



2023/24

ANNUAL REPORT

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CHAIRPERSON'S REPORT

I am pleased to present the annual report for South Coast Home Modification and Maintenance Ltd.

The responsibilities of a board of directors are to, establish a governance framework, including a compliance framework to ensure the organisation meets its obligations, set the strategic direction to help the organisation achieve its purpose and oversee financial performance of the organisation.

Our board of directors has a broad range of experience in financial management, legislation, government policy, change management and leadership in the NFP sector. My thanks go to all of the directors, who give their time voluntarily to oversee the vital services provided by Scope.

Two new directors joined us this financial year. Jason Galloway and Jade Bankier come to the Scope board with strong financial and not for profit backgrounds.

The Scope board holds annual strategic planning sessions to review our strategic direction, objectives and strategies. The review is informed by input from the Scope team.

The 4 pillars of our current strategic plan are:

- Great people – a positive team culture that attracts and retains the best people for each role.

- Operational Excellence – a high level of client satisfaction, innovation, compliance, position Scope as experts in the industry.
- Organisation Sustainability – strong financial management, efficient effective services, minimising our environmental footprint and be open to mergers and acquisitions.
- Community engagement – partnerships, collaboration and connection to the communities we work in.



Our financial position is now clear thanks to a significant amount of work carried out by the CEO and Daley and Co. in the last 2 years. A particular focus was on clarifying the separate financial systems of both the funded service and commercial business.

This year Scope underwent an audit by the Aged Care Quality and Safety Commission, against the Aged Care Quality and Safety Standards. A Continuous Improvement Plan was developed to a standard highly regarded by the auditors.

The Audit and Risk sub committee meets regularly to closely review finances, risk and legal compliance and make recommendations to the board.

The constitution is under review by a sub-committee with legal advice. It is expected to be adopted early in 2025.

As the aging population increases, aged care service providers must be agile and adaptable to meet changes to funding body requirements and the needs of older people who wish to age at home.

Scope is well positioned for government policy changes with the commencement of the Home Support Program due in 2027. This is as a result of the new Aged Care Act 2024 and relevant government reviews.

Scope's commercial business provides services to NDIS participants, agencies and private clients who are not eligible for subsidised services. The commercial business continues to grow as demand increases and Scope's reputation for quality work becomes widely known.

I wish to thank the CEO Steven Dixon for his hard work and commitment in this financial year. The changes he has implemented have streamlined Scope services making management and operations more efficient.

Thank you also to all of the staff, new and long term. The board of directors appreciates your dedication to clients and your adaptability to the challenge of change.

CHRISTINE SPACKMAN

Chair of the Board of Directors

CEO REPORT

Executive Summary

FY24 marked a year of resilience, dedication, and a strong financial turnaround for our organisation. We achieved a profit of \$473k, a notable improvement from the previous year's \$837k loss. This success reflects our efforts in refining operational efficiencies and implementing strategic initiatives aimed at financial sustainability and improved service delivery.

Our team's morale is exceptionally high, as evidenced by the latest Employee Happiness Survey. Staff not only express satisfaction but also actively contributed constructive feedback, underscoring a culture of continuous improvement. Furthermore, we successfully acquitted our Commonwealth Home Support funding, receiving positive recognition from the department—a testament to our commitment to meeting client needs and maintaining regulatory compliance.

During the recent Quality & Safety Audit, we committed to continue to prioritise the 8 Aged Care Quality Standards and ensure our Staff, Executive and Board remain informed of our ongoing commitment to service excellence, regulatory adherence, and client-centred care.

Financial Performance

Our financial performance for FY24 resulted in a \$473k profit, a marked improvement from the \$837k loss of the prior year. Key to this success was a dedicated focus on revenue, cost control, and operational improvements, resulting in stronger financial health and sustainability. Notable changes included a \$243k increase in grant income, a \$225k gain on the disposal of non-current assets, and a decrease in employee benefits by \$383k. For FY25, our predictive modelling forecasts an ambitious profit target which we are confident of reaching.

Operating cash flows were positive at \$117k, compared to the previous year's negative \$914k, underscoring our improved cash management strategies. Net assets increased to \$4.6M from \$4M in 2023, reflecting our reinforced financial stability.

Operational Performance

Client satisfaction reached new heights, evidenced by an increasing volume of praise emails across our services. Internal process enhancements have notably reduced client wait times, allowing for more responsive and efficient service delivery. We are also expanding our reach into fringe areas, ensuring that essential services are accessible to thin regions, enhancing our reputation as a reliable and compassionate provider.

