

# Annual Report 2020–2021



# 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. We operate across Victoria and New South Wales through more than 100 service locations.**

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 Services, Early Childhood Intervention, Short Term Accommodation and Assistance, Day and Lifestyle Options, Communication and Inclusion Resource Centre and individual support packages facilitation.

Scope's services are provided and maintained at a high level through ongoing evaluation and continuous improvement. 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 for people with a disability.

Customer feedback helps us to maintain these standards. In the last financial year, our customer satisfaction scores remained high, with a combined score of 93 percent across all services.

Along with delivering high-quality services for people with a disability, Scope has been active in research for more than 30 years, and this 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. Scope Board Charter, in compliance 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. We are a member-based organisation, and our governance is framed within the Scope Constitution in line with current good corporate practice across all Scope Group entities, including subsidiaries (e.g., Home@Scope Pty Ltd), joint ventures, etc. as applicable.

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

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.



Cover: Jarrod and Stephen working with staff member Jean Michel in the garden.  
Inside cover: Scope customers Daniel and Cassy taking the first step of their Specialist Disability Accommodation journey.





Photo: Purpose-built homes giving people with disability greater independence.

## Overview of services

### Scope and Scope Group entities have 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 SIL teams are trained to support people with a variety of complex needs.

#### Short Term Accommodation and Assistance

Through a short stay at one of our 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 development 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 symbol, and this work continues to gain 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 2020–2021

## An outstanding customer experience

### Submissions made to:

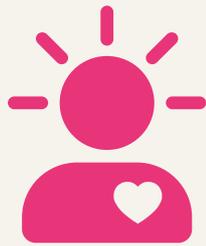
Disability Royal Commission's  
Emergency Planning Response,  
Restrictive Practices, and Promoting  
Inclusion Issues Papers

Department of Social Services'  
National Disability Strategy on  
behalf of Scope customers



### Satisfaction Survey

Conducted Satisfaction Survey  
of Home@Scope customers and  
families. Customers and families reported  
that their expectations were exceeded in  
several key areas such as client safety



### Customer voice

Delivered Scope's Voice of Customer  
program for the fifth year in a row,  
providing critical customer perspectives  
to help our organisation improve  
and innovate



### Safety at Work

Trialled the Scope/Swinburne University  
Safety at Work program with over  
150 Disability Support Workers and  
Swinburne Pathways and Vocational  
Education students

## A growing team

# 2,110

dedicated Disability Support  
Workers, Therapists, Coordinators,  
and business support staff



# 2,442

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

## A greater social impact



Established dedicated Scope COVID-19 vaccine hubs to provide customers and staff with prioritised vaccines



Delivered disability awareness training to over 2,000 students in primary and secondary schools



Launched Scope's pilot Customised Employment program to facilitate economic participation of people with disability

## A leading successful team



Launched the Scope People System project and Learning Management System in 2020

Staff completed **20,000** learning activities and participated in 161 different modules



Scope received NDIS certification in 2021



Home@Scope transitioned to the NDIS in 2021

## A thriving national organisation



Established a presence in New South Wales, marking a key milestone in the national expansion of Scope's mission



Provided **50** people with new homes as part of our new Specialist Disability Accommodation service

## Home@Scope Satisfaction Survey

**92%** of customers and 92% of families were satisfied with Home@Scope services

**81%** of staff were satisfied with Home@Scope as an employer

# Service highlights 2020–2021



**818**

children received early intervention support



**1,598 children**  
**752 adults**

received therapy and psychology services



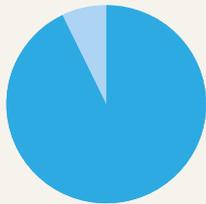
**193**

children received positive behaviour support



**638**

people received Non-electronic Communication Aids



**93%**

customer satisfaction rating



**118 Scope**  
**232 Home@Scope**  
service locations



**1,298**

people supported to live more independently



**637 adults**

participated in our Day and Lifestyle Options services



*Photo: Home@Scope Operations Manager  
Orhan Peck receiving his COVID-19 vaccination.*

# Professor Sanchia Aranda



**As the newly appointed Chair of the Scope Board of Directors, I am proud to be part of an organisation where staff work diligently to prioritise the needs of customers and deliver services in a dynamic and rapidly changing environment.**

I believe that our foundation as a trusted and customer-centric organisation with deep knowledge of supporting people with disability has helped us to successfully navigate the challenges of the COVID-19 pandemic. Our team's efforts to protect our customers were outstanding. Our team protected our customers while not missing a step towards the achievement of our ambitious strategic plan and mission.

The Board was thrilled that this hard work was recognised in the awarding of an Order of Australia Medal (AM) to our CEO, Jennifer Fitzgerald. She was also recognised on the dedicated COVID-19 Honour Roll for her leadership and significant service to people with disability in the pandemic.

From leadership to frontline staff, we've continued our unwavering commitment to "seeing the person". It's been our true north, guiding the many decisions we've had to make over the past year.

I am honoured and privileged to have been appointed to my new role. I took up the mantle from David Lloyd Jones in February 2021 and look forward to continuing his legacy of supporting the people we support to live as equal and empowered citizens.

During David's tenure as Chair, he led with an analytical approach and helped Scope face the challenge of leading the organisation through significant change and growth. We thank him for his leadership during this challenging time.

On behalf of myself and the Scope Board of Directors, I would like to personally

express my gratitude to David for his leadership and his overall contribution to Scope over the past 16 years.

Over the past two years, Scope's 2020–2022 Strategic Plan has served as a roadmap for the growth and transformation of our organisation. Despite some COVID-19-related delays, we've done well to achieve the key deliverables of the last financial year.

The stated strategic intent of the Scope 2020–2022 Strategic Plan is to deliver customer-driven services and sustainable growth to be a market leading national service provider by 2022.

We've taken strong steps towards that goal. We've expanded into NSW and completed the transition of Home@Scope into the NDIS. We continue to deliver financially sustainable services in an evolving NDIS environment. Most notably, we yet again achieved high levels of customer satisfaction.

In preparation for 2022, the Scope Board of Directors, together with the Executive team, will begin a refresh of our Strategic Plan to ensure we continue to provide quality services for our customers.

The refreshed plan will reflect the maturation of the organisation, the enablers required to operate in multiple geographies, and most importantly, the needs of our customers. In the next financial year, some of our strategic priorities will be to maintain a COVID-Safe environment for customers and staff, facilitate an effective roll-out of the COVID-19 vaccination program, and maintain preparedness in relation to the Disability Royal Commission and

the responses we will need to make to its recommendations.

We will also focus on establishing a pathway to One Scope through financial years 2022 to 2025, so we can deliver a consistent customer experience and integrate Scope and Home@Scope systems, processes, procedures, policies, and service models to ensure a sustainable business model for the future.

Our next phase of growth is occurring through expansion of Scope services to NSW. We have appointed a Chief Growth Officer based in NSW to lead this work, and our first customers are enjoying the benefits of the Scope Approach. I look forward to supporting Scope to advocate at a national level for equality and independence for people with disability.

In advancing our commitment to quality Supported Independent Living services, we will continue to develop strategic partnerships with Specialist Disability Accommodation partners who can provide tailored housing solutions for our customers.

Looking to the future, Scope will continue to leverage its strong foundation to grow and establish its position as a leading service provider. Finally, I am looking forward to my tenure as Chair of the Scope Board of Directors and am committed to working alongside my fellow Directors to place the needs and choices of our customers and their families first.

A handwritten signature in black ink, appearing to read 'Sanchia Aranda'.

**Professor Sanchia Aranda AM**

## Chief Executive Officer's report

# Dr Jennifer Fitzgerald



**The past year has been one of the most challenging in our 73-year history. Together Scope staff, customers, and families have continued to face the challenges of the COVID-19 pandemic. We have all risen to that challenge through repeated lockdowns, and our teams have worked tirelessly to keep our customers and each other safe.**

Our priority has been on continuing to deliver essential services in a COVID-Safe way. We have remained agile and responsive to the needs of our customers and their families, whilst maintaining strict compliance with government health directives.

At the same time, our frontline staff have worked hard to support our customers to thrive. They have found creative ways to facilitate engagement and social connection and enable customers to achieve their goals.

Our Therapy teams have pivoted on multiple occasions whilst working hard to maintain continuity of services to children and families.

Our Short-Term Accommodation and Assistance services remained open to those most in need of our support. We also re-purposed four Home@Scope services to provide quarantine support during the peak of the pandemic in 2020.

Our Communication and Inclusion Resource Centre team have worked hard to translate the latest health advice into plain and Easy English and Key Word Sign for people with communication disability. We have made these resources freely available to the public on our social media sites.

Our head office teams have been working remotely for the past twelve months. They've adapted to new ways of working, enabling the business to operate seamlessly throughout the year.

Overall, I've been impressed by the agility and dedication shown by our staff. We have continued to deliver on our strategic and business priorities. At the same time, we've once again demonstrated leadership within our sector, particularly in promoting and facilitating COVID-19 vaccination.

Scope has continued to deliver on our strategic priorities throughout the year in the following ways:

- Successfully transitioning over 1000 Home@Scope customers to the National Disability Insurance Scheme.
- Welcoming more than 2000 staff seconded by the Department of Families, Fairness, and Housing as employees of Home@Scope.
- Re-designing our Scope services and structure to deliver better outcomes for customers.
- Completing full certification for Scope under the National Disability Insurance Scheme Quality and Safeguarding Standards. The certification cements Scope's reputation as a provider of high-quality services that meet the national safeguarding standards. This is further evidence of our own high commitment to the safety and wellbeing of our customers and to delivering outcome-based services. Home@Scope also successfully completed an initial audit, the first step towards NDIS certification.
- Establishing the Scope Practice Governance Framework. The framework supports Scope's social model of support and is underpinned by the four pillars of customer-led support, practice effectiveness, effective workforce, and risk management.
- Continuing to conduct research that makes a positive difference in the lives of Australians with a disability, in partnership with the University of Melbourne.
- Partnering with Swinburne University to deliver innovative technology solutions for learning and best practice.

- Pursuing thought leadership through more than 20 submissions to government and statutory authorities on issues that are of vital importance to people with a disability.
- Expanding our services to NSW. We're well on our way to achieve our strategic goal of being a national service provider, with the establishment of operations in NSW. Our core team brings a wealth of knowledge of the NSW market. Backed by our Victorian team, they're well placed to offer a strong alternative to the NSW community.

