

# Annual Report 2019-2020



# About Scope

**Scope was founded over 70 years ago, by families who wanted better support for their children with cerebral palsy. Today, we're one of the largest not-for-profit disability service providers in Australia, supporting thousands of people with complex intellectual, physical, and multiple disabilities.**

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

We're driven by our values, encapsulated in the Scope Approach. These values are integrated into the fabric of everything we do. Simply and clearly articulated, they are See The Person, Do It Together, Do It Right, and Do It Better.

We offer a wide range of supports and services, to enable people of all ages to achieve their goals. We are a registered NDIS provider and have supported people to successfully move to the new scheme since its inception in 2013.

Some of our key services include Supported Independent Living, Therapy, Early Childhood Intervention, Short Term Accommodation and Day and Lifestyle Options.

We adhere to government standards and have achieved accreditation under the NDIS Quality and Safeguarding Framework.

We work within this framework when planning, delivering, and evaluating our services.

Scope has been active in research for more than 30 years, which helps us deliver positive outcomes. We've also led the way in working with organisations to remove barriers to social inclusion, through our pioneering work in Communication Access.

In line with our essential role in the community and our status as a

company limited by guarantee, Scope is committed to maintaining the standards of the Scope Board Charter. We are a member based organisation and our governance is framed with the Scope Constitution in line with current good corporate practice.

We've enshrined the voice of our customers within our governance, through the establishment of Customer Reference Groups and the Customer Insights Committee. This ensures independent and direct input and advice to Scope.

In 2018, Scope was selected by the Victorian Government to deliver supported independent living services to residents living in 226 specialist disability accommodation houses and participants accessing 12 short-term accommodation and assistance services across Victoria.

In 2019, services were gradually transferred, with Home@Scope established as a wholly owned subsidiary in 2018 to manage these services.

Our new Strategic Plan outlines our roadmap for the future. It is our intent to continue delivering customer-driven services and sustainable growth to be a market-leading national service provider by 2022.

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



Cover: GoKids customer William beaming from ear to ear in his walker and standing frame.  
Photo: Communication Access Assessor Jacob Matthew catching public transport.



Photo: Scope customer Heather and community volunteer Michael MacKay at a Balloon Football game.

## Overview of services

### Scope has a wide range of services:

#### Supported Independent Living

We support customers in specialist disability accommodation to live independently, assisting them with daily living and personal care. We focus on delivering meaningful choice and control, supporting customers to participate in the decisions and daily running of their homes. Our Supported Independent Living teams are trained to support people with a variety of complex needs.

#### Short Term Accommodation

Through a short stay at one of our Short Term Accommodation and Assistance [STAA] homes, customers can learn independent living skills and engage with their local community. This also gives family and carers a chance to take a break from their daily routine. Scope offers STAA services for both adults and children.

#### Therapy Services

Our specialist therapy services include physiotherapy, speech pathology, occupational therapy, and psychology. We have extensive experience in early childhood early intervention services to support children with developmental delay. Our new integrated therapy approach is family- and community-centred, with greater access to a broader range of supports.

#### Positive Behaviour Support

We're a leader in the field of Positive Behaviour Support. Our multidisciplinary service supports people with behaviours of concern or challenging behaviours. We deliver holistic solutions with the aim of reducing the use of restrictive interventions.

#### Day and Lifestyle Options

Our day program is tailored to each customer's goals and interests. This could include building friendships, learning new skills, or pursuing a favourite recreational activity. We support customers to participate in their local community, for example, attending local clubs or volunteering in local businesses. We offer group-based and individualised programs, in centres and in the wider community.

#### Specialised Communication Services

Scope offers specialised Augmentative and Alternative Communication [AAC] services to help people with complex communication needs get personalised, high quality communication aids.

#### Access and Inclusion Services for Organisations

We enable organisations to improve access and inclusion of people with a disability. Our flagship offering is Communication Access accreditation, awarded to businesses that meet communication access standards. Over 180 businesses and services in Victoria have been awarded the Communication Access Symbol, and this work is gaining national and international attention and interest. Other solutions include staff training and accessible information translation.

#### Support Coordination

We support people to understand their NDIS plan, and then work with them to identify and purchase the supports and services needed to reach their goals.

## Our Strategic Plan

**Our strategic intent:** We will deliver customer-driven services and sustainable growth to be a market-leading national service provider by 2022.

The last three years were about positioning for success. We envision the next three years will be about leveraging all of that to truly thrive and cement our position as a market leader.

The development of our new Strategic Plan involved staff and customers from across the organisation.

### An outstanding customer experience



**We will build our market position through delivering outstanding customer experiences.**

- Customers are at the heart of our decision making.
- Our brand is well known and preferred.
- Our services and products are viable and meet market demand.
- Our services deliver high-quality outcomes.

### A greater social impact



**We will lead the community to create lasting social change.**

- We are a leader in inclusion and access.
- Our insights are valued by key stakeholders and decision makers.
- Our research influences practice to improve outcomes.

### A leading and successful team



**We will engage and empower our people to succeed.**

- Our people demonstrate strong leadership.
- Our people love working for Scope and are proud to be our ambassadors.
- Our people are agile, flexible, and responsive to customers and opportunity.
- We create a safe and healthy workplace.

### A thriving national organisation



**We will formulate a pathway to growth and drive national expansion.**

- We have a deeper understanding of market trends and opportunities.
- We have a clear organisation-wide plan for growth.
- Our reach has expanded throughout Victoria and nationally.
- We are financially sustainable in the NDIS environment.



An Easy English version of the Strategic Plan 2020-2022 is available.

# Organisational highlights 2019–2020

## An outstanding customer experience



Established Home@Scope team, systems, governance structures, and operating models.



Introduced Measuring Impact and Service Outcomes [MiSO] survey to measure customer outcomes.



Completed first round of Satisfaction Surveys for customers and staff.

## A greater social impact



### NDIS grant

Awarded major three-year NDIS Information, Linkages, and Capacity Building National Grant for Communication Access in health services.



### Training

Delivered Communication Access training to over 3,500 Metro Trains and Yarra Trams staff.



### Therapy services

Continuing to find and introduce innovative ways to deliver Therapy services to meet changing customer needs, including Online Therapy [telepractice] and Integrated Therapy Services.



### Smooth transfer

Transferred over 1,200 customers to Home@Scope Supported Accommodation and Short Term Accommodation services, ensuring minimal disruption to residents.

## A leading successful team



### WorkSafe award

Winner of 2019 WorkSafe award, in recognition of Scope's achievement in creating a safe workplace.

### Disability survey

**64%** of respondents believe Scope is committed to creating an inclusive working environment for employees with diverse needs.

**83%** of respondents felt well-equipped by Scope to support fellow staff with diverse needs.

## A growing team

# 1982

dedicated support workers, therapists, coordinators, and business support staff



# 2417

Home@Scope employees, ensuring continuity of support for customers transferring from the Victorian Government

## A thriving national organisation



### NDIS funding

Transition of Home@Scope customers to NDIS funding underway.



### Network upgrade

Upgrade of Scope's network and systems to accommodate an additional 2,400 Home@Scope staff.

## Service highlights 2019-2020



**1247**

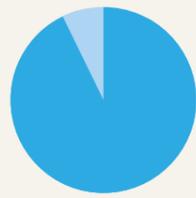
children received early intervention support



**1387 children**

**1075 adults**

received therapy and psychology services



**94%**

customer satisfaction rating



**106 Scope**

**231 Home@Scope**

service locations



**1293**

people supported to live more independently



**767 adults**

participated in Lifestyle Options services



Please note: Scope's customer satisfaction rating is exclusive of Day and Lifestyle Options and Supported Independent Living customers this year due to the coronavirus [COVID-19].

## Chair's report

# David Lloyd Jones



**2020 has proved to be a challenging year for us all. The Coronavirus [COVID-19] pandemic has impacted all our lives. In many ways, it continues to be the biggest challenge of our time.**

Responding to this challenge has called for resilience, flexibility, and agility. Scope has proved to be an organisation that embodies these qualities.

I am proud to see the way our people have risen to the challenge.

From the leadership team to our invaluable support workers and therapists, staff have worked tirelessly to adapt swiftly to the evolving situation, protecting everyone's safety while continuing to deliver essential services.

Scope has been part of the social fabric of Victoria for over 70 years. I believe our strong foundations have helped us weather this challenge. I am confident that we will emerge from this stronger than before.

### Continuing a legacy

In 2019, Scope said farewell to Chair Mark Burrowes. On behalf of myself and the Board, I would like to personally express my gratitude to Mark for his leadership and vision over the last 10 years.

Together with my fellow Directors - and newly elected Director Brendan Earle - I have sought to build on that legacy, as directed by our 2020-2022 Strategic Plan.

We are now focussed on establishing our presence on the national stage.

### Future priorities

Innovative partnerships are key to our strategy. To this end, we recently established a three-year partnership with The Swinburne University Centre for Innovation and Design to expand Scope's innovation program.

Already our partnership with Swinburne has seen us explore new technologies including 3D printing and virtual reality. I'm excited to see this partnership grow and deliver real solutions for people with disability.

The safety and wellbeing of our employees continues to be a priority for the Board. I was proud to see Scope receive the 2019 WorkSafe award for its commitment to workplace health, safety and wellbeing.

I would like to acknowledge the passion and hard work of the Occupational Health and Safety [OHS] team, who are dedicated to providing a safe work environment for staff and our community.

I also commend Scope's leadership and Home@Scope Chief Operating Officer Heather Finlayson in particular, for the smooth transitioning of our newly acquired services from mobilisation to stabilisation. Considering the challenge of the pandemic, this has been no small feat.

We're looking forward to the next phase as we support customers to embrace the NDIS, and support seconded staff to formally become Scope employees.

Throughout the year, we have significantly strengthened our enterprise risk management framework with a focus on strengthening risk culture, risk reporting and risk monitoring processes.

Scope recognises the important role that risk management has in protecting and creating value and enabling us to better support our customers in times of uncertainty, change and disruption.

### Financial performance

This year, Scope recorded a bottom-line surplus of \$63.1 million. This prepares us to invest in the transition of Home@Scope to NDIS funding, as well as a property trust to develop specialist accommodation for people with disabilities, the scale-up of services after the Coronavirus pandemic, the growth of Scope services interstate in line with our strategic goal and also ensure ongoing financial sustainability to deliver our mission and support our customers into the future.

As we look to this future, the voice and rights of people with disability continue to drive our mission. Increasing real choice in the domains of housing, education and employment will be our key priorities moving forward.

We remain unwavering in this commitment to deliver our mission, and provide high quality services and supports that meet the individual needs and goals of our customers.

David Lloyd Jones

## Chief Executive Officer's report

# Dr Jennifer Fitzgerald



**This has been an extraordinary year. It's amazing to see how everyone has come together to face the challenges of the Coronavirus crisis.**

As one of Australia's largest providers, we take our duty of care to our customers very seriously. We have a mature governance framework that ensures business continuity, pandemic preparedness, and disaster recovery. This has put us in good stead throughout the pandemic.

We have remained agile and responsive to the needs of customers, families, and our staff. I would like to thank and commend our staff for their incredible resilience and commitment.

I've been humbled and touched by the many, many stories from our frontline services.

Our customers continue to be at the heart of our decision making as we now shift to shaping the new normal of service delivery.

I'm proud that Scope maintained a combined customer satisfaction rating of 94% across all our services. Our Voice of Customer program has been rolled out across all services. We are now expanding Customer Reference Groups, leveraging technology to continue our engagement.

Scope regards the Disability Royal Commission as another development that helps to advance the rights of people with disability. This year, we completed preliminary work in preparation to engage with the Commission. We've also ensured customers and families are updated with the Commission's progress and have the information they need to make submissions.

Our strategic advocacy efforts this year focused on contributing to key policy initiatives, including the National Disability Strategy,

the Victorian State Disability Plan, and the Early Childhood Intervention Australia National Blueprint. I was proud to note our Supported Independent Living submission to the Joint Standing Committee on the NDIS was cited extensively in the Committee's own report in March.

### Melbourne University partnership

Through our partnership with Melbourne University, we're actively leading discussions to tackle issues that matter to people with a disability. Professor Keith McVilly and I joined other thought leaders in an online panel discussion on the future of secure and sustainable employment for people with disability.

