

# Connection in an extra- ordinary year.



**“COVID has underlined the importance of investing in training, development and wellbeing of staff, and the need to be adaptive in how we support our customers.”**

**This year of continued consolidation for MOIRA has been delivered in the COVID-19 environment.**

The CEO in his report will reflect on some of those challenges and our response.

I thank the Board and its members for the work that has gone on as we work to build our core catchment, our service offering and our programs under considerable challenge and pressure. As a Board we have committed to our own structured education program and a vision and plan for MOIRA which is held as core values for each of us. It is a pleasure to thank each individual Board member for the energy, time and focus they bring to our work.

Our Board is fortunate to receive quality and challenging papers for consideration. These papers help the Board to address significant issues in the provision of our service to clients, ensure that our financial planning and processes are clear and lay out for us governance and reporting issues.

I take this opportunity to thank the executive, senior staff and all team members for their work throughout the year. The leadership that has been shown by Tony Sweeney as CEO and Paul Barnes as Chief Operating Officer has been exemplary, continues to show to all staff the values that MOIRA stands for and provides the supportive environment which has enabled

us to continue to offer high quality, focussed outcomes for our clients.

COVID has underlined the importance of investing in training, development and wellbeing of staff, and the need to be adaptive in how we support our customers. This investment is reflected in the quality and reach of the material that comes to the Board, which assists us to continually guide and shape our service offering.

Once again we have been able to report a strong financial result and continued investment in our people and systems. This is overseen by the Finance, Audit and Risk committee of the Board and I thank again Dr Peytee Grusche for her involvement in that important task.

Solid financial results always gives additional opportunities throughout the year and the Board is pleased to provide quality offices and a location which maximises our access to much of the Eastern and Southern regions of Melbourne. At the same time, our investments in technology have enabled us to continue to offer regional and interstate services to clients of the NDIS.

The continued growth of the Graham and Lewis Forsyth Foundation, designed to hold a financial investment to enable MOIRA to make a significant intervention at an appropriate time is a source of pride to the Board. The Board is very strongly supported by our Finance Branch, which has been praised in terms

of our audit by external auditors. Given the large amounts of NDIS funds that are processed each year by MOIRA as one of its core functions and the significant amount of resources that we invest in the care of our youth entrusted to our care, it is reassuring to our Board to be presented with external audit reports.

I must acknowledge the contribution of our former Treasurer John Wheller, who served on the Board from 2000 to 2017, who has given an exceptional length of service to MOIRA. It is unlikely that we will see such a term of office again.



John Enright - Chair

# "2020 has been a year like no other, and MOIRA will take the Pluses, Minuses and Interestings from it..."



Tony Sweeney - CEO

**When any of us consider 2020 it may well eclipse memories of 2019 and could also feel like a year of loss, or at least of pause.**

The Plus-Minus-Interesting (PMI) model from Edward de Bono that dates back to the late 1960s and remains an influence on younger generations through its use in primary school curriculums, provides the opportunity for a more comprehensive wellbeing and issue-specific view of 2020, including for the people – customers and team members – connected to MOIRA.

There have been minuses for MOIRA and – probably – all connected to us; economic, emotional, freedom of movement and company, worry about the future and slowed or reversed progress. A COVID Normal MOIRA, Australia and world will benefit from optimism in the capacity for catching up, for re-reversals and for leveraging the new experiences and choices; the Pluses and Interestings.

This capacity is fuelled by engagement: people with the potential for positivity within themselves, people engaging with and supporting each other and MOIRA engaging with all connected to us.

In the first half of financial year 2020, MOIRA was transitioning more deeply into new forms of engagement. Early in that time

we bade our final goodbye to the residents and team members of our disability residential service, with them pursuing the potential benefits of the National Disability Insurance Scheme (NDIS) through their new provider and employer, Life Without Barriers.

MOIRA's Your Journey service was expanding its reach, using our base at Caribbean Park in Scoresby to work with young people, and with service providers and funders, in more areas and more programs. Your Journey is a key example of engagement in a COVID year, where alongside these new opportunities, the limitations of in-person engagement meant a slowdown and even reversal in the growth of support programs that are funded around the needs of individual people. COVID also meant much more engagement with young people digitally, including by phone and video call.