These are some of the achievements and highlights, but there are many more in the pages of the 2020–2021 Annual Report.

Most importantly of all, we have continued to deliver our Mission and purpose. None of this would have been possible without the passion and commitment of a team who live our Mission and Values each and every day.

To the Executive team, thank you for always being ready to respond with a solution; a way forward. You are exemplars of who we are and what we stand for.

To the Board of Directors, thank you for believing in us and supporting us through these difficult times. There is nothing more powerful than our shared vision to create positive change in the lives of Australians with a disability.

A handwritten signature in black ink that reads "Jennifer Fitzgerald".

**Dr Jennifer Fitzgerald AM**

## Scope Chief Operating Officer's report

# Natalie Sullivan



**As Scope continues to evolve, seeking to become a leading national service provider for people with a disability, it was appropriate to ensure we had the right operating model to achieve this goal.**

Following a period of review and planning, a new service line operating model has been implemented. This will enable Scope to maximise the potential of each service and deliver a more consistent customer and employee experience. It will also ensure that we are financially sustainable and well positioned for growth and see our customers benefit from expanded depth and breadth of expertise within a particular service.

The new service lines within Scope's operations include Therapy services; Communication and Inclusion Resource Centre national services; Day and Lifestyle Options services; and Accommodation services.

To support the ongoing development of these services, a Business Performance Unit was established to ensure services are efficient, sustainable, and able to scale up and grow.

The past 12 months involved planning and implementing the systems and structural changes required to ensure the success of this new model, which also included the consolidation of operational support services into one team.

Operations commenced under the new model in January 2021 with a planned program of incremental change to achieve complete transfer by July 2021.

The operational redesign will enable Scope to deliver on its mission, provide quality services to people with disabilities, facilitate innovation, and provide a vibrant, rewarding environment that will attract the best staff and continue to support their professional development.

A handwritten signature in black ink that reads "Natalie Sullivan".

**Natalie Sullivan**



*Photo: Spencer cooking a meal at Bass Coast Day and Lifestyle Options*

## Home@Scope Chief Operating Officer's report

# Heather Finlayson



**I'm incredibly proud of the Home@Scope team and their achievements as we continue with our transformation.**

In October 2020, we celebrated Home@Scope's first birthday in "lockdown style" with a birthday cake photo competition; in January we formally transitioned 2408 team members to the Home@Scope team; and our systems projects have been successfully freeing up time for teams to support customers directly through the move from paper-based to digital processes.

Between March and May 2021, we supported our customers and their families to transition to the National Disability Insurance Scheme, providing them with more choice and control in how they choose to live and work towards their aspirations. We are currently working to become certified against the National Disability Insurance Scheme Practice Standards.

The COVID-19 pandemic continues to disrupt our work and challenge our team's resilience. It has been inspirational to watch the way the

team adapts to these challenging times while supporting each other, our customers, and their families. Of special note is the way teams have ensured our customers are supported to make informed decisions about their life activities while keeping safe and well.

As a learning organisation, we are committed to gathering feedback and ideas from customers, families, and staff to inform our priorities and focus our efforts. The results from the Satisfaction Survey in March showed that 92 percent of residents and 92 percent of families are satisfied with Home@Scope services and 81 percent of staff with its role as an employer. This can be credited to the strong relationships we nurture between the people we support, our teams who work with them, and the families who put their trust in us.

Home@Scope was recently recognised at the Research

Effectiveness Awards for our work on the PMR Satisfaction Survey. Together with ORIMA Research, we won the Public Policy/Impact Award, which recognises the importance of tailored research design for people with a disability, their carers, and disability staff to contribute to research that makes a real difference.

We've been on quite a journey together, and I look forward to the next phase of our work and what we can continue to achieve. It will be exciting to streamline the way we work, reorient to the National Disability Insurance Scheme ecosystem, and consolidate our Supported Independent Living model.

A handwritten signature in black ink that reads "Heather Finlayson".

**Heather Finlayson**

# Financial highlights 2020–2021

## Profit and loss

Scope is committed to delivering our mission through high-quality services now and into the future. Scope's surplus will support service delivery during the COVID-19 pandemic; the transition of Home@Scope services to the NDIS, underpinned by time-limited support from the Victorian Government; the growth of Scope services interstate in line with our Strategic Plan and ensure the long-term financial sustainability of the organisation.

Statement of Surplus or Deficit for the year ended 30 June 2021	\$'000s
<b>Income</b>	
State Government	243,236
Federal Government	177,976
Rendering of Services	5,653
Donations and Fundraising	5,724
Other	8,905
<b>Total Income</b>	<b>441,494</b>
<b>Expenses</b>	
Staff and Related	307,170
Depreciation	5,938
Other	35,600
<b>Total Expenses</b>	<b>348,708</b>
<b>Surplus for the Year</b>	<b>92,786</b>

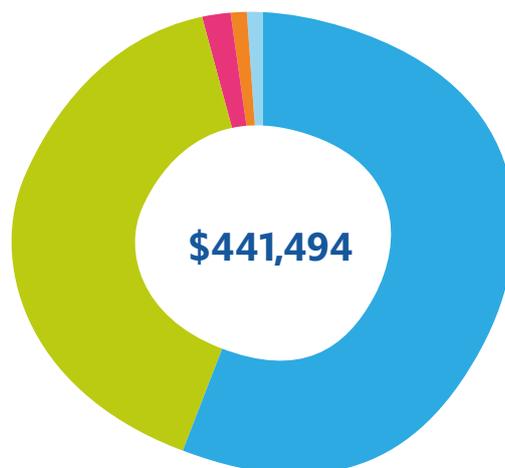
## Balance sheet

Statement of Financial Position as at 30 June 2021	\$'000s
Cash and Deposits	38,222
Other Financial Assets (Investments)	63,536
Receivables and Other	58,393
<b>Total Current Assets</b>	<b>160,151</b>
<b>Non-Current Assets</b>	
Property, Plant, and Equipment	26,559
Other Financial Assets (Investments)	155,785
Receivables and Other	11,489
Other Assets	1,830
Right-of-Use Assets	8,933
<b>Total Non-Current Assets</b>	<b>204,596</b>
<b>Total Assets</b>	<b>364,747</b>
<b>Current Liabilities</b>	
Trade and Other Payables	23,863
Employee Benefits	70,091
Contract Liabilities	8,468
Lease Liabilities	2,838
<b>Total Current Liabilities</b>	<b>105,260</b>
<b>Non-Current Liabilities</b>	
Contract Liabilities	15,193
Other Non-Current Liabilities	8,682
Lease Liabilities	6,210
<b>Total Non-Current Liabilities</b>	<b>30,085</b>
<b>Total Liabilities</b>	<b>135,345</b>
<b>Net Assets</b>	<b>229,402</b>
<b>Equity</b>	
Retained Earnings	228,027
Reserves	1,375
<b>Total Equity</b>	<b>229,402</b>

# Financial highlights 2020–2021

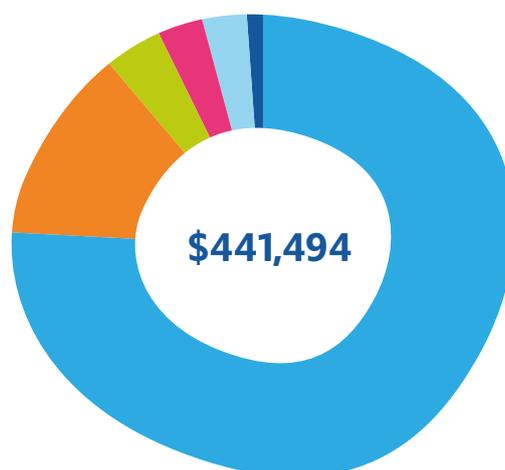
## 2020–2021 Revenue by source

● State Government	56%
● Federal Government	40%
● Other	2%
● Donations, Bequests, and Fundraising	1%
● Rendering of Services	1%



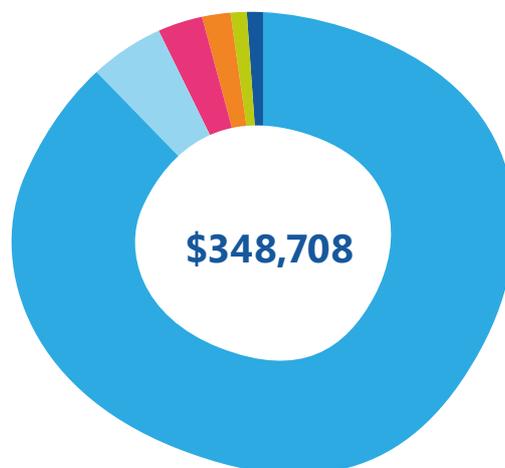
## 2020–2021 Revenue by category

● Supported Independent Living	76%
● Other	13%
● Short Term Accommodation	4%
● Lifestyle Options	3%
● Therapy and Psychology	3%
● Donations, Bequests, and Fundraising	1%



## 2020–2021 Expenditure by type

● Employee Expenses	88%
● Other	5%
● Communications	3%
● Depreciation, Amortisation, and Impairment	2%
● Client Costs	1%
● Maintenance and Vehicles	1%





## An outstanding customer experience

# Growing through words – Brandan’s communication journey

**Speech Pathologist Melissa Barnes began working with seven-year-old Brandan in late 2019. At the time, Brandan was five years old and struggled to form words for speech without the use of pictures and expressive gestures.**

Recognising Brandan’s increasing frustration with communication, Melissa organised for a trial of a purpose-designed Communication Device called the Nova Chat 8. This device supports people through Augmentative and Alternative Communication (AAC) by helping them to generate speech.

Melissa then tailored Brandan’s therapy sessions to focus on “aided language modelling”. This meant showing Brandan’s family, communication aides, and teachers

how to use his Communication Device so they could model that to Brandan. This proven methodology prompts and creates opportunities for communication.

“Since he got his Communication Device, Brandan is now able to make one to four word combinations and even his challenging behaviours have decreased,” shared Melissa.

“It has been wonderful to watch how far he has come in such a short space of time and to share in these

communication milestones that are integral to his future,” she added.