Strategic Initiatives

Great People

Our team is at the heart of our success, making “Great People” a cornerstone of our strategic vision. Empowering and investing in our people not only builds a skilled and motivated workforce but also enhances the quality of care we provide. By nurturing future leaders, fostering a supportive workplace culture, and ensuring continuous professional development, we attract and retain passionate individuals dedicated to delivering exceptional client outcomes and embodying our mission of keeping people safe at home.



Operational Excellence:

Operational Excellence is an essential component that is required to deliver reliable and high-quality services to our clients. We are continuing to work hard on our processes to ensure they are streamlined, effective, and responsive, allowing us to reduce wait times and exceed client expectations consistently. Operational Excellence supports our commitment to outstanding client outcomes by focusing on efficiency and precision, making it possible for us to deliver safe, accessible, and supportive living environments for our clients.

Organisational Sustainability:

Organisational Sustainability is crucial for ensuring that we can continue to meet the growing demand for aged care services well into the future. Maintaining a stable financial foundation enables us to reinvest in our mission, expand our services, and reach thin areas. By fostering sustainable practices, including financial planning, resource management, and strategic partnerships, we ensure that our organisation can support clients’ needs consistently and adapt to changing regulations and funding landscapes in the aged care sector.

Community Engagement:

We continue to engage in our communities to build trust, understand local needs, and foster relationships with clients, families, and stakeholders in the aged care community. By actively participating in expos, local events, and partnerships, we are strengthening our connection with the community and increasing awareness of our services. Engaging with the community allows us to better tailor our services, advocate for improved support systems, and ensure that we remain a reliable, compassionate resource for aged care home modifications. Following the success

of the Illawarra Aged Care Expo, we strategically planned additional expos in the Shoalhaven and Hunter regions. These events were instrumental in elevating our organisation's profile and strengthening our connections within the community, further establishing us as a trusted partner in aged care support and home modifications.



Aged Care Quality & Safety Standards

The 8 Aged Care Quality Standards serve as the cornerstone of our commitment to delivering high-quality, safe, and person-centred care. Emphasising client feedback and exceptional service, we will continue to uphold these standards as the guiding framework within which our organisation operates, ensuring consistency and excellence in all aspects of our care delivery.

Review of Operations

The organisation achieved a surplus of \$473,069 for FY24 (2023: deficit of \$837,438), with increased revenue in grants and service income. Our principal activities—providing health-related home and yard modifications for the disadvantaged, frail aged, and disabled community members—remain consistent with our mission. Our focus on internal governance and financial management has further supported operational sustainability and growth.

Objectives and Strategic Direction

Short-Term Objectives:

- Enabling older people in our community and individuals with disabilities to remain in their homes safely.
- Ensuring best practices in governance and financial management.

Long-Term Objectives:

- Expanding service provision across our designated funding regions and exploring new geographical areas.
- Diversifying services to meet evolving Client Directed Care funding initiatives in the Aged Care sector.

Strategies for Achieving Objectives:

- Strengthening client awareness and engagement through broader marketing.
- Investing in infrastructure to boost operational efficiency.
- Exploring potential mergers or partnerships to broaden our service offering.
- Expanding the expertise of our Board of Governance.
- Ensuring ongoing legislative and funding compliance.

In FY24, our organisation achieved a remarkable turnaround, demonstrating resilience, dedication, and a commitment to both financial stability and outstanding client service. The \$473k profit reflects not only a reversal from last year's loss but also the effectiveness of our strategic initiatives focused on operational excellence, sustainability, and client-centred care. By upholding these priorities, we have laid a solid foundation for continued growth and enhanced service delivery.

Our team remains a driving force behind our success, embodying our core values of professionalism, compassion, and innovation. The positive feedback received from both clients and staff highlights our culture of continuous improvement and dedication to quality. Through our investment in developing future leaders and enhancing internal processes, we are building a resilient workforce capable of meeting evolving challenges in the Aged Care sector.

Looking ahead, we are committed to advancing our mission of supporting older people in our community so that they can remain safe, independent and comfortable in their own homes. By focusing on our strategic pillars of Great People, Operational Excellence, Organisational Sustainability, and Community Engagement, we are confident in our ability to meet the needs of our community and to navigate the changing landscape of Aged Care with integrity and purpose. We look forward to building on this year's achievements, guided by our dedication to high standards, sustainable growth, and exceptional client outcomes.