Our next event in November will see us tackle the intersection of disability services and healthcare.

It's an issue we're also addressing through a three-year NDIS Information, Linkages, and Capacity Building Grant from the Commonwealth Government. Through this grant, we're seeking to improve communication between health professionals and patients with a disability, particularly during medical emergencies.

In March 2020, Scope successfully completed a detailed audit against the NDIS Practice Standards and Quality Indicators and are now awaiting certification. Meanwhile, we're actively preparing for certification of Home@Scope.

It's been a year since the last group of customers and staff transferred from the Victorian Government. In a short time, we established the Home@Scope team, introduced

new systems and structures, and, most importantly, invested in building a strong team culture underpinned by the Scope Approach.

Our focus now is to support our customers to fully transition to the NDIS. At the same time, we're preparing our seconded staff to take the next step in their journey with us, formally as our employees.

As we move forward, Scope's operations will be reorganised along service lines, instead of the current geographical divisional model. We appointed Natalie Sullivan as Scope's Chief Operating Officer to lead this change and maximise the potential for growth. The new structure will enable us to enhance both customer and employee experiences.

In December 2019, we successfully signed a new enterprise agreement with our disability support workforce, securing benefits for our staff and ultimately benefiting the people we support.

To provide our customers with high-quality, safe, and suitable housing, we are actively pursuing strategic partnerships with organisations who share our vision. These innovative projects will enable us to support our customers to live full and independent lives where choice and control is paramount.

As we look forward, our focus is to establish ourselves as a leading national organisation, whilst improving the lives of the people we support.

Dr Jennifer Fitzgerald

Scope Chief Operating Officer's report  
**Natalie Sullivan**



**I joined Scope earlier this year, just as the coronavirus pandemic was beginning to peak. It's definitely been a challenging time but highly rewarding as well - as I've been able to see the way Scope performs under pressure.**

Our teams have a genuine and deep commitment to our customers - they've adapted quickly, worked collaboratively, and just got on with the job.

It's exciting to join a team that's so passionate and person centred.

My goal as Chief Operating Officer is to harness that passion and energy to take our business further.

Scope's been on a journey of change, fuelled by the NDIS. Our next step is to leverage all that we've invested into growing the organisation and becoming a leading national provider.

To position for growth, we're redesigning Scope's operations along service lines. My mandate is to lead this change over the next six months and maximise the opportunities for each service line, both in Victoria and across Australia.

To do that, we need to deliver a consistent "Scope" customer experience and create clear differentiation in the marketplace.

This new operational model will do just that - it will give our service delivery teams the space to collaborate and focus their energies.

Ultimately, this will enable us to create successful and viable services that meet the needs of current and future customers.

I'm also focused on creating a great employee experience. The service model will enable us to offer meaningful career pathways and development opportunities.

I'm excited about the future and working closely with my teams to bring this vision to life.

**Natalie Sullivan**

Home@Scope Chief Operating Officer's report  
**Heather Finlayson**



**I am incredibly proud of the Home@Scope story so far. Our journey is built on the trusting relationships between the people we support, our teams who support them and the families who put their trust in us.**

As the newest part of the Scope family, we are a diverse team of almost 2,500 passionate and dedicated individuals, providing support to over 1,000 people who live in our Supported Independent Living [SIL] homes and over 450 people who access our Short Term Accommodation and Assistance services.

We know that the strength of these relationships leads to great outcomes at our SIL homes, enabling our customers to work towards their aspirations and live as equal and empowered citizens.

After welcoming new staff and customers between May and October 2019, we brought our team together for the first time in November at the Leaders Forum, and then again in February 2020 for the House Supervisor Forum.

This gave us the opportunity to learn, connect, and grow with one another through building both a shared view of success and a way of working. Together we co-designed the Scope Approach toolkit and resources to assist house teams to work collaboratively to ensure a quality experience for each resident.

Since then, the coronavirus pandemic has been a disruptor to our everyday work. It has been inspiring to see the way our teams have adapted quickly and worked collaboratively to solve problems - all while staying apart. It has been challenging at times; however, we have managed to keep people safe and continued to work on business as usual.

The team looked for innovative ways to keep residents engaged and active within the home. Collating these ideas into our first SIL resource pack to be shared across all Scope and Home@Scope houses is a great example of the benefit of having a large scaled network of services.

We are committed to actively seeing the person and listening to understand their aspirations. Each house has been provided with communication aids to enable meaningful conversations between the staff and residents about the smooth running of the house. The Communication and Inclusion Resource Centre worked with teams to design a tailored set of communication aids and resources to support their conversations.

We are committed to gathering feedback to ensure ongoing improvement in our work. This will help position us as a national leader in the provision of SIL. We recently completed Satisfaction Surveys with residents, families, and staff to give us a pulse check on our progress. In parallel, we are also working with the University of Melbourne on a three-year research project that will provide additional data to focus our ongoing efforts for improvement.

I am excited about the next phase of the journey for Home@Scope. We are stabilising the way we do things, and at the same time, preparing for transition to NDIS funding and the Quality Safeguarding Framework. We will also welcome our Department of Health and Human Services colleagues into direct employment.

Although we are at the beginning of the Home@Scope journey, we have already achieved so much, and I look forward to seeing what we can continue to achieve in the future.

**Heather Finlayson**



**"I am looking forward to getting involved at the new Therapy Centre and achieving my goals."**

Photo: Sally and Marie at the opening of Scope's new Therapy Centre in Belmont.

# Consolidated financial highlights 2019–2020

## 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 30 June 2020		\$'000s
<b>Income</b>		
State Government		251,299
Federal Government		121,227
Rendering of Services		4,211
Donations and Fundraising		2,553
Other		3,660
<b>Total Income</b>		<b>382,950</b>
<b>Expenses</b>		
Staff and Related		273,373
Depreciation		6,685
Other		39,774
<b>Total Expenses</b>		<b>319,832</b>
<b>Surplus for the Year</b>		<b>63,118</b>

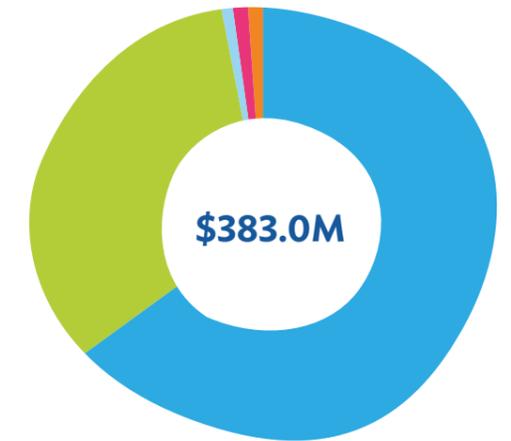
## Balance sheet

Statement of Financial Position as at 30 June 2020		\$'000s
<b>Current Assets</b>		
Cash and Deposits		21,882
Other Financial Assets [Investments]		62,376
Receivables and Other		9,980
<b>Total Current Assets</b>		<b>94,238</b>
<b>Non-Current Assets</b>		
Property, Plant, and Equipment		28,639
Other Financial Assets [Investments]		93,792
Other Assets		2,119
Right-of-Use Assets		9,789
<b>Total Non-Current Assets</b>		<b>134,339</b>
<b>Total Assets</b>		<b>228,577</b>
<b>Current Liabilities</b>		
Trade and Other Payables		28,544
Employee Benefits		16,140
Contract Liabilities		14,503
Lease Liabilities		2,471
<b>Total Current Liabilities</b>		<b>61,658</b>
<b>Non-Current Liabilities</b>		
Contract Liabilities		19,533
Other Non-Current Liabilities		3,549
Lease Liabilities		7,221
<b>Total Non-Current Liabilities</b>		<b>30,303</b>
<b>Total Liabilities</b>		<b>91,961</b>
<b>Net Assets</b>		<b>136,616</b>
<b>Equity</b>		
Retained Earnings		135,241
Reserves		1,375
<b>Total Equity</b>		<b>136,616</b>

# Consolidated financial highlights 2019–2020

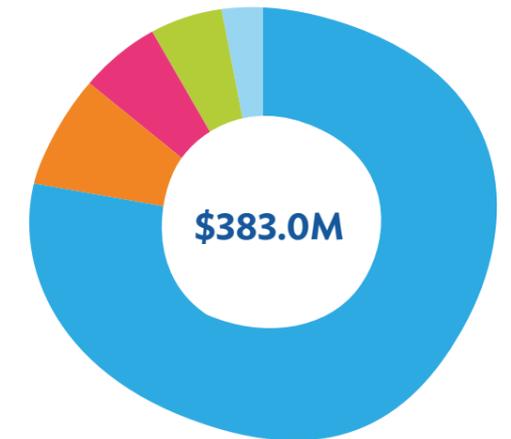
## 2019–2020 Revenue by source

State Government	65%
Federal Government	32%
Rendering of Services	1%
Other	1%
Donations, Bequests, and Fundraising	1%



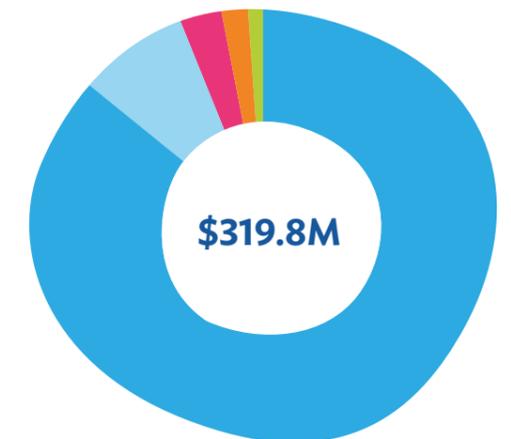
## 2019–2020 Revenue by category

Support Independent Living	77%
Other	9%
Lifestyle Options	6%
Short Term Accommodation	5%
Therapy and Psychology	3%



## 2019–2020 Expenditure by type

Employee Expenses	85%
Other	9%
Communications	3%
Depreciation, Amortisation, and Impairment	2%
Maintenance and Vehicles	1%





## An outstanding customer experience

# Thriving in challenging times

**Together with the rest of the world, this year saw Scope face one of the biggest challenges in its history - the coronavirus pandemic. Scope responded with a coordinated and planned approach.**

The safety of our customers and employees has been our top priority as we face the Coronavirus [COVID-19] pandemic together.

As one of Australia's largest disability service providers, Scope was well placed and prepared to respond to this situation. We enacted our pandemic action plan and established a team to lead the response.

We closely monitored the evolving situation and ensured compliance with advice and instructions from both the Australian Government and the Victorian Department of Health and Human Services.

A dedicated support line was set up for customers and families.

Our service teams adapted quickly, with creativity and resilience. Below is just one of many stories of how customers and staff have come together to thrive in the midst of this challenge.

At the time of publication, we're pleased to report that while there have been a few cases of coronavirus, from community transmission, there has been no cross infection across our services and not one resident in Supported Independent Living has tested

positive. This is testament to our teams' dedication and strict adherence to infection control, social distancing and using PPE.

While we are still on the journey towards a new normal, we remain vigilant and dedicated to minimising the spread of the virus and keep everyone safe.

### Adapting with creativity

When we're cooped up indoors, unable to see the people we care about or participate in the activities we enjoy, it can be difficult not to feel a bit down. That's why Scope staff have been supporting our SIL customers to engage in a range of pastimes that can be enjoyed while staying safe at home.

Technology is a great tool for staying socially connected, and customer Denis Ward has been enjoying his music therapy sessions via Zoom.

"He giggles the whole way through his sessions!" says his House Coordinator, Jacqui Fairbairn. "Zoom [also] allows Denis to see the people who are regularly in his life."

To stay fit and healthy during isolation, other customers have been exercising in their backyards. "We didn't have

access to gym equipment," Sylvia Jones, Acting Coordinator at one home, explains, "so we used cans from the pantry instead."

The impromptu weights worked a treat. "Residents and staff had lots of laughs and a great workout," Sylvia says. Customer Aaron Ott wholeheartedly agrees. "I had a good day exercising with the cans!"

Artistic pursuits were the order of the day at another SIL home, where residents had fun creating beautiful flower arrangements and decorating their own flower boxes.

Customers Peter Abbey, Kathryn Hennigan, and Caroline Minchin loved making their flower arrangements and plan to give them to their families as Easter gifts.