Melissa said the next steps for Brandan’s therapy include supporting his social development through peer group sessions at school and mastering the use of his Communication Device.

“Since Brandan started using his Communication Device, his communication skills have improved and he seems happier,” said Brandan’s mum, Fabienne.

*Photo: Melissa supports Brandan to use his Communication Device during a Therapy session.*

**“It has been wonderful to watch how far he has come in such a short space of time and to share in these communication milestones that are integral to his future.”**





## An outstanding customer experience



*Photo: An excited customer and Support Worker tour a purpose-built home for the first time.*

### Balloon Football League

Scope's Balloon Football League was invented 20 years ago by and for people with disability. As a modified version of Australian Rules Football, Balloon Football is an inclusive sport that suits the needs of people with a disability.

Balloon Football is a great example of Scope's mission to support people with a disability to live as empowered and equal citizens and is now played by over 200 people across metropolitan and regional Victoria.

"The league provides participants with a regular competitive sport that delivers health and social outcomes," shared Emmanuel Pimentel, Scope

Community Inclusion Manager.

"It also allows players to assume other essential roles such as umpiring, team management, and being spokespeople for their team or region," he added.

The Balloon Football League has played an important role in building the capacity of community members and services to be inclusive, and many people with disability are connected to Scope services through the appeal of the program.

As the league has grown, employment opportunities have opened for people with disability, including coaching and umpiring roles. Balloon Football also provides players with the opportunity to participate in high-profile events

such as the Balloon Football Season Launch event; the All Stars Match, where the best players from around the state meet to play a match in Melbourne; and the annual Black Tie Awards, an opportunity for players to swap their sporting gear for a suit and tie and formally celebrate the achievements of over 200 players from around the state.

With the exception of some regional leagues that managed a short run in early 2020, most leagues were inactive through 2020 due to the COVID-19 pandemic.

Re-engagement with players and services was a key part of the effort in getting the league up and running again in 2021.

Players returned in large numbers, with some leagues seeing an increase in interest compared to pre-COVID levels of participation. Many non-Scope customers also decided to join the league, highlighting the importance for sport and recreation for people with disability.

## Disability Royal Commission

The Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability presents a unique opportunity. The Royal Commission provides a platform to not only scrutinise matters of profound community concern but also amplify the voices and views of people with disability, reaffirming that services and supports must prioritise customer safety and wellbeing.

Scope contributed to the ongoing conversation throughout the year by making submissions to the Emergency Planning Response, Restrictive Practices, and Promoting Inclusion issues papers published by the Royal Commission. The last of these submissions addressed what inclusion means to individuals and society, stressing that people with disability develop a sense of belonging when they are respected, valued, and empowered to succeed.

We also started work on an unsolicited submission to the Commission that will focus on Scope customers' aspirations for the future. Over several months, we supported customers to respond to surveys and participate in focus groups about what matters most to them across all aspects of their lives and what they would like to change. We aim to ensure that the voices of people we support are heard loud and clear through this upcoming submission and play a part in helping society always to see the person.

Scope appreciates the role of the Royal Commission in upholding the rights of people with disability. We will continue to extend our expertise and insights as appropriate.

## Customer Reference Group update

Together with the Customer Insight Committee, Scope's Customer Reference Groups have continued to progress in 2021.

Consistent with our mission and the Scope Approach, Customer Reference Groups now exist across all divisions to empower the people we support to exercise choice and control and actively participate in decision-making that affects them.

Customer Reference Groups help to deliver Scope's mission. They play a crucial role in ensuring customers are at the heart of our decision-making.

With the support of management and our Information, Communication and Technology team, Customer Reference Group meetings moved online for the first time this year due to the COVID-19 pandemic. Each of our 29 CRG members embraced the opportunity to participate in online meetings. Additionally, ten members consistently provided feedback and recommendations via one-to-one meetings.

This financial year, the CRG program has informed and contributed to many key projects and outcomes for Scope, including:

- the provision of regular feedback on customer experience to guide service improvement;
- Scope's response to the COVID-19 pandemic;
- a submission for the Department of Social Services on behalf of Scope customers regarding the National Disability Strategy;
- advice and input to inform future projects for the Scope/Swinburne University Centre for Design Innovation partnership;
- an Aspirations Paper for the Disability Royal Commission based on the future goals of Scope customers and other people with disability; and
- improvement of staff recruitment and training.

The next financial year promises to be an exciting year of customer engagement at Scope. We will continue to expand the Customer Reference Group program, providing even greater access for those who wish to engage in this way.

## Scope members

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

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

Scope has a total of 182 members, consisting of 139 Governing (voting) Members and 43 Associate Members as of June 2021.

Our membership engagement over the last 12 months was mostly digital, with Scope members attending and voting at our digital Annual General Meeting and receiving Horizon newsletters, updates relating to our operations, and communications from our Board.

The Scope Board continues to seek opportunities to engage purposefully with Scope's members, evolve the role of Scope membership, and keep members informed on key developments and governance matters, with some digital and in-person activity (where possible) planned for the coming 12 months.

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



## An outstanding customer experience



*Photo: Joy and Rowena baking together at one of Scope's Day and Lifestyle Options services.*

### Virtual 2020 Annual General Meeting

Scope's Annual General Meeting (AGM) was held via virtual technology on 10 November 2020.

Using technology ensured we were able to meet our governance requirements and engage with key stakeholders, while protecting the health and wellbeing of our members, Directors, and staff.

In partnership with our registry support, Computershare, Scope utilised meeting software provider Lumi to host our AGM. Governing Members were able to submit questions via email and phone

prior to the AGM and ask live questions during the AGM via an online chat function.

The AGM was attended by 32 people, 17 of whom were Scope Governing (voting) Members. Thirty-two proxy votes were submitted by Governing Members prior to the meeting in line with statutory requirements. The meeting was duly convened and quorate.

During the AGM, members viewed Kaleidoscope artworks from Scope artists and viewed a video capturing some of the highlights the organisation achieved in 2020. Scope Board Chair, David Lloyd Jones, addressed the strategic and financial

accomplishments of the previous 12 months, with Scope continuing to deliver services and support to people with disability amidst the COVID-19 pandemic.

Scope members unanimously approved the re-appointment of Elected Directors Marcell Judkins and Tricia Malowney to the Scope Board, who stood unopposed.

David Lloyd Jones advised members that, after ten years on the Scope Board, seven years as Chair and Deputy Chair, and a total of 16 years involved in Scope, he would be finishing his maximum term on the Board.

The Scope Board thanked the people we support and our members, families, staff, business partners, donors, supporters, volunteers, and friends, all of whom help us further our mission to enable each person we support to live as an empowered and equal citizen.

In early 2021, the Scope Board announced the appointment of Professor Sanchia Aranda AM as Scope Board Chair and Gary Brinkworth as Deputy Board Chair.

## Customer experience update

The voice of our customers continues to be at the heart of our decision-making at Scope.

We continue to enhance the way we engage with customers, families, and staff to understand their experiences.

### Home@Scope Satisfaction Surveys

A recent Satisfaction Survey has confirmed that Home@Scope customers and their families believe we have met all requirements mandated by the Victorian Government in support of a smooth transition. Customers and families also reported that we exceeded their expectations in several key areas such as client safety.

The Satisfaction Surveys are a key deliverable under the transfer of services from the Victorian Government.

These surveys have helped us understand the transfer experience of customers as well as their satisfaction with current service delivery.

We share customer survey feedback to all areas of the organisation in support of continuous improvement. We use the shared experiences to elevate the customer voice and highlight potential improvements.

### Therapy Voice of Customer report

Scope's Voice of Customer program is now in its fifth year and continues to evolve, providing critical customer perspectives to help Scope improve and innovate.

The program surveys customers and their families from across Scope's service portfolio, asking them about their experiences and ideas on how Scope can improve. Responses are then collected, analysed, and provided to management and service delivery teams as insights and recommendations for action and follow-up. The program has evolved to incorporate loop-back communications with customers, acknowledging what we heard and informing them of any steps we took in response.

We engage with our Therapy customers through online surveys and interviews. Families of customers under 18 years are invited to participate and provide their feedback. Responses are collected and delivered to leaders in real time, allowing them to quickly implement continuous improvement measures. Feedback and options for improvement are regularly discussed at team meetings and tabled at a range of organisational governance committee meetings.

One parent shared, "The quality of services at Scope is fantastic. They know their stuff and are genuinely invested in their clients. They are also very knowledgeable, and the administrative part of Scope is fantastic."

Another said, "My son's Speech Therapist is amazing. Her professionalism, enthusiasm, and knowledge have helped teach my husband and me a lot of new skills to help our son with his communication and feeding issues."

Scope is committed to ensuring the Voice of Customer program continues and expands in line with the growth of the organisation.

## Customer-driven innovation

Scope's innovation agenda continues to progress, strengthened by our ongoing partnership with Swinburne University.

The partnership has enabled Scope staff who work with Swinburne's Centre for Design Innovation, Centre for Transformative Media Technologies, and Pathways and Vocational Education (PAVE) to create useful products for people with disability. Projects include:

### Safety at Work

This project combines Scope's expertise in positive behaviour support with virtual reality to create an innovative training solution for Disability Support Workers.

The aim of the solution is to provide Support Workers an opportunity to apply positive behaviour strategies in a simulated environment. Ultimately, improved training will contribute to improved safety for staff and improved quality of life for vulnerable customers.

This learner-centred program was trialled with over 150 Scope Disability Support Workers and Swinburne PAVE students.

### Products of the Future

A range of products is being designed to support customers with everyday life at home, at work, or in the community.

Six product concepts have been shortlisted for design and prototype development. These include accessible smart gardens, camera and phone wheelchair mounts, accessible clothes racks, modular kitchen sinks, accessible chopping tools, and accessible USB storage devices.



## A greater social impact

# Doing It Right in challenging times

**Each year Scope recognises the contributions of individuals or groups who truly demonstrate the values of the Scope Approach.**

This year Fire Rescue Victoria's Sunshine Fire Station C Platoon was the deserving recipient of the "Do It Right" Award. The platoon was recognised for their efforts in supporting Scope customers when one of our homes was flooded due to heavy rains.

"During a stressful time, the platoon was very calm, compassionate, and respectful. It was clear that the safety and wellbeing of people with disability

was their priority," shared Katherine Hamblyn, Scope Area Manager for the West Melbourne region.