STEVEN DIXON, CEO





EXPOS

ILLAWARRA AGED CARE EXPO



26

Exhibitors



584

Attendees

EXHIBITOR FEEDBACK

"Good mix of provider and attendees, great opportunity to network and reconnect."

ATTENDEE FEEDBACK

"Both my husband and myself enjoyed the event we found it very interesting and informative."



SHOALHAVEN

AGED CARE EXPO



54

Exhibitors



492

Attendees

EXHIBITOR FEEDBACK

"Good to have so many different services and providers in one place. Always good to talk to people and answer their questions."

ATTENDEE FEEDBACK

"A very comprehensive expo. Learning about products and services that I didn't realise were available. Having recently moved to the area it was really helpful."



HUNTER AGED CARE EXPO



42

Exhibitors



529

Attendees

EXHIBITOR FEEDBACK

"Another great event, well done Scope! Plenty of team on hand on the day to ensure we all knew where to go, it's a pleasure attending such a well-run event."

ATTENDEE FEEDBACK

"I was very impressed with the number of agencies present and the active willingness to promote their own business."



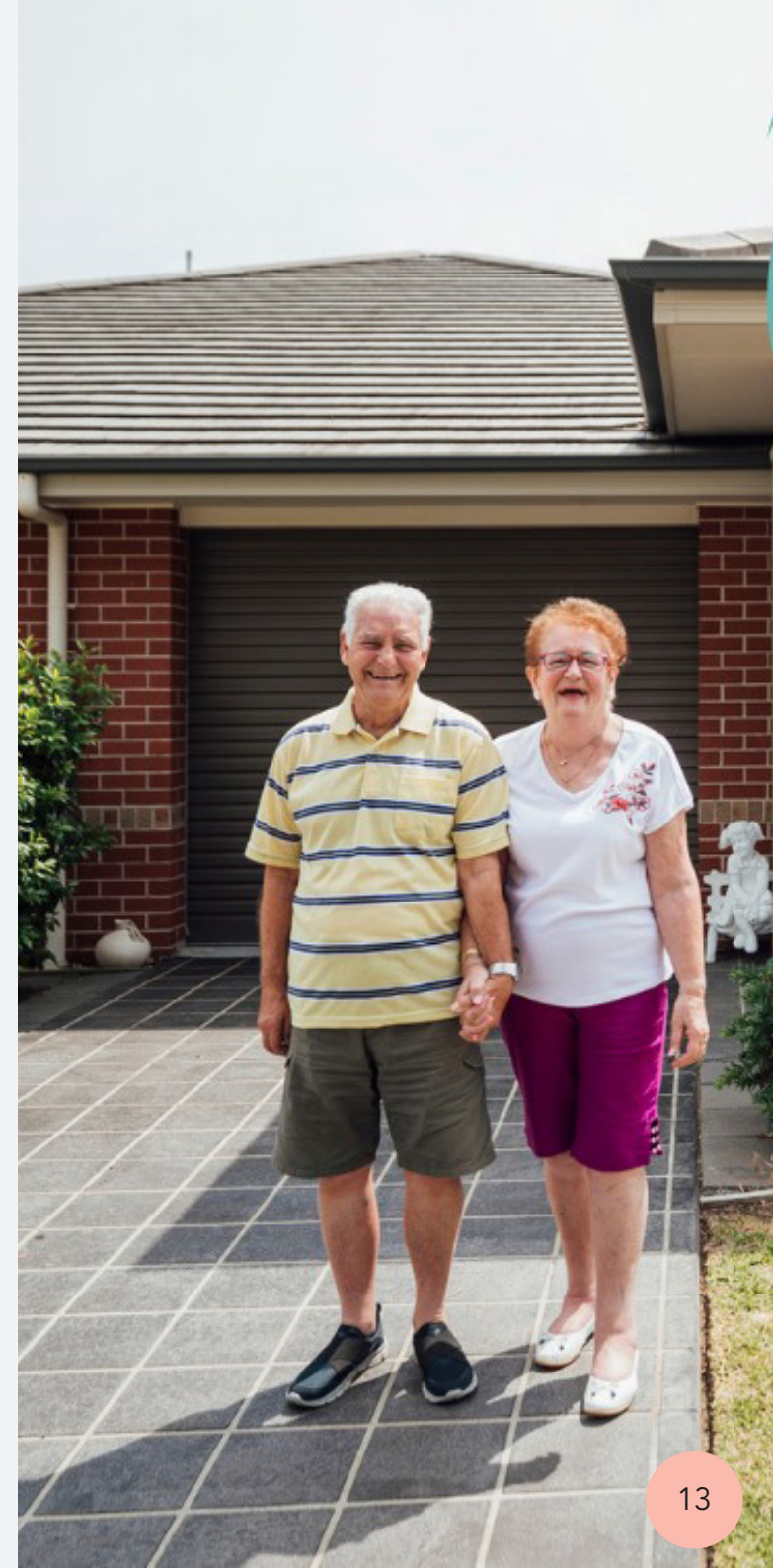
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Client Testimonial