And never underestimate the benefits of good old-fashioned fun. Some residents have stayed positive dancing to music and dressing up, while others enjoyed preparing the food for a backyard BBQ.

"I cooked some sausages and hamburgers," says customer Alex Lockwood. "They were delicious!"



**"Residents and staff had lots of laughs and a great workout."**



Photo top: Jacob, Craig, Nick, and Ash showing off their green thumbs during the lockdown period.  
Photo left: Painter extraordinaire Gwenda turning her kitchen bench into an art work station.  
Photo middle right: Nick, Craig, and Jacob moments before cracking into their lockdown pinata.  
Photo bottom right: Aaron and Support Workers Maggie and Alycia getting creative during exercise time during lockdown.



## An outstanding customer experience



**Photo:** The unveiling of the Scope Member Honour Board recognised individuals who have historically made a significant contribution to Scope. Back row (L to R): Mr Michael Day OAM, Mrs June Cameron, Mr Brian Logan, Mr Mark Burrowes, Mrs Elizabeth Ruth, Mr Rod O'Loan, Mr Bill King, and Chair Mr David Lloyd Jones. Front row (L to R): Ms Irene Kwong and CEO Dr Jennifer Fitzgerald.

### Annual General Meeting 2019

Scope's 71st Annual General Meeting, held on 7 November 2019, was attended by 50 people, including 30 Scope Governing [voting] Members. The meetings were duly convened and quorate. Artist and Scope member Greg Muir acknowledged the Traditional Owners of the land, the Wurundjeri people, and paid respect to the Elders past, present, and emerging of the Kulin Nation, and to Indigenous Australians present. The Board was pleased to welcome Australian Disability Discrimination Commissioner, Dr Ben Gauntlett, as a special guest. Dr Gauntlett discussed, amongst other issues, the significance of the Royal Commission

into Violence, Abuse, Neglect, and Exploitation of People with Disability and the role that technology can play in inclusion and diversity. Commending Scope's service to people with disability, he also acknowledged the organisation's impact and position as a leader in the disability sector. Scope members approved a special resolution for the maximum aggregate remuneration payable annually to Scope Directors and Board Committee members to be increased from \$246,000 to \$320,000 from 1 January 2020. This ensures that remuneration fees accurately reflect the market in which Scope now operates, and the changing nature and scale of the demands placed on Scope Directors and the Board.

Following his retirement as Chair and Director, Mark Burrowes expressed his gratitude and honour at being a part of Scope for the last ten years. He acknowledged the critical contribution of all Scope personnel, from fellow Directors to volunteers, who assist Scope in achieving its goals. On behalf of the Board, Executive leadership team, management, staff, members, and customers, Scope thanks Mr Burrowes for his valuable guidance and commitment over the last decade. The Board confirmed the unanimous appointment of David Lloyd Jones to Scope Board Chair and Marcell Judkins to Deputy Chair. Scope members unanimously approved the election of Brendan Earle to the Scope Board.

### Disability Royal Commission

The Royal Commission into the Violence, Abuse, Neglect, and Exploitation of People with Disability represents another step forward in the advancement of the rights of people with disability. By actively engaging with the Commission, Scope promotes understanding of the issues faced by people with disability, while advancing our mission to enable each person we support to live as an empowered and equal citizen.

In response to the terms of reference of the Commission, we have undertaken extensive analysis of our quality and safeguarding practice, systems, and processes. We have been actively integrating the learnings from this analysis into our broader quality and safeguarding improvement program.

Scope has also developed responses to Issues Papers released by the Commission, regarding our experience in supporting people with disability in emergency situations such as COVID-19 and our perspectives on the use of restrictive practices and the rights of the people we support. We await the findings and recommendations from the Commission's Interim Report due in October 2020.

When the occasion arises, we stand ready to appear at the Commission to further discuss our approach and experiences as one of Victoria's largest providers of disability support services.

### Scope members

Scope's members are an essential part of our organisation, supporting us to advocate for the rights of people with disability and drive change in the community. As of June 2020, Scope has a total of 207 members, consisting of 160 Governing [voting] Members and 47 Associate Members. At a special event at our central office in October 2019, we were delighted to unveil an honour board recognising the 331 members acknowledged as making a significant lifetime contribution to Scope over 70 years.

Following posthumous nomination by Scope members, Mary Macaulay was honoured with Scope member lifetime recognition by the Scope Board. Mary was pivotal at the Spastic Society head office and often referred to as "the guiding light".

Feedback from members led to the establishment of a Membership Reference Group in 2019. Comprised of Scope members who provide feedback and advice on membership activities, the Membership Reference Group was instrumental in the development of a Scope Member Charter outlining the role of Scope membership.

The Board continues to seek opportunities to engage purposefully with Scope's members, evolve the role of membership, and keep members informed on key developments and governance matters.

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

### MiSO implementation

The culmination of years of Scope outcomes research, MiSO is an online application that collects and analyses outcomes data using two surveys developed and tested by the research team. By evaluating the impact of Scope services on our customers, MiSO enables us to improve services and helps customers make informed decisions about services.

The focus this year has been on embedding this new technology within the organisation. With rollout commencing in July 2019, MiSO has now been implemented across Scope Therapy services, the Communication and Inclusion Resource Centre, Day and Lifestyle Options, and Supported Independent Living services in the East and West divisions. A range of resources, including videos and step-by-step guides, was developed to assist implementation, and staff have received training in MiSO's use.

As of June 2020, a total of 341 surveys have been completed. This early data shows that Scope services are having an overall positive impact in all areas of customers' lives,

particularly personal wellbeing, social life, access to their environment, and recreational and leisure life. Implementation of MiSO across the rest of Scope will commence from July this year.

### Voice of Customer program and Customer Reference Groups

Part of Scope's wider Customer Engagement Strategy, the Voice of Customer [VoC] program and Customer Reference Groups were implemented to engage more deeply with our customers and facilitate comprehensive collection of their feedback.

Established in 2017, the VoC program utilises in-depth interviews and surveys to gauge how Scope customers and their families feel about specific services. Having already been implemented in Therapy, Day and Lifestyle Options, and Supported Independent Living services, the program was recently expanded into our Communication and Inclusion Resource Centre [CIRC] services for the first time. This year we spoke with 534 customers and family members. Looking ahead, we'll continue to engage with more people from Scope, while expanding the program to include Home@Scope customers and their families.

In the year to 30 June 2020, we achieved a customer satisfaction score of 94% and a Net Promoter Score of +45 among our Therapy, Integrated Therapy Services, and CIRC customers.

Customer Reference Groups are comprised of Scope customers who discuss topics of their choice in an open forum. The insights gleaned are primarily used to drive service development, in addition to informing Scope's organisational policy and advocacy efforts.

With over 40 customers participating in four groups across Scope, we are now looking forward to expanding the Customer Engagement Strategy in 2021 to give customers in Home@Scope a voice.



## An outstanding customer experience

# William receives support to explore his world

**At 18 months of age, all William O’Sullivan really wanted was to move, play, and explore the world with his parents and big sister. Now, just days short of his second birthday, he is doing exactly that, thanks to Scope’s early intervention services.**

William and his family live in Shepparton, where there is limited access to specialised mobility supports for children with complex needs. Understanding the difference early intervention can make to a child’s life, Scope sent the GoKids Van to Shepparton to meet them.

The O’Sullivans had originally contacted us about getting a standing frame for their son. Yet as we spoke to William and his family, it became evident that getting the best supports for William would require further intervention.

Following more assessments in Melbourne, we all decided William would benefit from a walker and a powered wheelchair as well.

When the NDIA proved hesitant to fund these supports for such a young child, we were able to use GoKids’ knowledge and experience to ensure they understood how and why such equipment was necessary for William’s future.

Once the supports were approved, GoKids delivered the walker and standing frame to William in

Shepparton. He is now eagerly awaiting his new wheelchair, due to arrive any day.

William will be the youngest child Elise Rizzo, manager of GoKids, has ever fit with a powered wheelchair. Says Elise, “We are so excited to see the impact this will have on his social and emotional development.”

Back in Shepparton, his delighted family are watching that impact unfold, as William enjoys roaming their farm with his sister and playing some football with Dad.



**“We are so excited to see the impact this will have on his social and emotional development.”**

*Photo: William and his older sister, Sophie, laughing and having fun as siblings do.*



## An outstanding customer experience



Photo: Michelle and Donna at the Melbourne Marathon.

### Integrated Therapy Services Model implementation project

The Integrated Therapy Services [ITS] project was initiated through Scope 2020 to create an expanded children's therapy service model tailored to the NDIS environment. The resulting "hub and spoke" model provides children aged 0-14 years and their families with a community-centred therapy experience and a broader range of locally accessible supports.

Following successful implementation of the model prototype in the Hume-Moreland area in 2018, the ITS project was transitioned to the Enterprise Project Management Office's [EPMO] Innovation and Customer Experience division. With EPMO support, the ITS service model was rolled out across

the Casey/Cardinia corridor in the South division and two further sites in the North division [Metro] from 2019 to mid-2020. In all, two existing sites [Glenroy and Pakenham] were refurbished into hub centres, with four additional centres [Craigieburn, Epping, Lyndhurst, and Narre Warren] established as spokes.

New programmes, including a therapist-run play group, parent education/information sessions, and the Secret Agents Society group, have been introduced to meet the identified needs of customers. As at December 2019, there has been steady customer growth, with over 157 [North] and 54 [South] new customers accessing the centres. Our customer satisfaction score was 90% and our Net Promoter Score was +30, exceeding industry standard.

In 2020, the EPMO has facilitated the exploration of ITS opportunities in the East and West, as well as the transition into business-as-usual operations in the North and South from 30 June. Looking ahead, we are seeking to establish further spokes in the South, while a newly implemented evaluation framework will ensure our children's therapy services continue to meet Scope's high standards.

### Customer Engagement Strategy

Scope's Customer Engagement Strategy is founded on the principle that our customers have unique expertise that can be used to shape our services and provide a better customer experience.

As part of this strategy, we strive to gain a greater understanding of our customers through several channels, including Customer Research, Direct Engagement, and our Customer Enquiry Service.

By ensuring that we listen to our customers, take action together, and are held accountable, this multifaceted approach has delivered tangible improvements to our customers' experience and added a valuable dimension to our internal decisions.

Recent enhancements in our engagement and research capabilities have enabled better representation of our customer base and the collection of deeper insights. Under COVID-19 restrictions, for example, we've adapted our direct engagement avenues to online meeting platforms. This not only allows staff and customers to continue connecting during the pandemic but will also facilitate meetings between customers at different sites in the future.

Our ability to utilise feedback has also improved, as demonstrated by the application of customer insights in prioritising continuous improvement. In this way, our customers remain the focus at all stages of service development.

### Swinburne partnership

Scope has entered into a three-year Product Design program with Swinburne University's Centre for Design Innovation [CDI]. Together with Scope's Innovation and service delivery teams, CDI experts in design and manufacturing technology will use new and emerging technologies to identify and act upon opportunities that improve outcomes for greater numbers of people with disability. The initial discovery stage of the program will commence in late 2020. This partnership will build on the advances already made by the Safety@Work and Wheelchair of the Future projects.

Safety@Work uses virtual reality [VR] technology to improve staff training

in the provision of Positive Behaviour Support [PBS]. With the support of the Victorian Government, the project was launched in September 2019, following development and testing of a ten-minute VR prototype. A fully integrated PBS and VR learning program for disability support workers is expected to be completed later this year, while a comprehensive evaluation will follow in 2021.

The Wheelchair of the Future project, aimed at improving the prescription, manufacture, comfort, and affordability of wheelchairs, has already seen the development of a world-first high-accuracy sensor platform, which monitors variables such as speed, location, surface incline, and a user's body position. These data enable the prescription and adjustment of each person's wheelchair to respond precisely to real-world usage over time. Future efforts will focus on investigating innovative methods of constructing and customising wheelchairs and developing an improved prescribing process through a user-centred approach.

### Supported Independent Living

The implementation of Scope's Supported Independent Living [SIL] service model continued this year, with a focus on embedding the SIL Values proposition and Practice Framework within each home.

The Practice Framework identifies six key principles that underpin decisions and actions, articulates shared values and ethics for transparency and accountability, describes the professional knowledge gained by Scope's experience and expertise, and outlines the practical skills fundamental to the delivery of the model. Underpinned by the principles of Person-Centred Active Support, the framework enables greater choice and independence for the people we support.