"Most importantly, they sought to communicate with customers in a manner that was reassuring and calm," she added.

In presenting the award on behalf of Scope, customer Irene Kwong said that she was grateful for the help provided by the C Platoon.

"My personal thanks to the crew members who moved my bed on the evening of the flood. The platoon was very kind and helpful. They reassured us and made us feel safe."

Deputy Commissioner David Bruce said Fire Rescue Victoria was proud to serve and humbled by the award.

"Our firefighters don't do what they do for thanks, but it's always nice when the community recognises our work."

*Photo (top right): Irene with Firefighter Josh Clark, Leading Fire Fighter Mike Barnes and Leading Fire Fighter Wade Smith with Scope's 'Do It Right' award.*

*Photo (bottom right): Coordinator of Keilor Accommodation Units Karen Novak and Senior Station Officer Graham Peacock.*



**“During a stressful time, the platoon was very calm, compassionate, and respectful. It was clear that the safety and wellbeing of people with disability was their priority.”**



## A greater social impact



*Photo: Commonwealth Bank staff presenting a cheque at Chelsea Day and Lifestyle Options. Back row (left to right): Lorraine Adem, Helen Maine, Kurt Robson and Camilla Radia-George. Front row (left to right): Andrew, Brodie and Evelyn.*

### Fundraising, philanthropy, and bequests

Last year the Victorian State Government (Sport and Recreation Victoria) supported Scope by providing its Community Inclusion service with COVID-19 survival funding. This generous funding was critical at a time when many of our customers were experiencing social isolation, and the program enabled them to remain connected within their communities.

The Commonwealth Bank of Australia is another organisation that supported Scope this financial year. The Chelsea and Mordialloc branches generously donated \$500 each to Chelsea Day and Lifestyle Options in encouragement of the meaningful work that Scope does in the local area.

“We are very grateful for the bank’s generous donation, which will enable us to purchase much-needed equipment for our participants,” shared Lorraine Adem, Manager of Day and Lifestyle Options, South Metro and Gippsland.

“It is wonderful to see the Commonwealth Bank support us, and we sincerely thank both branches for their donations,” she added.

Scope’s Christmas Appeal featured a story about how communication access helped one of Scope’s Supported Independent Living customers to feel heard and understood, thus improving his quality of life, whilst our 2021 Tax Appeal told the story of Donna and her dream to walk on her own despite being told by medical experts that it wouldn’t be possible.

Scope continues to receive very generous gifts left in wills and bequests. These donations will be used to support our services and programs in the next financial year and beyond.

### Scope’s response to the COVID-19 pandemic

Scope began the financial year in Victoria in strict lockdown, which continued for four months and was followed by further snap lockdowns. Scope is proud to report that, to date, there has been no transmission of COVID-19 at any Scope or Home@Scope services.

Achieving zero transmissions has largely been due to:

- the dedication of all frontline staff;
- the cooperation of customers and their families and friends;
- the early establishment of the COVID-19 Incident Response Group;
- regular communication to ensure timely information was provided to staff, customers, and family members;
- critical personal protective equipment (PPE) being secured, stored, and delivered to services as quickly as possible;
- regular consultation with the Department of Families, Fairness, and Housing to ensure that the disability sector was given access to essential PPE and infection control items;
- COVID-19 in-reach support providing staff with up-to-date COVID-safe plans, quick reference guide resources, and advice updates as required;
- additional COVID-19 infection prevention and control training; and
- the establishment of dedicated Scope vaccine hubs to provide customers and staff with prioritised COVID-19 vaccines.

Mental health and wellbeing for people in the Scope community was a key focus throughout this year with the early introduction of CoronaCARE, which provided all employees and their family members with additional services, including:

- Employee Assistance counselling sessions, which were doubled from four to eight sessions with more available if required;
- free access to the CoronaCARE webinar series;
- additional connection and social isolation support services via Converge;
- the COVID-friendly “Healthy Mind, Healthy You” program for employees; and
- the introduction of Mental Health First Aider (MHFA) training.

Whilst the COVID-19 pandemic has been challenging, we will continue to use the Scope Approach to learn and improve our supports and to be kind to ourselves and others.

## Customised Employment

Scope’s pilot Customised Employment (CE) service demonstrates a commitment to promoting and facilitating the economic participation of people with disability.

Customised Employment is an innovative way to support people with disability to secure open employment and realise their ambitions of both moving beyond having a job and progressing to a career. It is designed to meet the jobseeker’s needs and to identify their ideal working conditions and the requirements of an employer in a way that is mutually beneficial.

Both the service model and operations model were co-designed in consultation with Impact Co., Scope staff, employers, and people with disability.

Having completed the Customised Employment professional course facilitated by the Centre for Disability Employment Research and Practice, the new Customised Employment team is now delivering services to jobseekers and engaging local employers.

We are currently delivering services to 13 customers and have nine waiting for allocated NDIS funding to begin the Customised Employment program. Ten customers are in the discovery phase, two are in the job development phase and engaging with employers, and one has secured an employment outcome.

Many of the customers we are delivering services to have expressed interest in engaging local employers. In the next financial year, we will target small to medium businesses to make this happen.

We aim to grow our customer base as we continue to advocate to the National Disability Insurance Agency to ensure people with disability have employment goals and the right level of funding within their plans to access Customised Employment.

An associated research project is a key activity of the Scope/University of Melbourne partnership. It focuses on outcomes for people with disability and provides opportunities for direct engagement and co-design of policy and practice.

## Communication and Inclusion Resource Centre’s Access Services

The Communication and Inclusion Resource Centre’s Access Services team works with Australian businesses, community services, and schools to be more accessible and inclusive of people with a disability in the focus areas of disability awareness, communication access, and accessible information.

Our team employs consultants with lived experience of disability to co-deliver training and consultancy services to make their customer interactions communication accessible.

Organisations that meet communication access standards through Scope’s Communication Access pathway are accredited with the internationally recognised Communication Access Symbol.

Scope’s Accessible Information team were proud finalists in the 2020 Melbourne Awards for the Easy English documents that they produced for the Department of Health and Human Services and other organisations about the COVID-19 pandemic. These documents will be made available for Australian organisations and networks to distribute in key sectors such as disability, healthcare, and aged care.

In 2021 the team partnered with several new organisations nationally, including the Commonwealth Bank of Australia, National Australia Bank, and Suncorp.

In addition, the Disability Awareness team delivered disability awareness training to over 2000 students in primary and secondary schools.



## A greater social impact

# Seeing the Person through gardening

**An enthusiastic gardener and “green thumb”, Jean Michel Andre knows the benefits of being in a green space.**

Jean Michel is a member of Scope’s Information Communication and Technology team. He is passionate about supporting and empowering Scope customers to immerse themselves in nature and use gardening as a therapeutic outlet.

Thanks to Jean Michel, customers with wheelchairs at our Cairnes Crescent home are now participating in gardening activities with a purpose-designed raised garden to accommodate their mobility needs. Jean Michel built the raised garden beds in his own time and describes the endeavour as a passion project.

“In my conversations with customers at Cairnes Crescent home, I discovered that they wanted to spend time gardening. However, their mobility requirements created a barrier to their participation,” shared Jean Michel.

“This inspired me to embark upon the gardening project so I could remedy this. I wanted to allow customers to acquire new skills and develop greater social abilities when working together,” he added.

The wheelchair garden at Cairnes Crescent empowers customers to choose and control how they would

like to nurture their garden. It also provides them with an immersive and collaborative sensory experience as they tend to their herbs, vegetables, and flowers.

“When I am gardening, I feel empowered and seen as a person beyond my disability,” expressed Jarrod.

“The garden experience has helped me discover my green personality, and I have enjoyed watching the seeds that I plant grow into something beautiful,” he added.

*Photo: Jarrod, Kon and Stephen working in the Cairnes Crescent garden with Jean Michel.*



**“When I am gardening,  
I feel empowered and  
seen as a person beyond  
my disability.”**





## A greater social impact



Photo (left to right): Harry, Ron, and Sharyn Green at the Scope COVID-19 vaccination hub in Glenroy.

### Disability, Diversity, and Inclusion at the University of Melbourne

Scope is committed to developing and creating educational opportunities that improve the lives of people with disability. Through its partnership with the University of Melbourne, Scope has been able to realise this goal.

Dr Stella Koritsas, Manager of Strategic Research, and Zane McKenzie, Customer Engagement Manager, have delivered lectures in disability, diversity, and inclusion through a new subject offered at the University of Melbourne.

The Disability, Diversity, and Inclusion subject explores decision-making support, the place of people with disability in the community, and how society can challenge negative stereotypes.

The lectures allow students to work through online modules about decision-making support. The modules identify the underlying principles of decision-making support, such as those espoused by the United Nations Convention on the Rights of Persons with Disabilities and the National Disability Insurance Scheme.

Across 2020 and 2021, more than 20 students were enrolled in the subject.

### Government submissions

Scope is passionate about ensuring that the voices and views of the people we support are heard. We continue to both generate and respond to opportunities for engagement with government. Our relationships with key government stakeholders are strong, and we have worked independently and in partnership with others to drive the conversation this past year.

As part of Scope's strategic alliance with Ability First Australia, Scope Chair David Lloyd Jones and CEO Dr Jennifer Fitzgerald held meetings with the Honourable Stuart Robert, then Minister for the NDIS, the Honourable Bill Shorten,

Shadow Minister for the NDIS, and the Honourable Kevin Andrews, Chair of the Joint Standing Committee on the NDIS, among other government representatives. These meetings provided an opportunity to highlight with decision-makers the things that customers are most concerned about, which at the time included the proposed introduction on independent assessments.

We also supported a group of 20 Scope customers to develop their response to the Department of Social Services' stage two consultations on the next National Disability Strategy. Several of these customers use Augmentative and Alternative Communication, and we drew on research and expertise about communication access to facilitate seven online discussion groups to ensure we hear their opinions. In the words of one customer, the idea was to "make us [people with disability] more visible".

Other key partnership outcomes included:

- working with Reimagine Australia to develop submissions for the NDIS Early Childhood Early Intervention (ECEI) program about early autism interventions;
- working with National Disability Services on the national response to the COVID-19 pandemic to ensure the safety and wellbeing of people with disability and the workforce supporting them; and
- collaborating with the University of Melbourne, including people with autism, to develop a submission for the Select Committee on Autism and appearing as witnesses before the committee to give evidence.

