong.
Our offices

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Glenroy Vic 3046
Phone: (03) 8311 4000

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

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

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

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

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

Ovens Murray and Goulburn Office
158-160 Bridge St
Benalla Vic 3672
Phone: (03) 5762 7121

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

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

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

The music therapy program at Scope Chelsea Lifestyle Options has been run in partnership with the University of Melbourne since 2015.
ecoStar+ 100% Recycled is the first of a new generation of recycled uncoated papers that combines the whiteness, visual appeal, printability and runability of virgin fibre papers with environmental awareness.
* FSC Certified Pulp * Carbon Neutral * 100% Post Consumer Waste