Implementation of the new model's Practice Component was completed by the end of 2019.

With the aid of the SIL Tool kit, staff are now applying the framework when supporting their customers to make choices and decisions and participate in meaningful activities in their homes.

To further strengthen good practice, SIL leaders are undertaking a leadership program through the Capability Development phase. This program focuses on topics such as effective leadership, feedback and difficult conversations, and leading through change, coupled with development activities such as coaching and mentoring. The South and West divisions have completed the program, the East is currently underway, and the North is due for completion by the end of 2020.

Far from limiting our customers, COVID-19 restrictions have provided opportunities for them to learn new skills, try new activities, and be involved in more aspects of their home and daily routines than ever before.

### NDIS Planning Tool

Planning meetings are critical to getting the best out of your NDIS plan. However, given the sheer breadth of information participants need to provide to their planner, these meetings can be daunting.

To enhance our customer experience, Scope developed the NDIS Planning Tool, an online tool that helps customers navigate their planning meetings. With key questions, helpful hints, and a checklist, the tool helps users assemble all the information they need.

Once done, the user gets a personalised NDIS planning guide they can take along to their meeting to guide the conversation. Having the necessary information at their fingertips gives customers more confidence, choice, and greater control over the supports they receive.

Since its launch in November 2019, more than 400 people have used Scope's NDIS Planning Tool to begin their NDIS journey.



**A greater  
social impact**

## Victoria Police Communication Access accreditation

**Being able to get your message across is a basic human right and important in any situation, none more so than when you're the victim of a crime. Yet people with communication difficulties often face significant barriers when accessing the justice system.**

In 2017, Scope launched a two-year project to accredit Victoria Police's Box Hill and Geelong police stations with the internationally recognised Communication Access Symbol. The initiative was funded by a grant from the Commonwealth Government's Information, Linkages, and Capacity Building program.

Victoria Police was the first law enforcement agency in Australia to commit to communication access. Box Hill Senior Sergeant Ronald Sinclair is proud to be able to display the Communication Access Symbol in the watch house.

"It demonstrates to the community that our uniform officers have the skills and strategies to effectively and respectfully interact with people who have communication difficulties," says Ronald.

Scope's national communication access work is led by consultants with a lived experience of communication disability. Scope's Access Consultants deliver customised training to staff in how to effectively communicate with people who have diverse communication needs. Scope Communication Access Assessor John Fox worked on the Victoria Police project.

As a seller of *The Big Issue* magazine, John has been targeted by thieves many times. He used his personal experiences to help officers gain a deeper understanding of what communication access means to those who experience communication barriers, particularly in the justice system.

Knowing how committed Victoria Police are to providing justice for everyone, no matter how they communicate, John feels safer. "I continue to sell *The Big Issue*," says John. "And thanks to Victoria Police, I can now do this confidently."

**"It demonstrates to the community that our uniform officers have the skills and strategies to effectively and respectfully interact with people who have communication difficulties."**

**Photo:** (L to R) Constable Alexia Thorne, Scope Communication Access Assessor John Fox, and Acting Senior Sergeant Janet Gleeson at Geelong Police Station's Communication Access accreditation ceremony.





*Photo: PhD candidate Georgia Burn and Communication Access Mentor Brandon Tomlin.*

### Strategic advocacy

With the NDIS still in its infancy, Scope is dedicated to working constructively with government decision makers to guide its evolution. One way we do this is through submissions to the Joint Standing Committee on the NDIS, an avenue that allows us to engage directly with government about both the NDIS and Scope's own strategic advocacy priorities.

This year, we made submissions to the NDIS Planning and Supported Independent Living inquiries. As always, our submissions entailed a strong research focus and extensive use of data and case studies and are available for public viewing on the Committee's website.

Meanwhile, we pursued further advocacy opportunities by contributing to governmental consultations, including the National Disability Strategy and the Victorian State Disability Plan. In this forum, we ensured the voice of people with disability was heard by providing case studies and facilitating the participation of Scope customers.

Through this advocacy work, Scope has strengthened relationships with stakeholders from government departments, including the Department of Health and Human Services, Department of Social Services, and the Australian Human Rights Commission, which will stand us in good stead into the future.

### Communication Access Australia

Funded by the Commonwealth Government's Information, Linkages, and Capacity Building program, Communication Access Australia [CAA] was Scope's first national flagship communication access project. Scope worked with delivery partners to support organisations across government, justice, and transport to become communication accessible. This involved training customer-facing staff to communicate effectively with people with communication difficulties using best practice strategies and tailored communication tools.

Building upon the 2011 launch of the internationally recognised Communication Access Symbol, CAA positions Scope as a national leader in access and inclusion. Scope has since worked with Victoria Police to strengthen their capacity to support victims of crime with communication difficulties, and with interstate delivery partners Northcott [NSW] and Two Way Street [SA] to establish a national network of approved assessment organisations that will facilitate communication access across Australia.

To date, Scope has supported over 200 organisations, including industry leaders in transport, banking, utilities, and public services, to become communication accessible. In March 2020, Medibank's 1800RESPECT, a telephone and online counselling service for people impacted by sexual assault and domestic or family violence, was the first national service to be awarded with the Communication Access Symbol.

This follows the award of the symbol late last year to Victoria Police's Box Hill and Geelong police stations, and to Yarra Trams, the world's largest operational tram network.

### Research

Research plays a crucial part in improving the lives of people with disability. This year we expanded our research into pain recognition and outcomes measurement.

Through the Keeping Pain in Check research, we have developed an online course to support disability support workers to identify pain in people with complex communication needs. We are now trialling this course and a checklist to see if they aid the identification of pain. By enabling more effective pain management, such tools will improve the health and wellbeing of people with disability.

The focus of our outcomes research has shifted to children and young people with disability. We now hope to develop surveys that can be used by carers to measure the impact of services on the children or young people they care for. Information

from these surveys will drive service improvement and help carers make informed decisions.

In late 2019, Scope's successful partnership with the University of Melbourne was renewed for a further five years. Following his re-appointment as the Professorial Fellow in Disability and Inclusion, Professor Keith McVilly continues to lead the joint research, teaching, and events programs. Key activities this year included the Virtual Disability Conference and the Decision-Making Support Symposium.

Another feature of the partnership, Strategic Research Scholarships enable select Scope staff members to study a Doctor of Philosophy [PhD] at the University of Melbourne. This year's scholarship was awarded to Georgia Burn, while inaugural recipient Stephanie Weir started her PhD in April 2019, exploring communication, behaviours of concern, and restrictive interventions in children with Autism Spectrum Disorder who have little to no functional speech. The Strategic Research Scholarships wouldn't be possible without the University of Melbourne and the generous investment of the Jack Hogan Family Trust.

### Contract Services

Scope Contract Services, a social enterprise that creates employment opportunities for people with disability, provides cleaning, gardening, and grounds maintenance services to businesses and organisations. Our clients have included Telstra, Community Housing Ltd, and Try Children Services.

This financial year has seen the growth of Contract Services in several ways. Revenue has increased to just over \$1.5 million, with a surplus of approximately \$100,000. Our workforce has expanded and now consists of 40 employees, 32 of whom have either an intellectual disability or mental health issues. Meanwhile, we've moved to a larger site that can accommodate new equipment and a specialised training centre.

As we continue to operate during the coronavirus [COVID-19] pandemic, we've given our workforce pandemic-specific training that ensures optimal cleanliness of Scope sites and those of external customers, whilst safeguarding the health and safety of our valued employees.

### Communication access in mainstream health: NDIA ILC grant

Navigating a health emergency is always frightening, from the initial Triple Zero call to talking to medical staff and handling follow-up appointments. For the 1.2 million Australians with a communication disability, communication barriers can add another layer of complexity.

People with communication difficulties may have limited or no speech and may use communication aids such as picture boards or speech generating devices to get their message across.

Through the Best Care for People with Communication Disabilities project, Scope will work with ambulance officers, Accident and Emergency staff, and other mainstream health providers to build their capacity to communicate effectively with people with communication difficulties.

The new initiative, made possible by a \$2.4 million Information, Linkages, and Capacity Building grant from the Commonwealth Government, will implement best practice training and customised resources across three pilot locations in metro and regional Victoria and South Australia.

Accommodating diverse communication access needs at all stages of the patient journey will ensure people with communication difficulties receive better care and ultimately improve health outcomes.

This project builds on Scope's pioneering national communication access work, which has seen over 200 businesses and services awarded the Communication Access Symbol since 2011.



**A greater  
social impact**

## Slumber Safari

### Imagine having a whole zoo full of animals to yourself for a night...

Last year, Clare Gleeson was seeking a new life experience to help tackle her anxiety. When she heard about the Werribee Open Range Zoo's Slumber Safari, it sounded like the perfect opportunity.

Together with her Support Worker, Rachel, Clare researched program options, booked her excursion with her iPad, and arranged payment. Counting off the days on her calendar helped to manage her anxiety in the meantime, so that when the big day arrived, Clare was brimming with confidence. In fact, when Mum called to double-check

on Clare, she was brushed off with a breezy, "I have to go, Mum. Talk to you in a couple of days."

During the Slumber Safari, Clare and Rachel spent two days and a night at Werribee Zoo, where they fed the animals, enjoyed a dusk safari tour, and even pet the rhinos. At night, Clare relaxed by the campfire with a glass of wine. When she and Rachel retired to their lodge, Clare chose the biggest bed and reminded Rachel that if she didn't behave, Clare might have to feed her to the lions!

Hearing the animal noises during the night made Clare a bit nervous, but overall the Slumber Safari was a roaring success. "It was great, awesome," Clare said the next day. "I loved the hotel, the rhino petting, and feeding the animals. I want to go again."

With her confidence boosted by this adventure, Clare is now more than ready to start planning the next one: a holiday to Tasmania.

**"I loved the hotel,  
the rhino petting, and  
feeding the animals.  
I want to go again."**



*Photo: Clare on her weekend away at Werribee Open Range Zoo.*



**A thriving national organisation**

## Loretta Thorpe surfing in Portland

**The creation of Home@Scope not only cements Scope's status as a market leader in the disability sector, but further delivers on our promise to see the person and support our customers to live the life they want.**

When Scope was chosen to provide Supported Independent Living services to Victorians, we established Home@Scope to fulfil our new responsibilities.

At Home@Scope we continue to use the Scope Approach to support people with disability to live as equal and empowered citizens. "Our values are about seeing the person and the possibilities," Heather Finlayson, Home@Scope's Chief Operating Officer, explains.

House Supervisor Casey Dent agrees. "We support people with disability to live as independently as they can within their home and to achieve their goals."

Casey, who supervises one of three Home@Scope services in Portland, recently enjoyed seeing resident Loretta Thorpe achieve a lifelong goal.

Loretta had always wanted to surf, so Casey and Disability Support Worker Morgan Ross supported her to attend an indigenous learn-to-surf program at Cape Bridgewater, her favourite beach.

"I love surfing," Loretta enthuses. "It was easy to learn." Indeed, after just one day, Loretta was able to stand up on a board for the first time and compete in a surfing competition.

"We are so proud of how far she has come," Casey says. "It was also great to partner with the local community to make this happen."

Now and into the future, we can't wait to support more people to realise their dreams at Home@Scope.



**“We support people with disability to live as independently as they can within their home and to achieve their goals.”**

*Photo: Loretta at Cape Bridgewater in Portland.*



# A thriving national organisation



Photo: (L to R) Customer Service and Delivery Managers Amanda Handley and Sue Wells with Project Manager Katrina Cartmell during a panel discussion at Scope's 2020 Frontline Leaders Forum.

## Quality and Safeguarding Audit

Scope is committed to delivering outstanding service as a registered NDIS provider. To renew our registration with the NDIS Quality and Safeguards Commission, we underwent a detailed audit in March 2020. This audit, conducted by an approved external auditor, measures our performance against the NDIS Practice Standards and Quality Indicators.

Over seven business days, the auditor randomly visited 12 Scope services or sites across Accommodation, Therapy, Support Coordination, Positive Behaviour Support, and Day and Lifestyle Options. The visits were supplemented by extensive interviews with Scope customers, their families, and staff.

