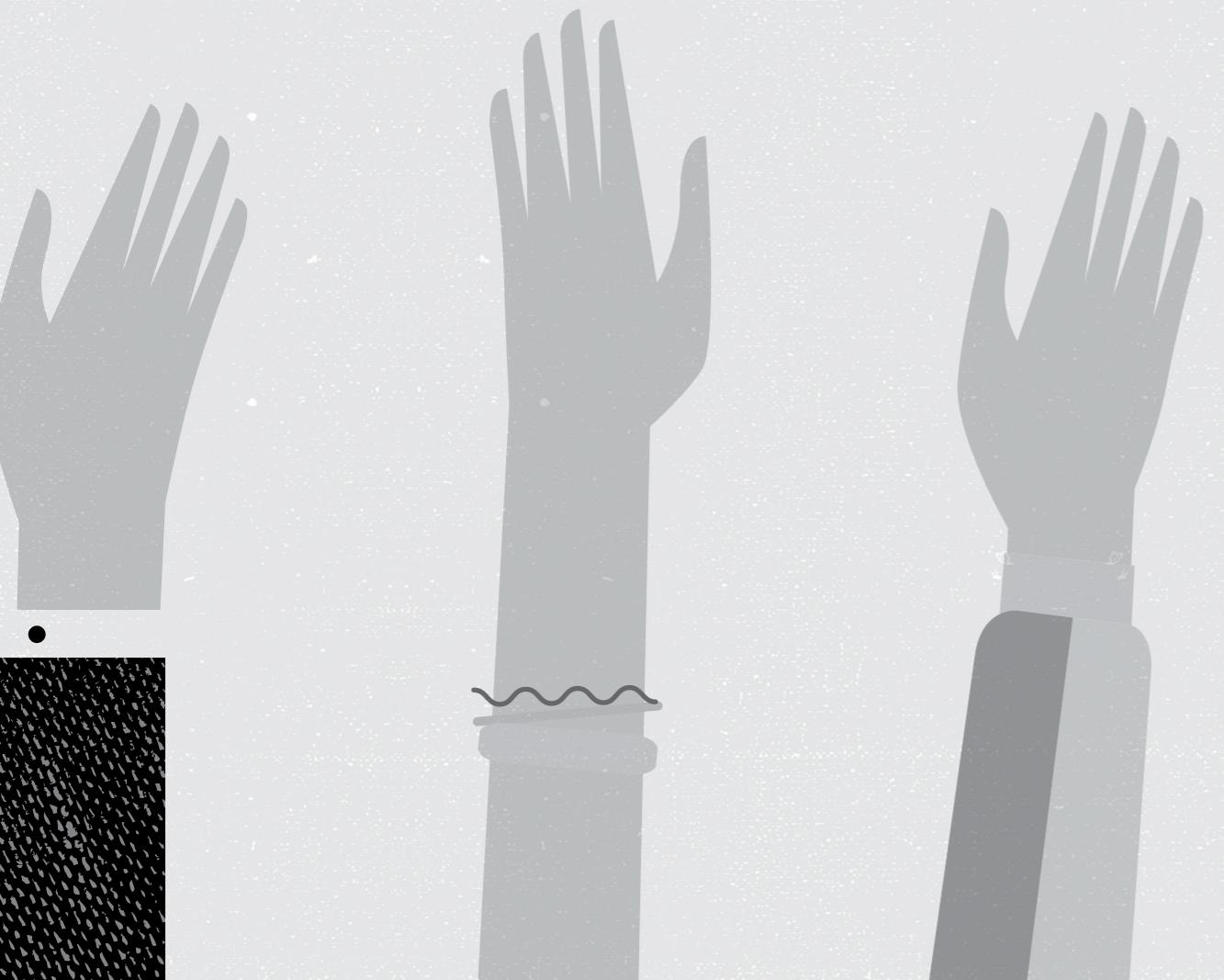


**A transitional
year defined
by growth,
readiness and
innovation.**

Annual Report
2017

MOIRA

“MOIRA has completed another year of successful services to clients, with a growth in the number and range of its offerings.”



President's Message

John Enright

I am very pleased that MOIRA has completed another year of successful services to clients, with a growth in the number and range of its offerings.

The MOIRA board has been closely involved in this process, with board members showing a commitment to providing leadership and governance oversight at planning days, informed discussion at board meetings and healthy involvement in the MOIRA community more generally.

We have a full complement on the board and I thank all members for their commitment, especially Treasurer Graham Forsyth as the leader of the Governance and Finance Committee. We also welcomed to the board during this year Caroline Guthrie and Ben Woodward, who both come equipped with a range of professional skills to help MOIRA in its next phase. I thank all board members for their contributions throughout the year.