Our engagement with government will continue to focus on influencing policy to ensure it is responsive to the changing needs of people with disability and fundamental human rights.

## Research into falls risk assessment and intervention for people with intellectual disability

Scope continues to invest in and focus on research that contributes to outcomes for people with a disability.

Last year a key research focus was investigating falls in people with intellectual disability. This research was jointly conducted with Monash University.

Scope's team was led by Dr Stella Koritsas, Manager of Strategic Research, and included Therapists Andrea Curran-Bennett, Richard Wong, and Rachele Zanier.

The Monash University team was led by Dr Aislinn Lalor and included Professor Keith Hill and Associate Professor Libby Callaway.

The research included a literature review to determine if any falls risk assessment tools have been developed for or evaluated with people with intellectual disability. The team also wanted to identify falls risk factors specifically for people with intellectual disability.

From this research, the team determined that research exploring falls in people with intellectual disability is at an early stage of development with only limited evidence available to guide policy or practice. Several falls risk factors were identified, including increased age, incontinence, increased history of falls, needing assistance with daily activities, and seizures.

This research has helped the Scope Quality and Safeguarding team identify and work with customers who have had more than one fall and are at high risk of falling. It has led to reviewing our processes and working with staff to prevent future falls.

The researchers are now working to identify the most common risk factors, which will enable us to develop an automatic flagging system within our customer database that alerts us when a customer may be at risk of falling. This will allow services to work with customers to prevent falls.

## Strategic advocacy

Scope continues to strengthen its position as a strategic advocate on customer priority issues using creative and compelling communications that influence policy. Our intent is to amplify the voices of people with disability.

This year we continued to develop an enhanced approach to strategic advocacy focused on changes to policy that will make a difference in the lives of people with disability. We are creating multimedia presentations that feature the stories of people with disability alongside research findings, data, and key messages.

Our immediate focus has been employment as a key priority for people with disability. We have been developing new and innovative ways to support people with disability to achieve mainstream employment and realise their ambitions, moving beyond having a job and progressing to a career. Customised Employment is the centrepiece of this vision and integral to our mission.

Our Customised Employment program is used to illustrate the importance of meaningful employment for people with disability through the story of Ciaran, who has embarked on the Customised Employment journey. The piece includes face-to-face interviews with Ciaran, his family, and the Scope team members supporting him to discover his career interests and explore his employment options.

The audience for the multimedia presentations comprises mainstream employers, philanthropic organisations, and government stakeholders, including ministers and senior government representatives.

We will continue developing strategic advocacy resources in partnership with our customers that support their voice and, more broadly, allow people with disability to be heard.



## A greater social impact

# A warm farewell to a special Scope customer

**After 52 years of being supported by Scope, Leanne Sheriff is making a tree change to regional Victoria.**

A parting celebration was held in honour of Leanne at the Northern District Day and Lifestyle Options service, with many fond friends of Leanne's attending to show their support.

Leanne's family gathered with Scope CEO Dr Jennifer Fitzgerald and extended family members, friends, and staff from over the years.

Leanne began her journey with Scope in 1969 at the age of three. After attending the Chelsea and District Spastic Centre in Mordialloc during her early years, she and her family moved to Ballarat, where her parents played a pivotal role in fundraising activities and

advocated for establishing a centre for Leanne and other local children with cerebral palsy.

A short time later, the family relocated to Melbourne and settled in Campbellfield. Leanne was then enrolled in the Northern District's Day and Lifestyle Options service in Pascoe Vale before its relocation to Coburg. At Coburg, Leanne forged memorable and meaningful relationships with her fellow participants and Scope staff.

"Some of my best memories at Scope took place at the day centres. I created special relationships with staff and made many friends," expressed Leanne.

"I will miss my life with Scope and would like to thank the staff and participants for the many years of support," she concluded.

"Over the years, Leanne has had a very active life with Scope," shared Camilla Radia-George, General Manager of Northern District Day and Lifestyle Options. "She particularly enjoyed Scope's art program and has been known to spend hours drawing."

"With a big personality and an even bigger heart, Leanne leaves Scope having made deep connections with staff, her housemates, and friends," she added.

*Photos: Leanne at her farewell celebration at the Northern District Day and Lifestyle Options service.*



**“I will miss my life with Scope and would like to thank the staff and participants for the many years of support.”**



## A thriving national organisation

# More than mowing

**COVID-19 restrictions have impacted customers at our Supported Independent Living services. With support from staff, they have faced this unusual time with resilience.**

For many residents, lockdown became an opportunity to focus on tasks and odd jobs around the house.

In one house, physical distancing meant the regular gardener could not attend the property, leaving the garden a little worse for wear.

Taking pride in their homes is important to customers. With a new lawnmower at hand and support from staff members, customers could learn new skills and maintain the garden themselves.

One customer, Luke, has taken to lawn mowing and making sure the yard looks spick and span.

House Supervisor Stephen Mulroy said Luke is a “complex character” who excels with consistency and opportunities to be productive.

“There have been so many benefits of Luke mowing the lawn,” Stephen said.

“It’s kept his mind from worrying about things, as well as promoted exercise and movement. It has been great to be able to provide Luke with an experience that most of us can relate to – looking after and taking ownership of your own home.”

Luke was initially hesitant about getting behind the mower and only did short sessions before handing the reins over to staff.

But with encouragement from his support team, with whom he has a strong rapport, Luke eventually felt comfortable to take the lead.

“There are days where Luke becomes quite stressed and can work himself into a state of worrying about things that staff cannot help him with,” Stephen said.

“This is where opportunities for constructive engagement are necessary to help Luke redirect his thoughts. Meaningful activities such as mowing the lawn can help Luke to regulate his emotions and think about other things.”

*Photo: Luke showing off his new mowing skills.*

**“It has been great to be able to provide Luke with an experience that most of us can relate to – looking after and taking ownership of your own home.”**





# A thriving national organisation

## National expansion accelerated with foray into New South Wales

Scope has established a presence in New South Wales (NSW), marking a key milestone in the national expansion of our mission.

The team will be led by Lee Carpenter, Chief Growth Officer, who has extensive experience in delivering innovative services in NSW. The foundational team has hit the ground running, combining their local expertise with the backing of the wider Scope group.

“At Scope we are passionate about people and turning hopes and dreams into reality. As we expand into NSW, we will bring this passion to supporting people with disability to achieve their goals and bring possibilities to life,” shared Dr Jennifer Fitzgerald, Scope CEO.

“An expansion into NSW is simply a natural step for our organisation as we continue to advocate at a national level for equality and independence for people with disability,” she added.

“We are looking forward to providing greater choice in disability services to more people and, most importantly, in their local communities,” shared Lee.

Scope has already begun offering Support Coordination services and is looking to expand service offerings over the coming months.

Scope is partnering with select Specialist Disability Accommodation (SDA) partners to develop quality, purpose-built homes for people with a disability.

SDA partners are selected based on shared values.

To date, Scope has partnered with Good Housing and Youngcare, two established not-for-profit SDA developers.

The first development is slated for the suburb of Hornsby, and the delivery is planned for April 2022.

## Key Word Sign Australia and Best Care for People with Communication Disability projects

### Key Word Sign Australia – a national information service

Key Word Sign (KWS) is one of the most widely used strategies for people of all ages who cannot communicate by speech alone. It incorporates signs from the local sign language AUSLAN but, unlike AUSLAN, speech is used together with simplified manual signs.

Last year Scope was yet again successful in obtaining a Commonwealth Government Information, Linkages, and Capacity Building (ILC) grant. This time the grant has enabled Scope to increase accessibility to Key Word Sign information and resources.

The objective of the ILC National Information Program grant round was to ensure that people with disability are connected to the information they need to make informed decisions and choices. Scope’s three-year KWS project will deliver on this objective through:

- launching a national website;
- developing partnerships;
- developing new KWS training packages for families and presenters; and
- developing ongoing service offerings beyond the life of the project.

Scope has established a National Advisory Group to steer and inform the project, which includes representation from parents, early childhood service providers, disability service providers, the Department of Education, and Sydney University. Together we will increase the information available to the Key Word Sign community across Australia.

### Best Care for People with Communication Disability – national project

The aim of the three-year (2020–2023) “Best Care for People with Communication Disability” project is to investigate whether providing communication tools and training in communication access to emergency healthcare workers increases knowledge, skills, and self-perceived confidence when interacting with people with a communication disability. This will ensure emergency services are more accessible to people with communication disabilities and improve their experience in accessing ambulance services and services from accident and emergency departments in hospitals.

Key project partners include Ambulance Victoria, the Emergency Services Telecommunications Authority (ESTA), Latrobe Regional Hospital, and St Vincent’s Hospital Melbourne.

We will also work with our partners Two Way Street to implement these tools and resources in South Australia.

The pre-intervention activities include assessments, staff surveys, and focus groups. Moving forward, Scope will develop and implement customised training and tools, and then evaluate outcomes, and consider sustainability plans for our partners who have committed to continuing with their Communication Access accreditation.

## Home@Scope transfer update

As part of the transfer of Victorian Government services to Scope, the Home@Scope team continues to support our customers, their families, and our staff.

Our focus has been on preparing and supporting the transition of Supported Independent Living (SIL) and Short Term Accommodation and Assistance (STAA) services to the NDIS. This included working closely with the National Disability Insurance Agency to ensure the reasonable and necessary funding could be allocated in each customer's NDIS plan. We supported our customers, their families, and our service delivery team through the process to help with their understanding of the changes. Additionally, we formally welcomed seconded staff as permanent employees on 1 January 2021.

Overall satisfaction with Home@Scope as a service provider during the transition to the NDIS is high among customers.

Results from the Home@Scope Satisfaction Survey in March 2021 showed that 92 percent of customers, 92 percent of families, and 81 percent of staff are satisfied with Home@Scope's services and its role as an employer.

"I am very happy with where my son is living and very happy with the staff and the continuity of services and staff after the transfer," one family member shared. "The staff are like family for my son."

A customer expressed, "I like the way the staff let me be more independent and I can go to them for help when I need to."