We received positive feedback in multiple areas, including how we provide support to our customers and train our staff. Scope's Strategic Plan FY2020-2022 and Strategic Risk Management Framework deserve special mention for demonstrating elements of best practice in Governance and Operational Management. These include being underpinned by principles of continuous improvement and providing opportunities for people with disability to contribute to organisational policy.

A certification recommendation to renew Scope's registration has now been made to the NDIS Commission, and we look forward to maintaining these high standards and delivering high-quality services well into the future.

## Service Delivery System

Scope's new Service Delivery System [SDS] is a suite of integrated applications that facilitates the management of end-to-end service delivery, enabling us to provide better customer and workforce experiences, while optimising the efficiency of our business operations.

Following piloting in Gippsland and North Metro Therapy in late 2018 and early 2019, this year saw the gradual rollout of the new system across the South and West divisions. This incremental process has enabled us to evaluate the SDS against our operational needs and end-user feedback, further improve the system's functionalities, and streamline the business processes before full implementation commences in other divisions.

When the SDS is successfully embedded across the entire organisation, the rollout project will transition into a continual improvement program to ensure Scope's high standards are maintained.

Meanwhile, we have developed multiple resources to support our staff to engage with the SDS. This includes a dedicated SDS Manual, which is regularly updated and available to all staff, as well as video training modules that have been recorded and published internally. We have also conducted multiple information sessions and staff consultations, aiming to apply a two-way "feedback loop" approach between all stakeholders involved.

## Building partnerships

At Scope we are actively pursuing partnerships that allow us to provide our customers with high-quality, safe, and suitable housing and support solutions.

Our recent collaboration with Social Ventures Australia [through their social impact investment fund] and multidisciplinary property group Chapter2 will have the capacity to deliver six to eight new Specialist Disability Accommodations [SDAs] in the next 12 to 18 months. Following the execution of a Memorandum of Understanding in May 2020, we supported many of our existing Day and Lifestyle Options customers to start their journey of independence and move into a new home.

One exciting project involved two of our customers who attend our Pakenham Day and Lifestyle Options. They are married and would love to live together, so we have supported their participation in the building of their new home with our strategic partners. They have been intimately involved in the entire process from site selection to house design.

After careful assessment, four customers have chosen to move into a new home being built by HomeShare in Melton. Our customers are looking forward to moving into their new home in August 2020.

## Home@Scope mobilisation period

At Home@Scope we are currently implementing several initiatives to optimise operations and enhance outcomes for both customers and staff.

Our Systems Projects aim to facilitate business administration through the use of digital technology. We are now embedding four systems - Client Funds Management, Lumary, Kronos, and Service Now for Payroll - that will give time back to staff so they can focus on our customers.

The implementation of ScopeSAFE and the NDIS Quality and Safeguarding Framework will support customers to be more independent within their homes, while ensuring a safe environment for both staff and residents.

We are also facilitating the transfer of Supported Independent Living and Short Term Accommodation services from state block-funding to the federally funded NDIS model, by providing the NDIA with information about customer supports and by supporting staff and residents to understand the changes.

Finally, our Satisfaction Surveys give us the opportunity to listen to our residents, their families, and our staff and understand their transfer experience. These surveys not only inform service improvements, but demonstrate to the Department of Health and Human Services that we are meeting our obligations to seconded staff and transferred customers.

## Lumary and Kronos update

The Home@Scope Systems Projects aim to integrate new systems that facilitate our business operations and return valuable time to our staff and customers. Two key systems making a significant impact in this regard are Lumary and Kronos.

Lumary is a cloud-based Customer Management System that transfers the management of customer information to an online environment. It has now been successfully piloted in Home@Scope residences, with rollout and training due to proceed in the next financial year. We've endeavoured to ensure our Lumary

system aligns, where appropriate, with Scope's use of Lumary in its Service Delivery System.

Having a centralised customer database decreases the time our staff lose to administration, while having easily accessible information allows them to make better decisions and focus more time on what really matters, their customers.

Kronos is a rostering system that supports employee scheduling and captures work hours for payroll processing. Developed in accordance with co-design and continuous improvement principles, Kronos has already saved time through the facilitation of employee management. A new Time-off Requests feature rolled out in July, for example, is aimed to create efficiencies in the shift-filling process.

## Home@Scope transfer update

Scope is extremely proud to have been chosen by the Victorian Government as one of five non-government providers to deliver Supported Independent Living and Short Term Accommodation and Assistance services to people with disability in Victoria.

To provide the highest standard of support possible, we established Home@Scope, a wholly owned subsidiary led by Chief Operating Officer Heather Finlayson. Between May and October 2019, Home@Scope welcomed more than 1,500 customers and their families and over 2,400 seconded government employees.

To ensure the least possible disruption to our new customers, we worked closely with transferring staff to familiarise them with our systems and processes prior to transfer, and are now providing ongoing support to facilitate continuity of everyday services. Our supporting teams have also been scaled up accordingly to accommodate the growth in service delivery.

We are now providing services and supports to the residents of 216 homes and ten short-term accommodation locations across the state, and continue to work closely with the Victorian Government as we support residents to fully transition to the NDIS.



## A leading and successful team

# Scope wins WorkSafe award

**Scope received the 2019 WorkSafe Award for Commitment to Workplace Health, Safety, and Wellbeing in recognition of the ScopeSAFE program, which has redefined Occupational Health and Safety (OHS) across the organisation.**

The ScopeSAFE journey began in 2016. Despite the allocation of significant resources to workplace health and safety, Scope had fallen short of its OHS Key Performance Indicators. At the same time, WorkSafe Victoria was commencing new measures targeting the disability sector, while Scope employees had expressed a desire for more OHS support via the 2016 Employee Engagement Survey.

In response, the Scope Board and Executive leadership team initiated ScopeSAFE, a three-year OHS program designed to create a safer working environment through the promotion of a proactive, collaborative approach to workplace health and safety. Following successful piloting in 2017, ScopeSAFE was rolled out to 108 Scope services across Victoria in 2018. Last year, the program was adapted and rolled out to 226 Home@Scope services.

This massive undertaking saw the implementation of a range of measures, including tailored divisional OHS plans, a comprehensive health and wellbeing strategy, and a user-friendly continuous improvement process called the 5 Star Rating System, to name just a few.

Subsequent OHS statistics testify to the incredible success of the ScopeSAFE program. Lost time injuries have been reduced by 68.3%, workers' compensation claims by 75.9%, and hours lost due to injuries by 62.6%. Scope has also recorded higher levels of staff engagement and saved nearly \$1 million in WorkCover premiums. These gains further support our mission to enable our customers to live as equal and empowered citizens.



Overall, Scope's valued employees are now enjoying a safer, more supportive work environment. To have these achievements recognised by WorkSafe Victoria is immensely gratifying and a wonderful acknowledgement for all our employees who have contributed to ScopeSAFE's success.

*Photo above:* (L to R) Scope CEO Dr Jennifer Fitzgerald, Occupational Health and Safety Manager Bernie Goulding, Occupational Health and Safety Business Partner Celia Prosser, and General Manager of People and Culture Phil Turton at the WorkSafe Awards.

*Photo right:* Bernie Goulding and Marcus Knapple from the Occupational Health and Safety team, accepting Scope's 2019 WorkSafe award at the WorkSafe Gala.



**“Scope's valued employees are now enjoying a safer, more supportive work environment.”**



## A leading and successful team



Photo: Victoria Zainal and Andrea McQueen showcasing Scope's Communication books at the Home@Scope Leaders Forum.

### Scope Recognition Program

Scope's Recognition Program continues to provide a valuable way to honour those people across our community whose dedication and hard work contribute to both the organisation and people with disability.

Every year the program culminates in the Annual Awards, a formal opportunity to celebrate the exceptional personal accomplishments of our customers and the achievements of staff and community members that reflect the Scope Approach.

The 2019 Annual Awards were held on 7 November at new venue Marvel Stadium. Launched with

an energetic performance from the Drama Llamas, the event was superbly hosted by MC Nathan Gaston and attended by over 500 members of the Scope community.

Awards were presented across 14 categories, including the prestigious Debbie Otto Award to Deidre Chapman and long service awards to Lucy Simpson, Patricia Stead, and Lorraine Gallagher for 40 years' service and to Danielle Aliotti for 45 years' service.

We were also delighted to introduce the Hilary Johnson Therapist of the Year Award, named in honour of Scope speech pathologist and researcher Hilary Johnson for the incredible contribution she made to Scope over her 41-year career. Occupational therapist Sinead O'Brien

was the inaugural winner of this new honour, which recognises a therapist who consistently embodies the Scope mission over a sustained period.

### Disability Inclusion Survey

At Scope we are committed to providing a supportive and inclusive environment for staff with disability or diverse needs. Between July and August 2019, we conducted a Disability Inclusion Survey designed to measure how well we currently support Scope employees with disability or diverse needs and, more importantly, what additional measures could be implemented to help us do it better.

To ensure anonymity, independent research agency Survey Matters distributed the survey via email and returned results to Scope at a group level. The survey was completed by 44% of Scope staff. Overall, 21% of respondents identified as having a disability or another long-term condition that affects their everyday activities, with 38% of those citing multiple disabilities.

Other findings indicated that 83% of respondents felt well-equipped by Scope to support fellow staff with diverse needs. Just under two-thirds of respondents believe that we demonstrate commitment both to creating an inclusive environment for employees with diverse needs and to inclusion and access for people with disability in general.

We were pleased to have received approximately 950 additional comments from respondents. As we move forward, this valuable feedback will assist us to implement further supports that promote inclusion and access.

### WeConnect

WeConnect is a Scope-wide initiative that allows our staff to connect their own devices to Scope's online tools and resources.

By installing the Intelligent Hub application on their mobile phones, our disability support workers can remotely access Scope's Intranet, their Scope email, and the Skedulo Mobile App. These tools enable them to connect with others, access key information, and manage their work schedules off-site, freeing up considerable administration time that can then be devoted to better supporting Scope customers.

The WeConnect program was initially rolled out one division at a time ahead of the implementation of Scope's Service Delivery System. Frontline staff have been supported to engage with the new technology through a series of dedicated information sessions, followed by appointments with IT technicians to facilitate setup.

As of July 2020, WeConnect has become a business-as-usual process

connecting more than 450 active users to Scope resources on a regular basis. That number continues to rise as more and more staff choose to connect using the detailed instructions and IT support readily available to all.

### Frontline Leaders Forums

At Scope we understand that a good leader inspires their team to be the best they can be. This past year we've invested in the capabilities of our Scope and Home@Scope leaders with three separately tailored leadership forums.

In February, the 2020 Frontline Leaders Forum brought together 180 leaders from across Scope. The one-day event was designed to develop leadership skills, facilitate networking, and promote our brand purpose and engagement with Scope's mission.

Chris Varney, founder of the I CAN Network, was a guest speaker, while attendees also enjoyed panel discussions, a dedicated networking session, a theatre performance highlighting the Scope Approach, and expo tables from various departments.

The 2019 Leaders Forum in November was the first time Home@Scope leaders came together post-transfer as one leadership team. The success of this event led to the hosting of the House Supervisor Forum in February.

The two events were a wonderful opportunity to live our values and for Home@Scope leaders to get to know each other, share their expertise, and work collaboratively towards the shared journey ahead. While both forums garnered positive feedback, Chris Varney, the NDIS Lived Experience panel, and the Scope Approach workshops were highlights.

### Occupational Health and Safety

Scope has recently embarked on a new three-year OHS plan designed to consolidate the significant performance gains achieved through the ScopeSAFE program. The plan focuses on maintaining a proactive, collaborative safety culture, strengthening leadership capacity across Scope, and implementing the

successful practices of ScopeSAFE within Home@Scope.

We've since cultivated a highly motivated and experienced Health, Safety, and Wellbeing team that is now building strong relationships and supporting Scope and Home@Scope employees in 335 services across Victoria. Meanwhile, various health and wellbeing initiatives rolled out across Scope have been well-received by staff; this includes the CoronaCARE campaign conducted during the COVID-19 pandemic.

At Home@Scope we have now completed baseline audits, provided OHS induction training for 1,800 seconded employees, and used the resources and principles gleaned from ScopeSAFE to support the transition of 226 Supported Independent Living and Short Term Accommodation services from the Department of Health and Human Services.