The PMI model was also in play for our Carer Connect program, with both expos and more regular engagement having to become more digitised. In this case, there were Pluses about this because we planned to have a more digitised form of support to facilitate more choice for more people. What we learned from new, in-person 'experiences' with carers before COVID hit was helpful with that.

This was also a year of another goodbye, with MOIRA's provision of Victorian disability financial intermediary services coming to a close as customers moved to

the NDIS or to MOIRA's Continuity of Support financial service. Our financial plan management service in the NDIS continued its growth.

Engagement between team members was challenged by COVID and the move to working from home had P, M and I elements, too. There will be ongoing arrangements from that experience which support both our operations and growth, and the experience and growth of team members. Considerable investment was made, with goodwill, by all team members and the COVID groups.

To be engaging is one of MOIRA's organisational values so the Ps, Ms and Is of the COVID year will make us better again at living that value with and through team members and with customers. Customers tell us they believe in MOIRA and its relationship with them, and this is reflected in a recent survey of customers that demonstrated that between 96% and 100% of customers believe MOIRA consistently lives its values of Trustworthy, Engaging and Dignified.

2020 has been a year like no other, and MOIRA will take the Pluses, Minuses and Interestings from it to keep growing as an organisation in what we do and who – team members and customers – choose to be on the MOIRA team.



### MOIRA's culture first strategy recognises that inspiring and connecting with our team will get inspired results.

We believe that an engaged and motivated workforce is the best way to deliver on our vision that people choose what creates their best future.

During 2020, as the world dealt with the global pandemic COVID-19, the ways and means of this connection was challenged as the entire operational workforce shifted to a Work from Home model. MOIRA moved quickly to establish principles to guide the COVID response and set up a cross functional response team to coordinate and implement measures, including providing technical and home office equipment support. Keeping team members safe and ensuring continuity of services were key priorities. Team members were invited to actively contribute to the strategy via fortnightly pulse checks – targeted surveys designed to understand and address key concerns.

Digital connection opportunities were created and embraced by team members. This year, more than ever before, the safety, health and wellbeing of our people has been a priority and MOIRA Fit (online) provided opportunities for team members to engage in activities including stretching programs, yoga and meditation,

not to mention some fun challenges around the four pillars of wellbeing: exercise, nutrition, mindfulness and sleep. It was great to see so many sharing their stories, success and even their setbacks and challenges.

*“Working from home has been stressful and isolating at times and it is nice to have been supported along the way by our leaders and team members”*

MOIRA Team Member

Recognising that circumstances varied for team members the COVID response included a range of supports including financial, mental wellbeing via the Employee Assistance Program, recognition of home-schooling responsibilities and access to release days for wellbeing.

It was also important to MOIRA that we continued to focus on our proactive cultural initiatives, even with the additional challenges that COVID presented. At MOIRA we believe that every team member should have the opportunity to grow their career and fully participate in the workforce regardless of gender, caring responsibilities, disability, age or circumstance. The I Take this Seriously (ITS) program recognises that commitment and performance takes different forms, and traditional

or 'one size fits all' approaches may not result in best outcomes – at both individual and organisational level. Explicit in the success of this program is the shared nature of both the benefits and obligations. Both MOIRA and the individual team members who participate in the workplace program commit to taking this seriously.

The work supports MOIRA's focus on gender equality and included the launch of the formal Flexible Working Arrangements policy. We also embarked on a journey to explore and address misogyny, considering how this exploration might contribute to strengthening our workplace norms and beyond-organisation impact, including our ability to address other forms of marginalisation and how this is then reflected in service delivery. In November 2020 team members were invited to attend training which aims to build understanding of the link between gender inequality, misogyny and gender - based violence and build capacity to take a gender transformative approach to workplace culture.

The Youth Employment Scheme – real employment opportunities for the young people we support – was expanded in 2020 to test a hypothesis that 40% of the MOIRA Financial Plan Management (FPM) workforce can be employed from our customer base – young people from the Your Journey customer base, carers of people with a disability and people with a disability. The expanded program, called Project 40, has seen nine young

people successfully employed through the scheme so far.

The environment that best facilitates Project 40 is one of high performance and high psychological safety. At MOIRA we call it the Pliability Environment and it represents the balance between developing and applying strengths and flexibility of thought and act. Leaders and emerging leaders at MOIRA participate in the Pliability Leadership program and Accelerate emerging leaders' program and are encouraged to learn from each other and engage in complex, innovative work as the norm. Learning accompanies doing, and the MOIRA Reflective Practice Framework facilitates on-going growth and reflective learning in relation to set expectations of both performance and behaviours.