## New service delivery systems for Home@Scope

Home@Scope's systems projects focus on integrating our systems to better facilitate business operations and return valuable time to our staff to support customers.

The aim is to promote the use of digital technology in our services and transition from paper to digital record-keeping. This will decrease the time our staff spend on administration, while having easily accessible information as and when they need it will support better decision-making. Reducing the amount of time spent on administration ultimately means staff can maximise their time where it makes the most difference – supporting customers.

As part of Home@Scope's continuous improvement ethos, these systems are a good foundation for further process optimisation as we enhance staff and customer information management.

### Systems improvements

- Lumary – Our customer management system is being used regularly for daily case notes. At the end of FY21, over 90 percent of Supported Independent Living (SIL) services were using the system, and we continue to embed and roll out additional improvements.
- Kronos – Our rostering, time, and attendance system has improved the staff rostering process, making it easier and more seamless.
- ServiceNow – Our online payroll portal has transitioned all paper-based payroll forms to online, which has reduced processing times by 50 percent.
- Client Fund Management – Our online banking system app has streamlined monthly client funds management, saving many hours in administration each month. At the end of FY21, it was rolled out to 88 percent of SIL homes.
- Go1 – Our newly implemented online learning system has been introduced this year with 4000 training activities completed.

## Collaborations to increase housing options

Scope is committed to growing its Supported Independent Living (SIL) accommodation service through partnerships with Specialist Disability Accommodation providers and social impact investors.

In the last financial year, Scope strengthened collaborations with key partners Chapter2, Good Housing, Youngcare, Tilda Living, Inspire Impact, and their funders.

Scope is on track to deliver new homes for 50 people with disability in the coming year, with projects for new Specialist Disability Accommodation services in both metro and regional areas. The homes are co-designed to both maximise our customers' capacity to live as independently as possible and reflect an individual's personality and interests.

Our project with Specialist Disability Accommodation developer Chapter2 in Pakenham is due for completion early next year. The home has been co-designed with a couple from our Day and Lifestyle Options program, and it will be the first time they live together as a married couple.

Scope also has a re-development project in Warragul where we are working with existing customers and their families to co-design their new home specifically to their needs.

Whether it is a request for accessible cupboards, larger bench tops, wider hallways for wheelchair access, or an accessible laundry, Scope is committed to creating a home environment that empowers our customers and gives them choice and control over how they would like to live.



## A leading and successful team

# A shining embodiment of the Scope Approach

**Corvey Road Coordinator Rebecca (Bec) Ewer is passionate about Scope's mission and values.**

"Bec demonstrates the Scope Approach in all her work and supports staff to see each customer's skills and individual personality," shared Stephanie Schumacher, Senior Accommodation Manager, North-East.

"Bec also acknowledges the achievements of staff and customers, creating a positive and respectful working environment for all," she added.

It is this commitment that saw Bec honoured with the 2020 Debbie Otto Award, Scope's most prestigious accolade.

The Debbie Otto Award 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.

Bec shared that she was humbled to win the Debbie Otto Award.

"Whilst it is a huge honour to win this award, the most important thing to remember is our role and commitment to supporting people with disability," she expressed.

"I have made it my mission to ensure that customers have choice and

control over their living environment and that they are supported to elevate their voice and live as independently as possible," she added.

Bec implemented a daily meeting initiative that saw Corvey Road customers meet each day to share their thoughts and have a robust discussion about the running of the house.

She also introduced a customer-run monthly newsletter to keep family and friends up to date and connected. It's an exciting activity that gives the customers a sense of responsibility.

*Photo: Coordinator Bec supporting residents at Corvey Road home to produce their monthly customer newsletter.*



**“Bec also acknowledges the achievements of staff and customers, creating a positive and respectful working environment for all.”**





## A leading and successful team



Photo: A Support Coordinator working with a person with disability to implement her NDIS supports.

### The People System project and Learning Management System launch

The People System project commenced in May 2020, with the purpose of promoting a simple, consistent, and shared development experience across Scope. The aim was to encourage and enable high-quality performance in individuals, teams, and leaders.

The launch of the Learning Management System (LMS) took place in October 2020. The project delivered each key milestone on schedule and within budget.

To date, Scope employees have completed just under 20,000

learning activities in the system and participated in 161 different modules.

Phase two has begun and consultation is in progress. This phase will include coaching templates for Scope employees, so they can record their development plans in partnership with their Line Manager.

Phase three will commence in the second quarter of 2022, investigating the benefits of integrating the People System across our varied network of supported systems, including our rostering systems.

Centrally recorded compliance and training evidence will continue to play a crucial role in the People and Culture team's response to the current National Disability Insurance Scheme audit, which was completed in late July.

### Home@Scope workforce update

Following the secondment of over 2400 Department of Health and Human Services (DHHS) employees in 2019, 2020 was spent preparing for the workforce transition to direct employment at Scope in January 2021.

Our People and Culture team worked with DHHS to ensure all employees had renewed Police Checks before the transition, and by December 2020 around 2400 contracts were offered and accepted. Conditions of employment included the provision of compliance requirements such as Working with Children Checks.

Recruitment and learning remain a high priority across the sector as the challenges of attraction, onboarding,

and training in a COVID-19 environment are met. Our staff are supported to utilise upgraded e-learning and virtual platforms, and the new Human Resource Information System (IntelliHR) provides accurate real-time data to identify and remedy learning gaps.

Through our transition period, we have worked to embed the Scope Approach culture in all interactions, including leadership forums and performance meetings.

A significant undertaking for the team was the transition to NDIS funding, which successfully occurred in 2021. Our rostering system will evolve to align to the Roster of Care and allocated funding model to ensure we continue to meet client needs.

The ongoing priorities for the Home@Scope team include:

- ensuring client needs remain core to service delivery;
- undertaking a Roster of Care review in each house, scheduled for completion by March 2021; and
- commencing negotiations in September 2021 for the Enterprise Agreement expiring in June 2022.

## National Disability Insurance Scheme audit

As a requirement of registration as a disability service provider, Scope and Home@Scope are obliged to obtain National Disability Insurance Scheme (NDIS) certification through an audit conducted by an approved auditor.

Scope engaged Quantum to perform the certification audit in April 2020. Certification requires an extensive review of operational practices, and Scope was recommended to the NDIS in August 2020 for certification.

Scope received notice that it was successful and received a certificate of registration as an approved provider in May 2021. We will now move into a three-year renewal cycle. Certification enables Scope to continue to support customers to reach their individual goals.

Home@Scope's transition to the NDIS took place between March and June. Home@Scope's registration with the NDIS is separate to Scope's and contains services that are relevant to

Supported Independent Living and community participation. Quantum was again engaged to conduct the certification audit. We completed stage one in June 2021, with approval to move to stage two granted in August 2021.

The transition of Home@Scope to the NDIS is supported by tailored communication to staff and customers and specific training sessions for service delivery leadership. Our team has worked closely with customers and families to enable a smooth transition, and we hope to gain formal certification so we can continue to provide high-quality services.

## Creation of Occupational Violence and Aggression (OVA) Plan

Scope deems occupational violence and aggression to be unacceptable under any circumstances. An occupational violence and aggression incident occurs when an employee, customer, or visitor is abused, threatened, or assaulted. Scope has adopted a balanced approach to reducing occupational violence and aggression risks that includes the creation of the Occupational Violence and Aggression (OVA) Plan. Key elements of the OVA Plan are:

- the establishment of the Occupational Violence and Aggression (OVA) Subcommittee, made up of representatives from customer service delivery teams and Customer Safeguarding and Positive Behaviour Support teams;
- a dedicated team of Occupational Health and Safety specialists, which responds quickly to support employees in the event of an OVA incident;
- the implementation of the Assessment Tool for Occupational Violence (AT4OV); and
- Ethical Response Safety Training (ERST) at identified services.

Ongoing occupational violence and aggression support for employees and implementation of the OVA Plan and wellbeing strategy Well@Scope are key focus areas for Scope in the next financial year and beyond.

## Implementing Health, Safety, and Wellbeing Plan for Home@Scope

One of the key highlights of this financial year is the successful merging of the Scope and Home@Scope Health, Safety, and Wellbeing (HSW) teams into a single team rich in diversity across age, disability, cultural background, gender, skills, and experience.

The Health, Safety, and Wellbeing team have utilised their combined experience in compliance, manual handling, occupational violence and aggression prevention, injury and claim management, and allied health and nursing to implement Home@Scope's 2020–2022 Health, Safety, and Wellbeing Plan. The plan includes:

- embedding ScopeSAFE for all services and employees;
- recruiting and providing support for Health and Safety Representatives;
- building Incident Cause Analysis Method (ICAM) investigation capacity;
- updating all fire and emergency management procedures manuals;
- focusing on early intervention and support for injured employees;
- providing additional COVID-friendly Occupational Health and Safety and manual handling training;
- developing the new cutting-edge wellbeing strategy, Well@Scope; and
- building positive relationships with unions, the National Disability Service (NDS), and national regulatory authorities such as WorkSAFE Victoria.

The key focus for the next financial year will be the implementation of the Well@Scope strategy, which targets positive mental health, workplace culture, increasing support resources, and increasing individual and team resilience.



## A leading and successful team

# Leading by example

**Van Vien has been a Scope staff member for more than 19 years and is an integral part of the Northern District's Day and Lifestyle Options team.**

During the COVID-19 lockdown periods in 2020 and 2021, Van was redeployed from the Day and Lifestyle Options service to Morwell Avenue home.

During his time at Morwell Avenue, Van built meaningful relationships with staff and customers and supported two customers to achieve positive outcomes.

After noticing that one customer, Colin, was finding it challenging to keep active during lockdown, Van invented creative ways to encourage him to exercise.

Whether it was marching up and down the house, boxing, or dancing to music, each morning Van would support Colin to move and have fun – often without Colin even realising that he was keeping active.

Van also supported another customer, Michelle, to learn how to navigate the internet on her iPad using her Switch Device, a tool that allows people with limited movement to use technology and operate electronic devices.

With added support from staff and her Speech Therapist, Michelle sat with Van each day until she learned how to access the internet independently.

Nowadays Michelle is much more comfortable using the internet. She has even begun using programs like Zoom to socialise and engage with her friends online.