Scope's ongoing commitment to OHS has resulted in achieving all four OHS Key Performance Indicators set by the Executive and Scope Board, improved OHS performance year-on-year for three years, and winning the 2019 WorkSafe Award for Commitment to Workplace Health, Safety, and Wellbeing.

### Home@Scope, a shared culture

At Home@Scope we are using the Scope Approach to unite staff in a shared workplace culture. A series of pre-transfer sessions introduced over 2,400 seconded government employees to our core values, while two dedicated leadership forums enabled our leadership teams to further explore those values in practice.

Since then, we've continued to support all staff to engage with the Scope Approach. This has included supporting our leaders to continue the discussion within their teams; encouraging staff to share their stories of the Scope Approach in action; and demonstrating its values in all aspects of our work, from how we engage with each other to how we support customers.



## A leading and successful team

# Deidre's story

**As the Coordinator of two Day and Lifestyle Options services in Bendigo, Deidre Chapman is defined by her steadfast dedication and proactive approach to supporting her customers to achieve their goals.**

Deidre has been the Coordinator of Scope's ICON Lifestyle Options in Bendigo for 12 years. When Golden North Lifestyle Options found itself without a Coordinator 12 months ago, Deidre stepped into the role without missing a beat. Between the two services, she is now overseeing support to more than 100 customers.

It's that willingness to go above and beyond that saw Deidre honoured with the 2019 Debbie Otto Award. The prestigious accolade recognises a Scope staff member in a leadership role whose commitment to the development and empowerment of people with disability makes them an outstanding role model.

When it comes to the people she supports, nothing is too much trouble for Deidre. If a customer wants to develop their skills or try new things, she listens closely to what they want and makes it happen.

If she sees a need for change, she comes up with creative ideas that benefit customers.

"I do what I do because I love supporting our customers to be the best version of themselves," Deidre says. "I believe that everyone should have the same opportunities - some people just need a little more support to achieve their goals."

Deidre's dedication is exhibited by her ongoing efforts to support ICON customers to play lawn bowls at Eaglehawk Bowling Club. Eaglehawk staff recently fashioned two cannon-like devices from downpipe and trestle supports to make the game more inclusive for players in wheelchairs or with limited arm movements.

The idea was an instant success, giving ICON customers the opportunity and confidence to try a new sport. Deidre now regularly



drives customers to and from the club and supports them during their lawn bowls games. Witnessing the enjoyment they get from being able to participate equally always brings a smile to her face.

"Nothing makes me happier than to work hand in hand with our customers to achieve their goals," says Deidre. "Their happiness is my happiness."

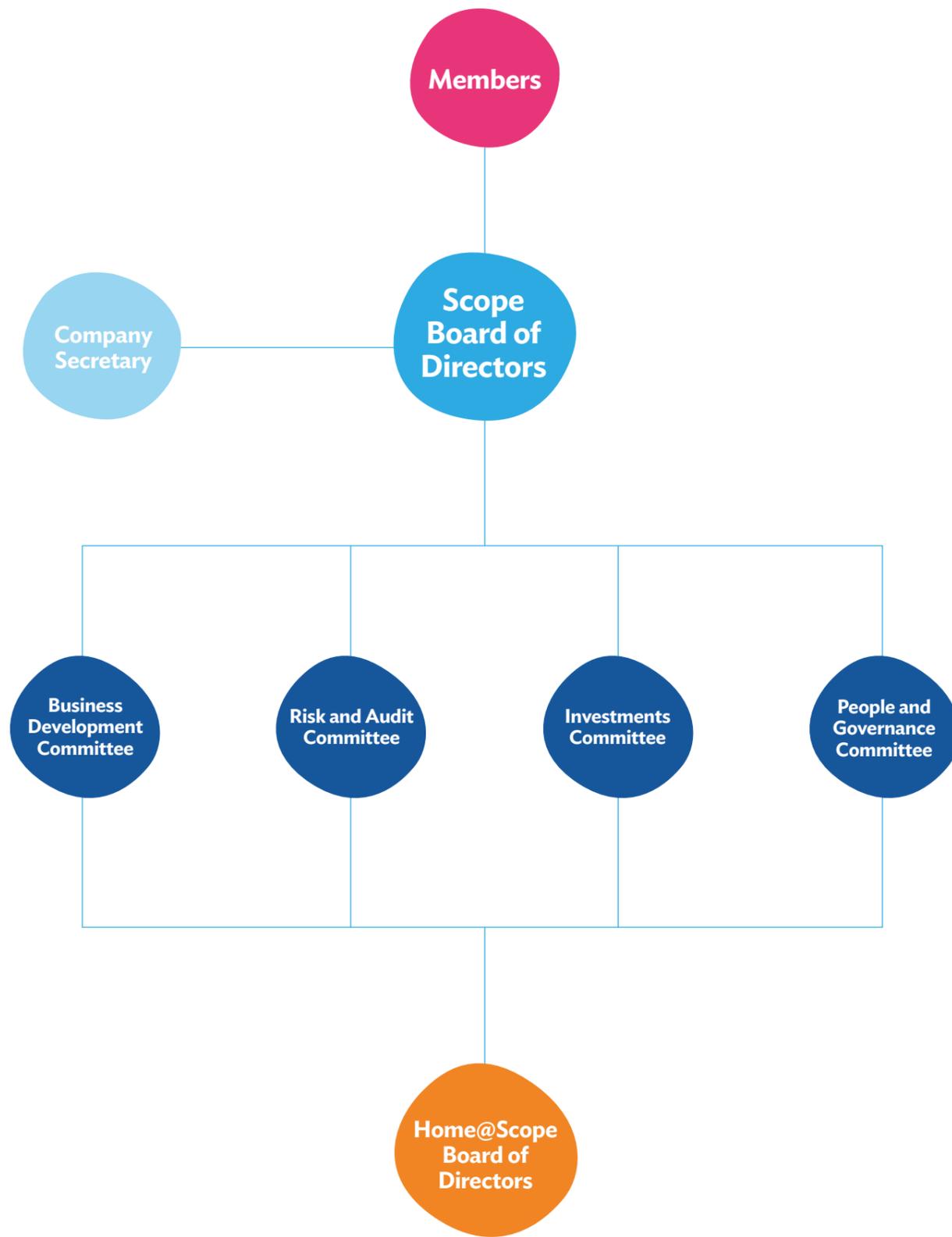
**"I do what I do because I love supporting our customers to be the best version of themselves."**



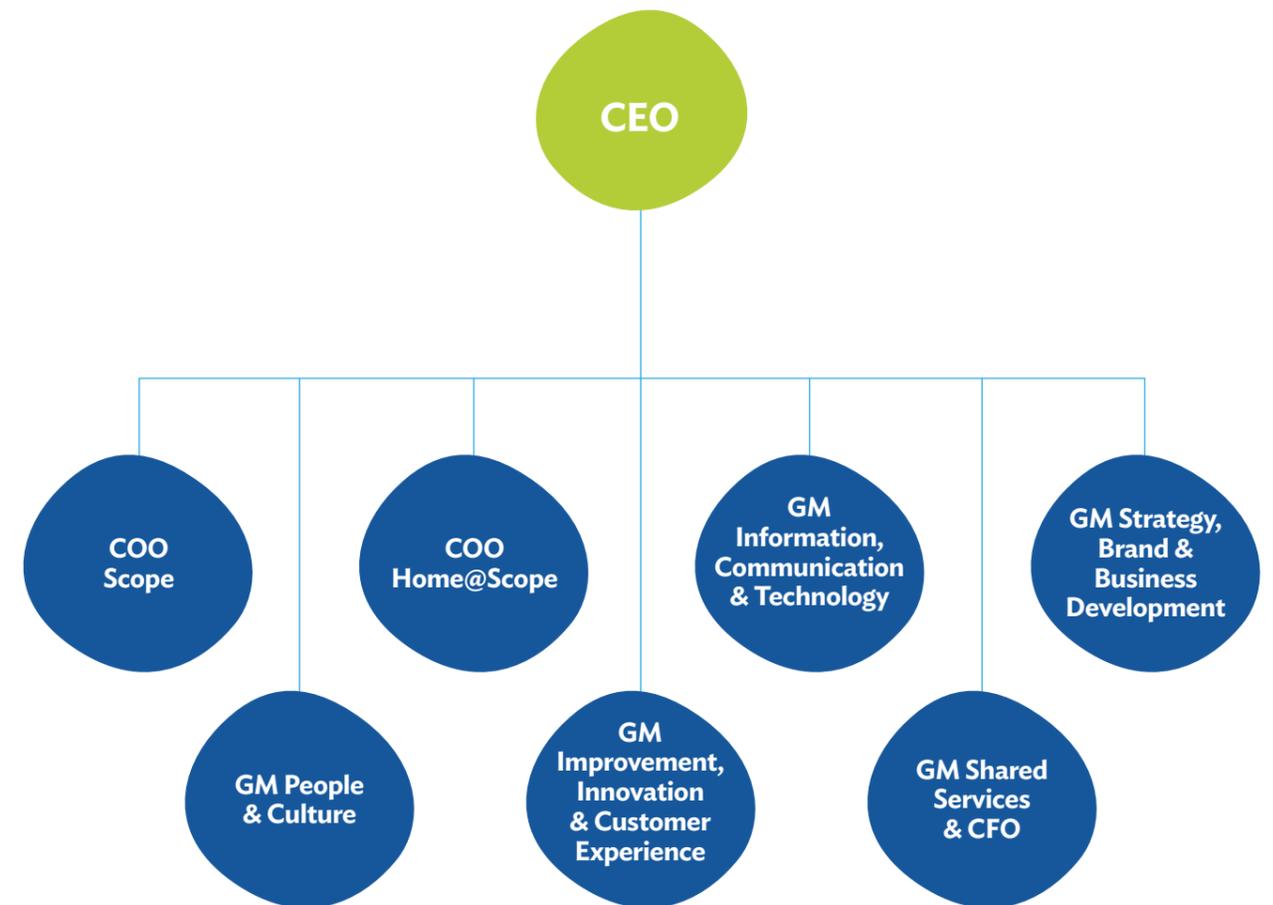
**Photo above:** Deidre Chapman receiving the Debbie Otto Award at the Scope Annual Awards Ceremony in 2019.

**Photo right:** Deidre Chapman (centre) with Scope customers Marianne and Jock at the Eaglehawk Bowling Club.

## Governance structure



## Operational structure



# Board



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

**Chair**

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 is able to use 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**  
BBus, MBA, CPA, GAICD

**Deputy Chair**

Marcell combines her passion for finance and business with her drive to be an active member in the wider community. She brings an independent voice to the Board, in addition to many years of experience in strategy development and organisational governance. As Chief Financial Officer of Capitol Health [ASX:CAJ], Marcell has a wealth of knowledge in the disciplines of financial management, risk mitigation, M&A and social responsibility. Marcell was previously a Director and Chair of Kalparrin Early Intervention for Children for seven years, and has been an active member of the CPA Australia Corporate Committee for six years.



**Gary Brinkworth**  
BEc, GAICD

Gary comes to Scope with a wealth of experience as a Chief Executive Officer and Company Director and a passion for service. He strongly believes in Scope's values and mission and is committed to driving continuous improvement to support Scope's sustainable growth. As the Chief Operating Officer and GM Global Human Resources at Incitec Pivot Limited, Gary successfully rebuilt the company's business culture and reputation. He delivered long-term agreements with key customers by developing relevant customer strategies, engaging key stakeholders, and asserting industry leadership.



**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 Australian Financial Complaints Authority's Industry Panel and an Advisory Panel Member of Plan Partners.



**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. Lea brings to the Board a level of expertise in the health sector that will be imperative in the successful implementation of the National Disability Insurance Scheme. 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 is a Director for South Port Day Links.



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

Tricia Malowney is an advocate, activist, and active Director who is passionate about empowering people with disabilities. As a person with a disability, Tricia is able to provide insight and perspective to decisions made by the Scope Board. Tricia is President of Women with Disabilities Australia and holds a variety of Board and Committee positions, including Director at Western Health and the Eastern Region Family Violence Partnership Implementation Committee, and was recently appointed to the NDIS Independent Advisory Council. Tricia is a senior member of the Disability Leadership Institute. Tricia has been awarded the Order of Australia Medal for services to people with disabilities through advocacy roles and inducted into the Victorian Honour Roll of Women.