Inevitably there is movement. We acknowledge the long service as Treasurer of John Wheller, who resigned during the year. During his service he provided financial guidance and oversight to the board and to senior management. We also acknowledge the very long service of our former Chief Executive Officer, Warwick Cavanagh, who in twenty four years saw MOIRA grow to the organisation we are building on today. We wish them both the best in their future endeavours and acknowledge the contributions they have made to MOIRA and its community.

Our new management, led by Chief Executive Officer Tony Sweeney with Chief Operating Officer Paul Barnes and the team of senior leaders, are charged with the provision of quality services across MOIRA, leadership and inspiration of staff as well as transitioning MOIRA in the new National Disability Insurance Scheme (NDIS) and Victorian Roadmap for Reform environments.

I am very pleased to acknowledge their vision, leadership and insights to the organisation as well as their forthright

contribution to board consideration. Their very direct involvement in the board leads to greater focus and analysis in key areas, which enables the board to make its strategic decisions with confidence and surety.

Our staff responded to the needs of our clients and the pressures of change very positively. This has resulted directly in the growth of stronger partnerships with funders, service partners and the community. On behalf of the board, I thank all staff for the strong reputation for quality service that MOIRA enjoys. While we continue to provide classical services in disability and youth services, which have been built up over many years, we are also growing and extending into new areas of demand and opportunity, such as those being offered with the continuing rollout of the NDIS.

To our volunteers, on behalf of our clients, we thank you for your service and the benefits and enhancements you bring to enable stronger and broader offerings to our clients as they live their lives in their chosen communities.

MOIRA is committed to extending its social media offering. Visitors and the MOIRA community will note our new website, extended information base and range of platforms which are available for communication. We will continue to extend this presence to ensure our clients, their families and carers and the general community have relevant and accessible information in formats and styles which are most suitable to their needs.

This year we are again able to report a material financial surplus, which has enabled us to provide a very strong base for the investments in change which the NDIS will demand and which our community will benefit from. I look forward to this strategic investment, to meeting the challenges of the continuing rollout and the maintenance and enhancement of our traditional community services which have been delivered over many years.



CEO's Report

Tony Sweeney

“The environments in which we find ourselves provide unprecedented opportunities to do more, for more people – but with MOIRA as the enabler, never the centre of things.”

This is my first annual report as CEO of MOIRA and I thought it appropriate – since MOIRA’s vision is to enable independent, fulfilling lives – to reference Greek philosopher, Aristotle’s notion that, “happiness depends on ourselves.” MOIRA’s vision guides us in what we seek to do and what we seek to be in people’s lives.

The environments in which we find ourselves provide unprecedented opportunities to do more, for more people – but with MOIRA as the enabler, never the centre of things.

The centre of things is the client we work with and her/his family, and it is their capacity to be involved in making choices – and changing their minds – that we seek to enable, for them to be independent so they can best create their own happiness.

MOIRA now works with over 4,000 clients, as well as their families. In the most recent survey of these groups 97% said MOIRA made them feel comfortable and welcome, and the same proportion said MOIRA was effective at listening to and responding to their requirements. People having these experiences is a critical part of what we do.

We have set ourselves the challenge to do more of what we do, in more places.

The Roadmap to Reform framework within Victoria has provided MOIRA the opportunity to continue to build upon our long history in the provision of youth services. We now design and execute independence-building supports where the young person is at the centre, through both the Targeted Care Packages and Better Futures individualised programs. MOIRA now works with young people in the east and west of Melbourne, as well as from MOIRA’s traditional base in the south.

The National Disability Insurance Scheme (NDIS) went live in metropolitan Melbourne in the 2016/17 year and MOIRA was ready for the launch site, in north east Melbourne (NEMA), through our new northern base in Bundoora. MOIRA is now a significant provider of support coordination in NEMA. MOIRA built upon the well-established Victorian funds administration (financial intermediary) service to become Victoria’s largest provider of the similar service (plan management provision, or PMP) in the NDIS, working with over 1,300 NDIS participants.

MOIRA is taking a proactive approach to the full-scale launch of the NDIS as most parts of Melbourne enter the scheme throughout 2017/18. This includes NDIS readiness for MOIRA’s traditional services, including residential support, carer support and recreation services, for the new possibilities the NDIS provides for clients and families.

What matters most is the people impact. I have met with numerous people who utilise MOIRA’s services and they speak about the dignity in which they are treated, the commitment of MOIRA team members to their work and – ultimately – that they trust MOIRA; what we say, what we do and the enabler role we play in their lives.

Another reminder from Aristotle is worth referencing: “The more you know, the more you know you don’t know.”

In Youth Services we are engaged in trials and in evaluations of new programs. We have used our knowledge to develop intent, executed upon that intent – made adjustments along the way – and learned. We need to keep learning – trying new combinations of solutions, both from within MOIRA and with partner organisations.