“As a result of Van’s infectious enthusiasm and zest for life, our customers and staff have relayed that they look forward to attending

work at our service each day,” shared Sharon Barrett, Coordinator of Northern District Lifestyle Options, Coburg and Heidelberg.

“Van’s leadership has led to a happier, more productive workforce and customer base, as well as a genuinely uplifting work environment,” she added.

Van recently assumed the role of Team Leader at Northern District Day and Lifestyle Options. He continues to encourage staff and support customers to achieve positive outcomes.

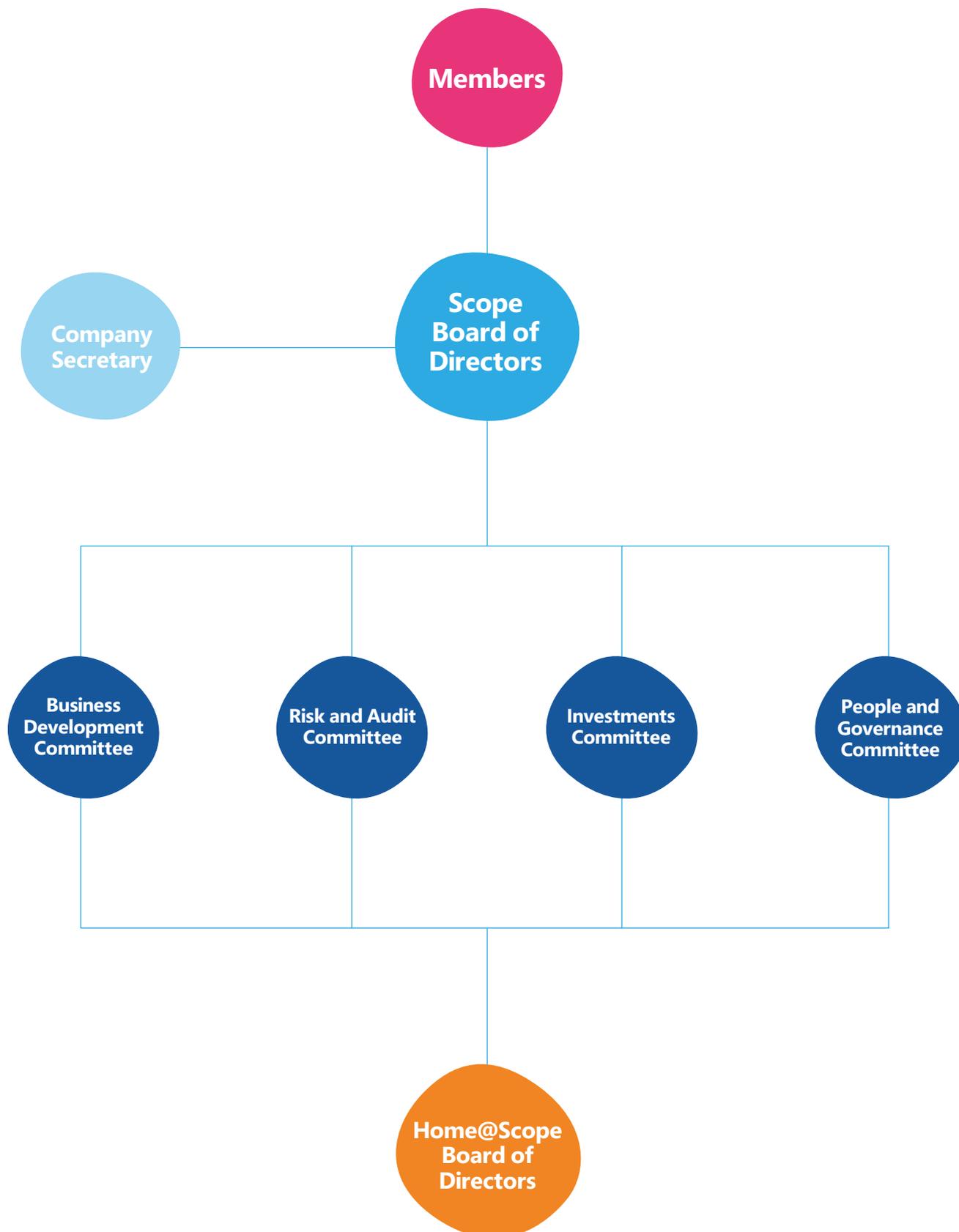
*Photo: Team Leader Van Vien finding creative ways to increase Colin's daily exercise.*



**“Van’s leadership has led to a happier, more productive workforce and customer base, as well as a genuinely uplifting work environment.”**

# Governance structure

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# Operational structure

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# Board



## Professor Sanchia Aranda AM

PhD, MN, GAICD

### Chair

Professor Sanchia Aranda AM brings a wealth of knowledge and experience in both management and governance to her role in leading Scope's Board. As a registered nurse, Sanchia is passionate about reducing health and social inequalities, including the inequalities experienced by people with disabilities. She recognises the social change needed to achieve Scope's mission.

Sanchia has served as inaugural Chair of City Cancer Challenge Foundation and Director of the International Collaboration on Cancer Reporting, the former CEO of Cancer Council Australia and the Past President for Union for International Cancer Control, Geneva and International Society of Nurses in Cancer Care (ISNCC).



## Gary Brinkworth

BEC, GAICD

### Deputy Chair

Gary Brinkworth 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 previous Chief Operating Officer and GM Global Human Resources at Incitec Pivot Limited, Gary successfully rebuilt the business culture and reputation. He delivered long-term agreements with key customers by developing relevant customer strategies, engaging key stakeholders, and asserting industry leadership.



## Mark Chittleborough

BA, GAICD

Mark Chittleborough 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, Mark implemented highly complex projects and helped to 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 AM

BA (Admin), BSW, GAICD

Barbara Hingston 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 Commonwealth government and community and non-government organisations in Australia.

In 2021, Barbara was appointed a Member of the Order of Australia (AM) for significant service to community health and to people with disabilities.



## Marcell Judkins

BBus, FCPA, MBA, GAICD

Marcell Judkins combines her passion for finance and business with her drive to be an active member in the wider community as a Director on the Scope Board. She brings an independent voice to the Board, in addition to many years of experience in strategy development and organisational governance. Previously Chief Financial Officer of Capitol Health, Marcell has a wealth of knowledge in the disciplines of financial management, risk mitigation and management, corporate governance, 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.



**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.

Previously President of Women with Disabilities Australia, Tricia is the facilitator of the International Network of Women with Disabilities. Tricia holds a variety of Board and Committee positions and was recently appointed to the NDIS Independent Advisory Council and Victorian NDIS Community Advisory Council. Tricia is a founding member of the Disability Leadership Institute.



**Philip Oswald**  
**GradDipBus**

Philip brings to Scope 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 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 in both the public and not-for-profit sectors. Lea brings to Scope a level of expertise in the health sector that will be imperative in the successful implementation of the NDIS. 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 Chair of South Port Day Links Board.



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

Serge lives by the value that all people should be treated equally. As Chief Executive Officer (CEO) of Better Place Australia, as well as 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 Director on the Family and Relationships Services Australia Board and the Alcohol and Drug Foundation Board.

# Executive leadership team



**Dr Jennifer Fitzgerald AM**  
*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 40 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 Fellow of the Australian Institute of Company Directors and the Australian Institute of Managers and Leaders Australia. Jennifer is a former Director of Ability First Australia and Ability Roundtable, National Disability Services, and former Chair of Cerebral Palsy Australia. She is currently a member of the Victorian Ministerial NDIS Implementation Taskforce.



**Lee Carpenter**  
*Chief Growth Officer*

Lee joined Scope in January 2021. He was previously the Deputy CEO of Northcott. During his time at Northcott, Lee oversaw growth from under \$20 million to over \$200 million in revenue per year, transforming and managing service delivery in a customer-led NDIS business. A Certified Practising Accountant, Lee holds an MBA and is a Graduate of the Australian Institute of Company Directors. With over 30 years' experience in human services, and 12 of those years working in senior executive roles within the disability sector, Lee has the skills and experience to lead the expansion of Scope's services into NSW in line with our strategic goal.



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

Heather joined Scope in March 2019 and since then has successfully led the Home@Scope subsidiary through the transition to the NDIS. Before joining Scope, Heather held executive roles at Goodstart Early Learning, The Smith Family, and Save the Children, working across the areas of operations, Strategy, Research, and Advocacy. She brings experience leading transformation in both not-for-profit and government organisations to increase the impact for individuals, families and organisations through reinventing service and business operating models. Heather holds a Bachelor and Masters of Education and is a Member of the Australian Institute of Company Directors.



**Peter Hartnett**  
*Chief Strategy and Business Development Officer*

Peter joined Scope in July 2013. Peter has over 20 years' experience in corporate development with a number of leading Australian companies and multi-nationals, 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.



**Ian Morgan**  
*Chief Financial Officer*

Ian has led Shared Services at Scope since 2011. He is a Chartered Accountant with a BSc (Hons) in Physics and has 25 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.



**Sid Shekar**  
*Chief Information Officer*

Sid joined Scope in December 2020 and leads the IT function and Enterprise PMO for the organisation. He was previously the General Manager of Strategy, Technology, and Transformation with NBN Co, where he was responsible for end-to-end strategy, planning, transformation, and management across people, processes, and technology initiatives. With extensive operations and technology experience in senior roles, Sid is well placed to lead the Information, Communication and Technology team through the continued growth of the organisation.



**Natalie Sullivan**  
*Chief Operating Officer*

Natalie was appointed Chief Operating Officer in March 2020, leading the delivery of services.

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, is a Certified Health Executive, 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 and an Adjunct Associate Professor at LaTrobe University.



**Phil Turton**  
*Chief People and Culture Officer*

Phil joined Scope in November 2018. He was previously the Enterprise Talent and Culture Lead at the Schiavello Group, and his experiences includes the delivery of workforce integration on a national level, capability and cost-reduction programs, organisational redesign and productivity initiatives, and 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**  
*Chief Experience and Innovation Officer*

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 2021.