**Mark Chittleborough**  
BA, GAICD

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 for more than 25 years and a consultant, Mark implemented highly complex projects and helped establish an Aboriginal business organisation to manage resource developments that return benefits directly to the people of the Kimberley region.



**Brendan Earle**  
BA, LLB

Brendan Earle is a commercial lawyer with extensive experience in corporate law, governance, finance, and strategy. He comes to Scope with strong experience in mergers and acquisitions, strategic commercial transactions, business succession planning, and healthcare. During his term as a Non-Executive Director at St Vincent's Health Australia, he took pride in the organisation's efforts to become an integrated national business with a strong advocacy voice. Brendan wants to take that next step towards building a society where every individual is treated equally and is given an opportunity to reach their potential, irrespective of their abilities.



**Barbara Hingston**  
BA (Admin), BSW, GAICD

Barbara is a professional Non-Executive Director, skilled in health and social services, governance, management, and consumer and public stakeholder engagement. She is committed to improving health and social outcomes in Australia, particularly for vulnerable people, their families, carers, and communities. Barbara has executive experience in corporate, strategic management, and organisational development roles in the Commonwealth Government and community and non-government organisations across Australia.



**Serge Sardo**  
GradDipPsych, MBA, MAICD

Serge lives by the value that all people should be treated equally. As Chief Executive Officer of Better Place Australia, 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.

# Executive leadership team



**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 over 30 years. Jennifer has a Bachelor of Applied Sciences [Physiotherapy], a Graduate Diploma of Physiotherapy [Neurology], a Master of Business Administration, and a Doctor of Physiotherapy. Jennifer is a Director of Ability First Australia until December 2019 and the Ability Roundtable and former Chair of Cerebral Palsy Australia. She is currently a member of the Victorian Ministerial NDIS COVID-19 Pandemic Committee and has held past Directorships of Cerebral Palsy Australia and National Disability Services.



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

David joined Scope in 2007, and in his role as Manager of Information and Systems he was pivotal in delivering several major Information Communication Technology [ICT] initiatives. Before joining Scope, David gained 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 along with several other large-scale ICT transformations, David has the skills and experience to take Scope into this next critical phase.



**Ian Morgan**  
*Chief Financial Officer and General Manager of Shared Services*

Ian has led Shared Services at Scope since 2011. He is a Chartered Accountant with a BSc [Honours] 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.



**Natalie Sullivan**  
*Chief Operating Officer*

Natalie was appointed Chief Operating Officer in February 2020, leading the delivery of services. Before joining Scope, Natalie was Principal Consultant of Alpha Crucis Group, which she co-founded. She provided professional services to the health, aged care, and disability sectors. She brings significant experience from senior roles at both Cabrini Health and Eastern Health. Natalie is well equipped to build and support highly functioning teams and drive strategic growth and improvement. She has a clinical background in Allied Health and a Master in Health Administration and is recognised as a Fellow of the Australasian College of Health Service Management. Natalie is also a Graduate of the Australian Institute of Company Directors.



**Heather Finlayson**  
*Chief Operating Officer, Home@Scope*

Heather joined Scope in March 2019. She has over 30 years' experience across sectors that impact the lives of children, young people, and families. Heather has held transformational leadership roles in both not-for-profit and government organisations. Most recently she was the Director of Impact Measurement and Australian Programs for Save the Children Australia, leading a team of 600 people supporting over 25,000 children and adults, and ensuring the collection of evidence of impact. Heather's background and experience mean she is well placed to lead the Home@Scope subsidiary.



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

Peter joined Scope in July 2013. Peter has over 20 years' experience in corporate development with a number of leading Australian companies and multinationals, including NAB, Standard & Poor's, Village Roadshow, Rand Merchant Bank, Spotless Group, and AWB Ltd. Peter holds a Bachelor of Commerce [Honours] and a Master of Commerce [Honours] from the University of Melbourne.



**Phil Turton**  
*General Manager, People & Culture*

Phil joined Scope in November 2018. Previously, he was the Enterprise Talent and Culture Lead at the Schiavello Group, where his experience included the delivery of workforce integration on a national level, capability and cost reduction programs, and organisational redesign and productivity initiatives, as well as the management of various training projects covering organisational development, change, diversity, and wellbeing and safety. Over the last ten years, Phil has held senior People and Culture roles in Newcrest Mining, Iron Mountain, and Visy Industries. He believes strongly that Scope can continue to build a workplace which encourages and celebrates teamwork and development as core aspects of our progressive culture.



**Julie Ware**  
*General Manager, Improvement, Innovation & Customer Experience*

Julie joined Scope in October 2016. She was previously the National Manager of Quality and Risk at Headspace, where she led a range of quality and risk projects and programs across 80 centres. Julie has a deep understanding of change management methodologies and models and has used this to guide 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.

# 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 2020.

Scope is a public company limited by guarantee. The Scope Board maintains a detailed Corporate Governance Framework that includes a Constitution, Corporate Governance Policies, Procedures, Charters, Delegations of Authority, Budgets, and Board and Committee Reporting Calendars and Processes. This Corporate Governance Framework is reviewed annually by relevant Committees and the Board.

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

## The Board

The role of the Board is to set the strategic direction for Scope across all Scope Group entities, including subsidiaries, joint ventures, etc., as applicable, with regard to Scope's mission and the Scope Approach. The Board guides and supports the organisation to deliver on its strategic initiatives, through strong governance and agile decision making. 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 and 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 Governing 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 ten monthly meetings throughout the year that are scheduled against a governance reporting calendar. Board meetings are duly convened and quorate. The number of meetings held in 2019-20, and the attendance of Directors and Committee members at those meetings are detailed in the Scope Group's Financial Report.

## Code of Conduct

Scope Directors 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 are reviewed annually. Scope's Code of Conduct includes NDIS Code of Conduct principles and obligations under the NDIS Quality and Safeguards Commission.

## Board Performance

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 ongoing succession planning process, ensuring a nominations pool of experienced and expert Directors is available for consideration for upcoming Board and Committee member roles.

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

Scope Board and Committee roles are remunerated, with the aggregate annual remuneration amount approved by Scope Governing Members.

## Board Committees

The Board has four Board Committees that meet quarterly, or more often as required: Risk and Audit, People and Governance, Business Development, 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. Board Committee meetings are duly convened and quorate. Committees report to the Board following each respective Committee meeting.

## Risk and Audit Committee

The purpose of the Committee is to assist the Board in fulfilling its governance responsibilities in relation to structures, processes, standards, oversight, and controls for quality, safety, and risk management, across all Scope Group entities.

## Committee members

Barbara Hingston [Chair]  
Gary Brinkworth  
Brendan Earle [from August 2019]  
David Lloyd Jones  
Serge Sardo  
Liz Cairns [Independent member from January 2020]  
Sackville Kempton [Independent member until January 2020]  
Lea Pope [Chair until January 2020]

## People and Governance Committee

The purpose of the Committee is to assist the Board in fulfilling its responsibilities in relation to Board-related appointments, remuneration, performance management, and succession planning, and in relation to corporate governance matters generally, across all Scope Group entities.

## Committee members

David Lloyd Jones [Chair]  
Marcell Judkins [from January 2020]  
Tricia Malowney  
Philip Oswald  
Lea Pope  
Serge Sardo  
Mark Burrowes [Chair until November 2019]

## Business Development Committee

The purpose of the Committee is to assist the Board in its consideration and on going oversight in matters pertaining to business development transactions and projects, including, but not limited to, major capital projects, transformation projects, business development or reorientation projects, strategic alliances, partnerships, mergers, acquisitions, and divestments, across all Scope Group entities.

## Committee members

Marcell Judkins [Chair]  
Mark Chittleborough  
Brendan Earle [from August 2019]  
Barbara Hingston  
David Lloyd Jones [Chair until January 2020]  
Tricia Malowney  
Mark Burrowes [until November 2019]

## Investments Committee

The purpose of the Committee is to assist the Board in fulfilling its responsibilities in relation to the effective management and optimisation of Scope's portfolio of investments [including cash and managed investments], having regard to Scope's mission, strategic plan, and risk management framework, across all Scope Group entities.

## Committee members

Gary Brinkworth [Chair]  
Mark Chittleborough  
Philip Oswald  
Sackville Kempton [Independent member]  
Alasdair Norton [Independent member]  
Marcell Judkins [Chair until January 2020]

## Independent Advisory Committees

The Board may establish advisory or ad hoc Committees from time to time in accordance with Scope's Constitution to consider matters of special importance or to exercise the delegated authority of the Board.

In June 2019, the Scope Board established a Disability Royal Commission Independent Advisory Committee in response to the Royal Commission into the Violence, Abuse, Neglect, and Exploitation of People with Disability. Scope and its entities wish to ensure that it is transparent and responsive to the Royal Commission, its clients, their families, and its members. The voice and experience of customers will be central to Scope's response.

The Independent Advisory Committee has two Director members and three Independent members. The Committee meets quarterly or as required, and reports to the Scope Board and Board Committees.

## Committee members

Mark Chittleborough [Chair]  
Brendan Earle [from December 2019]  
Christian Astourian [Independent member]  
Philomena Horsley [Independent member]  
Elizabeth Cairns [Independent member from October 2019]  
Barbara Hingston [until December 2019]  
Heather Wellington [Independent member until October 2019]

## Home@Scope Pty Ltd

Home@Scope Pty Ltd [Home@Scope] is a wholly owned subsidiary entity, incorporated as a proprietary limited company. This subsidiary was established on 20 August 2018 as a separate entity to facilitate the transfer of Victorian Government services.

Home@Scope has a management Board, chaired by Scope's CEO, and holds ten monthly meetings throughout the year that are scheduled against a governance reporting calendar. Board meetings are duly convened and quorate. The number of meetings held in 2019-20, and the attendance of Directors at those meetings are detailed in the Scope Group's Financial Report. The Home@Scope Board reports to the Scope Board and Board Committees.

## Home@Scope Board members

Jennifer Fitzgerald [Chair]  
Ian Morgan  
Kirsty Burke  
Mary Simpson [from September 2019]  
Maggy Samaan [until September 2019]

# Corporate governance statement

## 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 Risk Management

The Scope Board has endorsed a strategic and operational risk framework and risk appetite statement, which has been implemented across the Scope Group. The Board, through the Risk and Audit Committee, receives quarterly reports on risk ratings, key risk management activities, and emerging risks and issues for consideration.

### Corporate Governance Policies and Compliance

The Board undertakes regular and annual reviews of corporate

governance policies and procedures, Delegations of Authority Framework, and the implementation of an organisational compliance schedule.

### 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

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 two-year internal audit program [FY21-FY22] using a Balanced Scorecard approach across key risk areas as identified through risk reporting.

### 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.

### Customer Safeguarding Committee

The Scope Group has an enterprise Customer Safeguarding Committee [and locally developed committees] to develop practice and service quality processes and systems and review performance in key areas of customer safeguarding. Data from the Customer Safeguarding Committee is provided in summary to the Risk and Audit Committee for consideration.

## Representation in publications and conferences

### Publications

Fowler, S. & Di Marco, M. [contributors] [2020]. *Foundations of Positive Behaviour Support* films. NDS Zero Tolerance initiative.

Hagiliassis, N., Di Marco, M., & MacDonald, A. [2019]. PBS outcomes measurement: A new taxonomy to support organisational implementation. *International Journal of Positive Behavioural Support*, 9[2], 16-24.

Hagiliassis, N., Kalf, A., Di Marco, M., & McVilly, K. [2020]. *Enabling quality Positive Behaviour Support* training program. University of Melbourne and Scope.

Hagiliassis, N., Koritsas, S., & Di Marco, M. [2020]. Response to COVID-19: An Australian behaviour support service perspective. *International Journal of Positive Behavioural Support*, in press.

Jackson, A. & Fowler, S. [2020]. *Having fun with the people you support* podcast series. Scope.

Jackson, A., King, T., & Hagiliassis, N. [2020]. *Responding to Coronavirus through Positive Behaviour Support*. Scope.

Johnson, H., Van Nierop, M., Heppell, A., Prewett, J., & Iacono, T. [2019]. Capacity building outcomes of Kids Chat 2 You. *Journal of Clinical Speech and Language Pathology*, 21[3], 143-147.