We would like to express our thanks to the builder, Mark, for the way in which he oversaw the completion of the work at our house. Mark's understanding and caring attitude made us feel very comfortable. Thank you.

JENNY DAWSON, SHOALHAVEN REGION

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Client Testimonial

Just thought I would let you know how impressed we are with the work, it has exceeded our expectations in practicality and looks.

PHIL & DEBORAH M, HUNTER REGION

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Client Testimonial

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Scope has made life easier for us, It is so much better now with the new hand rails. **MR & MRS POTTERC**

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PUTTING CLIENTS FIRST THROUGH EXCEPTIONAL CUSTOMER SERVICE

Our commitment to outstanding customer service is central to everything we do. Specialising in home modifications and occupational therapy services within the aged care sector, we strive to create safe, accessible living spaces for older people in our community. We recognise that our clients are among the most vulnerable, and we take pride in delivering services that enhance their quality of life and independence at home. Each project is approached with care and precision, ensuring that modifications not only meet regulatory standards but also exceed client expectations for comfort and safety.

A key part of our service is guiding clients through the complex My Aged Care process. We understand that navigating funding options and accessing necessary resources can be confusing and overwhelming for many. Our team is dedicated to simplifying this experience by providing clear guidance, assisting with documentation, and connecting clients to the right resources. This personalised support is essential to ensuring that clients receive the services they need and reinforces our commitment to being a trusted, compassionate partner in their journey.

Delivering great client outcomes is more than a goal; it's a measure of our success. Positive feedback and high client satisfaction ratings reflect the dedication and empathy our team brings to every interaction. By continually listening to client needs, adapting our processes, and seeking improvements, we ensure that our services evolve in line with the highest standards of aged care. At Scope Home Access, we remain committed to supporting our clients' independence, safety, and well-being, empowering them to live fulfilling lives in their own homes.



HOW DO WE 'CARE MORE' ABOUT OUR CLIENTS AND THEIR CARERS...?

- Provide personalised Gift Boxes to clients as a gesture of appreciation, whether for positive or challenging experiences, and particularly for those who have recently faced difficult circumstances.
- Sharing client praise emails with internal staff to acknowledge outstanding service, with clients frequently expressing gratitude through calls, letters, and emails.
- Sending personalised letters from the CEO to clients who take the time to provide positive feedback, expressing appreciation for their recognition of Scope's efforts.
- Issuing weekly status dashboard updates to our Home Care Package (HCP) providers, keeping them informed on the progress and completion of quotes, projects and wait times.
- Conducting regular visits to HCP providers to receive feedback on service delivery and identify areas for improvement.
- Proactively following up with HCP providers on submitted quotes to enhance the client experience through a personal, responsive service approach.
- Updating external occupational therapists with current wait times for Commonwealth Home Support Program (CHSP) and HCP quotes and modifications.
- Offering client visits at Scope's Head Office in Dapto to experience equipment demonstrations, such as our Stairlift and Bidet, ensuring clients can "try before they buy."
- Delivering informative presentations to carers, highlighting the range of services Scope Home Access offers in occupational therapy, home modifications, and maintenance within CHSP, HCP, and NDIS frameworks.



FUTURE LEADERS PROGRAM

This year, we proudly introduced the Scope Home Access Future Leaders Program (FLP), a comprehensive 12-month initiative designed to nurture and empower our emerging leaders. This immersive program is crafted to shape the next generation of leaders at Scope Home Access, reflecting our commitment to investing in our people by equipping them with the skills, mindset, and tools necessary to guide our organisation into the future.