*“I do believe MOIRA are very committed to their support to team members which needs to match equal commitment from me individually and ensuring I am also implementing my own strategies.”*

MOIRA Team Member

The MOIRA workforce engagement survey 2020 was conducted in March with the aim to collect data relating to employee satisfaction and engagement. The survey was designed to measure both overall engagement as well as measure

the factors that drive satisfaction and engagement in an organisation. Additional anchor questions relating to the key engagement drivers of meaning, autonomy, growth, impact, connection and psychological safety were also measured. Over 90% of respondents were proud to say they work at MOIRA, would recommend MOIRA to others as a great place to work and felt that they belonged at MOIRA.

In October, team members were asked via the fortnightly pulse check survey how they were feeling. Again, over 90% of respondents felt enthusiastic to work at MOIRA each day and described the work environment as supportive. These results indicate a strong culture that people trust and is strategically relevant, and a continuing strong connection and contribution to the work being undertaken at MOIRA.

I'd like to take this opportunity to recognise the resilience, adaptability and hard work of every MOIRA team member during the COVID period and thank them for their contribution.

Libby Kelly - Chief People Officer

**“Thank you MOIRA for looking out for carers at this difficult time – I needed it as I’m sure others did. We needed support and caring and MOIRA provided that without being asked. That’s what made it so much better. Someone else cared!”**

MOIRA Carer



## Carer Connect Customer Story

### **This year we launched Carer Connect, transforming MOIRA supports for families and carers of people living with disability.**

With a vision to digitalise programs, our online transition was fast tracked by COVID-19 restrictions as many carers adapted to connecting remotely. In these challenging times and beyond, our focus was and is directed to facilitating carer wellbeing.

The Talk, Learn, and Connect (TLC) initiative was developed to enable MOIRA’s carer community to do just that – talk, learn, and connect with each other and services. TLC has provided the framework for wellbeing programs, the MORIA Carers Assistance Program, and the MOIRA Disability Carer Community, and will continue to guide future activities.

The digital transition expanded the reach of MOIRA’s support beyond the previous South Melbourne cohort, opening access to families throughout Australia for the first time. Our digital wellbeing programs saw over 175 carers participate in online courses that included art therapy, mindfulness, yoga, and Tai Chi. 70% of these carers were associated with MOIRA Financial Plan Management and located throughout Victoria and further interstate. These 4 – 6 week courses provided one hour in a day carers could take for themselves.

In collaboration with Prag Consulting, a renowned clinical and behavioural support provider in the Disability sector, the Carers Assistance Program offered free phone counselling sessions to support MOIRA’s carers during COVID-19 and beyond. Over 115 sessions were conducted, assisting almost 50 carers.

As we commenced building MOIRA’s digital community of carers, a private Facebook group established a space for carers to connect, share, and keep updated. The group now nurtures over 180 carers.

digital line up of activities. Virtual morning tea, online trivia, and a webinar on resilience rounded out a week that acknowledged the incredible role of carers.

The future for Carer Connect is firmly grounded in the digital space on the premise of supporting and listening to our community, and with the view to diversify and engage with carers across Australia. As we explore new ways to connect and grow, MOIRA’s very first digital expo; Connect! The digital disability event, takes a leap into our next phase.

*“The classes have enabled me to slow down and enjoy life much more, also to not be so hard on myself when I feel I could have done something better.”*

MOIRA Carer

The Strengthening Parent Support Program funded by the Victorian Government continues to remain a central element to MOIRA carer services. MOIRA supports over 250 carers within support groups. As face-to-face groups were put on hold, we took to online Zoom catch ups and phone calls, checking in and providing information and resources.

We also celebrated Carers Week a little differently this year with a

**This presentation is designed to provide, at-a-glance, results which reflect the major income and expenditure items for MOIRA.**

**Highlights**

1) Operating Surplus / (Deficit) – \$1,146,972

MOIRA reported a surplus for the financial year, which is mainly attributable to continued growth in Your Journey and Financial Intermediary services (Continuity of Support and Financial Plan Management), and the closure of some programs.

MOIRA has continued the process of minimising costs and improving efficiencies, which have greatly improved bottom line performance over previous years. Consolidated operating statements indicate a surplus for the year of \$1,146,972 (2019: deficit of (\$374,845)).