King, T. [2020]. *Coping with feelings of loss*. Scope.

Livanos, C. [2019]. Is it easy to write Easy English? *Intellectual Disability Australasia [IDA] Magazine for the Australian Society for Intellectual Disability*, 40[2], 10-11.

### Conferences

Burn, G., Lyon, K., & Taylor, H. [2019]. *1800RESPECT: A virtual training model designed to change practice*. Paper presented at the Australian Group [AGOSCI] Conference, 28-31 August 2019, Perth, Australia.

Burn, G., West, D., Lyon, K., Johnson, H., & Solarsh, B. [2019]. *Supporting Victoria Police to provide communication accessible services*. Paper presented at the Australian Group [AGOSCI] Conference, 28-31 August 2019, Perth, Australia.

Di Marco, M. [2019]. *A follow-up study of workplace plans into action after a PBS practice leader training program*. Paper presented at the International Association for the Scientific Study of Intellectual and Developmental Disabilities [IASSIDD] World Congress, 6-9 August 2019, Glasgow, Scotland.

Di Marco, M., Hancox, K., Haran, T., & Reif, D. [2020]. *Discussing Positive Behaviour Support*. Webinar, National Disability Services, Melbourne, Australia.

Fowler, S. [2019]. *Desensitisation/sensory issues*. Workshop presented at the Australian Society of Special Care in Dentistry Conference, 19-20 July 2019, Melbourne, Australia.

Fowler, S. [2019]. *Supporting participation and prompting quality of life through a better understanding of sensory profiles*. Masterclass sponsored by the British Institute of Learning Disabilities, 6 June 2019, Belfast, Northern Ireland.

Fowler, S. [2019]. *The nervous system and behaviours of concern*. Paper presented at the ACT Senior Practitioner Seminar, 16 August 2019, Canberra, Australia.

Fowler, S. [2020]. Sensory considerations to maximise participation and quality of life. *Maintaining capable environments*. Webinar series, British Institute of Learning Disabilities.

Fowler, S. [2020]. *Working with complex and high needs clients - the importance of building trusting relationships for increasing quality of life and reducing behaviours of concern*. Paper presented at the Virtual Disability Conference, 31 March 2020, Melbourne, Australia.

Hagiliassis, N. [2019]. Measuring outcomes of Positive Behaviour Support [PBS]: How do we know we are making a difference? In N. Hagiliassis [Chair], *Using Positive Behaviour Support [PBS] to improve the quality of life of people with intellectual disabilities*. Symposium conducted at the International Association for the Scientific Study of Intellectual and Developmental Disabilities [IASSIDD] World Congress, 6-9 August 2019, Glasgow, Scotland.

Hart, C., Koritsas, S., & Hagiliassis, N. [2020]. *Measuring child outcomes in disability services: Development and trial of the child version of the Outcomes and Impact Scale*. Paper presented at the Virtual Disability Conference, 31 March 2020, Melbourne, Australia.

Hatton, C., Dragnan, D., Di Marco, M., Hastings, R., Jahoda, A., & Lunsby, Y. [2019]. *How do we make psychological therapies more accessible for people with severe intellectual disabilities?* Roundtable, the International Association for the Scientific Study of Intellectual and Developmental Disabilities [IASSIDD] World Congress, 6-9 August 2019, Glasgow, Scotland.

Johnson, H., Livanos, C., Yee, R. and Zirnsak, T. [2020]. *Equal access to written information: how Easy English helps people with intellectual disability and culturally and linguistically diverse backgrounds to read*. Presented by Livanos, C. and Yee, R. at the Virtual Disability Conference, 31 March 2020, Melbourne, Australia.

Johnson, H., Livanos, C., & Yee, R. [2019]. *Examining the features that make written information easy to read across different populations*. Paper presented by Weir, S. at the Australian Group [AGOSCI] Conference, 28-31 August 2019, Perth, Australia.

Johnson, H., Van Nierop, M., Heppell, A., Iacono, T., & Rezzani, N. [2019]. *Outcomes of a state-wide service promoting access to and use of communication aids*. Paper presented at the Australian Group [AGOSCI] Conference, 28-31 August 2019, Perth, Australia.

Johnson, H., Van Nierop, M., Heppell, A., Iacono, T., & Rezzani, N. [2019]. *Empowering families to use and obtain Augmentative and Alternative Communication resources for children with intellectual and developmental disability*. Paper presented at the International Association for the Scientific Study of Intellectual and Developmental Disabilities [IASSIDD] World Congress, 6-9 August 2019, Glasgow, Scotland.

Jones, B., Irwin, M., Johnson, H., Lyon, K., & West, D. [2019]. *Building capacity for communication access across Victoria: A picture's worth a thousand words*. Paper presented at the Australian Group [AGOSCI] Conference, 28-31 August 2019, Perth, Australia.

Kalf, A., McCann, A., & Fowler, S. [2019]. *Positive Behaviour Support coaches program*. Scope and the British Institute of Learning Disabilities, Melbourne, Australia.

Koritsas, S. & Olczyk, A. [2019]. *Evaluation of decision-making support training for disability support workers*. Paper presented at the 2019 Australasian Society for Intellectual Disability Conference, 6-8 November 2019, Adelaide, Australia.

Koritsas, S., Devlin, A., Hagiliassis, N., McDonald, R., & Hogg, M. [2019]. *Recognising and responding to pain in adults with severe intellectual disability: The effectiveness of an intervention targeting support workers*. Paper presented at the 2019 Australasian Society for Intellectual Disability Conference, 6-8 November 2019, Adelaide, Australia.

McCann, A. [contributor] [2019]. *Recognising restrictive practices*. Workshop, National Disability Services, Melbourne, Australia.

McVilly, K., Di Marco, M., Hagiliassis, N., Leitch, S., & MacDonald, A. [2019]. *Service and staff developments in Positive Behaviour Support*. Roundtable, the International Association for the Scientific Study of Intellectual and Developmental Disabilities [IASSIDD] World Congress, 6-9 August 2019, Glasgow, Scotland.

McVilly, K. [2019]. *Unlocking the potential of direct support workers in services for people with intellectual disabilities: Is practice leadership the best way to implement Positive Behaviour Support [PBS]?* Symposium conducted at the International Association for the Scientific Study of Intellectual and Developmental Disabilities [IASSIDD] World Congress, 6-9 August 2019, Glasgow, Scotland.

Slater, S. & Matthews, J. [2020]. *The importance of communication access during COVID-19: Supporting effective communication with customers who have communication disability*. AGOSCI Virtual Conference, 7 April 2020, Australia.

# Thank you

The following pages highlight the individuals and organisations that have supported and partnered with Scope in 2019-2020.

## Major Gifts

Mr Leigh Anderson  
Mrs Rita Andre  
Mrs Dolly Berwick  
Dr Vera Bowen  
Mr David Lloyd Jones  
Mrs Jill Mitchell  
The Raitman Family  
Mrs Jean Williamson

## Trusts, Foundations, Partners and Supporters

Bowness Family Foundation  
Brimbank City Council  
Glen Eira City Council  
City of Melbourne  
Fred & Vi Lean Charitable Trust  
Greyhound Racing Victoria  
Jack Hogan Family Foundation  
JBWere Charitable Endowment Fund  
Lord Mayor's Charitable Foundation  
State Trustees  
The Freeman-Dann Trust  
The Timbeck Charitable Trust  
The Yorke Family Foundation  
Whitehorse City Council

## Bequests and Endowments

Estate of Lindsay James Baldy  
Estate of Edith Jean Beggs  
Estate of LW & LI Bett  
Estate of Maude Fanny Blunt  
Estate of Henry William Brown  
Estate of Robert Walter Burden  
Estate of Clive McDonald Dubberke  
Estate of Charles K Edwards & Keith & Mary Edwards  
Estate of Roy Foran  
Estate of Grace & Herbert Foulkes  
Estate of Grant  
Estate of Patience Mary Harris  
Estate of N J & Grace Horton  
Estate of Daryl Giles Howard  
Estate of Kathleen Clare Kruizinga  
Estate of John Henry Liddle  
Ian and Marilyn McColl Charitable Trust

Estate of Hilda Emily McNee  
John Meakin Charitable Trust  
Estate of James Francis Mearns  
Estate of George Findon Miller  
Estate of Alexander Evett Murdoch  
John Nicol Charitable Trust  
Estate of Freda May Nielson  
Estate of Edith Dawn Picton  
Estate of Bertha Lucy E Rimmington  
Estate of Maisie Jean Sandilands  
Estate of Alice Martha Sharp  
Estate of William Arthur Shipperlee  
Estate of Phyllis Nerelle Turner  
Estate of Elizabeth Winstanley  
Scope would also like to thank those supporters, who have chosen to remain anonymous

## Lifetime contribution

We acknowledge those members who have made a significant lifetime contribution to Scope, recognising their outstanding advocacy for people with a disability.

Mrs Eva Bateson  
Dr Vera Bowen  
Mrs June Cameron  
Mrs Margaret Campbell  
Mrs Valda I Clancy  
Mrs Margaret Crosby  
Mr Michael Day OAM  
Mr Frank Dibble  
Mrs Lorraine Drape  
Mr Arthur Edwards  
Mrs Loris Emary  
Mr K Evans  
Dr Jennifer Fitzgerald  
Mr Allan Fowler  
Mrs Joan Holstock  
Mrs Dorothy Kilsby  
Mr William King  
Mrs Julie King  
Ms Irene Kwong  
Mr Louis Lachal  
Mr Brian Logan  
Mr Alasdair Norton  
Mr Bruce Pascoe  
Mr Bill Pratt AM

Mrs Marie Robinson  
Mrs Margaret S Ross AM  
Mr Vic Ruth  
Mrs Elizabeth Ruth  
Mrs June Smith  
Mrs Joan Taylor  
Mr Lloyd Taylor  
Mrs Ruby Telford  
Ms Lynne Wenig

## Auxiliaries and committees

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

## Research Partners and Supporters

University of Melbourne  
Swinburne University

## Independent Members of Scope Board Committees

Sackville Kempton [Investments]  
Alasdair Norton [Investments]  
Elizabeth Cairns [Risk and Audit]

## Scope Disability Royal Commission Independent Advisory Committee

Mark Chittleborough [Chair and Director member]  
Brendan Earle [Director member from December 2019]  
Barbara Hingston [Director member until December 2019]  
Christian Astourian [Independent Committee member]  
Dr Philomena Horsley [Independent Committee member]  
Elizabeth Cairns [Independent Committee member from October 2019]  
Dr Heather Wellington [Independent Committee member to October 2019]

## Community Development Partners

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  
Vicsport  
Victorian Equal Opportunity  
V/Line  
Wellington Shire Council

## Scope Human Research Ethics Committee

Dr Philomena Horsley [Chair]  
Dr Stella Koritsas [Deputy Chair]  
Reverend Barry Fernley  
Brian Hardy  
Kiel Johns  
Shane Kelly  
Bianca Lowe  
Associate Professor Jennifer McGinley  
Sascha Merlo  
Jasmine Ozge  
Susan Palmer  
Amanda Tremellen  
Yvette Woodward

## Scope Customer Insight Committee

Christian Astourian [Chair]  
Raelene West  
Shane Kelly

## Legal and Audit Services

Ashurst  
Deloitte  
Herbert Smith Freehills  
Madgwicks Lawyers  
Moores Legal  
Norton Rose Fulbright

## 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, 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.





## 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. Any gift, large or small, will help brighten the lives of people living with a disability. Your contribution makes it possible to continue providing the best possible services, care, and support for people with a disability.

You can set up monthly contributions to Scope, allowing you to support Scope's services now and in the future. You can also make a once-off donation. Donate securely online at [scopeaust.org.au](https://scopeaust.org.au) and contact number to: 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 generous, 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 472 673 to arrange this or obtain further information.

### Become a Scope member

Scope's members are an essential part of the organisation. Scope's members allow 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. Please contact Scope Membership on 03 9843 2074 or [membership@scopeaust.org.au](mailto:membership@scopeaust.org.au).

*Photo: Scope artist Cam Syer using his brush skills to create a masterpiece on canvas.*



**“I see myself as a beacon for people. I want to lead the way for people with disabilities and show them that we can do anything!”**

Photo: Scope customers Shelby and Nathan working at Warragul Drycleaners with owner Jo.

## Central Office

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