The Future Leaders Program includes ten monthly, three-hour sessions, each facilitated by CEO Steven Dixon, focusing on the following core leadership topics:

1. Emotional Intelligence:

Understanding and managing emotions to enhance leadership effectiveness and interpersonal relations.

2. Strategic Thinking and Visioning:

Developing a clear vision, thinking strategically, and aligning the organisation with long-term goals.

3. Communication Skills:

Mastering verbal and non-verbal communication, including active listening, to foster open dialogue.

4. Team Building and Motivation:

Creating a positive team environment and motivating members to achieve peak performance.

5. Conflict Resolution and Problem-Solving:

Addressing conflicts constructively and applying critical thinking to solve complex challenges.

6. Change Management:

Leading and managing organisational change, adapting to shifts, and guiding teams through transitions.

7. Ethical Leadership and Integrity:

Upholding high ethical standards and integrity in all aspects of leadership.

8. Decision Making:

Making informed, timely decisions by balancing intuition with analytical thinking and accepting accountability.

9. Delegation and Empowerment:

Effectively delegating tasks and empowering team members to take initiative and make decisions.

10. Innovation and Creativity:

Fostering innovative thinking and creative problem-solving to keep the organisation competitive and adaptable.

This program is a testament to our commitment to developing future leaders who will carry Scope Home Access forward.



ECO-FRIENDLY FLEET

TRANSFORMATION

This year, we made a significant advancement in our commitment to sustainability by introducing a new fleet of vehicles, with **23%** of them now hybrid electric. This shift marks an important step in reducing our dependency on diesel fuel, aligning with global trends toward cleaner energy solutions. The hybrid vehicles not only support our environmental goals but also enhance the fuel efficiency of our fleet, reducing operating costs and helping us minimise our carbon footprint.



In addition to incorporating hybrid technology, **75%** of our fleet has been “rightsized” to ensure that each vehicle is perfectly suited to its intended purpose. By carefully assessing our operational needs, we identified more efficient models that consume less fuel while providing the same level of functionality and support. This fit-for-purpose approach means that we can lower fuel emissions across our fleet, minimising our impact on the environment and supporting our goal of sustainable, responsible operations and alignment with one of our strategic pillars, Organisational Sustainability.

OUR BOARD

Our Board of Directors bring a diverse and comprehensive range of expertise to our organisation, supporting our strategic growth and unwavering commitment to providing exceptional outcomes for clients. With extensive experience in aged and community care, senior public service, legal, finance, technology, and governance, the board is well-equipped to guide the organisation's mission of delivering safe, high-quality, and accessible services.

The board's background includes senior leadership in aged care and community sectors, with deep knowledge in contract and risk management, human resources, and operational governance. Expertise in strategic financial management and business process improvement enables Scope to strengthen financial sustainability and operational efficiency. Additionally, the board members contribute specialised skills in product design, interactive technology, and marketing, which enhances client engagement and service accessibility.

This collective experience of our board not only informs the organisation's long-term vision but also ensures a responsive and client-centred approach to navigating industry challenges and regulatory requirements. Together, the board's strategic insight and commitment to continuous improvement empowers the organisation to remain a trusted provider of aged care services, focused on enriching the lives and independence of our clients.



**CHRISTINE
SPACKMAN**
Chairperson



**LUIGI
ANDREATTA**
Vice Chairperson/
Secretary



GEORGIA LANG
Director



MICHAEL LEWIS
Director



DAPHNE OLSEN
Director



**JASON
GALLOWAY**
Director



JADE BANKIER
Director



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Client Testimonial

Paul and Jason did a great job, my brother suffered a stroke so it was a very stressful time and I want to acknowledge that Paul and Jason were very kind during this time.

MRS COX

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Staff Testimonial

“I really appreciate how our work centres around making a real difference for our clients. Knowing that we’re helping people feel safe and supported in their own homes every day is incredibly rewarding. It’s great to be part of a team that genuinely cares about the community we’re impacting”.

BRAD CONLEY, CONSTRUCTION DIVISION.

“I’m fortunate to have the opportunity to work with a wonderfully talented group of people who make it their mission to make a real difference in people’s lives every day”.

JUANITA SIELER, PLC DIVISION.

“Working in Client Services at Scope Home Access is fulfilling, as I help clients navigate My Aged Care, connect with essential services, and experience the positive impact of our compassionate, high-quality support in keeping them safe at home”.

CAROLINE MITCHELL, CLIENT SERVICES DIVISION.

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