2) Funds - \$3,265,615

Grants and brokerage funds totalling \$3,265,615 (2019: \$2,910,333) not expended during 2019/20 have been carried over to next year and do not form part of the final result.

3) Income – (\$796,459) Expenses – (\$2,318,276)

Overall income decreased by \$796,459 in 2019/20 and total expenses decreased by (\$2,318,276) for the same period.

4) Government grants - \$5,860,041

State and Commonwealth funds remain a significant source of income providing \$5,860,041 (2019: \$6,871,339).

5) Net cash flow from operating, investing and financing activities was \$772,198 surplus (2019: \$1,125,843 surplus).

6) Organic growth came from services such as Your Journey, Continuity of Support and Financial Plan Management.

7) MOIRA exited from residential services during the financial year.

8) Adoption of new and revised accounting standards:

a. The company has adopted AASB 16: Leases

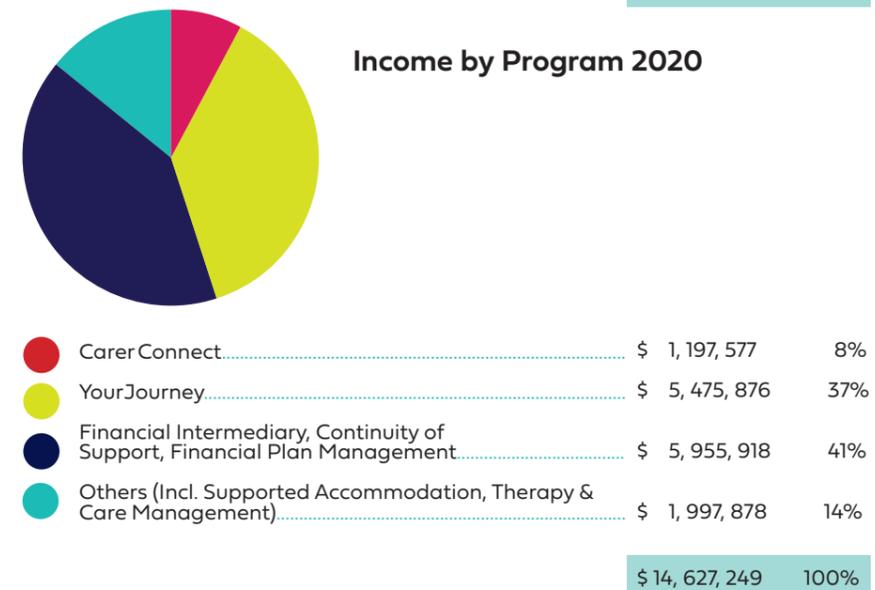
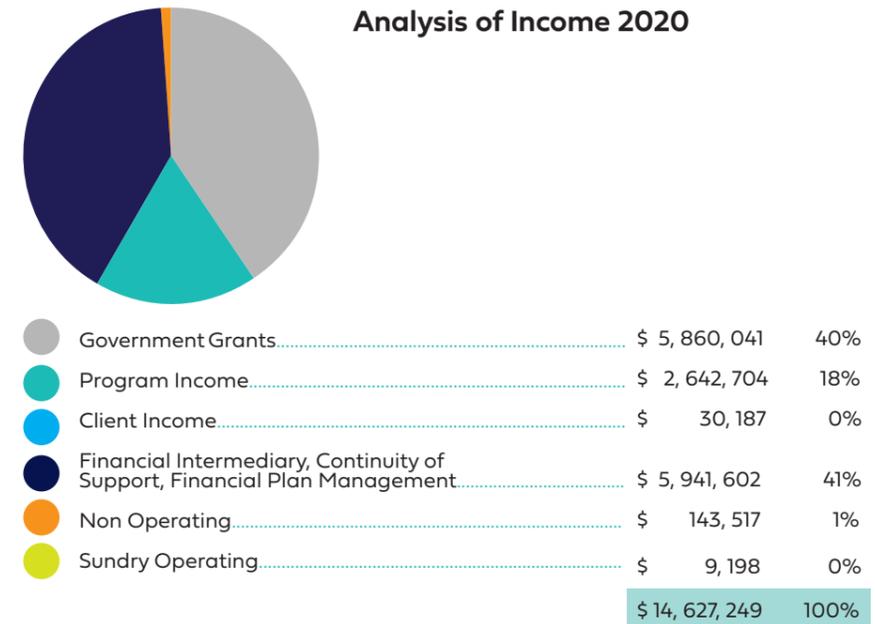
b. The company has applied AASB 15: Revenue from Contracts with Customers and AASB 1058:

Income of Not-for-Profit Entities

Further details are detailed in the annual financial statements.