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, a Corporate Governance Reporting Calendar, and processes. This Corporate Governance Framework is reviewed annually by relevant Committees and The Scope 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, 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 meets monthly or bi-monthly, with meetings scheduled against an annual Corporate Governance Reporting Calendar. Board meetings are duly convened and quorate. The number of meetings held in 2020 and 2021, and the attendance of Directors and Committee members at those meetings, are detailed in 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 is 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 bi-annually: 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 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

Lea Pope (from February 2021)

Serge Sardo

Sarah Anderson (Independent member from January 2021)

David Lloyd Jones (until February 2021)

Liz Cairns (Independent member until November 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

Sanchia Aranda (Chair from February 2021)

Gary Brinkworth (from February 2021)

Tricia Malowney

Philip Oswald

Lea Pope

Serge Sardo

David Lloyd Jones (Chair until February 2021)

Marcell Judkins (until February 2021)

## 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

Barbara Hingston

Tricia Malowney

David Lloyd Jones (until February 2021)

## 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)

## 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 our customer is central to Scope's response.

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

## Committee members

Mark Chittleborough (Chair)

Brendan Earle

Christian Astourian (Independent member)

Philomena Horsley (Independent member)

Liz Cairns (Independent member until November 2020)

## 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 meets as required, with meetings scheduled against an annual Corporate Governance Reporting Calendar. Board meetings are duly convened and quorate. The number of meetings held in 2020 and 2021 and the attendance of Directors at those meetings are detailed in Scope Group's Financial Report.

The Home@Scope Board reports to the Scope Board and Board Committees.

### Home@Scope Board members

Jennifer Fitzgerald (Chair and Scope CEO)

Ian Morgan (Director and Scope CFO)

Kirsty Burke (Director and Scope Company Secretary)

Mary Simpson (Director and Scope General Counsel)

# 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 approved a risk management framework and risk appetite statement, which have been implemented across the Scope Group. The Board, through the Risk and Audit Committee, receives quarterly reports on key strategic and operational risks, including current risk ratings compared against established risk appetite, mitigations, key risk management activities, and emerging risks, for consideration.

## Corporate Governance Policies and Compliance

The Board undertakes regular and annual reviews of corporate governance policies and procedures, the 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. 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 strategic and operational 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.



Photo: Scope customer Ciaran and Customised Employment Scout Ray discussing his Customised Employment journey.

# Representation in publications and conferences

## Research and Training Programs

Drozdoff, N., McCann, A., Punaro, J., Di Marco, M., Moynihan, K., & Davis, W. (2020). *Positive Behaviour Support in action* training program. Scope and Swinburne University of Technology.

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

Zainal, V., & Everett, K. (2020). *Positive Behaviour Support in an NDIS context* training program. Scope.

## Conferences

Fowler, S. (2020). *Reframing behaviours of concern through a Polyvagal Lens* [Webinar]. The UK Positive Behaviour Support Alliance, British Institute of Learning Disabilities.

Fowler, S. (2020). *Understanding behaviours of concern through a Polyvagal Lens* [Paper]. Virtual PBS International Conference, British Institute of Learning Disabilities.

Fowler, S. (2021). *The relationship between stress and distress* [Invited subject matter expert]. BTEC Diploma in Practice Leadership of Positive Behaviour Support, British Institute of Learning Disabilities.

Hagiliassis, N. (2021). *Measuring the success of PBS* [Webinar]. The UK Positive Behaviour Support Alliance, British Institute of Learning Disabilities.

## Publications

Fowler, S. & Jackson, J. (2020). *Having fun with the people you support* [Podcast series]. 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*, 10(2), 61–63.

Hagiliassis, N. (2020). [Invited review of the book *Supporting positive behaviour in intellectual disabilities and autism: Practical strategies for addressing challenging behaviour*, by T. Osgood]. *International Journal of Positive Behavioural Support*, 10(2), 68–69.

## Highlights

*Enabling quality behaviour support planning* course, Scope and the University of Melbourne (funded by the Office of Professional Practice), an eight-week online course teaching the capabilities to develop, implement, and monitor quality behaviour support plans aligned to the NDIS PBS Capability Framework, delivered to over 400 behaviour support practitioners.

*Safety at work* facilitating course, Scope and Swinburne University of Technology (funded by the Victorian Government), providing an evidence base to demonstrate how virtual reality can be successfully developed and deployed in Positive Behaviour Support training, delivered to over 100 direct Disability Support Workers.



Photo: Ciaran at his favourite store, Minotaur.

# Thank you

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The following pages highlight the individuals and organisations that have supported and partnered with Scope in 2020–2021.

## Major gifts

Mrs Rita Andre  
Dr Vera Bowen  
Carroll Marsh Investments Pty Ltd  
Mr David Lloyd Jones  
Mr Bruce Pascoe  
The Raitman Family  
Miss Ann Sprague  
Mrs Jean Williamson

## Trusts, foundations, partners, and supporters

Bowness Family Foundation  
Brimbank City Council  
City of Greater Dandenong  
City of Melbourne  
Fred & Vi Lean Charitable Trust  
Goldman Sachs Australia Foundation  
Glen Eira City Council  
Hogan Family Foundation  
Lord Mayor's Charitable Foundation  
Rees Family Foundation  
Sport and Recreation Victoria  
Springbank Football Netball Club  
The Freeman-Dann Trust  
The Holmes Family Foundation  
The Russell Foundation  
The Yorke Family Foundation  
Whitehorse City Council

## Bequests and endowments

Estate of Lindsay James Baldy  
Estate of Marjorie Lawrence Beattie  
Edith Jean Elizabeth Beggs Charitable Trust  
Estate of Noel Charles Belcher  
LW & LI Bett Trust  
Maude Fanny Blunt Trust  
Estate of Joyce Doreen Chettle  
Estate of Clive McDonald Dubberke  
Estate of Charles K Edwards  
Estate of Aileen Foster  
Grace and Herbert Foulkes Charitable Trust  
Estate of Kevin Brian Gibbons  
The Grant Bequest  
Estate of Norman John Harrison  
NJ Horton Charitable Fund  
NJ Horton and Grace Horton Charitable Fund  
Estate of RC and CE Major  
Ian and Marilyn McColl Charitable Trust  
Estate of Hilda Emily McNee  
John Meakin Charitable Trust  
Centenary Foundation – The James Francis Mearns Foundation  
Estate of Olive Meuleman  
Estate of David John Millard  
John Nicol Charitable Trust  
Estate of Michael George Richards  
Estate of Bertha Lucy Elizabeth Rimmington  
Estate of Leonard Rogers  
Centenary Foundation – Alice Sharp  
State Trustees Australia Foundation – William Arthur Shipperlee  
Estate of Nancy Patricia Smith  
State Trustees Australia Foundation – Phyllis Nerelle Turner (1 and 2)  
Estate of Suzette Walker  
Estate of Elizabeth Winstanley  
Estate of Reginald Glenn Wotherspoon

**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.

Dr Vera Bowen  
Mrs June Cameron  
Mrs Margaret Campbell  
Mrs Valda I Clancy  
Mrs Margaret Crosby  
Mr Frank Dibble  
Mrs Lorraine Drape  
Mr Arthur Edwards  
Mr K Evans  
Dr Jennifer Fitzgerald AM  
Mr Allan Fowler  
Mrs Dorothy Kilsby  
Mrs Julie King  
Mr William King  
Ms Irene Kwong  
Mr Louis Lachal  
Mr Brian Logan  
Mr Alasdair Norton  
Mr Bruce Pascoe  
Mr Bill Pratt AM  
Mrs Margaret Ross AM  
Mrs Elizabeth Ruth  
Mr Vic Ruth  
Mrs June Smith  
Mrs Joan Taylor  
Mr Lloyd Taylor  
Mrs Ruby Telford  
Ms Lynne Wenig

## Auxiliaries and centre associations

We would like to thank Scope centre associations and other committees for their outstanding and ongoing contributions to Scope.

## Research partners and supporters

University of Melbourne  
Swinburne University  
Monash University

## Independent members of Scope Board committees

Sackville Kempton (Investments)  
Alasdair Norton (Investments)  
Elizabeth Cairns (Risk and Audit Committee)  
Dr Sarah Anderson (Risk and Audit Committee)

## Scope Disability Royal Commission Independent Advisory Committee

Mark Chittleborough (Chair and Director member)  
Brendan Earle (Director member)  
Christian Astourian (Independent committee member)  
Dr Philomena Horsley (Independent committee member)  
Elizabeth Cairns (Independent committee member until November 2020)

## Community development partners

AAA Play  
AFL Victoria  
Banyule City Council  
Brimbank City Council  
Buckley Park Secondary College  
Cardinia Shire Council  
Catherine McAuley College  
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  
Disability Sport and Recreation Victoria  
Empowering Eaglehawk  
Glen Eira Sports and Aquatic Centre  
Golden Plains Shire  
Grinter Garden  
Hampton Community Centre  
Ice Sports Victoria  
Kathleen Syme Library and Community Centre  
Key Word Sign Victoria  
Kingston City Council  
Leisuretime Centre – City of Greater Geelong  
Melbourne Fringe Festival  
Melbourne Library Service  
Nazareth College  
Netball Victoria  
No Vacancy Gallery  
Peter Krenz YMCA Leisure Centre  
Robert Bowen and Jane McLaughlin  
Shire of Yarra Ranges  
Sport and Recreation Victoria  
Springers Leisure Centre  
Surf Coast Shire  
The Bowness Family Foundation  
The Raitman Family  
Vicsport  
Victoria University St Albans

## Scope Human Research Ethics Committee (Closed as of 7 October 2020)

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)  
Shane Kelly  
John McKenna  
Lindsey Meldrum  
Raelene West

## Legal and audit services

Ashurst  
Deloitte  
Grant Thornton  
Hall & Wilcox  
K&L Gates  
Maddocks  
Rigby Cooke

## 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 Families, Fairness, and Housing and Department of Education and Training, the Office of the Public Advocate, the Australian Department of Social Services, the National Disability Insurance Agency, the NDIS Quality and Safeguards Commission, and the Australian Human Rights Commission. Scope acknowledges the support of the Victorian Government.



# Support Scope

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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

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 impact the lives of the people we support. Your generous gift will ensure we can continue to provide valuable programs and services and work toward creating a more inclusive and accessible society. 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 [www.scopeaust.org.au/support-us](http://www.scopeaust.org.au/support-us) or contact our fundraising team on 1800 815 768.

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 1800 815 768 to arrange this or to 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 customer Kim receiving her COVID-19 vaccine at Scope's Shannon Park vaccination hub.*



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