In the NDIS, we have taken an exploratory approach and are now engaging in even more formalised forms of research. We have an understanding of the benefits NDIS participants and their families get from our NDIS services, both from support coordination and PMP. To build upon this we have engaged a research firm to support us through even more comprehensive means to work out what most benefits people. We are also exploring the potential for us to be better through working with partners new to us – including those in the health industry.

MOIRA’s happiness is through effectiveness. The team we have, from board to staff members and volunteers, and the organisations we partner will never stop working at being better.

This vision guides us, the learnings improve us, and the role of enabler inspires us.

“They believe in our cause and they proactively drive fundraising to give back to the community.”

Pictured left: Christine Sayer, Women's President of the Kingston Heath Golf Club.

Pictured right: Paul Barnes, Chief Operating Officer, MOIRA.

Support Story

Thank you to Kingston Heath Golf Club

Located in the southeast of Melbourne, Kingston Heath Golf Club is one of the premier golf clubs in Australia and they are widely recognised as one of the finest golf courses in the world. Female members of Kingston Heath Golf Club have kindly supported MOIRA for a number of years as they believe in our cause and they proactively drive fundraising to give back to the community.

This year, the female members of the club generously donated \$5,000 to MOIRA. We would like to take this opportunity to recognise their honourable contribution. Thank you to Christine Sayer, Women's President of the Kingston Heath Golf Club (pictured below) and her fellow club members for their support.





Treasurer's Report

Graham Forsyth

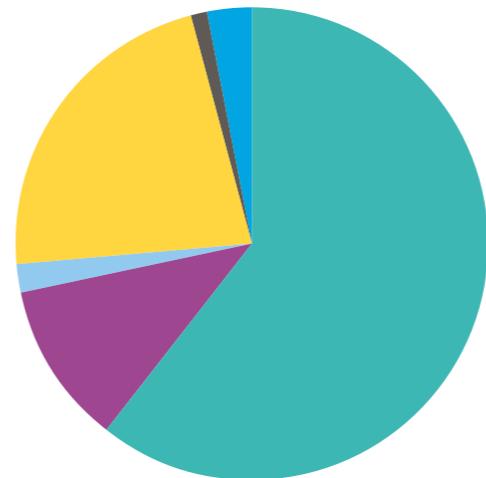
The financial statements presented in the annual report are an extract from the annual financial statements and are designed to provide, at-a-glance, results which reflect the major income and expenditure items for the association. This presentation is designed to give members and friends of MOIRA a better opportunity to appreciate the diversity of funding sources and programs.

Highlights

- MOIRA consolidated operating statements indicate a surplus for the year of \$988,090 (2016: surplus of \$535,078) no revaluations were required on the land and buildings for the current year.
- MOIRA's central office (928 Nepean Hwy) was sold during the financial year which resulted in a profit of \$393,020 in comparison to the revalued book value at the time of sale. The sale significantly improved MOIRA's liquidity.
- Grants and brokerage funds totalling \$2,002,574 (2016: \$1,762,494) not expended during 2016/17 have been carried over to next year and do not form part of the final result.
- Overall income increased by \$2,846,768 in 2016/17 and total expenses increased by \$2,393,756 for the same period.
- State and Commonwealth funds remain the largest source of income providing \$7,974,331 (2016: \$7,736,647).
- Net cash flow from operating activities was \$1,589,274 surplus (2016: \$1,436,863 surplus).
- MOIRA successfully expanded its service offerings over the year in a number of areas such as Targeted Care Packages, Better Futures and support coordination.
- In order to service participants in the National Disability Insurance Scheme (NDIS) rollout in the north-east of Melbourne, MOIRA leases offices in Bundoora.
- Organic growth came from services such as youth services, case management and plan management provision (PMP).

Summary of Balance Sheet as at 30 June 2017

	<u>2017</u>	<u>2016</u>
	\$	\$
Total current assets		
(Cash, receivables, investments)	16,084,178	17,418,048
Total non-current assets		
(Property, plant, equipment)	1,751,977	5,689,243
Total assets	17,836,155	23,107,291
 Total current liabilities (creditors, provisions)	11,631,839	17,777,094
 Total non-current liabilities (provisions)	45,455	159,426
 Total liabilities	11,677,294	17,936,520
 Net assets	6,158,861	5,170,771



Analysis of Income 2017

Government grants	\$7,974,331	60%
Program income	\$1,411,204	11%
Client income	\$314,068	2%
Financial intermediary & plan management provider	\$2,934,586	22%
Non operating	\$161,600	1%
Sundry operating	\$450,990	3%
Total	\$13,246,779	100%