**Summary of balance sheet as at 30 June 2020**

	2020	2019
Total current assets		
(Cash, receivables, investments)	\$ 28,499,625	\$ 28,481,845
Total non-current assets	\$ 3,800,339	\$ 1,773,791
Total assets	\$ 32,299,964	\$ 30,255,636
Total current liabilities	\$ 22,617,865	\$ 23,450,070
Total non-current liabilities	\$ 2,007,988	\$ 110,041
Total liabilities	\$ 24,625,853	\$ 23,560,111
<b>Net assets</b>	<b>\$ 7,674,111</b>	<b>\$ 6,695,525</b>



**Cashflow from Operations**

Inflows.....	\$ 17,137,578
Outflows.....	\$ 16,365,380
<b>Net Cash Inflow.....</b>	<b>\$ 772,198</b>

### 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 Limited receives a fee from DHHS for this role, but funds allocated for the expenditure on behalf of service users are not available to MOIRA Limited for any other purpose. The contract ceased on 30 June 2020, and unspent funds allocated for expenditure on behalf of service users will be returned to DHHS as per contractual requirements.

MOIRA provided Financial Plan Management services to assist clients in administering their National Disability Insurance Scheme (NDIS) packages. MOIRA's role in providing Financial Plan Management services is similar to that of FI and any funds received from NDIS packages are not available to MOIRA for any other purpose.

MOIRA provided Continuity of Support services to assist clients over the age of 65, in administering their Individual Support Packages (ISPs). MOIRA's role in providing Continuity of Support services is similar to that of FI and any funds received are not available to MOIRA for any other purpose. MOIRA Limited is administering these funds in a similar role to that of a trustee. MOIRA Limited is not entitled to these funds.

### Finance, Audit and Risk (FAR) Committee

The board of MOIRA created the FAR Committee in November 2008. Its members during the 2019/20 financial year were board member Peytee Grusche (previously Treasurer), Chair John Enright, and MOIRA Chief Executive Officer (CEO) Tony Sweeney. MOIRA Chief Operating Officer (COO) Paul Barnes attended as an invitee to all meetings.

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 including the following reviews:

- Significant accounting policies
- Year-end reporting issue financial audit
- Internal financial controls, investment and debt management, budgets, property portfolio management including motor vehicles, financial report and insurance
- Business-level performance reporting
- Risk 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 Disability Sector forums, human services forums and partnerships. I would like to take this opportunity to thank members of the Finance, Audit and Risk Committee and all staff in the Finance, Financial Intermediary, Your Journey and Financial Plan Management areas for their support and dedication during a particularly busy year.”** John Enright - Chair

**Tony Sweeney.** For over three decades, Tony has been committed to a career in the disability services industry. In his role as Chief Executive Officer (CEO) Tony Sweeney works closely with the MOIRA board to ensure that the organisation's vision and strategy are aligned.

**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.

**John Enright** has extensive experience in government positions where he undertook many program reviews around governance and performance. As Chair of the MOIRA board, it is John's role to guide it with information and insights to support decision making.

**Dr Peytee Grusche** contributes valuable legal expertise and knowledge to the MOIRA board. Her particular skills across intellectual property rights, as well as her general expertise in the law, supports the MOIRA board in taking a robust approach to commercial issues.



**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.

**Caroline Guthrie.** Working in Recruitment, HR and Consulting, Caroline Guthrie is the Director of Perigon Group's Melbourne operation which offers recruitment and consulting services to a wide range of industries. With many years' experience in the UK and Australia, Caroline brings valuable skills and insights in the area of human resourcing to the MOIRA board.

**Shanker Pragnaratne.** Shanker is the principal psychologist of a private psychology practice, providing clinical, forensic and organisational consulting services in the disability sector. With his professional background and lifelong interest in helping others, Shanker Pragnaratne is an ideal addition to the MOIRA board.

# MOIRA.

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MOIRA's vision

**That people choose  
what creates  
their best future.**