Income by Program 2017

Supported accommodation (inc. therapy)	\$3,125,113	24%
Community support	\$1,962,659	15%
Case management services (inc. continence)	\$1,714,678	13%
Youth services	\$2,501,731	19%
Financial intermediary & plan management provider	\$2,955,103	22%
Support coordination	\$316,797	2%
Others	\$670,698	5%
Total	\$13,246,779	100%

Summary of Balance Sheet – As at 30 June 2017

	2017	2016
Total current assets (cash, receivables, investments)	\$16,084,178	\$17,418,048
Total non-current assets	\$1,751,977	\$5,689,243
 Total current liabilities	\$11,631,839	\$17,777,094
 Total non-current liabilities	\$45,455	\$159,426
 Net Assets	\$6,158,861	\$5,170,771

Cashflow from Operations

Inflows	\$18,678,831
Outflows	\$13,013,130
Net cash inflow	\$5,665,701

Treasurer's Report

Continued

Accounting Policy for Financial Intermediary Function

Since July 2010 MOIRA has been contracted by the Victorian Department of Health and Human Services (DHHS) to provide a financial intermediary (FI) service across Victoria. MOIRA continues to receive a fee from DHHS for this role, but funds allocated for the expenditure on behalf of service users are not available to MOIRA for any other purpose.

MOIRA provides plan management provider (PMP) services to assist clients in administering their National Disability Insurance Scheme (NDIS) individually funded packages. MOIRA's role in providing PMP services is similar to that of FI and any funds received from NDIS packages are not available to MOIRA for any other purposes.

MOIRA is administering these funds in a similar role to that of a trustee. MOIRA is not entitled to these funds. The details are disclosed separately in the financial statements.

Financial Intermediary

The well-publicised delays with the NDIS rollout resulted in Victorian-funded individual support packages (ISP) service users transitioning across to the NDIS slower than originally anticipated. This has led to decline in financial intermediary client numbers being slower than was forecasted by DHHS.

Governance and Finance Committee

The board of MOIRA created a Governance and Finance Committee in November 2008. Its members include the Treasurer and board member Graham Forsyth, board member Peytee Grusche and MOIRA Chief Executive Officer (CEO) Tony Sweeney. MOIRA Chief Operating Officer Paul Barnes attends as an invitee to all meetings. During the 2016/17 financial year John Wheller (the previous Treasurer) and Warwick Cavanagh (the previous CEO) each exited from the organisation.

The role of the committee is to support the vision, mission and values of the agency as set out in MOIRA's governance and strategy documents.

The committee also performs the role of audit committee.

The committee accomplishes its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, financial processes (including controls), audit activities and corporate governance processes. As is necessary, the committee makes recommendations to the board for its activities undertaken by the committee this year included the following reviews:

- Significant accounting policies
- Year-end reporting issues financial audit
- Internal financial controls, investment and debt management, budgets, property portfolio management including motor vehicles, financial reports and insurance
- Business-level performance reporting
- Risk management
- Contract management
- Compliance with legal and regulatory requirements
- Financial delegations
- Self-evaluation against its charter

Sector Involvement

MOIRA continues to be an active participant in a range of human services forums and partnerships.

I would like to take this opportunity to thank members of the Governance and Finance Committee and all staff in the finance, financial intermediary and plan management provision areas for their support and dedication during a particularly busy year.

Board of Directors



Anne Baker

Anne Baker is a highly experienced marketing professional. With more than 20 years' experience and formal training including a Master's in Business (Marketing), Anne brings valuable commercial experience drawn from senior roles in marketing and communications to the MOIRA board.



Anne Brooking

Anne Brooking is a qualified social worker who has worked in individual and group counselling and health promotion. Anne brings her combined experience as a consultant, facilitator and coach to her role as a MOIRA board member.



James Davie

James Davie brings a wealth of commercial knowledge to his role on the MOIRA board. James is a founder of DBRE Real Estate, where he works as a commercial real estate agent and has qualifications in business and property.



Dr Peytee Grusche

Dr Peytee Grusche contributes valuable expertise and knowledge to the MOIRA board, drawn from over 15 years of experience. As a Senior Associate at Russell Kennedy Lawyers, Peytee works as a lawyer, specialising in the areas of the commercialisation of intellectual property and patent and trademark development and enforcement.



Caroline Guthrie

With over 20 years working in Recruitment, HR and Consulting Caroline Guthrie runs a recruitment consultancy where she challenges companies to create inspired cultures that are innovative and forward-thinking. Caroline brings valuable skills and insights in the area of human resourcing to the MOIRA board.



Ben Woodward

Ben Woodward brings qualifications and experience in commercial management to the MOIRA board. Ben has experience in operational, commercial and financial functions in a variety of organisations including health insurance and the international banking sector.

Also on the Board of Directors:

John Enright, President
Graham Forsyth, Treasurer
Tony Sweeney, Chief Executive Officer



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